

Thurrock: A place of opportunity, enterprise and excellence, where individuals, communities and businesses flourish

Cabinet

The meeting will be held at **7.00 pm** on **8 February 2017**

Committee Rooms 2 & 3, Civic Offices, New Road, Grays, Essex, RM17 6SL

Membership:

Councillors Robert Gledhill (Chair), Shane Hebb (Deputy Chair), Mark Coxshall, James Halden, Deborah Huelin, Brian Little, Susan Little, Sue MacPherson and Pauline Tolson

Agenda

Open to Public and Press

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Queries regarding this Agenda or notification of apologies:

Please contact Kenna-Victoria Martin, Senior Democratic Services Officer by sending an email to Direct.Democracy@thurrock.gov.uk

Agenda published on: **31 January 2017**

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DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF

Breaching those parts identified as a pecuniary interest is potentially a criminal offence

Helpful Reminders for Members

- *Is your register of interests up to date?*
- *In particular have you declared to the Monitoring Officer all disclosable pecuniary interests?*
- *Have you checked the register to ensure that they have been recorded correctly?*

When should you declare an interest *at a meeting*?

- **What matters are being discussed at the meeting?** (including Council, Cabinet, Committees, Subs, Joint Committees and Joint Subs); or
- If you are a Cabinet Member making decisions other than in Cabinet **what matter is before you for single member decision?**



Does the business to be transacted at the meeting

- relate to; or
- likely to affect

any of your registered interests and in particular any of your Disclosable Pecuniary Interests?

Disclosable Pecuniary Interests shall include your interests or those of:

- your spouse or civil partner's
- a person you are living with as husband/ wife
- a person you are living with as if you were civil partners

where you are aware that this other person has the interest.

A detailed description of a disclosable pecuniary interest is included in the Members Code of Conduct at Chapter 7 of the Constitution. **Please seek advice from the Monitoring Officer about disclosable pecuniary interests.**

What is a Non-Pecuniary interest? – this is an interest which is not pecuniary (as defined) but is nonetheless so significant that a member of the public with knowledge of the relevant facts, would reasonably regard to be so significant that it would materially impact upon your judgement of the public interest.

Pecuniary

If the interest is not already in the register you must (unless the interest has been agreed by the Monitoring Officer to be sensitive) disclose the existence and nature of the interest to the meeting

If the Interest is not entered in the register and is not the subject of a pending notification you must within 28 days notify the Monitoring Officer of the interest for inclusion in the register

Unless you have received dispensation upon previous application from the Monitoring Officer, you must:

- Not participate or participate further in any discussion of the matter at a meeting;
- Not participate in any vote or further vote taken at the meeting; and
- leave the room while the item is being considered/voted upon

If you are a Cabinet Member you may make arrangements for the matter to be dealt with by a third person but take no further steps

Non- pecuniary

Declare the nature and extent of your interest including enough detail to allow a member of the public to understand its nature



You may participate and vote in the usual way but you should seek advice on Predetermination and Bias from the Monitoring Officer.

Vision: Thurrock: A place of **opportunity, enterprise and excellence**, where **individuals, communities and businesses** flourish.

To achieve our vision, we have identified five strategic priorities:

1. Create a great place for learning and opportunity

- Ensure that every place of learning is rated “Good” or better
- Raise levels of aspiration and attainment so that residents can take advantage of local job opportunities
- Support families to give children the best possible start in life

2. Encourage and promote job creation and economic prosperity

- Promote Thurrock and encourage inward investment to enable and sustain growth
- Support business and develop the local skilled workforce they require
- Work with partners to secure improved infrastructure and built environment

3. Build pride, responsibility and respect

- Create welcoming, safe, and resilient communities which value fairness
- Work in partnership with communities to help them take responsibility for shaping their quality of life
- Empower residents through choice and independence to improve their health and well-being

4. Improve health and well-being

- Ensure people stay healthy longer, adding years to life and life to years
- Reduce inequalities in health and well-being and safeguard the most vulnerable people with timely intervention and care accessed closer to home
- Enhance quality of life through improved housing, employment and opportunity

5. Promote and protect our clean and green environment

- Enhance access to Thurrock's river frontage, cultural assets and leisure opportunities
- Promote Thurrock's natural environment and biodiversity
- Inspire high quality design and standards in our buildings and public space

Minutes of the Meeting of the Cabinet held on 11 January 2017 at 7.00 pm

The deadline for call-in is Monday 23 January 2017.

Present:	Councillors Robert Gledhill (Chair), James Halden, Deborah Huelin, Brian Little, Sue MacPherson and Pauline Tolson
Apologies:	Councillors Shane Hebb, Mark Coxshall and Susan Little
In attendance:	Lyn Carpenter, Chief Executive Steve Cox, Corporate Director of Environment and Place Sean Clark, Director of Finance & IT Roger Harris, Corporate Director of Adults, Housing and Health Jackie Hinchliffe, Director of HR, OD & Transformation Rory Patterson, Corporate Director of Children's Services Ian Wake, Director of Public Health Karen Wheeler, Director of Strategy, Communications and Customer Service David Lawson, Deputy Head of Legal & Monitoring Officer Kenna-Victoria Martin, Senior Democratic Services Officer

Before the start of the Meeting, all present were advised that the meeting may be filmed and was being recorded, with the audio recording to be made available on the Council's website.

77. Minutes

The Minutes of Cabinet, held on 14 December 2016, were approved as a correct record.

78. Items of Urgent Business

There were no items of urgent business.

79. Declaration of Interests

There were no declarations of interest.

80. Statements by the Leader

The Leader addressed Cabinet Members informing them that in relation to Clean it, Cut it, Fill it, 418 Fixed Penalty Notices had been issued for littering and funding for Pot Holes would be increasing from April 2017 from £110,000 to £153,000.

He continued that the Council were aware of fly tipping and were working across boundaries and with Essex Police. It was explained that in October and November the Council cleared 212 tons of fly tipping.

The Leader notified Members that the election consultation was now open and would be running until 31 March. He further informed Cabinet the Council had issued fines totalling £14,000 to letting agents who were not complying with legal regulations after being warned. A new temporary area in Stanford le Hope had been agreed for HGV parking in an attempt to reduce illegal parking within residential areas and the 14 bus service operating in Corringham, Fobbing and Basildon would run all week, he thanked Councillor Huelin for her hard work in getting the service running.

Councillor Gledhill stated that 13 year old Emily Summers was still missing. He further stated that her photo was being shared on social media and was on the council's web homepage. A picture had also been placed in the large notice board at the front of the building. The Leader wished for a safe return.

It was commented upon that the recent event at the East Tilbury Library was very disappointing and the Leader explained that Councillor MacPherson had been on site all day. Members were further informed that the Council were awaiting the report from the structural engineer and hoped for a quick response to the matter.

Councillor Gledhill advised that two resident information sessions in relation to transforming homes were held this week. He explained all feedback was included within the housing review.

Finally the Leader notified all Members that the Holocaust Memorial day was to be held on Friday 27th January, commencing at 11am at HighView Gardens and this year's theme was "How can life go on?"

81. Briefings on Policy, Budget and Other Issues

There was no update on Policy or other issues. The budget was discussed in later in the meeting.

82. Petitions submitted by Members of the Public

There were no petitions submitted.

83. Questions from Non-Executive Members

The Leader of the Council advised that no questions had been submitted from Non-Executive Members.

84. Matters Referred to the Cabinet for Consideration by an Overview and Scrutiny Committee

The Leader of the Council informed Members that no matters had been referred to the Cabinet by an Overview and Scrutiny Committee.

85. Domiciliary Care - New Service Model and Procurement (Decision 01104399)

Councillor Halden introduced the report on behalf of the Cabinet Member for Adults and Children's Social Care by explaining the new service model for domiciliary care in Thurrock and the procurement of the new service.

He continued to inform Members that the population was not only increasing it was getting older and care needs were getting more complex and the Council had done well at keeping people out of hospitals, as well as getting them home from hospital quickly.

The Cabinet Member stated this created different challenges, in that residents would then require further support in their own homes, which put pressure on the domiciliary care service, which currently had a basic rate for a carer provider set at £13 per hour.

Councillor Halden further explained to his fellow Cabinet Members, there were 3 main differences in the way the service would be offered in the future:

- To split the borough up into geographical areas, this would assist with cutting down traveling time because providers would not have to travel across the borough to reach their service users. It would also enable different providers to tender for a particular area. This would enable healthy competition between providers as they would not be entitled to secure more than 2 areas;
- Secondly, it would support micro enterprises, this would mean finding local businesses which the Council could nurture and this would assist with developing the market; and
- Finally offering basic solutions to residents for what they really want. This was often to stay in their own homes and stay within their local communities.

The Leader of the Council congratulated Councillor S.Little and Officers for the hard work they had completed. He further welcomed the nurture of local businesses to help local residents.

RESOLVED that Cabinet:

- 1. Agree the future redesign of the service model to support people to live well at home.**
- 2. Agree to commence the procurement for domiciliary care services and delegate the award of the contract to the Corporate Director**

of Adults, Housing and Health in consultation with the relevant portfolio holder.

- 3. Agree a 6 month extension to the current domiciliary care contract from the 1st April 2017 until the 30th September 2017.**

Reason for Decision – as stated in the report
This decision is subject to call-in

86. Local Council Tax Scheme (Decision 01104400)

The Leader of the Council introduced the report to Members informing them since April 2013, the Council had maintained a local Council Tax Reduction scheme. It was now up to each individual Council to set their own criteria each financial year.

He continued that changes were proposed to bring the scheme in line with the Housing Benefit or Universal Credit Rules, which would result in a decrease of Local Council Tax being awarded. He further stated that the funding came from the Council Tax scheme across the borough and Officers had estimated there would be an extra £100,000 coming into the Council.

Councillor Gledhill mentioned that a resident consultation had been run on the scheme, however was disappointed that only 40 people responded.

It was discussed they were 6 recommendations for Cabinet to agree and once decided the report would be presented to Full Council at the end of January 2017 for the final decision.

The Leader stated that he wished to include an additional recommendation, in that should all recommendations be agreed then £50,000 be funded to the Citizen Advice Bureau (CAB) subject to an agreed business case.

Councillor B.Little enquired if the money funded to the Citizen Advice Bureau would be permanent or a one off payment. The Leader explained that the Officers would be looking at business cases provided by the CAB, however it was likely that there would be a limit.

RESOLVED that:

- 1. Cabinet are asked to consider if they support proposed change 1;**
- 2. Cabinet are asked to consider if they support proposed change 2;**
- 3. Cabinet are asked to consider if they support proposed change 3;**
- 4. Cabinet are asked to consider if they support proposed change 4;**

5. Cabinet are asked to consider if they support proposed change 5;
6. Cabinet are asked to consider if they support proposed change 6;
7. Dependant on approval of a business case provided, that £50,000 raised from the above changes to the LCTS as outlined be used to fund the Citizen Advice Bureau.

Reason for Decision – as stated in the report
This decision is subject to call-in

87. Draft General Fund Budget 2017/18 (Decision 01104401)

Councillor Gledhill, Leader of the Council, presented the report on behalf of the Portfolio Holder for Finance and Legal Services, and in doing so, congratulated the Director of Finance and IT, along with his team for all of their hard work to create a balanced budget.

He continued by informing Members, the Council had the pressure of around £10 million from the base budget and had not included an investment of £1million to extend the Clean It, Cut It, Fill It initiative until the end of the financial year.

The Leader explained that it was not only Directors and Heads of Services who met to find new ways to operate services differently and more efficiently and that 7 boards had also been created to look into finding savings and new ways of working. He further explained that the Council had previously and were continuing to secure Grants from Government which were available to be bided on.

It was discussed that the Adult Social Care precept could be set at 2.99% as an option to the 2% currently planned. Corporate Overview and Scrutiny had been asked to look at the various options and justifications that could be put in place together with the one off Adult Social Care support grant.

Councillor Halden addressed the Cabinet commenting that in 7 months within the Education department, £7million had been put into Capital Plans, the Children's Centre reform would reach even more vulnerable families in the borough and with the £1 million investment into Clean it Cut it Fill it, would allow the Council to maintain the scheme. He further commented that he felt the administration had produced a balance budget to be proud of.

The Leader of the Council commented that it was not only Officers and the Cabinet who had produced the budget but also the larger Opposition Group. He thanked Councillor Snell and his party for their attendance and input at the Council Spending Review meetings.

RESOLVED that:

- 1. Cabinet agree to a further £1m investment to include Clean It, Cut It, Fill It into the Base Budget;**
- 2. Cabinet agree to a 1.98% increase to the Council Tax to support the General Fund budget;**
- 3. Corporate Overview and Scrutiny be asked to comment on the Adult Social Care precept options as set out in 3.6 of this report; and**
- 4. Cabinet agree to the proposals set out in this report to achieve a balanced budget**

Reason for Decision – as stated in the report
This decision is subject to call-in

88. East Tilbury Primary Care Intervention Plan (Decision 01104402)

Councillor Halden, Cabinet Member for Education and Health addressed Members reminding them of a serious situation which arose in October last year which could have resulted in the closure of the East Tilbury Medical Centre.

He continued to notify Members that should that have happened, it would have had a massive impact on under doctored areas such as East Tilbury, Corringham and Stanford-le-Hope. Following pressure from the Council, the Clinical Commissioning Group (CCG), Healthwatch and the Patients Participation Group at the surgery, NHS England (NHSE) withdrew its decision to disperse the list to allow for further time to consider the future of the practice and in particular ownership of the building.

The Cabinet Member for Education and Health commented that the Council had played a leading role in trying to resolve the situation and after discussions with NHS England over the future of the practice it was proposed that the Council entered into discussions with a view to buy the property to secure essential primary care services in this part of Thurrock.

Councillor MacPherson thanked the Cabinet Member for his report and for fighting for local residents in East Tilbury.

Councillor Gledhill, Leader of the Council commented that this was the right action to take and asked residents not to speculate on social media as to the terms of the contract, as it might affect the negotiations over the purchase of the property.

The Leader further commented that the lack of General Practitioners in Tilbury and East Tilbury were so significant and this action would go to assist local residents.

Councillor Halden mentioned that it was raised in the press as to whether the Council would confirm that the current health provider, College Health would stay in place. He continued to advise that College Health would have to tender for the position and no-one could predict the outcome.

He commented that he felt College Health was a strong contender and he was keen to support them moving forward. Finally Councillor Halden thanked all Officers for their hard work during this difficult situation.

RESOLVED that Cabinet approves:

- 1. The purchase of the freehold interest of the East Tilbury Medical Centre at 85, Coronation Avenue, East Tilbury on the terms and conditions as outlined in the confidential report and with the final terms and conditions being delegated for agreement by the Corporate Director of Environment and Place and the Section 151 officer in consultation with the relevant Portfolio Holder.**
- 2. That the Director of Law and Governance be authorised to complete any legal documentation to give effect thereto.**
- 3. That the property be leased to an appropriate primary care provider on terms to be agreed.**

Reason for Decision – as stated in the report
This decision is subject to call-in

The meeting finished at 7.47 pm

Approved as a true and correct record

CHAIR

DATE

**Any queries regarding these Minutes, please contact
Democratic Services at Direct.Democracy@thurrock.gov.uk**

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8 February 2017	ITEM: 10 (Decision 01104403)
Cabinet	
Capital Programme	
Wards and communities affected: All	Key Decision: Yes
Report of: Councillor Shane Hebb, Portfolio Holder for Finance & Legal	
Accountable Head of Service: Sean Clark, Director of Finance and IT	
Accountable Director: Sean Clark, Director of Finance and IT	
This report is Public	

Executive Summary

The new capital proposals appended to this report set out those schemes that support service operational requirements as well as including proposals for improvements or enhancements to parks, open spaces and the public realm. In addition, the report presents a list of potential future and aspirational schemes that will be presented to council later in the year subject to the development of detailed business plans. These schemes highlight a direction of travel in line with the ambition of the council on behalf of residents of the borough.

It should be noted that capital is principally funded through borrowing. It is therefore necessary to ensure that capital plans have either a prompt and healthy return on investment, are necessary in the short-to-medium term to overcome demographic or environmental challenges or maintains operational continuity. All such proposals have been, and will continue to be, scrutinised and balanced against the public good.

The proposed capital programme set out in appendix 1 also contains provision to support investment that allows the council to implement and manage transformational change to improve service outcomes for residents whilst also delivering efficiencies.

The proposals attached largely fall into the following categories:

- Environment, parks and open space improvements and enhancements;
- Essential replacements of items which are key drivers for service delivery such as the environment fleet, ICT server room, software, etc;
- Greater use of digital technology to support change and transformation;
- Investments to provide financial returns ie ‘invest to save’; and
- Works to properties, assets and buildings to maintain health and safety requirements and ensure the properties remain operational.

The future and aspirational proposals require more feasibility work to firm up both viability and cost. As such, these are listed in appendix 2 without prioritisation and it is recommended that the Council sets aside a capital provision of up to £2m to develop business cases for these schemes over the coming months. A further capital programme report will come back to Council later in the year focused on these future and aspirational schemes.

The new proposals should also be considered alongside the current agreed capital programme that is attached to this report at appendix 3. As well as showing the budget for 2016/17, it also includes the amounts agreed for future years, the spend at six months and a status column showing where in the delivery cycle the scheme currently is – ie tendered, not started, complete, etc.

Cabinet can propose changes to the current programme where schemes are no longer a priority or where funding would be best spent in a different way but on a similar theme. This is done through virement.

Corporate Overview and Scrutiny Committee considered the approach to the future and aspirational schemes and the option for council to delegate to Cabinet in certain circumstances. The committee were supportive in both cases.

1 Recommendation(s)

The Cabinet recommends that the Council:

- 1.1 Approves the new capital programme proposals as set out in appendix 1;**
- 1.2 Approves a budget of up to £2m to develop business cases on those future and aspirational schemes set out in appendix 2; and**
- 1.3 Approves the delegations set out in section 6;**

2 Introduction and Background

2.1 The following sources of funding are available to the General Fund:

- Capital Receipts – these are the receipts realised from the disposal of capital assets such as land and buildings. The Property Board, at the request of Cabinet, has commenced a strategic review of the asset base and will report with an updated strategy, including a disposal programme, in due course. Asset management in the future will be based on the simple ethos of Retain – Release - Reuse;
- Grants and Contributions- these could be ad hoc grants awarded from government or other funding agencies or contributions from developers and others;
- Prudential Borrowing – the Council is able to increase its borrowing to finance schemes as long as they are considered affordable; and

- Revenue – the Council can charge capital costs directly to the General Fund but the pressure on resources means that this is not recommended.
- 2.2 On the basis that capital receipts are currently limited and, with a low level of reserves in place, any receipts may be set aside for debt repayment or a contingency towards revenue pressures (ability to use capital receipts for MRP purposes), the main areas of funding are grants and contributions – but these tend to be for specific purposes – and prudential borrowing – the main source for the attached proposals and current programme.
- 2.3 The capital programme has, in the past, only reflected and contained basic operational needs – plant, equipment, modest investment in open spaces and, more recently, some allocations for invest to save initiatives, digital technology and highways schemes.
- 2.4 The proposals appended to this report cover those elements that services consider essential for operational continuity as well as proposed improvements. The appendix also contains a list and brief description of the schemes put forward under the ‘future and aspirational’ banner.

3 Service Operational Proposals

- 3.1 The service operational capital proposals are essential to continuing effective service delivery. They include maintaining buildings, such as the civic offices, mandatory health and safety works, replacement of the environment fleet and plant and upgrading hardware and software to ensure they are fit for purpose and robust.
- 3.2 Whilst the above will also add improvement, there are also a number of schemes, especially around digital and change, that will support services to make efficiencies and to improve the service overall to residents.

4 Future and Aspirational Proposals

- 4.1 Members will be aware of a number of work streams, masterplans, etc that have built up a number of options for future schemes. A new theatre provision, an Integrated Healthy Living Centre, etc. No funding has yet been formally agreed for any of these schemes as further work is required to develop business plans on their financial viability and impact. The recommendation to Council is to set aside an amount of transformation funding – up to £2m – to develop detailed feasibility work on these schemes to bring forward more definitive proposals through Scrutiny, Cabinet and Council later in the year.
- 4.2 Corporate Overview and Scrutiny supported the approach detailed in 4.1 above.

5 Delegations

- 5.1 In previous years, the recommendations to Council have also included delegations to Cabinet to agree additions to the capital programme under the following criteria:
- If additional third party resources are secured, such as government grants and s106 agreements, for specific schemes;
 - Where a scheme is identified that can be classed as ‘spend to save’ – where it will lead to cost reductions or income generation that will, as a minimum, cover the cost of borrowing; and
 - For Gloriana schemes – these actually also fall under the ‘spend to save’ criteria set out above.
- 5.2 A recent example as to how a delegation has worked this financial year is the East Tilbury GP Practice. As this scheme was not in the capital programme, it is as a result of the above delegations – the fact that income to be attained will cover the cost of financing – that Cabinet can take the decision to proceed with the proposed purchase. Had this delegation not been in place, council approval would have been required. The timescales to do so may have prevented the council being able to act quickly and effectively to be in a position to purchase the building, leading to a possible competitive bidding process which might have either pushed up the cost of the facility or worse, seen the building being purchased by another organisation or individual.
- 5.3 Corporate Overview and Scrutiny were supportive of delegations on third party resources and spend to save. There was no consensus on whether there should be a de minimus on delegations set and so it is planned to carry out a review on delegations such as these in the next municipal year to inform future decisions.
- 5.4 Members will consider the issues being expressed regarding funding of Gloriana schemes and report back to the relevant committee in due course.

6 Prudential Borrowing and Financing the Capital Programme

- 6.1 With interest rates remaining low, the main cost to the general fund through prudential borrowing is the cost of the Minimum Revenue Provision (MRP). This is the amount that has to be set aside on an annual basis to repay the debt incurred to finance the scheme.
- 6.2 This is calculated as the cost of the scheme divided by the estimated life of the asset and only becomes chargeable the year after completion of the scheme.
- 6.3 As an example, environmental fleet and plant will be paid for over 10 years (£100k per million per annum) whereas a building will be paid for over a 40-50 year period (£20k per million per annum). Where a scheme is an “invest to save”, the benefit from the scheme must, as a minimum, cover these costs. As such, there is no MRP cost and the budget includes the net benefit.

- 6.4 The main exception to charging MRP in this way is where a scheme is due to create a capital return at some later date. In these cases, MRP is not charged and the first investment returns have to be set aside to repay the debt.
- 6.5 The MTF5 assumes growth in prudential borrowing each year with any new approvals for 2017/18 impacting the 2018/19 or a later budget depending on the completion date of the scheme.
- 6.6 The current agreed programme at appendix 3 shows costs of £51m in 2016/17 and £47m in future years. This is currently funded as follows:

Funding	2016/17	Future Years
	£m	£m
Prudential Borrowing	27.9	37.5
Capital Receipts/Reserves	2.1	0.2
Grants	18.4	7.3
Developers' Contributions	2.5	2.1
Total	50.9	47.1

- 6.7 The proposals set out in appendix 1 total 14.8m, including the £2m towards developing the future and aspirational schemes, in 2017/18 and a further £6.3m over the following two years. These costs have already been reduced where applicable by provisions in the current programme and would all need to be met from prudential borrowing.
- 6.8 Further reports will be presented to Cabinet in terms of highways, housing and education where these are funded from government grants and rents.
- 6.9 The MRP costs of the above are reflected in the Medium Term Financial Strategy and actual borrowing will be reduced where possible by financing the expenditure through cash flows and capital receipts should they become available.
- 6.10 There is currently an expectation of circa £3m in capital receipts by the end of 2017/18 and work on identifying a further disposal programme continues. Should these receipts not be required for operational requirement they will be used to reduce the borrowing and, therefore, MRP requirements.

7 Issues, Options and Analysis of Options

- 7.1 A number of the proposals are essential replacements for key business assets such as vehicles, plant and ICT equipment. The rest of the proposed programme focuses on improvements and enhancements that meet the council's priorities.
- 7.2 This report also brings forward, for the first time, a comprehensive schedule of projects that have been discussed in a number of forums but have not been developed to a suitable stage or secured the necessary funding. The report

recommends that a budget of up to £2m be approved to develop these schemes to business case stage for consideration by Overview and Scrutiny Committees, Cabinet and the Council later in the year.

7.3 Any scheme that is over £0.75m will need to come back to Cabinet for approval to proceed with procurement.

7.4 A number of schemes in the current programme have been brought forward over a number of years.

8 Reasons for Recommendation

8.1 The Capital Programme plays a key role in the delivery of services and both supports and affects the revenue programme. As such, they are normally considered at the same time.

9 Consultation (including Overview and Scrutiny, if applicable)

9.1 All schemes have been considered and challenged for need and viability and Corporate Overview and Scrutiny Committee considered the proposals around a budget for future and aspirational schemes and delegations.

10 Impact on corporate policies, priorities, performance and community impact

10.1 This capital programme will improve and enhance areas of public realm whilst ensuring that the council can continue to provide both front and back office services.

11 Implications

11.1 Financial

Implications verified by: **Sean Clark**
Director of Finance and IT

The financial implications are included in the main body of the report.

11.2 Legal

Implications verified by: **David Lawson**
Deputy Head of Legal & Deputy Monitoring Officer

Local authorities are under an explicit duty to ensure that their financial management is adequate and effective and that they have a sound system of internal control and management of financial risk. This budget report contributes to that requirement although specific legal advice may be required on each projects business case.

11.3 Diversity and Equality

Implications verified by: **Rebecca Price**
Community Development Officer

There are no direct diversity implications arising from this report. Equality implications will be assessed as individual capital projects are developed.

11.4 Other implications (where significant) – i.e. Section 17, Risk Assessment, Health Impact Assessment, Sustainability, IT, Environmental

Health and safety, environmental and business continuity have all been considered when bringing these proposals forward.

12 Background papers used in preparing the report (including their location on the Council's website or identification whether any are exempt or protected by copyright):

- Application forms are held within the Corporate Finance section
- Various background and supporting documentation will be held within the relevant services

13 Appendices to the report

- Appendix 1 – New Capital Proposals
- Appendix 2 – Future and Aspirational Proposals
- Appendix 3 – Current Capital Programme

Report Author:

Sean Clark

Director of Finance and IT

Finance and IT

New Capital Proposals

Category	Scheme	Category	Comment	2017/18	2018/19	2019/20
Environment	Vehicle and plant replacements programme (including £6.2m for new refuse vehicles at the end of their economic life), and to meet the requirements of renewing the waste contracts. This project meets the build pride, responsibility and respect to create safer communities; and protect and promote our clean and green environment Council priorities. Total of £8.750m required in 17/18 including the £1.6m carry forward.	Essential Operational Requirement	To maintain and strengthen operational continuity	7,150	341	406
Environment	Redevelopment of Household Waste & Recycling Centre at Linford	Improvement / Enhancements	Released on evidence of a costed business case	1,500	1,100	-
Open Space Enhancements	Active Place - Sports and Leisure Facility Development - provision of facilities such as long lasting play equipment and sports facilities at play parks across the Borough.	Improvement / Enhancements	To maintain and strengthen operational continuity	500	725	125
Open Space Enhancements	Tilbury Town Centre Public Realm Package, including improvements to cycling infrastructure, street furniture etc. This will deliver an early outcome from the Tilbury masterplanning work and improve the quality of the physical environment in Tilbury town centre.	Improvement / Enhancements	Parks, open spaces and public realm enhancement	100	260	132

New Capital Proposals

Category	Scheme	Category	Comment	2017/18	2018/19	2019/20
Operational	Target hardening of various sites throughout the borough in an attempt to prevent continuous fly tipping, illegal access to sites. This is subject to Cabinet agreeing target hardening measures, such as height restrictors and CCTV, as part of the environmental enforcement strategy later this year.	Improvement / Enhancements	Public prevention and crime prevention	150	200	150
Digital and ICT Infrastructure	Digital enablement - transformation of service delivery for children aged 0 to 19. This ensures that the multi-disciplinary team is working with one integrated database so that a holistic approach can be taken to working with the most vulnerable families and they do not have to repeat their story to different professionals. This supports the approach of reaching out to the most vulnerable children in the communities.	Essential Operational Requirement	Released on evidence of a costed business case – Spend to Save	180	-	-
Property	The agreement with the Education Funding Agency, for a new secondary school in Purfleet, requires the demolition of Smurfitt Kappa factory for the sale of land for the construction of a new secondary school. This will result in a capital receipt of £1.88m for the Council.	Improvement / Enhancements	As part of agreement with the Education Funding Agency	220	-	-

New Capital Proposals

Category	Scheme	Category	Comment	2017/18	2018/19	2019/20
Digital and ICT Infrastructure	Essential upgrades to physical infrastructure and operational software. Includes improvements to the server room and servers, upgrades to key software and operating systems to maintain current versions.	Essential Operational Requirement	To maintain and strengthen operational continuity	1,324	1,003	740
Property	Various essential capital repairs to operational buildings, including Coalhouse Fort.	Essential Operational Requirement	To maintain and strengthen operational continuity	639	340	208
Property	Various works at Blackshots, Belhus & Corringham leisure centres as part of the Councils landlord responsibilities including Health and Safety. The project meets the Improve Health and Well Being Council priority.	Essential Operational Requirement	Released on evidence of a costed business case and subject to Cabinet approval	1,103	533	-
Total Value of Current Proposals				12,866	4,502	1,761
Corporate	Budget to advance work on future and aspirational schemes to inform a further capital programme report on the schemes set out in appendix 2.			2,000		
Total Requirement				14,866	4,502	1,761

Future and Aspirational Capital Proposals

Older Persons Shared Ownership Units

Shared Ownership units, for older people on the former Whiteacre and Dilkeswood site. In addition a further 46 general needs units could also be developed. This will meet the Improve Health and well-being to ensure people stay healthier longer, adding years to life and life to years Council priority.
(Government Grant Funded and Capital Receipts)

Grangewaters – a Commercial Operation

To explore a building conference/training centre, moving the facility into a more commercial based operation and provide income generation opportunities for the whole year. This scheme meets the need to create a great place for learning and opportunity; and Improve health and well-being Council priorities. Subject to completion of the Aspire programme.

Alternative Theatre Provision

Construction of a new Theatre and multi-functional performance spaces in Grays. This is subject to further feasibility work on theatre options including consideration of potential providers being undertaken by consultants in the context of the Grays masterplan. This scheme meets all of the Council's priorities.

Collins House Expansion

Develop an additional 3 storey wing for Collins House containing 30 single ensuite bedrooms, to help manage growing demand. This will meet the Improve Health and well-being to ensure people stay healthier longer, adding years to life Council priority.

Housing Estate Regeneration

To consider the outcome of work on the business case for regenerating the Council's housing estates, being done in conjunction with CLG and Local Partnerships. The work will be presented to Cabinet later this year for decision and implementation. The project meets the building pride, responsibility and respect to create safer communities; encouraging and promoting job creation and economic prosperity; and Improving health and well-being Council priorities.

Tilbury Integrated Healthy Living Centre

Development of Tilbury Integrated Health Living Centre, in collaboration with Thurrock CCG, Community Health Partnerships and other key stakeholders as one of four hubs across the borough. This is subject to a business case being agreed with health partners. This project meets all of the Council's priorities.

A Digitally “Smart” Borough

Deliver an enabling municipal infrastructure that will underpin Thurrock's development as a "Smart Place".
(Part Government Grant Funded)
We are looking at a number of smart place opportunities that can be commercialised. To support a smart place it is anticipated that we will need infrastructure to support borough wide sensor, camera and data networks. It is anticipated that commercial revenue streams will come from providing partners and customers access to these networks (including ultrafast broadband fibre) and selling data from them (traffic flows, pollution etc.) It is expected that there will also be some cost avoidance as we are looking to move our corporate WAN onto this infrastructure. Finally there will be indirect benefits – developing a strong local digital offer will accelerate local regeneration and associated tax incomes, and the information from the networks will assist in the avoidance of front line service costs. Examples are social care (smart assisted

Future and Aspirational Capital Proposals

living), public health (pollution control for chronic lung issues) and litter/flytipping prevention (improved cctv/surveillance capability).

We are still exploring options, but we expect benefits to be related on the amount of investment we are prepared to make.

The proposal supports all council priorities.

Use of Technology in Customer Services

Explore the introduction of innovative technology (such as Artificial Intelligence sometimes known as ChatBots) into the customer service contact centre. We are already looking to change the focus of our customer service offer as part of the emerging Customer Service Strategy and channel shift, enabling residents to self-serve as much as possible and make it easier to interact with the council outside of normal working hours. There is an opportunity to exploit the use of digital technology further to eliminate the need for introducing expensive on-call / shift rotas. ChatBots are just one idea to help drive efficiencies and provide a better customer experience. A detailed review of what other councils and organisations are using/moving too and feasibility study would be required to identify the most appropriate opportunities and solutions for Thurrock.

High House Artist Studios

High House Works (Artist Studios II), providing an additional 10,000 sqft of creative workspace to support micro and SME from the creative industries sector on the production park.

This scheme will meet the encourage and promote job creation and economic prosperity priority.

New Commercial Space at Thurrock Parkway

Creation of industrial units at Thurrock Parkway, offering industrial, warehouse and office accommodation. Initial projection indicate net proceeds of between 2% and 5% depending upon method of financing, plus an increase to the business rates.

This project meets the encourage and promote job creation and economic prosperity priority.

New Commercial Space at Milehams Industrial Estate

Potential redevelopment of Milehams Industrial Estate to include a range of industrial, warehouse and office accommodation. Initial projections indicate net proceeds of between 1.25% and 5.25%, depending upon the method of financing.

This project meets the encourage and promote job creation and economic prosperity priority.

Blackshots Enhancements

Options at Blackshots to improve facilities and customer experience, such as the replacement of the roundhouse pavilion and improvements to the car park, to be considered as part of the implementation of the Active Places Strategy and subject to business planning.

Career & Development Portal

Creation of a career & development portal - a web based careers portal that would help strengthen our links and our role with community and businesses. Links to service review and selling services. Released on evidence of a costed business case – Income Generation

Gap Analysis / Online Testing Tool

Organisational Development (OD) skills gap analysis / online testing tool to identify strengths and weaknesses of potential new job candidates and existing staff. This is linked to the service review and to the delivery of the staff survey action plan. There are generic

Future and Aspirational Capital Proposals

<p>skills needed by the workforce and we need to be able to identify these digitally, embedded in induction and delivered through development plans. Released on evidence of a costed business case.</p>
<p>Demolition Programme Demolition of 4 buildings, Unit 1 Curzon drive, Unit E Dock Road, Unit 1 Hume Avenue to enable site assembly and allow sites to be leased creating an income stream.</p>
<p>Tilbury Community Led Local Development Fund (CLLD) CLLD funding; including new cycling hub facility and shop front improvements in Tilbury. This will enable the Council to draw down capital match funding through the CLLD programme (once approved) and link with the successful DFT Access Fund which will meet on-going revenue costs.</p>
<p>Public Realm Branding Review all signage and public realm where the Thurrock brand is or could be used as part of developing the overall profile of, and pride in, the place in line with the emerging communications and brand strategy. This would require an understanding of the volume of assets such as street and building signage and the capital costs of replacement as well as opportunities for potential sponsorship as an alternative.</p>
<p>Energy Efficiency Investigate the viability of solar panel installation to reduce the cost of utilities on TBC sites.</p>
<p>Industrial Estates in Housing Areas To look at options to relocate businesses from industrial sites located alongside housing areas (Towers Road, Grays & Stanhope Industrial Estate, SLH) which could then be reused for housing supply.</p>
<p>Compactor Litter Bins Installation of 20 Big Belly compactor litter bins in various locations throughout the borough, generating a saving of not emptying half empty bins. Decision will be based on a trial in three locations.</p>
<p>Fraud Modelling Tool Predicated fraud modelling using Xantura's analytical data modelling software which relates to Revenue and Benefits and is comprised of real time fraud checks. The government published in December 2016 that the latest estimate of fraud in Housing Benefits stands at 1.1%. Thurrock Council pays out circa £70m per annum and, if the estimate is correct, this includes £770k in fraudulent payments. It is impossible to say how much of this would be identified and saved through this software but, as an example, 5% equates to £38.5k paying back the investment in less than three years or 10% at £77k repaying the investment in 1.5 years.</p>
<p>Aveley Community Facility Aveley community facility phase 2 - inclusion of nursery accommodation to be leased out to an independent operator, providing revenue to the Council. Phase 1 is already included in the current capital programme. The scheme will create a great place for learning and opportunity, encourage and promote job creation and economic prosperity and build pride and respect to create safer communities. This is subject to the completion of a business case to justify phase 2 and the outcome of the review of libraries across the Borough, which will take account of the strategic approach to community hubs.</p>

Future and Aspirational Capital Proposals

Linford Civic Amenity Site

To explore a second phase of capital works to create facilities for trade waste as an income generating opportunity.

Current Capital Programme

Project Name	Procurement Status	Approved Budget 2016/17 (1)	Future Year Budget (2)	Spend to Month 6 in 2016/17 (3)	Latest Forecast for 2016/17 (4)	Future Year Forecast (5)	Total Forecast Spend (6)	Forecast Variance Against Total Scheme Budget (7)	Capital Bid 2017/18
		£,000	£,000	£,000	£,000	£,000	Col 4 + 5 £,000	Col 1+2 - 6 £,000	

Service: **Children's Service**

Devolved Formula Capital (DFC)	Devolved to schools	87	0	87	87	0	87	0	
Priority; Suitability & Condition Programme	Demand led	730	0	146	489	165	654	76	
Tilbury Pioneer Academy Amalgamation Works	On hold	970	0	0	0	970	970	0	
Emergency Health and Safety Works	Demand led	69	0	0	34	35	69	0	
Temporary Classrooms	Work commenced	367	430	162	367	430	797	0	
Bonnygate Primary Expansion	Scheme completed	0	0	0	0	0	0	0	
Graham James Primary Expansion	Scheme completed	14	0	14	14	0	14	0	
Little Thurrock Primary Expansion	Completed retention o/s	22	0	12	22	0	22	0	
Purfleet Primary Expansion	Work commenced	45	0	0	45	0	45	0	
Quarry Hill Primary Expansion	Scheme completed	0	0	0	0	0	0	0	
Harris Mayflower Primary	Work commenced	980	0	0	980	0	980	0	
Arthur Bugler Amalgamation Works	Completed retention o/s	31	0	(10)	2	0	2	29	
Universal infant free school meals	Work commenced	241	150	147	191	200	391	0	
Woodside Expansion	Work commenced	1,139	59	756	1,111	80	1,191	7	
Thameside Expansion	Work commenced	2,832	25	1,405	2,756	131	2,887	(30)	
Somers Heath Primary School Expansion	Work commenced	2,344	92	957	2,031	94	2,125	311	
Warren Primary School - Hearing Impaired Unit	Work commenced	201	9	128	193	9	202	8	
Capital Maintenance Schemes (to be identified)	Demand led	183	600	0	0	783	783	0	
Secondary and Primary Schemes (to be identified)	Demand led	650	5,578	0	0	6,629	6,629	(401)	
Early Years - 2 Year Old Funding Grants	Demand led	48	0	29	48	0	48	0	
Grangewaters	Scheme completed	9	0	0	7	0	7	2	

Current Capital Programme

Project Name	Procurement Status	Approved Budget 2016/17 (1)	Future Year Budget (2)	Spend to Month 6 in 2016/17 (3)	Latest Forecast for 2016/17 (4)	Future Year Forecast (5)	Total Forecast Spend (6)	Forecast Variance Against Total Scheme Budget (7)	Capital Bid 2017/18
		£,000	£,000	£,000	£,000	£,000	Col 4 + 5	Col 1+2 - 6	
		£,000	£,000	£,000	£,000	£,000	£,000	£,000	
New Youth Centre - Karis (10/50152/TTGFUL)	Not yet started	15	0	0	0	15	15	0	
New Youth Centre - Karis (13/00941/FUL)	Not yet started	5	0	0	0	5	5	0	
Total - Children's Service		17,647	214	3,833	8,447	9,537	17,984	2	

Current Capital Programme

Project Name	Procurement Status	Approved Budget 2016/17 (1)	Future Year Budget (2)	Spend to Month 6 in 2016/17 (3)	Latest Forecast for 2016/17 (4)	Future Year Forecast (5)	Total Forecast Spend (6)	Forecast Variance Against Total Scheme Budget (7)	Capital Bid 2017/18
		£,000	£,000	£,000	£,000	£,000	Col 4 + 5	Col 1+2 - 6	
		£,000	£,000	£,000	£,000	£,000	£,000	£,000	

Current Capital Programme

Project Name	Procurement Status	Approved Budget 2016/17 (1)	Future Year Budget (2)	Spend to Month 6 in 2016/17 (3)	Latest Forecast for 2016/17 (4)	Future Year Forecast (5)	Total Forecast Spend (6)	Forecast Variance Against Total Scheme Budget (7)	Capital Bid 2017/18
		£,000	£,000	£,000	£,000	£,000	Col 4 + 5 £,000	Col 1+2 - 6 £,000	

Service: Adults, Housing and Health

Improvements to Collins House	Out to tender	102	0	1	102	0	102	0	
Care and Support - Universal Information and Advice	Work Commenced	65	0	0	65	0	65	0	
Disabled Facilities Grant	Demand led	985	0	122	985	0	985	0	
Community Hubs	Demand led	3,291	0	668	3,291	0	3,291	0	
South Ockendon Community Hub Phase 2 (11/50392/TTGFUL)	Not yet started	40	0	0	40	0	40	0	
South Ockendon Community Hub Phase 1 (09/50035/TTGOUT)	Work commenced	20	0	0	20	0	20	0	
South Ockendon Community Hub Phase 2 (09/50035/TTGOUT)	Not yet started	20	0	0	20	0	20	0	
South Ockendon Community Hub Phase 1 (11/50392/TTGFUL)	Not yet started	15	0	0	15	0	15	0	
South Ockendon Community Hub Phase 2 (09/50035/TTGOUT)	Not yet started	49	0	0	49	0	49	0	
Health and Safety Works at Traveller Sites	Scheme completed	13	0	13	13	0	13	0	
Well Homes Offers	Demand led	382	0	67	382	0	382	0	
Healthy Homes Loans (G0602/G0605 to G0613)	Demand led	0	0	0	0	0	0	0	
Empty Property Grants	Demand led	0	0	0	0	0	0	0	
Total - Adults, Housing and Health		4,982	0	871	4,982	0	4,982	0	

Current Capital Programme

Project Name	Procurement Status	Approved Budget 2016/17 (1)	Future Year Budget (2)	Spend to Month 6 in 2016/17 (3)	Latest Forecast for 2016/17 (4)	Future Year Forecast (5)	Total Forecast Spend (6)	Forecast Variance Against Total Scheme Budget (7)	Capital Bid 2017/18
		£,000	£,000	£,000	£,000	£,000	Col 4 + 5 £,000	Col 1+2 - 6 £,000	

Service: Environment and Place

Highway Improvements on London Road West Thurrock (Schoolfield Road)	Scheme completed	0	0	0	0	0	0	0	
Highways works to Purfleet Bypass	Design stage	43	0	0	43	0	43	0	
Highways Improvements in Oliver Road	Work commenced	648	0	540	648	0	648	0	
Walton Hall Road Kerbing and Drainage Works	Scheme completed	0	0	0	0	0	0	0	
Bus Link between Tesco's Lakeside and Intu Lakeside	Design stage	15	49	0	15	49	64	0	
Traffic Improvements Whitehall Lane	Scheme completed	25	0	27	25	0	25	0	
Improvement works between Thurrock Park Way and Manor Road	Design stage	0	673	0	0	673	673	0	
East Tilbury 1st payment (CCTV / Anti-Skid / VAS / Bus Stop upgrade)	Not yet started	11	0	0	11	0	11	0	
East Tilbury - Walsh development contribution	Design stage	10	0	0	10	0	10	0	
Butts Lane improvement works	Design stage	0	11	0	0	11	11	0	
Mayflower Road parking management and capacity improvements	Design stage	15	46	0	15	46	61	0	
Community Requests	Scheme completed	0	0	(1)	0	0	0	0	
HGV Weight Limit Review and parking control measures by area	Contract formation	100	0	16	100	0	100	0	
Prescribed Routing for HGV's	Not yet started	50	0	0	50	0	50	0	
Aveley High Street /Stifford Road - Width Restriction with bus by-pass	Design stage	50	0	0	50	0	50	0	
Ship Lane Width Restriction	Design stage	20	0	0	20	0	20	0	
London Road South Stifford - Camera Enforcement at Askews Farm	Design stage	20	0	0	20	0	20	0	
London Road West Thurrock - Instant HGV ban camera enforcement	Not yet started	20	0	0	20	0	20	0	
South Road South Ockendon - Camera Enforcement	Not yet started	20	0	0	0	20	20	0	
North Stifford - Camera enforcement of existing bus lane	Design stage	20	0	0	20	0	20	0	
Rectory Road Grays - Camera enforcement for Towers Road	Design stage	20	0	0	20	0	20	0	
Stanford-Le-Hope - Camera enforcement on instant HGV ban	Design stage	20	0	0	20	0	20	0	

Current Capital Programme

Project Name	Procurement Status	Approved Budget 2016/17 (1)	Future Year Budget (2)	Spend to Month 6 in 2016/17 (3)	Latest Forecast for 2016/17 (4)	Future Year Forecast (5)	Total Forecast Spend (6)	Forecast Variance Against Total Scheme Budget (7)	Capital Bid 2017/18
		£,000	£,000	£,000	£,000	£,000	Col 4 + 5 £,000	Col 1+2 - 6 £,000	

Traffic Management	Demand led	6	0	0	6	0	6	0	
CCTV at Treaclemine - Link to ETCC	Design stage	40	0	0	40	0	40	0	
Derby Road Cycle Link	Design stage	25	0	0	25	0	25	0	
South Stifford Improvements Package	Scheme completed	8	0	0	8	0	8	0	
Grays Town Centre Improvements	Work commenced	52	0	0	52	0	52	0	
Borough wide Disabled Bays	Demand led	39	0	2	39	0	39	0	
Borough wide Parking Requests	Demand led	40	0	42	40	0	40	0	
Parking Review - Calcutta Road	Scheme completed	15	0	0	15	0	15	0	
London Road Purfleet PPA	Work commenced	3	0	0	3	0	3	0	
Grays PPA extension	Not yet started	10	0	0	10	0	10	0	
Tilbury PPA	Not yet started	11	0	0	11	0	11	0	
HGV Parking Ban review by area	Not yet started	15	0	0	15	0	15	0	
Cornwall House P&D Car Park	Scheme completed	50	0	37	37	0	37	13	
Thames Road P&D Car park extension	Scheme completed	135	0	144	151	0	151	(16)	
Unallocated Budget - Traffic Management	Not applicable	0	0	0	0	0	0	0	
Local Bus Infrastructure	Demand led	39	0	10	39	0	39	0	
Bus Shelters / Stops	Demand led	29	0	20	29	0	29	0	
Flags and Timetable Cases	Demand led	29	0	16	29	0	29	0	
Mardyke Bridge Works	Work commenced	113	0	0	113	0	113	0	
Tank Lane	Scheme completed	23	0	0	23	0	23	0	
Rainbow Lane Gating Order / Bridleway Creation	Out for Consultation	15	0	0	15	0	15	0	
Springhouse Lane and High Road	Out for Consultation	15	0	0	15	0	15	0	
Manorway Bridleway Connection	Out for Consultation	33	0	0	33	0	33	0	

Current Capital Programme

Project Name	Procurement Status	Approved Budget 2016/17 (1)	Future Year Budget (2)	Spend to Month 6 in 2016/17 (3)	Latest Forecast for 2016/17 (4)	Future Year Forecast (5)	Total Forecast Spend (6)	Forecast Variance Against Total Scheme Budget (7)	Capital Bid 2017/18
		£,000	£,000	£,000	£,000	£,000	Col 4 + 5 £,000	Col 1+2 - 6 £,000	
Footpath 170 West of Wouldham Road Grays. Creation of hardend surface	Out for Consultation	18	0	0	18	0	18	0	
Footpath 147 Creation of Permissive Footpath (if not achieved in 2015 -16 due to land owners permission) to include new footbridge	Out for Consultation	13	0	0	13	0	13	0	
Footpath 162 (in part) conversion to Bridleway north of A13 leading into Langdon Hills Country Park	Out for Consultation	13	0	0	13	0	13	0	
Air Quality Management Areas	Not yet started	75	0	0	75	0	75	0	
Structural Maintenance A Class Roads	Work commenced	776	0	419	776	0	776	0	
Structural Maintenance B & C Class Roads	Work commenced	721	300	122	721	300	1,021	0	
Bridge Repair & Strengthening	Work commenced	460	750	276	460	750	1,210	0	
Safety Fencing	Work commenced	110	75	0	110	75	185	0	
White Lining	Work commenced	112	75	0	112	75	187	0	
Traffic Signals	Work commenced	650	100	0	650	100	750	0	
Road Signs	Not yet started	100	0	0	100	0	100	0	
Pot Holes	Work commenced	110	0	101	110	0	110	0	
Structural Maintenance Unclassified Roads	Work commenced	325	0	230	325	0	325	0	
Footway Maintenance	Work commenced	392	100	(9)	392	100	492	0	
Street Lighting	Work commenced	16	0	(64)	16	0	16	0	
Other Infrastructure (Drainage)	Work commenced	573	150	78	250	473	723	0	

Current Capital Programme

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		£,000	£,000	£,000	£,000	£,000	Col 4 + 5 £,000	Col 1+2 - 6 £,000	
Street Lighting LED Replacement	Work commenced	4,542	1,300	176	4,542	1,300	5,842	0	
A13 Widening	Contract formation	5,000	0	850	5,000	0	5,000	0	
Local Growth Fund Measures	Design stage	431	0	35	431	0	431	0	
RTPI (AVL) Installation: Non Shelter Location	Work commenced	0	0	(28)	0	0	0	0	
RTPI (AVL) Installation: Shelter Location	Work commenced	0	0	(7)	0	0	0	0	
LGF Joint LSTF Project	Work commenced	0	0	(6)	0	0	0	0	
LGF Cycling Infrastructure	Work commenced	1,200	0	4	1,200	0	1,200	0	
Community Environmental Developments Fund	Demand led	250	0	45	250	0	250	0	
Lower Mardyke Improvements	Design stage	20	0	0	20	0	20	0	
Leisure Trust Landlord Responsibility	Contract formation	250	215	0	250	215	465	0	Yes £1.636m
Refurbishment of Belhus Leisure Centre	Planning decision	1,200	0	50	400	800	1,200	0	
Pitches and Changing Rooms at Orsett Heath	Tender evaluation	190	0	8	390	0	390	(200)	
Improvements to Leisure Buildings (Budget Only!)	On hold	980	0	0	0	780	780	200	
Lakeside Sports Ground	Completed retention o/s	143	0	2	143	0	143	0	
Improvement to Library facilities	Demand led	20	0	0	20	0	20	0	
Libraries replacement of PC's	Not yet started	30	70	0	30	70	100	0	
Libraries provision of RFID units	Work commenced	140	0	0	140	0	140	0	
Corringham Town Park Environmental Improvements	Demand led	1	0	0	1	0	1	0	
Langdon Hills Environmental Improvements	Demand led	8	0	0	8	0	8	0	
Additional seating and bins plus signage upgrade	Demand led	2	0	0	2	0	2	0	
Grays Riverside Park - Replace Sand Pit Play Facilities	Not yet started	21	0	0	21	0	21	0	
Grays Riverside Park - Replace Splash Pool & Water Features	On hold	0	322	0	0	322	322	0	
Hardie Road Skate Park	Scheme completed	97	0	97	97	0	97	0	

Current Capital Programme

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		£,000	£,000	£,000	£,000	£,000	Col 4 + 5 £,000	Col 1+2 - 6 £,000	
Purchase of Wheeled Bins	Demand led	221	0	76	221	0	221	0	
Vehicle and Plant Replacement Programme	Demand led	2,750	0	49	753	1,600	2,353	397	Yes £7.897m
Curzon Drive Depot Move	Scheme completed	0	0	398	398	0	398	(398)	
Local Depot Security Improvements	Work commenced	100	0	0	100	0	100	0	
Infrastructure Improvements to Parks & Burial Grounds & Open Spaces	Demand led	420	0	54	390	0	390	30	
Bartec Unit Upgrades	On hold	50	0	0	80	0	80	(30)	
Implementation of back office/mobile working solution	Work commenced	70	0	0	70	0	70	0	
Improvements to Village Halls	Demand led	192	0	9	50	142	192	0	
Pupil Referral Unit Relocation	Work commenced	3,896	0	1,634	4,182	250	4,432	(536)	
Works to West Thurrock Memorial Ground	Scheme completed	48	0	0	0	0	0	48	
Green grid Strategy - Improvements to sites	Demand led	61	0	0	61	0	61	0	
Energy Saving Projects - Salix	Demand led	18	0	0	0	0	0	18	
Street Lighting - Signs, Underpass & Lakeside	Scheme completed	0	0	37	37	0	37	(37)	
Street Lighting :- Interchange No 81 & Signs - Phase 3	Scheme completed	0	0	39	39	0	39	(39)	
Purfleet Centre	Design stage	5,167	9,000	285	5,167	9,000	14,167	0	
Magistrates Court	Completed retention o/s	170	0	53	170	0	170	0	
Grays South and Rail Station Regeneration	Design stage	3,065	6,015	0	0	9,080	9,080	0	
Improvements to Coalhouse Fort Facilities	Completed retention o/s	0	0	22	22	0	22	(22)	
Riverside Business Centre	Tender preparation	800	2,105	93	800	2,105	2,905	0	
Aveley Community Hub	Planning decision	500	574	34	500	574	1,074	0	Yes £1.139m
Thurrock Park Way Environmental Improvements (78/00601/OUT)	Not yet started	150	0	0	150	0	150	0	
Thameside - Remedial works to Floors 5-7	On hold	0	24	0	0	24	24	0	
Thameside Complex - Renewal of auditorium ventilation ducting	On hold	0	80	0	0	80	80	0	

Current Capital Programme

Project Name	Procurement Status	Approved Budget 2016/17 (1)	Future Year Budget (2)	Spend to Month 6 in 2016/17 (3)	Latest Forecast for 2016/17 (4)	Future Year Forecast (5)	Total Forecast Spend (6)	Forecast Variance Against Total Scheme Budget (7)	Capital Bid 2017/18
		£,000	£,000	£,000	£,000	£,000	Col 4 + 5 £,000	Col 1+2 - 6 £,000	
Thameside Complex - Replacement of theatre house lighting	On hold	0	62	0	0	62	62	0	
Thameside- secure access system for staff and restricted areas	On hold	0	35	0	0	35	35	0	
Civic Offices - Ventilation Hygiene Clean	Scheme completed	44	0	29	29	0	29	15	
Civic Offices - Roof Renewal	Scheme completed	34	0	(12)	0	0	0	34	
Civic Offices - HWS Boiler replacement	Scheme completed	5	0	0	0	0	0	5	
Civic Offices - Fire Smoke Head Replacement	Scheme completed	75	0	0	0	0	0	75	
Civic Offices - Lift lobbies Refurbishment	Scheme completed	14	0	0	14	0	14	0	
CO 1 Emergency Lighting / LED Upgrade	Tender preparation	167	0	2	167	0	167	0	
CO 1 & 2 Replace/Upgrade Access Control System	On hold	0	138	0	0	138	138	0	
CO 1 & 2 BMS Upgrade of Johnson Controls and PC	Design stage	86	0	0	86	0	86	0	
Universal Power Systems - ICT Server Room	Scheme completed	33	0	30	30	0	30	3	
COI 1 Air Handling Unit Replacement	Quotations	150	0	0	60	0	60	90	
Civic & Thameside Electrical Wiring Inspections	Work commenced	20	0	0	29	0	29	(9)	
Civic Offices - Fire Alarm Panel Renewal	Not yet started	0	0	0	25	0	25	(25)	
Civic Offices - Renew main public entrance and doors	On hold	0	36	0	0	36	36	0	
Thameside Complex - Various Works	On hold	30	150	0	30	150	180	0	
Civic Offices - Implementation of water and meter controls	Needs approval	Design stage	0	61	0	0	61	61	0
Civic Offices - Lift replacements and upgrades	Needs approval	On hold	0	494	0	0	494	494	0
Civic Offices - Underground parking area sprinkler enhancement	Needs approval	Design stage	0	246	0	0	246	246	0
Civic Offices 1 - Toilet facilities refreshment	Needs approval	On hold	0	173	0	0	173	173	0
Civic Offices - Security bollards and loading bay	Needs approval	On hold	0	10	0	0	10	10	0
CCTV at Stifford Interchange - link to ETCC	Not yet started	40	0	0	40	0	40	0	
Askews Farm Bus Gate	Scheme completed	37	0	0	5	0	5	32	

Current Capital Programme

Project Name	Procurement Status	Approved Budget 2016/17 (1)	Future Year Budget (2)	Spend to Month 6 in 2016/17 (3)	Latest Forecast for 2016/17 (4)	Future Year Forecast (5)	Total Forecast Spend (6)	Forecast Variance Against Total Scheme Budget (7)	Capital Bid 2017/18
		£,000	£,000	£,000	£,000	£,000	Col 4 + 5 £,000	Col 1+2 - 6 £,000	
Service Requests by Area	Demand led	81	0	0	81	0	81	0	
Street Scene review by area	Demand led	50	0	7	50	0	50	0	
Congestion relief scheme - MSA Roundabout/McDonalds RAB congestion relief	Not yet started	25	0	0	25	0	25	0	
Congestion relief scheme - Ford Place Signal Upgrade	Not yet started	25	0	0	25	0	25	0	
B186 South Road (Stifford Road to West Road)	Scheme completed	1	0	0	0	0	0	1	
Node 4 - North Stifford Int	On hold	52	0	0	0	52	52	0	
Treaclemine	Scheme completed	50	0	0	50	0	50	0	
Junction St Chads Road and Calcutta Road	Work commenced	94	0	0	94	0	94	0	
AIP site 1	Design stage	100	0	0	101	0	101	(1)	
AIP site 2	Not yet started	100	0	0	100	0	100	0	
Lodge Lane safety scheme	Design stage	110	0	2	110	0	110	0	
Laindon Road Safety Scheme	Scheme completed	30	0	2	30	0	30	0	
Safer Routes to Schools	Demand led	26	0	0	19	0	19	7	
Woodside Academy - Grangewood Avenue	Design stage	12	0	0	12	0	12	0	
Stanford-Le-Hope Primary - Copland Road	Design stage	12	0	0	12	0	12	0	
East Tilbury Co-Op school - Princess Margaret Road	Design stage	12	0	0	12	0	12	0	
Corringham Primary - Herd Lane	Design stage	12	0	0	12	0	12	0	
Somers heath - Foyle Drive	Design stage	12	0	0	12	0	12	0	
East Tilbury School Cycle storage improvements	Scheme completed	10	0	14	14	0	14	(4)	
Borough wide Drop Kerbs	Scheme completed	2	0	0	2	0	2	0	
Scheme to be determined	Not yet started	83	0	0	83	0	83	0	
Crown Road Off Road Shared Cycle Link	Design stage	50	0	0	50	0	50	0	
Derby Road Bridge Shared Cycle Link	Design stage	10	0	0	10	0	10	0	

Current Capital Programme

Project Name	Procurement Status	Approved Budget 2016/17 (1)	Future Year Budget (2)	Spend to Month 6 in 2016/17 (3)	Latest Forecast for 2016/17 (4)	Future Year Forecast (5)	Total Forecast Spend (6)	Forecast Variance Against Total Scheme Budget (7)	Capital Bid 2017/18
		£,000	£,000	£,000	£,000	£,000	Col 4 + 5 £,000	Col 1+2 - 6 £,000	

Total - Environment and Place		40,213	23,439	6,089	33,530	30,471	64,001	(349)	
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Service: Finance and I.T.

Strategic IT Infrastructure	Work commenced	550	550	58	550	550	1,100	0	Yes £3.647m
ICT Upgrades to Major Line of Business Systems Project	Work commenced	42	111	2	42	111	153	0	
ICT Contact Centre Telephony	Not yet started	200	0	0	200	0	200	0	
I.C.T. Undetermined Budget (schemes to be identified)	Demand led	580	0	0	0	580	580	0	

Total – Finance and I.T.		40,213	23,439	6,089	33,530	30,471	64,001	(349)	
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Service: HR, OD and Transformation

Document and Information Management - Phase 1	Scheme completed	83	0	99	99	0	99	(16)	
External Sites Upgrade to Windows 7	Work commenced	40	0	0	40	0	40	0	
Information and Advice Portal	Not yet started	464	0	0	0	464	464	0	
E-Marketplace	On hold	250	0	0	50	200	250	0	
Service Analytics Children Safeguarding	Work commenced	8	0	0	8	0	8	0	
Document and Information Management - Phase 2	Work commenced	665	0	65	149	500	649	16	
Service Analytics Phase 2	Not yet started	208	0	0	208	0	208	0	
Oracle Improvement	Work commenced	730	0	28	730	0	730	0	
Thurrock On-Line Project Phase 1	Work commenced	343	0	0	343	0	343	0	
Thurrock On-Line Project Phase 2	Not yet started	918	0	0	50	868	918	0	
Online Assessment and Decisions - Adults	Scheme completed	30	0	0	30	0	30	0	
Civic Offices - Space Optimisation	Scheme completed	500	0	(91)	500	0	500	0	
Civic Offices - Ground Floor Refurbishment	Not yet started	500	3,890	0	500	3,890	4,390	0	

Current Capital Programme

Project Name	Procurement Status	Approved Budget 2016/17 (1)	Future Year Budget (2)	Spend to Month 6 in 2016/17 (3)	Latest Forecast for 2016/17 (4)	Future Year Forecast (5)	Total Forecast Spend (6)	Forecast Variance Against Total Scheme Budget (7)	Capital Bid 2017/18
		£,000	£,000	£,000	£,000	£,000	Col 4 + 5	Col 1+2 - 6	
		£,000	£,000	£,000	£,000	£,000	£,000	£,000	
Transformation Programme Management Support	Work commenced	497	0	0	497	0	497	0	Yes £0.250m
Total – HR, OD and Transformation		5,236	3,890	101	3,204	5,922	9,126	0	
Total General Fund		69,450	28,204	10,954	50,955	47,171	98,126	(472)	

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8 February 2017	ITEM: 11 (Decision 01104404)
Cabinet	
Council Spending Review – Draft General Fund Budget	
Wards and communities affected: All	Key Decision: Yes
Report of: Councillor Shane Hebb, Portfolio Holder for Finance & Legal	
Accountable Head of Service: Sean Clark, Director of Finance and IT	
Accountable Director: Sean Clark, Director of Finance and IT	
This report is Public	

Executive Summary

This report sets out the draft budget proposals for a balanced budget for the financial year 2017/18.

This paper has been produced based on the principles established via the Council Spending Review (CSR) process, which has been in place since June 2016. The ambition is to create a budget which works for all Thurrock residents; which builds financial resilience into the council's spending and borrowing abilities, and has a bottom-up approach to service review over the forthcoming three years.

In May 2016, Cabinet assumed the Medium Term Financial Strategy (MTFS) which held a pressure of £10m.

Cabinet considered a report on 7 September 2016 that amended the Medium Term Financial Strategy (MTFS) in light of changes to business rates and inflation assumptions. This demonstrated a base budget pressure of circa £10m, a net increase of £0.1m. A further £0.420m pressure was added to the base budget through the administration reviewing and recommending a phased increase to the General Fund balance to increase the reserves to £9.26m over the next three years based on a review of current risks.

The Cabinet instructed officers to bring forward savings in excess of the MTFS forecast to give Members choice around further investment initiatives.

Cabinet agreed a 3 month pilot in 2016 of its Clean It, Cut It, Fill It initiative which completed at the end of October 2016, and met considerable praise from the Thurrock people. At its meeting on 14 December 2016, Cabinet agreed to extend the trial pilot until the end of that financial year. This proposed budget report includes a new allocation of £1m per annum to mainstream Clean It, Cut It, Fill It into

future budget provision from 1 April 2017. It is through achieving more savings than the MTFs set out, that this was able to be facilitated and managed financially.

The September 2016 report then set out the Council Spending Review (CSR) move towards commercialism and greater efficiencies through four main streams: income generation; more or the same for less; reducing the MTFs growth through greater demand management; and a comprehensive service review programme over a three year time period of all council services.

The new Transformation Programme approach is managed through a number of strategic Boards, all of which is overseen by the Transformation Board. The proposals for the MTFs in 2017/18, set out in this report, have been considered by the relevant Overview and Scrutiny Committees over recent weeks. The main feedback from these proposals are around the practical deliverability of some and comments on the Adult Social Care precept. Both of these are commented on in the main body of the report.

The report presented to Cabinet on 11 January 2017 presented a proposed balanced budget for the financial year 2017/18. This report has subsequently been considered by Corporate Overview and Scrutiny at its meeting on 11 January 2017 and the committee's comments are included in the main body of the report where applicable.

1 Recommendation(s)

1.1 That Cabinet recommends that Council, following engagement from Corporate Overview & Scrutiny and Council Spending Review forums:

1.1.1 Agrees a 3% council tax increase for the Adult Social Care precept; and

1.1.2 Agrees a 1.98% general council tax increase;

1.2 That the Cabinet note the inclusion of £1m in the 2017/18 base budget for making permanent Thurrock Council's Clean It, Cut it, Fill It programme following success through the 2016/17 pilot;

1.3 That the Cabinet note that growth of £5.4m has been built into Children's Social Care budget for 2017/18;

1.4 That the Cabinet note that should the 3% ASC precept be agreed that, along with the Adult Social care Support Grant, there will be £2.4m additional funding allocated to Adult Social Care;

1.5 That the Cabinet give direction on any allocation to the CAB; and

1.6 That the Cabinet note the council tax base and collection fund balances and allocations, set out in section 7 of the report.

2 Introduction and Background

- 2.1 The Council must, by law, set its annual revenue budget and associated Council Tax level by 11 March of the preceding financial year. If, for whatever reason, the Council cannot agree a budget and Council Tax level at its meeting on 22 February 2017, Members should be aware that the council will not have a legal budget and this will impact on service delivery and cashflow with immediate effect whilst damaging the council's reputation and can as a last resort lead to intervention from the Secretary of State under powers given by section 15 of Local Government Act 1999.
- 2.2 The Council Spending Review (CSR) process, as agreed by Cabinet on 7 September 2016, has facilitated monthly meetings with Group Leaders and Deputy Leaders from the three main parties. Reports for all Cabinet, Council and Overview & Scrutiny Committee meetings have been presented to the CSR forum to afford an opportunity to raise questions and challenges.
- 2.3 The same series of reports have been considered by the Cabinet and Overview and Scrutiny Committees on the general fund budget process and proposals, including fees and charges.
- 2.4 This report considers all of these proposals along with:
- the grant position announced in December;
 - the recommended council tax increases;
 - the collection fund balances; and
 - the council tax base – all key components that forms the council's "budget envelope".

3 2016/17 Budget Position

- 3.1 Members have received reports throughout the year that have set out the ongoing pressures in Children's Services and the financial impact of the Clean It, Cut It, Fill It pilot. The reports have also set out the mitigation that has been taken to deliver a balanced budget position for the financial year 2016/17.
- 3.2 Work continues on finalising these projections and identifying further mitigation where required. The impact of the ongoing pressures have been built into the base budget for 2017/18, most noticeably the previously reported balance in Children's Social Care of £4.7m (plus a further £0.7m as set out in paragraph 5.2).

4 Council Tax Proposals

- 4.1 As reported last year, Thurrock Council has the third lowest council tax and council tax income of the 55 Unitary Councils in the country and the lowest council tax in Essex. This low base means that financially Thurrock Council has less resource to deliver the same suite of services, irrespective of

demographic need, and limits any increase through the Adult Social Care precept.

4.2 The council has faced grant reductions since 2011 and these continue into 2017/18 with a reduction of £6m and further reductions planned over the medium term reinforcing the need to increase the council tax income. The Chancellor of the Exchequer's final Autumn Statement did not adversely affect the council's forecasted reductions any further.

4.3 There are two elements to the council tax that need to be considered:

- The general increase – this is capped at 2% and is only on the element of the council tax that does not include the ASC precept element. Due to rounding requirements, the maximum increase in 2017/18 equates to 1.98% and this is the recommendation contained within this report; and
- The Adult Social Care (ASC) Precept – this precept was announced in December 2015 and allowed councils to add an additional increase to the council tax of up to 2% per annum for the four financial years 2016/17 to 2019/20. The Council agreed a 2% ASC precept for 2016/17. In December 2016, the government announced a change to the remaining three years. Whilst 6% remains as an overall cap, councils now have the ability to charge up to 3% for each of the next two years, effectively bringing forward the ability to provide earlier funding for ASC to meet increasing demands on services and to protect the most vulnerable in the borough. This flexibility provides the council with three specific options:
 - A 3% precept for each of the next two years and no increase in year three;
 - A 3% precept in year one, 2% in year two and 1% in year three; or
 - A 2% precept in each of the next three years.

4.4 There is an urgent need for immediate increases to the ASC budget to meet the increased costs of the minimum wage and demand pressures as the population continues to live longer with more complex needs. The National Living Wage increase over 2 years that the council will have to meet represent an equivalent 12%. The council has faced considerable challenges with the domiciliary care providers which is a national trend. There is an urgent need to try to stabilise this market to ensure that the council can provide high quality services to vulnerable adults.

4.5 Financial projections demonstrate that the impact of the 3rd option above in 4.3 would provide an additional fund of £19k over the 3 years compared to the first option. However, it is strongly advised, based on the immediate financial pressures that are being faced by the ASC service in the current financial year, that a 3% increase in 2017/18 be agreed.

4.6 The Corporate Overview and Scrutiny Committee considered the 3 options on the ASC precept at its meeting on 18 January 2017 There was a clear

consensus from the Committee to support a 3% increase in 2017/18 with a majority also supporting a 3% rise in year two as well, although no vote was taken on either part.

- 4.7 The combined increase on a Band D property equates to 4.89% or £57.15 (£1.10 per week). As 71% of Thurrock properties are Bands A-C, the weekly impact is less than £1 per week but raises an additional £2.9m in income:

Band	2016/17	2017/18	Increase £	
	£	£	Per Year	Per week
A	779.64	817.74	38.10	0.73
B	909.58	954.03	44.45	0.85
C	1,039.52	1,090.32	50.80	0.98
D	1,169.46	1,226.61	57.15	1.10
E	1,429.34	1,499.19	69.85	1.34
F	1,689.22	1,771.77	82.55	1.59
G	1,949.10	2,044.35	95.25	1.83
H	2,338.92	2,453.22	114.30	2.20

5 Impact on Services of the Proposed 2017/18 Budget

- 5.1 The savings proposals included in this and previous reports largely concentrate on services generating additional income and expenditure efficiencies through contracts, centralisation of property management and additional staffing costs such as agency numbers. Direct impact on frontline services is limited but the efficiencies above could have an effect if not properly managed, as could be expected
- 5.2 Members should be aware that there is, however, £2.5m of savings previously agreed over a range of services to be delivered in 2017/18 and these are included in appendix 1.
- 5.3 Headlines include growth in the following three areas:
- Environment – after the successful pilot of Clean It, Cut It, Fill It, £1m has been included within these budget proposals to build this into the base budget to continue this initiative on a permanent basis;
 - Children’s Social Care – Children’s Social Care has seen considerable budget and service pressures in recent years and these have been regularly reported to both Cabinet and Overview and Scrutiny Committee. The need to moving CSC to a financially stable service has been a key focus for the Council and some of the plans enacted to move the service with significant financial structural challenges to a more financially resilient position over the next two years are set out below:
 - The Cabinet observe a Fewer Buildings, Better Services ethos – for example, Children Centre reform will reduce costs while reaching out to more families; and

- These proposals include rebasing the budget with an additional £4.7m and a further increase of £0.7m in line with the advice from iMPower, the consultants that have been working with the service over recent months. The impact of this work will take time to have a full impact whilst early intervention measures take effect and the financial trajectory indicates increased resource for the next two financial years, though at a reduced level than previous years, before starting to see reductions in 2019/20.
 - Adults' Social Care – A 3% ASC precept will realise circa £1.7m and the government has reallocated New Homes Bonus nationally to create a one off ASC Support Grant – Thurrock will receive circa £0.7m creating a budget injection of £2.4m in 2017/18.
- 5.4 When considering the Local Council Tax Scheme (LCTS) on 25 January 2017, there was a recommendation that, should the proposals be accepted, £50k of the additional income be allocated to the CAB on receipt of a suitable business case. As only one of the relevant proposals was accepted, the additional income raised is £40k and so Cabinet's views on an allocation to the CAB is sought.
- 5.5 In addition, Cabinet implemented a thorough review of the external risks to the council's financial position, and its ability to serve its residents, in a time of challenge in the medium term future. Consequently, Cabinet agreed to support an increase to the General Fund Balance from £8m to £9.26m over a three year period after a revision of risks that includes increases in demand against reductions in resources. As such, an annual contribution of £0.42m is accounted for.
- 5.6 As well as the service efficiencies previously agreed in the budget process of 2014/15 (appendix 1), service budgets will be amended accordingly to reflect the proposals set out in appendix 2.
- 5.7 Corporate Overview and Scrutiny Committee challenged on the deliverability on a number of the proposed efficiencies, agency costs included. Assurances were given that there are now more stringent monitoring processes in place, are now owned by the relevant Board and that rather than just a target, the budget will be removed from the services from 1 April.
- 5.8 Should any changes be made to this budget that results in a budget that no longer balances, further savings will need to be identified. Options are likely to be in the areas where growth is identified but not yet committed:
- Reduction to the £1m investment in the Environment; or
 - Reductions to the growth allocations to Adults' and Children's social care.
- 5.9 A summarised schedule of movements from the Medium Term Financial Strategy budget gap reported to council in February 2016 to this proposed budget is included at appendix 3.

5.10 The draft budget envelopes for services for 2017/18 are as follows:

	£'000
Adults, Housing and Health	34,409
Children's Services	32,629
Environment and Place	23,836
Finance & IT	9,494
Human Resources and Organisational Development	7,762
Legal Services	2,228
Commercial Services	557
Central Expenses	4,233
Recharges	2,185
Specific Grants	(573)
Service Budget Total	116,760
Levies	566
Capital Financing	(4,249)
Net Expenditure	113,078
<i>Financed by:</i>	
Revenue Support Grant	(14,660)
NNDR	(34,481)
New Homes Bonus	(3,531)
Collection Fund Balances	1,218
To be funded through Council Tax	(61,625)

6 Medium Term Financial Strategy

- 6.1 The Council Spending Review has also identified proposed efficiencies for future years and, key to this, is the paced work required around the service reviews. Though progress has been made towards meeting outstanding financial pressures, there is further work to do to achieve and maintain a balanced budget from 2018/19 onwards though considerable progress has already been made.
- 6.2 The council continues to work on future financial sustainability models and options and these will be reported back to Members for scrutiny over the coming months.

7 Determination of the Council Tax Base and Collection Fund Balances

- 7.1 The Council Tax Base is the number of Band D equivalent properties that are within Thurrock. Charges to all properties that are not a Band D are based on a Band D charge – for instance, a Band A property is two thirds of a charge whilst a Band H property is two times the charge. As such, one Band H property is the equivalent of two Band D properties.

- 7.2 Where discounts for students, single persons and Local Council Tax are due, the Band D equivalents are reduced by these discounts and then by a further 1% to reflect non-collection.
- 7.3 As this is a factual calculation at a point in time, the calculation and agreement of this was delegated to the Director of Finance and IT. For 2017/18, the council tax base is set at 50,287 against a total amount of properties in the borough of 66,539.
- 7.4 A further delegation to the Director of Finance and IT are the calculations of the council tax and business rates collection fund balances. The collection fund is the account where all council tax and business rate income is set against the amounts paid out through precepts – the amounts to be paid to the Police and Fire authorities as well as the council itself. A surplus means more is due to be collected than paid out and this surplus is treated as additional income in the forthcoming year. Adversely, a deficit is treated as a cost. Surpluses and deficits are then allocated to the main precepting bodies.
- 7.5 The Council Tax collection fund has an estimated surplus of £662,862 and is allocated as follows:
- Thurrock Council £557,993;
 - Essex Police Authority £72,575; and
 - Essex Fire Authority £32,294.
- 7.6 The NNDR collection fund has an estimated deficit, in the main caused by the high level of appeals, of £3,617,709 and is allocated as follows:
- Thurrock Council £1,772,677;
 - Central Government £1,808,855; and
 - Essex Fire Authority £36,177.
- 7.7 These balances have been built into the 2017/18 budget.

8 Issues, Options and Analysis of Options

- 8.1 The council and elected Members have no option but to set a balanced budget and plan to do so for the future, and have a legal responsibility to do so
- 8.2 There are a number of proposals appended to this report to achieve this and front line services have been protected as much as possible.
- 8.3 There are options as to whether to agree the growth as allocated although this is restricted for Adults' Social care that is largely ringfenced.

9 Reasons for Recommendation

- 9.1 The Council has a statutory requirement to set a balanced budget annually. This report sets out the proposals to deliver a balanced budget in 2017/18.

10 Consultation (including Overview and Scrutiny, if applicable)

- 10.1 The proposals appended to this report have been presented to the relevant Overview and Scrutiny Committee and been discussed in detail at a number of officer Boards including the Directors' Board and Transformation Board.

- 10.2 Papers have also been presented to the Council Spending Review group.

11 Impact on corporate policies, priorities, performance and community impact

- 11.1 The implementation of previous savings proposals has already reduced service delivery levels and our ability to meet statutory requirements, impacting on the community and staff. The potential impact on the Council's ability to safeguard children and adults will be kept carefully under review and mitigating actions taken where required.

- 11.2 These proposals include growth for both of these areas as well as increasing the budget for the Environment service.

12 Implications

12.1 Financial

Implications verified by: **Sean Clark**
Director of Finance and IT

Council officers have a legal responsibility to ensure that the Council can contain spend within its available resources. With the need to become financially self-sustainable the approach taken this year to concentrate on a more commercial attitude is set out in this report.

The proposals also include growth for the demand led services of Adults' and Children's social care whilst also including an additional £1m to enhance the cleanliness of the borough.

The General Fund Balance has been maintained at £8m over recent years. The target level has been revised to £9.26m and these proposals include a new budgeted contribution of £0.420m per annum for three years to meet this level.

12.2 Legal

Implications verified by: **David Lawson**
Deputy Head of Law & Governance

There are no direct legal implications arising from this report.

There are statutory requirements of the Council's Section 151 Officer in relation to setting a balanced budget. The Local Government Finance Act 1988 (Section 114) prescribes that the responsible financial officer "must make a report if he considers that a decision has been made or is about to be made involving expenditure which is unlawful or which, if pursued to its conclusion, would be unlawful and likely to cause a loss or deficiency to the authority". This includes an unbalanced budget.

12.3 Diversity and Equality

Implications verified by: **Becky Price**
Community Development and Equalities

There are no specific diversity and equalities implications as part of this report. Equality and Community Impact Assessments have been completed for specific proposals where required e.g. implications of the new approach in the Customer Services Strategy subject to agreement.

12.4 Other implications (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

Any other significant implications will be identified in any business cases for a proposal and consultation where required.

13 Background papers used in preparing the report (including their location on the Council's website or identification whether any are exempt or protected by copyright):

- There are a number of working papers within the Corporate Finance section;
- Various background and supporting documentation will be held within the relevant services; and
- The Boards will hold background to their proposals.

14 Appendices to the report

- Appendix 1 – Previously Agreed Savings
- Appendix 2 – Income and Savings Proposals
- Appendix 3 – Summary of MTFS Movements

Report Author:

Sean Clark

Director of Finance and IT

Finance and IT

PREVIOUSLY AGREED SAVINGS

Adults, Housing and Health

Cabinet Lead	Description	Target
Cllr Sue Little	External Placements	500
Cllr Halden	Public health – review of contracts	250
Cllr MacPherson	Reduction in Voluntary Sector Core Grants	25
Total		775

Childrens Services

Cabinet Lead	Description	Target
Cllr Sue Little	Reduce and realign youth provision across Thurrock and related service through internal reorganisation and developing the services as a mutual/ outsourced service	232
Total		232

Environment & Place

Cabinet Lead	Description	Target
Cllr Brian Little	Transportation restructure and highways efficiencies	250
Cllr Brian Little	Invest in modern highway maintenance	260
Cllr Coxshall	Planning - increased income and/or efficiencies	35
Cllr Coxshall	CEDU Restructure - Regeneration	300
Total		845

PREVIOUSLY AGREED SAVINGS

Legal Services

Cabinet Lead	Description	Target
Cllr Hebb	Legal traded service income	50
Total		50

Finance & IT

Cabinet Lead	Description	Target
Cllr Hebb	Further changes to staffing levels and revisions of prudential charges	582
Total		582

Total		2,484
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INCOME AND SAVINGS PROPOSALS

Reference	Board	Proposal	2017/18	Comments
PROC-2017-01	Procurement	Adult Care Placements (18-65 age group) – Review of placement costs against care plans.	100	Review of placement costs (MH, PD, LD) against care plans. This is in addition to the existing savings target underway for Placements.
PROC-2017-02	Procurement	Parking – service brought in house. There will be initial set up costs in 2016/17 but new service should realise savings from 2017/18	75	End of Serco Parking Processing contract – service brought in-house. There will be set up costs initially (in 16/17) will realise savings from 17/18
PROC-2017-03	Procurement	Home to School Transport (Education budget)	25	Savings from rationalising demand and sharing vehicles.
PROC-2017-04	Procurement	Waste disposal contract negotiations	25	Savings from contract extension will be sought.
PROC-2017-05	Procurement	ICT Category – Achievable savings on main contracts and rationalisation of smaller ones	110	Achievable savings on main contracts and rationalisation of smaller ones
PROC-2017-06	Procurement	Insurance – modest savings secured through renegotiation of existing contract	30	Modest savings to be secured through renegotiation at extension or through re-procurement.
PROC-2017-07	Procurement	Creative use of Purchase Cards – savings from a reduction of 2 FTE plus rebate from supplier	55	Savings from reduction of 2 FTE from Creditors Team 17/18 plus £10K annual estimated rebate from RBS (£5K in year 1). Additional savings will be secured by better low value contract management and less maverick spend.
PROC-2017-08	Procurement	Overpayment Review – use of specialist no-win, no fee consultants to identify overpayments to contracts	100	One off saving in 2017/18 through use of consultants to identify overpayments on contracts. Payment by results. Successful with other Councils and on CCS Framework.
PROC-2017-09	Procurement	Review of Translation and Interpretation Services – procurement exercise to improve consistency via a framework agreement at an agreed price. Future council literature will be documented in English only.	20	Procurement of formal contract and some reduction in spend (keeping interpretation and statutory translation requirements)

INCOME AND SAVINGS PROPOSALS

Reference	Board	Proposal	2017/18	Comments
PROC-2017-10	Procurement	Reduction of Consultancy Spend	300	Reduce consultancy spend across the organisation
PROC-2017-11	Procurement	Contract Management	100	Savings delivered through more effective contract management
COMM-2017-01	Commercial	WIFI/Small Cell & Rooftop Concession contract – Tender documents issued 23/9 target date for contract award Jan 2017	75	As per soft market test £750k over 10 years
COMM-2017-02	Commercial	Counter Fraud & Investigation – expansion of traded services	150	Creation of a commercial vehicle
COMM-2017-03	Commercial	Trade Waste Year on Year Growth	75	Development of the trade waste service
COMM-2017-05	Commercial	Maximise use of external funding opportunities	40	Make more effective use of external funding opportunities
COMM-2017-06	Commercial	Further income from advertising/ sponsorship/ filming including roundabouts	20	Further Income opportunities from advertising / sponsorship & filming
COMM-2017-07	Commercial	Trading grounds maintenance services	40	This is a separate item to traded services to schools to reflect the fact that other services could also be traded
COMM-2017-08	Commercial	IT – expansion of traded services	30	Exploring market to identify non-school prospects for broadband. First school telephony pilot almost complete – now reviewing and prioritising other schools (targeting 5 sign ups in 2017/18).

INCOME AND SAVINGS PROPOSALS

Reference	Board	Proposal	2017/18	Comments
COMM-2017-09	Commercial	Fees & Charges	250	No further growth due to £750k being realised since 16/17
COMM-2017-10	Commercial	Full year impact of long term treasury investments made in 2016/17.	350	Full year effect of existing investments
CUST-2017-01	Customer & Demand Management	Customer Services Strategy	100	Savings from channel migration and digital enabling a reduction in resources required for face-to-face contact.
DIGI-2017-02	ICT / Digital	Citizen Journeys - Enable citizens and customers to do business with the council digitally	30	Productivity savings across all services £30k in 2017/18 through Thurrock Online - Revs and Bens. Remainder to be allocated
DIGI-2017-03	ICT / Digital	Legacy Digital Programmes - Ongoing benefits realisation from completed projects	100	Property Rationalisation and Productivity Savings across Services in 17/18 Productivity Savings across Services from 18/19
PEOP-2017-01	People	Agency staff – reduce use of high cost agency staff through recruitment and retention initiatives and service/workforce re-engineering	400	Reduce the use of high cost agency staff through recruitment and retention initiatives and service/workforce re-engineering
PEOP-2017-02	People	Sickness Absence – reduce overtime and agency costs through effective attendance management	100	Reduce overtime and agency costs through effective attendance management
PEOP-2017-04	People	Review of overtime spend – currently at £1.5m	200	Manage overtime spend across the council
PROP-2017-01	Property	Rental income stretch target - Annual 5% increase in rent roll (excluding Purfleet Centre)	50	Annual 5% increase in rent roll (excluding Purfleet Centre)
PROP-2017-02	Property	Further letting income – from Civic Offices 1 (rent and service charge)	50	Allow for slow build up of occupation. Figure shown includes rent and s/c.

INCOME AND SAVINGS PROPOSALS

Reference	Board	Proposal	2017/18	Comments
PROP-2017-03	Property	Further letting income – Thameside Centre (rent and service charge)	30	Letting income potentially limited by nature of space but further work on a more commercial approach ongoing
PROP-2017-04	Property	Relocation of YOS from Corringham Police Station	50	Saving will fall in first year and not be repeated. Likely to be accrued within Children's Services
PROP-2017-05	Property	Corporate Landlord ie centralised maintenance and management of all corporate assets – 10% reduction in running costs through economies of scale	25	Corporate Landlord programme is underway. Libraries have transferred already and Children's estate now being audited. Savings and income opportunities highly likely but cannot be accurately quantified until estate is better understood.
PROP-2017-06	Property	Corporate Landlord – Additional income target	25	Additional income target through the Corporate Landlord model
PROP-2017-07	Property	Facilities Review	175	Review the impact of the running of operational properties under the Corporate Landlord model
PROP-2017-08	Property	Street Lighting efficiencies – LED replacement programme – savings through energy efficiency and maintenance	430	LED replacement programme - savings through energy efficiency and maintenance
SERV-2017-01	Service Review	Libraries	80	The service review will examine options for a comprehensive library service as part of an integrated approach to the provision of community facilities in the Borough.
SERV-2017-02	Service Review	Children's Service business admin - reorganisation of service offer	130	The current business support does not currently meet the requirements of a more integrated children's service so the changes will deliver a more bespoke model of support and bring further efficiencies.
SERV-2017-03	Service Review	Adult Social Care - Fieldwork Services	100	We are maintaining the austerity measures we introduced during 2016/17 pending the full review of the fieldwork service. This includes only recruiting to essential posts and the centralisation of non-staffing

INCOME AND SAVINGS PROPOSALS

Reference	Board	Proposal	2017/18	Comments
				budgets.
SERV-2017-04	Service Review	ASC Commissioning (voluntary sector)	97	We are reviewing our entire voluntary sector grants and contracts budget to identify savings on those groups / projects that were either time limited or have a lower priority.
SERV-2017-05	Service Review	Private Rented Sector - HMOs, condition etc	45	In line with the report that was submitted to Housing Scrutiny in December 2016 the definition of an HMO has been extended and so this gives the Council a potential increased income stream.
SERV-2017-06	Service Review	Debt collection	55	Debt collection is currently carried out in a number of sections throughout the authority. The service review is likely to recommend an integrated approach that will save on FTE but, more importantly, create a more cohesive approach to working with our residents on managing debt issues and pressures.
SERV-2017-07	Service Review	HR & Payroll & OD	30	HR, Payroll and OD services are currently focused on delivering mainly internal services, with some schools buying payroll. The service review has identified opportunities to realign resources, and increasing the use of digital systems to provide the capacity to offer a range of services externally – this will include HR advice and support, training programmes and payroll services.
SERV-2017-08	Service Review	Corporate Programme Team	20	The service review will identify current FTE vacancies in conjunction with similar skilled employees that may be currently deployed within other Services to eradicate duplication of roles. Plus, evaluate the potential for the cross-selling of existing project/programme delivery skills externally and develop plans to maximise this opportunity.
SERV-2017-09	Service Review	Customer Services	20	Additional savings from the implementation of the Customer Service Strategy above and focus on channel shift/digital reducing resources required overall.

SUMMARY OF MTFs MOVEMENTS

	2017/18	
	£000s	
Opening Estimated Deficit	9,976	
Base budget pressure 2016/17	206	
Future savings agreed during 2014/15	(2,484)	
Children's full year savings from 2016/17 mitigation	(1,200)	
Council Tax base adjustment	(590)	This relates to the increase in Band D properties – a council tax increase of 3.99% is included in the opening balance
Reduction to employment budget growth	(200)	A reduction in the provision for the pay award and increments post review
Income generation (Commercial)	(1,030)	See appendix
Property/asset rationalisation (Property)	(835)	See appendix
Procurement/contracts (Procurement)	(940)	See appendix
Efficiencies/transformation (Digital & ICT)	(130)	See appendix
Efficiencies/transformation (Customer)	(100)	See appendix
Efficiencies/transformation (People)	(700)	See appendix
Sub-total	1,973	
Target reduction in growth allocation (currently £3.5m)	(1,700)	The remaining £1.8m allocated to ASC £1.1m in line with 2% precept and £0.7m allocated to Children's Social care in line with iMPower recommendation
Efficiencies/transformation (Service Reviews)	(577)	See appendix
Contribution to increased GF Balance	420	As per Cabinet recommendation
Working Balance deficit/(surplus)	116	
Environmental investment	1,000	Clean It, Cut It, Fill It
Revised deficit/(surplus)	1,116	
Capitalise part of MRP budget to meet GF balances contribution	(420)	This meets the principle of only budgeting for the approach of capitalising MRP for items that are not ongoing base budget pressures
Revised Treasury projections	(500)	Ongoing low interest rates, investment returns and a reduction in the MRP budget
Reduction to Transformation Budget	(200)	A reduction to the provision made to meet ongoing costs – licenses etc – of transformation projects
Additional Income from LCTS	(40)	As per Council on 25 January 2017
Total deficit/(surplus)	(44)	

8 February 2017		ITEM: 12 (Decision 01104405)
Cabinet		
Fees and Charges Pricing Strategy 2017-18		
Wards and communities affected: All	Key Decision: Key	
Report of: Councillor Shane Hebb, Portfolio Holder for Finance and Legal		
Accountable Head of Service: Carl Tomlinson, Finance Manager		
Accountable Directors: Sharon Bayliss, Director of Commercial Services Sean Clark, Director of Finance and IT		
This report is Public		

Executive Summary

Local Authorities are involved in a wide range of services and the ability to charge for some of these services have always been a key funding source to Councils.

Charges will take effect from the 1 April 2017 unless otherwise stated.

In preparing the proposed fees and charges, Directorates have worked within the charging framework and principles set out in the report.

The full list of proposed charges is detailed in Appendix 1 to this report.

The proposed deletion of current fees and charges are detailed in Appendix 2 to this report.

1. Recommendations

1.1 That Cabinet agree the proposed fees and charges as detailed in Appendix 1 including those no longer applicable as per Appendix 2.

1.2 That Cabinet note the feedback from all Overview and Scrutiny Committees in Appendix 3.

2. Background

2.1 The paper describes the fees and charges approach for 2017/18 and will set a platform for certain pricing principles moving forward into future financial years.

2.2 The fees and charges that are proposed are underpinned in some instances by a detailed sales and marketing plan for each area. This will ensure delivery of the income targets for 2017/18.

Service: £000's	Actual 15/16	Budget 16/17	Budget 17/18
Environment & Place			
Thameside Theatre	523	435	447
Waste	170	299	308
Burials	230	274	283
Sports Bookings	25	75	77
Environment Other	192	191	195
Registrars	246	225	232
Public Protection	316	317	326
Libraries	72	86	88
Parking	789	952	980
Highways Maintenance	119	192	197
Highways and Transportation Other	33	126	129
Development Control	960	896	923
Building Control	285	266	273
Land Charges	301	195	201
Property	53	54	56
Commercial Hall Hire	24	22	23
Adult Services			
Day Care	47	43	44
Extra Care	12	22	23
Blue Badges	28	36	37
Meals on Wheels*	109	231	238
Community Development	-	7	7
Housing			
Travellers Sites	74	77	80
Children's Services			
School Improvement	99	50	52
Early Years Education and Childcare	285	833	857
Grangewaters	142	319	329
Learning & Skills	839	1,038	1,069
School Meals	2,921	3,057	3,148
Legal			
Legal Services	197	352	363
TOTAL	9,091	10,670	10,985

*The movement between 15/16 and 16/17 in meals on wheels is due to a rebate received in year

3. Thurrock Charging Policy

- 3.1 The strategic ambition for Thurrock is to adopt a policy on fees and charges that is aligned to the wider commercial strategy and ensures that all discretionary services cost recover.
- 3.2 Furthermore, for future years, while reviewing charges, services will also consider the level of demand for the service, the market dynamics and how the charging policy helps to meet other service objectives.
- 3.3 When considering the pricing strategy for 2017/18 some key questions were considered.
- Where can we apply a tiered/premium pricing structure
 - How sensitive are customers to price (are there areas where a price freeze is relevant)
 - What new charges might we want to introduce for this financial year
 - How do our charges compare with neighbouring boroughs
 - How do our charges compare to neighbouring boroughs and private sector competitors (particularly in those instances where customers have choice)
 - How can we influence channel shift
 - Can we set charges to recover costs
 - What do our competitors charges
 - How sensitive is demand to price
 - Statutory services may have discretionary elements that we can influence
 - Do we take deposits, charge cancellation fees, charge an admin fee for duplicate services (e.g. lost certificates.)

4. Proposals and Issues

- 4.1 The fees and charges for each service area have been considered and the main considerations are set out in the following section.
- 4.2 A council wide target of £0.350m has been proposed within the MTFS for additional income generation which includes fees and charges income for 2017/18.

5. Outdoor Sports

- 5.1 The strategic objective for charging for use of the outdoor sports facilities is to provide quality services that are competitively priced to encourage optimum use and consequently maximise income levels while at the same time reducing net subsidy.
- 5.2 The sports offer is currently heavily subsidised. The income received from the letting of sports facilities is recovering less than a third of the cost of delivering the service. User expectations are high and the service is being challenged to maintain and in some cases improve the service offer.
- 5.3 Prices have been reviewed and compared with neighbouring authorities. Prices have been subject to a small uplift to account for inflationary pressures and the

increasing requirement for the service to contribute towards the full cost of delivering the service. Our revised pricing is in line with that of neighbouring boroughs however despite the small uplift in prices the service is still being heavily subsidised.

6. Allotments

- 6.1 Thurrock Council currently provides two Allotment Sites with all other sites in the borough being self-managed by community groups. The fees and charges in this report reflect Council Managed Allotments only.
- 6.2 The income received from allotments contributes towards the ongoing running costs that they incur. When considering the management costs and the income received Allotments are currently cost neutral.
- 6.3 Allotment charges have been increased by the rate of inflation. This will ensure that Allotment provision continues to cover the cost of delivering the service.

7. Domestic Waste

- 7.1 The collection of Domestic Waste is provided free of charge. Legislation makes a number of exceptions to this; Waste Collection Authorities can charge for the collection of bulky items and for replacement waste receptacles where appropriate. The Council currently charges for both bulky waste collections and replacement waste receptacles, the charges for both have been reviewed as part of this process.
- 7.2 The strategic objective for charging for waste services is to cover the cost of providing the service (so far as is practicable), taking account of the need to protect the street scene, residential amenity and to provide residents with an affordable responsible avenue to dispose of their waste.
- 7.3 In order to encourage residents to responsibly dispose of their waste the charge for bulky waste collections has been frozen. The collection of these materials incurs a net expense to the council however the decision has been taken not to increase charges due to the increase in fly-tipping across the borough.
- 7.4 The charge for the issuing of replacement Refuse and Recycling Bins where lost or damaged has been subject to an increase to reflect inflationary pressures and to recover a greater proportion of the cost of providing replacement bins.

8. Commercial Waste

- 8.1 Thurrock Council offers a commercial waste collection service to business customers. The Thurrock Trade Waste Sales Strategy created in May 2016 incorporates the strategic direction to ensure the external income target is achieved for 17/18.
- 8.2 The launch of the Commercial Waste Sales Team has proved successful. In the first five months since the launch of the team £100k of new business has been generated and £92k of existing customers business has been retained.

The key features of the Trade Waste Sales Strategy are to:

- Continue to increase our customer base over the coming years to raise market share
- Target key accounts across the many industrial sites within Thurrock.
- Provide local businesses with a cost effective responsible avenue for the disposal of their waste.

8.3 The pricing strategy is crucial when it comes to achieving the income targets for 17/18. There are two key elements to take into consideration:

- How much does the increase need to be in order to achieve the income target for the financial year
- What percentage increase can the service take to remain competitive, retain existing customers and acquire new business.

8.4 Due to commercial sensitivity the Council do not publish Commercial Waste charges. Charges are set in line with the volume and frequency of collections that a customer requires and at a rate that will best support the delivery of our income targets.

9. Burials and Memorials

9.1 Thurrock Council maintains 5 cemeteries providing a range of burial services and graves for cremated remains.

9.2 Charges for Thurrock Residents are at the rates stated in the Fees and Charges. Fees and Charges for non Thurrock residents are doubled across all categories. This is to reflect the lack of burial space in London boroughs and ensure that the Thurrock residents retain enough capacity to meet their future requirements.

9.3 The fees and charges set by the Council have been compared to that of neighbouring Authorities. The charges levied by neighbouring boroughs are set at a higher rate in a number of categories than that charged by Thurrock. This is particularly evident when compared with fees and charges within London.

9.4 Burial and Memorial Fees and charges has been reviewed and the benchmarking with neighbouring Authorities has been taken into account. Fees and Charges for the highest volume requests have been increased in line with inflation in order to recover any increased costs. A number of the lower volume services such as have been increased in order to bring them in line with Neighbouring Authorities and to reflect the cost of delivering the service.

10. Environmental Enforcement

10.1 The Environmental Enforcement Service issue fixed penalty notices (FPN's) for breaches of legislation. Where appropriate the alleged offender is issued with a FPN as an opportunity to discharge any liability for conviction for the alleged offence. Issuing a FPN is not always appropriate for repeat offenders or those where the severity is such that prosecution is more appropriate.

- 10.2 The minimum and maximum amount that a fixed penalty notice can be issued for is determined by offence and is set out in legislation. The Council has licence to set the amount between the legislated minimum and maximum and can offer early repayment discounts if they are so minded. There are two alterations to the level of fixed penalty notices issued, they are as follows:
- 10.3 The current fixed penalty for littering is £75 reduced to £60 if paid within 10 days. As part of the zero tolerance approach to environment crime the early repayment discount has been suspended and the charge stands at £75. Non-payment or repeat offenders will be prosecuted where appropriate.
- 10.4 The current Dog Fouling FPN is set at £50. Officers have reviewed the legislation and Legal services have advised that a Fixed Penalty Notice can be issued on the basis of a littering offence for depositing and leaving dog faeces and therefore the maximum allowable fine under the legislation that officers have at their disposal is £75. There will be no with no early repayment discount.

11. Registrars

- 11.1 The Register Office provides the statutory service of registering births deaths & marriages alongside the non-statutory service of nationality checking and citizenship ceremonies (on both a group and individual basis.)
- 11.2 The fees and charges set by the Council are always compared to that of neighbouring Authorities. The charges in neighbouring boroughs can be higher in a number of categories than that charged by Thurrock. This is particularly evident when compared with fees and charges within London and Kent. However, Thurrock compare favourably with Essex and our residents have always been supportive of the charges traditionally set. Thurrock offer a truly unique service unlike many Districts who have far less flexibility. Customer engagement throughout the year (by discussing annual fee increases) allows a degree of consultation and an assessment of local reaction and acceptance.

12. Theatre

- 12.1 The theatre is a non-statutory service which aims to minimise subsidy by increasing income and reduce costs by effective trading.
- 12.2 The Thameside Theatre charges relate to hire of the main auditorium and Thameside Two meeting room facilities. The charges consist of a block charge for the 6pm – 11pm period then an hourly rate for periods before and after the block rate. This hire is charged for all the hire period whether it is a rehearsal or performance. In addition there is a further charge for nights when the spaces are used for performances due to the cost of providing front of house staff. There are also charges for additional technical equipment which hirers may decide to use. In previous years three different charging structures have been used – for non-commercial organisations, for Thurrock based commercial organisations and for commercial organisations based outside of the borough. Charges also vary depending the day of the week and daytime or evening performances.
- 12.3 Following a review of local competing theatre hire prices in Spring 2016 it was found that the cost per seat of the Thameside was highest in the area but that

more services were included in the price. All competitors are bigger venues which enjoyed economies of scale and it's difficult to make meaningful comparisons. As a result a number of changes to hire fees are proposed for the 2017/18 financial year.

- 12.4 The Thurrock Commercial tariff has been removed and the theatre will now operate with two tariff regimes – Commercial and non-Commercial. This will bring the theatre into line with other similar venues.
- 12.5 A general price increase of 3% has been applied to all hire rates Monday – Saturday.
- 12.6 Prices for Sunday hire have been found to be much more expensive than other venues and as a result there are a number of Sundays when the theatre is not used each year. To increase use of the theatre on Sundays it is proposed that the costs are reduced to a level that is more competitive while still covering operating costs, and allowing us the opportunity to increase sales of beverage and confectionery.
- 12.7 The performance charge has been increased from £78 plus VAT to £125 plus VAT which is a 60% increase. This has increased to more closely reflect the actual costs of the Front of House Staff.
- 12.8 Some recent changes to the way hire of the auditorium is treated by HMRC mean that VAT is now applied to all hire charges. While a few organisations will be able to re-claim VAT, those that can't will be faced with a significant increase in price. This effective price rise will lead to customer resistance but since most customers book up to 18 months in advance the effect may not be felt for 1-2 years. Organisations already booked in are unlikely to cancel on price if they are committed to a show but may demur from future bookings. To mitigate this, neighbouring venues are also changing their pricing and programming policy which is having the effect of driving bookings our way.

13. Public Protection

- 13.1 The objective for public protection is to ensure that the fees charged for licences cover the cost of the provision of the licensing service. In some cases licensing legislation prohibits us from making a surplus on the provision of a licence in other cases the licence fees are set nationally with this aim in mind.
- 13.2 For other fees charged by public protection the picture varies dependant on the purpose for which the fee is charged and so where permissible in law we levy fees to maximise returns based on the costs of the provision of the service provided and market conditions.
- 13.3 Fees are reviewed annually but often do not change particularly where cost recovery is achieved. If necessary and allowed, we raise fees to ensure cost recovery and in circumstances where this is permissible we alter fees to maximise the contribution of fees to the Councils budget position.
- 13.4 A number of licence fees remained unchanged as they recover costs.

14. Libraries

- 14.1 There have been small monetary increases on a number of charges with the final charge rounded accordingly to aid customer convenience and support coin operated mechanisms. Damaged book charges and premises hire charges remain consistent with last year as larger increases were implemented in 2016/17. Photocopying charges are reviewed to remain competitive with retail outlets.

15. Parking

- 15.1 Historically the council has increased parking charges in line with inflation with increases for on-street and off-street in alternate years. For 2017/18, given the level of charges in Thurrock and restrictions on ticket machines, on-street charges are increasing in line with inflation and rounded for customer convenience.
- 15.2 Charges for the suspension of parking bays have been increased to bring in line with comparable authorities. A new charge is proposed for controlled parking zone NHS permits to bring in line with the approach taken for Council staff.

16. Highways Maintenance

- 16.1 Charges have been increased in line with inflation. There has been a change in arrangements for vehicle crossing applications. The council no longer acts as agent for completion of the works although current applications will be honoured. In future the council will charge a fee for assessing the safety and suitability of the proposal in line with council highways policies. The charge for white line bar markings has increased from £60 to £150 to bring the charge in line with delivery cost.

17. Highways Permitting

- 17.1 There is a separate paper on the agenda setting out the council's intention to move from highways noticing to a highways permitting scheme.

18. Development Control

- 18.1 Fee income is dependant entirely on market forces and the majority of fees are nationally set. Whilst the market has been strong in the previous two years this cannot be a guarantee of future income levels. Even a small downturn in the market, could see a reduction in the number of planning applications.

19. Building Control

- 19.1 Fee income is dependant entirely on market forces. In 2016/17 the Service is on target to produce a small surplus of income over expenditure. The Building Control account is governed by legislation that requires that that Council does not produce a profit or loss over a rolling three year period and that any increase in income has to be ring-fenced within the Building Control account.

20. Land Charges

20.1 Local Land Charge (LLC) income is derived from charges associated with the sale and purchase of property in Thurrock. This account functions on a cost recovery basis, therefore any increase in income cannot be used outside of the LLC budget.

21. Adult Services

21.1 The domiciliary care and meals on wheels service is being re-procured in 2017/18, therefore the current fee structure remains pending the outcome of the procurement exercise, and subsequent consultation exercise of charging arrangements, in October 2017.

21.2 For day service charges there is already an increase built into 2017/18 and 2018/19 as part of the consultation exercise and Cabinet agreement from February 2016.

21.3 Residential charges are set nationally and remain unchanged from 2016/17.

21.4 Community Development income relates to hire charges in the South Ockendon Centre.

21.5 Charging arrangements for dispersed alarms will be the subject of a separate report to a subsequent Cabinet meeting.

22. HMO Licenses

22.1 On 13th December 2016 Housing Overview and Scrutiny Committee received a paper outlining proposals in respect of HMO Licensing. The fee changes are based on the extension of HMO licencing as a statutory requirement. This relates to the Council's five year licence fee charges in 2017/18.

22.2 Appendix 1 shows the proposed fees for licencing HMO dwellings. This includes 'early bird' discounts to encourage early compliance and discounted fees for landlords with more than one property. A five year licence will be granted to our private landlords who pass their HMO management conditions and maintenance inspection.

22.3 The 2017/18 new licence fees are comparable to other local authorities providing the same service. The proposed fee structure will also encourage private sector Landlords operating in Thurrock to pay and become members of the Accredited Landlord Scheme.

23. Travellers Sites

23.1 The Council manages 3 travellers' sites with a total of 65 plots. The sites are run by a traveller liaison officer with 2 part-time assistant travellers' wardens. The sites are located at:

- Ship Lane, Aveley (21 plots)
- Gammonfield site, Long Lane, Grays (22 plots)
- Pilgrims Lane site, North Stifford, Grays (22 plots)

23.2 Residents on these sites rent plots on a licence agreement. They pay a weekly rent plus water rates and an amenity charge, and can buy electricity through the site warden.

24. School Improvement

24.1 This service area covers a range of aspects where fee generated income is in place. While a number of authorities are exploring the development of traded services, there is not currently enough comparative data available to benchmark the service against. Current provision is not yet delivering full cost recovery although this will be explored further in 2018/19.

25. Learning and Skills

25.1 A review of the current pricing structure across all services trade has been undertaken and the 3% increase will be achievable across the majority of services including the Duke of Edinburgh Award. The 3% increase proposed for Grangewaters will support the service in moving towards being a more commercially viable opportunity for the Council. Extensive marketing testing with other Information Advice & Guidance providers who are trading locally has been undertaken, and this shows that this could potentially lead to a loss of income for the service. Inspire Careers has a significant income target to achieve which will increase in 17/18 as a result any potential loss of business would have a significant impact on the work that is being undertaken to move Inspire – Careers into an alternative model for delivery. Charges will be frozen for 17/18 and the remainder of the service area will absorb the increase in income to ensure the income generation targets are met.

26. School Meals

26.1 This service completes market testing with similar services to ensure that it remains competitive in the market. Schools can choose any provider and with the large number of Academies this is a particular risk. Charges have been benchmarked and consider cost recovery.

27. Legal Services

27.1 A benchmarking exercise revealed that Thurrock legal fees for section 106, section 38 and section 278 agreements was far less than charged by other authorities and therefore these fees were increased in line with the evidenced benchmarking.

27.2 A previous exercise lifting fees by a set percentage had resulted in some odd values with pence and these have therefore been rationalised to rounded amounts.

27.3 A new fee of £500 has been introduced in respect of section 111 agreements as these are being used more often and other authorities apply a small fee in addition

to the section 106 fee in relation thereto and are therefore likewise evidenced by benchmarking.

27.4 A second new fee of £1,500 has been introduced in respect of draft agreements for footpath/bridleway creation and/or diversion

27.5 Legal Services has not made any change to statutory prescribed fees.

27.6 Verification of proof of life charges have increased to reflect the cost to the Authority of completing documentation and confirming identity. The increased fee is approximately half of the fee from a private practice solicitor. Requests are received from persons in receipt of overseas pensions as it is a common requirement for continued receipt of such pensions.

27.7 Legal Services has introduced a new fee for sealing contracts to aid with the required and reasonable administrative support associated with this work without impeding the Council from procuring contractors.

27.8 Finally, it should be noted that in the wider context of public sector to public sector trading of legal services the shared service is permitted pursuant to the Local Authorities (Goods and Services) Act 1970 to supply legal services to other public bodies on a commercial basis rather than cost recovery basis.

28. Reasons for Recommendation

28.1 The setting of appropriate fees and charges will enable the Council to generate essential income for the funding of Council services. The approval of reviewed fees and charges will also ensure that the Council is competitive with other service providers and neighbouring councils.

29. Consultation (including Overview and Scrutiny, if applicable)

29.1 Consultations will be progressed where there is specific need. However, with regard to all other items, the proposals in this report do not affect any specific parts of the borough. Fees and charges are known to customers before they make use of the services they are buying.

30. Impact on corporate policies, priorities, performance and community impact

30.1 The changes in these fees and charges may impact the community; however it must be taken into consideration that these price rises include inflation and no profit will be made on the running of these discretionary services.

31. Implications

31.1 Financial

Implications verified by:

Carl Tomlinson

Finance Manager

Additional income will be generated from increases but this is variable as it is also dependent on demand for the services. Increases to income budgets have been built into the MTFS.

31.2 Legal

Implications verified by: **David Lawson**
Monitoring Officer

Fees and charges generally fall into three categories – Statutory, Regulatory and Discretionary. Statutory charges are set in statute and cannot be altered by law since the charges have been determined by Central government and all authorities will be applying the same charge.

Regulatory charged relate to services where, if the Council provides the service, it is obliged to set a fee which the Council can determine itself in accordance with a regulatory framework. Charges have to be reasonable and must be applied across the borough.

Discretionary charges relate to services which the Council can provide if they Choose to do so. This is a local policy decision. The Local Government Act 2003 gives the Council power to charge for discretionary services, with some limited exceptions. This may include charges for new and innovative services utilising the power to promote environmental, social and economic well-being under section 2 of the Local Government Act 2000. The income from charges, taking one financial year with another, must not exceed the cost of provision. A clear and justifiable framework of principles should be followed in terms of deciding when to charge and how much, and the process for reviewing charges.

A service may wish to consider whether they may utilise this power to provide a service that may benefit residents, businesses and other service users, meet the Council priorities and generate income.

Decisions on setting charges and fees are subject to the Council's decision making structures. Most charging decisions are the responsibility of Cabinet, where there are key decisions. Some fees are set by full Council.

31.3 Diversity and Equality

Implications verified by: **Becky Price**
Community Development Officer

The Council has a statutory responsibility under the Equality Act 2010 to promote and have due regard to the need to eliminate discrimination and advance equality of opportunity between individuals who share a relevant protected characteristic and those who do not share it. Decisions on setting charges and fees are subject to the Council's decision making structures. Concessions should be available to groups or individuals in the community

where the increase may create negative impact or lead to exclusion from activities.

31.4 Other implications (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

None applicable

32. Background papers used in preparing the report (including their location on the Council's website or identification whether any are exempt or protected by copyright):

None

33. Appendices to the report

Appendix 1 – Schedule of Proposed Fees and Charges for 2017/18

Appendix 2 – Schedule of Fees and Charges that are no longer applicable

Appendix 3 – Feedback from Overview and Scrutiny Committees

Report Author:

Carl Tomlinson
Finance Manager

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Name of fee or Charge Cleaner, Greener & Safer	Statutory/ Discretionary Charge	VAT Status 17/18	Charge excl. VAT 2016/17	VAT Amount 2016/17	Charging incl. VAT 2016/17	Charge excl. VAT 2017/18	VAT Amount 2017/18	Charging incl. VAT 2017/18
Safety of Sports Grounds Safety Certificate - Amendment of certificate	S	O	£ 56.65	£ -	£ 56.65	£ 56.65	£ -	£ 56.65
Safety of Sports Grounds Safety Certificate - Application for issue of certificate	S	O	£ 113.30	£ -	£ 113.30	£ 113.30	£ -	£ 113.30
Safety of Sports Grounds Safety Certificate - Replacement or transfer of certificate	S	O	£ 52.50	£ -	£ 52.50	£ 52.50	£ -	£ 52.50
Abandoned Vehicles - Administration charge for removal of vehicle from private property when directed by Management company	D	O	£ 51.67	£ -	£ 51.67	£ 51.67	£ -	£ 52.00
Abandoned Vehicles - Unwanted Caravans: Where collection and disposal is carried out	D	S	£ 137.50	£ 27.50	£ 165.00	£ 137.50	£ 27.50	£ 165.00
Abandoned Vehicles - Unwanted vehicles (not including Caravans) : Where collection and disposal is carried out by the Council's authorised contractor	D	S	£ 35.00	£ 7.00	£ 42.00	£ 35.00	£ 7.00	£ 42.00
Abandoned vehicles - Where collection and disposal is carried out by the Council's authorised contractor - Storage (When taken into safe custody) per day	D	S	£ 15.83	£ 3.17	£ 19.00	£ 15.83	£ 3.17	£ 19.00
Abandoned vehicles - Where collection and disposal is carried out by the Council's authorised contractor - To take vehicle into storage	D	S	£ 146.67	£ 29.33	£ 176.00	£ 146.67	£ 29.33	£ 176.00
Bulky Waste Collections - Collection and disposal of up to three items	D	E	£ 30.00	£ -	£ 30.00	£ 30.00	£ -	£ 30.00
Bulky Waste Collections - Each additional item	D	E	£ 8.00	£ -	£ 8.00	£ 8.00	£ -	£ 8.00
Burial Grounds - Part 1 Interment - Exclusive right of Burial - In a full size grave-Lawn Section	D	E	£ 735.00	£ -	£ 735.00	£ 750.00	£ -	£ 750.00
Burial Grounds - Part 1 Interment - Exclusive right of Burial - In a full size grave-Traditional grave where available	D	E	£ 1,470.00	£ -	£ 1,470.00	£ 1,500.00	£ -	£ 1,500.00
Burial Grounds - Part 1 Interment - In a grave - Buried or cremated remains of person up to 16 years	D	E	£ 152.00	£ -	£ 152.00	£ 155.00	£ -	£ 155.00
Burial Grounds - Part 1 Interment - In a grave - Cremated remains in full size grave	D	E	£ 294.00	£ -	£ 294.00	£ 300.00	£ -	£ 300.00
Burial Grounds - Part 1 Interment - In a grave - Persons exceeding 16 years	D	E	£ 630.00	£ -	£ 630.00	£ 650.00	£ -	£ 650.00
Burial Grounds - Part 2 Memorial Gardens Section - Additional interment of ashes and replacement plaque for further 7 years where original subscription has: Less than 4 years to run	D	E	£ 195.00	£ -	£ 195.00	£ 210.00	£ -	£ 210.00
Burial Grounds - Part 2 Memorial Gardens Section - Additional interment of ashes and replacement plaque for further 7 years where original subscription has: More than 4 years to run	D	E	£ 130.00	£ -	£ 130.00	£ 150.00	£ -	£ 150.00
Burial Grounds - Part 2 Memorial Gardens Section - Cremated Remains Section - Exclusive Right of Burial for a forty year period	D	E	£ 294.00	£ -	£ 294.00	£ 310.00	£ -	£ 310.00
Burial Grounds - Part 2 Memorial Gardens Section - Cremated Remains Section - Interment of Ashes	D	E	£ 294.00	£ -	£ 294.00	£ 310.00	£ -	£ 310.00
Burial Grounds - Part 2 Memorial Gardens Section - Erection of memorial plaque only for 7 years (no ashes to inter)	D	E	£ 160.00	£ -	£ 160.00	£ 180.00	£ -	£ 180.00
Burial Grounds - Part 2 Memorial Gardens Section - Includes plaque for 7 years & loose interment of ashes	D	E	£ 200.00	£ -	£ 200.00	£ 220.00	£ -	£ 220.00
Burial Grounds - Part 2 Memorial Gardens Section - Renewal of 7 year subscription - With existing plaque	D	E	£ 110.00	£ -	£ 110.00	£ 120.00	£ -	£ 120.00
Burial Grounds - Part 2 Memorial Gardens Section - Renewal of 7 year subscription - With replacement plaque	D	E	£ 170.00	£ -	£ 170.00	£ 180.00	£ -	£ 180.00
Burial Grounds - Part 3 Monuments, Gravestones, Tablets & Monumental Inscriptions - For the right to erect or place on a grave in respect of which an exclusive right of burial has not been granted: a tablet not exceeding 20" x 18" x 6" base	D	E	£ 131.00	£ -	£ 131.00	£ 150.00	£ -	£ 150.00
Burial Grounds - Part 3 Monuments, Gravestones, Tablets & Monumental Inscriptions - For the right to erect or place on a grave in respect of which exclusive right of burial has been granted, a monument, gravestone or tablets	D	E	£ 152.00	£ -	£ 152.00	£ 170.00	£ -	£ 170.00
Burial Grounds - Part 3 Monuments, Gravestones, Tablets & Monumental Inscriptions - The fees indicated for Part 3 include the first inscription, for each inscription after the first	D	E	£ 58.00	£ -	£ 58.00	£ 75.00	£ -	£ 75.00
Burial Grounds - Part 4 Other Burial Fees - Additional Plaque	D	S	£ 100.00	£ 20.00	£ 120.00	£ 140.00	£ 28.00	£ 168.00
Burial Grounds - Part 4 Other Burial Fees - Memorial bench	D	S	£ 1,100.00	£ 220.00	£ 1,320.00	£ 1,340.00	£ 268.00	£ 1,608.00
Burial Grounds - Part 4 Other Burial Fees - Memorial tree (New trees no longer available) Interment of second set of ashes for existing memorial trees only	D	E	£ 294.00	£ -	£ 294.00	£ 310.00	£ -	£ 310.00
Burial Grounds - Part 4 Other Burial Fees - Transfer of grant of exclusive right of burial fee for registering the transfer and endorsing the deed	D	E	£ 63.00	£ -	£ 63.00	£ 75.00	£ -	£ 75.00
Council Managed Allotments - 1x10 Rod plot	D	E	£ 97.00	£ -	£ 97.00	£ 100.00	£ -	£ 100.00
Council Managed Allotments - 1x5 Rod (1/2 size plot)	D	E	£ 51.00	£ -	£ 51.00	£ 53.00	£ -	£ 53.00
Domestic Waste - Supply of a replacement wheelie bin where broken or lost	D	O	£ 24.00	£ -	£ 24.00	£ 25.44	£ -	£ 32.00
Domestic Waste - Supply of a replacement wheelie bin where broken or lost - reduced rate if resident is claiming benefits or is over 60	D	O	£ 12.00	£ -	£ 12.00	£ 12.72	£ -	£ 16.00
Enforcement Fees - Abandoning a vehicle - £200 penalty reduced to £150 if paid within 10 days	S	O	£ 200.00	£ -	£ 200.00	£ 200.00	£ -	£ 200.00
Enforcement Fees - Fixed Penalty Notices - Dog Fouling - £50 No discount for early repayment	D	O	£ 75.00	£ -	£ 75.00	£ 50.00	£ -	£ 50.00

Name of fee or Charge Cleaner, Greener & Safer	Statutory/ Discretionary Charge	VAT Status 17/18	Charge excl. VAT 2016/17	VAT Amount 2016/17	Charging incl. VAT 2016/17	Charge excl. VAT 2017/18	VAT Amount 2017/18	Charging incl. VAT 2017/18
Enforcement Fees - Fixed Penalty Notices - Failure to comply with Street Litter Control Notice/Litter Clearing Notice £100 No discount for early repayment	D	O	£ 75.00	£ -	£ 75.00	£ 75.00	£ -	£ 75.00
Enforcement Fees - Fixed Penalty Notices - Fly Posting - £75 No discount for early repayment	D	O	£ 75.00	£ -	£ 75.00	£ 75.00	£ -	£ 75.00
Enforcement Fees - Fixed Penalty Notices - Graffiti £75 penalty No discount for early repayment	D	O	£ 75.00	£ -	£ 75.00	£ 75.00	£ -	£ 75.00
Enforcement Fees - Fixed Penalty Notices - Litter. Depositing of litter on land in the open air - No discount for early repayment	D	O	£ 75.00	£ -	£ 75.00	£ 75.00	£ -	£ 75.00
Enforcement Fees - Fixed Penalty Notices - Waste Receptacles. If refuse is not properly contained £75 No discount for early repayment	D	O	£ 75.00	£ -	£ 75.00	£ 75.00	£ -	£ 75.00
Enforcement Fees - Nuisance Parking - £100 - No discount for early repayment	S	O	£ 100.00	£ -	£ 100.00	£ 100.00	£ -	£ 100.00
Enforcement Fees - Waste Carriers Licence - £300 penalty reduced to £200 if paid within 10 days	S	O	£ 300.00	£ -	£ 300.00	£ 300.00	£ -	£ 300.00
Enforcement Fees - Waste Transfer Notes - £300 penalty reduced to £180 if paid within 14 days	S	O	£ 300.00	£ -	£ 300.00	£ 300.00	£ -	£ 300.00
Parks - Bowls - Thurrock Bowls Assoc - Exclusive use of 8 greens - Over 60	D	E	£ 115.00	£ -	£ 115.00	£ 121.90	£ -	£ 122.00
Parks - Bowls - Thurrock Bowls Assoc - Exclusive use of 8 greens - Under 18	D	E	£ 67.00	£ -	£ 67.00	£ 71.02	£ -	£ 71.00
Parks - Bowls - Thurrock Bowls Assoc - Exclusive use of 8 greens - Under 60	D	E	£ 143.00	£ -	£ 143.00	£ 151.58	£ -	£ 152.00
Parks - Cricket - Adult Pitch per match	D	E	£ 84.00	£ -	£ 84.00	£ 89.04	£ -	£ 89.00
Parks - Cricket - Youth Pitch per match	D	E	£ 39.00	£ -	£ 39.00	£ 41.34	£ -	£ 41.00
Parks - Football - Adult Pitch with Changing Facilities per match	D	E	£ 72.00	£ -	£ 72.00	£ 76.32	£ -	£ 76.00
Parks - Football - Child Pitch per match	D	E	£ 35.00	£ -	£ 35.00	£ 37.10	£ -	£ 37.00
Parks - Football - Mini Pitch per match	D	E	£ 7.00	£ -	£ 7.00	£ 7.42	£ -	£ 7.50
Parks - Football - Youth Pitch per match	D	E	£ 43.00	£ -	£ 43.00	£ 45.58	£ -	£ 46.00
Parks - Rugby - Adult Pitch per match	D	E	£ 72.00	£ -	£ 72.00	£ 76.32	£ -	£ 76.00
Parks - Rugby - Mini Pitch per match	D	E	£ 7.00	£ -	£ 7.00	£ 7.42	£ -	£ 7.50
Parks - Rugby - Youth Pitch per match	D	E	£ 43.00	£ -	£ 43.00	£ 45.58	£ -	£ 46.00
Trade Waste Charges - Bin size (per lift) - 1,100 recycling	D	O	Negotiable	£ -	Negotiable	Negotiable	£ -	Negotiable
Trade Waste Charges - Bin size (per lift) - 1,100 refuse	D	O	Negotiable	£ -	Negotiable	Negotiable	£ -	Negotiable
Trade Waste Charges - Bin size (per lift) - 240 recycling	D	O	Negotiable	£ -	Negotiable	Negotiable	£ -	Negotiable
Trade Waste Charges - Bin size (per lift) - 240 refuse	D	O	Negotiable	£ -	Negotiable	Negotiable	£ -	Negotiable
Cultural Services - Borrowers Lost Tickets - Adult - First Loss	D	O	£ 2.50	£ -	£ 2.50	£ 2.60	£ -	£ 2.60
Cultural Services - Borrowers Lost Tickets - Adult - Second and subsequent loss	D	O	£ 3.00	£ -	£ 3.00	£ 3.10	£ -	£ 3.10
Cultural Services - Catalogue Requests - Requests from Library catalogue	D	O	Free	Free	Free	Free	£ -	Free
Cultural Services - Catalogue Requests - Requests not from library catalogue, including British Library	D	O	£ 3.00	£ -	£ 3.00	£ 3.10	£ -	£ 3.10
Cultural Services - CD Rom print outs - Black and white	D	S	£ 0.21	£ 0.04	£ 0.25	£ 0.25	£ 0.05	£ 0.30
Cultural Services - CD Rom print outs - Colour	D	S	£ 0.21	£ 0.04	£ 0.25	£ 0.25	£ 0.05	£ 0.30
Cultural Services - Children's Lost Tickets - First Loss	D	O	Free	Free	Free	Free	£ -	Free
Cultural Services - Children's Lost Tickets - Second Loss	D	O	£ 2.50	£ -	£ 2.50	£ 2.60	£ -	£ 2.60
Cultural Services - Damaged and Lost items - Books for which no current value can be traced - Adults books	D	O	£ 30.00	£ -	£ 30.00	£ 30.00	£ -	£ 30.00
Cultural Services - Damaged and Lost items - Books for which no current value can be traced - Children's books	D	O	£ 20.00	£ -	£ 20.00	£ 20.00	£ -	£ 20.00
Cultural Services - DVD - Children's DVD Hire - Each item/ week	D	O	£ 2.00	£ -	£ 2.00	£ 2.10	£ -	£ 2.10
Cultural Services - DVD - Children's DVD Hire - Maximum charge - 8 weeks	D	O	£ 16.00	£ -	£ 16.00	£ 16.80	£ -	£ 16.80
Cultural Services - DVD - Children's DVD Hire - Overdue: item/ week	D	O	£ 2.00	£ -	£ 2.00	£ 2.10	£ -	£ 2.10
Cultural Services - DVD - Non Fiction DVD Hire - Each item/ week	D	O	£ 2.00	£ -	£ 2.00	£ 2.10	£ -	£ 2.10
Cultural Services - DVD - Non Fiction DVD Hire - Maximum charge - 8 weeks	D	O	£ 16.00	£ -	£ 16.00	£ 16.80	£ -	£ 16.80
Cultural Services - DVD - Non Fiction DVD Hire - Overdue: item/ week	D	O	£ 2.00	£ -	£ 2.00	£ 2.10	£ -	£ 2.10
Cultural Services - DVD - TV and Feature Films Hire - Each item/ week	D	O	£ 2.00	£ -	£ 2.00	£ 2.10	£ -	£ 2.10
Cultural Services - DVD - TV and Feature Films Hire - Maximum charge - 8 weeks	D	O	£ 16.00	£ -	£ 16.00	£ 16.80	£ -	£ 16.80
Cultural Services - DVD - TV and Feature Films Hire - Overdue: item/ week	D	O	£ 2.00	£ -	£ 2.00	£ 2.10	£ -	£ 2.10

Name of fee or Charge Cleaner, Greener & Safer	Statutory/ Discretionary Charge	VAT Status 17/18	Charge excl. VAT 2016/17	VAT Amount 2016/17	Charging incl. VAT 2016/17	Charge excl. VAT 2017/18	VAT Amount 2017/18	Charging incl. VAT 2017/18
Cultural Services - Exhibitions - Exhibition Space - Exhibition of works or crafts by individual artists and craftsmen	D	E	25% Commission or minimum hire	£ -	25% Commission or minimum hire	25% Commission or minimum hire	£ -	25% Commission or minimum hire
Cultural Services - Libraries - Fines - Books - Day 1	D	O	£ 0.15	£ -	£ 0.15	£ 0.20	£ -	£ 0.20
Cultural Services - Libraries - Fines - Books - Day 2	D	O	£ 0.30	£ -	£ 0.30	£ 0.40	£ -	£ 0.40
Cultural Services - Libraries - Fines - Books - Day 3	D	O	£ 0.45	£ -	£ 0.45	£ 0.60	£ -	£ 0.60
Cultural Services - Libraries - Fines - Books - Day 4	D	O	£ 0.60	£ -	£ 0.60	£ 0.80	£ -	£ 0.80
Cultural Services - Libraries - Fines - Books - Day 5	D	O	£ 0.75	£ -	£ 0.75	£ 1.00	£ -	£ 1.00
Cultural Services - Libraries - Fines - Books - Day 6	D	O	£ 0.90	£ -	£ 0.90	£ 1.20	£ -	£ 1.20
Cultural Services - Libraries - Fines - Books - Day 7	D	O	£ 1.05	£ -	£ 1.05	£ 1.40	£ -	£ 1.40
Cultural Services - Libraries - Fines - Books - Maximum Charge (8 weeks)	D	O	£ 8.40	£ -	£ 8.40	£ 11.20	£ -	£ 11.20
Cultural Services - Libraries - Language Courses - Multiple sets for 12 weeks	D	O	£ 3.50	£ -	£ 3.50	£ 3.60	£ -	£ 3.60
Cultural Services - Libraries - Language Courses - Single item for 3 weeks	D	O	£ 1.50	£ -	£ 1.50	£ 1.60	£ -	£ 1.60
Cultural Services - Libraries - Recorded Sound - All spoken word for children (Tape or CD)	D	O	Free	Free	Free	Free	£ -	Free
Cultural Services - Libraries - Recorded Sound - Compact Disc Hire - 1 week loan	D	O	£ 1.10	£ -	£ 1.10	£ 1.15	£ -	£ 1.15
Cultural Services - Libraries - Recorded Sound - Spoken Word on CD - 3 week loan	D	O	£ 2.50	£ -	£ 2.50	£ 2.60	£ -	£ 2.60
Cultural Services - Lost compact disc cassette inserts/ Cases and book wallets - Book wallets	D	O	£ 1.50	£ -	£ 1.50	£ 1.60	£ -	£ 1.60
Cultural Services - Lost compact disc cassette inserts/ Cases and book wallets - Compact Disc/CD Rom case	D	O	£ 2.00	£ -	£ 2.00	£ 2.10	£ -	£ 2.10
Cultural Services - Lost compact disc cassette inserts/ Cases and book wallets - Compact Disc/CD Rom or Cassette insert	D	O	Full cost	Full cost	Full cost	Full Cost	£ -	Full Cost
Cultural Services - Lost compact disc cassette inserts/ Cases and book wallets - DVD case	D	O	£ 2.00	£ -	£ 2.00	£ 2.10	£ -	£ 2.10
Cultural Services - Lost compact disc cassette inserts/ Cases and book wallets - DVD insert	D	O	Full cost	Full cost	Full cost	Full Cost	£ -	Full Cost
Cultural Services - Microfilm Prints - Per page from old machine (new machine is same as printouts)	D	S	£ 0.21	£ 0.04	£ 0.25	£ 0.25	£ 0.05	£ 0.30
Cultural Services - Music sets and Play sets - Music set hire (Obtained through Essex CC) - Chamber music (3 or more parts)	D	O	Decision not yet made by Essex CC	£ -	Decision not yet made by Essex CC	Essex cc charges	£ -	Essex cc charges
Cultural Services - Music sets and Play sets - Music set hire (Obtained through Essex CC) - Orchestral set	D	O	Decision not yet made by Essex CC	£ -	Decision not yet made by Essex CC	Essex cc charges	£ -	Essex cc charges
Cultural Services - Music sets and Play sets - Music set hire (Obtained through Essex CC) - Play sets hire (3-15 copies)	D	O	Decision not yet made by Essex CC	£ -	Decision not yet made by Essex CC	Essex cc charges	£ -	Essex cc charges
Cultural Services - Music sets and Play sets - Music set hire (Obtained through Essex CC) - Sheets (Per set)	D	O	Decision not yet made by Essex CC	£ -	Decision not yet made by Essex CC	Essex cc charges	£ -	Essex cc charges
Cultural Services - Music sets and Play sets - Music set hire (Obtained through Essex CC) - Vocal Scores (Per item)	D	O	Decision not yet made by Essex CC	£ -	Decision not yet made by Essex CC	Essex cc charges	£ -	Essex cc charges
Cultural Services - Photocopiers - Single copy A3 size - Colour	D	S	£ 1.25	£ 0.25	£ 1.50	£ 1.25	£ 0.25	£ 1.50
Cultural Services - Photocopiers - Single copy A3 size - Monochrome	D	S	£ 0.17	£ 0.03	£ 0.20	£ 0.25	£ 0.05	£ 0.30
Cultural Services - Photocopiers - Single copy A4 size - Colour	D	S	£ 0.83	£ 0.17	£ 1.00	£ 0.83	£ 0.17	£ 1.00
Cultural Services - Photocopiers - Single copy A4 size - Monochrome	D	S	£ 0.08	£ 0.02	£ 0.10	£ 0.17	£ 0.03	£ 0.20
Cultural Services - Premises Hire - Commercial organisations and public meetings held by political parties - Per hour - 24 to 70 sq.m	D	E	£ 40.00	£ -	£ 40.00	£ 40.00	£ -	£ 40.00
Cultural Services - Premises Hire - Commercial organisations and public meetings held by political parties - Per hour - Over 70 sq.m	D	E	£ 45.00	£ -	£ 45.00	£ 45.00	£ -	£ 45.00

Name of fee or Charge Cleaner, Greener & Safer	Statutory/ Discretionary Charge	VAT Status 17/18	Charge excl. VAT 2016/17	VAT Amount 2016/17	Charging incl. VAT 2016/17	Charge excl. VAT 2017/18	VAT Amount 2017/18	Charging incl. VAT 2017/18
Cultural Services - Premises Hire - Commercial organisations and public meetings held by political parties - Per hour - Under 24 sq.m	D	E	£ 35.00	£ -	£ 35.00	£ 35.00	£ -	£ 35.00
Cultural Services - Premises Hire - Other organisations and non public meetings of political parties - Per hour - 24 to 70 sq.m	D	E	£ 25.00	£ -	£ 25.00	£ 25.00	£ -	£ 25.00
Cultural Services - Premises Hire - Other organisations and non public meetings of political parties - Per hour - Over 70 sq.m	D	E	£ 30.00	£ -	£ 30.00	£ 30.00	£ -	£ 30.00
Cultural Services - Premises Hire - Other organisations and non public meetings of political parties - Per hour - Under 24 sq.m	D	E	£ 20.00	£ -	£ 20.00	£ 20.00	£ -	£ 20.00
Cultural Services - Sales - Adult fiction - Hardback	D	Z	£ 0.80	£ -	£ 0.80	£ 0.90	£ -	£ 0.90
Cultural Services - Sales - Adult fiction - Paperback	D	Z	£ 0.30	£ -	£ 0.30	£ 0.40	£ -	£ 0.40
Cultural Services - Sales - Adult non fiction - Hardback	D	Z	£ 1.50	£ -	£ 1.50	£ 1.60	£ -	£ 1.60
Cultural Services - Sales - Adult non fiction - Paperback	D	Z	£ 0.80	£ -	£ 0.80	£ 0.90	£ -	£ 0.90
Cultural Services - Sales - CD's	D	S	£ 1.25	£ 0.25	£ 1.50	£ 1.29	£ 0.26	£ 1.55
Cultural Services - Sales - Children's - Hardback	D	Z	£ 0.80	£ -	£ 0.80	£ 0.90	£ -	£ 0.90
Cultural Services - Sales - Children's - Paperback	D	Z	£ 0.30	£ -	£ 0.30	£ 0.40	£ -	£ 0.40
Cultural Services - Sales - DVD's	D	S	£ 1.67	£ 0.33	£ 2.00	£ 1.68	£ 0.34	£ 2.00
Cultural Services - Thameside Theatre and Central Complex - Performance Surcharge	D	S	£ 78.00	£ 15.60	£ 93.60	£ 125.00	£ 25.00	£ 150.00
<i>Cultural Services - Thameside Theatre and Central Complex - Tariff 1 - Thurrock based non profit organisations, members of Thurrock Arts Council and Thurrock Schools and Colleges - Additional hours after 23.00 - Fridays - 1) Thurrock Council services and Thurrock Council managed schools</i>	D	E	£ 162.00	£ -	£ 162.00	£ 167.00	£ -	£ 167.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 1 - Thurrock based non profit organisations, members of Thurrock Arts Council and Thurrock Schools and Colleges - Additional hours after 23.00 - Fridays - 2) Thurrock based non-profit organisations, members of Thurrock Arts Council and academies	D	S	£ 162.00	£ -	£ 162.00	£ 167.00	£ 33.40	£ 200.40
<i>Cultural Services - Thameside Theatre and Central Complex - Tariff 1 - Thurrock based non profit organisations, members of Thurrock Arts Council and Thurrock Schools and Colleges - Additional hours after 23.00 - Saturday - 1) Thurrock Council services and Thurrock Council managed schools</i>	D	E	£ 235.00	£ -	£ 235.00	£ 242.00	£ -	£ 242.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 1 - Thurrock based non profit organisations, members of Thurrock Arts Council and Thurrock Schools and Colleges - Additional hours after 23.00 - Saturday - 2) Thurrock based non-profit organisations, members of Thurrock Arts Council and academies	D	S	£ 235.00	£ -	£ 235.00	£ 242.00	£ 48.40	£ 290.00
<i>Cultural Services - Thameside Theatre and Central Complex - Tariff 1 - Thurrock based non profit organisations, members of Thurrock Arts Council and Thurrock Schools and Colleges - Additional hours after 23.00 - Sundays - 1) Thurrock Council services and Thurrock Council managed schools</i>	D	E	£ 266.00	£ -	£ 266.00	£ 242.00	£ -	£ 242.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 1 - Thurrock based non profit organisations, members of Thurrock Arts Council and Thurrock Schools and Colleges - Additional hours after 23.00 - Sundays - 2) Thurrock based non-profit organisations, members of Thurrock Arts Council and academies	D	S	£ 266.00	£ -	£ 266.00	£ 242.00	£ 48.40	£ 290.00
<i>Cultural Services - Thameside Theatre and Central Complex - Tariff 1 - Thurrock based non profit organisations, members of Thurrock Arts Council and Thurrock Schools and Colleges - Standard fee per hour 09.00 to 18.00 - Friday - 1) Thurrock Council services and Thurrock Council managed schools</i>	D	E	£ 72.00	£ -	£ 72.00	£ 74.00	£ -	£ 74.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 1 - Thurrock based non profit organisations, members of Thurrock Arts Council and Thurrock Schools and Colleges - Standard fee per hour 09.00 to 18.00 - Friday - 2) Thurrock based non-profit organisations, members of Thurrock Arts Council and academies	D	S	£ 72.00	£ -	£ 72.00	£ 74.00	£ 14.80	£ 89.00
<i>Cultural Services - Thameside Theatre and Central Complex - Tariff 1 - Thurrock based non profit organisations, members of Thurrock Arts Council and Thurrock Schools and Colleges - Standard fee per hour 09.00 to 18.00 - Monday to Thursday - 1) Thurrock Council services and Thurrock Council managed schools</i>	D	E	£ 56.00	£ -	£ 56.00	£ 58.00	£ -	£ 58.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 1 - Thurrock based non profit organisations, members of Thurrock Arts Council and Thurrock Schools and Colleges - Standard fee per hour 09.00 to 18.00 - Monday to Thursday - 2) Thurrock based non-profit organisations, members of Thurrock Arts Council and academies	D	S	£ 56.00	£ -	£ 56.00	£ 58.00	£ 11.60	£ 70.00

Name of fee or Charge Cleaner, Greener & Safer	Statutory/ Discretionary Charge	VAT Status 17/18	Charge excl. VAT 2016/17	VAT Amount 2016/17	Charging incl. VAT 2016/17	Charge excl. VAT 2017/18	VAT Amount 2017/18	Charging incl. VAT 2017/18
Cultural Services - Thameside Theatre and Central Complex - Tariff 1 - Thurrock based non profit organisations, members of Thurrock Arts Council and Thurrock Schools and Colleges - Standard fee per hour 09.00 to 23.00 - Sunday - 1) Thurrock Council services and Thurrock Council managed schools	D	E	£ 116.00	£ -	£ 116.00	£ 119.00	£ -	£ 119.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 1 - Thurrock based non profit organisations, members of Thurrock Arts Council and Thurrock Schools and Colleges - Standard fee per hour 09.00 to 23.00 - Sunday - 2) Thurrock based non-profit organisations, members of Thurrock Arts Council and academies	D	S	£ 116.00	£ -	£ 116.00	£ 119.00	£ 23.80	£ 143.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 1 - Thurrock based non profit organisations, members of Thurrock Arts Council and Thurrock Schools and Colleges - Standard fee Period 18.00 to 23.00 - Friday - 1) Thurrock Council services and Thurrock Council managed schools	D	E	£ 448.00	£ -	£ 448.00	£ 461.00	£ -	£ 461.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 1 - Thurrock based non profit organisations, members of Thurrock Arts Council and Thurrock Schools and Colleges - Standard fee Period 18.00 to 23.00 - Friday - 2) Thurrock based non-profit organisations, members of Thurrock Arts Council and academies	D	S	£ 448.00	£ -	£ 448.00	£ 461.00	£ 92.20	£ 553.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 1 - Thurrock based non profit organisations, members of Thurrock Arts Council and Thurrock Schools and Colleges - Standard fee Period 18.00 to 23.00 - Monday to Thursday - 1) Thurrock Council services and Thurrock Council managed schools	D	E	£ 244.00	£ -	£ 244.00	£ 251.00	£ -	£ 251.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 1 - Thurrock based non profit organisations, members of Thurrock Arts Council and Thurrock Schools and Colleges - Standard fee Period 18.00 to 23.00 - Monday to Thursday - 2) Thurrock based non-profit organisations, members of Thurrock Arts Council and academies	D	S	£ 244.00	£ -	£ 244.00	£ 251.00	£ 50.20	£ 301.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 1 - Thurrock based non profit organisations, members of Thurrock Arts Council and Thurrock Schools and Colleges - Standard fee Period 18.00 to 23.00 - Saturday - 1) Thurrock Council services and Thurrock Council managed schools	D	E	£ 589.00	£ -	£ 589.00	£ 607.00	£ -	£ 607.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 1 - Thurrock based non profit organisations, members of Thurrock Arts Council and Thurrock Schools and Colleges - Standard fee Period 18.00 to 23.00 - Saturday - 2) Thurrock based non-profit organisations, members of Thurrock Arts Council and academies	D	S	£ 589.00	£ -	£ 589.00	£ 607.00	£ 121.40	£ 728.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 1 - Thurrock based non profit organisations, members of Thurrock Arts Council and Thurrock Schools and Colleges - Standard fee Period per additional hour after 11pm Mon-Thurs - 1) Thurrock Council services and Thurrock Council managed schools	D	E	£ 129.00	£ -	£ 129.00	£ 133.00	£ -	£ 133.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 1 - Thurrock based non profit organisations, members of Thurrock Arts Council and Thurrock Schools and Colleges - Standard fee Period per additional hour after 11pm Mon-Thurs - 2) Thurrock based non-profit organisations, members of Thurrock Arts Council and academies	D	S	£ 129.00	£ -	£ 129.00	£ 133.00	£ 26.60	£ 160.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 1 - Thurrock based non profit organisations, members of Thurrock Arts Council and Thurrock Schools and Colleges - Standard fee per hour 09.00 to 18.00 - Saturday - 1) Thurrock Council services and Thurrock Council managed schools	D	E	£ 91.00	£ -	£ 91.00	£ 94.00	£ -	£ 94.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 1 - Thurrock based non profit organisations, members of Thurrock Arts Council and Thurrock Schools and Colleges - Standard fee per hour 09.00 to 18.00 - Saturday - 2) Thurrock based non-profit organisations, members of Thurrock Arts Council and academies	D	S	£ 91.00	£ -	£ 91.00	£ 94.00	£ 18.80	£ 113.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 3 - Commercial organisations - Additional hours after 23.00 - Monday to Thursday	D	S	£ 187.00	£ -	£ 187.00	£ 193.00	£ 38.60	£ 232.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 3 - Commercial organisations - Additional hours after 23.00 - Saturday	D	S	£ 349.00	£ -	£ 349.00	£ 316.00	£ 63.20	£ 380.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 3 - Commercial organisations - Friday per hour 09.00 to 18.00	D	S	£ 145.00	£ -	£ 145.00	£ 149.00	£ 29.80	£ 179.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 3 - Commercial organisations - Monday to Thursday per hour 09.00 to 18.00	D	S	£ 138.00	£ -	£ 138.00	£ 142.00	£ 28.40	£ 170.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 3 - Commercial organisations - Saturday per hour 09.00 to 18.00	D	S	£ 157.00	£ -	£ 157.00	£ 162.00	£ 32.40	£ 194.00

Name of fee or Charge Cleaner, Greener & Safer	Statutory/ Discretionary Charge	VAT Status 17/18	Charge excl. VAT 2016/17	VAT Amount 2016/17	Charging incl. VAT 2016/17	Charge excl. VAT 2017/18	VAT Amount 2017/18	Charging incl. VAT 2017/18
Cultural Services - Thameside Theatre and Central Complex - Tariff 3 - Commercial organisations - Standard Fee per period - 18.00 to 23.00 - Friday	D	S	£ 808.00	£ -	£ 808.00	£ 832.00	£ 166.40	£ 998.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 3 - Commercial organisations - Standard Fee per period - 18.00 to 23.00 - Saturday	D	S	£ 1,095.00	£ -	£ 1,095.00	£ 1,128.00	£ 225.60	£ 1,354.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 3 - Commercial organisations - Additional hours after 23.00 - Friday	D	S	£ 207.00	£ -	£ 207.00	£ 213.00	£ 42.60	£ 256.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 3 - Commercial organisations - Additional hours after 23.00 - Sunday	D	S	£ 384.00	£ -	£ 384.00	£ 316.00	£ 63.20	£ 379.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 3 - Commercial organisations - Standard Fee per period - 18.00 to 23.00 - Monday to Thursday	D	S	£ 505.00	£ -	£ 505.00	£ 520.00	£ 104.00	£ 624.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 3 - Commercial organisations - Sunday per hour 09.00 to 23.00	D	S	£ 230.00	£ -	£ 230.00	£ 190.00	£ 38.00	£ 228.00
Cultural Services -Fax - Incoming - Each	D	S	£ 1.00	£ 0.20	£ 1.20	£ 0.83	£ 0.17	£ 1.00
Cultural Services -Fax - Outgoing - Additional page - Elsewhere	D	S	£ 1.25	£ 0.25	£ 1.50	£ 1.25	£ 0.25	£ 1.50
Cultural Services -Fax - Outgoing - Additional page - Europe	D	S	£ 0.83	£ 0.17	£ 1.00	£ 0.83	£ 0.17	£ 1.00
Cultural Services -Fax - Outgoing - Additional page - UK	D	S	£ 0.42	£ 0.08	£ 0.50	£ 0.42	£ 0.08	£ 0.50
Cultural Services -Fax - Outgoing - Fax to free numbers (Admin charge)	D	S	£ 0.42	£ 0.08	£ 0.50	£ 0.42	£ 0.08	£ 0.50
Cultural Services -Fax - Outgoing - First Page - Elsewhere	D	S	£ 2.50	£ 0.50	£ 3.00	£ 2.50	£ 0.50	£ 3.00
Cultural Services -Fax - Outgoing - First Page - Europe	D	S	£ 2.08	£ 0.42	£ 2.50	£ 2.08	£ 0.42	£ 2.50
Cultural Services -Fax - Outgoing - First Page - UK	D	S	£ 0.83	£ 0.17	£ 1.00	£ 0.83	£ 0.17	£ 1.00
Cultural Services -Internet and Word processing - Use of the internet	D	S	Free	Free	Free	Free	£ -	Free
Cultural Services -Internet and Word processing - Word processing - Black and white	D	S	£ 0.21	£ 0.04	£ 0.25	£ 0.25	£ 0.05	£ 0.30
Cultural Services -Internet and Word processing - Word processing - Colour	D	S	£ 0.21	£ 0.04	£ 0.25	£ 0.25	£ 0.05	£ 0.30
Alcohol and Entertainment Licences - Additional Fees - Additional annual fee payable if applicable 10,000 to 14,999	S	O	£ 2,000.00	£ -	£ 2,000.00	£ 2,000.00	£ -	£ 2,000.00
Alcohol and Entertainment Licences - Additional Fees - Additional annual fee payable if applicable 15,000 to 19,999	S	O	£ 4,000.00	£ -	£ 4,000.00	£ 4,000.00	£ -	£ 4,000.00
Alcohol and Entertainment Licences - Additional Fees - Additional annual fee payable if applicable 20,000 to 29,999	S	O	£ 8,000.00	£ -	£ 8,000.00	£ 8,000.00	£ -	£ 8,000.00
Alcohol and Entertainment Licences - Additional Fees - Additional annual fee payable if applicable 30,000 to 39,999	S	O	£ 16,000.00	£ -	£ 16,000.00	£ 16,000.00	£ -	£ 16,000.00
Alcohol and Entertainment Licences - Additional Fees - Additional annual fee payable if applicable 40,000 to 49,999	S	O	£ 24,000.00	£ -	£ 24,000.00	£ 24,000.00	£ -	£ 24,000.00
Alcohol and Entertainment Licences - Additional Fees - Additional annual fee payable if applicable 5,000 to 9,999	S	O	£ 1,000.00	£ -	£ 1,000.00	£ 1,000.00	£ -	£ 1,000.00
Alcohol and Entertainment Licences - Additional Fees - Additional annual fee payable if applicable 50,000 to 59,999	S	O	£ 32,000.00	£ -	£ 32,000.00	£ 32,000.00	£ -	£ 32,000.00
Alcohol and Entertainment Licences - Additional Fees - Additional annual fee payable if applicable 60,000 to 69,999	S	O	£ 40,000.00	£ -	£ 40,000.00	£ 40,000.00	£ -	£ 40,000.00
Alcohol and Entertainment Licences - Additional Fees - Additional annual fee payable if applicable 70,000 to 79,999	S	O	£ 48,000.00	£ -	£ 48,000.00	£ 48,000.00	£ -	£ 48,000.00
Alcohol and Entertainment Licences - Additional Fees - Additional annual fee payable if applicable 80,000 to 89,999	S	O	£ 56,000.00	£ -	£ 56,000.00	£ 56,000.00	£ -	£ 56,000.00
Alcohol and Entertainment Licences - Additional Fees - Additional annual fee payable if applicable 90,000 and over	S	O	£ 64,000.00	£ -	£ 64,000.00	£ 64,000.00	£ -	£ 64,000.00
Alcohol and Entertainment Licences - Additional Fees - Attendance at any one time 10,000 to 14,999	S	O	£ 2,000.00	£ -	£ 2,000.00	£ 2,000.00	£ -	£ 2,000.00
Alcohol and Entertainment Licences - Additional Fees - Attendance at any one time 15,000 to 19,999	S	O	£ 4,000.00	£ -	£ 4,000.00	£ 4,000.00	£ -	£ 4,000.00
Alcohol and Entertainment Licences - Additional Fees - Attendance at any one time 20,000 to 29,999	S	O	£ 8,000.00	£ -	£ 8,000.00	£ 8,000.00	£ -	£ 8,000.00
Alcohol and Entertainment Licences - Additional Fees - Attendance at any one time 30,000 to 39,999	S	O	£ 16,000.00	£ -	£ 16,000.00	£ 16,000.00	£ -	£ 16,000.00
Alcohol and Entertainment Licences - Additional Fees - Attendance at any one time 40,000 to 49,999	S	O	£ 24,000.00	£ -	£ 24,000.00	£ 24,000.00	£ -	£ 24,000.00
Alcohol and Entertainment Licences - Additional Fees - Attendance at any one time 5,000 to 9,999	S	O	£ 1,000.00	£ -	£ 1,000.00	£ 1,000.00	£ -	£ 1,000.00
Alcohol and Entertainment Licences - Additional Fees - Attendance at any one time 50,000 to 59,999	S	O	£ 32,000.00	£ -	£ 32,000.00	£ 32,000.00	£ -	£ 32,000.00
Alcohol and Entertainment Licences - Additional Fees - Attendance at any one time 60,000 to 69,999	S	O	£ 40,000.00	£ -	£ 40,000.00	£ 40,000.00	£ -	£ 40,000.00
Alcohol and Entertainment Licences - Additional Fees - Attendance at any one time 70,000 to 79,999	S	O	£ 48,000.00	£ -	£ 48,000.00	£ 48,000.00	£ -	£ 48,000.00
Alcohol and Entertainment Licences - Additional Fees - Attendance at any one time 80,000 to 89,999	S	O	£ 56,000.00	£ -	£ 56,000.00	£ 56,000.00	£ -	£ 56,000.00
Alcohol and Entertainment Licences - Additional Fees - Attendance at any one time 90,000 and over	S	O	£ 64,000.00	£ -	£ 64,000.00	£ 64,000.00	£ -	£ 64,000.00
Alcohol and Entertainment Licences - Club Premises Certificates - Annual Charge - A = None to £4,400	S	O	£ 70.00	£ -	£ 70.00	£ 70.00	£ -	£ 70.00
Alcohol and Entertainment Licences - Club Premises Certificates - Annual Charge - B = £4,301 to £33,000	S	O	£ 180.00	£ -	£ 180.00	£ 180.00	£ -	£ 180.00
Alcohol and Entertainment Licences - Club Premises Certificates - Annual Charge - C = £33,001 to £87,000	S	O	£ 295.00	£ -	£ 295.00	£ 295.00	£ -	£ 295.00

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Alcohol and Entertainment Licences - Club Premises Certificates - Annual Charge - D = £87,001 to £125,000	S	O	£ 320.00	£ -	£ 320.00	£ 320.00	£ -	£ 320.00
Alcohol and Entertainment Licences - Club Premises Certificates - Annual Charge - E = £125,000 plus	S	O	£ 350.00	£ -	£ 350.00	£ 350.00	£ -	£ 350.00
Alcohol and Entertainment Licences - Club Premises Certificates - New Application & Variation - A = None to £4,400	S	O	£ 100.00	£ -	£ 100.00	£ 100.00	£ -	£ 100.00
Alcohol and Entertainment Licences - Club Premises Certificates - New Application & Variation - B = £4,301 to £33,000	S	O	£ 190.00	£ -	£ 190.00	£ 190.00	£ -	£ 190.00
Alcohol and Entertainment Licences - Club Premises Certificates - New Application & Variation - C = £33,001 to £87,000	S	O	£ 315.00	£ -	£ 315.00	£ 315.00	£ -	£ 315.00
Alcohol and Entertainment Licences - Club Premises Certificates - New Application & Variation - D = £87,001 to £125,000	S	O	£ 450.00	£ -	£ 450.00	£ 450.00	£ -	£ 450.00
Alcohol and Entertainment Licences - Club Premises Certificates - New Application & Variation - E = £125,000 plus	S	O	£ 635.00	£ -	£ 635.00	£ 635.00	£ -	£ 635.00
Alcohol and Entertainment Licences - Other Fees - Application for a provisional statement where premises being built etc	S	O	£ 315.00	£ -	£ 315.00	£ 315.00	£ -	£ 315.00
Alcohol and Entertainment Licences - Other Fees - Application for the grant or renewal of a personal licence	S	O	£ 37.00	£ -	£ 37.00	£ 37.00	£ -	£ 37.00
Alcohol and Entertainment Licences - Other Fees - Application for transfer of premises licence	S	O	£ 23.00	£ -	£ 23.00	£ 23.00	£ -	£ 23.00
Alcohol and Entertainment Licences - Other Fees - Application to vary licence to specify individual as premises supervisor	S	O	£ 23.00	£ -	£ 23.00	£ 23.00	£ -	£ 23.00
Alcohol and Entertainment Licences - Other Fees - Change of relevant registered address of club	S	O	£ 10.50	£ -	£ 10.50	£ 10.50	£ -	£ 10.50
Alcohol and Entertainment Licences - Other Fees - Duty to notify change of name or address	S	O	£ 10.50	£ -	£ 10.50	£ 10.50	£ -	£ 10.50
Alcohol and Entertainment Licences - Other Fees - Notification of change of name or address	S	O	£ 10.50	£ -	£ 10.50	£ 10.50	£ -	£ 10.50
Alcohol and Entertainment Licences - Other Fees - Notification of change of name or alteration of rules of club	S	O	£ 10.50	£ -	£ 10.50	£ 10.50	£ -	£ 10.50
Alcohol and Entertainment Licences - Other Fees - Right of freeholder etc. to be notified of licensing matters	S	O	£ 21.00	£ -	£ 21.00	£ 21.00	£ -	£ 21.00
Alcohol and Entertainment Licences - Other Fees - Temporary event notice	S	O	£ 21.00	£ -	£ 21.00	£ 21.00	£ -	£ 21.00
Alcohol and Entertainment Licences - Other Fees - Theft, loss etc of certificate or summary	S	O	£ 10.50	£ -	£ 10.50	£ 10.50	£ -	£ 10.50
Alcohol and Entertainment Licences - Other Fees - Theft, loss etc of personal licence	S	O	£ 10.50	£ -	£ 10.50	£ 10.50	£ -	£ 10.50
Alcohol and Entertainment Licences - Other Fees - Theft, loss etc of premises licence or summary	S	O	£ 10.50	£ -	£ 10.50	£ 10.50	£ -	£ 10.50
Alcohol and Entertainment Licences - Other Fees - Theft, loss etc of temporary event notice	S	O	£ 10.50	£ -	£ 10.50	£ 10.50	£ -	£ 10.50
Alcohol and Entertainment Licences - Premises Licenses - Annual Charge - A = None to £4,400	S	O	£ 70.00	£ -	£ 70.00	£ 70.00	£ -	£ 70.00
Alcohol and Entertainment Licences - Premises Licenses - Annual Charge - B = £4,301 to £33,000	S	O	£ 180.00	£ -	£ 180.00	£ 180.00	£ -	£ 180.00
Alcohol and Entertainment Licences - Premises Licenses - Annual Charge - C = £33,001 to £87,000	S	O	£ 295.00	£ -	£ 295.00	£ 295.00	£ -	£ 295.00
Alcohol and Entertainment Licences - Premises Licenses - Annual Charge - D = £87,001 to £125,000	S	O	£ 320.00	£ -	£ 320.00	£ 320.00	£ -	£ 320.00
Alcohol and Entertainment Licences - Premises Licenses - Annual Charge - E = £125,000 plus	S	O	£ 350.00	£ -	£ 350.00	£ 350.00	£ -	£ 350.00
Alcohol and Entertainment Licences - Premises Licenses - New Application & Variation - A = None to £4,400	S	O	£ 100.00	£ -	£ 100.00	£ 100.00	£ -	£ 100.00
Alcohol and Entertainment Licences - Premises Licenses - New Application & Variation - B = £4,301 to £33,000	S	O	£ 190.00	£ -	£ 190.00	£ 190.00	£ -	£ 190.00
Alcohol and Entertainment Licences - Premises Licenses - New Application & Variation - C = £33,001 to £87,000	S	O	£ 315.00	£ -	£ 315.00	£ 315.00	£ -	£ 315.00
Alcohol and Entertainment Licences - Premises Licenses - New Application & Variation - D = £87,001 to £125,000	S	O	£ 450.00	£ -	£ 450.00	£ 450.00	£ -	£ 450.00
Alcohol and Entertainment Licences - Premises Licenses - New Application & Variation - E = £125,000 plus	S	O	£ 635.00	£ -	£ 635.00	£ 635.00	£ -	£ 635.00
Animal Feed (Hygiene, Sampling etc & Enforcement) Regulations 2015 - Regulation 13 - Manufacture & placing on the market products derived from vegetable oil and blended fats	S	O	£ 451.00	£ -	£ 451.00	£ 451.00	£ -	£ 451.00
Animal Feed (Hygiene, Sampling etc & Enforcement) Regulations 2015 - Regulation 13 - Manufacture only, or manufacture and placing on the market, of certain additives or pre-mixtures as referred to in Article 10(1)(a) or (b) of Regulation 183/2005 other than those feed additives specified in regulation 2(4), or of premixtures of such additives	S	O	£ 451.00	£ -	£ 451.00	£ 451.00	£ -	£ 451.00
Animal Feed (Hygiene, Sampling etc & Enforcement) Regulations 2015 - Regulation 13 - Placing on the market of substances referred to above	S	O	£ 226.00	£ -	£ 226.00	£ 226.00	£ -	£ 226.00
Explosives Regulations 2014 - Regulation 13 – Five years licence where no separation distances apply	S	O	£ 238.00	£ -	£ 238.00	£ 238.00	£ -	£ 238.00
Explosives Regulations 2014 - Regulation 13 – Five years licence where separation distances apply	S	O	£ 423.00	£ -	£ 423.00	£ 423.00	£ -	£ 423.00
Explosives Regulations 2014 - Regulation 13 – Five years renewal where no separation distances apply	S	O	£ 185.00	£ -	£ 185.00	£ 185.00	£ -	£ 185.00
Explosives Regulations 2014 - Regulation 13 – Five years renewal where separation distances apply	S	O	£ 326.00	£ -	£ 326.00	£ 326.00	£ -	£ 326.00
Explosives Regulations 2014 - Regulation 13 – Four years licence where no separation distances apply	S	O	£ 206.00	£ -	£ 206.00	£ 206.00	£ -	£ 206.00

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Explosives Regulations 2014 - Regulation 13 – Four years licence where separation distances apply	S	O	£ 374.00	£ -	£ 374.00	£ 374.00	£ -	£ 374.00
Explosives Regulations 2014 - Regulation 13 – Four years renewal where no separation distances apply	S	O	£ 152.00	£ -	£ 152.00	£ 152.00	£ -	£ 152.00
Explosives Regulations 2014 - Regulation 13 – Four years renewal where separation distances apply	S	O	£ 266.00	£ -	£ 266.00	£ 266.00	£ -	£ 266.00
Explosives Regulations 2014 - Regulation 13 – One year licence where no separation distances apply	S	O	£ 109.00	£ -	£ 109.00	£ 109.00	£ -	£ 109.00
Explosives Regulations 2014 - Regulation 13 – One year licence where separation distances apply	S	O	£ 185.00	£ -	£ 185.00	£ 185.00	£ -	£ 185.00
Explosives Regulations 2014 - Regulation 13 – One year renewal where separation distances apply	S	O	£ 86.00	£ -	£ 86.00	£ 86.00	£ -	£ 86.00
Explosives Regulations 2014 - Regulation 13 - Renewal where no separation distances apply	S	O	£ 54.00	£ -	£ 54.00	£ 54.00	£ -	£ 54.00
Explosives Regulations 2014 - Regulation 13 – Three years licence where no separation distances apply	S	O	£ 173.00	£ -	£ 173.00	£ 173.00	£ -	£ 173.00
Explosives Regulations 2014 - Regulation 13 – Three years licence where separation distances apply	S	O	£ 304.00	£ -	£ 304.00	£ 304.00	£ -	£ 304.00
Explosives Regulations 2014 - Regulation 13 – Three years renewal where no separation distances apply	S	O	£ 120.00	£ -	£ 120.00	£ 120.00	£ -	£ 120.00
Explosives Regulations 2014 - Regulation 13 – Three years renewal where separation distances apply	S	O	£ 206.00	£ -	£ 206.00	£ 206.00	£ -	£ 206.00
Explosives Regulations 2014 - Regulation 13 – Two years licence where no separation distances apply	S	O	£ 141.00	£ -	£ 141.00	£ 141.00	£ -	£ 141.00
Explosives Regulations 2014 - Regulation 13 – Two years licence where separation distances apply	S	O	£ 243.00	£ -	£ 243.00	£ 243.00	£ -	£ 243.00
Explosives Regulations 2014 - Regulation 13 – Two years renewal where no separation distances apply	S	O	£ 86.00	£ -	£ 86.00	£ 86.00	£ -	£ 86.00
Explosives Regulations 2014 - Regulation 13 – Two years renewal where separation distances apply	S	O	£ 147.00	£ -	£ 147.00	£ 147.00	£ -	£ 147.00
Explosives Regulations 2014 - Regulation 16 - Any other variation	S	O	The reasonable cost	£ -	The reasonable cost	The reasonable cost	£ -	The reasonable cost
Explosives Regulations 2014 - Regulation 16 - Varying a licence (name or address)	S	O	£ 36.00	£ -	£ 36.00	£ 36.00	£ -	£ 36.00
Explosives Regulations 2014 - Regulation 17 - Replacement of licence	S	O	£ 36.00	£ -	£ 36.00	£ 36.00	£ -	£ 36.00
Explosives Regulations 2014 - Regulation 17 - Transfer of licence	S	O	£ 36.00	£ -	£ 36.00	£ 36.00	£ -	£ 36.00
Fireworks Regulations 2004 - Regulation 9 - Licence for the sale of fireworks outside of prescribed period fireworks (one year)	S	O	£ 500.00	£ -	£ 500.00	£ 500.00	£ -	£ 500.00
Gambling Licences - Adult Gaming Centre Premises Licence - Annual Fee	D	O	£ 800.00	£ -	£ 800.00	£ 800.00	£ -	£ 800.00
Gambling Licences - Adult Gaming Centre Premises Licence - Application fee for reinstatement of a licence	D	O	£ 1,000.00	£ -	£ 1,000.00	£ 1,000.00	£ -	£ 1,000.00
Gambling Licences - Adult Gaming Centre Premises Licence - Application fee in respect of Premises Licence	D	O	£ 1,600.00	£ -	£ 1,600.00	£ 1,600.00	£ -	£ 1,600.00
Gambling Licences - Adult Gaming Centre Premises Licence - Application fee in respect of Provisional Statement	D	O	£ 1,600.00	£ -	£ 1,600.00	£ 1,600.00	£ -	£ 1,600.00
Gambling Licences - Adult Gaming Centre Premises Licence - Application fee to transfer a licence	D	O	£ 1,000.00	£ -	£ 1,000.00	£ 1,000.00	£ -	£ 1,000.00
Gambling Licences - Adult Gaming Centre Premises Licence - Application fee to vary a licence	D	O	£ 800.00	£ -	£ 800.00	£ 800.00	£ -	£ 800.00
Gambling Licences - Annual fee for Club Gaming or Machine Permit	S	O	£ 50.00	£ -	£ 50.00	£ 50.00	£ -	£ 50.00
Gambling Licences - Application for Club Gaming or Machine Permit	S	O	£ 200.00	£ -	£ 200.00	£ 200.00	£ -	£ 200.00
Gambling Licences - Application for Club Gaming or Machine Permit (existing holder)	S	O	£ 100.00	£ -	£ 100.00	£ 100.00	£ -	£ 100.00
Gambling Licences - Application for Club Gaming or Machine Permit (holding Certificate under licensing act 2003)	S	O	£ 100.00	£ -	£ 100.00	£ 100.00	£ -	£ 100.00
Gambling Licences - Application for Prize Gaming Permit & Family Entertainment Centre Gaming Machine Permit	S	O	£ 100.00	£ -	£ 100.00	£ 100.00	£ -	£ 100.00
Gambling Licences - Application to Vary Club Gaming or Machine Permit	S	O	£ 100.00	£ -	£ 100.00	£ 100.00	£ -	£ 100.00
Gambling Licences - Betting Premises (Track) Licence - Annual Fee	D	O	£ 1,000.00	£ -	£ 1,000.00	£ 1,000.00	£ -	£ 1,000.00
Gambling Licences - Betting Premises (Track) Licence - Application fee for reinstatement of a licence	D	O	£ 950.00	£ -	£ 950.00	£ 950.00	£ -	£ 950.00
Gambling Licences - Betting Premises (Track) Licence - Application fee in respect of Premises Licence	D	O	£ 950.00	£ -	£ 950.00	£ 950.00	£ -	£ 950.00
Gambling Licences - Betting Premises (Track) Licence - Application fee in respect of Provisional Statement	D	O	£ 2,500.00	£ -	£ 2,500.00	£ 2,500.00	£ -	£ 2,500.00
Gambling Licences - Betting Premises (Track) Licence - Application fee to transfer a licence	D	O	£ 950.00	£ -	£ 950.00	£ 950.00	£ -	£ 950.00
Gambling Licences - Betting Premises (Track) Licence - Application fee to vary a licence	D	O	£ 1,250.00	£ -	£ 1,250.00	£ 1,250.00	£ -	£ 1,250.00
Gambling Licences - Bingo Premises Licence - Annual Fee	D	O	£ 800.00	£ -	£ 800.00	£ 800.00	£ -	£ 800.00
Gambling Licences - Bingo Premises Licence - Application fee for reinstatement of a licence	D	O	£ 1,000.00	£ -	£ 1,000.00	£ 1,000.00	£ -	£ 1,000.00
Gambling Licences - Bingo Premises Licence - Application fee in respect of Premises Licence	D	O	£ 3,000.00	£ -	£ 3,000.00	£ 3,000.00	£ -	£ 3,000.00
Gambling Licences - Bingo Premises Licence - Application fee in respect of Provisional Statement	D	O	£ 3,000.00	£ -	£ 3,000.00	£ 3,000.00	£ -	£ 3,000.00
Gambling Licences - Bingo Premises Licence - Application fee to transfer a licence	D	O	£ 1,000.00	£ -	£ 1,000.00	£ 1,000.00	£ -	£ 1,000.00
Gambling Licences - Bingo Premises Licence - Application fee to vary a licence	D	O	£ 1,500.00	£ -	£ 1,500.00	£ 1,500.00	£ -	£ 1,500.00
Gambling Licences - Change of name on Prize gaming Permit & Family Entertainment Centre Gaming Machine Permit	S	O	£ 25.00	£ -	£ 25.00	£ 25.00	£ -	£ 25.00
Gambling Licences - Copy of Club Gaming or Machine Permit	S	O	£ 15.00	£ -	£ 15.00	£ 15.00	£ -	£ 15.00
Gambling Licences - Copy of Prize gaming Permit & Family Entertainment Centre Gaming Machine Permit	S	O	£ 15.00	£ -	£ 15.00	£ 15.00	£ -	£ 15.00

Name of fee or Charge Cleaner, Greener & Safer	Statutory/ Discretionary Charge	VAT Status 17/18	Charge excl. VAT 2016/17	VAT Amount 2016/17	Charging incl. VAT 2016/17	Charge excl. VAT 2017/18	VAT Amount 2017/18	Charging incl. VAT 2017/18
Gambling Licences - Copy of the Premises Licence	S	O	£ 50.00	£ -	£ 50.00	£ 50.00	£ -	£ 50.00
Gambling Licences - Family Entertainment Centre Premises Licence - Annual Fee	D	O	£ 600.00	£ -	£ 600.00	£ 600.00	£ -	£ 600.00
Gambling Licences - Family Entertainment Centre Premises Licence - Application fee for reinstatement of a licence	D	O	£ 800.00	£ -	£ 800.00	£ 800.00	£ -	£ 800.00
Gambling Licences - Family Entertainment Centre Premises Licence - Application fee in respect of Premises Licence	D	O	£ 1,600.00	£ -	£ 1,600.00	£ 1,600.00	£ -	£ 1,600.00
Gambling Licences - Family Entertainment Centre Premises Licence - Application fee in respect of Provisional Statement	D	O	£ 1,600.00	£ -	£ 1,600.00	£ 1,600.00	£ -	£ 1,600.00
Gambling Licences - Family Entertainment Centre Premises Licence - Application fee to transfer a licence	D	O	£ 800.00	£ -	£ 800.00	£ 800.00	£ -	£ 800.00
Gambling Licences - Family Entertainment Centre Premises Licence - Application fee to vary a licence	D	O	£ 800.00	£ -	£ 800.00	£ 800.00	£ -	£ 800.00
Gambling Licences - Large Casino Premises Licence - Annual Fee	D	O	£ 10,000.00	£ -	£ 10,000.00	£ 10,000.00	£ -	£ 10,000.00
Gambling Licences - Large Casino Premises Licence - Application fee for reinstatement of a licence	D	O	£ 2,150.00	£ -	£ 2,150.00	£ 2,150.00	£ -	£ 2,150.00
Gambling Licences - Large Casino Premises Licence - Application fee in respect of Premises Licence	D	O	£ 10,000.00	£ -	£ 10,000.00	£ 10,000.00	£ -	£ 10,000.00
Gambling Licences - Large Casino Premises Licence - Application fee in respect of Provisional Statement	D	O	£ 10,000.00	£ -	£ 10,000.00	£ 10,000.00	£ -	£ 10,000.00
Gambling Licences - Large Casino Premises Licence - Application fee to transfer a licence	D	O	£ 2,150.00	£ -	£ 2,150.00	£ 2,150.00	£ -	£ 2,150.00
Gambling Licences - Large Casino Premises Licence - Application fee to vary a licence	D	O	£ 5,000.00	£ -	£ 5,000.00	£ 5,000.00	£ -	£ 5,000.00
Gambling Licences - Notification of change of circumstances fro premises Licence	S	O	£ 300.00	£ -	£ 300.00	£ 300.00	£ -	£ 300.00
Gambling Licences - Occasional Use Notice	S	O	£ 25.00	£ -	£ 25.00	£ 25.00	£ -	£ 25.00
Gambling Licences - Regional casino premises Licence	S	O	£ 500.00	£ -	£ 500.00	£ 500.00	£ -	£ 500.00
Gambling Licences - Regional Casino Premises Licence - Annual Fee	D	O	£ 15,000.00	£ -	£ 15,000.00	£ 15,000.00	£ -	£ 15,000.00
Gambling Licences - Regional Casino Premises Licence - Annual Fee	D	O	£ 15,000.00	£ -	£ 15,000.00	£ 15,000.00	£ -	£ 15,000.00
Gambling Licences - Regional Casino Premises Licence - Application fee for reinstatement of a licence	D	O	£ 6,500.00	£ -	£ 6,500.00	£ 6,500.00	£ -	£ 6,500.00
Gambling Licences - Regional Casino Premises Licence - Application fee for reinstatement of a licence	D	O	£ 6,500.00	£ -	£ 6,500.00	£ 6,500.00	£ -	£ 6,500.00
Gambling Licences - Regional Casino Premises Licence - Application fee in respect of Premises Licence	D	O	£ 15,000.00	£ -	£ 15,000.00	£ 15,000.00	£ -	£ 15,000.00
Gambling Licences - Regional Casino Premises Licence - Application fee in respect of Premises Licence	D	O	£ 15,000.00	£ -	£ 15,000.00	£ 15,000.00	£ -	£ 15,000.00
Gambling Licences - Regional Casino Premises Licence - Application fee in respect of Provisional Statement	D	O	£ 15,000.00	£ -	£ 15,000.00	£ 15,000.00	£ -	£ 15,000.00
Gambling Licences - Regional Casino Premises Licence - Application fee in respect of Provisional Statement	D	O	£ 15,000.00	£ -	£ 15,000.00	£ 15,000.00	£ -	£ 15,000.00
Gambling Licences - Regional Casino Premises Licence - Application fee to transfer a licence	D	O	£ 6,500.00	£ -	£ 6,500.00	£ 6,500.00	£ -	£ 6,500.00
Gambling Licences - Regional Casino Premises Licence - Application fee to transfer a licence	D	O	£ 6,500.00	£ -	£ 6,500.00	£ 6,500.00	£ -	£ 6,500.00
Gambling Licences - Regional Casino Premises Licence - Application fee to vary a licence	D	O	£ 7,500.00	£ -	£ 7,500.00	£ 7,500.00	£ -	£ 7,500.00
Gambling Licences - Regional Casino Premises Licence - Application fee to vary a licence	D	O	£ 7,500.00	£ -	£ 7,500.00	£ 7,500.00	£ -	£ 7,500.00
Gambling Licences - Renewal of a Club Gaming or Machine Permit	S	O	£ 200.00	£ -	£ 200.00	£ 200.00	£ -	£ 200.00
Gambling Licences - Renewal of Prize gaming Permit & Family Entertainment Centre Gaming Machine Permit	S	O	£ 300.00	£ -	£ 300.00	£ 300.00	£ -	£ 300.00
Gambling Licences - Small Casino Premises Licence - Annual Fee	D	O	£ 5,000.00	£ -	£ 5,000.00	£ 5,000.00	£ -	£ 5,000.00
Gambling Licences - Small Casino Premises Licence - Application fee for reinstatement of a licence	D	O	£ 1,800.00	£ -	£ 1,800.00	£ 1,800.00	£ -	£ 1,800.00
Gambling Licences - Small Casino Premises Licence - Application fee in respect of Premises Licence	D	O	£ 8,000.00	£ -	£ 8,000.00	£ 8,000.00	£ -	£ 8,000.00
Gambling Licences - Small Casino Premises Licence - Application fee in respect of Provisional Statement	D	O	£ 8,000.00	£ -	£ 8,000.00	£ 8,000.00	£ -	£ 8,000.00
Gambling Licences - Small Casino Premises Licence - Application fee to transfer a licence	D	O	£ 1,800.00	£ -	£ 1,800.00	£ 1,800.00	£ -	£ 1,800.00
Gambling Licences - Small Casino Premises Licence - Application fee to vary a licence	D	O	£ 4,000.00	£ -	£ 4,000.00	£ 4,000.00	£ -	£ 4,000.00
Gambling Licences - Temporary Use Notice	S	O	£ 500.00	£ -	£ 500.00	£ 500.00	£ -	£ 500.00
LA-IPPC Charges - Application	S	O	£ 3,218.00	£ -	£ 3,218.00	£ 3,218.00	£ -	£ 3,218.00
LA-IPPC Charges - Application - Additional Fee for Operating without a Permit	S	O	£ 1,137.00	£ -	£ 1,137.00	£ 1,137.00	£ -	£ 1,137.00
LA-IPPC Charges - Application - Annual Subsistence High	S	O	£ 2,233.00	£ -	£ 2,233.00	£ 2,233.00	£ -	£ 2,233.00
LA-IPPC Charges - Application - Annual Subsistence Low	S	O	£ 1,384.00	£ -	£ 1,384.00	£ 1,384.00	£ -	£ 1,384.00
LA-IPPC Charges - Application - Annual Subsistence Medium	S	O	£ 1,541.00	£ -	£ 1,541.00	£ 1,541.00	£ -	£ 1,541.00
LA-IPPC Charges - Application - Late Payment Fee	S	O	£ 50.00	£ -	£ 50.00	£ 50.00	£ -	£ 50.00
LA-IPPC Charges - Application - Partial Transfer	S	O	£ 668.00	£ -	£ 668.00	£ 668.00	£ -	£ 668.00
LA-IPPC Charges - Application - Substantial Variation	S	O	£ 1,309.00	£ -	£ 1,309.00	£ 1,309.00	£ -	£ 1,309.00
LA-IPPC Charges - Application - Surrender	S	O	£ 668.00	£ -	£ 668.00	£ 668.00	£ -	£ 668.00
LA-IPPC Charges - Application - Transfer	S	O	£ 225.00	£ -	£ 225.00	£ 225.00	£ -	£ 225.00
LAPPC Charges - Annual Subsistence Charge - Eighth and subsequent permits High	S	O	£ 453.00	£ -	£ 453.00	£ 453.00	£ -	£ 453.00
LAPPC Charges - Annual Subsistence Charge - Eighth and subsequent permits Low	S	O	£ 189.00	£ -	£ 189.00	£ 189.00	£ -	£ 189.00

Name of fee or Charge Cleaner, Greener & Safer	Statutory/ Discretionary Charge	VAT Status 17/18	Charge excl. VAT 2016/17	VAT Amount 2016/17	Charging incl. VAT 2016/17	Charge excl. VAT 2017/18	VAT Amount 2017/18	Charging incl. VAT 2017/18
LAPPC Charges - Annual Subsistence Charge - Eighth and subsequent permits Medium	S	O	£ 302.00	£ -	£ 302.00	£ 302.00	£ -	£ 302.00
LAPPC Charges - Annual Subsistence Charge - For the third to seventh permits High	S	O	£ 884.00	£ -	£ 884.00	£ 884.00	£ -	£ 884.00
LAPPC Charges - Annual Subsistence Charge - For the third to seventh permits Low	S	O	£ 368.00	£ -	£ 368.00	£ 368.00	£ -	£ 368.00
LAPPC Charges - Annual Subsistence Charge - For the third to seventh permits Medium	S	O	£ 590.00	£ -	£ 590.00	£ 590.00	£ -	£ 590.00
LAPPC Charges - Annual Subsistence Charge - Late payment fee	S	O	£ 50.00	£ -	£ 50.00	£ 50.00	£ -	£ 50.00
LAPPC Charges - Annual Subsistence Charge - Mobile screening and crushing plant for first and second permits High	S	O	£ 1,484.00	£ -	£ 1,484.00	£ 1,484.00	£ -	£ 1,484.00
LAPPC Charges - Annual Subsistence Charge - Mobile screening and crushing plant for first and second permits Low	S	O	£ 618.00	£ -	£ 618.00	£ 618.00	£ -	£ 618.00
LAPPC Charges - Annual Subsistence Charge - Mobile screening and crushing plant for first and second permits Medium	S	O	£ 989.00	£ -	£ 989.00	£ 989.00	£ -	£ 989.00
LAPPC Charges - Annual Subsistence Charge - PVR 1 & 2 Combined High	S	O	£ 326.00	£ -	£ 326.00	£ 326.00	£ -	£ 326.00
LAPPC Charges - Annual Subsistence Charge - PVR 1 & 2 Combined Low	S	O	£ 108.00	£ -	£ 108.00	£ 108.00	£ -	£ 108.00
LAPPC Charges - Annual Subsistence Charge - PVR 1 & 2 Combined Medium	S	O	£ 216.00	£ -	£ 216.00	£ 216.00	£ -	£ 216.00
LAPPC Charges - Annual Subsistence Charge - PVR 1, SWOBs and Dry Cleaners High	S	O	£ 227.00	£ -	£ 227.00	£ 227.00	£ -	£ 227.00
LAPPC Charges - Annual Subsistence Charge - PVR 1, SWOBs and Dry Cleaners Low	S	O	£ 76.00	£ -	£ 76.00	£ 76.00	£ -	£ 76.00
LAPPC Charges - Annual Subsistence Charge - PVR 1, SWOBs and Dry Cleaners Medium	S	O	£ 151.00	£ -	£ 151.00	£ 151.00	£ -	£ 151.00
LAPPC Charges - Annual Subsistence Charge - Standard Process High	S	O	£1,672 (+£198)*	£ -	£1,672 (+£198)*	£1,672 (+£198)*	£ -	£1,672 (+£198)*
LAPPC Charges - Annual Subsistence Charge - Standard Process Low	S	O	£739 (+£99)*	£ -	£739 (+£99)*	£739 (+£99)*	£ -	£739 (+£99)*
LAPPC Charges - Annual Subsistence Charge - Standard Process Medium	S	O	£1,111 (+£149)*	£ -	£1,111 (+£149)*	£1,111 (+£149)*	£ -	£1,111 (+£149)*
LAPPC Charges - Annual Subsistence Charge - <i>Where the additional amounts in brackets must be charged where a permit is for a combined Part B and waste installation *</i>								
LAPPC Charges - Annual Subsistence Charge - Vehicle Refinisher any part 2 reduced fee activity or any part 3 reduced activity High	S	O	£ 524.00	£ -	£ 524.00	£ 524.00	£ -	£ 524.00
LAPPC Charges - Annual Subsistence Charge - Vehicle Refinisher any part 2 reduced fee activity or any part 3 reduced activity Low	S	O	£ 218.00	£ -	£ 218.00	£ 218.00	£ -	£ 218.00
LAPPC Charges - Annual Subsistence Charge - Vehicle Refinisher any part 2 reduced fee activity or any part 3 reduced activity Medium	S	O	£ 349.00	£ -	£ 349.00	£ 349.00	£ -	£ 349.00
LAPPC Charges - Mobile Plant Charges (Not using Simplified Permits) - No. of Permits: 1 - Subsistence Fee High	S	O	£ 1,484.00	£ -	£ 1,484.00	£ 1,484.00	£ -	£ 1,484.00
LAPPC Charges - Mobile Plant Charges (Not using Simplified Permits) - No. of Permits: 1 - Subsistence Fee Low	S	O	£ 618.00	£ -	£ 618.00	£ 618.00	£ -	£ 618.00
LAPPC Charges - Mobile Plant Charges (Not using Simplified Permits) - No. of Permits: 1 - Subsistence Fee Medium	S	O	£ 989.00	£ -	£ 989.00	£ 989.00	£ -	£ 989.00
LAPPC Charges - Mobile Plant Charges (Not using Simplified Permits) - No. of Permits: 2 - Subsistence Fee High	S	O	£ 1,484.00	£ -	£ 1,484.00	£ 1,484.00	£ -	£ 1,484.00
LAPPC Charges - Mobile Plant Charges (Not using Simplified Permits) - No. of Permits: 2 - Subsistence Fee Low	S	O	£ 618.00	£ -	£ 618.00	£ 618.00	£ -	£ 618.00
LAPPC Charges - Mobile Plant Charges (Not using Simplified Permits) - No. of Permits: 2 - Subsistence Fee Medium	S	O	£ 989.00	£ -	£ 989.00	£ 989.00	£ -	£ 989.00
LAPPC Charges - Mobile Plant Charges (Not using Simplified Permits) - No. of Permits: 3 - Subsistence Fee High	S	O	£ 884.00	£ -	£ 884.00	£ 884.00	£ -	£ 884.00
LAPPC Charges - Mobile Plant Charges (Not using Simplified Permits) - No. of Permits: 3 - Subsistence Fee Low	S	O	£ 368.00	£ -	£ 368.00	£ 368.00	£ -	£ 368.00
LAPPC Charges - Mobile Plant Charges (Not using Simplified Permits) - No. of Permits: 3 - Subsistence Fee Medium	S	O	£ 590.00	£ -	£ 590.00	£ 590.00	£ -	£ 590.00
LAPPC Charges - Mobile Plant Charges (Not using Simplified Permits) - No. of Permits: 4 - Subsistence Fee High	S	O	£ 884.00	£ -	£ 884.00	£ 884.00	£ -	£ 884.00
LAPPC Charges - Mobile Plant Charges (Not using Simplified Permits) - No. of Permits: 4 - Subsistence Fee Low	S	O	£ 368.00	£ -	£ 368.00	£ 368.00	£ -	£ 368.00
LAPPC Charges - Mobile Plant Charges (Not using Simplified Permits) - No. of Permits: 4 - Subsistence Fee Medium	S	O	£ 590.00	£ -	£ 590.00	£ 590.00	£ -	£ 590.00
LAPPC Charges - Mobile Plant Charges (Not using Simplified Permits) - No. of Permits: 5 - Subsistence Fee High	S	O	£ 884.00	£ -	£ 884.00	£ 884.00	£ -	£ 884.00
LAPPC Charges - Mobile Plant Charges (Not using Simplified Permits) - No. of Permits: 5 - Subsistence Fee Low	S	O	£ 368.00	£ -	£ 368.00	£ 368.00	£ -	£ 368.00
LAPPC Charges - Mobile Plant Charges (Not using Simplified Permits) - No. of Permits: 5 - Subsistence Fee Medium	S	O	£ 590.00	£ -	£ 590.00	£ 590.00	£ -	£ 590.00
LAPPC Charges - Mobile Plant Charges (Not using Simplified Permits) - No. of Permits: 6 - Subsistence Fee High	S	O	£ 884.00	£ -	£ 884.00	£ 884.00	£ -	£ 884.00
LAPPC Charges - Mobile Plant Charges (Not using Simplified Permits) - No. of Permits: 6 - Subsistence Fee Low	S	O	£ 368.00	£ -	£ 368.00	£ 368.00	£ -	£ 368.00
LAPPC Charges - Mobile Plant Charges (Not using Simplified Permits) - No. of Permits: 6 - Subsistence Fee Medium	S	O	£ 590.00	£ -	£ 590.00	£ 590.00	£ -	£ 590.00
LAPPC Charges - Mobile Plant Charges (Not using Simplified Permits) - No. of Permits: 7 - Subsistence Fee High	S	O	£ 884.00	£ -	£ 884.00	£ 884.00	£ -	£ 884.00
LAPPC Charges - Mobile Plant Charges (Not using Simplified Permits) - No. of Permits: 7 - Subsistence Fee Low	S	O	£ 368.00	£ -	£ 368.00	£ 368.00	£ -	£ 368.00

Name of fee or Charge Cleaner, Greener & Safer	Statutory/ Discretionary Charge	VAT Status 17/18	Charge excl. VAT 2016/17	VAT Amount 2016/17	Charging incl. VAT 2016/17	Charge excl. VAT 2017/18	VAT Amount 2017/18	Charging incl. VAT 2017/18
LAPPC Charges - Mobile Plant Charges (Not using Simplified Permits) - No. of Permits: 7 - Subsistence Fee Medium	S	O	£ 590.00	£ -	£ 590.00	£ 590.00	£ -	£ 590.00
LAPPC Charges - Mobile Plant Charges (Not using Simplified Permits) - No. of Permits: 8 and over - Subsistence Fee High	S	O	£ 453.00	£ -	£ 453.00	£ 453.00	£ -	£ 453.00
LAPPC Charges - Mobile Plant Charges (Not using Simplified Permits) - No. of Permits: 8 and over - Subsistence Fee Low	S	O	£ 189.00	£ -	£ 189.00	£ 189.00	£ -	£ 189.00
LAPPC Charges - Mobile Plant Charges (Not using Simplified Permits) - No. of Permits: 8 and over - Subsistence Fee Medium	S	O	£ 302.00	£ -	£ 302.00	£ 302.00	£ -	£ 302.00
LAPPC Charges - Substantial Charge - Reduced Fee Activities	S	O	£ 98.00	£ -	£ 98.00	£ 98.00	£ -	£ 98.00
LAPPC Charges - Substantial Charge - Standard Process	S	O	£ 1,005.00	£ -	£ 1,005.00	£ 1,005.00	£ -	£ 1,005.00
LAPPC Charges - Substantial Charge - Standard Process where the substantial change results in new PPC Activity	S	O	£ 1,579.00	£ -	£ 1,579.00	£ 1,579.00	£ -	£ 1,579.00
LAPPC Charges - Temporary transfer for mobiles - First Transfer	S	O	£ 51.00	£ -	£ 51.00	£ 51.00	£ -	£ 51.00
LAPPC Charges - Temporary transfer for mobiles - Repeat following enforcement or Warning	S	O	£ 51.00	£ -	£ 51.00	£ 51.00	£ -	£ 51.00
LAPPC Charges - Transfer and Surrender - New Operator at low risk reduced fee activity (extra one-off subsistence charge) see Art 15(2) of charging scheme)	S	O	£ 75.00	£ -	£ 75.00	£ 75.00	£ -	£ 75.00
LAPPC Charges - Transfer and Surrender - Reduced fee activities: Partial transfer £45	S	O	£ 45.00	£ -	£ 45.00	£ 45.00	£ -	£ 45.00
Lotteries and Amusements act 1976 - Annual fee (1st Jan to 31st Dec)	S	O	£ 20.00	£ -	£ 20.00	£ 20.00	£ -	£ 20.00
Lotteries and Amusements act 1976 - Initial Registration Fee	S	O	£ 40.00	£ -	£ 40.00	£ 40.00	£ -	£ 40.00
Massage and Special Treatment Licences - New	D	O	£ 120.00	£ -	£ 120.00	£ 130.00	£ -	£ 130.00
Massage and Special Treatment Licences - Renewal	D	O	£ 60.00	£ -	£ 60.00	£ 70.00	£ -	£ 70.00
Massage and Special Treatment Licences - Renewed Licence	D	O	£ 60.00	£ -	£ 60.00	£ 70.00	£ -	£ 70.00
Massage and Special Treatment Licences - Replacement Licence (Address change or change of ownership)	D	O	£ 120.00	£ -	£ 120.00	£ 130.00	£ -	£ 130.00
Other Sales and Service Charges - Drain Testing, per hour	S	S	£ 45.00	£ 9.00	£ 54.00	£ 45.00	£ 9.00	£ 54.00
Petroleum (Consolidation) Regulations 2014 - Regulation 14 - Licence to keep petroleum (domestic/private use) - Exceeding 50,000 litres (one year)	S	O	£ 125.00	£ -	£ 125.00	£ 125.00	£ -	£ 125.00
Petroleum (Consolidation) Regulations 2014 - Regulation 14 - Licence to keep petroleum (domestic/private use) - Over 2,500 litres but not exceeding 50,000 litres (one year)	S	O	£ 60.00	£ -	£ 60.00	£ 60.00	£ -	£ 60.00
Petroleum (Consolidation) Regulations 2014 - Regulation 14 - Licence to keep petroleum (domestic/private use) - Under 2,500 litres (one year)	S	O	£ 44.00	£ -	£ 44.00	£ 44.00	£ -	£ 44.00
Petroleum (Consolidation) Regulations 2014 - Regulation 6 - Storage certificate to keep petroleum - Exceeding 50,000 litres (one year)	S	O	£ 125.00	£ -	£ 125.00	£ 125.00	£ -	£ 125.00
Petroleum (Consolidation) Regulations 2014 - Regulation 6 - Storage certificate to keep petroleum - Over 2,500 litres but not exceeding 50,000 litres (one year)	S	O	£ 60.00	£ -	£ 60.00	£ 60.00	£ -	£ 60.00
Petroleum (Consolidation) Regulations 2014 - Regulation 6 - Storage certificate to keep petroleum- Under 2,500 litres (one year)	S	O	£ 44.00	£ -	£ 44.00	£ 44.00	£ -	£ 44.00
Public Protection - Control of Dogs - Admin Charge	D	O	£ 45.00	£ -	£ 45.00	£ 45.00	£ -	£ 45.00
Public Protection - Control of Dogs - Call Out Charges - Weekday - 5pm to 11.59pm	D	O	£ 65.00	£ -	£ 65.00	£ 65.00	£ -	£ 65.00
Public Protection - Control of Dogs - Call Out Charges - Weekday - 8am to 4.59pm	D	O	£ 50.00	£ -	£ 50.00	£ 50.00	£ -	£ 50.00
Public Protection - Control of Dogs - Call Out Charges - Weekend - 9am to 10am	D	O	N/A	N/A	N/A	N/A	£ -	N/A
Public Protection - Control of Dogs - Call Out Charges - Weekend, Bank Holidays and other times	D	O	£ 70.00	£ -	£ 70.00	£ 70.00	£ -	£ 70.00
Public Protection - Control of Dogs - Kennelling per day	D	O	£ 14.00	£ -	£ 14.00	£ 14.00	£ -	£ 14.00
Public Protection - Fee Schedule for the Testing and Verification of Weighing and Measuring Equipment - Certificate of Errors - For supplying a certificate containing results of errors found on testing. Certificate supplied at request of submitter; fee applies when no other fee is payable	D	S	£ -	£ -	£ -	£ 40.00	£ 8.00	£ 48.00
Public Protection - Fee Schedule for the Testing and/or Verification of Weighing and Measuring Equipment where no specialist equipment is required - Per officer, per hour	D	S	£ 65.00	£ 13.00	£ 78.00	£ 65.00	£ 13.00	£ 78.00
Public Protection - Fee Schedule for the Testing and/or Verification of Weighing and Measuring Equipment where specialist equipment is required - price on application	D	S	POA	£ -	POA	POA	£ -	POA
Public Protection - Hackney Carriage Licences - Drivers Licences - HC & PH New (Combined Licence) 1 year	D	O	£ 180.00	£ -	£ 180.00	£ 175.00	£ -	£ 175.00
Public Protection - Hackney Carriage Licences - Drivers Licences - HC & PH New (Combined Licence) 2 years	D	O	£ 180.00	£ -	£ 180.00	£ 310.00	£ -	£ 310.00
Public Protection - Hackney Carriage Licences - Drivers Licences - HC & PH New (Combined Licence) 3 years	D	O	£ 180.00	£ -	£ 180.00	£ 445.00	£ -	£ 445.00

Name of fee or Charge Cleaner, Greener & Safer	Statutory/ Discretionary Charge	VAT Status 17/18	Charge excl. VAT 2016/17	VAT Amount 2016/17	Charging incl. VAT 2016/17	Charge excl. VAT 2017/18	VAT Amount 2017/18	Charging incl. VAT 2017/18
Public Protection - Hackney Carriage Licences - Drivers Licences - HC & PH Renewal (Combined Licence) 1 year	D	O	£ 150.00	£ -	£ 150.00	£ 135.00	£ -	£ 135.00
Public Protection - Hackney Carriage Licences - Drivers Licences - HC & PH Renewal (Combined Licence) 2 years	D	O	£ 150.00	£ -	£ 150.00	£ 270.00	£ -	£ 270.00
Public Protection - Hackney Carriage Licences - Drivers Licences - HC & PH Renewal (Combined Licence) 3 years	D	O	£ 150.00	£ -	£ 150.00	£ 405.00	£ -	£ 405.00
Public Protection - Hackney Carriage Licences - Drivers Licences - HC New 1 year	D	O	£ 120.00	£ -	£ 120.00	£ 140.00	£ -	£ 140.00
Public Protection - Hackney Carriage Licences - Drivers Licences - HC New 2 years	D	O	£ 120.00	£ -	£ 120.00	£ 240.00	£ -	£ 240.00
Public Protection - Hackney Carriage Licences - Drivers Licences - HC New 3 years	D	O	£ 120.00	£ -	£ 120.00	£ 340.00	£ -	£ 340.00
Public Protection - Hackney Carriage Licences - Drivers Licences - HC Renewal 1 year	D	O	£ 100.00	£ -	£ 100.00	£ 100.00	£ -	£ 100.00
Public Protection - Hackney Carriage Licences - Drivers Licences - HC Renewal 2 years	D	O	£ 100.00	£ -	£ 100.00	£ 200.00	£ -	£ 200.00
Public Protection - Hackney Carriage Licences - Drivers Licences - HC Renewal 3 years	D	O	£ 100.00	£ -	£ 100.00	£ 300.00	£ -	£ 300.00
Public Protection - Hackney Carriage Licences - Drivers Licences - PH New 1 year	D	O	£ 120.00	£ -	£ 120.00	£ 116.00	£ -	£ 116.00
Public Protection - Hackney Carriage Licences - Drivers Licences - PH New 2 year	D	O	£ 120.00	£ -	£ 120.00	£ 192.00	£ -	£ 192.00
Public Protection - Hackney Carriage Licences - Drivers Licences - PH New 3 year	D	O	£ 120.00	£ -	£ 120.00	£ 268.00	£ -	£ 268.00
Public Protection - Hackney Carriage Licences - Drivers Licences - PH Renewal 1 year	D	O	£ 100.00	£ -	£ 100.00	£ 76.00	£ -	£ 76.00
Public Protection - Hackney Carriage Licences - Drivers Licences - PH Renewal 2 years	D	O	£ 100.00	£ -	£ 100.00	£ 152.00	£ -	£ 152.00
Public Protection - Hackney Carriage Licences - Drivers Licences - PH Renewal 3 years	D	O	£ 100.00	£ -	£ 100.00	£ 228.00	£ -	£ 228.00
Public Protection - Hackney Carriage Licences - Other Charges - Additional Knowledge test	D	O	£ 20.00	£ -	£ 20.00	£ 22.00	£ -	£ 22.00
Public Protection - Hackney Carriage Licences - Other Charges - Checking and sealing taximeters	D	O	£ 5.00	£ -	£ 5.00	£ 20.00	£ -	£ 20.00
Public Protection - Hackney Carriage Licences - Other Charges - DBS	D	O	N/A	N/A	N/A	£ 66.00	£ -	£ 66.00
Public Protection - Hackney Carriage Licences - Other Charges - Replacement Drivers Badges	D	O	£ 20.00	£ -	£ 20.00	£ 20.00	£ -	£ 20.00
Public Protection - Hackney Carriage Licences - Other Charges - Replacement Plate, mounting Bracket & Vehicle ID card	D	O	N/A	N/A	N/A	£ 25.00	£ -	£ 25.00
Public Protection - Hackney Carriage Licences - Other Charges - Replacement door stickers	D	O	£ 5.00	£ -	£ 5.00	£ 7.00	£ -	£ 7.00
Public Protection - Hackney Carriage Licences - Private Hire Operations - Operations having 1 vehicle 1 year	D	O	£ 70.00	£ -	£ 70.00	£ 70.00	£ -	£ 70.00
Public Protection - Hackney Carriage Licences - Private Hire Operations - Operations having 1 vehicle 5 years	D	O	£ 350.00	£ -	£ 350.00	£ 350.00	£ -	£ 350.00
Public Protection - Hackney Carriage Licences - Private Hire Operations - Operations having 11-20 vehicles 1 year	D	O	£ 738.00	£ -	£ 738.00	£ 738.00	£ -	£ 738.00
Public Protection - Hackney Carriage Licences - Private Hire Operations - Operations having 11-20 vehicles 5 years	D	O	£ 3,690.00	£ -	£ 3,690.00	£ 3,690.00	£ -	£ 3,690.00
Public Protection - Hackney Carriage Licences - Private Hire Operations - Operations having 2-5 vehicles 1 year	D	O	£ 241.00	£ -	£ 241.00	£ 241.00	£ -	£ 241.00
Public Protection - Hackney Carriage Licences - Private Hire Operations - Operations having 2-5 vehicles 5 years	D	O	£ 1,205.00	£ -	£ 1,205.00	£ 1,205.00	£ -	£ 1,205.00
Public Protection - Hackney Carriage Licences - Private Hire Operations - Operations having 6-10 vehicles 1 year	D	O	£ 498.00	£ -	£ 498.00	£ 498.00	£ -	£ 498.00
Public Protection - Hackney Carriage Licences - Private Hire Operations - Operations having 6-10 vehicles 5 years	D	O	£ 2,490.00	£ -	£ 2,490.00	£ 2,490.00	£ -	£ 2,490.00
Public Protection - Hackney Carriage Licences - Private Hire Operations - Operations having more than 21 vehicles 1 year	D	O	£ 918.00	£ -	£ 918.00	£ 918.00	£ -	£ 918.00
Public Protection - Hackney Carriage Licences - Private Hire Operations - Operations having more than 21 vehicles 5 years	D	O	£ 4,590.00	£ -	£ 4,590.00	£ 4,590.00	£ -	£ 4,590.00
Public Protection - Hackney Carriage Licences - Vehicle Licences - Hackney Carriage (HC)	D	O	£ 350.00	£ -	£ 350.00	£ 217.00	£ -	£ 217.00
Public Protection - Hackney Carriage Licences - Vehicle Licences - Hackney Carriage (HC) (Wheelchair Accessible)	D	O	£ 300.00	£ -	£ 300.00	£ 167.00	£ -	£ 167.00
Public Protection - Hackney Carriage Licences - Vehicle Licences - Private Hire Vehicle (PHV)	D	O	£ 325.00	£ -	£ 325.00	£ 313.00	£ -	£ 313.00
Public Protection - Hackney Carriage Licences - Vehicle Licences - Private Hire Vehicle (PHV) (Wheelchair Accessible)	D	O	£ 275.00	£ -	£ 275.00	£ 263.00	£ -	£ 263.00
Public Protection - Hackney Carriage Licences - Vehicle Licences - Vehicle Compliance Test	D	O	N/A	N/A	N/A	£ 45.00	£ -	£ 45.00
Public Protection - Hackney Carriage Licences - Vehicle Licences - Vehicle Replacement	D	O	£ 40.00	£ -	£ 40.00	£ 40.00	£ -	£ 40.00
Public Protection - Licences - Other Sales and Service Charges - Street Trading Consents - Class A1	D	O	1400 + 100 if between 11pm and 2 am	£ -	1400 + 100 if between 11pm and 2 am	1400 + 100 if between 11pm and 2 am	£ -	1400 + 100 if between 11pm and 2 am
Public Protection - Licences - Other Sales and Service Charges - Street Trading Consents - Class A2	D	O	£ 1,200.00	£ -	£ 1,200.00	£ 1,200.00	£ -	£ 1,200.00
Public Protection - Licences - Other Sales and Service Charges - Street Trading Consents - Class A3	D	O	£ 1,200.00	£ -	£ 1,200.00	£ 1,200.00	£ -	£ 1,200.00
Public Protection - Licences - Other Sales and Service Charges - Expedited Food Export certificates (where available)	D	O	New			£ 130.00	£ -	£ 130.00

Name of fee or Charge Cleaner, Greener & Safer	Statutory/ Discretionary Charge	VAT Status 17/18	Charge excl. VAT 2016/17	VAT Amount 2016/17	Charging incl. VAT 2016/17	Charge excl. VAT 2017/18	VAT Amount 2017/18	Charging incl. VAT 2017/18
Public Protection - Licences - Other Sales and Service Charges - Animal-Related Licences - Animal Boarding Establishment	D	O	£ 272.00	£ -	£ 272.00	£ 272.00	£ -	£ 272.00
Public Protection - Licences - Other Sales and Service Charges - Animal-Related Licences - Animal Breeding Establishment	D	O	£ 272.00	£ -	£ 272.00	£ 272.00	£ -	£ 272.00
Public Protection - Licences - Other Sales and Service Charges - Animal-Related Licences - Dangerous Wild Animals	D	O	£ 272.00	£ -	£ 272.00	£ 272.00	£ -	£ 272.00
Public Protection - Licences - Other Sales and Service Charges - Animal-Related Licences - Performing Animals (Registration)	D	O	£ 110.00	£ -	£ 110.00	£ 110.00	£ -	£ 110.00
Public Protection - Licences - Other Sales and Service Charges - Animal-Related Licences - Pet Shop	D	O	£ 272.00	£ -	£ 272.00	£ 272.00	£ -	£ 272.00
Public Protection - Licences - Other Sales and Service Charges - Animal-Related Licences - Riding Establishment	D	O	£ 272.00	£ -	£ 272.00	£ 272.00	£ -	£ 272.00
Public Protection - Licences - Other Sales and Service Charges - Animal-Related Licences - Zoo	D	O	£ 272.00	£ -	£ 272.00	£ 272.00	£ -	£ 272.00
Public Protection - Licences - Other Sales and Service Charges - Food Export certificates	D	O	£ 65.00	£ -	£ 65.00	£ 65.00	£ -	£ 65.00
Public Protection - Licences - Other Sales and Service Charges - Skin Piercing Registrations - Registration of acupuncture, tattooing, ear piercing and electrolysis	D	O	£ 120.00	£ -	£ 120.00	£ 120.00	£ -	£ 120.00
Public Protection - Licences - Other Sales and Service Charges - Street Trading Consents - Class A1 (Trading between 11pm and 2am)	D	O	£ 1,500.00	£ -	£ 1,500.00	£ 1,500.00	£ -	£ 1,500.00
Public Protection - Licences - Other Sales and Service Charges - Street Trading Consents - Class B	D	O	£ 650.00	£ -	£ 650.00	£ 650.00	£ -	£ 650.00
Public Protection - Licences - Other Sales and Service Charges - Trading Standards Complex Business advice	D	O	New			POA	£ -	POA
Public Protection - Licences - Other Sales and Service Charges - Voluntary Surrender of Foods	D	O	£ 45.00	£ -	£ 45.00	£ 60.00	£ -	£ 60.00
Public Protection - Other Environmental Protection Charges - Contaminated Land enquiries - Residents -flat fee	D	O	£ 30.00	£ -	£ 30.00	£ 30.00	£ -	£ 30.00
Public Protection - Other Environmental Protection Charges - Contaminated Land enquiries - Solicitors / Potential home owners per hour	D	O	£ 65.00	£ -	£ 65.00	£ 65.00	£ -	£ 65.00
Public Protection - Other Environmental Protection Charges - Environmental surveys - Private Companies per hour	D	O	£ 65.00	£ -	£ 65.00	£ 65.00	£ -	£ 65.00
Public Protection - Other Environmental Protection Charges - High Hedges Fixed Charge for all other owners	D	O	£ 500.00	£ -	£ 500.00	£ 500.00	£ -	£ 500.00
Public Protection - Other Environmental Protection Charges - High Hedges Fixed Charge for owners on Benefits	D	O	£ 250.00	£ -	£ 250.00	£ 250.00	£ -	£ 250.00
Public Protection - Other Environmental Protection Charges - Nuisance and public health EP officers charges per hour	D	O	£ 32.00	£ -	£ 32.00	£ 32.00	£ -	£ 32.00
Public Protection - Other Environmental Protection Charges - Service of notice 10 properties drainage per hour	D	O	£ 65.00	£ -	£ 65.00	£ 65.00	£ -	£ 65.00
Public Protection - Other Environmental Protection Charges - Swimming pool sampling (e-coli etc) per sample	D	O	£ 50.00	£ -	£ 50.00	£ 50.00	£ -	£ 50.00
Public Protection - Provision of information concerning Health and Safety at work effective from 1st April 1999 - Factual Statement / Voluntary Disclosure (Postage Included)	D	S	£ 65.00	£ 13.00	£ 78.00	£ 75.00	£ 15.00	£ 90.00
Public Protection - Provision of information concerning Health and Safety at work effective from 1st April 1999 - Photographs (Postage Included)	D	S	£ 1.50	£ 0.30	£ 1.80	£ 2.00	£ 0.40	£ 2.40
Public Protection - Provision of information concerning Health and Safety at work effective from 1st April 1999 - Photocopying / copies of Public Registers	D	S	£ 0.10	£ 0.02	£ 0.12	£ 0.50	£ 0.10	£ 0.60
Public Protection - Sex Establishment Licences - Application for new licence	D	O	£ 3,000.00	£ -	£ 3,000.00	£ 3,000.00	£ -	£ 3,000.00
Public Protection - Sex Establishment Licences - Application for renewed licence	D	O	£ 2,000.00	£ -	£ 2,000.00	£ 2,000.00	£ -	£ 2,000.00
Public Protection - Sex Establishment Licences - Application for transfer	D	O	£ 100.00	£ -	£ 100.00	£ 100.00	£ -	£ 100.00
Registration of Persons for Exhibition and Training of performing animals - Copies of Register Entries	S	O	£ 5.00	£ -	£ 5.00	£ 5.00	£ -	£ 5.00
Registration of Persons for Exhibition and Training of performing animals - Registration Fee	S	O	£ 110.00	£ -	£ 110.00	£ 110.00	£ -	£ 110.00
Residents Services - Registration - Certificates issued by Superintendent Registrar - Short Certificate of Birth - 2 hour service	D	O	£ 30.00	£ -	£ 30.00	£ 32.00	£ -	£ 32.00
Residents Services - Registration - Certificates issued by Superintendent Registrar - Short Certificate of Birth - 24 hour service	D	O	£ 20.00	£ -	£ 20.00	£ 22.00	£ -	£ 22.00
Residents Services - Registration - Certificates issued by Superintendent Registrar - Standard Certificate of Birth (2 hour service)	D	O	£ 30.00	£ -	£ 30.00	£ 32.00	£ -	£ 32.00
Residents Services - Registration - Certificates issued by Superintendent Registrar - Standard Certificate of Birth (24 hour service)	D	O	£ 20.00	£ -	£ 20.00	£ 22.00	£ -	£ 22.00
Residents Services - Registration - Certificates issued by Superintendent Registrar - Standard Certificate of Death (2 hour service)	D	O	£ 30.00	£ -	£ 30.00	£ 32.00	£ -	£ 32.00

Name of fee or Charge Cleaner, Greener & Safer	Statutory/ Discretionary Charge	VAT Status 17/18	Charge excl. VAT 2016/17	VAT Amount 2016/17	Charging incl. VAT 2016/17	Charge excl. VAT 2017/18	VAT Amount 2017/18	Charging incl. VAT 2017/18
Residents Services - Registration - Certificates issued by Superintendent Registrar - Standard Certificate of Death (24 hour service)	D	O	£ 20.00	£ -	£ 20.00	£ 22.00	£ -	£ 22.00
Residents Services - Registration - Certificates issued by Superintendent Registrar - Standard Certificate of Marriage (2 hour service)	D	O	£ 30.00	£ -	£ 30.00	£ 32.00	£ -	£ 32.00
Residents Services - Registration - Certificates issued by Superintendent Registrar - Standard Certificate of Marriage (24 hour service)	D	O	£ 20.00	£ -	£ 20.00	£ 22.00	£ -	£ 22.00
Residents Services - Registration - Deposit for all ceremonies at Approved premises	D	O	£ 100.00	£ -	£ 100.00	£ 100.00	£ -	£ 100.00
Residents Services - Registration - Deposit for all ceremonies at Register Office marriage Room	D	O	£ 46.00	£ -	£ 46.00	£ 46.00	£ -	£ 46.00
Residents Services - Registration - Deposit for Notice of Marriage Appointment	D	O	£ 35.00	£ -	£ 35.00	£ 35.00	£ -	£ 35.00
Residents Services - Registration - Re-Schedule of Appointment/ Ceremony	D	O	£ 25.00	£ -	£ 25.00	£ 25.00	£ -	£ 25.00
Residents Services - Registration -Fees for superintendent Registrar attendance at approved premises for Marriage/Civil Partnership (Monday to Friday)	D	O	£ 400.00	£ -	£ 400.00	£ 415.00	£ -	£ 415.00
Residents Services - Registration -Fees for superintendent Registrar attendance at approved premises for Marriage/Civil Partnership (Saturday)	D	O	£ 430.00	£ -	£ 430.00	£ 445.00	£ -	£ 445.00
Residents Services - Registration -Fees for superintendent Registrar attendance at approved premises for Marriage/Civil Partnership (Sunday, Bank or Public Holiday)	D	O	£ 490.00	£ -	£ 490.00	£ 505.00	£ -	£ 505.00
Residents Services - Registration -Fees for superintendent Registrar attendance at Register Office for Naming Ceremonies/ Renewal of Vows/Commitment Ceremony (Civil Ceremonies Ltd Partnership) Saturday	D	O	£ 230.00	£ -	£ 230.00	£ 240.00	£ -	£ 240.00
Residents Services - Fees for Superintendent Registrar attendance at Approved Premise for Naming Ceremonies/Renewal of Vows/Commitment Ceremony (Civil Ceremonies Ltd Partnership) (Monday to Friday)	D	O	£ 270.00	£ -	£ 270.00	£ 280.00	£ -	£ 280.00
Residents Services - Fees for Superintendent Registrar attendance at Approved Premise for Naming Ceremonies/Renewal of Vows/Commitment Ceremony (Civil Ceremonies Ltd Partnership) (Saturday)	D	O	£ 300.00	£ -	£ 300.00	£ 310.00	£ -	£ 310.00
Residents Services - Fees for Superintendent Registrar attendance at Approved Premise for Naming Ceremonies/Renewal of Vows/Commitment Ceremony (Civil Ceremonies Ltd Partnership) (Sunday)	D	O	£ 330.00	£ -	£ 330.00	£ 340.00	£ -	£ 340.00
Residents Services - Registration - Ceremonies held in Thameside Theatre (Monday to Friday)	D	O	£ 230.00	£ -	£ 230.00	£ 240.00	£ -	£ 240.00
Residents Services - Registration - Ceremonies held in Thameside Theatre (Saturday PM)	D	O	£ 330.00	£ -	£ 330.00	£ 340.00	£ -	£ 340.00
Residents Services - Registration - Ceremonies held in Thameside Theatre (Saturday)	D	O	£ 290.00	£ -	£ 290.00	£ 300.00	£ -	£ 300.00
Residents Services - Registration - Hawthorne Suite - Thameside (Monday to Friday)	D	O	£ 180.00	£ -	£ 180.00	£ 190.00	£ -	£ 190.00
Residents Services - Registration - Hawthorne Suite - Thameside (Saturday PM)	D	O	£ 280.00	£ -	£ 280.00	£ 290.00	£ -	£ 290.00
Residents Services - Registration - Hawthorne Suite - Thameside (Saturday)	D	O	£ 230.00	£ -	£ 230.00	£ 240.00	£ -	£ 240.00
Residents Services - Registration - Nationality Checking Services	D	O	£ 70.00	£ -	£ 70.00	£ 75.00	£ -	£ 75.00
Residents Services - Registration - Postage and Packing Charge	D	O	£ 1.00	£ -	£ 1.00	£ 1.50	£ -	£ 1.50
Residents Services - Registration - Private Citizenship Ceremony (Monday to Saturday)	D	O	£ 140.00	£ -	£ 140.00	£ 145.00	£ -	£ 145.00
Legal and Democratic Services - Registration - Approved Premises Regulations - Application for approval	D	O	£ 1,975.00	£ -	£ 1,975.00	£ 2,000.00	£ -	£ 2,000.00
Legal and Democratic Services - Registration - Approved Premises Regulations - Request for review	D	O	£ 620.00	£ -	£ 620.00	£ 620.00	£ -	£ 620.00

Name of fee or Charge Children's Services	Statutory/ Discretionary Charge	VAT Status 17/18	Charge excl. VAT 2016/17	VAT Amount 2016/17	Charging incl. VAT 2016/17	Charge excl. VAT 2017/18	VAT Amount 2017/18	Charging incl. VAT 2017/18
Children's Care and Targeted Outcomes - Children with disabilities - Summer Play Scheme - Per day, per child (If funding is secured then the charge will reduce)	D	O	£ 12.00	£ -	£ 12.00	£ 12.00	£ -	£ 12.00
Learning and Universal Outcomes - After School Club - Holiday Club - Per day	D	E	£ 35.00	£ -	£ 35.00	£ 36.50	£ -	£ 36.50
Learning and Universal Outcomes - Grangewaters - Celebration Groups (Up to 10 participants) - 14-18 years old (1.5 hours)	D	E	£ 135.00	£ -	£ 135.00	£ 140.00	£ -	£ 140.00
Learning and Universal Outcomes - Grangewaters - Celebration Groups (Up to 10 participants) - 14-18 years old (3 hours)	D	E	£ 245.00	£ -	£ 245.00	£ 255.00	£ -	£ 255.00
Learning and Universal Outcomes - Grangewaters - Celebration Groups (Up to 10 participants) - Under 14 years old (1.5 hours)	D	E	£ 135.00	£ -	£ 135.00	£ 140.00	£ -	£ 140.00
Learning and Universal Outcomes - Grangewaters - Celebration Groups (Up to 10 participants) - Under 14 years old (3 hours)	D	E	£ 245.00	£ -	£ 245.00	£ 255.00	£ -	£ 255.00
Learning and Universal Outcomes - Grangewaters - Club Use of Site - Grangewaters Angling Club	D	E	£ 6,000.00	£ -	£ 6,000.00	£ 6,180.00	£ -	£ 6,180.00
Learning and Universal Outcomes - Grangewaters - Club Use of Site - Grangewaters Working Newfoundlands (Per dog, per visit)	D	E	£ 4.00	£ -	£ 4.00	£ 5.00	£ -	£ 5.00
Learning and Universal Outcomes - Grangewaters - Club Use of Site - Leonberger Dog Training Club (Per dog, per visit)	D	E	£ 4.00	£ -	£ 4.00	£ 5.00	£ -	£ 5.00
Learning and Universal Outcomes - Grangewaters - Club Use of Site - Thurrock Angling Club	D	E	£ 8,665.00	£ -	£ 8,665.00	£ 9,010.00	£ -	£ 9,010.00
Learning and Universal Outcomes - Grangewaters - Club Use of Site - Thurrock Motorboat & Waterski Club (Per visit)	D	E	£ 185.00	£ -	£ 185.00	£ 190.00	£ -	£ 190.00
Learning and Universal Outcomes - Grangewaters - Corporate Groups - Activity duration (1.5 hours)	D	E	£ 50.00	£ -	£ 50.00	£ 52.00	£ -	£ 52.00
Learning and Universal Outcomes - Grangewaters - Corporate Groups - Activity duration (3 hours)	D	E	£ 85.00	£ -	£ 85.00	£ 90.00	£ -	£ 90.00
Learning and Universal Outcomes - Grangewaters - Corporate Groups - Activity duration (4.5 hours)	D	E	£ 120.00	£ -	£ 120.00	£ 125.00	£ -	£ 125.00
Learning and Universal Outcomes - Grangewaters - Corporate Groups - Activity duration (6 hours)	D	E	£ 150.00	£ -	£ 150.00	£ 155.00	£ -	£ 155.00
Learning and Universal Outcomes - Grangewaters - Day visits (Groups aged 19 and over, excluding corporate bookings) - Up to 10 people (Full day, 4 sessions)	D	E	£ 375.00	£ -	£ 375.00	£ 387.00	£ -	£ 387.00
Learning and Universal Outcomes - Grangewaters - Day visits (Groups aged 19 and over, excluding corporate bookings) - Up to 10 people (Half day, 2 sessions)	D	E	£ 200.00	£ -	£ 200.00	£ 210.00	£ -	£ 210.00
Learning and Universal Outcomes - Grangewaters - Day visits (Groups aged 19 and over, excluding corporate bookings) - Up to 10 people (Single session)	D	E	£ 110.00	£ -	£ 110.00	£ 115.00	£ -	£ 115.00
Learning and Universal Outcomes - Grangewaters - Day visits (Groups up to and including 18 years) - Up to 10 people (Single session)	D	E	£ 110.00	£ -	£ 110.00	£ 115.00	£ -	£ 115.00
Learning and Universal Outcomes - Grangewaters - Day visits (Groups up to and including 18 years) - Up to 10 people (Full day, 4 sessions)	D	E	£ 375.00	£ -	£ 375.00	£ 387.00	£ -	£ 387.00
Learning and Universal Outcomes - Grangewaters - Day visits (Groups up to and including 18 years) - Up to 10 people (Half day, 2 sessions)	D	E	£ 200.00	£ -	£ 200.00	£ 210.00	£ -	£ 210.00
Learning and Universal Outcomes - Duke of Edinburgh's Award Expedition packages (per person per day)	D	E	New			£ 40.00	£ -	£ 40.00
Learning and Universal Outcomes - Grangewaters - Family Groups - Up to 2 adults and 2 children (Full day, 4 sessions)	D	E	£ 280.00	£ -	£ 280.00	£ 290.00	£ -	£ 290.00
Learning and Universal Outcomes - Grangewaters - Family Groups - Up to 2 adults and 2 children (Half day, 2 sessions)	D	E	£ 160.00	£ -	£ 160.00	£ 165.00	£ -	£ 165.00
Learning and Universal Outcomes - Grangewaters - Family Groups - Up to 2 adults and 2 children (Single session)	D	E	£ 85.00	£ -	£ 85.00	£ 90.00	£ -	£ 90.00

Learning and Universal Outcomes - Grangewaters - Family Groups - Up to 2 adults and 4 children (Full day, 4 sessions)	D	E	£ 290.00	£ -	£ 290.00	£ 300.00	£ -	£ 300.00
Learning and Universal Outcomes - Grangewaters - Family Groups - Up to 2 adults and 4 children (Half day, 2 sessions)	D	E	£ 175.00	£ -	£ 175.00	£ 180.00	£ -	£ 180.00
Learning and Universal Outcomes - Grangewaters - Family Groups - Up to 2 adults and 4 children (Single session)	D	E	£ 100.00	£ -	£ 100.00	£ 105.00	£ -	£ 105.00
Learning and Universal Outcomes - Grangewaters Outdoor Education Centre - Accommodation only (per person per night)	D	E	£ 15.00	£ -	£ 15.00	£ 16.00	£ -	£ 16.00
Learning and Universal Outcomes - Grangewaters Outdoor Education Centre - Residential Visits (Up to and including 18 years old) - Full Board (2 days, 1 night)	D	E	£ 125.00	£ -	£ 125.00	£ 130.00	£ -	£ 130.00
Learning and Universal Outcomes - Grangewaters Outdoor Education Centre - Residential Visits (Up to and including 18 years old) - Full Board (3 days, 2 night)	D	E	£ 195.00	£ -	£ 195.00	£ 201.00	£ -	£ 201.00
Learning and Universal Outcomes - Grangewaters Outdoor Education Centre - Residential Visits (Up to and including 18 years old) - Full Board (4 days, 3 night)	D	E	£ 265.00	£ -	£ 265.00	£ 275.00	£ -	£ 275.00
Learning and Universal Outcomes - Grangewaters Outdoor Education Centre - Residential Visits (Up to and including 18 years old) - Full Board (5 days, 4 night)	D	E	£ 335.00	£ -	£ 335.00	£ 345.00	£ -	£ 345.00
Learning and Universal Outcomes - Grangewaters Outdoor Education Centre - Residential Visits (Up to and including 18 years old) - Self catering (2 days, 1 night)	D	E	£ 85.00	£ -	£ 85.00	£ 90.00	£ -	£ 90.00
Learning and Universal Outcomes - Grangewaters Outdoor Education Centre - Residential Visits (Up to and including 18 years old) - Self catering (3 days, 2 night)	D	E	£ 135.00	£ -	£ 135.00	£ 140.00	£ -	£ 140.00
Learning and Universal Outcomes - Grangewaters Outdoor Education Centre - Residential Visits (Up to and including 18 years old) - Self catering (4 days, 3 night)	D	E	£ 185.00	£ -	£ 185.00	£ 196.00	£ -	£ 196.00
Learning and Universal Outcomes - Grangewaters Outdoor Education Centre - Residential Visits (Up to and including 18 years old) - Self catering (5 days, 4 night)	D	E	£ 235.00	£ -	£ 235.00	£ 245.00	£ -	£ 245.00
Learning and Universal Outcomes - Grangewaters Outdoor Education Centre - Residential Visits (Up to and including 19 years old) - Camping - Per person per night	D	E	£ 4.00	£ -	£ 4.00	£ 5.00	£ -	£ 5.00
Learning and Universal Outcomes - Grangewaters Outdoor Education Centre - Residential Visits (Up to and including 19 years old) - Full Board (2 days, 1 night)	D	E	£ 125.00	£ -	£ 125.00	£ 130.00	£ -	£ 130.00
Learning and Universal Outcomes - Grangewaters Outdoor Education Centre - Residential Visits (Up to and including 19 years old) - Full Board (3 days, 2 night)	D	E	£ 195.00	£ -	£ 195.00	£ 201.00	£ -	£ 201.00
Learning and Universal Outcomes - Grangewaters Outdoor Education Centre - Residential Visits (Up to and including 19 years old) - Full Board (4 days, 3 night)	D	E	£ 265.00	£ -	£ 265.00	£ 275.00	£ -	£ 275.00
Learning and Universal Outcomes - Grangewaters Outdoor Education Centre - Residential Visits (Up to and including 19 years old) - Full Board (5 days, 4 night)	D	E	£ 335.00	£ -	£ 335.00	£ 345.00	£ -	£ 345.00
Learning and Universal Outcomes - Grangewaters Outdoor Education Centre - Residential Visits (Up to and including 19 years old) - Self catering (2 days, 1 night)	D	E	£ 85.00	£ -	£ 85.00	£ 90.00	£ -	£ 90.00
Learning and Universal Outcomes - Grangewaters Outdoor Education Centre - Residential Visits (Up to and including 19 years old) - Self catering (3 days, 2 night)	D	E	£ 135.00	£ -	£ 135.00	£ 140.00	£ -	£ 140.00
Learning and Universal Outcomes - Grangewaters Outdoor Education Centre - Residential Visits (Up to and including 19 years old) - Self catering (4 days, 3 night)	D	E	£ 185.00	£ -	£ 185.00	£ 196.00	£ -	£ 196.00
Learning and Universal Outcomes - Grangewaters Outdoor Education Centre - Residential Visits (Up to and including 19 years old) - Self catering (5 days, 4 night)	D	E	£ 235.00	£ -	£ 235.00	£ 245.00	£ -	£ 245.00
Learning and Universal Outcomes - Nursery Places - Full placement costs per week	D	E	£215 - £225	£ -	£215 - £225	£223 - £233	£ -	£223 - £233
Learning and Universal Outcomes - Private Tuition - First Person (1.5 hours)	D	E	£ 45.00	£ -	£ 45.00	£ 47.00	£ -	£ 47.00
Learning and Universal Outcomes - Private Tuition - First Person (3 hours)	D	E	£ 75.00	£ -	£ 75.00	£ 80.00	£ -	£ 80.00
Learning and Universal Outcomes - Private Tuition - First Person (4.5 hours)	D	E	£ 100.00	£ -	£ 100.00	£ 105.00	£ -	£ 105.00
Learning and Universal Outcomes - Private Tuition - Per additional person (1.5 hours)	D	E	£ 25.00	£ -	£ 25.00	£ 26.00	£ -	£ 26.00
Learning and Universal Outcomes - Private Tuition - Per additional person (3 hours)	D	E	£ 40.00	£ -	£ 40.00	£ 42.00	£ -	£ 42.00
Learning and Universal Outcomes - Private Tuition - Per additional person (4.5 hours)	D	E	£ 55.00	£ -	£ 55.00	£ 57.00	£ -	£ 57.00

Learning and Universal Outcomes - Schools (For other charges, please contact school direct) - School meal charges - Secondary Pupils	D	O	£ 2.30	£ -	£ 2.30	£ 2.30	£ -	£ 2.30
Learning and Universal Outcomes - Schools (For other charges, please contact school direct) - School meal charges - Pupils	D	O	£ 2.05	£ -	£ 2.05	£ 2.10	£ -	£ 2.10
Learning and Universal Outcomes - Schools (For other charges, please contact school direct) - School meal charges - Teachers and Visitors	D	S	£ 2.25	£ 0.45	£ 2.70	£ 2.30	£ 0.46	£ 2.76
Learning and Universal Outcomes - Thurrock Play Service - Per session	D	E	£ 15.00	£ -	£ 15.00	£ 16.00	£ -	£ 16.00

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Name of fee or Charge Corporate Services	Statutory/ Discretionary Charge	VAT Status 17/18	Charge excl. VAT 2016/17	VAT Amount 2016/17	Charging incl. VAT 2016/17	Charge excl. VAT 2017/18	VAT Amount 2017/18	Charging incl. VAT 2017/18
Legal and Democratic Services - Council House Sales - Copy of Insurance Policy	D	S	£ 45.50	£ 9.10	£ 54.60	£ 45.83	£ 9.17	£ 55.00
Legal and Democratic Services - Council House Sales - Copy of Landlord's Offer Notice - Full	D	S	£ 35.00	£ 7.00	£ 42.00	£ 35.00	£ 7.00	£ 42.00
Legal and Democratic Services - Council House Sales - Copy of Landlord's Offer Notice - Part	D	S	£ 14.05	£ 2.81	£ 16.86	£ 14.17	£ 2.83	£ 17.00
Legal and Democratic Services - Council House Sales - Copy of Service Charge Certificate	D	S	£ 30.20	£ 6.04	£ 36.24	£ 30.00	£ 6.00	£ 36.00
Legal and Democratic Services - Council House Sales - Document retrieval	D	S	£ 9.00	£ 1.80	£ 10.80	£ 9.00	£ 1.80	£ 10.80
Legal and Democratic Services - Council House Sales - Fee for Application to buy garage	D	S	£ 76.15	£ 15.23	£ 91.38	£ 75.83	£ 15.17	£ 91.00
Legal and Democratic Services - Council House Sales - Lease prints	D	O	£ 68.25	£ -	£ 68.25	£ 68.00	£ -	£ 68.00
Legal and Democratic Services - Council House Sales - Leasehold Enquiries - Maintenance and rent details, insurance etc.	D	O	£ 155.40	£ -	£ 155.40	£ 155.00	£ -	£ 155.00
Legal and Democratic Services - Council House Sales - Letter of Postponement concerning authorized words on properties with statutory discount charge	D	O	£ 66.70	£ -	£ 66.70	£ 67.00	£ -	£ 67.00
Legal and Democratic Services - Council House Sales - Ownership Changes Leaseholds Houses and Flats	D	O	£ 44.65	£ -	£ 44.65	£ 45.00	£ -	£ 45.00
Legal and Democratic Services - Council House Sales - Photocopying A3	D	S	£ 1.25	£ 0.25	£ 1.50	£ 1.25	£ 0.25	£ 1.50
Legal and Democratic Services - Council House Sales - Photocopying A4	D	S	£ 0.83	£ 0.17	£ 1.00	£ 0.83	£ 0.17	£ 1.00
Legal and Democratic Services - Council House Sales - Post and Packing	E	E	£ 3.00	£ -	£ 3.00	£ 3.00	£ -	£ 3.00
Legal and Democratic Services - Council House Sales - Stat charge discharge - discount 3 year period	D	O	£ 68.80	£ -	£ 68.80	£ 69.00	£ -	£ 69.00
Legal and Democratic Services - Council House Sales - Transfer of Equity approval and seal	D	O	£ 70.90	£ -	£ 70.90	£ 71.00	£ -	£ 71.00
Legal and Democratic Services - Council House Sales - Transfer prints	D	O	£ 42.55	£ -	£ 42.55	£ 43.00	£ -	£ 43.00
Legal and Democratic Services - Miscellaneous - Authorised Guarantee Agreement	D	O	£ 480.75	£ -	£ 480.75	£ 481.00	£ -	£ 481.00
Legal and Democratic Services - Miscellaneous - Commercial Lease Assignment	D	E	£ 648.90	£ -	£ 648.90	£ 649.00	£ -	£ 649.00
Legal and Democratic Services - Miscellaneous - Commercial Lease Grant (Complex)	D	E	£1,200 upwards (no maximum)	£ -	£1,200 upwards (no maximum)	£1,200 upwards (no maximum)	£ -	£1,200 upwards (no maximum)
Legal and Democratic Services - Miscellaneous - Commercial Lease Grant (Simple)	D	E	£ 703.00	£ -	£ 703.00	£ 740.00	£ -	£ 740.00
Legal and Democratic Services - Miscellaneous - Commercial Licences	D	E	£193.90-£713.8	£ -	£193.90-£713.80	£194-£714	£ -	£194-£714
Legal and Democratic Services - Miscellaneous - Copy of Lease	D	S	£ 90.10	£ 18.02	£ 108.12	£ 90.00	£ 18.00	£ 108.00
Legal and Democratic Services - Miscellaneous - Deed of Covenants	D	E	£ 451.55	£ -	£ 451.55	£ 452.00	£ -	£ 452.00
Legal and Democratic Services - Miscellaneous - Landlord Licence	D	O	£ 547.80	£ -	£ 547.80	£ 548.00	£ -	£ 548.00
Legal and Democratic Services - Miscellaneous - Legal Charge re drafting of document for:- Section 278 (Complex)	D	O	No Set Maximum	£ -	No Set Maximum	£2,500 upwards (No set maximum)	£ -	£2,500 upwards (No set maximum)
Legal and Democratic Services - Miscellaneous - Legal Charge re drafting of document for:- Deed of Variation	D	O	£ 555.90	£ -	£ 555.90	£1,000 upwards (No set maximum)	£ -	£1,000 upwards (No set maximum)
Legal and Democratic Services - Miscellaneous - Legal Charge re drafting of document for:- Easements	D	O	£ 851.15	£ -	£ 851.15	£ 1,000.00	£ -	£ 1,000.00
Legal and Democratic Services - Miscellaneous - Legal Charge re drafting of document for:- Rent Reviews	D	O	£217.4 - £286.6	£ -	£217.4 - £286.60	£220 - £350	£ -	£220 - £350

Name of fee or Charge Corporate Services	Statutory/ Discretionary Charge	VAT Status 17/18	Charge excl. VAT 2016/17	VAT Amount 2016/17	Charging incl. VAT 2016/17	Charge excl. VAT 2017/18	VAT Amount 2017/18	Charging incl. VAT 2017/18
Legal and Democratic Services - Miscellaneous - Legal Charge re drafting of document for:- Section 106 (Complex)	D	O	1750.00 upwards (no set maximum)	£ -	1750.00 upwards (no set maximum)	£2,500 upwards (no set maximum)	£ -	£2,500 upwards (no set maximum)
Legal and Democratic Services - Miscellaneous - Legal Charge re drafting of document for:- Section 38 (Complex)	D	O	No Set Maximum	£ -	No Set Maximum	£2,500 upwards (No set maximum)	£ -	£2,500 upwards (No set maximum)
Legal and Democratic Services - Miscellaneous - Legal Charge re drafting of document for:- Surrenders	D	O	£ 555.90	£ -	£ 555.90	£ 600.00	£ -	£ 600.00
Legal and Democratic Services - Miscellaneous - Legal Charge re drafting of document for:- Transfer of Open Space	D	O	£ 771.10	£ -	£ 771.10	£ 800.00	£ -	£ 800.00
Legal and Democratic Services - Miscellaneous - Legal Charge re drafting of document for:- Verification of Proof of Life	D	O	£ 25.00	£ -	£ 25.00	£ 50.00	£ -	£ 50.00
Legal and Democratic Services - Miscellaneous - Legal Charge re drafting of document for:- Wayleave Agreement Democratic Services	D	O	£ 318.00	£ -	£ 318.00	£ 500.00	£ -	£ 500.00
Legal and Democratic Services - Miscellaneous - Licence of Alteration	D	O	£ 703.00	£ -	£ 703.00	£ 703.00	£ -	£ 703.00
Legal and Democratic Services - Miscellaneous - Licences to assign Leasehold Premises	D	O	£ 517.50	£ -	£ 517.50	£ 703.00	£ -	£ 703.00
Legal and Democratic Services - Miscellaneous - Notice of Assignment	D	O	£ 81.70	£ -	£ 81.70	£ 82.00	£ -	£ 82.00
Legal and Democratic Services - Miscellaneous - Notice of Charge	D	O	£ 81.70	£ -	£ 81.70	£ 82.00	£ -	£ 82.00
Legal and Democratic Services - Miscellaneous - Retrospective Consent	D	O	£ 119.50	£ -	£ 119.50	£ 120.00	£ -	£ 120.00
Legal and Democratic Services - Miscellaneous - Right to Buy Engrossment	D	O	£ 73.55	£ -	£ 73.55	£ 75.00	£ -	£ 75.00
Legal and Democratic Services - Miscellaneous - Sale of Garden Land/ Additional Land	D	E	£ 703.00	£ -	£ 703.00	£ 703.00	£ -	£ 703.00
Legal and Democratic Services - Miscellaneous - Sale of Land	D	E	If under £1,000 min charge £500, then incremental depending on value & complexity (no maximum)	£ -	If under £1,000 min charge £500, then incremental depending on value & complexity (no maximum)	If under £1,000 min charge £703 then incremental depending on value & complexity (no maximum)	£ -	If under £1,000 min charge £703 then incremental depending on value & complexity (no maximum)
Legal and Democratic Services - Miscellaneous - Shop Leases	D	O	£ 718.10	£ -	£ 718.10	£ 720.00	£ -	£ 720.00
Legal and Democratic Services - Register of Elections - Certificate of Residency, per elector, per year	D	E	£ 13.90	£ -	£ 13.90	£ 14.00	£ -	£ 14.00
Legal charge re drafting of document for:- Footpath/ Bridleway Creation or Diversion Agreement	S	O	New			£ 1,500.00	£ -	£ 1,500.00
Legal charge re drafting of document for:- Grazing Licence	S	O	£ 441.00	£ -	£ 441.00	£ 441.00	£ -	£ 441.00
Legal charge re drafting of document for:- Reg of Assign	S	O	£ 29.40	£ -	£ 29.40	£ 30.00	£ -	£ 30.00
Legal charge re drafting of document for:- Section 106 (Standard)	S	O	£ 1,000.00	£ -	£ 1,000.00	£ 1,750.00	£ -	£ 1,750.00
Legal charge re drafting of document for:- Section 111 Agreement (in addition to S106 fee)	S	O	New			£ 500.00	£ -	£ 500.00
Legal charge re drafting of document for:- Section 142 Licence	S	O	New			£ 250.00	£ -	£ 250.00
Legal charge re drafting of document for:- Section 278 (Standard)	S	O	£ 1,000.00	£ -	£ 1,000.00	£ 2,500.00	£ -	£ 2,500.00
Legal charge re drafting of document for:- Section 38 (Standard)	S	O	£ 1,000.00	£ -	£ 1,000.00	£ 2,500.00	£ -	£ 2,500.00
Legal charge re drafting of document for:- Section 50 Agreement	S	O	£ 650.00	£ -	£ 650.00	£ 650.00	£ -	£ 650.00

Name of fee or Charge Corporate Services	Statutory/ Discretionary Charge	VAT Status 17/18	Charge excl. VAT 2016/17	VAT Amount 2016/17	Charging incl. VAT 2016/17	Charge excl. VAT 2017/18	VAT Amount 2017/18	Charging incl. VAT 2017/18
Legal charge re drafting of document for:- Stopping up/ Orders etc under Highways Act	S	O	New			Estimate in circumstance s of the case	£ -	Estimate in circumstance s of the case
Legal charge re drafting of document for:- Street License	S	O	£ 307.65	£ -	£ 307.65	£ 310.00	£ -	£ 310.00
Legal Services - Contract & Procurement - Engrossment/ Sealing of Contract Fees - Discretionary/ No VAT - Contract Value £750,000 to £1,500,000	D	E	New			£ 350.00	£ -	£ 350.00
Legal Services - Contract & Procurement - Engrossment/ Sealing of Contract Fees - Discretionary/ No VAT - Contract Value £1,500,000 to £2,500,000	D	E	New			£ 550.00	£ -	£ 550.00
Legal Services - Contract & Procurement - Engrossment/ Sealing of Contract Fees - Discretionary/ No VAT - Contract Value £100,000 to £250,000	D	E	New			£ 150.00	£ -	£ 150.00
Legal Services - Contract & Procurement - Engrossment/ Sealing of Contract Fees - Discretionary/ No VAT - Contract Value £2,500,000 to £5,000,000	D	E	New			£ 650.00	£ -	£ 650.00
Legal Services - Contract & Procurement - Engrossment/ Sealing of Contract Fees - Discretionary/ No VAT - Contract Value £250,000 to £750,000	D	E	New			£ 250.00	£ -	£ 250.00
Legal Services - Contract & Procurement - Engrossment/ Sealing of Contract Fees - Discretionary/ No VAT - Contract Value exceeding £5,000,000	D	E	New			£ 850.00	£ -	£ 850.00
Legal Services - Contract & Procurement - Engrossment/ Sealing of Contract Fees - Discretionary/ No VAT - Variations/ Novations (where original contract value exceeds £250,000)	D	E	New			£ 150.00	£ -	£ 150.00
Photocopying:- Election expense returns (per side copied)	S	E	New			£ 0.20	£ -	£ 0.20
Sale of the edited register:- In data format, £20 *plus £1.50 for each 1,000 entries (or remaining part of 1,000 entries) in it	S	E	New			£20 *+£1.50	£ -	£20 *+£1.50
Sale of the edited register:- In printed format, £10 *plus £5 for each 1,000 entries (or remaining part of 1,000 entries) in it	S	E	New			£10 *+£5	£ -	£10 *+£5
Sale of the full register and the notices of alteration:- In data format, £20 *plus £1.50 for each 1,000 entries (or remaining part of 1,000 entries) in it	S	E	New			£20 *+£1.50	£ -	£20 *+£1.50
Sale of the full register and the notices of alteration:- In printed format, £10 *plus £5 for each 1,000 entries (or remaining part of 1,000 entries) in it	S	E	New			£10 *+£5	£ -	£10 *+£5
Sale of the list of overseas electors:- In data format, £20 *plus £5 for each 100 entries (or remaining part of 100 entries) in it	S	E	New			£20 *+£1.50	£ -	£20 *+£1.50
Sale of the list of overseas electors:- In printed format, £10 *plus £5 for each 100 entries (or remaining part of 100 entries) in it	S	E	New			£10 *+£5	£ -	£10 *+£5
The cost of a marked document (Register or Absent vote list):- Data copies is £10 *plus £1 per 1,000 entries or part thereof	S	E	New			£10 *+£1	£ -	£10 *+£1
The cost of a marked document (Register or Absent vote list):- Printed copies is £10 *plus £2 per 1,000 entries or part thereof	S	E	New			£10 *+£2	£ -	£10 *+£2

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Name of fee or Charge Health & Well-being	Statutory/ Discretionary Charge	VAT Status 17/18	2016/17			2017/18		
			Charge excl. VAT	VAT Amount	Charging incl. VAT	Charge excl. VAT	VAT Amount	Charging incl. VAT
Blue Badges - Application Fee	D	O	£ 10.00	£ -	£ 10.00	£ 10.00	£ -	£ 10.00
Charge for Attendance at Day Centres - Per Attendance	D	O	£ 10.00	£ -	£ 10.00	£ 20.00	£ -	£ 20.00
Concierge Charge in sheltered accommodation	D	O	£ 40.00	£ -	£ 40.00	£ 40.00	£ -	£ 40.00
Domiciliary Care - The charge for home care per hour is charge made in line with "Fairer Charging" guidance with protection for people on income support plus 25% buffer. Service users in receipt of double handed care will be charged double	D	O	£ 13.00	£ -	£ 13.00	£ 13.00	£ -	£ 13.00
Meals on Wheels - Service not applicable 2015-16 - Per meal for services at day centres - Breakfast Only	D	O	£ -	£ -	£ -	£ -	£ -	£ -
Meals on Wheels - Service not applicable 2015-16 - Per meal for services at day centres - Mid day meal	D	O	£ 4.00	£ -	£ 4.00	£ 4.00	£ -	£ 4.00
Meals on Wheels - Service not applicable 2015-16 - Per meal for services at day centres - Tea Only	D	O	£ -	£ -	£ -	£ -	£ -	£ -
Meals on Wheels - Service not applicable 2015-16 - Per meal served at home	D	O	£ 4.00	£ -	£ 4.00	£ 4.00	£ -	£ 4.00
Meals on Wheels - Service not applicable 2015-16 - Per meal served at Luncheon Club	D	O	£ 4.00	£ -	£ 4.00	£ 4.00	£ -	£ 4.00
Pendant Alarms - Private Housing Tennant (Per week)	D	O	£ 0.93	£ -	£ 0.93	£ 0.93	£ -	£ 0.93
Residential Accommodation Charges - Homes for Older people (per week)	D	O	£ 600.00	£ -	£ 600.00	£ 600.00	£ -	£ 600.00
Respite Care for Adults with Disabilities - The charge outlined relates to the use of Thurrock Council's own Short Break Service: Charge per night per service user	D	O	£ 20.00	£ -	£ 20.00	£ 20.00	£ -	£ 20.00
Support service for Elizabeth Gardens per household	D	O	£ 40.00	£ -	£ 40.00	£ 40.00	£ -	£ 40.00
Transport - Per Journey (these charges are for Thurrock Residents)	D	O	£ 1.95	£ -	£ 1.95	£ 2.00	£ -	£ 2.00

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Name of fee or Charge Housing	Statutory/ Discretion ary Charge	VAT Status 17/18	2016/17			2017/18		
			Charge excl. VAT	VAT Amount	Charging incl. VAT	Charge excl. VAT	VAT Amount	Charging incl. VAT
Assisting with Licensing application (First 30 minutes free for accredited landlords, thereafter £50.00 per hour pro rata) - Landlord Accredited	D	O	New			£ 50.00	£ -	£ 50.00
Assisting with Licensing application (First 30 minutes free for accredited landlords, thereafter £50.00 per hour pro rata) - Non Accredited	D	O	New			£ 50.00	£ -	£ 50.00
Communal Hall Hire - Hall Hire (Weekdays and Weekends) per hour	D	O	£ 10.00	£ -	£ 10.00	£ 10.30	£ -	£ 10.30
Communal Hall Hire - Hall Hire to Charitable Organisations (Weekdays and Weekends) per hour	D	O	£ 5.00	£ -	£ 5.00	£ 5.15	£ -	£ 5.15
DBS Landlord Check - Landlord Accredited	D	O	New			£ 25.00	£ -	£ 25.00
DBS Landlord Check - Non Accredited	D	O	New			£ 25.00	£ -	£ 25.00
Dispersed Alarms - Domestic Violence Lifelines	D	S	£ 16.50	£ 3.30	£ 19.80	£ 17.00	£ 3.40	£ 20.40
Dispersed Alarms - Lifeline Private	D	S	£ 16.50	£ 3.30	£ 19.80	£ 17.00	£ 3.40	£ 20.40
Dispersed Alarms - Private Sector Monitoring - per month	D	S	£ 7.00	£ 1.40	£ 8.40	£ 7.26	£ 1.44	£ 8.70
Failure to notify changes in ownership or management (non-license holder) - Landlord Accredited	D	O	New			£ 250.00	£ -	£ 250.00
Failure to notify changes in ownership or management (non-license holder) - Non Accredited	D	O	New			£ 250.00	£ -	£ 250.00
HMO Public license register fee - Landlord Accredited	D	O	New			£ 59.20	£ -	£ 59.20
HMO Public license register fee - Non Accredited	D	O	New			£ 59.20	£ -	£ 59.20
License Holder Change - Fee reduced by 50% if application for new license within 12 month of issue and subject to property condition/ inspection - 11 to 15 people - Landlord Accredited	D	O	New			£ 549.55	£ -	£ 549.55
License Holder Change - Fee reduced by 50% if application for new license within 12 month of issue and subject to property condition/ inspection - 11 to 15 people - Non Accredited	D	O	New			£ 631.98	£ -	£ 631.98
License Holder Change - Fee reduced by 50% if application for new license within 12 month of issue and subject to property condition/ inspection - 16 to 20 people - Landlord Accredited	D	O	New			£ 599.40	£ -	£ 599.40
License Holder Change - Fee reduced by 50% if application for new license within 12 month of issue and subject to property condition/ inspection - 16 to 20 people - Non Accredited	D	O	New			£ 689.31	£ -	£ 689.31
License Holder Change - Fee reduced by 50% if application for new license within 12 month of issue and subject to property condition/ inspection - 21 to 29 people - Landlord Accredited	D	O	New			£ 689.13	£ -	£ 689.13
License Holder Change - Fee reduced by 50% if application for new license within 12 month of issue and subject to property condition/ inspection - 21 to 29 people - Non Accredited	D	O	New			£ 792.50	£ -	£ 792.50
License Holder Change - Fee reduced by 50% if application for new license within 12 month of issue and subject to property condition/ inspection - 30 or more - Landlord Accredited	D	O	New			£ 798.80	£ -	£ 798.80
License Holder Change - Fee reduced by 50% if application for new license within 12 month of issue and subject to property condition/ inspection - 30 or more - Non Accredited	D	O	New			£ 918.62	£ -	£ 918.62
License Holder Change - Fee reduced by 50% if application for new license within 12 month of issue and subject to property condition/ inspection - 4 to 5 people - Landlord Accredited	D	O	New			£ 474.85	£ -	£ 474.85
License Holder Change - Fee reduced by 50% if application for new license within 12 month of issue and subject to property condition/ inspection - 4 to 5 people - Non Accredited	D	O	New			£ 546.08	£ -	£ 546.08
License Holder Change - Fee reduced by 50% if application for new license within 12 month of issue and subject to property condition/ inspection - 6 to 10 people - Landlord Accredited	D	O	New			£ 499.70	£ -	£ 499.70
License Holder Change - Fee reduced by 50% if application for new license within 12 month of issue and subject to property condition/ inspection - 6 to 10 people - Non Accredited	D	O	New			£ 574.66	£ -	£ 574.66
New HMO's 12 month temporary License (Fee for single tenancies and shared houses) - 11 to 15 people - Landlord Accredited	D	O	New			£ 549.55	£ -	£ 549.55

Name of fee or Charge Housing	Statutory/ Discretion ary Charge	VAT Status 17/18	2016/17			2017/18		
			Charge excl. VAT	VAT Amount	Charging incl. VAT	Charge excl. VAT	VAT Amount	Charging incl. VAT
New HMO's 12 month temporary License (Fee for single tenancies and shared houses) - 11 to 15 people - Non Accredited	D	O	New			£ 631.99	£ -	£ 631.99
New HMO's 12 month temporary License (Fee for single tenancies and shared houses) - 16 to 20 people - Landlord Accredited	D	O	New			£ 599.40	£ -	£ 599.40
New HMO's 12 month temporary License (Fee for single tenancies and shared houses) - 16 to 20 people - Non Accredited	D	O	New			£ 689.31	£ -	£ 689.31
New HMO's 12 month temporary License (Fee for single tenancies and shared houses) - 21 to 29 people - Landlord Accredited	D	O	New			£ 689.13	£ -	£ 689.13
New HMO's 12 month temporary License (Fee for single tenancies and shared houses) - 21 to 29 people - Non Accredited	D	O	New			£ 792.50	£ -	£ 792.50
New HMO's 12 month temporary License (Fee for single tenancies and shared houses) - 30 or more - Landlord Accredited	D	O	New			£ 798.80	£ -	£ 798.80
New HMO's 12 month temporary License (Fee for single tenancies and shared houses) - 30 or more - Non Accredited	D	O	New			£ 918.62	£ -	£ 918.62
New HMO's 12 month temporary License (Fee for single tenancies and shared houses) - 4 to 5 people - Landlord Accredited	D	O	New			£ 474.85	£ -	£ 474.85
New HMO's 12 month temporary License (Fee for single tenancies and shared houses) - 4 to 5 people - Non Accredited	D	O	New			£ 546.08	£ -	£ 546.08
New HMO's 12 month temporary License (Fee for single tenancies and shared houses) - 6 to 10 people - Landlord Accredited	D	O	New			£ 499.70	£ -	£ 499.70
New HMO's 12 month temporary License (Fee for single tenancies and shared houses) - 6 to 10 people - Non Accredited	D	O	New			£ 574.66	£ -	£ 574.66
New HMOs 5 year License (Fees for single tenancies and shared houses) - 11 to 15 people - Landlord Accredited	D	O	New			£ 1,099.10	£ -	£ 1,099.10
New HMOs 5 year License (Fees for single tenancies and shared houses) - 11 to 15 people - Non Accredited	D	O	New			£ 1,263.97	£ -	£ 1,263.97
New HMOs 5 year License (Fees for single tenancies and shared houses) - 16 to 20 people - Landlord Accredited	D	O	New			£ 1,198.80	£ -	£ 1,198.80
New HMOs 5 year License (Fees for single tenancies and shared houses) - 16 to 20 people - Non Accredited	D	O	New			£ 1,378.62	£ -	£ 1,378.62
New HMOs 5 year License (Fees for single tenancies and shared houses) - 21 to 29 people - Landlord Accredited	D	O	New			£ 1,378.26	£ -	£ 1,378.26
New HMOs 5 year License (Fees for single tenancies and shared houses) - 21 to 29 people - Non Accredited	D	O	New			£ 1,585.00	£ -	£ 1,585.00
New HMOs 5 year License (Fees for single tenancies and shared houses) - 30 or more people - Landlord Accredited	D	O	New			£ 1,597.60	£ -	£ 1,597.60
New HMOs 5 year License (Fees for single tenancies and shared houses) - 30 or more people - Non Accredited	D	O	New			£ 1,837.24	£ -	£ 1,837.24
New HMOs 5 year License (Fees for single tenancies and shared houses) - 4 to 5 people - Landlord Accredited	D	O	New			£ 949.70	£ -	£ 949.70
New HMOs 5 year License (Fees for single tenancies and shared houses) - 4 to 5 people - Non Accredited	D	O	New			£ 1,092.16	£ -	£ 1,092.16
New HMOs 5 year License (Fees for single tenancies and shared houses) - 6 to 10 people - Landlord Accredited	D	O	New			£ 999.40	£ -	£ 999.40
New HMOs 5 year License (Fees for single tenancies and shared houses) - 6 to 10 people - Non Accredited	D	O	New			£ 1,149.31	£ -	£ 1,149.31
Other Misc. Income - Change of Manager or Ownership - Landlord Accredited	D	O	New			£ 150.00	£ -	£ 150.00
Other Misc. Income - Change of Manager or Ownership - Non Accredited	D	O	New			£ 172.50	£ -	£ 172.50
Other Misc. Income - License Variation - Landlord Accredited	D	O	New			£ 150.00	£ -	£ 150.00
Other Misc. Income - License Variation - Non Accredited	D	O	New			£ 172.50	£ -	£ 172.50
Other Misc. Income - Permitted number changes - Landlord Accredited	D	O	New			£ 150.00	£ -	£ 150.00
Other Misc. Income - Permitted number changes - Non Accredited	D	O	New			£ 172.50	£ -	£ 172.50
Private Housing Services - Housing Enforcement Notices	D	O	£ 474.00	£ -	£ 474.00	£ 488.00	£ -	£ 488.00
Private Housing Services - Housing Non Statutory work for Border Agency (per case)	D	O	£ 156.00	£ -	£ 156.00	£ 161.00	£ -	£ 161.00

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			Charge excl. VAT	VAT Amount	Charging incl. VAT	Charge excl. VAT	VAT Amount	Charging incl. VAT
Renewable HMO's License (5 year-no changes or management regulation breaches) - 11 to 15 people - Landlord Accredited	D	O	New			£ 549.55	£ -	£ 549.55
Renewable HMO's License (5 year-no changes or management regulation breaches) - 11 to 15 people - Non Accredited	D	O	New			£ 631.98	£ -	£ 631.98
Renewable HMO's License (5 year-no changes or management regulation breaches) - 16 to 20 people - Landlord Accredited	D	O	New			£ 599.40	£ -	£ 599.40
Renewable HMO's License (5 year-no changes or management regulation breaches) - 16 to 20 people - Non Accredited	D	O	New			£ 689.31	£ -	£ 689.31
Renewable HMO's License (5 year-no changes or management regulation breaches) - 21 to 29 people - Landlord Accredited	D	O	New			£ 689.13	£ -	£ 689.13
Renewable HMO's License (5 year-no changes or management regulation breaches) - 21 to 29 people - Non Accredited	D	O	New			£ 792.50	£ -	£ 792.50
Renewable HMO's License (5 year-no changes or management regulation breaches) - 30 or more - Landlord Accredited	D	O	New			£ 798.80	£ -	£ 798.80
Renewable HMO's License (5 year-no changes or management regulation breaches) - 30 or more - Non Accredited	D	O	New			£ 918.62	£ -	£ 918.62
Renewable HMO's License (5 year-no changes or management regulation breaches) - 4 to 5 people - Landlord Accredited	D	O	New			£ 474.85	£ -	£ 474.85
Renewable HMO's License (5 year-no changes or management regulation breaches) - 4 to 5 people - Non Accredited	D	O	New			£ 546.08	£ -	£ 546.08
Renewable HMO's License (5 year-no changes or management regulation breaches) - 6 to 10 people - Landlord Accredited	D	O	New			£ 499.70	£ -	£ 499.70
Renewable HMO's License (5 year-no changes or management regulation breaches) - 6 to 10 people - Non Accredited	D	O	New			£ 574.66	£ -	£ 574.66
Sheltered Housing Visitor's Room - Per night per person	D	O	£ 12.00	£ -	£ 12.00	£ 12.30	£ -	£ 12.30
Travellers Charges - Rent/ Water/ Amenity	D	O	£ 93.78	£ -	£ 93.78	£ 96.59	£ -	£ 96.59

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Name of fee or Charge Planning, Transport & Regeneration	Statutory/ Discretionary Charge	VAT Status 17/18	Charge excl. VAT 2016/17	VAT Amount 2016/17	Charging incl. VAT 2016/17	Charge excl. VAT 2017/18	VAT Amount 2017/18	Charging incl. VAT 2017/18
Commercial Matters - Administration fee for processing Commercial & Other Applications	D	S	£ 25.00	£ 5.00	£ 30.00	£ 30.00	£ 6.00	£ 36.00
Commercial Matters - Assignment of Leases (Council owned premises) Minimum charge May rise to maximum of £670 if negotiations extended	D	S	£375 - £750	£75 - £150	£450 - £900	£375 - £750	£75 - £150	£450 - £900
Commercial Matters - Dilapidation Surveys and Schedules of Repair/Condition (Council Owned Premises) Minimum fee and hourly rate charge in preparing survey and supervising works	D	S	£ 375.00	£ 75.00	£ 450.00	£ 385.00	£ 77.00	£ 462.00
Commercial Matters - Licence to undertake alterations/building works May rise to maximum of £670 if negotiations extended	D	S	£375 - £750	£75 - £150	£450 - £900	£375 - £750	£75 - £150	£450 - £900
Commercial Matters - Licence to vary lease terms (Council owned premises) May rise to maximum of £670 if negotiations extended	D	S	£375 - £750	£75 - £150	£450 - £900	£375 - £750	£75 - £150	£450 - £900
Commercial Matters - New Letting - Non Standard Commercial Shop Lease - Dependant upon complexity or extended negotiations	D	S	£625 - £1,250	£125 - £250	£750 - £1,500	£640 - £1,300	£128 - £260	£768 - £1,560
Commercial Matters - New Letting - Standard Commercial Shop Lease	D	S	£ 375.00	£ 75.00	£ 450.00	£ 385.00	£ 77.00	£ 462.00
Commercial Matters - Other Processes and Consents	D	S	£ 375.00	£ 75.00	£ 450.00	£ 385.00	£ 77.00	£ 462.00
Non Commercial Matters - Area up to 25 Sqm - Land offering development potential either as a separate plot or if combined with other land	D	S	Negotiable	£ -	Negotiable	Negotiable	£ -	Negotiable
Non Commercial Matters - Area up to 25 Sqm - Sale of land at the end of the rear garden retained by the Council from a Right to Buy sale or amenity land adjoining a property sold under a Right to Buy	D	S	Negotiable	£ -	Negotiable	Negotiable	£ -	Negotiable
Non Commercial Matters - Other Processes and Consents	D	S	£ 375.00	£ 75.00	£ 450.00	£ 385.00	£ 77.00	£ 462.00
Non Commercial Matters - Request for an easement over Council Land Applicant would also need to pay for additional cost of works (e.g. drop kerb and crossover) and any additional legal costs affecting the title to the property.	D	S	£ 375.00	£ 75.00	£ 450.00	£ 385.00	£ 77.00	£ 462.00
Non Commercial Matters - Stanley Lazell Memorial Hall Dell Road - 1. Whole Hall hire Weekends per hour	D	E	£ 36.00	£ -	£ 36.00	£ 38.00	£ -	£ 38.00
Non Commercial Matters - Stanley Lazell Memorial Hall Dell Road - 2. Whole Hall hire Weekdays per hour	D	E	£ 17.00	£ -	£ 17.00	£ 18.00	£ -	£ 18.00
Non Commercial Matters - Stanley Lazell Memorial Hall Dell Road - 3. Hire of Small Meeting Room per hour	D	E	£ 7.20	£ -	£ 7.20	£ 8.00	£ -	£ 8.00
Non Commercial Matters - Stanley Lazell Memorial Hall Dell Road - 4. Senior Citizens / Charitable Organisations	D	E	£ -	£ -	£ -	£ -	£ -	£ -
Non Commercial Matters - Stanley Lazell Memorial Hall Dell Road - 5. Whole Hall hire Daytime/ Weekends per hour	D	E	£ 22.45	£ -	£ 22.45	£ 23.00	£ -	£ 23.00
Car Parking - Annual Administration Fee - Visitor Permits	D	O	£ 6.00	£ -	£ 6.00	£ 6.00	£ -	£ 6.00
Car parking - Discretionary suspension of the use of on-street parking places for waiting/loading - charge per parking space	S	O	£ 20.00	£ -	£ 20.00	£25 per day	£ -	£25 per day
Car Parking - Off Street-Pay & Display Car Parking Grays Car Parks (excl. Grays Beach) - Over 1 hour under 2 hours	D	S	£ 1.08	£ 0.22	£ 1.30	£ 1.08	£ 0.22	£ 1.30
Car Parking - Off Street-Pay & Display Car Parking Grays Car Parks (excl. Grays Beach) - Over 2 hours under 4 hours	D	S	£ 1.75	£ 0.35	£ 2.10	£ 1.75	£ 0.35	£ 2.10
Car Parking - Off Street-Pay & Display Car Parking Grays Car Parks (excl. Grays Beach) - Over 4 hours under 6 hours	D	S	£ 3.08	£ 0.62	£ 3.70	£ 3.08	£ 0.62	£ 3.70
Car Parking - Off Street-Pay & Display Car Parking Grays Car Parks (excl. Grays Beach) - Over 6 Hours	D	S	£ 4.83	£ 0.97	£ 5.80	£ 4.83	£ 0.97	£ 5.80
Car Parking - Off Street-Pay & Display Car Parking Grays Car Parks (excl. Grays Beach) - Under 1 hour	D	S	£ 0.58	£ 0.12	£ 0.70	£ 0.58	£ 0.12	£ 0.70
Car Parking - Off-Street Pay & Display Car Parking Canterbury Parade, South Ockendon - 1 to 2 hours	D	S	£ 0.50	£ 0.10	£ 0.60	£ 0.50	£ 0.10	£ 0.60
Car Parking - Off-Street Pay & Display Car Parking Canterbury Parade, South Ockendon - All day	D	S	£ 1.75	£ 0.35	£ 2.10	£ 1.75	£ 0.35	£ 2.10
Car Parking - Off-Street Pay & Display Car Parking Canterbury Parade, South Ockendon - Under 1 hour	D	S	£ -	£ -	£ -	£ -	£ -	£ -
Car Parking - Off-Street Pay & Display Car Parking Grays Beach - 0 to 2 hours	D	S	£ 0.92	£ 0.18	£ 1.10	£ 0.58	£ 0.12	£ 0.70

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Car Parking - Off-Street Pay & Display Car Parking Grays Beach - All day	D	S	£ 2.67	£ 0.53	£ 3.20	£ 2.67	£ 0.53	£ 3.20
Car Parking - Off-Street Pay & Display Car Parking Purfleet in Cornwall House - 0-2 hours	D	S	New			£ 0.58	£ 0.12	£ 0.70
Car Parking - Off-Street Pay & Display Car Parking Purfleet in Cornwall House - All day	D	S	New			£ 2.67	£ 0.53	£ 3.20
Car Parking - On-Street Pay & Display - Long Stay Thames Road & Access Road to Yacht Club - 0 to 1 hour	D	O	£ 0.60	£ -	£ 0.60	£ 0.70	£ -	£ 0.70
Car Parking - On-Street Pay & Display - Long Stay Thames Road & Access Road to Yacht Club - 1 to 2 hours	D	O	£ 1.00	£ -	£ 1.00	£ 1.20	£ -	£ 1.20
Car Parking - On-Street Pay & Display - Long Stay Thames Road & Access Road to Yacht Club - All Day	D	O	£ 3.00	£ -	£ 3.00	£ 3.20	£ -	£ 3.20
Car Parking - On-Street Pay & Display - Short Stay (excl. Thames Road & Access Road to Yacht Club) - 0 to 1 hour	D	O	£ 0.60	£ -	£ 0.60	£ 0.70	£ -	£ 0.70
Car Parking - On-Street Pay & Display - Short Stay (excl. Thames Road & Access Road to Yacht Club) - 1 to 2 hour	D	O	£ 1.20	£ -	£ 1.20	£ 1.40	£ -	£ 1.40
Car Parking - On-Street Pay & Display - Short Stay (excl. Thames Road & Access Road to Yacht Club) - 2 to 4 hour	D	O	£ 2.00	£ -	£ 2.00	£ 2.30	£ -	£ 2.30
Car Parking - On-Street Pay & Display Quick Stops - 0 to 30 mins	D	O	£ 0.60	£ -	£ 0.60	£ 0.70	£ -	£ 0.70
Car Parking - On-Street Pay & Display Quick Stops - 30 to 45 mins	D	O	£ 0.80	£ -	£ 0.80	£ 0.90	£ -	£ 0.90
Car Parking - On-Street Pay & Display Quick Stops - 45 mins to 1 hour	D	O	£ 1.20	£ -	£ 1.20	£ 1.40	£ -	£ 1.40
Car Parking - Penalty Charge Notices - Higher Level Contraventions - Penalty Charge	S	O	£ 70.00	£ -	£ 70.00	£ 70.00	£ -	£ 70.00
Car Parking - Penalty Charge Notices - Higher Level Contraventions - Penalty Charge paid within 14 days	S	O	£ 35.00	£ -	£ 35.00	£ 35.00	£ -	£ 35.00
Car Parking - Penalty Charge Notices - Lower Level Contraventions - Penalty Charge	S	O	£ 50.00	£ -	£ 50.00	£ 50.00	£ -	£ 50.00
Car Parking - Penalty Charge Notices - Lower Level Contraventions - Penalty Charge paid within 14 days	S	O	£ 25.00	£ -	£ 25.00	£ 25.00	£ -	£ 25.00
Car Parking - Penalty Permits - Controlled Parking Zones - Business Permits - Per Month thereof	D	O	£ 36.00	£ -	£ 36.00	£ 36.00	£ -	£ 36.00
Car Parking - Penalty Permits - Controlled Parking Zones - Business Permits - Per year	D	O	£ 360.00	£ -	£ 360.00	£ 360.00	£ -	£ 360.00
Car Parking - Penalty Permits - Controlled Parking Zones - Business Permits - for 6 months	D	O	£ 192.00	£ -	£ 192.00	£ 192.00	£ -	£ 192.00
Car Parking - Penalty Permits - Controlled Parking Zones - NHS Permits	D	O	New			£ 120.00	£ -	£ 120.00
Car Parking - Penalty Permits - Controlled Parking Zones - Operational Permits	D	O	£ 120.00	£ -	£ 120.00	£ 120.00	£ -	£ 120.00
Car Parking - Penalty Permits - Controlled Parking Zones - Residents Permits	?	S	£ 10.00	£ -	£ 10.00	£ 10.00	£ 2.00	£ 12.00
Car Parking - Penalty Permits - Controlled Parking Zones - Residents Permits - Per year - 1st Permit per Household	D	O	£ -	£ -	£ -	£ -	£ -	£ -
Car Parking - Penalty Permits - Controlled Parking Zones - Residents Permits - Per year - 2nd Permit per Household	D	O	£ -	£ -	£ -	£ -	£ -	£ -
Car Parking - Penalty Permits - Controlled Parking Zones - Residents Permits - Per year - 3rd Permit per Household	D	O	£ 66.00	£ -	£ 66.00	£ 66.00	£ -	£ 66.00
Car Parking - Penalty Permits - Controlled Parking Zones - Visitor Permits - Additional Sheets of 20 per Household	D	O	£ 6.00	£ -	£ 6.00	£ 10.00	£ -	£ 10.00
Highways - Licences - Consideration of an application for a licence in writing to erect or retain on or over a highway any scaffolding or other structure, in connection with any building, or demolition or the alteration, repair, maintenance or cleaning of any building which obstructs the highway pursuant to Section 169(1) and (2) of the 1980 Act.	S	Z	£75 + returnable deposit (£100 min) on satisfactory completion	£ -	£75 + returnable deposit (£100 min) on satisfactory completion	£77 + returnable deposit (£100 min) on satisfactory completion	£ -	£77 + returnable deposit (£100 min) on satisfactory completion
Highways - Anything done in connection with the clearance of accident debris pursuant to Section 41 and 130 of the 1980 Act in respect of accidents occurring on or after 1st April 1999	D	O	Actual costs + admin	£ -	Actual costs + admin	Actual costs + £100 admin	£ -	Actual costs + £100 admin

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Highways - Consideration by a local authority of an application pursuant to any provision contained in an order under Section 1,6 9 or 14 of the 1984 Act for an exemption from any prohibition or restriction imposed by the order on the stopping, parking, waiting, loading or unloading of vehicles on a road	D	O	Actual costs + admin	£ -	Actual costs + admin	Actual costs + £100 admin	£ -	Actual costs + £100 admin
Highways - Consideration of a request in respect of a highway maintainable at the public expense to execute such works as are specified in the request for constructing a vehicle crossing over a footway or verge in that highway pursuant to Section 184 of the 1980 Act	D	O	Based on cost + 25% admin and supervision	£ -	Based on cost + 25% admin and supervision	£375 upfront payment; if the crossing does not meet criteria £300 is refundable; £200 is refundable upon satisfactory completion	£ -	£375 upfront payment; if the crossing does not meet criteria £300 is refundable; £200 is refundable upon satisfactory completion
Highways - Licences - Anything done in connection with site inspections to monitor compliance with duties imposed by Section 172(3) and by Section 173(1) of the 1980 Act on a person who has erected a hoarding or fence.	S	Z	Actual costs + Admin	£ -	Actual costs + Admin	Actual costs + £100 Admin	£ -	Actual costs + £100 Admin
Highways - Licences - Consideration of an application for consent to carry out any works in a street to provide means for the admission of light to premises situated under, or abutting on, the street pursuant to Section 180(2) of the 1980 Act	S	Z	Actual costs + Admin	£ -	Actual costs + Admin	Actual costs + £100 Admin	£ -	Actual costs + £100 Admin
Highways - Licences - Consideration of an application for consent to make an opening in the footway of a street as an entrance to a cellar or vault there under pursuant to Section 180(1) of the 1980 Act.	S	Z	Actual costs + Admin	£ -	Actual costs + Admin	Actual costs + £100 Admin	£ -	Actual costs + £100 Admin
Highways - Licences - Consideration of an application for consent under Section 179(1) of the 1980 Act to construct works to which that Section applies under any part of the street	S	Z	Actual costs + Admin	£ -	Actual costs + Admin	Actual costs + £100 Admin	£ -	Actual costs + £100 Admin
Highways - Licences - Consideration of an application for consent for the obligation to erect a hoarding or fence in accordance with Section 172(1) of the 1980 Act to be dispensed with pursuant to sub-section (2) of that Section.	S	Z	£75 + returnable deposit (£100 min) on satisfactory completion	£ -	£75 + returnable deposit (£100 min) on satisfactory completion	£77 + returnable deposit (£100 min) on satisfactory completion	£ -	£77 + returnable deposit (£100 min) on satisfactory completion
Highways - Licences - Consideration of an application for consent temporarily to deposit building materials, rubbish or other things in a street that is a highway maintainable at the public expense or to make a temporary excavation in it, and the undertaking of site inspections to monitor compliance with such consent pursuant to Section 171(1),(2) (4) and (5) of the 1980 Act.	S	Z	£75 + returnable deposit (£100 min) on satisfactory completion	£ -	£75 + returnable deposit (£100 min) on satisfactory completion	£77 to deposit building material	£ -	£77 to deposit building material
Highways - License for table and chair arrangements on the public highway £250 per table (max 4 chairs per table) with a maximum of £2000 capped on application.	D	E	£ 250.00	£ -	£ 250.00	£ 250.00	£ -	£ 250.00
Highways - Provision of (or recovery of) white bar markings	D	O	£ 60.00	£ -	£ 60.00	£ 150.00	£ -	£ 150.00
Highways - Skip License (to Skip Companies)	D	E	£ 30.00	£ -	£ 30.00	£31 per week plus £5 per day after the first week	£ -	£31 per week plus £5 per day after the first week

Name of fee or Charge Planning, Transport & Regeneration	Statutory/ Discretionary Charge	VAT Status 17/18	Charge excl. VAT 2016/17	VAT Amount 2016/17	Charging incl. VAT 2016/17	Charge excl. VAT 2017/18	VAT Amount 2017/18	Charging incl. VAT 2017/18
New Highways Information - Searches and Enquiries	D	O	£50 per hour Standard POA for large searches	£ -	£50 per hour Standard POA for large searches	£52 per hour	£ -	£52 per hour
Passenger Transport - DBS Check	D	Z	£ 55.00	£ -	£ 55.00	£ 55.00	£ -	£ 55.00
Passenger Transport - The issue by a County Council, District Council, passenger transport authority or passenger transport executive in England, a County Council or County Borough Council in Wales, to a person eligible to receive travel concessions under a scheme established under Section 93 of the Transport Act 1985, of - (b) a duplicate by a London Borough Council or the Common Council of the City of London of a travel concession permit pursuant to section 52(4) of the London Regional Transport Act 1984 or pursuant to section 53(2)(b) of that Act in accordance with arrangements under section 50(1).	D	O	£ 10.00	£ -	£ 10.00	£ 10.00	£ -	£ 10.00
Passenger Transport - The issue by a County Council, District Council, passenger transport authority or passenger transport executive in England, a County Council or County Borough Council in Wales, to a person eligible to receive travel concessions under a scheme established under Section 93 of the Transport Act 1985, of - (a) any permit or other document as evidence of entitlement to receive travel concessions	S	O	£ 10.00	£ -	£ 10.00	£ -	£ -	£ -
Passenger Transport - Utilities request for bus stop to be suspended	D	Z	£ 50.00	£ -	£ 50.00	£75 per day + £50 per month thereafter	£ -	£75 per day + £50 per month thereafter
Permit Fees - Road Category - Cat 0-2 & TS - Immediate	D	S	New			£ 55.00	£ 11.00	£ 66.00
Permit Fees - Road Category - Cat 0-2 & TS - Major	D	S	New			£ 215.00	£ 43.00	£ 258.00
Permit Fees - Road Category - Cat 0-2 & TS - Major (PAA)	D	S	New			£ 95.00	£ 19.00	£ 114.00
Permit Fees - Road Category - Cat 0-2 & TS - Minor	D	S	New			£ 60.00	£ 12.00	£ 72.00
Permit Fees - Road Category - Cat 0-2 & TS - Permit Variation	D	S	New			£ 45.00	£ 9.00	£ 54.00
Permit Fees - Road Category - Cat 0-2 & TS - Standard	D	S	New			£ 120.00	£ 24.00	£ 144.00
Permit Fees - Road Category - Cat 3&4 No TS - Immediate	D	S	New			£ 35.00	£ 7.00	£ 42.00
Permit Fees - Road Category - Cat 3&4 No TS - Major	D	S	New			£ 140.00	£ 28.00	£ 168.00
Permit Fees - Road Category - Cat 3&4 No TS - Major (PAA)	D	S	New			£ 70.00	£ 14.00	£ 84.00
Permit Fees - Road Category - Cat 3&4 No TS - Minor	D	S	New			£ 40.00	£ 8.00	£ 48.00
Permit Fees - Road Category - Cat 3&4 No TS - Permit Variation	D	S	New			£ 35.00	£ 7.00	£ 42.00
Permit Fees - Road Category - Cat 3&4 No TS - Standard	D	S	New			£ 70.00	£ 14.00	£ 84.00
Right of Way - Additional costs may be payable in the event of a public enquiry under the Highways Act 1980 Section 302 and / or Local Government Act 1972 Section 250	S	O		£ -	£ -	Actual costs of advertising and officers time	£ -	Actual costs of advertising and officers time
Rights of Way - Application for Highways Deposits of Statement, Maps and Declarations (Section 31(6) of the Highways Act 1980)	S		New			£200 fee for the first parcel of land + £25 for each additional parcel	£ -	£200 fee for the first parcel of land + £25 for each additional parcel

Name of fee or Charge Planning, Transport & Regeneration	Statutory/ Discretionary Charge	VAT Status 17/18	Charge excl. VAT 2016/17	VAT Amount 2016/17	Charging incl. VAT 2016/17	Charge excl. VAT 2017/18	VAT Amount 2017/18	Charging incl. VAT 2017/18
Rights of Way - Costs for Public Path Orders Regulations 1993	S		New			Approx cost £1,200 includes non-refundable fee of £100.00	£ -	Approx cost £1,200 includes non-refundable fee of £100.00
Rights of Way - Public Path Creation Order (section 25 and 26 of the Highways Act 1980)	S		New			£500 admin fee +actual cost of advertisement	£ -	£500 admin fee +actual cost of advertisement
Street Naming and Numbering - Re-naming of individual properties	D	O	£55.00 + £10.00 for every affected extra property	£ -	£55.00 + £10.00 for every affected extra property	£57 + £10 for every affected extra property	£ -	£57 + £10 for every affected extra property
Street Naming and Numbering - Naming of roads on new developments. New Street name per street	D	O	£ 200.00	£ -	£ 200.00	£ 205.00	£ -	£ 205.00
Street Naming and Numbering - New Properties - 1-5 Properties 4 weeks administration	D	O	£ 150.00	£ -	£ 150.00	£ 154.50	£ -	£ 154.50
Street Naming and Numbering - New Properties - 26-75 Properties 8 weeks administration	D	O	£ 350.00	£ -	£ 350.00	£ 360.00	£ -	£ 360.00
Street Naming and Numbering - New Properties - 6-25 Properties 6 weeks administration	D	O	£ 160.00	£ -	£ 160.00	£ 164.80	£ -	£ 164.80
Street Naming and Numbering - New Properties - 76-100 Properties 10-12 weeks administration	D	O	£ 150.00	£ -	£ 150.00	£ 154.50	£ -	£ 154.50
Street Naming and Numbering - New Properties - Over & Above 100 Properties - for every additional property	D	O	£ 150.00	£ -	£ 150.00	£ 154.50	£ -	£ 154.50
Street Naming and Numbering - New Properties - Re-naming of a building/block flat/industrial estate	D	O	£ 130.00	£ -	£ 130.00	£ 135.00	£ -	£ 135.00
Street Naming and Numbering - Renaming of Street where requested by residents	D	O	£200 for first + £335.00 for every extra property	£ -	£200 for first + £335.00 for every extra property	£205 for first + £345 for every extra property	£ -	£205 for first + £345 for every extra property
Traffic Management - or the giving of a notice under Section 14(2) of the 1984 Act for the reason mentioned in Section 14(1)(a).	S	O	New			£ 580.00	£ -	£ 580.00
Traffic Management - Anything done by a local authority in connection with or in consequence of a request to the Authority, the Chief Officer of Police or any other person specified by or under an order made under Section 49(4) of the 1984 Act to suspend the use of a parking place or any part of it.	S	O	£ 560.00	£ -	£ 560.00	£ 700.00	£ -	£ 700.00
Traffic Management - Anything done by a local traffic authority in connection with or in consequence of a request to vary an order under Section 1,6,9 or 14 of the 1984 Act so as to create an exemption or exclusion from a prohibition or restriction imposed by the Order on the stopping, parking waiting, loading or unloading of vehicles on a road.	S	O	£ 1,030.00	£ -	£ 1,030.00	£ 1,060.00	£ -	£ 1,060.00
Traffic Management - Anything done by a local traffic authority in connection with or in consequence of an event requiring traffic management measures	D	O	Actual costs + 20% admin	£ -	Actual costs + 20% admin	Actual costs + 20% admin	£ -	Actual costs + 20% admin
Traffic Management - Anything done by a local traffic authority in connection with or in consequence of the making of an order under Section 14(1)	S	O	£ 560.00	£ -	£ 560.00	£ 700.00	£ -	£ 700.00
Traffic Management - Anything done by a local traffic authority in consequence of a request to revoke or amend an order under Section 6,32(1) (b) or 45 of the 1984 Act so that a particular length of road may cease to be a place where vehicles may be parked in accordance with the order.	S	O	£ 1,030.00	£ -	£ 1,030.00	£ 1,060.00	£ -	£ 1,060.00

Name of fee or Charge Planning, Transport & Regeneration	Statutory/ Discretionary Charge	VAT Status 17/18	Charge excl. VAT 2016/17	VAT Amount 2016/17	Charging incl. VAT 2016/17	Charge excl. VAT 2017/18	VAT Amount 2017/18	Charging incl. VAT 2017/18
Traffic Management - Consideration by a local authority of a request that, under Section 65(1) of the 1984 Act, it cause or permit a traffic sign (not being a sign which fulfils the conditions specified in Section 65(3A)(i) and (ii) to be placed on or near a road to indicate the route to specified land or premises.	S	O	£ 150.00	£ -	£ 150.00	£ 155.00	£ -	£ 155.00
Traffic Management - Permitting - Fixed Penalty Notices (FPN) - Working in breach of a condition (This is the same as FPN penalties under the notice system, the Authority may extend the 36 day period at its discretion in any particular case)	S		New			£120 if paid within 36 days, discounted to £80 if paid within 29 days	£ -	£120 if paid within 36 days, discounted to £80 if paid within 29 days
Traffic Management - Permitting - Fixed Penalty Notices (FPN) - Working without a permit (The Authority may extend the 36 day period at its discretion in any particular case)	S		New			£500 if paid within 36 days, discounted to £300 if paid within 29 days	£ -	£500 if paid within 36 days, discounted to £300 if paid within 29 days
Traffic Management - The placing by a local traffic authority of a traffic sign pursuant to Section 65(1) of the 1984 Act in accordance with a request of the kind referred to in the preceding paragraph.	S	O	£ 150.00	£ -	£ 150.00	£ 155.00	£ -	£ 155.00
Traffic Management - Traffic Signal data information	D	S	Actual	£ -	Actual	Actual	£ -	Actual cost(Min
Traffic Management - Wide load arrangements	S	O	Actual costs + 20% Admin	£ -	Actual costs + 20% Admin	Actual costs + 20% Admin	£ -	Actual costs + 20% Admin
Transport Development - Accident data provision	D	Z	£ 150.00	£ -	£ 150.00	£ 155.00	£ -	£ 155.00
Transport Development - Assistance to individuals undertaking recognised qualifications or research	D	Z	Free in normal otherwise at the of the Head of Service	£ -	Free in normal otherwise at the of the Head of Service	Free in normal otherwise at the of the Head of Service	£ -	Free in normal otherwise at the of the Head of Service
Transport Development - Commercial access; no adoptable road (fee is for checking drawing and supervision works)	S	O	Min fee £3k 8.5% of cost Hoarding - Deposit £120 per spm, fee 10% of deposit	£ -	Min fee £3k 8.5% of cost Hoarding - Deposit £120 per spm, fee 10% of deposit	Min fee £3k 8.5% of cost Hoarding - Deposit £120 per spm, fee 10% of deposit	£ -	Min fee £3k 8.5% of cost Hoarding - Deposit £120 per spm, fee 10% of deposit

Name of fee or Charge Planning, Transport & Regeneration	Statutory/ Discretionary Charge	VAT Status 17/18	Charge excl. VAT 2016/17	VAT Amount 2016/17	Charging incl. VAT 2016/17	Charge excl. VAT 2017/18	VAT Amount 2017/18	Charging incl. VAT 2017/18
Transport Development - Commercial access; with adoptable distributor road (Fee is for checking drawings and supervision of works)	?		Transport Development - Commercial access; with adoptable distributor road (Fee is for checking drawings and supervision of works)	£ -	Transport Development - Commercial access; with adoptable distributor road (Fee is for checking drawings and supervision of works)	Transport Development - Commercial access; with adoptable distributor road (Fee is for checking drawings and supervision of works)	£ -	Transport Development - Commercial access; with adoptable distributor road (Fee is for checking drawings and supervision of works)
Transport Development - Commercial access; with adoptable distributor road Section 278 agreement (Fee is for checking drawings and supervision of works)	S	O	Min fee £3k 8.5% of cost Hoarding - Deposit £120 per spm, fee 10% of deposit	£ -	Min fee £3k 8.5% of cost Hoarding - Deposit £120 per spm, fee 10% of deposit	Up to £30k min £3k Up to £1m, 8.5% of cost Over £1m, 5.5% of cost Hoarding Deposit £120 per sqm of highway enclosed Hoarding fee 10% of deposit	£ -	Up to £30k min £3k Up to £1m, 8.5% of cost Over £1m, 5.5% of cost Hoarding Deposit £120 per sqm of highway enclosed Hoarding fee 10% of deposit
Transport Development - Commuted sums for highway & ancillary works arising from development	D	Z	Calculated on a case by case basis	£ -	Calculated on a case by case basis	25% of actual costs	£ -	25% of actual costs
Transport Development - Crane oversail licence (temporary during construction). Applicable when cranes operate over the public highway	S	O	£ 180.00	£ -	£ 180.00	£ 185.00	£ -	£ 185.00
Transport Development - Crane oversail licence (temporary during construction). Applicable when cranes operate over the public highway - Deposit	S	O	£500-£5000	£ -	£500-£5000	£500-£5000	£ -	£500-£5000
Transport Development - Department Publications	D	Z	Purchase price set by Delegated Officer	£ -	Purchase price set by Delegated Officer	Purchase price set by Delegated Officer	£ -	Purchase price set by Delegated Officer
Transport Development - Development Control Design guide for the constructions of adoptable works	D	Z	£ 50.00	£ -	£ 50.00	£ 52.00	£ -	£ 52.00

Name of fee or Charge Planning, Transport & Regeneration	Statutory/ Discretionary Charge	VAT Status 17/18	Charge excl. VAT 2016/17	VAT Amount 2016/17	Charging incl. VAT 2016/17	Charge excl. VAT 2017/18	VAT Amount 2017/18	Charging incl. VAT 2017/18
Transport Development - Flat only development's; no adoptable road (fee is for checking drawing and supervision of works)	S	O	Min fee £3k 8.5% of cost Hoarding - Deposit £120 per spm, fee 10% of deposit	£ -	Min fee £3k 8.5% of cost Hoarding - Deposit £120 per spm, fee 10% of deposit	Min fee £3k 8.5% of cost Hoarding - Deposit £120 per spm, fee 10% of deposit	£ -	Min fee £3k 8.5% of cost Hoarding - Deposit £120 per spm, fee 10% of deposit
Transport Development - Incidental Technical Information	D	Z	Case by case basis	£ -	Case by case basis	Case by case basis	£ -	Case by case basis
Transport Development - New Adoptable Residential Estate Road with standard Bellmouth Section 278 (Fee is for checking drawings and supervision of works)	S	O	Min fee £3k Under £100k, 9% of cost Over £100k, 8% of cost Hoarding Deposit £120 per sqm of highway enclosed Hoarding fee 10% of deposit, min £600	£ -	Min fee £3k Under £100k, 9% of cost Over £100k, 8% of cost Hoarding Deposit £120 per sqm of highway enclosed Hoarding fee 10% of deposit, min £600	Up to £30k min £3k Up to £1m, 8.5% of cost Over £1m, 5.5% of cost Hoarding Deposit £120 per sqm of highway enclosed Hoarding fee 10% of deposit, min £600	£ -	Up to £30k min £3k Up to £1m, 8.5% of cost Over £1m, 5.5% of cost Hoarding Deposit £120 per sqm of highway enclosed Hoarding fee 10% of deposit, min £600
Transport Development - New Adoptable Residential Estate Road with standard Bellmouth Section 38 (Fee is for checking drawings and supervision of works)	S	O	Up to £30k min £3k Up to £1m, 8% of cost Over £1m, 5% of cost	£ -	Up to £30k min £3k Up to £1m, 8% of cost Over £1m, 5% of cost	Up to £30k min £3k Up to £1m, 8.5% of cost Over £1m, 5.5% of cost	£ -	Up to £30k min £3k Up to £1m, 8.5% of cost Over £1m, 5.5% of cost
Transport Development - Residential Estate Road Bellmouth to private drive, access to distributor roads or higher category by Section 278 agreement (Fee is for checking drawings and supervision of works) Lower category roads serving 5 units – Section 184 cross over application	S	O	Min fee £3k Under £100k, 9% of cost Over £100k, 8% of cost Hoarding Deposit £100 per sqm of highway enclosed Hoarding fee 10% of deposit, min £600	£ -	Min fee £3k Under £100k, 9% of cost Over £100k, 8% of cost Hoarding Deposit £100 per sqm of highway enclosed Hoarding fee 10% of deposit, min £600	Up to £30k min £3k Up to £1m, 8.5% of cost Over £1m, 5.5% of cost Hoarding Deposit £100 per sqm of highway enclosed Hoarding fee 10% of deposit, min £600	£ -	Up to £30k min £3k Up to £1m, 8.5% of cost Over £1m, 5.5% of cost Hoarding Deposit £100 per sqm of highway enclosed Hoarding fee 10% of deposit, min £600

Name of fee or Charge Planning, Transport & Regeneration	Statutory/ Discretionary Charge	VAT Status 17/18	Charge excl. VAT 2016/17	VAT Amount 2016/17	Charging incl. VAT 2016/17	Charge excl. VAT 2017/18	VAT Amount 2017/18	Charging incl. VAT 2017/18
Transport Development - Temporary Construction Access Licence	S	O	£ 180.00	£ -	£ 180.00	£ 185.40	£ -	£ 185.00
Transport Development - Temporary Construction Access Licence - Deposit	S	O	£500-£5000	£500-£5000	£500-£5000	£500-£5000	£ -	£500-£5000
Travel Plans - Monitoring Travel Plans - Large Developments	S	Z	£ 2,400.00	£ -	£ 2,400.00	£ 2,470.00	£ -	£ 2,470.00
Travel Plans - Monitoring Travel Plans - Large developments where two or more land-uses on-site exceed the DfT thresholds, or the development in total is double the threshold	S	Z	£ 3,600.00	£ -	£ 3,600.00	£ 3,710.00	£ -	£ 3,710.00
Travel Plans - Monitoring Travel Plans - Small Developments	S	Z	£ 840.00	£ -	£ 840.00	£ 865.20	£ -	£ 865.20
Building Control Fees - Upon application with the Thurrock Council Building Control department	D	Z	£ -	£ -	£ -	£ -	£ -	£ -
Local Land Charges - Additional parcel - commercial	S	O	£ 35.00	£ -	£ 35.00	£ 35.00	£ -	£ 35.00
Local Land Charges - Additional parcel - personal search	S	O	£ 2.00	£ -	£ 2.00	£ 2.00	£ -	£ 2.00
Local Land Charges - Additional parcel - residential	S	O	£ 28.00	£ -	£ 28.00	£ 28.00	£ -	£ 28.00
Local Land Charges - Cancellation fee for Con29 search	S	O	£ 75.00	£ -	£ 75.00	£ 75.00	£ -	£ 75.00
Local Land Charges - Charges for a copy of the local land charges search	S	O	£ 15.00	£ -	£ 15.00	£ 15.00	£ -	£ 15.00
Local Land Charges - Con290 - Per question	S	S	£ 22.00	£ -	£ 22.00	£ 22.00	£ 4.40	£ 26.40
Local Land Charges - Con29R - Unrefined data search package	S	S	£ 40.00	£ -	£ 40.00	£ 40.00	£ 8.00	£ 48.00
Local Land Charges - Copy of agreements and tree preservation orders	S	O	£ 30.00	£ -	£ 30.00	£ 30.00	£ -	£ 30.00
Local Land Charges - Copy of planning decision and enforcement notices	S	O	£ 15.00	£ -	£ 15.00	£ 15.00	£ -	£ 15.00
Local Land Charges - Copy of smoke control order	S	O	£ 7.00	£ -	£ 7.00	£ 7.00	£ -	£ 7.00
Local Land Charges - Electronic Format - Con29R Search - commercial	S	S	£ 136.00	£ -	£ 136.00	£ 135.83	£ 27.17	£ 163.00
Local Land Charges - Electronic Format - Con29R Search - residential	S	S	£ 87.00	£ -	£ 87.00	£ 86.67	£ 17.33	£ 104.00
Local Land Charges - Form LLC1 Only	S	O	£ 21.00	£ -	£ 21.00	£ 21.00	£ -	£ 21.00
Local Land Charges - Paper Format - Con29R Search - commercial	S	S	£ 140.00	£ -	£ 140.00	£ 140.00	£ 28.00	£ 168.00
Local Land Charges - Paper Format - Con29R Search - residential	S	S	£ 90.00	£ -	£ 90.00	£ 90.00	£ 18.00	£ 108.00
Local Land Charges - Personal search request and viewing of information	S	O	Free	Free	Free	Free	Free	Free
Planning fees - Section 106 monitoring fee	D	Z	Negotiable	£ -	Negotiable	£ -	£ -	£ -
Planning fees - Section 106 monitoring fee	D	Z	Negotiable	£ -	Negotiable	£ -	£ -	£ -

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Name of fee or Charge Removed Charges	Statutory/ Discretionary Charge	VAT Status 2016/17	Charge excl. VAT 2016/17	VAT Amount 2016/17	Charging incl. VAT 2016/17
Childrens Care and Targeted Outcomes - Children with disabilities - Hannahs Place after school provision - Per session	D	O	£ 15.00	£ -	£ 15.00
Childrens Care and Targeted Outcomes - Children with disabilities - Summer Play Scheme - Per day, per child with transport	D	O	£ 15.00	£ -	£ 15.00
Private Housing Services - Houses in Multiple Occupation Mandatory Licence	D	O	£ 808.00	£ -	£ 808.00
Car Parking - Off-Street Pay & Display Car Parking Purfleet in Cornwall House - Over 1 hour under 2 hours	D	S	£ 0.83	£ 0.17	£ 1.00
Car Parking - Off-Street Pay & Display Car Parking Purfleet in Cornwall House - Over 2 hours under 4 hours	D	S	£ 1.67	£ 0.33	£ 2.00
Car Parking - Off-Street Pay & Display Car Parking Purfleet in Cornwall House - Over 4 hours under 6 hours	D	S	£ 2.50	£ 0.50	£ 3.00
Car Parking - Off-Street Pay & Display Car Parking Purfleet in Cornwall House - Over 6 hours	D	S	£ 3.33	£ 0.67	£ 4.00
Car Parking - Off-Street Pay & Display Car Parking Purfleet in Cornwall House - Under 1 hour	D	S	£ 0.42	£ 0.08	£ 0.50
Car Parking - Off-Street Pay & Display Car Parking Purfleet Station - Over 1 hour under 2 hours	D	S	£ 0.83	£ 0.17	£ 1.00
Car Parking - Off-Street Pay & Display Car Parking Purfleet Station - Over 2 hours under 4 hours	D	S	£ 1.67	£ 0.33	£ 2.00
Car Parking - Off-Street Pay & Display Car Parking Purfleet Station - Over 4 hours under 6 hours	D	S	£ 2.50	£ 0.50	£ 3.00
Car Parking - Off-Street Pay & Display Car Parking Purfleet Station - Over 6 hours	D	S	£ 3.33	£ 0.67	£ 4.00
Car Parking - Off-Street Pay & Display Car Parking Purfleet Station - Under 1 hour	D	S	£ 0.42	£ 0.08	£ 0.50
Car Parking - On-Street Pay & Display - 0 to 15 mins	D	O	Removed	Removed	Removed
Car Parking - On-Street Pay & Display - Long Stay (excl. Thames Road & Access Road to Yacht Club) - 0 to 15 mins	D	O	Removed	Removed	Removed
Car Parking - On-Street Pay & Display - Long Stay (excl. Thames Road & Access Road to Yacht Club) - 15 mins to 1 hour	D	O	N/A	N/A	N/A
Car Parking - On-Street Pay & Display - Long Stay Thames Road & Access Road to Yacht Club - 0 to 15 mins	D	O	Removed	Removed	Removed
Car Parking - On-Street Pay & Display - Long Stay Thames Road & Access Road to Yacht Club - 15 mins to 1 hour	D	O	N/A	N/A	N/A
Copies of Decisions and Ordnance Survey - Fees per copy	D	S	£ 12.92	£ 2.58	£ 15.50
Planning Application Publicity List - Per Annum	D	Z	£ 118.00	£ -	£ 118.00
Planning Application Publicity List - Per Copy	D	Z	£ 5.00	£ -	£ 5.00
Abandoned Vehicles - Fixed Penalty Notice for abandoning a Vehicle	D	O	£ 212.00	£ -	£ 212.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 2 - Thurrock based commercial organisations - Additional hours after 23.00 - Friday	D	E	£ 197.00	£ -	£ 197.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 2 - Thurrock based commercial organisations - Additional hours after 23.00 - Friday	D	E	£ 197.00	£ -	£ 197.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 2 - Thurrock based commercial organisations - Additional hours after 23.00 - Monday to Thursday	D	E	£ 175.00	£ -	£ 175.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 2 - Thurrock based commercial organisations - Additional hours after 23.00 - Monday to Thursday	D	E	£ 175.00	£ -	£ 175.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 2 - Thurrock based commercial organisations - Additional hours after 23.00 - Saturday	D	E	£ 258.00	£ -	£ 258.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 2 - Thurrock based commercial organisations - Additional hours after 23.00 - Saturday	D	E	£ 258.00	£ -	£ 258.00

Name of fee or Charge Removed Charges	Statutory/ Discretionary Charge	VAT Status 2016/17	Charge excl. VAT 2016/17	VAT Amount 2016/17	Charging incl. VAT 2016/17
Cultural Services - Thameside Theatre and Central Complex - Tariff 2 - Thurrock based commercial organisations - Additional hours after 23.00 - Sunday	D	E	£ 347.00	£ -	£ 347.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 2 - Thurrock based commercial organisations - Additional hours after 23.00 - Sunday	D	E	£ 347.00	£ -	£ 347.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 2 - Thurrock based commercial organisations - fee per hour 09.00 to 18.00 - Friday	D	E	£ 131.00	£ -	£ 131.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 2 - Thurrock based commercial organisations - fee per hour 09.00 to 18.00 - Monday to Thursday	D	E	£ 124.00	£ -	£ 124.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 2 - Thurrock based commercial organisations - fee per hour 09.00 to 18.00 Saturday	D	E	£ 134.00	£ -	£ 134.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 2 - Thurrock based commercial organisations - fee per hour 09.00 to 23.00 Sunday	D	E	£ 217.00	£ -	£ 217.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 2 - Thurrock based commercial organisations - Friday	D	E	£ 131.00	£ -	£ 131.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 2 - Thurrock based commercial organisations - Saturday	D	E	£ 134.00	£ -	£ 134.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 2 - Thurrock based commercial organisations - Standard fee per period - 18.00 to 23.00 - Monday to Thursday	D	E	£ 404.00	£ -	£ 404.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 2 - Thurrock based commercial organisations - Standard fee per period - 18.00 to 23.00 - Monday to Thursday	D	E	£ 404.00	£ -	£ 404.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 2 - Thurrock based commercial organisations - Standard fee per period - 18.00 to 23.00 - Saturday	D	E	£ 900.00	£ -	£ 900.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 2 - Thurrock based commercial organisations - Standard fee per period - 18.00 to 23.00 - Saturday	D	E	£ 900.00	£ -	£ 900.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 2 - Thurrock based commercial organisations - Standard fee per period - 18.00 to 23.00 -Friday	D	E	£ 682.00	£ -	£ 682.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 2 - Thurrock based commercial organisations - Standard fee per period - 18.00 to 23.00 -Friday	D	E	£ 682.00	£ -	£ 682.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 2 - Thurrock based commercial organisations - Sunday	D	E	£ 217.00	£ -	£ 217.00
Cultural Services - Thameside Theatre and Central Complex - Tariff 2 - Thurrock based commercial organisations - Sunday	D	E	£ 124.00	£ -	£ 124.00
Enforcement Fees - Fixed Penalty Notices - Fixed Penalty Notice if paid within 10 days	D	O	£ 62.00	£ -	£ 62.00

Appendix 3 – Feedback from Overview and Scrutiny Committees

Cleaner, Greener and Safer Overview and Scrutiny Committee

Tuesday, 6th December, 2016 7.00 pm

The Finance Manager introduced the report which outlined the charges which fell within the remit of Cleaner, Greener and Safer Overview and Scrutiny Committee and would take effect from 1 April 2017.

The Chair sought clarity regarding increased charges surrounding Hackney Carriage Licences, listed on pages 149 and 150 of the Agenda, and the Committee heard that after the original Council Fees and Charges list had been published the Council moved from an annual licence fee to a five-yearly fee in those areas. There had previously been no five-yearly fee and it was agreed that the table should be amended to give an explanation.

The Chair referred to section 12.7 of the report and noted the 60% increase in performance charge at Thameside Theatre and asked what it was likely the impact would be, and whether other options had been explored or whether a phased implantation would be feasible. Members were advised this increase attempted to reflect the actual cost to the theatre and came after comparison with other theatres to bring the Council's rate in line with its competitors. The change would give an increase but not a huge proportion. The Chair expressed his wish that Cabinet think carefully on the matter and if other options were available that would be favourable to ensure the Council did not "shoot itself in the foot" over what might not be a significant proportion of revenue.

Councillor Collins asked what criteria the charges were based upon. The Committee heard that some areas fell under statutory set figures, prescribed by legislation. Where the Council had discretion it followed a cost recovery model and case law which generally stated that Councils could not charge more than it cost to administer schemes for licenses. Alcohol and Entertainment licensing charges were set within legislation and the Council did not currently recover its costs for providing the service. It was hoped the Government would change this in the future giving Local Authorities greater discretion for cost-recovery.

Councillor Piccolo referred to section 12.4 of the report and stated he was pleased to see that only the middle tariff had been removed and that he appreciated the distinction between commercial and non-commercial operations had been maintained.

Planning, Transport, Regeneration Overview and Scrutiny Committee

Thursday, 5th January, 2017 7.00 pm

DRAFT MINUTES

The Officer presented the report that set out the charges in relation to the services within the remit of the Transport Planning and Regeneration Overview and Scrutiny Committee. These charges would take effect from the 1 April 2017.

The Officer referred Members to the appendices to the report which highlighted the proposed charges and the proposed deletion of current fees and charges.

The Chair thanked the Officer for the report and requested that members contact officers directly or through democratic services on any specific area related questions that they may have.

The Chair requested that the item on Concessionary Bus Passes was updated to delete the word "REMOVE". The Chair stated that this service would continue as this was a statutory obligation of the Council for vulnerable residents. The Officer clarified by stating that this service would continue and that the existing £10 administration fee would still stand.

The Chair asked for clarification on the NHS Car Parking Permits. The Officer stated there was a demand for spaces currently available and to make people think about how and where they park. Monitoring would continue to ensure spaces are there for those that need them the most and not a disadvantage to residents.

Councillor Smith asked how car park tickets in the borough compared to other boroughs. The Officer stated that these were in line with other councils.

Councillor Redsell asked for clarification on Replacement Bus Passes and how these could be joined up with other operators. The Officer stated that the borough had the best independent bus operator in the country which proved challenging when trying to join up with other outside operators.

Councillor G Rice stated that the council was charging too little for transport development and travel plans and these fees should be increased. The Chair asked how these fees compared to other boroughs. The Officer stated that the fees were comparative to Essex and Southend Councils and that consideration should be given to the diverse range of organisations applying for these services.

Councillor Redsell asked Officer whether paths and cycle ways were being maintained by developments on new estates and what was the council doing to monitor this. The Officer stated that an area the Council were aware and will address in the future was to ensure that developers continued to pay for the continuing maintenance and upkeep of these paths.

**Health and Wellbeing Overview and Scrutiny Committee
Tuesday, 17th January, 2017 7.00 pm**

DRAFT MINUTES

Carl Tomlinson, Finance Manager, presented the report that set out the charges in relation to the services within the remit of the Children's Health and Wellbeing Overview and Scrutiny Committee from the 1 April 2017. This report would be presented to Cabinet in February 2017.

Carl Tomlinson referred Members to the appendix to the report that highlighted the proposed fees and charges in detail.

Councillor Fish asked whether the increase in charges had affected the attendance numbers at the Day Centres. Roger Harris stated that there had been no significant impact on attendance levels following the reduction from 6 to 3 day centres. There were now more sessions available and the services offered had increased. The charges were means tested and that few residents paid the full amount.

Councillor Collins asked the Officers to clarify what the community development charge entailed. Carl Tomlinson stated that this was the hire charges for the South Ockendon Centre.

Ian Evans stated that the Acts quoted in the Diversity and Equality Implications section of the report were incorrect as those Acts were replaced by The Equality Act 2010. The Chair requested that the Democratic Services Officer updated the author of these implications.

**Corporate Overview and Scrutiny Committee
Wednesday, 18th January, 2017 7.00 pm**

DRAFT MINUTES

The Director of Finance & IT presented the report which set out the charges in relation to services within the remit of Corporate Overview and Scrutiny Committee, which would take effect from 1 April 2017.

The Chair expressed his view that the approach seemed sensible and satisfactory.

Children's Services Overview and Scrutiny Committee
Wednesday, 1st February, 2017 7.00 pm

Children's Services Overview & Scrutiny Committee is not due to take place until after the Cabinet papers published. A verbal update will be provided at the meeting.

Housing Overview and Scrutiny Committee
Thursday, 2nd February, 2017 7.00 pm

Housing Overview and Scrutiny Committee is not due to take place until after the Cabinet papers published. A verbal update will be provided at the meeting.

8 February 2017	ITEM: 13 (Decision 01104406)
Cabinet	
Treasury Management Strategy 2017-18	
Wards and communities affected: All	Key Decision: Yes
Report of: Councillor Shane Hebb, Portfolio Holder for Finance & Legal	
Accountable Head of Service: Sean Clark, Director of Finance and IT	
Accountable Director: Sean Clark, Director of Finance and IT	
This report is Public	

Executive Summary

The Treasury Management strategy is a critical component of the way Thurrock Council manages cash-flow. It is also intrinsically linked to the council's ambitions of becoming a more commercial-opportunity focused borough; one where sensible transactions are completed which create revenue returns which can then be allocated to spending on the services Thurrock residents have come to need and expect.

The Chartered Institute of Public Finance & Accountancy (CIPFA) Code of Practice for Treasury Management in Public Services and the Prudential Code requires local authorities to determine the Treasury Management Strategy and Prudential Indicators on an annual basis. The annual strategy also includes the Annual Investment Strategy that is a requirement of the Department for Communities and Local Government Investment Guidance.

In accordance with the above Codes, this report:

- a) sets out the Treasury Management strategy for 2017/18;
- b) confirms the proposed Prudential Indicators for 2017/18; and
- c) sets out the Treasury Management projections for 2017/18.

1 Recommendation(s)

That the Cabinet recommends that the Council:

- 1.1 Approve the Treasury Management Strategy for 2017/18 including approval of the Annual Minimum Revenue Provision (MRP) Statement for 2017/18;
- 1.2 Approve the adoption of the Prudential Indicators as set out in Appendix 1; and
- 1.3 Note the revised 2016/17 and 2017/18 Treasury Management projections as set out in paragraph 2.33.

2 Introduction and Background

- 2.1 The Treasury Management Strategy and Annual MRP Statement are prepared under the terms of the CIPFA Prudential Code for Capital Finance in Local Authorities (the Code) and approval is sought for the adoption of the Prudential Indicators that have been developed in accordance with the Code.
- 2.2 The report also revises the 2016/17 forecast for Interest Receivable from Investments and forecasts the 2017/18 indicative Interest Payable on Borrowing.

Borrowing Activity 2016/17 and 2017/18

- 2.3 The underlying need to borrow for capital purposes, as measured by the Capital Financing Requirement (CFR), together with the level of balances and reserves, are the core drivers of Treasury Management activity. The estimates, based on the current revenue budget and capital programmes are:

	31/3/2017 Estimate £m	31/3/2018 Estimate £m	31/3/2019 Estimate £m
General Fund Borrowing CFR	211,148	210,697	208,377
Housing Revenue Account Borrowing CFR (includes effects of Housing Finance Reform based on current available figures)	193,049	198,286	198,286
Total Borrowing CFR	390,661	408,983	406,663
Less: External Borrowing	400,000	400,000	400,000
Internal/(Over) Borrowing	(10,661)	8,983	6,663
Less: Useable Reserves	8,420	8,840	9,260
Borrowing Requirement	(19,081)	143	(2,597)

- 2.4 The increases above demonstrate the size of the council's capital programme needs in both recent and future years. Repayments of prudential debt are

made through the annual MRP provision and where surplus cash balances are accumulated. However, the amounts needed to finance the capital programme, even just essential operational requirements, are in excess of these repayments.

- 2.5 The Council levels of borrowing and investments are calculated by reference to the Balance Sheet. The Council's key objectives when borrowing money are to secure low interest costs and achieve cost certainty over the period for which funds are required, all underpinned with sound Return on Investment principles. A further objective is to provide the flexibility to renegotiate loans should the Council's long term plans change
- 2.6 In light of the ongoing reductions to Local Government funding, the Council's borrowing strategy focus remains on the balance between affordability and the longer term stability of the debt portfolio. Given the availability of low short term interest rates it is more cost effective to borrow over short term periods or utilise internal balances. The table above shows that it should not be necessary for the Council to borrow further funds above the current levels and this will be monitored on a regular basis by officers to assess the most appropriate form of borrowing. In the short term, these balances are achieving investment returns in excess of costs.
- 2.7 This enables the Council to reduce borrowing costs and reduce the overall treasury risk. While such a strategy may be beneficial over the next 2 to 3 years as official interest rates remain low, it is unlikely to be sustainable in the medium-term. The benefits of internal borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long term borrowing rates are forecast to rise. The Council's advisors, Arlingclose, assist the Council with detailed breakeven analysis to support this assessment. This will help inform whether the Council borrows additional sums at long term fixed rates in 2017/18 with a view to keeping future interest costs low, even if this causes additional costs in the short term.
- 2.8 In addition, the Council may use short term loans (normally up to one month) to enable management of the Council's cash flow and, where possible, generate return on investment
- 2.9 In conjunction with advice from its treasury advisor, the Council will keep under review the following sources for long term and short term borrowing:
 - Public Works Loan Board (PWLB) loans and its successor body;
 - UK Local Authorities;
 - Any institution approved for investments;
 - Any other bank or building society authorised by the Prudential Regulation Authority to operate in the UK;
 - Public and private sector pension funds;
 - Capital market bond investors;
 - UK Municipal Bonds Agency;
 - Special purpose companies created to enable joint local authority bond issues;
 - Local Authority bills; and
 - Structured finance, such as operating/finance leases, hire purchase,

Private Finance Initiative or sale and leaseback.

- 2.10 With regards to debt rescheduling, the PWLB allows Councils to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Some lenders may also be prepared to negotiate premature repayment terms. The Council has in 2016/17 reviewed the debt portfolio to identify opportunities expected to lead to an overall saving or reduction in risk. At this time, it is not financially prudent to take any options of early repayment, owing to early redemption fees.
- 2.11 Borrowing and rescheduling activity will be reported to the Cabinet on a regular basis during 2017/18.
- 2.12 In August 2010 the Council repaid its entire PWLB portfolio of loans (£84 million) to obtain significant interest savings. The re-financing was undertaken by utilising short term funds from the money markets, mainly other Local Authorities, at substantially lower rates than taking longer term fixed debt. To the end of 2015/16 the rescheduling had saved £18.5m of interest cost and is estimated to have saved £21.5m by the end of 2016/17. Currently financing from short term money market debt is expected to continue into 2017/18 and beyond. The inherent risk of this strategy is noted with potentially higher rates and increased debt costs in the future.
- 2.13 The Council retains the ability to fix interest rates. This can be achieved within a matter of days of the decision being made or profiled against the maturity schedule of the short term debt. Current forecasts from the council's advisors, Arlingclose, show no expected official interest rate increase until after March 2020 with the official rate remaining at 0.25% until that time. There is a downside risk to the forecast that rates may hit negative territory in future years, but, the overall forecast is for rates to remain where they are for the foreseeable future. The normalised level of the bank base rate post this period is expected to be between 2.50% to 3.50%.
- 2.14 Based on this outlook, the council may borrow on a short term basis when deemed beneficial to the taxpayer while monitoring interest rates to ensure borrowing is fixed if required.
- 2.15 The Council has £29 million of loans which are LOBO loans (Lenders Option Borrowers Option) where the lender has the option to propose an increase in the interest rate at set dates, following which the Council has the option to either accept the new rate or to repay the loan at no additional cost. All of these loans, excluding one with Barclays, could now be amended at the request of the lender only and, although the Council understands that lenders are unlikely to exercise their options in the current low interest rate environment, there remains an element of refinancing risk. In the event the lender exercises the option to change the rate or terms of the loan, the Council will consider the terms being provided and also repayment of the loan without penalty. The Council may utilise cash resources for repayment or may consider replacing the loan by borrowing from the PWLB or capital markets. Barclays have taken out the option to increase the rate of their loan thereby effectively turning the loan into a fixed rate deal. LOBO loans have become less attractive to Banks and there may be opportunities in the future to redeem

these loans. Officers, along with Arlingclose, will continue to monitor any developments in this area.

- 2.16 On 1 April 2012, the Council notionally split each of its existing long-term loans into General Fund and Housing Revenue Account (HRA) pools. New long-term loans will be assigned in their entirety to one pool or the other. Interest payable and other costs and income arising from long-term loans (e.g. premiums and discounts on early redemption) will be charged or credited to the respective revenue account. The Council will credit interest to the HRA based on the average balances of its reserves and revenue account balance at the average 7 day LIBID rate for the year.
- 2.17 The Council is also undertaking a series of new housing related building schemes utilising borrowing headroom within the HRA debt cap. Current indications are for new borrowing of approximately £25.0m over the next three years that would put the Council's HRA borrowing level close to its debt cap. The Council will therefore manage this programme to keep the HRA borrowing level within the debt cap by utilising other resources such as capital receipts from Council house sales, other cash backed resources, or through bidding for increases to the debt cap where considered prudent.
- 2.18 Finally, there may be significant regeneration programmes to consider investment vehicles for. The need to borrow for investment will be on a case by case basis after considering investment returns, risk and the result of due diligence.

Investments

- 2.19 The Council holds significant invested funds, representing loans received in advance of expenditure plus balances and reserves held. It is envisaged that investment balances held internally will be approximately £15 million at the financial year end. The Council may invest its surplus funds with any of the counterparties detailed in Appendix 2.
- 2.20 The Council held £50m invested in the CCLA Property Fund at the end of 2015/16. The gross return in 2016/17 is estimated to be 5% with income in the region of £2.5m. The council then provided a loan of £15m in 2016/17 to Rockfire Capital to finance their purchase of a Solar Farm. This will return 5% per annum (£0.75m) for four years rising to 8% in year 5. Both will continue into 2017/18.
- 2.21 Local Authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk and to reduce costs or increase income at the expense of greater risk. The general power of competence in Section 1 of the Localism Act 2011 removes much of the uncertainty over Authorities use of standalone financial derivatives. The CIPFA code requires authorities to clearly detail their policy on the use of derivatives in the annual strategy.
- 2.22 The Council will only use standalone derivatives (such as swaps, forward, futures and options) where they can be clearly demonstrated to reduce the Council's overall exposure to financial risks. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account

when determining the overall level of risk. Embedded derivatives, including those present in pooled funds, will not be subject to this policy, although the risks they present will be managed in line with the overall Treasury Management strategy.

- 2.23 Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit. The Local Authority will only use derivatives after seeking expertise, a legal opinion and ensuring officers have the appropriate training for their use.
- 2.24 The Council complies with the provisions of s32 of the Local Government Finance Act 1992 to set a balanced budget.
- 2.25 The needs of the Council's Treasury Management staff for relevant training are assessed as part of the annual staff appraisal process and additionally where the responsibilities of individual members of staff change. Staff attend courses, seminars and conferences provided by the Council's advisors and CIPFA. Corporate Finance staff are encouraged to study for professional accountancy qualifications from appropriate bodies.
- 2.26 The Council has appointed Arlingclose Ltd as Treasury Management advisers and receives specific advice on investments, debt and capital financing issues. The quality of service is assessed by regular review meetings between Arlingclose Ltd and officers from the Council.
- 2.27 The Council may borrow in advance of need where this is expected to provide the best long term value for money. Since amounts borrowed will be invested until spent, the Council is aware it will be exposed to the risk of loss of the borrowed sums and the risk that investment and borrowing rates may change in the intervening period. These risks will be managed as part of the Council's overall management of its treasury risks. The total amount borrowed by the Council will not exceed the Council's Authorised Borrowing Limit as set in the prudential indicators. The maximum period between borrowing and expenditure is expected to be two years, although the Council is not required to link particular loans with particular items of expenditure. Any potential situation will be assessed for suitability as to the overall effect on the Council's treasury position.

Annual Minimum Revenue Provision Statement

- 2.28 Local Authorities are required to prepare an Annual Statement of their policy on making MRP for each financial year. Appendix 3 outlines the assessment of the Council's Annual MRP Statement for 2017/18, which is included in the Annual Strategy in paragraph 2.30.
- 2.29 Officers have reviewed the current strategy and recommend no changes to the 2017/18 strategy.
- 2.30 Consequently the following paragraphs on Borrowing Activity and Investments form part of the Council's Treasury Management Strategy with effect from 1 April 2017:

- 2.30.1 To obtain any long term borrowing requirement from the sources of finance set out in paragraph 2.9;
- 2.30.2 To continue to fund the ex-PWLB debt via short term funds from the money markets unless circumstances dictate moving back into long term fixed rate debt. The borrowing sources mentioned in paragraph 2.9 will then be assessed as to their suitability for use;
- 2.30.3 To repay market loans requiring renewal by realising equivalent amounts of investments. If it is not possible to realise investments then the borrowing sources in paragraph 2.9 will be assessed as to their suitability for use as replacements;
- 2.30.4 To undertake short term temporary borrowing when necessary in order to manage cash flow to the Council's advantage;
- 2.30.5 To reschedule market and PWLB loans, where practicable, to achieve interest rate reductions, balance the volatility profile or amend the debt profile, dependent on the level of premiums payable or discounts receivable;
- 2.30.6 To ensure security and liquidity of the Council's investments and to then optimise investment returns commensurate to those ideals;
- 2.30.7 To contain the type, size and duration of investments with individual institutions within the limits specified in Appendix 2;
- 2.30.8 To move further funds into the CCLA Property Fund or other externally managed funds if it is felt prudent to do so following appropriate due diligence; and in consultation with the Cabinet Member for Finance and Legal.
- 2.30.9 To meet the requirements of the Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 the Council's policy for the calculation of MRP in 2017/18 shall be that the Council will set aside an amount each year which it deems to be prudent and appropriate, having regard to statutory requirements and relevant guidance issued by DCLG. The Council will also consider the use of capital receipts to pay down any MRP incurred; and
- 2.30.10 To ensure all borrowing and investment activities are made with due reference to any relevant Prudential Indicators.

The Prudential Indicators

- 2.31 The Prudential Indicators are monitored by the Council to ensure that capital investment is affordable, prudent and sustainable. The indicators are reassessed annually to ensure their continuing relevance and appropriateness to the Council. The proposed indicators for 2017/18 are set out in Appendix 1 to this report.

Interest Projections 2016/17 Revised and 2017/18 Original

- 2.32 The CIPFA document Treasury Management in the Public Services: Code of Practice places a requirement on the Council to publish estimates relating to the operation of the borrowing and investment function.
- 2.33 The 2016/17 budget and the projected position for 2016/17 as at December 2016 and also an initial projection for 2017/18 are shown in summary format in the table below:

	Budget 2016/17 £000's	Projected 2016/17 £000's	Projection 2017/18 £000's
Interest payable on External Debt			
Debt Interest		3,272.3	3,757.5
Total internal interest		<u>51.0</u>	<u>51.0</u>
Interest payable	<u>2,875.5</u>	<u>3,323.3</u>	<u>3,808.5</u>
Investment Income			
Interest on Investments	<u>-3,145.1</u>	<u>-4,549.9</u>	<u>-5,486.6</u>
Net interest credited to the General Fund	<u>-269.6</u>	<u>-1,226.6</u>	<u>-1,678.1</u>
MRP- Supported/Unsupported Borrowing	<u>4,261.8</u>	<u>4,262.0</u>	<u>5,057.8</u>
	<u>3,992.2</u>	<u>3,035.4</u>	<u>3,379.7</u>

- 2.34 It should also be noted that the figures shown above for 2017/18 include assumptions made about the level of balances available for investment, any anticipated new long term borrowing and the level of interest rates achievable. They may be liable to a significant degree of change during the year arising from variations in interest rates, other market and economic developments, and officers' response to those events.
- 2.35 In accordance with the requirements of the revised CIPFA Treasury Management Code, the Council will report on treasury management activity and the outturn against the treasury related Prudential Indicators at least bi-annually.

3 Issues, Options and Analysis of Options

- 3.1 The strategy of the Council is contained within the body of the report and has been set with consideration of relevant legislation and appropriate guidance. The Prudential Indicators are governed by decisions made on the revenue and capital budgets.
- 3.2 There are two key areas in this report for Members to be particularly mindful of:
- a) The potential for temporary borrowing at significant levels in the future. Officers will continue to monitor this to react to any changes in the economy; and

b) The approach taken to the minimum revenue provision.

4 Reasons for Recommendation

4.1 There is a statutory requirement for a Treasury Management Annual Strategy and the Annual Minimum Revenue Provision Statement to be ratified by Full Council. This report and appendices have been written in line with best practice and the Council's spending plans

5 Consultation (including Overview and Scrutiny, if applicable)

5.1 The Council's Treasury Advisors have been consulted. As set out in section 4, the report is largely based on best practice and the Council's spending plans that have been scrutinised throughout recent months.

6 Impact on corporate policies, priorities, performance and community impact

6.1 Treasury Management plays a significant role in funding the delivery of services to the community. The debt restructuring carried out in August 2010 will have contributed savings in the region of £21.5m by the end of 2016/17. Long term investments are now contributing in excess of £3m per annum and work on MRP created a one off gain of £6m with ongoing savings of £2.5m per annum.

7 Implications

7.1 Financial

Implications verified by: **Chris Buckley**
Treasury Management Officer

The financial implications are included in the main body of the report.

7.2 Legal

Implications verified by: **David Lawson**
Deputy Head of Legal & Deputy Monitoring Officer

The report is in accordance with the Local Government Act 2003, related secondary legislation and other requirements including the Prudential Code.

Publication of the strategies is a statutory requirement and conforms to best practice as required by the CIPFA Code of Practice.

7.3 Diversity and Equality

Implications verified by: **Rebecca Price**
Community Development Officer

There are no direct diversity implications noted in this report

7.4 Other implications (where significant) – i.e. Section 17, Risk Assessment, Health Impact Assessment, Sustainability, IT, Environmental

- Not applicable

8 Background papers used in preparing the report (including their location on the Council's website or identification whether any are exempt or protected by copyright):

- Revised CIPFA Prudential Code
- Revised draft ODPM's Guidance on Local Government Investments
- Revised CIPFA's Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes
- Treasury Management Policy Statement
- 2016/17 Annual Investment Strategy
- Arlingclose's Investment Review.

9. Appendices to the report

- Appendix 1 – Prudential Indicators
- Appendix 2 – Specified and Non-Specified Investments
- Appendix 3 – Annual Minimum Revenue Provision Statement

Report Author:

Chris Buckley

Senior Financial Accountant

Corporate Finance

PRUDENTIAL INDICATORS 2016/17 TO 2018/19

The following prudential indicators are recommended to the Council.

A. Prudential indicators for Affordability

In demonstrating the affordability of its capital investment plan the Council must:

- Determine the ratio of financing costs (e.g. capital repayments, interest payments, investment income) to net revenue stream for both the Housing Revenue Account (HRA) and non-HRA services for a 3 year period.
- Determine the incremental impact on the Council tax and housing rents (in both instances the scope for increases is governed by the Government's ability to limit council tax increases and the current restriction on council rents).

Indicator A1 sets out the ratio of financing costs to net revenue stream. The estimates of financing costs include current commitments and the proposals in this budget report.

A1: Prudential indicator – Estimates of the ratio of financing costs to net revenue stream 2017/18 to 2019/20

Indicator	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Non HRA	5.60%	4.98%	5.59%
HRA	13.40%	13.60%	13.80%

Indicators A2 and A3 set out the estimated incremental impact on both the levels of council tax (Band D equivalent) and housing rents of the recommended capital investment plans and funding proposals. The impact has been calculated using the latest projections on interest rates for both borrowing and investments. The impact does not take account of government support included for new borrowing within the formula spending share and housing subsidy.

A2: Prudential indicator – Estimates of the incremental impact of the new capital investment decisions on the council tax 2017/18 to 2019/20

Indicator	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Additional annual Council Tax requirement	Waiting on revised MTFS		

A3: Prudential indicator – Estimates of the incremental impact of the new capital investment decisions on the average weekly housing rents 2017/18 to 2019/20

Indicator	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Addition in average weekly housing rent	£3.34	£8.06	£11.14

B. Prudential indicators for Prudence

B1: Prudential indicator – Gross debt and the capital financing requirement

This is a key indicator of prudence. In order to ensure that over the medium term debt will only be for a capital purpose, the local authority should ensure that debt does not, except in the short term, exceed the total of the capital financing requirement in the preceding year plus estimates of any additional capital financing requirement for the current and next two financial years.

If in any of these years there is a reduction in the capital financing requirement, this reduction is ignored in estimating the cumulative increase in the capital financing requirement which is used for comparison with gross external debt.

The Director of Finance and IT reports that the Council had no difficulty meeting this requirement in 2016/17, nor is there any difficulties envisaged in future years. This view takes into account current commitments, existing plans and the proposals in the approved budget.

Where the gross debt is greater than the capital financing requirement the reasons for this should be clearly stated in the annual treasury management strategy.

The table below shows the projected position from 31 March 2016.

Indicator	Estimate £'000
CFR at 31/3/16	327,980
Increase in 16/17	29,258
Increase in 17/18	46,959
Increase in 18/19	4,786
Total CFR	408,984
Gross Debt	400,000

C. Prudential indicator for Capital Expenditure

Elsewhere in this agenda is a recommendation for the capital investment plans for the Council over the next three years. Indicator C1 summarises the recommendations within that report. Indicator C2 sets out the estimates of the capital financing requirement over the same period.

C1: Prudential indicator – Estimates of total capital expenditure 2017/18 to 2019/20

Indicator	2017/18 Estimate £'000	2018/19 Estimate £'000	2019/20 Estimate £'000
Total Non HRA	53,940	16,744	15,021
Total HRA	13,500	6,500	1,714
Total Programme	67,440	23,244	16,735

In considering the capital investment plan the Council had regard to a number of key issues, namely:

- affordability, e.g. implications for council tax/housing rents
- prudence and sustainability, e.g. implications for external borrowing
- value for money, e.g. option appraisal
- stewardship of assets, e.g. asset management planning
- service objectives, e.g. strategic planning for the Council
- practicality, e.g. achievability of the forward plan.

C2: Prudential indicator – Estimates of capital financing requirement 2017/18 to 2019/20

Indicator	2017/18 Estimate £'000	2018/19 Estimate £'000	2019/20 Estimate £'000
HRA	193,049	198,286	198,286
Non-HRA	211,148	210,697	208,377
Total			

The estimates are based on the financing options included in the recommended capital investment programme. The estimates will not commit the Council to particular methods of funding – the actual funding of capital expenditure will be determined after the end of the relevant financial year.

The Council has a number of daily cashflows, both positive and negative, and manages its treasury position in terms of its borrowings and investments in accordance with the approved treasury management strategy and practices. In day to day cash management no distinction can be made between revenue cash and capital cash. External borrowing arises as a consequence of all the financial transactions of the Council and not simply those arising from capital spending. It is possible external debt could exceed the capital financing requirement in the short term.

D. Prudential indicators for External Debt

A number of prudential indicators are required in relation to external debt

D1: Prudential indicator – Authorised limit 2017/18 to 2019/20

Indicator	2017/18 Estimate £'000	2018/19 Estimate £'000	2019/20 Estimate £'000
Borrowing	558,521	563,521	568,521
Other Long Term Liabilities	800	600	400
Total	559,321	564,121	568,921

The authorised limit is the aggregate of gross borrowing (i.e. before investment) and other long term liabilities such as finance leases. In taking its decisions on the budget report the Council is asked to note that the authorised limit determined for 2017/18 in the above table is a statutory limit required to be determined by full Council under section 3(1) of the Local Government Act 2003.

The authorised limits are consistent with the Council's current commitments, existing plans and the proposals in the budget report for capital expenditure and financing, and with its approved treasury management policy statement and practices. The Director of Finance and IT confirms that they are based on the estimate of most likely, prudent but not worst case scenario, with in addition sufficient headroom over and above this to allow for operational management, for example unusual cash movements. Risk analysis and risk management strategies have been taken into account, as have plans for capital expenditure, estimates of the capital financing requirement and estimates of cashflow requirements for all purposes.

D2: Prudential indicator – Operational boundary 2017/18 to 2019/20

Indicator	2017/18 Estimate £'000	2018/19 Estimate £'000	2019/20 Estimate £'000
Borrowing	508,521	513,521	518,521
Other Long Term Liabilities	800	600	400
Total	509,321	514,121	518,921

The operational boundary is based on the authorised limit but without the additional headroom. The operational boundary represents a key management tool for in-year monitoring by the Director of Finance and IT. As with the authorised limit figures for borrowing (gross) and other long term liabilities are separately identified.

The authorised limit and operational boundary separately identify borrowing from other long-term liabilities. It is recommended that Council delegate authority to the Director of Finance and IT, within the total limit for any individual year, to effect movement between the separately agreed limits for borrowing and other long term liabilities, in accordance with option appraisal and best value for money for the Council. Any such changes made will be reported to the Council at its next meeting following the change.

D3: Prudential indicator – HRA Limit on Indebtedness Under Self Financing

This is known as the Debt Cap and is the absolute level of debt permitted under Self Financing Regulations. The debt cap was set at £188.141m which means debt attributable to the HRA cannot exceed this figure. Agreement to increase the debt cap to borrow by £11.58m in 2015/16 was approved by the DCLG, giving a revised debt cap £199.721m. At 31 March 2016 the Council had total HRA borrowing of £160.9m and the figure will be the same as at 31 March 2017.

E. Prudential indicators for Treasury Management

A number of prudential indicators are required in respect of treasury management. The indicators are based on the Council's treasury management strategy and take into account the pre-existing structure of the Council's borrowing and investment

portfolios.

E1: Prudential indicator – the Council has adopted the “CIPFA Code of Practice for Treasury Management in the Public Services” within its Financial Standing Orders.

The Council has adopted the code within the financial standing orders and monitors the treasury management function to ensure it continues to meet the specified requirements.

E2: Prudential indicators – Upper limits on interest rate exposure 2017/18 to 2019/20

Indicator	2017/18	2018/19	2019/20
Upper limit on fixed interest rate exposure	100%	100%	100%
Upper limit on variable interest rate exposure	50%	50%	50%

This indicator specifies the limits on the proportion on the Council net outstanding principal sums (i.e. net of investments) with fixed interest payments and variable interest payments.

The upper limit of 100% is a consequence of the Council maintaining an investment portfolio. Indicator E2a exemplifies the indicator over borrowing and investment.

E2a: Prudential indicators (supplemental) – Upper limits on interest rate exposure 2017/18 to 2019/20

Indicator	2017/18	2018/19	2019/20
Upper limit on borrowing – fixed rate exposure	100%	100%	100%
Upper limit on borrowing – variable rate exposure	50%	50%	50%
Upper limit on investments – fixed rate exposure	100%	100%	100%
Upper limit on investments – variable rate exposure	50%	50%	50%

Indicator E2a is supplemental to Indicator E2 and shows separately the maximum limits for both borrowing and investments. The indicator is not a requirement of the prudential code but it does show more clearly the interest rate exposure limits within which borrowing and investments will be managed.

E3: Prudential indicator – Upper and lower limits on the maturity structure of borrowing 2017/18

	Upper Limit	Lower Limit
under 12 months	100%	0%
12 months and within 24 months	60%	0%
24 months and within 5 years	60%	0%
5 years and within 10 years	60%	0%
10 years and within 20 years	60%	0%
20 years and within 30 years	60%	0%
30 years and within 40 years	60%	0%
40 years and within 50 years	100%	0%
50 years and above	100%	0%

The limits in Indicator E3 represent the amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate at the start of the period.

E4: Prudential indicator – Principle sums invested for periods longer than 364 days

Indicator	2017/18	2018/19	2019/20
	£'000	£'000	£'000
Limit	100,000	100,000	100,000

This is the limit that the Council can have in investments that are for greater than one year. The council will have £65m as at 31 March 2017 and this provides headroom for further investments should opportunities arise.

E5: Prudential indicator – Credit Risk:

The Council employs Treasury advisors (Arlingclose) who provide monthly updates that consider security, liquidity and yield in that order, when making investment decisions. Credit ratings remain an important element of assessing credit risk, but, they are not a sole feature in the Council's assessment of counterparty credit risk. The Council also considers alternative assessments of credit strength and information on corporate developments and market sentiment towards counterparties. The following key tools are used to assess credit risk:

- Published credit ratings of the financial institution (minimum BBB- or equivalent) and its sovereign (minimum AA+ or equivalent for non-UK sovereigns);
- Sovereign support mechanisms;
- Credit default swaps (where quoted);

- Share prices (where available);
- Economic fundamentals, such as country's net debt as a percentage of its GDP;
- Corporate developments, news, articles, market sentiment and momentum; and
- Subjective overlay

The only indicators with prescriptive values remain to be credit ratings. All other indicators of creditworthiness are considered in relative rather than absolute terms

Approved Investment Counterparties:

Credit Rating	Banks/Building Societies Unsecured		Bank/Building Societies Secured		Government		Corporates		Registered Providers	
	Amount	Period	Amount	Period	Amount	Period	Amount	Period	Amount	Period
UK Govt	N/A	N/A	N/A	N/A	£unlimited	50 years	N/A	N/A	N/A	N/A
AAA	£10m	5 years	£20m	20 years	£20m	50 years	£10m	20 years	£10m	20 years
AA+	£10m	5 years	£20m	10 years	£20m	25 years	£10m	10 years	£10m	10 years
AA	£10m	4 years	£20m	5 years	£20m	15 years	£10m	5 years	£10m	10 years
AA-	£10m	3 years	£20m	4 years	£20m	10 years	£10m	4 years	£10m	10 years
A+	£10m	2 years	£20m	3 years	£10m	5 years	£10m	3 years	£10m	5 years
A	£10m	1 year	£20m	2 years	£10m	5 years	£10m	2 years	£10m	5 years
A-	£7.5m	13 months	£15m	13 months	£10m	5 years	£10m	13 months	£10m	5 years
BBB+	£5m	6 months	£10m	6 months	£5m	2 years	£5m	6 months	£5m	2 years
BBB	£5m	100 days	£10m	100 days	N/A	N/A	N/A	N/A	N/A	N/A
BBB-	£5m	100 days	£10m	100 days	N/A	N/A	N/A	N/A	N/A	N/A
None	£5m	6 months	N/A	N/A	£5m	25 years	N/A	N/A	N/A	N/A

Pooled Funds ,External Fund Managers and any other investment vehicle approved by the Section 151 Officer – Decisions are based on each individual case following appropriate due diligence work being undertaken

The above limits are the maximum that the Council would expect to have in place at any time. However, in practice the actual duration limits in place are continually assessed in conjunction with Arlingclose and are often much shorter than the limits in the above table.

Credit ratings: Investment decisions are made by reference to the lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used.

Banks and Building Societies Unsecured: Accounts, deposits, certificates of deposit and senior unsecured bonds. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail.

Banks and Building Societies Secured: Covered bonds, reverse repurchase agreements and other collateralised arrangements. These investments are secured on the bank's assets, which limits the potential loss in the unlikely event of insolvency and means that they are exempt from bail-in. Where there is no investment specific credit rating, but, the collateral upon which the investment is secured has a credit rating, the highest of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

Government: Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multi development banks. These investments are not subject to bail-in and there is an insignificant risk of insolvency. Investments with the UK Central government may be made in unlimited amounts for up to 50 years.

Corporates: Loans, bonds and commercial paper issued by companies other than banks and registered providers. These investments are not subject to bail-in, but, are exposed to the risk of the company going insolvent.

Other Organisations – The Council may also invest cash with other organisations, for example making loans to small businesses as part of a diversified pool in order to spread the risk widely. Because of the higher perceived risk of unrated businesses such investments may provide considerably higher rates of return.

Registered providers: Loans and bonds issued by, guaranteed by or secured on the assets of Registered Providers of Social Housing, formerly known as Housing Associations. These bodies are tightly regulated by the Homes and Community Agency and as providers of public services they retain a high likelihood of receiving Government support if needed.

Pooled Funds: Shares in diversified investment vehicles consisting of any of the above investment types plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks coupled with the services of a professional fund manager in return for a fee. Money market funds that offer same-day liquidity and aim for a constant net asset value will be used as an alternative to instant access bank accounts while pooled funds whose value changes

with market prices and/or have a notice period will be used for longer investment periods.

Bond, equity and property funds offer enhanced returns over the longer term, but, are more volatile in the short term. These allow authorities to diversify into asset classes other than cash without the need to own and manage the underlying investments. These funds have no defined maturity date but are available for withdrawal after a notice period. As a result their performance and continued suitability in meeting the authority's investment objectives will be monitored regularly and decisions made on entering such funds will be made on an individual basis.

Risk assessment and credit ratings: Credit ratings are obtained and monitored by the authorities' treasury advisers who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- No new investments will be made
- Any existing investment that can be recalled or sold at no cost will be, and
- Full consideration will be given to the recall or sale of all other investments with the affected counterparty.

Where a credit rating agency announces that a credit rating is on review for possible downgrade so that it may fall below the approved rating criteria then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks which indicate a long-term direction of travel rather than an imminent change of rating.

Other information on the security of investments: The Council understands that credit ratings are good but not perfect predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests including credit default swap prices, financial statements, information on potential government support and reports in the quality financial press. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may meet the credit rating criteria.

When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2011, this is not generally reflected in credit ratings, but, can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the authorities cash balances then the surplus will be deposited with the UK Government via the Debt Management Office or invested in treasury bills for example or with other local authorities. This will cause

a reduction in the level of investment income earned, but, will protect the principal sum.

Specified Investments

Specified investments will be those that meet the criteria in the CLG Guidance, i.e. the investment:

- is sterling denominated;
- has a maximum maturity of one year;
- meets the “high credit quality” as determined by the Council or is made with the UK government or is made with a local authority in England, Wales, Scotland or Northern Ireland or a parish or community council; and
- The making of which is not defined as capital expenditure under section 25(1)(d) in SI 2003 No 3146 (i.e. the investment is not loan capital or share capital in a body corporate).

The Council defines ‘high credit quality’ organisations and securities as those having a credit rating of BBB- or higher that are domiciled in the UK or a foreign country with a sovereign rating of AA+ or higher. For money market funds and other pooled funds ‘high credit quality’ is defined as those having a credit rating of A- or higher

Non-specified Investments

Any investment not meeting the definition of a specified investment is classed as non-specified. The Council does not intend to make any investments denominated in foreign currencies, nor any that are defined as capital expenditure by legislation, such as company shares

Non-Specified Investment Limits

	Cash Limit
Total Long Term Investments	£100m
Total Investments without credit ratings or rated below A- with appropriate due diligence having been performed	£70m
Total Investments in foreign countries rated below AA+	£30m
Maximum total non-specified investments	£200m

Investment Limits

The maximum that will be lent to any one organisation in the Approved Investment Counter Party list (except the UK Government) is £20m. For other investments approved by the Section 151 Officer the amount to be invested will be determined by the Section 151 Officer, taking into account the relevant merits of the transaction such as duration, risk etc following due diligence work undertaken. A group of banks under the same ownership, a group of funds under the same management, brokers nominee accounts, foreign countries and industry sectors will all have limits placed on them as in the table below:

	Cash Limit
Any single organisation, except the UK Central Government	£20m each
UK Central Government	unlimited
Any group of organisations under the same ownership	£40m
Any group of pooled funds under the same management	£50m
Any external Fund Manager	£75m
Negotiable instruments held in a brokers nominee account	£20m
Foreign countries (total per country)	£30m
Registered Providers in total	£30m
Building Societies in total (excluding overnight investments)	£40m
Loans to small businesses	£20m
Money Market Funds	£40m
Investments approved by the Section 151 Officer	Reviewed for each case

Liquidity Management

The Council maintains a cash flow spreadsheet that forecasts the Council's cash flows into the future. This is used to determine the maximum period for which funds may be prudently committed. The forecast is compiled on a pessimistic basis, with receipts under estimated and payments over estimated to minimise the risk of the Council having to borrow on unfavourable terms to meet its financial commitments.

THE MINIMUM REVENUE PROVISION STATEMENT

Introduction:

The rules for Minimum Revenue Provision (MRP) were set out in the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003. These rules have now been revised by the Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008.

Authorities are required to submit to a meeting of their Council an annual statement of their policy on making MRP.

Background:

Each year the Council borrows money in order to finance some of its capital expenditure. The loans taken out for this purpose, unlike a mortgage which is repaid in part each month, are fully repayable at a future point in time. The repayment date is chosen to secure the best financial result for the Council.

The concept of Minimum Revenue Provision was introduced in 1989 to prescribe a minimum amount which must be charged to the revenue account each year in order to make provision to meet the cost of repaying that borrowing.

The detailed rules and formulae to be used in the more recent method of calculation were laid down in the Regulations mentioned in the introduction section.

This system has now been radically revised and requires an annual statement to full Council setting out the method the Council intends to adopt for the calculation of MRP.

Issues And/Or Options:

Under the old regulations Local Authorities were required to set aside each year, from their revenue account an amount that, in simple terms equalled approximately 4% of the amount of capital expenditure financed by borrowing. Local Authorities had no freedom to exercise any discretion over this requirement.

The amendment regulations introduce a simple duty for an authority each year to set aside an amount of MRP which it considers to be 'prudent'. The regulation does not define a 'prudent provision' but the MRP guidance makes recommendations to authorities on the interpretation of that term.

The MRP guidance document is a statutory document and authorities are obliged by section 21 of the Local Government Act 2003 to have regard to such guidance. The guidance aims to provide more flexibility and in particular for development schemes it is possible to have an MRP "holiday" for assets or infrastructure under construction.

In addition, it is accepted that where there is capital expenditure that will give rise to a capital receipts, either through the disposal of the asset or loan repayments, then

there is no need to set aside MRP on an annual basis but that the capital receipt or loan repayments be set aside on receipt for that purpose.

The operative date of the change was 31 March 2008, which means the new rules have applied since the financial year 2007/08.

The Annual MRP Statement

As stated above, Local Authorities are required to prepare an annual statement of their policy on making MRP for submission to their full Council. This mirrors the existing requirements to report to the Council on the Prudential borrowing limits and Treasury Management strategy. The aim is to give elected Members the opportunity to scrutinise the proposed use of the additional freedoms conferred under the new arrangements. The statement must be made before the start of each financial year.

The statement should indicate how it is proposed to discharge the duty to make prudent MRP in the financial year in question for the borrowing that is to take place in that financial year. If it is ever proposed to vary the terms of the original statement during any year, a revised statement should be put to Council at that time.

The guidance includes specific examples of options for making a prudent provision. The aim of this is to ensure that the provision to repay the borrowing is made over a period that bears some relation to the useful life of the assets in question or where a capital receipt will be received to repay the debt in part or in full.

The current approach to the calculation of MRP is that the total of all supported borrowing is written down over a period of 50 years on an equal annual instalment basis and that any unsupported borrowing is written down over the expected life of the asset on an annuity calculated basis.

Proposals

To amend the Minimum Revenue Provision Policy Statement for 2017/18:

- In accordance with the Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 the Council's policy for the calculation of MRP in 2017/18 shall be that the Council will set aside an amount each year which it deems to be prudent and appropriate, having regard to statutory requirements and relevant guidance issued by DCLG; and
- The Council will also consider the use of capital receipts to pay down any MRP incurred.

The policy will be reviewed on an annual basis.

8 February 2017	ITEM: 14 (Decision 01104407)
Cabinet	
HRA Business Plan and Budgets 2017/18	
Wards and communities affected: All	Key Decision: Key
Report of: Councillor Robert Gledhill, Leader and Portfolio Holder for Housing	
Accountable Head of Service: John Knight, Head of Housing	
Accountable Director: Roger Harris, Corporate Director of Adults, Housing and Health	
The Report is Public	

Executive Summary

This report sets out the base position after developing a new HRA Business Plan for 2017/18 onwards and in turn the HRA Budgets for 2017/18. The HRA needs to be financially viable whilst being able to continue to deliver the Council's housing priorities. We are still awaiting clarity around previously announced government proposals and the Housing White paper due shortly should give greater clarity that will allow the HRA Business Plan and budgets to be further developed and refined.

The continuation of the government's rent reduction policy reduces the resources available in the HRA and as a result other ways of generating additional resources have been explored. The introduction of service charges for tenants will ensure more tenants are contributing correctly for the services they directly receive.

A review of the housing service, including all activities funded by the HRA, is currently underway. It is anticipated that the review will identify areas where efficiencies and improvements can be made in HRA activities thereby freeing up resources for reinvestment in the service. These will be reflected in further updates to the Business Plan.

Recommendations need to be made to Cabinet regarding the assumptions in the HRA Business Plan and the setting of the 2017/18 Budgets.

1. Recommendations:

1.1 That the assumptions included in the HRA Business Plan be noted.

1.2 That the budgets for 2017/18 be agreed.

- 1.3 That the HRA New Build programme maximises the use of Right to Buy (RTB) Receipts in place of Homes and Communities Agency funding.
- 1.4 That growth for revenue repairs and capital investment is agreed.
- 1.5 That a 3% increase to all existing tenant charges is agreed in line with the Council's increases to Fees and Charges.
- 1.6 That tenants receiving certain housing management services be consulted on the phased introduction of service charges, which are currently only levied on leaseholders, with a final report back to Cabinet in April.
- 1.7 That tenants are consulted on the phased extension of the inclusive Sheltered Support Charge to all tenants with a final report back to Cabinet in April.

2. Issues, Options and Analysis of Options

2.1 This report sets out the 2017/18 Budgets for the Housing Revenue Account (HRA) along with the proposals for rent and service charges. The main changes are discussed within the report. The report identifies the changes within the budgets between 2016/17 and 2017/18.

2.2 The HRA 2017/18 budgets have been compiled in accordance with the 30 Year HRA Business Plan. This takes into account the long term strategy for the financial viability of the service. The Business Plan sets out how the Council will manage all aspects of its HRA services using the income raised locally through council rents and other sources of HRA income for revenue and capital purposes. The Business Plan:

- Sets out how the Council will deliver its housing commitments financially via a Self-Financing HRA as required
- Lists the main financial assumptions in the plan
- Sets out the main risks and how they will be managed

2.3 Base Model – Assumptions and Factors

The HRA Business Plan current Base Model reconciles to the 2016/17 HRA budget. The following assumptions are included in the Base Model in order to ensure the Business Plan is fit for purpose.

2.4 Revenue Budgets and Base Position

The current 2016/17 budgets are included as the base year in the plan. These reconcile to the Budget outlined in the Cabinet Report of February 2016.

2.5 Inflation

Inflation has been included at 1% for salaries, 1.5% for repairs linked to contractual uplifts and 0% for all other costs across the life of the Business Plan.

2.6 Rents

In line with the governments rent policy a 1% reduction has been applied to all rents for 2017/18 and the following two years (2018/19 and 2019/20) with a 1% increase thereafter. Affordable rents inclusive of service charges being applied to all New Build properties are capped at 70% of market value which was agreed by Cabinet in December 2015 with new lettings post April 2017 limited to Local Housing Allowance levels. The average weekly rents for 2017/18 by bedroom size are set out below.

Bedroom Size	No of Properties	2017/18 Average Rent
Bedsits	241	£58.60
1	2,832	£72.51
2	2,308	£79.18
3	4,367	£98.67
4	201	£110.96
5	6	£112.96
6	2	£120.51
Grand Total/average rent	9,957	£86.00

2.7 Tenants Service Charges

In addition to the general services provided to all tenants and leaseholders councils provide a range of specific services for particular groups of dwellings, i.e. high, medium and low rise flats and other dwellings with communal facilities. These services include communal lighting (and in some cases communal heating), door entry systems, lift maintenance and maintenance for the grounds within the curtilage of the block or group of dwellings. Councils are entitled to recover the costs of these services from all users but at present we only recover the charges for these services from leaseholders and not from tenants. The costs of providing these services is considerable, over £2m in the current financial year of which only £60k is currently recovered from leaseholders, and the pressures on the HRA, has brought the question of charging tenants into focus. The council should also consider the equity of charging leaseholders for these services but not charging tenants living in the same group of dwellings and getting the same services.

Other Councils charge tenants for the costs of a range of services depending on locally delivered services via the HRA. Basildon, Havering, Barking and Dagenham and Medway all charge their tenants and leaseholders for a range of services in order to recover costs.

Service	Basildon	Havering	B&D	Medway
Existing Service Charges				
Caretaking	Yes	Yes	Yes	Yes

Concierge	No	Yes	Yes	No
Proposed Service Charges				
Lift Maintenance	No	No	No	No
Door Entry	No	Yes	No	No
Communal Electricity	Yes	No	Yes	Yes
Grounds Maintenance	No	Yes	Yes	Yes

The council has two main options; i) continue with the current arrangements and only charge leaseholders the actual costs of the services provided, and ii) introduce service charges for tenants as well. If introducing charges for tenants the council can do so immediately or on a phased cost or time basis.

Option 1 – continue with the current arrangements

This option perpetuates the differential between leaseholders and tenants and accepts that the wider tenant body subsidises those living in homes with communal facilities, at a time when the overall level of resources is reducing with the commensurate effect on service delivery and investment.

Option 2 – introduce service charges for tenants in one go

This option is the most fair and transparent in that all service users will pay the same charge for the same service. Service charges are eligible for Housing Benefit and the housing element of Universal Credit and those households with limited income and in receipt of benefit will be helped with the additional cost. Applying the service charges to all services users immediately will bring in an additional £1.9m p.a. into the Housing Revenue Account to cover costs currently borne by all HRA rents. The impact on tenants would however be potentially severe without some phasing of these extra costs for which they have not previously been charged, and the HRA budget can be modelled against an increasing amount per year, with full charges then remaining in place over the longer term, rather than it being necessary to apply the full levy immediately.

Option 3 – introduce service charges on a phased basis

This option addresses the inequity of leaseholders paying for services that tenants do not, but balances this with recognition that the new charges are significant and that tenants need time to adjust their budgeting for these additional liabilities. Option 3 is the recommended option.

Service Charges for 2017/18

The table below shows the total cost of providing lift maintenance, door entry, communal electricity and grounds maintenance services to tenants and leaseholders in 2016/17. Of the total of just over £2.025m costs this year £60k is recovered from the Council's 823 Leaseholders but the remaining

£1.9m is not currently recovered from the tenants who receive these additional services.

Service	2015/16 Actuals	Leaseholder Charges	Residual (Potential Income)
	£	£	£
Lift Maintenance	118,453	4,149	114,304
Door Entry	483,625	5,967	477,658
Communal Electricity	366,796	31,038	335,758
Sub- total	968,874	41,154	927,490
Grounds Maintenance	1,056,811	19,321	1,037,720
Grand Total	2,025,685	60,475	1,965,210

The service charges described above are all currently eligible for Housing Benefit and for the housing Element of Universal Credit. At the beginning of this financial year 48% of tenants were in receipt of full or partial housing benefit. There are currently 9,800 tenancies.

Charging Proposals for Service Charges

It is suggested that service charges are phased in from 2017/18 and that a service charge of £5.00 per week be levied to tenants from 2017/18 for grounds maintenance. The services directly provided to tenants are continually reviewed and monitored to ensure they offer value for money.

In Year 1 introducing actual costs for three of the proposed service charges will deliver additional income of approximately £470k into the HRA and in Year 2 approximately £1.2m. Based on current costs introducing service charging fully for all the services shown above in Year 3 would bring in additional resources to the HRA of circa £1.9m per annum.

Draft Proposed Charges 2017/18 Year 1

Service	Phased Charge Year 1 per week
	£
Lift Maintenance	0.97
Door Entry System	1.11
Communal Electricity	0.71
Sub Total	2.79
Grounds Maintenance	5.00
Total	7.79

In total it is estimated that 3,210 tenants will be affected by the introduction of the first three new service charges shown above in Year 1 with the majority paying for two of the three service charges proposed. Approximately 58% of these tenants are on full or partial Housing Benefit. The maximum weekly

increase for a tenant not in receipt of benefits it would be £7.79 in 2017/18. An analysis of services (Lift Maintenance, Door Entry System, Communal Electricity) provided by location indicates that there are approximately 634 properties where one charge will apply, and approximately 1,816 where two will apply.

Work is still ongoing with regard to establishing who should be paying Grounds Maintenance and how much income the interim charge in 2017/18 would generate along with refinement of the data sets for all service charges. Whilst tenants will see an increase in their weekly service charges this will be partially offset by the 1% rent reduction reducing the overall impact.

All tenants affected by the changes will be consulted in accordance with the requirements of the Housing Act 1985 and the provisions of our own tenancy agreement. It is proposed to send a preliminary notice setting out the reasons for the changes and inviting tenants to give their views, prior to issuing a final variation after the consultation period of 28 days if the decision is to proceed. The preliminary letter will include an assurance that the charges in question can be included in 'eligible rents' for both Housing Benefit and the Housing element of Universal Credit. The outcome of the consultation will be referred to Cabinet in April 2017 for final agreement.

Sheltered Service Charges

The Sheltered Housing Service is focused on the provision of enhanced housing management. We have reconsidered the current charging arrangements that were introduced in 2014. Under the current arrangements a weekly "Sheltered Charge" of £8 is applied only to new sheltered housing tenants. The current cost of the sheltered housing service is approximately £1.3m per annum. It is proposed to increase the HRA contribution by charging all Sheltered Housing tenants a weekly Support Charge towards the cost of the service. The support charge will fund the Enhanced Housing Management element of the service provision as Housing Management is covered by rent. A charge in the region of approximately £15 per week would cover costs related to delivering the service in the HRA of £900k per annum and allow the HRA to break even. 71% of Sheltered Tenants are on full or partial Housing Benefit.

Other local authorities and Housing Providers charge between £15 and £25 per week for an enhanced Housing Management Service to Sheltered tenants. Basildon Council charge £17.77 per week to all Sheltered Tenants. It is proposed to introduce a charge to all Sheltered tenants over a phased period of 3 years. The charge in 2017/18 will be £5 per week, in 2018/19 £10 per week and the full charge of £15 will apply from 2019/20.

The Housing Overview and Scrutiny Committee on 13th December 2016 were concerned about the impact of both the extension of Service Charges to some general needs tenants and the extension of Sheltered Service Charges to all Sheltered Residents, and requested that officers go back and look at

alternative ways to reduce expenditure and/or generate additional resources in the HRA. Consideration has been given to not applying these charges, but we have concluded, a) that in order to deliver satisfactory services to tenants and leaseholders and to continue to invest both in the current HRA stock and in building new homes, all the expenditure detailed in the budget is required, and b) that the phased extension of service charges is the most appropriate means of generating the required additional revenue. Tenants in both categories will in future pay for all of the services they directly receive, with the costs no longer being met by those not receiving a specific service. Rent levels including the charges will still be well below both the Affordable Rents charged by Housing Associations, and rents in the private sector. Help with these additional housing costs is available to those who need it, as the charges can be included in the rent levels used to assess benefits. The service will work intensively with any tenants who may have difficulty paying their rents after the increase to ensure that they access all the support available. Work is in progress to identify which tenants should pay each charge, and factor in any impact of the benefit cap and the introduction of Universal Credit on these tenants – full be reported to Cabinet in April.

2.8 CCTV Admin Charge

Some limited additional revenue from other sources has also been identified. It is proposed from 1st April 2017 to charge an Admin Fee of £50 for Third Party CCTV requests from Solicitors, Insurance Companies etc but excluding requests from the Police or the Council. This fee will cover investigation, download of footage and burning CCTV evidence including up to 4 hours CCTV Operators time spent.

2.9 Transforming Homes

In 2015/16 the Transforming Homes outturn was £19.59m against the overall budget of £58.4m spread across the remaining 6 years of the programme. A mid-term financial review of the programme has highlighted after a review of the financial management of the programme that additional funding will be required in the region of £10.4m, compared to the budgets agreed by Cabinet in December 2015. This is required to achieve the full internal programme by 2019 and the external programme by 2021. This has been reflected in the Business Plan. There are a number of reasons for this which include:

- A number of high cost properties that have required extensive structural works such as underpinning. An example of this is a terrace of 9 properties carried out in year 1 of the programme at a cost in excess of over £500k. The unit rate for remedial works is varied because they differ significantly in scope. In the current financial year the programme will complete 15 such properties at an average unit cost of circa £21k, based on this year's trend, we estimate that approximately 53 such properties are likely to require works over the remainder of the programme.

- High level of spend on voids requiring major works to bring them up to a lettable standard. The original budget did not consider the additional cost of voids over a standard transforming homes internal refurbishment. Over the last 3 years void refurbishment has required on average £7,800 additional investment per property completed. Whilst the total spend on voids has been reducing both in terms of the number required and the unit costs, there will be a continued requirement, this has been established as an additional budget of £4.042m over the remainder of the programme to year 8.
- Higher than anticipated spend on combatting damp and mould. A £2m allowance was included for these works over the life of the programme. Following detailed surveys of the properties, the programme has exceeded this allowance by £522k to date. We are projecting a further £1.3m over the remaining properties, which represents a budget pressure of £1.8m on the whole programme.
- Funding required for the energy efficiency works. It was not originally anticipated that investment would be required from the Transforming Homes budget. In order to benefit from the energy company contributions available the programme has so far invested £1.6m. This has seen 342 properties benefit from external wall insulation so far. Moving forward the programme makes allowance for further investment of £2m across the life of the programme to enable the Council to take full advantage of further energy company contributions for this type of energy efficiency work.
- Fire Safety Works were not part of the original programme budget. Under the Regulatory Reform (Fire Safety) order 2005, fire risk assessments are undertaken of the communal areas of buildings. Improvements arising as a result of these assessments have been undertaken within the Transforming Homes programme alongside other works for economies of scale. In addition to the above a number of improvements to the original specification have been made in the programme to date in order to comply with recent changes in electrical regulations, as well as in response to customer feedback and to reduce ongoing maintenance costs. The proposed transforming homes budgets are as follows:

Year	Budget £m's
2017/18	11.8
2018/19	10.0
2019/20	8.2
2020/21	9.2

2.10 Future Capital Investment

There a number of Capital requirements outside of the Transforming Homes programme and these have not been considered as part of the £10.4m funding gap detailed above totalling £7.75m that has been included in the budget for 2017/18.

- Refurbishment of the non-traditional constructed properties on the Flowers Estate. An estimated cost of £4.1m is required in 2019/20 to upgrade these properties that have not previously been included in the programme.
- In addition to the above the Council has a further 138 non-traditionally constructed properties which require significant refurbishment to ensure they provide fit for purpose living accommodation for a further 30 years. The estimated total cost for these works is £2.9m which would be spread across 4 years from 2017/18 to 2020/21.
- Enable the scope of works in the Transforming Homes programme to include provision/upgrade of loft insulation for the most inefficient properties. Estimated cost £750k across the next 3 financial years 2017/18 and 2019/20. The Housing Investment team is also pursuing options for external funding contribution, which if secured would be targeted to retrospectively tackle properties that have already had works but will not have benefitted from this extended scope.

New Capital Investment	2017/18 Budget £m's	2018/19 Budget £m's	2019/20 Budget £m's	2020/21 Budget £m's	Total
Flowers Estate	0.00	0.00	4.10	0.00	4.10
Non Traditional Properties	0.75	0.75	0.75	0.65	2.90
Loft Insulation	0.15	0.25	0.35	0.00	0.75
Total	0.90	1.00	5.20	0.65	7.75

2.11 New Build

There are six HRA funded, affordable Housing schemes within the HRA. Of these three are now complete, Seabrooke Rise, Bruyns Court and Bracelet Close. Three other schemes Calcutta Road, Claudian Way and Tops Club are well advanced with planning applications already submitted for Claudian Way and Tops Club. The original budgets for these were revised during October 2016 and are included in the HRA Business Plan across three financial years 2016/17 to 2018/19 at a total cost of £33.9m. It is proposed that in order to reduce costs to the HRA for the remaining three HRA schemes the funding route is changed to use RTB receipts rather than HCA grant. Under this scenario the amount of HRA funding required on each scheme reduces to 70% of the total scheme cost rather than 89% as at present. It also has the benefit of making use of the RTB receipts which if not fully used within three years of receipt under the government's one-for-one replacement arrangements must be paid to the government together with interest at 4% above base rate. Sufficient unallocated RTB receipts are available.

Scheme	2016/17 Revised £m's	2017/18 Budget £m's	2018/19 Budget £m's	Total £m's
Seabrooke Rise	0.52	0	0	0.52
Bracelet	2.00	0	0	2.00
Bruyns Court	0.07	0	0	0.07
Calcutta	0	8.79	0.77	9.56
Claudian Way	0	7.20	6.18	13.38
Tops Club	0.65	6.90	0.82	8.37
Total	3.24	22.89	7.77	33.90

2.12 Estate Regeneration

The July 2016 Housing Development Update report to the Housing Overview and Scrutiny Committee set out progress in bringing forward regeneration of housing estates. This would be where the costs of meeting the Transforming Homes standard is very high and where there is potential to bring forward better quality housing alongside enhanced public realm and local services. Work has continued to progress in developing outline proposals and a business case utilising funding and support from the HCA, with the aim of bring forward proposals in 2017. The impact of these proposals on the HRA Business Plan will be incorporated into future reports.

2.13 Stock

Assumptions around the movement in HRA stock numbers are included in the Base Model. The number of RTB sales in 2015/16 was 102. A view has been taken on the level of RTB sales based on recent activity and the trend of high sales is forecast to continue over the next few years. On this basis we have assumed 100 sales from 2016/17 to 2018/19 and then 40 each year thereafter. The stock has also been adjusted to include the new build properties when they are due to be let along with a reduction linked to the sale of high value properties.

2.14 Headlines post 2015/16 year end

The HRA general reserves stand at £1.7m as at 1st April 2016. The minimum balance included within the Business Plan is £1.7m. There is an earmarked reserve of £634k to be used to fund the New Build capital programme. It is prudent to hold a general HRA balance of between 5% and 10% of HRA Turnover. Based on this the current minimum balance is below this threshold and would need to be £2.7m to £5.4m. The Director of Finance and IT has set a target to increase HRA to £3.0m over three years.

The attributable debt from RTB Sales for the first two quarters of 2016/17 is £663k, in 2015/16 this was £2.7m for the year and was used to fund the

overspend on the Transforming Homes Programme. Some of this will be used to fund the completion of a Stock Condition Survey across the HRA Stock.

2.15 In year pressures 2016/17

The Housing Monthly Finance Monitor is forecasting a number of revenue pressures amounting to £486k, whilst the service continues to try and manage these by way of savings across other service areas there may be an impact on the HRA Business Plan. There is also a potential pressure on Transforming Homes due to the number of Capital Voids of £502k.

2.16 Impact of government proposals

The Business Plan Model has been updated to reflect the government's rent policy and the potential impact of the proposals of the High Value Voids levy. This will allow us to shape the HRA Business Plan, Budget and Rent Proposals for 2017/18.

Void and Bad Debt Rates

The void rate used in the Business Plan is 1.5% and Bad Debt Rate is 1.6%. The impact of the benefit changes announced as part of the Welfare Reform and Work Bill, and specifically Universal Credit, will have an impact on the level of debt. Although it is difficult to model the predicted impact absolutely it is anticipated that there will be an increase in tenancy turnover with commensurate void expenditure and higher levels of bad debt as tenants' arrears increase. The HRA does not have any provision set aside to mitigate against loss of income from write-off of bad debt. It is proposed that in 2018/19 that we set aside £230k to mitigate against the fall in collection rates following the introduction of Universal Credit.

Pay to Stay

On 21st November 2016 the Minister of State for Housing announced that the government would not be proceeding with a compulsory approach. Local authorities will have local discretion. Guidance on a local approach is not yet available.

The impact of the forced sale of high value properties

The Housing Minister wrote to all Councils on Thursday 24th November 2016 advising them that the government would not be requesting any high value sales payments in 2017/18. The Council is still waiting for the Consultation Paper on the forced sale of high value voids from the DCLG to be published so we can accurately model the likely impact on Thurrock. Initial modelling has been carried out based on the draft valuation thresholds and this indicates that Thurrock will have approximately 55 properties that fall into the category of high value and will have to pay a levy on these properties when they fall void. The council will be required to pay an annual levy to the

Government regardless of whether it chooses to sell these properties or not. There is no policy in place regarding High Value Void sales and this needs to be considered and reflected in the Business Plan. At present we have assumed an additional levy will be paid from existing HRA Resources from 2018/19 onwards.

2.17 Growth and Savings

Revenue Repairs

The financial forecast of the Revenue Repairs Team is to require growth in 2017/18 from the current level of expenditure of £950,000 to meet contractual demands. This expenditure relates to the delivery of the responsive repairs contract with our delivery partner Mears and also the delivery of 65 other smaller contracts ensuring the housing department continues to deliver an efficient service to its residents whilst also complying with the legislative requirements on elements such as asbestos management and legionella monitoring. This base growth is forecast for the next three years to ensure the required level of investment is delivered into the asset in a planned way, this will reduce the reactive works under the responsive repairs contract and deliver value for money as well as an effective service. Inflationary uplift is already included within the HRA Business Plan and some work areas will see budgets reprofiled to meet the needs of service delivery. The table below summarises the areas where additional resources are required over and above existing budget reprofiling and inflationary uplift.

Area	£
External Maintenance	350,000
Exclusions	450,000
Boiler Replacements	150,000
Total Growth	950,000

External Maintenance

One of the major programmes proposed for 2017/18 and the following two years is the delivery a new external maintenance package. Since the development of the Transforming Homes programme in 2013 external works stopped under the planned preventative maintenance delivery work streams. The original scope of the Transforming Homes programme was to include external works year on year across the borough, however with the significant reduction in resources, whilst some external works have been delivered, this has not been to the level first planned with the majority of external refurbishment works being delayed until years 7 & 8 of the programme (2020/2022). This has meant elements such as timber soffits and fascia boards with associated rain water goods and front and rear entrance doors have not had basic painting and maintenance for a minimum of 4 years. These elements are now failing and are having to be dealt with under the response repairs contract, by which time they can no longer be repaired and require wholesale replacement at a greater unit cost than if they were

programmed., Ensuring our residential dwellings are maintained externally is essential when addressing one of the key drivers in the authority around damp and mould.

Exclusions

Delays and deferrals in the Transforming Homes external programme have had a direct impact on the responsive repairs contract where planned works have now become reactive and as this type of work was not included in the Mears' TPC contract are delivered through the exclusions arrangements. While the overall number of exclusion repairs has reduced year on year the nature of these works has meant the level of expenditure has actually increased, primarily as a result of works requiring scaffolding and high-level access, such as roofing, pointing and flashing and rain-water goods.

Boilers

The absence of accurate stock condition data has meant that the number of gas boiler replacements was underestimated. The authority must replace defective boilers when identified and the additional cost must be met. The proposed stock condition survey will provide accurate data for future forecasting from next September.

3. Overall Outlook and Position

3.1 Based on the assumptions included in the Plan HRA Balances increase minimally each year (mainly due to no inflation being assumed on general budgets)

- The HRA Borrowing Capacity in reached in 2018/19
- The HRA New Build programme ceases in 2018/19 on completion of the agreed programme
- Transforming Homes completes in 2020/21
- The Council will then be looking for further investment opportunities across the Business Plan in line with the outcome of the stock condition survey

A summary of the budget movements from 2016/17 to 2017/18 across the HRA Revenue and Capital Budgets is set out in the table below.

2017/18 HRA Revenue Budgets	Budget Changes £000's
Loss of income - 1% rent reduction	710
Budget Savings/Increased Income	
Existing Service Charges – 3% Increase	(67)
Garage Rents – 3% Increase	(34)
Heating – 3% Increase	(1)
Leaseholder Service Charges	(221)
Total Budget Savings/Increased Income	(323)

Budget Pressures/Inflation	
Salaries and Pay Award	80
Contractual Uplift on Repairs	170
Increased Recharges to the GF	180
Total Budget Pressures/Inflation	430
Sub Total	817
Interest Charge	100
Revenue Movement	917
Increased Use of RTB Receipts for Capital reducing call on HRA Revenue Contribution	(1,997)
New Items	
Repairs Growth	950
Extension of Tenants Service Charges 01/07/17	(470)
Extension of Sheltered Service Charges 01/07/17	(230)
New Capital Investment	900
Net HRA Position 2017/18	0

4. Reasons for Recommendations

- 4.1 The report sets out the implications for the HRA for 2017/18 onwards. The proposals put forward have been calculated and assessed in line with affordability consideration and regard for reserve levels. It is essential that a balanced budget is set for the HRA. This is a legal and operational requirement.

5. Consultation

- 5.1 This report has been considered by the Overview and Scrutiny Committee in advance of the February Cabinet Meeting and the recommendations noted.

6. Impact on corporate policies, priorities, performance and community impact

- 6.1 The Council's Medium Term Financial Strategy (MTFS) recommends that the HRA maintains a minimum level of general reserves of £1.7m up to a maximum of £3.0m.
- 6.2 The management and operation of the HRA strives to support vulnerable people. The 30 year business plan sets out to ensure there is value for money within the Housing Service.

7. Implications

7.1 Financial

Implications verified by: **Julie Curtis**
HRA and Development Accountant

Financial implications are throughout the report.

7.2 Legal

Implications verified by: **Martin Hall**
Housing Solicitor/Team Leader

The Council has a legal requirement to review the Housing Revenue Account and ensure that it does not go into deficit. In addition, determinations made under the Local government and Housing Act 1989 prescribed what can be charged to the HRA and the calculation of those charges.

7.3 Diversity and Equality

Implications verified by: **Rebecca Price**
Community Development Officer

The HRA Business Plan and budgets for 2017/18 onwards reflect the Council's policy in relation to the provision of social housing with particular regard to the use of its own stock. In addition to the provision of general housing, it incorporates a number of budgetary provisions aimed at providing assistance to disadvantaged groups. This included adaptations to the stock for residents with disabilities.

8. Appendices to the report

Appendix 1 - HRA Business Plan Dashboard 2017/18 Onwards

Report Author:

Julie Curtis

HRA and Development Accountant

Corporate Finance

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DRAFT HRA Budget 2017/18 to 2026/27

	£m's 2017/18 1	£m's 2018/19 2	£m's 2019/20 3	£m's 2020/21 4	£m's 2021/22 5
Income					
Dwelling Rents	(44.74)	(44.38)	(44.35)	(44.60)	(44.84)
Voids	0.67	0.67	0.67	0.67	0.67
Net Rents	(44.07)	(43.72)	(43.69)	(43.93)	(44.17)
Non Dwelling Rents	(0.93)	(0.93)	(0.93)	(0.93)	(0.93)
Charges for services and facilities (net of voids)	(5.94)	(5.94)	(5.94)	(5.94)	(5.94)
Contribution towards expenditure	(2.84)	(2.89)	(2.93)	(2.97)	(3.02)
HRA investment income	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)
Total Income	(53.79)	(53.48)	(53.50)	(53.78)	(54.07)
Expenditure					
Salaries	7.85	7.93	8.01	8.09	8.17
Supervision and Management	14.32	14.32	14.32	14.32	14.32
Repairs and Maintenance	11.40	11.57	11.74	11.92	12.10
Rents, rates, taxes and other charges	0.19	0.19	0.19	0.19	0.19
(Increase)/decrease in provision for bad or doubtful deb	0.05	0.23	(0.00)	0.00	0.00
Total Expenditure	33.81	34.24	34.26	34.52	34.78
Net rental surplus	(19.98)	(19.25)	(19.24)	(19.26)	(19.29)
Interest payable on HRA Debt	6.91	6.91	6.91	6.91	6.91
DME	0.11	0.11	0.11	0.11	0.11
Available HRA revenue funds (A)	12.95	12.22	12.21	12.24	12.26
New Borrowing	12.75	5.08	0.00	0.00	0.00
Development Reserve Fund	3.28	0.36	0.00	0.00	0.00
Other Receipts (inc non-restricted RTB)	0.00	0.00	0.00	0.00	0.00
RTB New Build Re-provision (1-4-1)	6.87	2.33	0.00	0.00	0.00
HCA Grant	0.00	0.00	0.00	0.00	0.00
Grant and new borrowing (B)	22.90	7.77	0.00	0.00	0.00
Total HRA funding (A+B)	35.85	19.99	12.21	12.24	12.26
Investment in own stock (a)	11.80	10.04	8.20	9.20	10.00
New Build (b)	22.90	7.77	0.00	0.00	0.00
Estate Regeneration (c)	0.00	0.00	0.00	0.00	0.00
Contribution to Development Reserve	0.00	0.00	0.00	0.00	0.00
High Vale Sales Levy (set aside in 17/18)	0.00	0.87	0.87	0.87	0.87
Total Applied spend (a+b+c)	34.70	18.68	9.07	10.07	10.87
Year End Position					
	1.75	2.90	4.21	7.36	9.53
HRA Cash balances b/f	1.15	1.31	3.15	2.17	1.39
in year change	2.90	4.21	7.36	9.53	10.92
HRA Cash balances c/f	2.67	3.94	7.05	9.18	10.53

Items Subject to Consideration

2017/18 Growth and Savings

Repairs	0.95	0.95	0.95	0.95	0.95
Sheltered Support Charges	(0.23)	(0.60)	(0.90)	(0.90)	(0.90)
Service Charges	(0.47)	(1.26)	(1.90)	(1.90)	(1.90)
	0.25	(0.91)	(1.85)	(1.85)	(1.85)

New Capital Investment

Flowers Estate	0.00	0.00	4.10	0.00	0.00
Non Traditional Properties	0.75	0.75	0.75	0.65	0.00
Loft Insulation	0.15	0.25	0.35	0.00	0.00
	0.90	1.00	5.20	0.65	0.00

Potential Year End Position

	0.00	1.22	(0.20)	3.37	3.24
HRA Cash balances b/f	1.70	1.70	2.92	2.72	6.09
in year change	0.00	1.22	(0.20)	3.37	3.24
HRA Cash balances c/f	1.70	2.92	2.72	6.09	9.33

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8 February 2017		ITEM: 15 (Decision 01104408)
Cabinet		
Review of Vision and Corporate Priorities		
Wards and communities affected: All	Key Decision: Non-key	
Report of: Councillor Shane Hebb, Portfolio Holder for Finance and Legal		
Accountable Head of Service: N/A		
Accountable Director: Karen Wheeler, Director of Strategy, Communications & Customer Services		
This report is public		

Executive Summary

The council has retained a consistent vision and set of corporate priorities since they were agreed as part of the Community Strategy consultation in 2012 with some wording remaining consistent since before 2010.

Over the last four years they have been amended slightly, and the corporate objectives underpinning them have been revised, however fundamentally they have remained the same and have had unanimous, cross-party support.

There is now an opportunity to review the vision and priorities to better reflect the ambition for the council and Thurrock the place, to be more succinct and easy to communicate, and to articulate the new focus and priorities.

Feedback from recent consultations including the Health and Well Being Strategy, Local Plan and Fairness Commission have given some clear opinions from residents about what they feel to be the most important issues for Thurrock and these have been used to focus the new vision and priorities.

In addition, an initial draft proposed vision and priorities were presented to Corporate Overview and Scrutiny Committee and other stakeholders during November and December 2016. Feedback from that consultation has been used to focus this final proposed version.

1. Recommendation(s)

1.1 Cabinet agree that the proposed new vision and priorities replace the existing vision and priorities and Community Strategy as part of the Policy Framework; and

1.2 Cabinet recommend the above (1.1), in line with the Constitution Chapter 3, Part 3, to Full Council in February for ratification and adoption from 1 April 2017.

2. Introduction and Background

2.1 The council has an agreed vision and set of corporate priorities which are fundamentally the same as those agreed as part of the Community Strategy consultation exercise in September 2012. These priorities were refreshed in 2015 to take into account the changing relationship between the council and the community and our role in place shaping and community leadership:

Thurrock: A place of **opportunity, enterprise and excellence**, where **individuals, communities and businesses** flourish.

- **Create** a great place for learning and opportunity
- **Encourage** and promote job creation and economic prosperity
- **Build** pride, responsibility and respect
- **Improve** health and well-being
- **Promote** and protect our clean and green environment

2.2 The proposed new vision and priorities reflect the aspiration and uniqueness of Thurrock, where the place and the council are now, the ambition for delivery and balancing the need for growth with quality of life.

2.3 Feedback from recent consultations including the Health and Well Being Strategy, Local Plan and the Fairness Commission have given some clear opinions from residents of what they feel to be the most important issues for Thurrock.

2.4 This included questions asking what residents would like Thurrock to be like in the future (Local Plan consultation), what they would change in their local neighbourhood to make it a better place to live (Local Plan consultation) and what quick wins could make a real difference to living in Thurrock (Fairness Commission) .

2.5 Overwhelmingly, responses focussed on issues around the environment, particularly around the cleanliness and attractiveness of public spaces, but also around better planned infrastructure. Other common areas of feedback for these consultations were around community safety and pride. This was reflected in the consultation draft and the revised draft vision and priorities.

2.6 The initial high level results from the Resident Survey, which was undertaken during November and December 2016, have also provided valuable intelligence about what residents consider to be priority areas.

3. Issues, Options and Analysis of Options

3.1. An initial proposal was presented to Corporate Overview and Scrutiny Committee in November for comments, and also shared with a range of stakeholders including residents, staff, Members, community, public and private sector partners through:

- Tenants Excellence Panel
- Business Board
- Community and Voluntary Sector
- Health and Well Being Board
- Corporate Workforce Group
- Staff and Manager Conferences
- Staff Forums
- Directorate Management Teams
- All Staff via Insight

The internal consultation with staff is also significant because approximately 80% of staff live in Thurrock.

3.2. That initial proposed vision and priorities was as follows:

Consultation draft version – November / December 2016

An ambitious, aspiring and collaborative community, which is proud of its heritage and excited by its diverse opportunities and future.

- **Striving for quality**
 - Quality core service delivery
 - Right first time
 - Affordable and sustainable
- **Placemaking and driving growth**
 - Inviting and attractive to investors
 - Integrated infrastructure and sought after quality housing
 - Skills and job opportunities so everyone can achieve potential
- **Thriving partnerships**
 - Integrated health and social care to deliver the Health and Wellbeing Strategy
 - Community empowerment and engagement
 - Wider Team Thurrock

- 3.3. The consultation feedback on that initial draft version can be summarised as follows:
- Some of the terminology was considered jargon e.g. “placemaking”, “community empowerment”, “Team Thurrock”
 - There should be explicit references to education/children, safety and digital
 - Lack of clarity as to whether it was a vision and priorities for Thurrock or for Thurrock Council
 - Needed more people focus
- 3.4. Most responses welcomed the succinct messaging around “Striving, Driving, Thriving”, although this was not universally endorsed.
- 3.5. This vision and priorities is intended to be for Thurrock as a whole. There will be a level of detail that sits underneath setting out the council’s role in delivery.
- 3.6. The council has the lead role in the borough for place-making. Whilst the council has not explicitly asked partners to adopt this vision and priorities, they do reflect partners’ views as expressed through our many networks, and a wide range of partners and stakeholders have been consulted on them.
- 3.7. They have been developed against a backdrop of effective and embedded partnership working, complement existing joint strategies (such as the Health and Well Being Strategy) with common and mutually-held principles about the overall direction for the borough.
- 3.8. All the feedback was reviewed and considered, with amendments made to the previous version to get to the following final version proposed in this report.
- 3.9. The revised new proposed vision and priorities is:

AMBITIOUS, COLLABORATIVE, PROUD

An ambitious and collaborative community, which is proud of its heritage and excited by its diverse opportunities and future.

The vision will be supported by three interconnecting new priorities:

- **Striving for quality**
 - High quality, consistent service delivery which is right first time
 - Innovative and entrepreneurial
 - Affordable, connected and sustainable services
- **Driving growth and aspiration**
 - Attractive opportunities for businesses and investors
 - Roads, houses and public spaces that residents need, want and take pride in
 - Education, skills and job opportunities that help everyone achieve their potential
- **Thriving partnerships**
 - Joined up working across the council and with partners to improve health and wellbeing
 - Support communities to become more independent and build safer neighbourhoods
 - Work with all partners in the public, private, community and voluntary sectors to deliver the vision for Thurrock – “Team Thurrock”

3.10. Appendix 1 shows how these three priorities fit together and are interconnected to reflect how all components are equally weighted and important, and intrinsically dependent on each other to succeed.

3.11. Any change to the vision and priorities needs to be agreed by Council which has overall responsibility for the Policy Framework (Constitution: Chapter 3, Part 3). As such if Cabinet agree to this proposal, the new vision and priorities will be recommended to Council in February 2017.

3.12. This timetable will enable alignment of the Medium Term Financial Strategy (MTFS) to the priorities and have a much stronger narrative around where the council is now, the direction of travel and ambition. The new vision and priorities have been developed alongside the work on the Council Spending Review (CSR) and, as such, they align with the move towards commercialism and greater efficiencies through the four main streams of the CSR, namely:

- Income generation
- More or same for less
- Reducing the MTFS growth through greater demand management

- A comprehensive service review programme based on seven design principles – customer/demand management; commercial; ICT/digital; people; procurement; property and process.

3.13. Once agreed, the vision and priorities will be progressed and delivered by staff through service plans, objective setting and performance management tools. It will be supported by an engagement and communications campaign internally and externally to share the new vision and priorities widely.

4. Reasons for Recommendation

4.1 The vision and priorities are key to articulating the strategic direction for the council and the borough. They are regularly reviewed to ensure they continue to be relevant and reflective of residents' views. The council's Constitution states that Council need to agree any change to the vision and priorities as part of the Policy Framework.

5. Consultation (including Overview and Scrutiny, if applicable)

5.1 The original vision and corporate priorities were extensively consulted upon with residents, community and voluntary sectors and other partners.

5.2 This new vision and priorities has been consulted on with a wide range of partners and stakeholders and is based upon feedback from a number of resident consultation and engagement exercises, such as the Health and Well Being Strategy, Local Plan and Fairness Commission.

6. Impact on corporate policies, priorities, performance and community impact

6.1 It is proposed that the existing vision and corporate priorities will be replaced. The vision and priorities cascade into every bit of the council and further to our partners, through key strategies, service plans, team plans and individual objectives. Wide communication will be undertaken and the changes will be fed into the 2017/18 business planning cycle.

7. Implications

7.1 Financial

Implications verified by: **Laura Last**
Senior Finance Officer

A new vision and set of corporate priorities does not in itself have any direct financial implications. Indeed the refresh has been developed with the Medium Term Financial Strategy at the forefront of considerations.

However, the delivery of the new visions and priorities may include individual projects which may have a financial implication. These will be considered on an as and when basis once those projects have been developed.

7.2 Legal

Implications verified by: **David Lawson**
Monitoring Officer

Any change to the vision and priorities will need to be agreed by Council which has overall responsibility for the Policy Framework (Constitution: Chapter 3, Part 3).

There are no other direct legal implications arising from this report. However, individual projects to deliver elements of the priorities may have legal implications, and as such will need to be addressed separately as decisions relating to those specific activities are considered.

7.3 Diversity and Equality

Implications verified by: **Rebecca Price**
Community Development Officer

The vision and priorities set out the overall ambition for Thurrock and overall framework within which the council proposes to deliver services. Whilst there are no identifiable direct implications in relation to diversity and equality from the proposals at this stage, individual priority projects may have such implications, and as such will need to be addressed separately as decisions relating to those specific activities are considered.

The new vision and priorities have been consulted upon with stakeholders and the community including via the Chief Executive of CVS, through Health and Well Being Board, Tenancy Excellence Panel and Business Board. They were also written taking account of the extensive feedback from residents and other members of the Thurrock community through the Fairness Commission, Local Plan engagement and via the Health and Well Being Strategy consultation, which, in themselves, had extensive consultation exercises.

Within the proposed new priority of “Thriving partnerships” – there is an explicit focus on the community. This supports working together to make communities more independent, healthier and safer.

7.4 Other implications (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

The proposed new vision and corporate priorities incorporate all areas of the council’s work. Individual priority projects may have a variety of implications, and as such will need to be addressed separately as they are developed and decisions relating to those specific activities are considered.

8. Background papers used in preparing the report (including their location on the Council's website or identification whether any are exempt or protected by copyright):

- Review of Vision and Corporate Priorities Report, Corporate Overview and Scrutiny Committee, November 2016
<http://democracy.thurrock.gov.uk/ieListDocuments.aspx?CId=163&MId=5049&Ver=4>

9. Appendices to the report

- **Appendix 1 – Proposed Vision and Priorities Diagram**

Report Author:

Sarah Welton, Strategy and Performance Officer

Thurrock vision: AMBITIOUS, COLLABORATIVE, PROUD

An ambitious and collaborative community which is proud of its heritage and excited by its diverse opportunities and future

Priorities: Things we will focus on with our residents and partners



Striving for quality

We will focus on:

- High quality, consistent service delivery which is right first time
- Innovative and entrepreneurial
- Affordable, connected and sustainable services

Driving growth and aspiration

We will focus on:

- Attractive opportunities for businesses and investors
- Roads, houses and public spaces that residents need, want and take pride in
- Education, skills and job opportunities that help everyone achieve their potential

Thriving partnerships

We will focus on:

- Joined up working across the council and with partners to improve health and wellbeing
- Support communities to become more independent and build safer neighbourhoods
- Work with all partners in the public, private, community and voluntary sectors to deliver the vision for Thurrock – “Team Thurrock”

Foundations:

Becoming financially **self-sustainable** through **place leadership**, facilitating economic **growth**, protecting the most **vulnerable** and **enabling** communities and individuals

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