



Agenda

Policy, Finance and Resources Committee

Wednesday, 15 February 2017 at 7.00 pm

Council Chamber - Town Hall

Membership (Quorum – 3)

Cllrs Mrs McKinlay (Chair), Kerlake (Vice-Chair), Barrett, Faragher, Hossack, Kendall, McCheyne, Mynott and Parker

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P. L. R. B

Head of Paid Service

Town Hall
Brentwood, Essex
07.02.2017

Information for Members

Substitutes

The names of substitutes shall be announced at the start of the meeting by the Chair and the substitution shall cease at the end of the meeting.

Where substitution is permitted, substitutes for quasi judicial/regulatory committees must be drawn from Members who have received training in quasi- judicial/regulatory decision making. If a casual vacancy occurs on a quasi judicial/regulatory committee it will not be filled until the nominated member has been trained.

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Any Members may attend any Committee to which these procedure rules apply.

A Member who is not a member of the Committee may speak at the meeting. The Member may speak at the Chair's discretion, it being the expectation that a Member will be allowed to speak on a ward matter.

Members requiring further information, or with specific questions, are asked to raise these with the appropriate officer at least two working days before the meeting.

Point of Order/ Personal explanation/ Point of Information

Point of Order

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A member may make a personal explanation at any time. A personal explanation must relate to some material part of an earlier speech by the member which may appear to have been misunderstood in the present debate, or outside of the meeting. The ruling of the Mayor on the admissibility of a personal explanation will be final.

Point of Information or clarification

A point of information or clarification must relate to the matter being debated. If a Member wishes to raise a point of information, he/she must first seek the permission of the Mayor. The Member must specify the nature of the information he/she wishes to provide and its importance to the current debate, If the Mayor gives his/her permission, the Member will give the additional information succinctly. Points of Information or clarification should be used in exceptional circumstances and should not be used to interrupt other speakers or to make a further speech when he/she has already spoken during the debate. The ruling of the Mayor on the admissibility of a point of information or clarification will be final.

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Minutes

Policy, Finance and Resources Committee Tuesday, 31st January, 2017

Attendance

Cllr Mrs McKinlay (Chair)
Cllr Kerlake (Vice-Chair)
Cllr Barrett
Cllr Faragher

Cllr Hossack
Cllr Kendall
Cllr Mynott
Cllr Parker

Apologies

Cllr McCheyne

Substitute Present

Cllr Ms Rowlands

Also Present

Cllr Hirst
Cllr Mrs Pound
Cllr Mrs Murphy
Cllr Aspinell

Officers Present

John Chance
Philip Ruck
Daniel Toohey
Claire Mayhew
Steve Summers
Phil Drane
Lorne Spicer
Mark Stanbury
David Wellings
Anne Knight

Finance Director (Section 151 Officer)
Chief Executive
Monitoring Officer
Governance and Member Support Officer
Group Manager In House Services
Planning Policy Team Leader
Business Development and PR Manager
Environmental Health Manager
Corporate Health and Safety Advisor
Economic Development Manager

271. Apologies for Absence

Apologies were received by Cllr McCheyne and Cllr Ms Rowlands was present as a substitute.

272. Minutes of the Previous Meeting

The minutes of the Policy, Finance and Resources Committee meeting held on 29 November 2016 were approved as a true record.

273. Introduction of a motorcycle ban in marked bays in Council owned car parks

The purpose of the report was to request that Members agreed to:

- a) The introduction of a motorcycle ban (in marked bays) in all the Council's car parks.
- b) Limit free parking by vehicles displaying a blue badge to 3 hours.

The Car Park order had allowed motorcycles and vehicles displaying a blue badge to park for at no charge for unlimited periods.

Cllr Ms Rowlands **MOVED** and Cllr Kerslake **SECONDED** the recommendations in the report and a vote was taken by a show of hands and it was **RESOLVED**

- 1. To amend the existing parking order to limit free parking for solo motorcycles in marked bays in all car parks for 3 hours, where motorcycles are parked in spaces not dedicated to motorcycles.**
- 2. To amend the parking order to allow unlimited free parking for solo motor cycles in marked motorcycle bays.**
- 3. To amend the parking order to limit free parking by blue badge holders to 3 hours in all car parks.**
- 4. To make the disabled car park in William Hunter Way a maximum of 3 hours free parking*.**
- 5. That all the changes agreed in the recommendation should be introduced as part of the next planned changes to the parking order.**

***Otherwise it would be necessary to install a P&D machine in this car park.**

Reason for recommendation

To free up space in a busy shoppers car park.

To address a matter that was believed to get worse as Crossrail comes to an end.

To reduce the misuse of blue badges and free up parking across the Borough for all blue badge holders.

274. Brentwood Economic Statement 2017

The report presented a Brentwood Economic Statement based on the recent findings of the Enterprising Essex: Opportunities and Challenges report undertaken by the Essex Economic Commission.

Cllr Mrs McKinlay **MOVED** and Cllr Kerslake **SECONDED** the recommendation in the report, subject to an amendment and a vote was taken by a show of hands and it was **RESOLVED UNANIMOUSLY**:

- 1. That Members note the Economic Statement (Appendix A of the report) and agree that the Brentwood ED Strategy is updated, taking into account the findings of the Statement and informing the 2017/18 ED Work Plan and agree to bring back to the Policy, Finance and Resource Committee.**

Reason for recommendation

To note the Brentwood Economic Statement and agree that the ED Strategy is updated, taking into account the findings of the Statement and informing the 2017/18 ED Work Plan.

275. Health and Safety Policy

The Health and Safety Policy (Appendix A of the report) had been revised as required under the Health and Safety at Work etc Act 1974 and, was reflective of the current organisational and management structures within the Authority. The Health and Safety policy had been passed to Corporate Leadership Board and all Health and Safety Committee members for comment and review in accordance with its conditions.

A revised appendix to this report was tabled at the meeting.

Cllr Faragher **MOVED** and Cllr Kerslake **SECONDED** the recommendation in the report and a vote was taken by a show of hands and it was **RESOLVED UNANIMOUSLY**:

- 1. That the revised Health and Safety Policy (January 2017) be approved.**

Reason for recommendation

A review and revision of the Council's Health and Safety Policy was required to ensure that it reflected the organisation arrangements, structure and health and safety management system. The timely revision and endorsement enabled the council to continue its commitment to develop the health and safety culture and management system of the organisation and fulfil its legal duty.

(For clarity the revised appendix is attached)

276. Asset Review Update

An amended version of the report was tabled. The Chair adjourned the meeting for 5 mins so that members could read the report before debating on this item.

The purpose of this paper is to update Members on proposals for using council assets to generate income from 2018 onwards and to provide details of the status of the Council's Asset Register.

Members will be aware of the financial pressures that Local Government is under and it is clear that to maximise the returns available from the Council's assets, that an ongoing review of assets, is essential, to inform the Council's clear action plan.

Cllr Mrs McKinlay **MOVED** and Cllr Kerslake **SECONDED** the recommendations in the report and a vote was taken by a show of hands and it was **RESOLVED UNANIMOUSLY** that:

- 1. That the PF&R committee agrees to continue to review and update the asset register.**
- 2. That PF&R agrees to continue the work on the five key asset projects identified in 3.3. and will bring business cases forward as appropriate.**
- 3. That the PF&R committee acts as the programme board for consideration of these projects and any that arise as the result of the review of the Asset Register.**

Reason for recommendation

To ensure the Council's use of assets reflects the needs of the borough and the council and that there is a substantial income generation plan based upon the assets of the Council.

(For clarity the revised report is attached).

(Cllr Ms Rowlands declared a non-pecuniary interest under the Council's Code of Conduct by the virtue of her partner owes property that the Council has a leaseholder interest in)

277. Local Development Plan Update

Brentwood Borough Council was committed to producing a new Local Development Plan for the Borough. A number of external factors on both a national and local scale had implications for the plan making process and ensuring a “sound” plan could be adopted swiftly.

The Council’s Local Development Plan Member Working Group steered the plan making process and considered issues before they were taken to the relevant committee. The group was well placed to consider external factors and advised on potential implications.

After a full discussion, Cllr Mrs McKinlay **MOVED** and Cllr Parker **SECONDED** the recommendations in the report and a vote was taken by a show of hands and it was **RESOLVED UNANIMOUSLY**:

- 1. To note the external factors discussed in the report.**
- 2. That the Local Development Plan Members Working Group considers the external factors and reports back with proposals to Planning and Licensing Committee at a future date.**

Reason for recommendation

The Local Development Plan would set out the Council’s vision, objectives, strategy and planning policies for the Borough. It was necessary to undertake further public consultation as part of the plan making process in order to thoroughly test proposals and consider the views of all stakeholders. Together with these aims the national context needed to be considered, which was constantly changing and was expected to have an impact on the numbers to be delivered. Given the importance of adopting a new Local Development Plan, and the need for the Plan to be considered “sound” before it could be adopted, it was necessary to minimise risk wherever possible.

Dialogue with the Department for Communities and Local Government was taking place regarding issues highlighted in the report. The Council was in a position to more clearly understand implications for the plan making process, but also await clarification on other things as set out in the report, particularly the process to be followed for Dunton Hills Garden Village and the publication of the Housing White Paper. An optimum time to reflect on how the issues could be considered to ensure a thorough Plan was submitted to Government.

The Council’s Local Development Plan Members Working Group was an informal cross-party group that helped to steer the plan making process and met regularly. The Group was in place to consider issues before they were taken to the relevant committee. Given the variety of external factors impacting on the plan making process it would be helpful for the Group to review the issues and propose a way forward.

278. Urgent Business

There were no items of urgent business.

The meeting ended at 20:58

15th February 2017

Policy, Finance and Resources Committee

**General Fund and Housing Revenue Account (HRA)
Budget 2017/18**

Report of: *John Chance, Finance Director*

Wards Affected: *All*

This report is: *Public*

1. Executive Summary

- 1.1 The Medium Term Financial Plan (MTFP) considered by Policy, Finance and Resources Committee on 29 November 2016 gave Members an update on the various significant changes that would impact on the Council's financial position. Particular issues highlighted, relevant to the General Fund & HRA included the phasing out of the Revenue Support Grant (RSG), changes to the New Homes Bonus & the Business Rates Retention schemes.

The fundamental principles of the Council's MTFP are to:

- (i) Maintain a sustainable financial position against a background of unprecedented financial uncertainty and reduced government funding, including the delivery of efficiency targets.
- (ii) Support the vision of our Borough through appropriate identification of resources required to deliver the key priorities outlined in the 'Vision for Brentwood'.
- (iii) Maximise opportunities and mitigate risks associated with the fundamental change to the way in which local government is financed.

- 1.2 This report considers:

- (i) The General Fund budget proposals for 2017/18 to 2019/20.
- (ii) The Housing Revenue Account (HRA) budget proposals for 2017/18 onwards.
- (iii) The Capital Programme 2017/18 to 2019/20.
- (iv) The Treasury Management & Investment Strategy for 2017/18.

2. Recommendations

That the Committee recommends to Council on 1 March 2017:

General Fund:

- 2.1 To approve the General Fund - Revised MTFP for 2017/18 as shown in Table 7 at paragraph 8.2 which includes the proposed savings target envelope as shown in Table 8 at paragraph 8.7 of this report.

Housing Revenue Account (HRA)

- 2.2 To approve the HRA Business Plan for 2017/18 and beyond as shown in Appendix E of this report.
- 2.3 To approve a 1% decrease in rents for 2017/18 and for the following 2 years.
- 2.4 To recommend to apply the formula rent to all new tenancies from April 2017/18.

Capital programme

- 2.5 To approve the proposed Capital Programme and Funding totalling £33.9 million for 2017/18 to 2019/20 as set out in Tables 15 and 16 of this report.
- 2.6 To approve the Treasury Management and Investment Strategy as set out in Section 12 of this report.
- 2.7 To note the Section 151 Officer's Assurance Statement as set out in Section 13 of this report.

3. Introduction and Background

3.1 The financial pressures that face Local Government are well known. Despite these pressures however, the Council remains committed to both the maintenance of service delivery and providing community outcomes that enhance the quality of life for the residents of Brentwood.

3.2 The challenges that Brentwood face, from a finance perspective, are clearly shown in “**Table 1 – Financial Position Statement**”

This table indicates the following results:-

- Table 1A – Summary of funding position reported 4 March 2015
- Table 1B – Summary of funding position reported 2 March 2016.
- Table 1C – Summary of funding position in this report.

3.3 The transformation that the Council is undergoing is both radical and moving at pace. It is focused on keeping a clear eye on our residents needs and delivering a legacy for the future. Projects such as the Town Hall Hub and refurbishment, the Town Centre (incorporating William Hunter Way), the delivery of the Local Develop Plan (LDP) are being delivered whilst the Council is changing its organisational structure, working with new partners and constantly looking at ways to improve its offering to residents.

3.4 A comparison of the working balances In Table 1 for the three years (2016/17: 2017/2108: 2018/2019) show the positive result of the Council’s ability to turn around what is an unprecedented period in the financial life of Brentwood Borough Council.

3.5 As an example, at this stage last year (March 2016) the Council was looking at a negative working balance in 2018/19 of (£3.7M). Factors outside of the Council’s control, as an example the reduction in New Homes Bonus , which were not known at the time of setting the budget last year, would have boosted this by a further £1.1M to a negative working balance of (£4.8M). Work undertaken since March 2016 will deliver an improved budget position of £5.9M, by delivering a working balance of £1.0m.

3.6 The Council will continue to strive to introduce projects (many of which have commenced) to improve further the financial position of the Council. The turnaround indicated in paragraph 3.5 above is a clear indication of the Council’s ability to adapt to changes in circumstances and make adjustments which are necessary to ensure a more robust financial position as it moves forwards to self financing.

Table 1 – Financial Position Statement

Table 1A – Summary of funding position reported 4 March 2015.

	2015/16	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000	£'000
Funding Gap	697	878	1,164	-	-
Working Balance c/fwd	3,447	1,919	755	-	-

Table 1B – Summary of funding position reported 2 March 2016.

	2015/16 Estimated Outturn £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Funding Gap	200	1,291	2,323	3,391	-
Working Balance c/fwd	3,961	2,370	(303)	(3,694)	-

Table 1C – Summary of funding position in this report.

	2015/16 Outturn £'000	2016/17 Estimated Outturn £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Funding Gap	194	285	283	1,537	2,044
Working Balance c/fwd	3,965	3,380	2,629	1,021	(1,023)

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4. Vision for Brentwood 2016/2019

4.1 Vision for Brentwood is the main strategic planning document, providing a framework for the delivery of services for 2016/17 to 2018/19. It is a clear statement of the Councils' priorities for the next three years.

- **Environment and Housing Management** – We will find new ways of working with partners and embrace the support of communities, to enhance the cleanliness of our environment and maintain the attractiveness of our Borough. We will work to ensure our housing stock is managed so that it delivers comfortable and safe homes for our tenants that are efficient and sustainable.
- **Community and Health** – Brentwood is fortunate to benefit from a range of vibrant groups and organisations that enhance and support the local community. The Council will work with local businesses, community groups and the voluntary sector to ensure the future wellbeing of our Borough.
- **Economic Development** – Our superior locational advantage and entrepreneurial spirit means that Brentwood is fortunate to have a strong economic foundation. In partnership with key local and regional business organisations, we can harness that force to promote the Borough, encourage a mixed economy and support sustainable development.
- **Planning and Licensing** – A new Local Development Plan will shape the way our Borough will change over the next fifteen years. We will continue to work in partnership with others and work hard to get the best outcome and achieve a good balance for residents and businesses in a way that celebrates Brentwood's unique history and quality of life; both within the Borough and influencing the outcome of regional developments that will affect Brentwood residents. Our licensing policies will regulate businesses to ensure public safety and minimise environmental nuisance caused by their activities.
- **Transformation** – Between 2016 and 2019 the way the Council looks and works will be transformed. We will continue the drive to make it easier for customers to access services and information, cut out bureaucracy that doesn't add value and make sure taxpayers' money is even more wisely spent. We will explore new income generating ideas and opportunities. We will have services delivered by those best placed to deliver excellence and value-for-money, whilst holding onto and enhancing our role, duties and powers as local council and community leader.

5. Budget 2017/18 and Medium Term Financial Plan to 2019/20

- 5.1 At its meeting on 29 November 2016, this Committee received information on initial funding and proposals for the MTFP. In accordance with the Budget and Policy Framework, these initial proposals were presented to Audit & Scrutiny Committee on 23 January 2017 for their consideration.
- 5.2 Attached at Appendix A is a draft copy of the minutes from Audit & Scrutiny Committee outlining their feedback on the initial proposals. The feedback has been considered in compiling the MTFP.
- 5.3 The information set out in this enclosure represents the financial expression of the Council's Vision for Brentwood Plan over the next three years based on a backdrop of significant financial pressures.
- 5.4 The 2016/17 half yearly budget monitoring has been used for the forecast outturn position and this has been reflected in the reserves position as at 31 March 2017 set out in this report. Any variation from this at the year end will be reported to Policy, Finance and Resources Committee in June 2017 with recommendations from the Section 151 Officer regarding any surplus or deficit balances.

Demographic Changes

- 5.5 Between 2004 and 2014, the population across Brentwood increased by 8.2%. This compares to an average increase of 7.8% across the whole of England.
- 5.6 According to the Office for National Statistics, the projection for 2014 to 2024 is that Brentwood will grow by a further 8.1% to give a projected population of 81,724 by 2024.
- 5.7 According to the Office for National Statistics, the unemployment rate in the UK fell to 4.8% over the three months to November 2016. This compares to an unemployment rate across Brentwood of 3.2%.
- 5.8 An analysis of the number of Housing Benefit (HB) and Local Council Tax Support (LCTS) claimant numbers for Brentwood is shown in Table 2.

Table 2 – Number of Claimants for Brentwood for HB & LCTS

	March 2014	March 2015	March 2016 Estimate	March 2017 Estimate
Housing Benefit	3,184	3,024	2,916	2,933
Local Council Tax Support	3,987	3,751	3,585	3,463

2017/18 Provisional Local Government Finance Announcement

5.9 The Provisional Local Government Finance Settlement for 2017/18 was announced on 16 December 2017. This covered the consultation on local government finance settlement for 2017/18 with indicative figures provided until 2019/20. The settlement was broadly in line with the indicative figures for 2017/18 announced in the four year settlement last year. Key issues from the announcement are outlined below:

- The 2017/18 New Homes Bonus allocations and details of the consultation on the future of the scheme have been announced. The number of years that the scheme will be based upon (currently 6 years' in 2016/17) will reduce to 5 years in 2017/18 and 4 years from 2018/19 onwards. The scheme will now also only reward growth in homes above 0.4% per annum.
- The changes to the New Homes Bonus Scheme have allowed the government to remove £241m from the scheme's previously announced funding for 2017/18 out of a total allocation nationally of £1.2 bn. This funding has been diverted to the new Adult Social Care Support Grant. This funding is to be distributed based on the adult social care relative needs formula. As a borough council, with no responsibility for social care services, we will not receive this grant.
- Within the business rates retention system the NNDR baseline and top up/tariff amounts have been amended to reflect Revaluation 2017. The adjusted amounts are intended to make changes in Rateable Value revenue neutral for individual authorities; with changes to authorities' NNDR Baseline (and therefore tariff/top up) being equal and opposite to the forecast change in the ability to raise business rates locally, i.e. with effect from 2018/19 the Council will have a negative RSG allocation. The Government will claw back this negative allocation from us by increasing the tariff that the Council pays on its retained Business Rates.

5.10 The funding announced as part of the Finance Settlement for 2017/18 is outlined in Table 3.

Table 3 – Government Funding

	2017/18 Indicative	2018/19 Indicative	2019/20 Indicative
	£'000	£'000	£'000
Revenue Support Grant	233	Nil	Nil
Tariff/Top-Up adjustment	Nil	(52)	(370)
TOTAL	233	(52)	(370)

- 5.11 The Council is part of the Essex Wide Pool for Business Rates in 2017/18. The pool consists of eleven Essex local authorities including Essex County Council, Essex Fire Authority and eight Borough and District Councils. By pooling, any levy payments that would have been made to Central Government in relation to business rate growth can be saved and distributed to the members of the Pool. No additional income has been budgeted for in 2017/18 as overall the pool is not generating a surplus.

Business Rates Retention

- 5.12 The Business Rates retention figure represents the Council's share (40%) of the total amount collected from local businesses, less a tariff payment to central government. The estimated amount for 2017/18 is outlined in Table 4. It is assumed that we will retain a similar amount in future years. These amounts include a provision for losses resulting from any successful appeals by rate payers against the rateable value of their properties. Appeals are dealt with by the Valuation Office Agency and their success or failure is beyond the Council's control.

Table 4 – Estimated Business Rates Retention

	2016/17 Indicative	2017/18 Indicative	2018/19 Indicative	2019/20 Indicative
	£'000	£'000	£'000	£'000
Business Rates Retention	1,578	1,798	1,798	1,798

- 5.13 The increase in Business Rates Retention from 2016/17 to 2017/18 is mainly due to a reduction in the tariff paid by the Council to central government following the recent rates revaluation in 2016. This is partly offset by the loss of business rates yield resulting from an overall downward reduction in the rateable values and from changes in the rules for small business rates relief. The net difference between the tariff reduction and the loss of yield estimated to amount to an additional £0.220m. Any future increases are contingent of favourable economic conditions so a prudent view is being taken at this point.

New Homes Bonus Grant

- 5.14 The New Homes Bonus was introduced from 2011/12 as a financial incentive and reward for housing growth. The grant is based on a national average Council Tax value of additional homes including any properties brought back into use. There is also an additional premium for affordable homes. The Bonus Grant was intended to be payable for 6 years.
- 5.15 However, the changes announced in the 2017/18 Provisional Local Government settlement which are that the number of years that the scheme will be based upon (currently 6 years' in 2016/17) will reduce to 5 years in 2017/18 and 4 years from 2018/19 onwards. The scheme will now also only reward growth in homes above 0.4% per annum.

5.16 For 2017/18, the Council is due to receive £1.154m in New Homes Bonus Grant. This is some £480k lower than originally anticipated due to the changes outlined in paragraph 5.9. The profile of the Grant payments is outlined in Table 5:

Table 5 – New Homes Bonus Grant

	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20
	£'000	£'000	£'000	£'000	£'000	£'000	Est £'000	Est £'000	Est
Yr 1	255	255	255	255	255	255			
Yr 2		214	214	214	214	214			
Yr 3			330	330	330	330	330		
Yr 4				416	416	416	416		
Yr 5					241	241	241	241	
Yr 6						167	167	167	167
Yr 7							*1	1	1
Yr 8								1	1
									1
TOTAL	255	469	799	1,215	1,456	1,623	1,155	410	170

* This figure has been reduced as a result of the top slicing decision announced in December 2016, to fund social care authorities

5.17 The New Homes Bonus Grant remains a flexible, non ringfenced fund for Local Authorities to spend as they deem appropriate. This could include:

- Re-investing in housing or infrastructure.
- Support for local services or facilities.
- General financial support to hold down Council Tax levels.

5.18 Since its introduction in 2011/12, the Council has used the New Homes Bonus Grant to support the General Fund Budget. For 2017/18, the Council will continue to treat the grant funding as general financial support.

5.19 Due to the changes in the New Homes Bonus allocations the impact of the Provisional Local Government Finance settlement is a reduction in funding for the Council of £480k in addition to the grant reduction.

6. Council Tax Base & Collection Rate

- 6.1 Under section 33 of the Local Government Finance Act 1992 (as amended) and supporting Regulations, the Council must make an annual calculation of its tax base. The tax base is the total number of properties on which Council Tax will be charged expressed as a band D equivalent, after allowing for discounts, exemptions and losses on collection. The method of calculation is prescribed in the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012.
- 6.2 The tax base is used in the calculation of the Council Tax Requirement, to produce the standard amount of Council Tax for a band D property, in relation to both the Borough and the major precepting authorities.
- 6.3 As in previous years, the calculation of the tax base has been amended to take account of the Local Council Tax Support (LCTS) Scheme. The replacement of Council Tax Benefit with LCTS effectively reduces the tax base as LCTS is provided as a discount against the Council Tax liability rather than a rebate which was previously repaid to the Council via Government Subsidy.
- 6.4 The impact of LCTS, has, in part, been offset by the approved changes to the discounts and exemptions awarded to empty homes. The resultant tax base for 2017/18 is 32,084.1 (agreed by the Section 151 Officer on 2 December 2016 under delegated authority). This compares to a figure of 31,790 for 2016/17. An assumed growth of 0.5% has been included within the MTFP for future years.
- 6.5 The calculation of the Council Tax Base for a given year includes an assumption of the percentage of amounts due which are actually collected. The forecast collection rate has been assumed as 99% and has been incorporated within the Medium Term Financial Plan calculations.

Note - Please see Section 9 for Council Tax increase implications.

7. Collection Fund

Council Tax

- 7.1 Following a calculation of the income and expenditure in the Collection Fund relating to Council Tax for this year, it is estimated that there will be an accumulated surplus of £1.035 million to be distributed in respect of Council Tax by 31 March 2017. Table 6 shows how this will be distributed.

Table 6 – Estimated Collection Fund Surplus Distribution

Authority	Amount £
Brentwood Borough Council	124,959
Essex County Council	761,876
Police and Crime Commissioner	102,538
Essex Fire Authority	45,627

- 7.2 The Council must take the amount of £124,959 into account when it sets its element of the Council Tax for 2017/18.
- 7.3 This transaction is covered by legislation. Since the Council Tax receipts collected have exceeded our forecast there is additional income. This has to be shared amongst all precepting authorities in accordance with their original precept value (for Brentwood Borough Council that equates to about 12%). This amount must then be included within the budget for 2017/18 to reduce our Council Tax Requirement for that year.

Retained Business Rates

- 7.4 It is estimated that there will be no surplus/deficit. This is the figure that has been estimated in the NNDR1 submission to the government at the end of January 2017.

8 General Fund Revenue Budget

Position Statement

8.1 Overall Revenue Forecast Position to 2019/20 is covered herein

8.2 The summary revenue budget and forecast to 2019/20 is outlined in Table 7.

Table 7 – Summary Revenue Budget & Forecast to 2019/20

	2016/17 Estimated Outturn £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Total General Fund Net Expenditure	10,645	10,517	10,694	10,648
Total Funding	(10,360)	(9,254)	(8,127)	(7,574)
Funding Gap	285	1,263	2,567	3,074
Less: Net Savings Targets	N/A	(980)	(1,030)	(1,030)
Net Funding Gap	285	283	1,537	2,044
Working Balance b/fwd	3,965	3,380	2,629	1,021
Funding Gap	285	283	1,537	2,044
Earmarked for WHW	300	350	Nil	Nil
Earmarked for Town Hall Project	Nil	118	71	Nil
Working Balance c/fwd	3,380	2,629	1,021	(1,023)

8.3 The projected outturn for 2016/17, after projected savings targets, of £285k (or 2.68% of net expenditure) which is the same as reported to this to this Committee on 29 November 2016.

Addressing the Funding Gap

- 8.4 The MTFP provides the framework with which the Council will achieve its aspirations.
- 8.5 The Council will continue to explore opportunities to identify and secure additional income with which to support services, it is clear that there is also the opportunity to balance its budget through the strict management of expenditure levels and securing efficiencies.
- 8.6 Services need to continue to drive through efficiencies and continually review their working practices and operations to try and make them as efficient as possible.
- 8.7 Savings Targets are proposed to bridge some of the funding gap as outlined below in Table 8.

Table 8 – Proposed Savings Targets

Proposed Savings Targets	2017/18 £'000	2018/19 £'000	2019/20 £'000
Additional Income Generation Target	516	501	501
Efficiencies Target	415	415	415
Re-prioritisation of Services Target	49	114	114
Total Savings Target	980	1,030	1,030

- 8.8 An enormous amount of effort has gone into securing this position for the Council. This is specifically emphasised when comparing the forecast working balance in the Table 7, i.e. £1,021k for 2018/19, to the original position a year ago, i.e. a deficit of £3,694k in Table 1B. This is a movement of £4.7m, achieved by a combination of efficiencies, income generation and service re-prioritisation action. This improvement is even greater when you take into account the impact of the

reduction on the New Homes Bonus of £1.1M, which is outside of the Council's control.

8.9 Other key areas that are being developed are:

- Depot Strategy. Aside from the saving of £80k which will be delivered by the new waste transfer station, there's a wider strategy being developed to review and develop the depot function to generate greater efficiencies and maximise its use.
- Town Centre Strategy. Plans are underway to redevelop and stimulate the local economy in the town centre.
- Town Hall Strategy. The gains from the town hall strategy, which was approved by Council in October, are being worked up and included within the MTFP.

8.10 The Council has produced a Leisure and Recreation Strategy (including a review of Open Spaces). The scope of this work included:

- A viable and deliverable model of sports facility stock (type/mix) that meets existing and anticipated future demand.
- A comprehensive assessment of the supply of and demand for outdoor playing pitches in Brentwood Borough.
- A clear understanding of the overall surpluses and deficiencies across the Borough and any specific geographical and/or individual facility needs.
- Establishment of key principles to help inform where future resources should be focused.
- Production of a strategy which is compliant with Sports England guidance.

8.11 Whilst it is not possible at this stage to quantify any savings/additional income, these will need to be a key outcome from the development of the Strategy. This is now being developed through a cross-party working group, and any saving arising in future years will be identified and reported through the appropriate Committees.

8.12 Officers will continue to work with the administration to identify other opportunities during the year to bridge the funding gap.

Working Balances and Reserves

8.13 Section 32 of the Local Government Finance Act 1992 requires local authorities to have regard to the level of reserves needed for meeting estimated future expenditure when calculating their Council Tax Requirement.

- 8.14 The Section 151 Officer is responsible for providing advice so that decisions taken on reserves represent proper stewardship of public funds. Reserves should be set at a level at least sufficient to meet any unexpected increase in expenditure or shortfall in income in the ensuing year that cannot be met from within the approved budget. Any decision that fails to take into account his advice may require a report to be made to the Council under Section 114 of the Local Government Finance Act 1988.
- 8.15 Section 25 of the Local Government Act 2003 includes a duty on the Section 151 Officer to report, at the time the Council Tax is set, on the robustness of the budget calculations as well as the adequacy of the Council's reserves and other matters (see Section 13 'Section 151 Officer's Assurance').
- 8.16 The Act also provides an enabling power for the Secretary of State to specify a statutory minimum level of reserves (Section 26 of the 2003 Act). The level of reserves is also a factor the External Auditor will consider in appraising the Council's financial standing. In providing advice to the Council on the level of reserves, the Section 151 Officer has also had regard to professional guidance provided by CIPFA.
- 8.17 These safeguards are further reinforced through detailed scrutiny by our External Auditors, which includes a methodology to assess the financial performance and standing of the authority.
- 8.18 When reviewing medium term financial plans and preparing annual budgets, Members should consider the establishment and maintenance of reserves. These may be held for three main purposes:
- (i) As a working balance to help cushion the impact of unexpected budgetary pressures.
 - (ii) As a contingency to cushion the impact of significant unexpected events or emergencies – for example, the Contingency Reserve can be used only for specific purposes approved by full Council.
 - (iii) As a means of building up funds to meet known or predicted requirements and again to prevent significant fluctuations in net budget cost between years (earmarked reserves).
- 8.19 General Fund reserves consist of a number of earmarked reserves, together with an unallocated general reserve.
- 8.20 All reserves and balances form part of the General Fund but the Housing Revenue Account balance is specifically 'ring fenced' for use in connection with that account.
- 8.21 In addition to the cash-backed reserves described above, local authorities maintain a number of other reserves in the Balance Sheet. Some are required for statutory reasons and others reserves are required to comply with proper accounting practice. In either case these balances are not available for investment.

- 8.22 As part of the budget approved in March 2016, a minimum General Fund Working Balance of £2.2m was agreed. In accordance with best practice, an annual risk assessment is undertaken to check the level required for 2017/18. Revised calculations show that the assessed level should remain at £2.2million.
- 8.23 Although this report on adequacy of reserves is specific to 2017/18, the Council should bear in mind that adequacy should also be judged against longer-term plans.
- 8.24 The Council is currently predicting a significant funding gap every year with the General Fund Reserves depleted during 2019/20. Whilst it is not permissible or feasible for the Council to rely on the use of reserves on an ongoing basis to balance its budget, it may apply reserves as part of a short term strategy to manage, for example, a period of transition during which efficiency savings are identified to provide a longer term solution. Until the budgets for each year are balanced it is prudent for the Council to maintain a level of reserves in excess of the minimum recommended level.
- 8.25 In addition to the General Fund Working Balance, the Council keeps a number of Earmarked Reserves on the Balance Sheet. These Reserves are required in order to comply with proper accounting practice, whilst others have been created to earmark resources for known or predicted liabilities. The balance of these Reserves as at 1 April 2016 was around £2.6 million. A list of the Earmarked Reserves is attached as Appendix B.

Fees and Charges 2017/18

- 8.26 Proposed Fees and Charges have been taken to the appropriate Council Committee during the financial year 2016/17. The agreed fees and charges have been collated together for information to form Brentwood Borough Councils Fees and Charges Schedule attached as Appendix C.

9. Council Tax Referendum and Council Tax

- 9.1 As part of the 2011 Localism Act, Council Tax Capping in England has been abolished and replaced by new powers for residents to approve or veto excessive tax increases through a referendum. If the residents vote against the increase, the Council will have to revert to a Council Tax level that is compliant with the Government's proposed increase.
- 9.2 A Council Tax referendum principle of 2% or £5 (which ever is the higher limit) will apply for 2017/18. This will apply to the lowest 10 Police and Crime Commissioners and all shire districts.
- 9.3 The Government has announced that they will not be introducing referendum principles for parish and town councils, a proposal which they consulted on as part of the summer technical consultation on the 2017/18 settlement. They will keep the level of precepts set by town and parish councils under review and may introduce referendum principles in the future.
- 9.4 Members are reminded that the Provisional Local Government Settlement announced in December 2016 assumes that Councils will increase Council Tax levels. By increasing the Council Tax by the £5 or 2 % and applying the same increase in future years the Council would be able to increase income as well as its budget base by:

Table 9 – Council Tax Increase options

Year	£5 increase in Council Tax £'000	2% increase in Council Tax £'000
2017/18	160	111
2018/19	322	226
2019/20	486	343

10. Housing Revenue Account (HRA) Budget 2017/18

- 10.1 The HRA is the budget operated by the Council which contains the income and expenditure of services connected with the Council's Housing Landlord role.
- 10.2 The main source of income into the HRA is the rental income from the properties let by the Council. These rents are calculated by reference to a Government formula which provides a target rent for the Council's properties to reach over a period of time.
- 10.3 From April 2012, a new system in Self Financing came into force for local authority social housing.
- 10.4 Self Financing represents a significant change in the way the Council's housing stock is funded. In principle, it gives more local accountability and responsibility for the operation of the Council's housing stock. The key elements of Self Financing are:
- The Government calculated a level of debt based on a 30 year assessment on expenditure, which was transferred to the authority to compensate the Government for the end of the subsidy scheme. For Brentwood, this was assessed at approximately £64.4million. We have borrowed to service this debt.
 - Councils have full responsibility for the maintenance and development of the housing stock and also the servicing of the debt.
 - A sum for depreciation of the stock is required to be included in the accounts.
- 10.5 The method of setting rents has changed in the Government's summer budget 2015. As part of the new Welfare Reform and Work Bill 2015/16 it was announced that rents in the social housing sector will be reduced by 1% a year for the next four years.
- Service Charges**
- 10.6 **Tenant Service Charges** - Historically, the Council has increased tenant service charges through a 'rolling reconciliation'. The 'rolling reconciliation', compares the previous year's actual to the budgeted figure. The under/over recovery is then passed onto the tenant in the following year. This ensures service charges are cost recovered. Tenant service charges are currently under review. Where the service charge had decreased this will be passed onto the tenant.
- 10.7 **Leaseholder Service Charges** - These are levied by the Council, to recover the costs the Council incurs in providing services to a dwelling. The way in which the service charge is organised is set out in the leaseholder's lease or tenancy agreement and therefore they will be calculated accordingly.
- Fees and Charges – Recharging Policy**
- 10.8 On the 23 September 2015 the Environment and Housing Committee approved the new recharge policy. Previously recharges for Housing services have only been recovered on an ad hoc basis. This has led to the council subsidising some of the costs, which is ultimately passed on to the Council.

10.9 In addition to reviewing discretionary services, Officers have also reviewed the services the Council pays for, which are deemed rechargeable, but the Council is currently subsidising. It is hoped that the introduction of the re-charging policy, for these services will encourage tenants to be more aware and also more responsible for their property and actions within their property.

10.10 Prices have been calculated with the following price mechanism:

- 2017/18 – Cost price less 25%
- 2018/19 – Cost price less 20%
- 2019/20 – Cost price less 15%

Each year the percentage deducted will decrease by 5% until the full cost price is recovered.

10.11 The schedule of the fees and charges were agreed at the Environment and Housing Management Committee of 7 December 2016 and are attached as Appendix C.

Projected Outturn 2016/17

10.12 The estimated outturn for the HRA Fund is a potential surplus £293k as at 31 March 2017 which is in line with the original budget for 2016/17 which projected a surplus of £293k. The anticipated surplus will deliver a working balance at the end of the financial year of £1.656 million and an earmarked reserve balance of £3.034 million.

10.13 The HRA budget for 2017/18 indicates a surplus of £450k. The key variations from the budget are:

- The budget for Repairs and Maintenance has increased by £250k. As it was agreed that for 2015/16 non priority planned maintenance works were stopped for a year while a stock condition survey is carried out to inform the new capital program from 2017/18 onwards. Therefore the 250k has been reinstated into the based budget for 2017/18 onwards.
- Employee Costs for General Management have decreased by 69k based on the new housing structure.
- Central Recharges to the HRA have increased by £73k.
- Dwelling Rent Income decreases by £289k taking into consideration the government rent decrease proposed within this report as well as the reduction in income due to the sales of council dwellings.
- Non Dwelling income has decreased by £167k to account for the transfer of the shops from the HRA to the General Fund

- Tenant and Leaseholder Income have increased by 28k to reflect the income from Leaseholders that was previously not charged for.

HRA Working Balance

- 10.14 The HRA working balance must continue to be managed so that it provides the flexibility to manage unexpected demands and pressures without destabilising the Council's overall financial position. The level of the Working Balance should provide a reasonable allowance for unquantifiable risks or one off exceptional items of expenditure that are not covered within existing budgets. The Working Balance can also be used to act as a source of pump priming investment and/or to deliver "invest to save" projects.
- 10.15 General guidance and practice amongst other authorities varies. Options include a percentage of total income, and a set value per Council Dwelling. However, individual risk assessments undertaken at a local level are considered best practice.
- 10.16 The Working Balance can be used to correct inflation assumptions, increase capital spend, repay debt early or to fund new HRA capital projects.
- 10.17 The average working balance for the period 2017/18 to 2019/20 is expected to be £2.3 million. This is deemed for the Council as an acceptable, assured level of balances.

Earmarked Reserves

- 10.18 In addition to the HRA Working Balance, the Council keeps three HRA Earmarked Reserves on the Balance Sheet. These Reserves are as follows:
- Council Dwellings Investment Fund – this reserve receives an annual contribution from the HRA (as outlined in the Business Plan), to support future investment in the Council's housing stock. The anticipated balance in this reserve as at 31 March 2017 is £2.631 million. The MTFP assumes voluntary annual contributions of between £100k to £500k per annum for the period 2016/17-2019/20 as long as it is affordable.
 - Repairs and Maintenance Reserve – this reserve receives a contribution regarding any under spends from Repairs and Maintenance in Year, to support future work outlined from the stock condition survey. The anticipated Balance of this reserve as at 31 March 2017 is £400k.
 - Resident Involvement Training Reserve – this reserve currently has a balance of £3k and is to be used to train residents, in housing matters.

Rent Levels

- 10.19 For the last five years, the Council has held a consultation process both with our tenants in general, and with Tenant Talkback in particular, so that the views of our tenants are taken into account in this important decision.
- 10.20 As part of the government summer budget, rent policy has changed and all social housing rents for General Need Housing are to decrease by 1% from 2016/17 until 2019/20 inclusive.
- 10.21 Under the new rent policy, the main changes are:
- Current rents to reduce by 1% and for the next four years from 2016/17.
 - Formula Rents can still be applied to all new tenancies, however these must reduce by 1% for 2016/17 and the next three years.
- 10.22 The rent year for 2017/18 will commence on 3 April 2017 and finish on 2 April 2018. It will be a 52 week rent year.
- 10.23 The Rent Model for 2017/18 applies the Governments assumptions as part of the new Welfare Reform and Work Bill 2015/16.

Self Financing Settlement

- 10.24 On 28 March 2012 the Council borrowed £64.166 million from PWLB (Public Works Loan Board) in order for the HRA to become Self Financing as the subsidy system was being demolished. The Council profiled this borrowing over 6 loans ranging from lengths of 5 years to 30 years.
- 10.25 Table 10 shows the profiles of the loans that the Council holds regarding the Self Financing Debt

Table 10 - Profile of HRA Loans

Loan Amount	Number of Years Held	Date Repayable	Interest %
5,000,000	5	28/03/2017	1.24
5,000,000	10	28/03/2022	2.4
10,000,000	15	28/03/2027	3.01
15,000,000	20	28/03/2032	3.3
15,000,000	25	28/03/2037	3.44
14,166,000	30	28/03/2042	3.5

- 10.26 The HRA Business Plan from 2012/13 had been setting aside monies from surplus cash, to repay the loans. As at 31 March 2015 the amount set aside is £5 million. This will pay for the loan due to repaid on 28 March 2017

- 10.27 On average, the HRA was setting aside £1.5 million a year to repay back the above loans. With the decrease in rental income as well as the HRA contributing its surplus money towards funding the capital programme and affordable housing development scheme, the HRA can no longer set aside £1.5 million for voluntary loan repayment. The HRA therefore, will continue to set aside some money as long as it is affordable to the HRA. The other 5 loans have been re-profiled and this means the council will have to re-borrow and will not be debt free until 2046/47
- 10.28 The amounts the Council potentially may need to re-borrow are shown Table 11.

Table 11 - Profile of possible re-borrowing in future years

Loan Amount	Number of Years Held	Date Repayable	Interest %
1,800,000	10	28/03/2030	2.47
2,500,000	10	28/03/2031	2.47
10,000,000	10	28/03/2037	2.47
15,000,000	15	20/03/2047	2.82
11,000,000	10	20/03/2047	2.47

- 10.29 The need for additional borrowing will be reviewed on an annual basis and reflected in the reviewed Business Plan for the HRA.

Housing Rents

- 10.30 The average proposed decrease for Housing Properties in 2017/18 is 1% and the average rent decrease is £0.92 per resident.
- 10.31 If the rents are charged at the model's current calculation then the gross income will be £11.906m (2016/17 £12.259). The allowance for properties empty ("Voids") between letting will be 0.5%, therefore the expected Void budget will be £59k (2016/17 £123k).
- 10.32 Based on the new rent policy, the HRA will lose £289k of rental income in 2017/18.
- 10.33 The Analysis of Rent increases/decreases have been outlined in Appendix D.

Tenant Service Charge Policy

- 10.34 The proposed rent decreases do not include service charges – specific additional charges for tenants primarily of flat blocks, relating to the provision of specific services, such as heating, communal lighting and caretaking.
- 10.35 A review on service charges to be carried out during 2017/18 in order to inform the charging policy going forward. Members will be kept informed of developments.
- 10.36 Government guidance suggests service charges should not be increased by more than CPI + 1%. This guidance will be included in the service charge review.

HRA Business Plan

- 10.37 The HRA Business Plan has been updated with the recommendations proposed in this report. A sensitivity analysis has been carried out to ensure the robustness of the 30 year plan. A summary is attached in Appendix E.
- 10.38 The following assumptions have been taken into account when considering the revised Business Plan:
- The financial viability of the HRA.
 - Delivering a repairs capital programme of £3m for 2017/18 onwards.
 - Delivering an Affordable Housing Development Program in addition to the Decent Home Capital program. This averages at £3.614m for 2017/18 to 2019/20 and £2 million from 2020/21 onwards. This program is also dependent on the number of right to buy sales made.
 - Re-profiling the self financing debt so that the council can repay it at a later date when the HRA can afford to
 - No allowance has been made for growth bids.
 - Affordability for tenants.
 - The 1% decrease has been applied to rental income for the next two years and then rental income is assumed to increase from 2020/21.

11. Capital Programme

- 11.1 This section considers the Capital Programme and supporting Strategy for the period 2017/18 to 2019/20.
- 11.2 Capital expenditure is defined as expenditure incurred on the acquisition or creation of assets needed to provide services, for example, houses, vehicles or buildings. There is a clear distinction between capital expenditure and revenue expenditure with the latter relating to spend or investment on the day to day running of services.
- 11.3 The Capital Programme sets out the medium term investment proposals, together with the identified sources of funding. The Capital Programme supports the Capital Strategy which is aligned to the priorities of the Council.

Funding the Capital Programme

- 11.4 The key sources of funding for the Capital Programme are as follows:
- **Capital Receipts** – capital receipts arising from the sale of assets contribute to resources available to fund the Capital Programme. As there is a significant degree of uncertainty in the level and timing of the capital receipts, a pre-requisite for managing capital investment is that these are kept under close review to minimise the risk of possible exposure to unplanned borrowing with its potential adverse impact on revenue.
 - **Capital Grants** - the Council receives a variety of external funding, normally in the form of capital grants, which are either secured via a bidding process or are automatically allocated through Government departments or agencies for specific purposes.
 - **Leasing** – Local Authorities may fund capital expenditure by way of a finance lease, where all the risks and rewards of ownership are transferred to the lessee. Where appropriate, leasing is considered as a funding option and as with borrowing the revenue consequences need to be considered. It is important to ensure that there is adequate revenue budgetary provision to meet any future leasing liabilities. In addition the International Financial Reporting Requirements (IFRS) are such that most leases are classified as finance leases and therefore treated as capital expenditure.
 - **Prudential Borrowing** – the Council has freedom to undertake borrowing to finance capital expenditure so long as it is prudent, affordable and sustainable. The Council must consider and meet the whole costs associated with borrowing and be mindful that the interest charges in particular must be funded from the General Fund.

- **Section 106 Contributions** – under Section 106 of the Town and Country Planning Act Local Authorities are able to negotiate financial contributions from developers towards the cost of the provision of off-site infrastructure, facilities and/or services. These contributions need to be reasonably related to the development which is the subject of the planning application. Where applicable these will be applied to support capital investment.

Housing Revenue Account

- 11.5 In previous years 75% of proceeds from Right-to-Buy (RTB) sale of Council Dwellings were paid into a national pool run by the Department of Communities and Local Government (DCLG). The receipts were then redistributed to those authorities with the greatest housing needs as identified by regional housing boards. The remaining receipts were used to fund capital works in the authority.
- 11.6 On 2 April 2012, the pooling arrangement changed. Ministers confirmed delivering the new homes would be through Local Authorities retaining receipts to spend in their area.
- 11.7 Brentwood entered into an agreement with the Secretary of State for Communities and Local Government to retain the additional RTB receipts on 26th June 2012.
- 11.8 The key principles of the agreement are as follows:
- The Secretary of State agrees to allow the authority to retain additional RTB receipts to fund the provision of replacement stock.
 - The Secretary of State will allow the authority three years (from commencement of agreement) to invest the receipts before asking for the money to be returned if they have not been invested.
 - The agreement does not require a local authority to complete the building of a home within 3 years.
 - The agreement requires an authority to have incurred expenditure that is no more than 30% of the total spends on replacement stock.
 - Replacement could be one of 3 ways – newly built Council homes, acquiring houses on the open market or provision of grants to Housing Associations to build new homes.
 - Brentwood Council agrees to return any unused receipts to the Secretary of State with Interest.

11.9 A summary of the Retained Receipts for 2016/17 is outlined in Table 12.

Table 12 – Retained Receipts for 2016/17

2016/17	April to Jun	July to Sep	Oct to Dec	Jan to March	Total
Number of RTBs	7	5	3	4	19
Total Value (£'000)	858	971	653	441	2,923
Average Value (£'000)	123	194	163	110	590
Value of RTB Retained (£'000)	557	676	411	548	2,192
Expenditure required (£'000)	1,856	2,254	1,371	1,827	7,308
Date to be spent by	30/06/19	30/09/19	31/12/19	31/03/20	

11.10 The last quarter in 2016/17 is an estimated figure which is based on three sales completed and that is likely to be completed before the end of the financial year. The current estimated balance of retained receipts as at 31 March 2017 is £2,714,397.

11.11 A forecast of Retained Receipts is outlined in Table 13.

Table 13 – Retained Receipts Forecast

	2017/18	2018/19	2019/20	2020/21
Sales	6	6	6	6
Projected Income (£'000)	950	950	950	950
Projected Retained (£'000)	600	600	600	600
Expenditure required (£'000)	2,000	2,000	2,000	2,000

11.12 It is assumed that sales will begin to flat-line from 2017/18; therefore, an estimate of 6 RTB sales per year has been incorporated. However, the amount of RTB's the Council receives is dependent on the independent market and can change year on year.

11.13 The Business Plan also assumes that the 70% additional costs will come from the HRA earmarked reserve or revenue funding. However, there is the possibility of using Section 106 Contributions which have the provision of Affordable Homes as part of the conditions.

Capital Programme – Projected Outturn 2016/17

11.14 Table 14 below shows the projected spend on the Capital Programme for 2016/17:

Table 14 – Capital Programme 2016/17 – Projected Outturn

DESCRIPTION	2016/17 ORIGINAL BUDGET £'000	2016/17 REVISED BUDGET £'000	2016/17 ESTIMATED OUTTURN £'000
Environment & Housing Management	5,835	8,176	4,263
Community & Health	205	422	344
Economic Development	1,781	1,772	185
Transformation	1,200	2,034	1,216
TOTAL EXPENDITURE ON CORPORATE PRIORITIES	9,021	12,404	6,008
Funded by:			
Capital Receipts	4,142	5,468	2,745
Borrowing	-	-	-
Government Grants	120	120	106
Housing Revenue Account Business Plan	2,318	2,318	2,527
Contributions from Revenue	1,795	3,852	390
Section 106	-	-	84
Retained HRA Receipts	646	646	156
TOTAL FUNDING	9,021	12,404	6,008

11.15 The Current Estimate includes slippage of £2.653m from 2015/16 and £0.730m for the Acquisition of 1-2 Seven Arches Road agreed at Committee.

11.16 The 2016/17 Capital Programme is projecting an under spend of £6.396m. These will be reviewed as part of 2016/17 outturn, to established whether the spend will need to be carried forward into the next financial year.

11.17 The key variances for the projected outturn are as follows:

- HRA Decent Homes Scheme (£2.1m) – A revised programme of works is being carried out in 2016/17. A Stock Condition Survey has been carried out in 2016/17 and will be used to deduce the 2018/19 Capital Programme.
- HRA Affordable Housing (£1.6m) – Affordable housing expenditure has been committed in 2016/17 but work is likely to slip into 2017/18.
- Town Hall (£750k) – This project has been revised as per the report taken to committee on 19 October 2016. The Expenditure required will slip into 2017/18 and The Capital Program has been re-profiled accordingly.
- Improvements and Parking Scheme at Brentwood and Shenfield (£600k) – Project is currently on hold due to the Strategic Car Park Review.
- Upgrade the Multi-Storey Car Park (£850k) – Project is on hold due to the Strategic Car Park Review.
- Disabled Facilities Grant (£144k) – Less number of applications being received.
- Leisure Strategy (£100k) – Expenditure on hold until Strategy complete.
- Car Park Improvements (£80k) – Project is currently on hold due to the Strategic Car Park Review.
- Play Area Refurbishments (£71k) – Expenditure on hold due to Leisure Strategy.
- Asset Management (£62k) – Expenditure likely to slip into 2017-18
- Renaissance Group (£39k) – No planned Expenditure.

11.18 The Capital Programme for 2016/17 assumes no borrowing.

11.19 Table 15 outlines the investment proposals for 2017/18 to 2019/20. The existing schemes do not include projected carry forwards from 2016/17. Any slippage on the Capital Projects will be decided once the final outturn 2016/17 is confirmed and referred back to Committee.

Table 15 – Capital Programme 2017/18 to 2019/20 – Existing & New Proposals

	2017/18	2018/19	2019/20
	£'000	£'000	£'000
Existing Schemes:			
HRA Decent Homes Schemes	3,000	3,000	3,000
New Homes Build (HRA)	2,055	1,479	7,310
Town Hall Remodelling	1,176	4,703	3,919
Parking Scheme at Brentwood & Shenfield *	1,000	-	-
Vehicle & Plant Replacement Programme	750	175	175
Disabled Facilities Grant	250	250	250
Play Area Refurbishments	100	-	-
ICT Strategy	100	100	-
Car Park Improvements	100	-	-
Leisure Strategy	100	-	-
Asset Improvements	100	100	-
Home Repair Assistance Grant	30	30	30
Cemetery Headstones	20	20	-
CCTV System Upgrade	5	5	-
TOTAL EXISTING SCHEMES	8,786	9,862	14,684
New Schemes:			
Warley Playing Fields – Sports Pavilion	172	-	-
Parks Infrastructure Improvements	100	-	-
Cemetery Infrastructure Improvements	100	-	-
ICT - Azure & Skype Implementation	100	-	-
ICT - End User Device Implementation	75	-	25
Noise, Nuisance Recorder System	8	-	-
TOTAL NEW SCHEMES	555	-	25
TOTAL CAPITAL PROGRAMME	9,341	9,862	14,709

* There is likely to be a re-profiling of this capital scheme as plans are currently being developed.

- 11.20 The Council will continue its investment in its Housing Stock (estimated at over £9 million over the next 3 years).
- 11.21 Assuming all of the proposals are approved, the total investment for the three year programme will be £33.9 million and the funding sources are outlined in the Table 16.

Table 16 - Capital Programme 2017/18 to 2019/20 – Funding Sources

SOURCE OF FUNDING	£'000
Capital Receipts	6,773
Grants	750
Revenue Contributions (HRA)	4,786
HRA Business Plan	9,097
Section 106 Grant (HRA)	808
Borrowing	11,698
TOTAL	33,912

- 11.22 The proposals above exclude any property acquisitions/developments where a business case can demonstrate that a capital investment can be converted to a revenue income stream. The Council currently has sufficient headroom to allow for borrowing of this nature, but each case would be the subject of a report and business case.

12. Treasury Management and Investment Strategy

12.1 This report presents the Treasury Management Strategy for 2016/17 including the associated Prudential Indicators and the Minimum Revenue Provision Policy.

Definition of treasury management

12.2 CIPFA defines treasury management as:-
“The management of the local authority’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

12.3 The Council is required to receive and approve the following documents:-
a) An Annual Treasury Strategy (this document) - this sets out the Council’s approach to managing its investments and borrowings over the year ahead
b) A mid year review of treasury activity - this updates Members on Treasury Management performance for the first half of the financial year
c) An annual report on treasury activity - this details the treasury activity and performance for the full year.

12.4 The Council uses Capita Asset Services (CAS) Treasury Solutions as its external treasury management advisor and much of the content of this report closely follows their advice. The Council recognises, however, that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon its external service providers.

12.5 It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

Interest rate forecasts and economic commentary

12.6 CAS’s interest rate forecasts are set out in paragraph 12.27 of this report. This shows a flat trend in interest rates over the next few years.

12.7 Paragraphs 12.28 and 12.29 contains an economic commentary, which provides a context for their interest rates forecasts.

Borrowing Strategy

Current borrowing position

12.8 The Council has borrowings of £66.166m, mostly represented by the £64.166m debt taken in March 2012, when the Council left the HRA subsidy system. The first tranche of this debt (£5m) will mature in March 2017, with the remaining debt maturing between then and March 2042. These are shown in Table 17.

Table 17 – Current Borrowing Position

Start date	Repayment date	Interest rate	Amount
			£
HRA Self Financing Loans (March 2012)			
28/03/2012	28/03/2017	1.24%	5,000,000
28/03/2012	28/03/2022	2.40%	5,000,000
28/03/2012	28/03/2027	3.01%	10,000,000
28/03/2012	28/03/2032	3.30%	15,000,000
28/03/2012	28/03/2037	3.44%	15,000,000
28/03/2012	28/03/2042	3.50%	14,166,000
Sub total			64,166,000
General Fund Loans			
30/04/1995	30/04 2055	8.88%	800,000
24/04/1995	24/02/2055	8.88%	800,000
08/01/2003	08/01/2028	4.88%	400,000
Sub total			2,000,000
Total			66,166,000

HRA debt re-scheduling

- 12.9 When the HRA loans were taken out, it was intended to repay them on the due dates from funds set aside from the HRA. Due to constraints on the HRA's capacity to continue to set aside funds to repay these loans, these debts have been rescheduled and the end date has been put back to 2047. This potentially may require re-borrowing when the existing loans fall due.
- 12.10 Details of this rescheduling exercise, if required, are set out in paragraphs 10.25 to 10.29 of this report.

New borrowing

- 12.11 In common with other authorities, the Council undertakes borrowing to fund its capital programme and to fund short term liquidity needs
- 12.12 The capital programme set out in paragraph 11.19 (Table 15) assumes the following new borrowing requirement, starting from 2017/18:-
- 2017/18 £1.176m
 - 2018/19 £4.703m
 - 2019/20 £5.819m
- 12.13 No short term borrowing needs are forecast for 2017/18 as it is anticipated that the Council will have sufficient liquid resources to fund its cash-flow needs.

Policy on borrowing in advance of need

- 12.14 Any external borrowing by the Council will not be in excess of or in advance of its needs purely to profit from the investment of the additional sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

Capital and Treasury Prudential Indicators

- 12.15 There are a number of capital and treasury prudential indicators that the Council is required to approve under the Local Government Act 2003. These are set out in the following paragraphs.

Capital prudential indicators

- 12.16 Capital Expenditure. This prudential indicator is a summary of the Council's capital expenditure plans.

Table 18 – Capital Expenditure & Financing Summary

	2016/17 Estimated outturn £'000	2017/18 Estimate £'000	2018/19 Estimate £'000	2019/20 Estimate £'000
General Fund	2,935	4,286	5,383	4,224
HRA	3,073	5,055	4,479	10,310
Total capital expenditure	6,008	9,341	9,862	14,534
Financed by:				
Capital receipts	(2,771)	(3,476)	(873)	(2,247)
Revenue contributions (HRA)	(520)	(867)	(1,012)	(2,908)
Government grants	(106)	(1,058)	(250)	(250)
S106 agreements (HRA)	(84)	0	0	0
HRA business plan	(2,527)	(2,764)	(3,024)	(3,309)
Borrowing	0	(1,176)	(4,703)	(5,819)
Total Financing	(6,008)	(9,341)	(9,862)	(14,534)

- 12.17 Capital Financing Requirement (CFR). This measures the Council's underlying need to borrow.

Table 19 – Capital Financing Projections

	2016/17 Estimated outturn £'000	2017/18 Estimate £'000	2018/19 Estimate £'000	2019/20 Estimate £'000
General Fund	11,166	12,342	17,025	20,846
HRA	62,041	61,541	61,541	63,441
Total CFR	73,207	73,883	78,566	84,287
Increase/(decrease) in CFR	(1,563)	676	4,683	5,721
Represented by:-				
New borrowing	0	1,176	4,703	5,819
Finance lease repayment	(13)	0	0	0
Debt repayment provision	(1,550)	(500)	(20)	(98)
	(1,563)	676	4,683	5,721

- 12.18 Gross External Borrowing and the Capital Financing Requirement. This indicator compares the Council's gross external borrowing against its CFR. It highlights the fact that the Council is currently maintaining a under-borrowed position, i.e. the amount of borrowing required to fund capital expenditure is more than the amount of external borrowing taken out:-

Table 20 – Capital Financing Projections

	2016/17 Estimated outturn £'000	2017/18 Estimate £'000	2018/19 Estimate £'000	2019/20 Estimate £'000
CFR	73,207	73,883	78,566	84,287
Gross external borrowing	61,166	62,342	67,045	72,864
Under borrowing	12,041	11,541	11,521	11,423

The under- borrowing represents the use in previous years of the Council's own cash balances to fund capital expenditure.

Minimum Revenue Provision Policy

- 12.19 The Council is required to charge an element of the accumulated General Fund capital spend each year (measured through the CFR) through a revenue charge known as the minimum revenue provision (MRP).
- 12.20 DCLG Regulations require the full Council to approve an MRP Statement in advance of each year. A variety of options are provided to councils, so long as there is prudent provision. The Council is recommended to approve the following MRP policy:
- for capital expenditure incurred before 1 April 2008 or which in the future will be Supported Capital Expenditure, the MRP policy will be to use existing practice, outlined in former DCLG regulations (option 1), which provides for an approximate 4% reduction in the borrowing need each year

- for all unsupported borrowing (including finance leases) from 1 April 2008, MRP will be based on the estimated life of the assets (option 3), which provides for a reduction in the borrowing need over the assets' lives

12.21 There is no requirement on the HRA to make a minimum revenue provision but under HRA reform there is a requirement to charge depreciation on its assets, which will have a revenue effect. The HRA business plan will need to fund this depreciation over the life of the assets.

Affordability Prudential Indicators

12.22 Ratio of Financing Costs to Net Revenue Stream. This indicator identifies the trend in net borrowing and other long-term obligation costs against the Council's net revenue stream.

Table 21 - Ratio of Financing Costs to Net Revenue Stream

	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
General Fund	0.36%	0.40%	0.90%	5.70%
HRA	14.74%	14.74%	14.72%	15.51%

12.23 Operational Boundary for External Debt. This is the limit beyond which external debt would not normally be expected to rise. From 2017/18 this has been set at the CFR plus an allowance of £2m to allow for any unexpected short term borrowing needs.

Table 22 - Operational boundary for external debt

	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
Capital Financing Requirement	73,257	73,883	78,566	84,287
Short term borrowing needs	2,000	2,000	2,000	2,000
Capital Financing Requirement	75,257	75,883	80,566	86,287

12.24 Authorised Limit for External Debt. This is the maximum level of borrowing that the Council is permitted to hold. It has been calculated as the operational boundary plus a further allowance of £3m for new long-term liabilities.

Table 23 - Authorised Limit for External Debt

	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
Operational boundary	75,257	75,883	80,566	86,287
Long term liabilities	3,000	3,000	3,000	3,000
Capital Financing Requirement	78,257	78,883	83,566	89,287

Treasury Prudential Indicators

12.25 These indicators set prudent boundaries for the Council's treasury activities.

12.26 Maturity Structure of Borrowing

The purpose of this indicator is to reduce the Council’s exposure to large amounts of debt falling due and requiring repayment or refinancing. This ensures that the Council’s repayments are affordable.

Table 24 - Maturity Structure of Borrowing

	Proportion of Borrowing	
	Lower Limit	Upper Limit
Under 12 months	0%	10%
12 months and within 24 months	0%	10%
24 month and 5 years	0%	20%
5 year and within 10 years	0%	20%
10 years and above	0%	100%

Interest rates.

The purpose of this indicator is to avoid exposure to adverse movements in interest rates. All new borrowing in 2017/18 or future years will be at fixed interest rates.

12.27 Table 25 sets out CAS’s view on base rates and PWLB borrowing rates.

Table 25 – CAS’s Base Rates & PWLB Borrowing Rates

	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20
Bank rate	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.50%	0.50%	0.75%	0.75%
5yr PWLB rate	1.60%	1.60%	1.60%	1.60%	1.60%	1.70%	1.70%	1.70%	1.80%	1.80%	1.90%	1.90%	2.00%	2.00%
10yr PWLB rate	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.40%	2.40%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%
25yr PWLB rate	2.90%	2.90%	2.90%	2.90%	3.00%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.30%	3.40%
50yr PWLB rate	2.70%	2.70%	2.70%	2.70%	2.80%	2.80%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%

12.28 The Monetary Policy Committee, (MPC), cut Bank Rate from 0.50% to 0.25% on 4th August 2016 in order to counteract what it forecast was going to be a sharp slowdown in growth in the second half of 2016. It also gave a strong steer that it was likely to cut Bank Rate again by the end of the year. However, economic data since August has indicated much stronger growth in the second half 2016 than that forecast; also, inflation forecasts have risen substantially as a result of a continuation of the sharp fall in the value of sterling since early August. Consequently, Bank Rate was not cut again in November or December and, on current trends, it now appears unlikely that there will be another cut, although that cannot be completely ruled out if there was a significant dip downwards in economic growth.

- 12.29 During the two-year period 2017 to 2019, when the UK is negotiating the terms for withdrawal from the EU, it is likely that the MPC will do nothing to dampen growth prospects, (i.e. by raising Bank Rate), which will already be adversely impacted by the uncertainties of what form Brexit will eventually take. Accordingly, a first increase to 0.50% is not tentatively pencilled in, as in the Table 25, until quarter 2 2019, after those negotiations have been concluded, (though the period for negotiations could be extended). However, if strong domestically generated inflation, (e.g. from wage increases within the UK), were to emerge, then the pace and timing of increases in Bank Rate could be brought forward.

Investment Strategy

Investment Guidance

- 12.30 The Council's investment policy has regard to The Department for Communities and Local Government (DCLG) Guidance on Local Government Investments ("the Guidance") and the revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code").

Investment Principles

- 12.31 The primary investment priorities of the Council are:
- a) the security of its capital (i.e. protecting the capital sum from loss)
 - b) liquidity of its investments (i.e. keeping funds readily available for expenditure when needed).
- 12.32 Provided that proper levels of security and liquidity are achieved, it may then be reasonable to seek the highest investment returns consistent with these priorities.

Investment instruments and limits

12.33 Table 26 summarises the investment instruments that the Council proposes to use during 2017/18, and the respective credit rating, value and durational limits that will apply:-

Table 26 – Proposed Investment Instruments

Investment instrument	Security/minimum credit ratings	Maximum value of investment	Maximum duration of investment
Term deposits or notice accounts or term deposits with UK banks	Short term F1, Long term A or equivalent (see para 11.42)	£5m per bank	364 days
Term deposits with banks part nationalised by the UK Government (currently Royal Bank of Scotland & NatWest)	Minimum credit ratings not required as long as these banks continue to be part nationalised	£5m per bank	364 days
Term Deposits with UK Building Societies	Short term F1, Long term A or equivalent (see para 11.42)	£5m per Building Society	364 days
The Council's Banker (Lloyds Bank Plc) is not meeting the criteria for UK Banks		£5m	Overnight
Debt Management Account Deposit Facility (DMADF)		Unlimited	6 months (DMADF imposed time limit)
Term Deposits with UK Local Authorities		£5m per local authority	364 days
Money Market Funds	AAA (minimum of two ratings)	£5m	N/a (repayable on demand)
Treasury Bills issued by the UK Government	The Debt Management Office is an agency of the UK Government	Unlimited	364 days
Certificates of Deposit issued by UK institutions	Short term F1, Long term A or equivalent (see para 11.42)	£5m per institution	364 days

12.34 All investments will be transacted in UK Sterling, and all investments with banks will be with UK banks only. Where any banks are not performing to the required minimum standard, reviews will be invoked.

Monetary limits

12.35 The monetary limit of £5m per institution represents an increase of £1m on the current £4m limit. The Council follows a rule of thumb of having a maximum of 20% of its investment portfolio with any one institution. The portfolio is expected to peak at around £25m during 2017/18 and this new limit therefore enables the Council to follow this rule of thumb at those times.

Credit ratings

- 12.36 Banks and some of the larger building societies are given credit rating by the three main credit rating agencies, Fitch, Moodys and Standard & Poor (S&P). Ratings are split between short term and term.
- 12.37 The Council's proposed minimum acceptable credit ratings for 2017/18 are outlined in Table 27 (where rated):

Table 27 - Minimum Acceptable Credit Ratings

Agency	Short term	Long term
Fitch	F1	A-
Moody	P1	A3
S&P	A1	A-

- 12.38 The proposed minimum long-term ratings are a marginal downgrading of the current values (A/A2/A), in order to increase the number of potential counterparties for the Council. The proposed ratings would still represent a high credit score and would continue to limit the Council's investments to high quality financial institutions.

Counterparty list

- 12.39 Table 28 lists the banks and building societies that currently meet the criteria set out on Table 27.

Table 28 Counterparty List

Banks

Abbey National Treasury Services Plc
Bank of Scotland Plc
Close Brothers Ltd
Goldman Sachs International Bank
HSBC Plc
Lloyds Bank Plc (our current bankers)
Santander UK Plc
Standard Chartered Bank
Sumitomo Mitsui Banking Corporation Europe Ltd
UBS Ltd

Part Nationalised Banks

Royal Bank of Scotland Plc
National Westminster Bank Plc

Building Societies

Nationwide Building Society
Leeds Building Society
Coventry Building Society

It should be noted that this list is dynamic and subject to change as credit ratings move up and down.

Specified and not specified investments

- 12.40 Specified investments are high security, high liquidity investments in sterling with high credit quality and a maturity of no more than 364 days. All of the instruments identified in Table 26 meet the definition of specified instruments.
- 12.41 Non specified investments are any other type of investments, one of their characteristics being that their duration is over 364 days, which is in excess of the Council's maximum duration limited of 364 days. The Council will therefore not use non specified investments during 2016/17.

Investment Strategy

- 12.42 Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).
- 12.43 The Bank of England Base Rate is forecast to remain flat at 0.25% until 2019/20. Bank Rate forecasts for the financial years up to 2019/20 are:
- 2017/18 0.25%
 - 2018/19 0.25%
 - 2019/20 0.50%

12.44 The suggested budgeted investment earnings rates for returns on investments placed for periods up to 100 days during each financial year for the next three years are as follows:

- 2017/18 0.25%
- 2018/19 0.25%
- 2019/20 0.25%

12.45 Table 29 shows the investments held as at 31 January 2017.

Table 29 – Schedule of Investments as at 31 January 2017

Invested With	Date Invested	Date to be Repaid	Investment Amount £'000	Interest Rate
Banks & Building Societies				
Coventry Building Society	12/08/2016	13/02/2017	1,000	0.35%
Coventry Building Society	01/12/2016	10/03/2017	1,000	0.28%
Goldman Sachs	13/04/2016	13/03/2017	2,500	0.89%
Lloyds Bank plc	04/04/2016	04/04/2017	1,000	0.97%
Lloyds Bank plc	04/01/2017	14/07/2017	1,000	0.60%
Nationwide Building Society	11/11/2016	10/03/2017	1,000	0.32%
Nationwide Building Soc	13/04/2016	13/03/2017	1,000	0.91%
Nationwide Building Soc	04/01/2017	04/07/2017	2,000	0.42%
Santander UK plc	03/01/2017	09/06/2017	1,000	0.41%
Santander UK plc -95 day notice acc			3,000	0.65% (Variable)
Sub total			14,500	
Local Authorities				
Blackpool Borough Council	09/12/2016	09/02/2017	1,000	0.25%
Dumfries & Galloway Council	13/01/2017	13/04/2017	1,000	0.25%
Highland Council	18/10/2016	18/04/2017	1,000	0.27%
Leeds City Council	04/01/2017	06/04/2017	1,000	0.27%
Leeds City Council	14/10/2016	01/06/2017	1,000	0.27%
Leeds City Council	05/12/2016	05/09/2017	1,000	0.34%
Salford City Council	01/12/2016	16/06/2017	1,000	0.30%
Salford City Council	21/12/2016	20/12/2017	1,000	0.42%
Stockport Council	03/01/2017	01/02/2017	1,000	0.25%
Thurrock Council	09/12/2016	09/03/2017	1,000	0.27%
Thurrock Council	03/10/2016	03/04/2017	1,000	0.26%
Thurrock Council	04/10/2016	04/05/2017	1,000	0.27%
Sub total			12,000	
	TOTAL		26,500	

13. Section 151 Officer's Assurance

General Fund

- 13.1 Section 25 of the Local Government Act 2003 requires that, when the Council is considering next year's budget and Council Tax levels, the Council's Section 151 Officer (the Director of Strategy and Corporate Services) must report on:
- The robustness of the estimates, and
 - The adequacy of the proposed financial reserves.
- 13.2 The estimates are considered to be robust. Realistic assumptions have been incorporated with regards to inflationary increases, and where appropriate these have been reflected in both expenditure and fees and charges income.
- 13.3 Net saving proposals of £980k have been anticipated for 2017/18 meaning that a sum of £283k will be required from the General Fund Working Balances in order to ensure that the Council has a balanced budget position. This is only acceptable because the impact of this does not breach my recommended £2.2 million minimum level in 2017/18 in addition, work is underway to bridge funding gaps to ensure financial robustness of the Council moving forward.
- 13.4 Work is underway to consult with other Essex authorities about the relative size and methodology of the minimum reserve level. Furthermore, our internal auditors have been asked to undertake a consultative piece of work to advise on our current approach.
- 13.5 Potential risks in respect of the budget and their estimated impact on the projections have been undertaken and have been used to inform the levels of reserves required.
- 13.6 A list of the Council's Earmarked Reserves is attached at Appendix B. The levels of reserves are considered to be adequate to fund the planned expenditure identified by the Council.
- 13.7 Deciding how and when to utilise the General Fund Working Balance and Earmarked Reserves is a matter to be determined locally depending on the priorities of the Council. However, it is my opinion that there is a requirement for maintaining the current reserve levels and a minimum working balance at £2.2 million during 2017/18. This will continue to be kept under review.

Housing Revenue Account (HRA)

- 13.8 Section 25 of the Local Government Act 2003 also requires that, when the Council is considering the HRA budget and rent levels, the Council's Section 151 Officer (Finance Director) must report on:
- The robustness of the estimates, and
 - The adequacy of the proposed financial reserves.
- 13.9 The estimates are considered robust. Realistic assumptions have been incorporated with regards to inflationary increases, and where appropriate these have been reflected in both expenditure and income.
- 13.10 The budget includes planned contributions to the reserves which will provide resources for investment and debt repayment requirements.

14. Council Tax Requirement 2017/18

- 14.1 The full Council Tax resolution will be included within a separate report to Full Council on 1 March 2017.

15. Reasons for Recommendation

- 15.1 The Council is required to approve the Budget as part of the Budget and Policy Framework.

16 . Implications

Financial Implications

Name & Title: Ramesh Prashar, Financial Services Manager.

Tel & Email 01277 312513 / Ramesh.prashar@brentwood.gov.uk.

- 16.1 The financial implications are set out in the report.

Legal Implications

Name & Title: Daniel Toohey, Head of Legal Services and Monitoring Officer.

Tel & Email 01277 312860 / daniel.toohey@brentwood.gov.uk.

- 16.2 The Council is obliged by Section 151 of the Local Government Act 1972 to make proper arrangements for the management of its financial affairs. It is consistent with sound financial management and the Council's obligation under Section 151 of the Local Government Act 1972 for the Council to adopt and monitor a medium term financial plan. The medium term financial plan informs the budget process and may be viewed as a related function.

- 16.3 The report provides information about risks associated with the medium term financial plan and the budget. This is consistent with the Council's obligation to make proper arrangements for the management of its financial affairs. It is also consistent with the Council's obligation under the Accounts and Audit (England) Regulations 2011 to have a sound system of internal control which facilitates the effective exercise of the Council's functions and which includes arrangements for the management of risk.

17 Appendices to this report

Appendix A – Draft Minutes of Audit and Scrutiny Committee

Appendix B – Earmarked Reserves

Appendix C – Fees and Charges Schedule

Appendix D – Analysis of Rent Increases/Decreases

Appendix E – HRA Business Plan

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Minutes

Audit & Scrutiny Committee Monday, 23rd January, 2017

Attendance

Cllr Mrs Pound (Chair)	Cllr Hirst
Cllr Reed (Vice-Chair)	Cllr Mrs Hones
Cllr Bridge	Cllr Keeble
Cllr Mrs Fulcher	Cllr Mrs Murphy

Apologies

Cllr Chilvers

Also Present

Cllr Wiles

Officers Present

John Chance	-	Finance Director (Section 151 Officer)
Steve Summers	-	Group Manager In House Services
Ramesh Prashar	-	Financial Services Manager

241. Apologies for absence

Apologies were received from Cllr Chilvers.

242. Minutes from previous meeting

The minutes of the previous meeting held on 12 December 2016 were approved.

243. Budget Scrutiny Panel Feedback

Effective scrutiny can add considerable value to how the Council makes decisions on the allocation of resources. This had become increasingly important as the Council continued to set budgets against a background of tough economic conditions and severe funding cuts from Central Government. The medium term financial planning process would help to address the continued financial challenges and develop a strategic approach to address funding gaps.

The Committee were advised that the Policy, Finance and Resources Committee held on the 29th November 2016 had agreed the Budget Monitoring Mid Year Review and Medium Term Financial Plan.

Following this, the Budget Scrutiny Panel had met on the 17th January 2017 and Cllr Reed provided the following feedback.

Training had taken place before in December to enable all Members of the Budget Scrutiny Group to learn about managing the authority's budgets. The meeting held on the 17th January consisted of Cllrs Bridge, Fulcher, Keeble and Reed spending a period of time challenging Officers over many aspects of the reported figures relating to the current 2016-2017 budget.

The Budget Scrutiny Group reviewed the following:

- Outturn for 2016/17
- The Medium Term Financial Strategy

The Group were pleased to learn of the growing culture of local responsibility where service heads and senior managers were encouraged to own and monitor their budgets. In addition the Group examined line by line the General Fund Variations table and was satisfied with all responses.

The projected outcome was forecast to be in accordance with the approved budget which demonstrated excellent financial management. It was recognised that whilst a positive figure would be sought that was increasingly difficult in the current environment.

The Group discussed how vacancies were handled, the different rules around the Housing Revenue Account and Capital Spends. On behalf of the Group, Cllr Reed thanked Mr Prashar for the professional way he assisted the working group through the scrutiny process.

A motion was **MOVED** by Cllr Mrs Pound and **SECONDED** by Cllr Reed.

A vote was taken by a show of hands and it was **RESOLVED UNANIMOUSLY:**

That the Policy, Finance and Resources Committee were requested to consider the feedback on the Medium Term Financial Plans.

Reason for recommendation

Effective financial management underpins all of the priorities for the Council.

244. Urgent business

There were no items of urgent business to discuss.

The meeting concluded at 19:07.

EARMARKED RESERVES**APPENDIX B**

Earmarked Reserve	Balance as at 01/04/2016 £'000	Amounts In/(Out) 2016/17 £'000	Amounts In/(Out) 2017/18 £'000	Amounts In/(Out) 2018/19 £'000	Amounts In/(Out) 2019/20 £'000
Balance B/F		2,533	3,019	3,042	3,112
Organisational Transformation	775		(150)	(75)	
Funding Volatility	462	282	135	157	140
Duchess Of Kent/Nightingale	338	(11)	(12)	(12)	(12)
Community Alarms	291				
Planning Delivery Grant	208	(33)			
Asset Management	118	60			
Building Control	74				
Community Rights	46				
Brentwood Community Hospital	45				
Electoral Registration	43		50		
Preventing Homelessness	38				
Neighbourhood Plan	26				
Economic Development	25	8			
Land at Hanover House	16				
New Burdens Grant	12				
Brentwood Community Fund	9				
Public Consultation	5				
Civic Dinner	2	(2)			
Housing Benefit Subsidy Clawback	0	88			
Housing Development Fund.	0				
Pension Fund Contribution	0	94			
Balance C/F	2,533	3,019	3,042	3,112	3,240

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Fees and Charges Schedule

2017/18

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Key to VAT

- S - Standard Rate - 20%
- Z - Zero Rate - 0%
- E - Exempt from VAT
- O - Outside the scope of VAT

Key to Fee

- S - Statutory
- D - Discretionary

ENVIRONMENT AND HOUSING MANAGEMENT

**ENVIRONMENT AND HOUSING MANAGEMENT
FEES & CHARGES SCHEDULE FROM 1 APRIL 2017**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES		CHARGES	
			April 2016-March 2017 Excl VAT	Inc VAT	April 2017-March 2018 Excl VAT	Inc VAT

SERVICE AREA: CEMETERIES

CHARGING AREA: CEMETERIES

*Note - Maintaining of graves is usually standard rate VAT, but as the council has published rules on the type of memorial governing, the charge is outside scope.
A Brentwood resident is anyone currently living in the Borough or someone who spent 75% of their life in the Borough.*

Purchase of Exclusive Rights of Burial for 100 years

All Graves and vaults	O	D	760.00	760.00	779.00	779.00
Cremated Remains Plot	O	D	314.00	314.00	322.00	322.00
Non-Brentwood Resident is ten times the above charges						

Interment Fees

Graves dug down for one or two	E	D	552.00	552.00	566.00	566.00
Additional charge for dig down to 9ft	E	D	137.00	137.00	140.00	140.00
Cremated Remains Plot	E	D	111.00	111.00	114.00	114.00
Non-Brentwood Resident is two times the above charges						

Option to Extend Exclusive Rights of Burial for a further 50 years

All Graves and vaults	O	D	187.00	187.00	192.00	192.00
Cremated Remains Plot	O	D	94.00	94.00	96.00	96.00
Non-Brentwood Resident is ten times the above charges						

Chapel hire at London Road and Woodman Road

	E	D	52.00	52.00	53.00	53.00
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Monuments

Monument/Inscription approval fee	O	D	127.00	127.00	130.00	130.00
Additional charge for kerbed monuments	O	D	64.00	64.00	66.00	66.00

Other Charges

Deed Transfer	O	D	55.00	55.00	56.00	56.00
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**ENVIRONMENT AND HOUSING MANAGEMENT
FEES & CHARGES SCHEDULE FROM 1 APRIL 2017**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES		CHARGES	
			April 2016-March 2017 Excl VAT	Inc VAT	April 2017-March 2018 Excl VAT	Inc VAT

SERVICE AREA: WASTE MANAGEMENT

CHARGING AREA: REFUSE

Dog waste and litter bin emptying

Empty dog waste/litter bins	Per Empty	S	D	2.60	3.12	2.70	3.24
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Domestic Refuse Collection

Special Collections - Charge per item	Min 2 Items	O	D	10.00	10.00	10.50	10.50
Biodegradable sacks for garden waste per wrap of 10		O	D	2.60	2.60	3.00	3.00
Biodegradable sacks for garden waste per wrap of 100		S	D	197.00	236.40	225.83	271.00
Garden Waste Bin hire per annum - including fortnightly emptying (DD/online payment customers)		O	D	41.00	41.00	46.00	46.00
Hire of 770, 940 and 1100 litre Container		S	D	95.00	114.00	95.00	114.00
Hire of 240 litre Wheelie Bin		S	D	30.00	36.00	30.00	36.00
Hire of 360 litre wheelie bin		S	D	40.00	48.00	40.00	48.00

Residual Trade Waste Collection

1280 litre Container		O	D	20.50	20.50	21.00	21.00
1100 litre Bin		O	D	17.00	17.00	17.50	17.50
940 litre Bin		O	D	18.50	18.50	19.00	19.00
770 litre Bin		O	D	16.00	16.00	16.50	16.50
360 litre Bin		O	D	10.00	10.00	10.50	10.50
240 litre Bin		O	D	8.50	8.50	9.50	9.50
Prepaid Residual Sacks (25)		O	D	50.00	50.00	52.00	52.00
Extra collection (£25 plus collection charge per container)		O	D	25.00	25.00	25.00	25.00

Trade Glass Collection

Bulk Containers - guide price per container per emptying							
940 and 1100 litre Bin		O	D	12.50	12.50	12.50	12.50
240 litre Bin		O	D	8.00	8.00	8.00	8.00

Trade Dry Recycling Collection (including Separated Cardboard)

Bulk Containers - guide price per container per emptying							
1280 litre Container		O	D	12.50	12.50	12.50	12.50
1100 litre Bin		O	D	11.70	11.70	12.00	12.00
940 litre Bin		O	D	11.00	11.00	11.00	11.00
770 litre Bin		O	D	10.50	10.50	10.50	10.50
360 litre Bin		O	D	8.20	8.20	8.50	8.50
240 litre Bin		O	D	8.00	8.00	8.00	8.00
Prepaid Recycling Sacks (25)		O	D	25.00	25.00	25.00	25.00

**ENVIRONMENT AND HOUSING MANAGEMENT
FEES & CHARGES SCHEDULE FROM 1 APRIL 2017**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2016-March 2017		CHARGES April 2017-March 2018	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: COMMUNITY ALARMS

CHARGING AREA: COMMUNITY ALARMS

Note - VAT indicator should be zero if recipient is chronically sick or disabled and provides a certificate confirming this

Community Alarms

Alarm plus up to three sensors per week	Per week	S	D	2.50	3.00	2.50	3.00
Alarm plus up to three sensors (if in receipt of full HB / Pension credit)	Per week	S	D	1.00	1.20	1.00	1.20

Other Charges

Extra 2nd pendant	Per week	S	D	1.00	1.20	1.00	1.20
Smoke Detectors	Per week	S	D	1.00	1.20	1.00	1.20
Key Safe - Reconditioned Rental	Per week	S	D	1.00	1.20	1.00	1.20
Key Safe - Purchase		S	D	54.17	65.00	62.50	75.00
Bogus Caller Button/Panic Button	Per week	S	D	1.00	1.20	1.00	1.20
Temperature extreme sensor	Per week	S	D	1.00	1.20	1.00	1.20
CO2 Detectors	Per week	S	D	1.50	1.80	1.50	1.80
Fall Detector	Per week	S	D	1.50	1.80	1.50	1.80
Flood Detector	Per week	S	D	1.50	1.80	1.50	1.80
Bed sensor	Per week	S	D	2.50	3.00	2.50	3.00
Pill Dispenser	Per week	S	D	2.50	3.00	2.50	3.00

**ENVIRONMENT AND HOUSING MANAGEMENT
FEES & CHARGES SCHEDULE FROM 1 APRIL 2017**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2016-March 2017		CHARGES April 2017-March 2018	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: HOMELESSNESS

CHARGING AREA: RECHARGES TO TENANTS

Recharges to Tenants

Daily Bed and Breakfast Room Charge	O	D	£40 - £85	£40 - £85	£40 - £85	£40 - £85
Amenity Charge per person per day	O	D	3.00	3.00	3.00	3.00
Removals		S	Minimum	350.00	350.00	350.00
				Cost Price	Cost Price	
Furniture	S	D	less 20%	less 20%	Cost Price	Cost Price
Storage - Homeless	S	D	per square foot	10.00	12.00	10.00

**ENVIRONMENT AND HOUSING MANAGEMENT
FEES & CHARGES SCHEDULE FROM 1 APRIL 2017**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2016-March 2017		CHARGES April 2017-March 2018	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: HOUSING REVENUE ACCOUNT

CHARGING AREA: ESTATES

Housing Estates

Storage - Evictions	Per week	S	D	10.00	12.00	10.00	12.00
Copying of Housefile		O	D	10.00	10.00	10.00	10.00
Copying of Tenancy Agreement		O	D	0.00	0.00	10.00	10.00
Garage Clearance		S	D	35.00	42.00	125.00	150.00
Property Clearance 1 or 2 Beds		S	D	85.00	102.00	At Cost	At Cost
Property Clearance 3 or 4 Beds		S	D	130.00	156.00	At Cost	At Cost
Bulk Waste Removal per item	Min 2 items	O	D	10.00	10.00	10.50	10.50

Tenancy Management

Court Costs	Average	O	D	376.00	376.00	376.00	376.00
Gas Servicing Warrant Fee		S	D	0.00	0.00	20.00	24.00
Gas Servicing Warant Enforcement		S	D	0.00	0.00	35.00	42.00
Forced entry		S	D	35.00	42.00	65.00	78.00

**ENVIRONMENT AND HOUSING MANAGEMENT
FEES & CHARGES SCHEDULE FROM 1 APRIL 2017**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES		CHARGES	
			April 2016-March 2017 Excl VAT	Inc VAT	April 2017-March 2018 Excl VAT	Inc VAT

SERVICE AREA: HOUSING REVENUE ACCOUNT

CHARGING AREA: REPAIRS

Note: Pricing Mechanism: Cost Price - 25% rounded to the nearest £5 the % reduction will reduce by 5% each year until the full cost is recovered

Rechargeable Repairs

Replacement Key/Key Fob	S	D	5.00	6.00	10.00	12.00
Lock Change	S	D	55.00	66.00	65.00	78.00
Single Glaze Window Replacement upto 1 Square Metre	S	D	50.00	60.00	50.00	60.00
Single Glaze Window Replacement over 1 Square Metre	S	D	75.00	90.00	75.00	90.00
Double Glazed Window Replacement upto 1 Square Metre	S	D	85.00	102.00	85.00	102.00
Double Glazed Window Replacement over 1 Square Metre	S	D	125.00	150.00	125.00	150.00
Internal Fire door Replacement	S	D	125.00	150.00	125.00	150.00
External Door Replacement	S	D	600.00	720.00	600.00	720.00
Paint Pack	S	D	70.00	84.00	70.00	84.00
Correction of Unauthorised Alterations (Where Tenants have conducted works without the permission of the Council and retrospective permission can not be granted)	S	D	Cost Price less 30%	Cost Price less 30%	Cost Price	Cost Price
Any other repair deemed re-chargeable	S	D	Cost Price less 30%	Cost Price less 30%	Cost Price less 25%	Cost Price less 25%

**ENVIRONMENT AND HOUSING MANAGEMENT
FEES & CHARGES SCHEDULE FROM 1 APRIL 2017**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES		CHARGES	
			April 2016-March 2017 Excl VAT	Inc VAT	April 2017-March 2018 Excl VAT	Inc VAT

SERVICE AREA: HOUSING REVENUE ACCOUNT

CHARGING AREA: LEASEHOLDERS

Leaseholders

Leasehold Information Pack (LPE1)	S	D	0.00	0.00	360.00	432.00
Leasehold Alterations Consent	S	D	0.00	0.00	120.00	144.00
Leasehold property valuations (request for amendment)	S	D	0.00	0.00	Cost Price	Cost Price
Registration of Notices	S	D	0.00	0.00	50.00	60.00

**ENVIRONMENT AND HOUSING MANAGEMENT
FEES & CHARGES SCHEDULE FROM 1 APRIL 2017**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2016-March 2017		CHARGES April 2017-March 2018	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: OFFICE ACCOMMODATION

CHARGING AREA: WEDDINGS & ROOM HIRE

*Note - All hire charges are standard rate for VAT as the Council has exercised its option to tax on the town hall building.
Due to the Town Hall Project - Bookings for Committee rooms and Weddings will only be taken up until August 2017*

Committee Room Hire

Council Chamber Half Day	S	D	200.00	240.00	200.00	240.00
Council Chamber Full Day	S	D	400.00	480.00	400.00	480.00
Committee Rooms 1 & 2 Half Day	S	D	100.00	120.00	100.00	120.00
Committee Rooms 1 & 2 Full Day	S	D	200.00	240.00	200.00	240.00
Meeting Room 1 Half Day	S	D	50.00	60.00	50.00	60.00
Meeting Room 1 Full Day	S	D	100.00	120.00	100.00	120.00

Weddings

Council Chamber Wed - Thurs	S	D	207.50	249.00	207.50	249.00
Council Chamber Friday	S	D	261.67	314.00	261.67	314.00
Council Chamber Saturday	S	D	311.67	374.00	311.67	374.00
Committee Rooms Wed - Thurs	S	D	124.17	149.00	133.33	160.00
Committee Rooms Friday	S	D	178.33	214.00	187.50	225.00
Committee Rooms Saturday	S	D	228.33	274.00	236.67	284.00

ENVIRONMENT AND HOUSING MANAGEMENT
FEES & CHARGES SCHEDULE FROM 1 APRIL 2017

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2016-March 2017		CHARGES April 2017-March 2018	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: OTHER ENVIRONMENTAL HEALTH SERVICES

CHARGING AREA: HOUSES IN MULTIPLE OCCUPATION AND HOUSING ACT NOTICES

Houses in Multiple Occupation

New licence	O	D	794.09	794.09	814.00	814.00
Renewal of licence	O	D	541.42	541.42	555.00	555.00

Housing Act Notices

Issuing notices under Housing Acts	E	D	216.57	216.57	222.00	222.00
Immigration Survey checks	E	D	72.19	72.19	74.00	74.00

COMMUNITY AND HEALTH

**COMMUNITY AND HEALTH
FEES & CHARGES SCHEDULE FROM 1 APRIL 2017**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2016-March 2017		CHARGES April 2017-March 2018	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: COMMUNITY INITIATIVES AND PARTNERSHIPS

CHARGING AREA: COMMUNITY EVENTS

Stallholder Pitch fees per 3 x 3m pitch

Lighting Up Brentwood - £30 street trading licence is included with the fees

Catering Unit - serving food e.g burgers, hot dogs etc.	E	D	150.00	150.00	150.00	150.00
Large Business - more than 10 employees	E	D	120.00	120.00	120.00	120.00
Catering unit - buying food e.g. Bread, cakes, sweets, fruit and vegetables	E	D	150.00	150.00	80.00	80.00
Small business - less than 10 employees	E	D	80.00	80.00	80.00	80.00
Crafters and Artists - all hand made by the seller	E	D	60.00	60.00	50.00	50.00
Registered charity	E	D	40.00	40.00	40.00	40.00

Strawberry Fair and other Community Events

Catering Unit - serving food e.g. Burgers, hot dogs etc.	E	D	150.00	150.00	120.00	120.00
Large business - more than 10 employees	E	D	120.00	120.00	90.00	90.00
Catering Unit - buying food e.g. Bread, cakes, sweets, fruit and vegetables	E	D	150.00	150.00	50.00	50.00
Small business - less than 10 employees	E	D	80.00	80.00	50.00	50.00
Crafters and Artists - all handmade by the seller	E	D	60.00	60.00	30.00	30.00
Registered charity	E	D	40.00	40.00	30.00	30.00
Ice Cream Van (Exclusive) - Strawberry Fair	E	D	400.00	400.00	400.00	400.00
Ice Cream Van (Exclusive) - Family Fun Days	E	D	150.00	150.00	150.00	150.00
Face Painters (any event)	E	D	80.00	80.00	60.00	60.00

Family Fun Days

Wristbands - Rides and Bouncy castles	Per Child	E	D	2.50	2.50	2.50	2.50
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**COMMUNITY AND HEALTH
FEES & CHARGES SCHEDULE FROM 1 APRIL 2017**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2016-March 2017		CHARGES April 2017-March 2018	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: GOLF COURSE

CHARGING AREA: GOLF COURSE

Annual Season Ticket

7 day Adult		S	D	562.50	675.00	578.33	694.00
7 day Junior		S	D	41.67	50.00	41.67	50.00
5 day Adult	Mon - Fri	S	D	475.00	570.00	486.67	584.00
5 day Concessionary	Mon - Fri	S	D	387.50	465.00	395.00	474.00

20 Round Ticket (Life of one year from purchase)

7 day Adult		S	D	287.50	345.00	293.33	352.00
5 day Adult	Mon - Fri	S	D	204.17	245.00	206.67	248.00
5 day Concessionary	Mon - Fri	S	D	145.83	175.00	147.50	177.00

Weekday

Per Round - 18 holes - Adult		S	D	13.75	16.50	15.00	18.00
Per Round - 9 holes - Adult		S	D	8.33	10.00	8.33	10.00
Per Round - 18 holes - Junior (under 17) & OAPs		S	D	11.25	13.50	12.50	15.00

Weekends and Public Holidays

Per Round - 18 holes - Adult		S	D	18.33	22.00	20.00	24.00
Per Round - 9 holes - Adult		S	D	8.33	10.00	8.33	10.00
Juniors (under 17) & OAP's	After 1pm	S	D	11.25	13.50	12.50	15.00

Other Charges

Twilight Play		S	D	7.50	9.00	8.33	10.00
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**COMMUNITY AND HEALTH
FEES & CHARGES SCHEDULE FROM 1 APRIL 2017**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2016-March 2017		CHARGES April 2017-March 2018	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: OPEN SPACES

CHARGING AREA: SPORTS FACILITIES AND OPEN SPACES

Note - Exempt charges only apply to block bookings when made by a school, club or Association. Otherwise the VAT should be charged as standard rated.

Football

King George's Playing Field & Warley Playing Fields (with Changing Facilities)

Pitch & Pavilion - Fortnightly - Adult - Season	Sunday/Bank Holidays	E	D	954.00	954.00	978.00	978.00
Pitch & Pavilion - Fortnightly - Adult - Season	Other Days	E	D	932.00	932.00	956.00	956.00
Pitch - Fortnightly - Junior - Season (No Changing)	Any Day	E	D	661.00	661.00	678.00	678.00

Pitch & Pavilion - Weekly - Adult - Season	Sunday/Bank Holidays	E	D	1,907.00	1,907.00	1,955.00	1,955.00
Pitch & Pavilion - Weekly - Adult - Season	Other Days	E	D	1,862.00	1,862.00	1,909.00	1,909.00
Pitch - Weekly - Junior - Season (No Changing)	Any Day	E	D	331.00	331.00	340.00	340.00

Occasional Matches - Adult	Any Day	S	D	78.33	94.00	80.00	96.00
Occasional Matches - Juniors (No Changing)	Any Day	S	D	29.17	35.00	30.00	36.00

Other Playing Fields (No Changing Facilities)

Pitch - Fortnightly - Adult - Season	Any Day	E	D	604.20	604.20	620.00	620.00
Pitch - Fortnightly - Junior - Season	Any Day	E	D	661.00	661.00	678.00	678.00

Pitch - Weekly - Adult - Season	Any Day	E	D	1,206.20	1,206.20	1,237.00	1,237.00
Pitch - Weekly - Junior - Season	Any Day	E	D	331.00	331.00	340.00	340.00

Occasional Matches - Adult	Any Day	S	D	48.33	58.00	50.00	60.00
Occasional Matches - Juniors (under17)	Any Day	S	D	29.17	35.00	30.00	36.00

Mini Soccer - Season	Weekly	E	D	349.00	349.00	358.00	358.00
Mini Soccer - Occasional	Any Day	S	D	25.00	30.00	25.83	31.00

**COMMUNITY AND HEALTH
FEES & CHARGES SCHEDULE FROM 1 APRIL 2017**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2016-March 2017		CHARGES April 2017-March 2018	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: OPEN SPACES

CHARGING AREA: SPORTS FACILITIES AND OPEN SPACES

Note - Exempt charges only apply to block bookings when made by a school, club or Association. Otherwise the VAT should be charged as standard rated.

Rugby

Brentwood Centre (No Changing Facilities)

Pitch - Fortnightly - Adult - Season	Any Day	E	D	604.20	604.20	620.00	620.00
Pitch - Fortnightly - Junior - Season	Any Day	E	D	661.00	661.00	678.00	678.00
Pitch - Weekly - Adult - Season	Any Day	E	D	1,206.20	1,206.20	1,237.00	1,237.00
Pitch - Weekly - Junior - Season	Any Day	E	D	331.00	331.00	340.00	340.00
Occasional Matches - Adult	Any Day	S	D	48.33	58.00	50.00	60.00
Occasional Matches - Juniors (under17)	Any Day	S	D	29.17	35.00	30.00	36.00

Padding Pools

King Georges Playing Fields (10.00 am - 6 pm)	per 2 hour session	S	D	2.10	2.10	3.00	3.00
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Bowling Greens

Bowls - Season	Adult	S	D	120.00	144.00	123.33	148.00
Bowls - Season	Juniors/OAP's	S	D	75.00	90.00	77.50	93.00
Match Reservations + per rink (inclusive of visitors fees non returnable)	Club Charges	E	D	5.00	5.00	5.00	5.00
Other Reservations (not inclusive of visitors fees non returnable)	Club Charges	E	D	3.00	3.00	3.00	3.00

Large Open spaces with facilities (King Georges Playing Field and The Brentwood Centre)

Large Events - more than 1/2 Field		E	D	2,050.00	2,050.00	2,102.00	2,102.00
Medium Events - less than 1/2 field		E	D	718.00	718.00	736.00	736.00
Small Events - less than 1/4 field		E	D	308.00	308.00	316.00	316.00
Keep Fit sessions - No cordoning off of field	Single	S	D	30.83	37.00	31.67	38.00
Keep Fit sessions - No cordoning off of field	Annual	S	D	125.00	150.00	128.33	154.00
Litter picking post event		S	D	77.50	93.00	79.17	95.00
Non commercial or charitable events (following approval by ward members) 50% discount							

Other Open Spaces

Open Space (following approval by Ward members)	Daily Charge	E	D	307.50	307.50	316.00	316.00
Filming Rights - No defined area	Open Space Only	S	D	51.67	62.00	53.33	64.00

**COMMUNITY AND HEALTH
FEES & CHARGES SCHEDULE FROM 1 APRIL 2017**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES		CHARGES	
			April 2016-March 2017 Excl VAT	Inc VAT	April 2017-March 2018 Excl VAT	Inc VAT

SERVICE AREA: OTHER ENVIRONMENTAL HEALTH SERVICES

CHARGING AREA: OTHER ENVIRONMENTAL HEALTH SERVICES

Dog Control

Statutory Seizure Fee	O	S	25.00	25.00	25.00	25.00
Dog Warden Collection Costs	O	D	66.32	66.32	68.00	68.00
Kennelling Costs (per day)	O	D	13.32	13.32	13.32	13.32

Other Charges

Copy of Food Premises Register (single entry)	O	D	2.00	2.00	2.00	2.00
Copy of Food Premises Register (complete)	O	D	110.00	110.00	110.00	110.00
Level 2 CIEH Food Hygiene/Health & safety	E	D	67.00	67.00	67.00	67.00
Contaminated Land Search Enquiries	O	D	108.28	108.28	111.00	111.00

ASB, Crime and Policing Act 2014

Breach of Community Protection Notice	O	D	80.00	80.00	80.00	80.00
Early payment	O	D	50.00	50.00	50.00	50.00
Breach of Public Spaces Protection Order	O	D	80.00	80.00	80.00	80.00
Early payment	O	D	50.00	50.00	50.00	50.00

Environmental Protection Act 1990

Failure to provide a waste transfer note	O	D	300.00	300.00	300.00	300.00
Littering	O	D	80.00	80.00	80.00	80.00
Dog control offences	O	D	80.00	80.00	80.00	80.00

Clean Neighbourhoods and Environment Act 2005

Alarm noise - failure to nominate key-holder or to notify local authority key-holder's details	O	D	80.00	80.00	80.00	80.00
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Unauthorised Deposit of Waste (Fixed Penalties) Regulations 2016

Fly-tipping	O	D	400.00	400.00	400.00	400.00
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Pollution Prevention and Control Act 1999

Standard Process	O	S	1,579.00	1,579.00	1,579.00	1,579.00
Reduced fee activities	O	S	148.00	148.00	148.00	148.00
Mobile screening and crushing plant	O	S	1,579.00	1,579.00	1,579.00	1,579.00

Annual Subsistence Charge

Standard process Low Risk	O	S	739.00	739.00	739.00	739.00
Standard process Medium Risk	O	S	1,111.00	1,111.00	1,111.00	1,111.00
Standard process High Risk	O	S	1,672.00	1,672.00	1,672.00	1,672.00
Reduced fee activities Low Risk	O	S	76.00	76.00	76.00	76.00
PVR I & II combined	O	S	108.00	108.00	108.00	108.00
Mobile screening and crushing plants	O	S	618.00	618.00	618.00	618.00

Health and Safety

Food Hygiene Courses	E	D	67.00	67.00	67.00	67.00
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ECONOMIC DEVELOPMENT

**ECONOMIC DEVELOPMENT
FEES & CHARGES SCHEDULE FROM 1 APRIL 2017**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2016-March 2017		CHARGES April 2017-March 2018	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: PARKING

CHARGING AREA: Offstreet Parking

Chatham Way*

Monday to Saturday - 6:00am to 7:00pm						
30 mins	S	D	0.00	0.00	0.00	0.00
1 hours	S	D	0.83	1.00	0.83	1.00
2 hours	S	D	1.08	1.30	1.08	1.30
3 hours	S	D	2.42	2.90	2.42	2.90
4 hours	S	D	3.00	3.60	3.00	3.60
5 hours	S	D	3.67	4.40	3.67	4.40
6 hours	S	D	4.42	5.30	4.42	5.30
24 hours	S	D	6.67	8.00	6.67	8.00
Monday to Saturday - 7:00pm to 6:00am						
Overnight Charge	S	D	1.67	2.00	1.67	2.00
Sunday Charge						
All day	S	D	0.00	0.00	0.00	0.00

Coptfold Road*

Monday to Saturday - 6:00am to 7:00pm						
30 mins	S	D	0.00	0.00	0.00	0.00
1 hours	S	D	0.83	1.00	0.83	1.00
2 hours	S	D	1.08	1.30	1.08	1.30
3 hours	S	D	2.42	2.90	2.42	2.90
4 hours	S	D	3.00	3.60	3.00	3.60
5 hours	S	D	3.67	4.40	3.67	4.40
6 hours	S	D	4.42	5.30	4.42	5.30
6 hours+ to close	S	D	6.67	8.00	6.67	8.00
Monday to Saturday - 7:00pm to 10:00pm						
Overnight Charge	S	D	1.67	2.00	1.67	2.00
Sunday Charge - 6:00am to 10:00pm						
Flat Charge	S	D	0.83	1.00	0.83	1.00
Lost Ticket	S	D	6.67	8.00	6.67	8.00
Exit charge after 10:00pm	S	D	41.67	50.00	41.67	50.00

William Hunter Way*

Monday to Saturday - 6:00am to 7:00pm						
30 mins	S	D	0.00	0.00	0.00	0.00
1 hours	S	D	0.83	1.00	0.83	1.00
2 hours	S	D	1.08	1.30	1.08	1.30
3 hours	S	D	2.42	2.90	2.42	2.90
4 hours	S	D	3.00	3.60	3.00	3.60
5 hours	S	D	3.67	4.40	3.67	4.40
6 hours	S	D	4.42	5.30	4.42	5.30
24 hours	S	D	6.67	8.00	6.67	8.00
Monday to Saturday - 7:00pm to 6:00am						
Overnight Charge	S	D	1.67	2.00	1.67	2.00
Sunday Charge						
All day	S	D	0.83	1.00	0.83	1.00

Town Hall*

Monday to Saturday - 6:00am to 7:00pm						
30 mins	S	D	0.00	0.00	0.00	0.00
1 hours	S	D	0.83	1.00	0.83	1.00
2 hours	S	D	1.08	1.30	1.08	1.30
3 hours	S	D	2.42	2.90	2.42	2.90
4 hours	S	D	3.00	3.60	3.00	3.60
5 hours	S	D	3.67	4.40	3.67	4.40
6 hours	S	D	4.42	5.30	4.42	5.30
24 hours	S	D	6.67	8.00	6.67	8.00
Monday to Saturday - 7:00pm to 6:00am						
Overnight Charge	S	D	1.67	2.00	1.67	2.00
Sunday Charge						
All day	S	D	0.00	0.00	0.00	0.00

Note - Staff car park (north) weekends only, Visitors car park Monday - Saturday

**ECONOMIC DEVELOPMENT
FEES & CHARGES SCHEDULE FROM 1 APRIL 2017**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2016-March 2017		CHARGES April 2017-March 2018	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: PARKING

CHARGING AREA: Offstreet Parking

Westbury Road

Saturday - all day	S	D	3.33	4.00	3.33	4.00
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King George's Playing Field

4 Hours	S	D	0.00	0.00	0.00	0.00
Over 4 Hours	S	D	4.17	5.00	4.17	5.00
Coaches	S	D	12.50	15.00	12.50	15.00

Monday to Friday 09:00am - 6:00pm

Ingatestone

Maximum stay 2 hours no return for 4 hours	S	D	0.00	0.00	0.00	0.00
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Note - This is for Bellmead and Market Square Monday to Saturday 8:00am - 6:00pm

Friars Avenue

Maximum stay 2 hours no return for 4 hours	S	D	0.00	0.00	0.00	0.00
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Hunters Avenue

Maximum stay 2 hours no return for 4 hours	S	D	0.00	0.00	0.00	0.00
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**ECONOMIC DEVELOPMENT
FEES & CHARGES SCHEDULE FROM 1 APRIL 2017**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2016-March 2017		CHARGES April 2017-March 2018	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: PARKING

CHARGING AREA: Offstreet Parking - Season Tickets

Standard Charge

7 days	S	D	25.00	30.00	25.00	30.00
1 month	S	D	85.00	102.00	85.00	102.00
3 months	S	D	250.00	300.00	250.00	300.00
6 months	S	D	458.33	550.00	458.33	550.00
12 months	S	D	791.67	950.00	791.67	950.00

Renewal on Line

7 days	S	D	25.00	30.00	25.00	30.00
1 month	S	D	85.00	102.00	85.00	102.00
3 months	S	D	237.50	285.00	237.50	285.00
6 months	S	D	433.33	520.00	433.33	520.00
12 months	S	D	741.67	890.00	741.67	890.00

Note - For Coptfold Road, Sir Francis Way, Westbury Road and William Hunter Way car parks

PLANNING AND LICENSING

**PLANNING AND LICENSING
FEES & CHARGES SCHEDULE FROM 1 APRIL 2017**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2016-March 2017		CHARGES April 2017-March 2018	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: LAND CHARGES

CHARGING AREA: Land Charges

* Note - Change to standard rated VAT on some of the elements. Implementation date 1st January 2017.

Search Fees

LLC1	O	S	20.00	20.00	20.00	20.00
CON 29R	S*	S	81.65	97.98	81.65	97.98
CON 29R including LLC1	S/O*	S	101.65	117.98	101.65	117.98
CON 290 optional enquiries, except Q22	S*	S	11.75	14.10	11.75	14.10
CON 290 optional enquiries, Q22 only	S*	S	14.00#	16.80#	14.00#	16.80#
Any other additional enquiries	O	S	28.75	28.75	28.75	28.75
Additional parcels of Land	S*	S	35.80	42.96	35.80	42.96

In relation to CON 290, Q.22 only, additional parcels of land are proceed at £1 per parcel, subject to maximum of 6 parcels of land, there being a £20 maximum fee payable in this regard

Copy Documents

Tree Preservation Order	O	S	16.90	16.90	16.90	16.90
Planning Decision Notice	O	S	14.98	14.98	14.98	14.98
S106 etc	O	S	33.80	33.80	33.80	33.80
Enforcement notice	O	S	16.90	16.90	16.90	16.90

**PLANNING AND LICENSING
FEES & CHARGES SCHEDULE FROM 1 APRIL 2017**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2016-March 2017		CHARGES April 2017-March 2018	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: LICENSING

CHARGING AREA: Licence Fees

Street Trading

Independent Permanent Stall - Annual	O	S	350.00	350.00	350.00	350.00
Independent 'One Off Stalls'	O	S	85.00	85.00	85.00	85.00
Lighting Up Brentwood	O	S	30.00	30.00	30.00	30.00

Scrap Metal

Site Application - New	O	S	495.00	495.00	495.00	495.00
Collector Application - New	O	S	280.00	280.00	280.00	280.00
Variation	O	S	89.00	89.00	89.00	89.00
Site Renewal Application	O	S			445.00	445.00
Collector Renewal Application	O	S			230.00	230.00

Skin Piercing

Premises Registration	O	S	250.00	250.00	250.00	250.00
Practitioner Registration	O	S	89.00	89.00	89.00	89.00

Animals

Pet Shops - 1 year	O	S	250.00	250.00	250.00	250.00
Boarding Kennels - 1 year	O	S	250.00	250.00	250.00	250.00
Dog Breeders - 1 year	O	S	250.00	250.00	250.00	250.00
Riding Establishments - 1 year	O	S	250.00	250.00	250.00	250.00
Dangerous Wild Animals - 2 years	O	S	250.00	250.00	250.00	250.00
Zoo Premises New - 6 years	O	S	900.00	900.00	900.00	900.00
Zoo Premises Renewal - 4 years	O	S	550.00	550.00	550.00	550.00

Sex Establishment Licensing

Premises Application	O	S	2,255.00	2,255.00	2,255.00	2,255.00
Premises Renewal	O	S	1,537.50	1,537.50	1,537.50	1,537.50
Premises Variation	O	S	512.50	512.50	512.50	512.50

Pavement Permit

New application Tables and Chairs	O	S	450.00	450.00		
Renewal Application	O	S	300.00	300.00		
New application Tables and Chairs 1-2 tables	O	S			250.00	250.00
New Application Tables and Chairs 3-6 tables	O	S			450.00	450.00
New Application Tables and Chairs over 6 tables.	O	S			650.00	650.00
Renewal application Tables and Chairs 1-2 tables	O	S			150.00	150.00
Renewal Application Tables and Chairs 3-6 tables	O	S			350.00	350.00
Renewal Application Tables and Chairs over 6 tables.	O	S			550.00	550.00

Road Closure

Application to close road with 0 - 499 people attending	O	S	200.00	200.00	200.00	200.00
Application to close road with 500 - 1999 people attending	O	S	360.00	360.00	360.00	360.00
Application to close road with 2000+ people attending	O	S	680.00	680.00	680.00	680.00

**PLANNING AND LICENSING
FEES & CHARGES SCHEDULE FROM 1 APRIL 2017**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES		CHARGES	
			April 2016-March 2017 Excl VAT	Inc VAT	April 2017-March 2018 Excl VAT	Inc VAT

SERVICE AREA: BUILDING CONTROL

CHARGING AREA: NEW DWELLINGS NOT EXCEEDING 300m2

HO1						
Houses Bungalows less than 4 storeys 1 plot Plan and Inspection	S	S	587.98	705.57	587.98	705.57
Houses Bungalows less than 4 storeys 1 plot Building Notice	S	S	646.78	776.13	646.78	776.13
Houses Bungalows less than 4 storeys 1 plot Regularisation	O	S	892.55	892.55	892.55	892.55
HO2						
Houses Bungalows less than 4 storeys 2 plot Plan and Inspection	S	S	830.56	996.67	830.56	996.67
Houses Bungalows less than 4 storeys 2 plot Building Notice	S	S	913.62	1,096.34	913.62	1,096.34
Houses Bungalows less than 4 storeys 2 plot Regularisation	O	S	1,260.79	1,260.79	1,260.79	1,260.79
HO3						
Houses Bungalows less than 4 storeys 3 plot Plan and Inspection	S	S	1,162.57	1,395.08	1,162.57	1,395.08
Houses Bungalows less than 4 storeys 3 plot Building Notice	S	S	1,278.83	1,534.59	1,278.83	1,534.59
Houses Bungalows less than 4 storeys 3 plot Regularisation	O	S	1,764.78	1,764.78	1,764.78	1,764.78
HO4						
Houses Bungalows less than 4 storeys 4 plot Plan and Inspection	S	S	1,357.49	1,628.99	1,357.49	1,628.99
Houses Bungalows less than 4 storeys 4 plot Building Notice	S	S	1,493.24	1,791.89	1,493.24	1,791.89
Houses Bungalows less than 4 storeys 4 plot Regularisation	O	S	2,060.67	2,060.67	2,060.67	2,060.67
HO5						
Houses Bungalows less than 4 storeys 5 plot Plan and Inspection	S	S	1,611.32	1,933.58	1,611.32	1,933.58
Houses Bungalows less than 4 storeys 5 plot Building Notice	S	S	1,772.45	2,126.94	1,772.45	2,126.94
Houses Bungalows less than 4 storeys 5 plot Regularisation	O	S	2,445.98	2,445.98	2,445.98	2,445.98
FO1						
Houses Bungalows less than 4 storeys 1 flat Plan and Inspection	S	S	532.29	638.74	532.29	638.74
Houses Bungalows less than 4 storeys 1 flat Building Notice	S	S	585.52	702.62	585.52	702.62
Houses Bungalows less than 4 storeys 1 flat Regularisation	O	S	808.01	808.01	808.01	808.01
FO2						
Houses Bungalows less than 4 storeys 2 flat Plan and Inspection	S	S	756.66	907.99	756.66	907.99
Houses Bungalows less than 4 storeys 2 flat Building Notice	S	S	832.33	998.79	832.33	998.79
Houses Bungalows less than 4 storeys 2 flat Regularisation	O	S	1,148.61	1,148.61	1,148.61	1,148.61
FO3						
Houses Bungalows less than 4 storeys 3 flat Plan and Inspection	S	S	946.76	1,136.12	946.76	1,136.12
Houses Bungalows less than 4 storeys 3 flat Building Notice	S	S	1,041.44	1,249.73	1,041.44	1,249.73
Houses Bungalows less than 4 storeys 3 flat Regularisation	O	S	1,437.19	1,437.19	1,437.19	1,437.19
FO4						
Houses Bungalows less than 4 storeys 4 flat Plan and Inspection	S	S	1,207.37	1,448.85	1,207.37	1,448.85
Houses Bungalows less than 4 storeys 4 flat Building Notice	S	S	1,328.11	1,593.73	1,328.11	1,593.73
Houses Bungalows less than 4 storeys 4 flat Regularisation	O	S	1,832.79	1,832.79	1,832.79	1,832.79
FO5						
Houses Bungalows less than 4 storeys 5 flat Plan and Inspection	S	S	1,409.44	1,691.32	1,409.44	1,691.32
Houses Bungalows less than 4 storeys 5 flat Building Notice	S	S	1,550.38	1,860.46	1,550.38	1,860.46
Houses Bungalows less than 4 storeys 5 flat Regularisation	O	S	2,139.52	2,139.52	2,139.52	2,139.52
CV01						
Conversion to a Single Dwelling House Plan and Inspection	S	S	650.63	780.76	650.63	780.76
Conversion to a Single Dwelling House Building Notice	S	S	715.70	858.83	715.70	858.83
Conversion to a Single Dwelling House Regularisation	O	S	987.66	987.66	987.66	987.66
CV02						
Conversion to a Single Flat Plan and Inspection	S	S	586.91	704.29	586.91	704.29
Conversion to a Single Flat Building Notice	S	S	645.60	817.37	645.60	817.37
Conversion to a Single Flat Regularisation	O	S	939.97	939.97	939.97	939.97
ED						
Notifiable Electrical Work where a satisfactory certificate will not be issued by a Part P registered electrician.	S	S	315.00	378.00	315.00	378.00

**PLANNING AND LICENSING
FEES & CHARGES SCHEDULE FROM 1 APRIL 2017**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2016-March 2017		CHARGES April 2017-March 2018	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: BUILDING CONTROL

CHARGING AREA: WORK TO A SINGLE DWELLING (NOT MORE THAN 3 STOREYS HIGH ABOVE GROUND LEVEL)

DW00							
Single Storey extension not exceeding 10 sq m Plan and Inspection Charge	S	S	267.75	321.30	267.75	321.30	
Single Storey extension not exceeding 10 sq m Building Notice	S	S	294.53	353.43	294.53	353.43	
Single Storey extension not exceeding 10 sq m Regularisation Charge	O	S	406.44	406.44	406.44	406.44	
DW01							
Single Storey extension not exceeding 40 sq m Plan and Inspection Charge	S	S	505.87	607.04	505.87	607.04	
Single Storey extension not exceeding 40 sq m Building Notice	S	S	556.46	667.75	556.46	667.75	
Single Storey extension not exceeding 40 sq m Regularisation Charge	O	S	767.91	767.91	767.91	767.91	
DW02							
Single Storey extension not exceeding 100 sq m Plan and Inspection Charge	S	S	631.89	758.27	631.89	758.27	
Single Storey extension not exceeding 100 sq m Building Notice	S	S	695.08	834.09	695.08	834.09	
Single Storey extension not exceeding 100 sq m Regularisation Charge	O	S	959.21	959.21	959.21	959.21	
DW03							
Extension with some part 2 or 3 storeys in height and total floor not exceeding 40 sq m Plan and Inspection Charge	S	S	589.05	706.86	589.05	706.86	
Extension with some part 2 or 3 storeys in height and total floor not exceeding 40 sq m Building Notice	S	S	647.96	777.55	647.96	777.55	
Extension with some part 2 or 3 storeys in height and total floor not exceeding 40 sq m Regularisation Charge	O	S	894.18	894.18	894.18	894.18	
DW04							
Extension with some part 2 or 3 storeys in height and total floor not exceeding 100 sq m Plan and Inspection Charge	S	S	655.45	786.54	655.45	786.54	
Extension with some part 2 or 3 storeys in height and total floor not exceeding 100 sq m Building Notice	S	S	721.00	865.20	721.00	865.20	
Extension with some part 2 or 3 storeys in height and total floor not exceeding 100 sq m Regularisation Charge	O	S	994.98	994.98	994.98	994.98	
DW05							
Erection of non-exempt domestic extension comprising of garage, carport or store not exceeding 100 sq m Plan and Inspection Charge	S	S	322.37	386.85	322.37	386.85	
Erection of non-exempt domestic extension comprising of garage, carport or store not exceeding 100 sq m Building Notice	S	S	354.61	425.53	354.61	425.53	
Erection of non-exempt domestic extension comprising of garage, carport or store not exceeding 100 sq m Regularisation Charge	O	S	489.36	489.36	489.36	489.36	
DW06							
Erection of non-exempt detached non-habital domestic building not exceeding 100 sq m Plan and Inspection Charge	S	S	414.48	497.37	414.48	497.37	
Erection of non-exempt detached non-habital domestic building not exceeding 100 sq m Building Notice	S	S	455.92	547.11	455.92	547.11	
Erection of non-exempt detached non-habital domestic building not exceeding 100 sq m Regularisation Charge	O	S	629.18	629.18	629.18	629.18	
DW07							
First Floor & Second Floor loft conversion Plan and Inspection Charge	S	S	486.77	584.12	486.77	584.12	
First Floor & Second Floor loft conversion Building Notice	S	S	535.45	642.54	535.45	642.54	
First Floor & Second Floor loft conversion Regularisation Charge	O	S	738.92	738.92	738.92	738.92	
DW08							
Other Works Plan and Inspection Charge	S	S	289.17	347.00	289.17	347.00	
Other Works Building Notice	S	S	318.09	381.70	318.09	381.70	
Other Works Regularisation Charge	O	S	438.96	438.96	438.96	438.96	
DW09							
Re-roofing, installation of solar panels or photovoltaic cells Plan and Inspection Charge	S	S	176.72	212.06	176.72	212.06	
Re-roofing, installation of solar panels or photovoltaic cells Building Notice	S	S	194.39	233.26	194.39	233.26	
Re-roofing, installation of solar panels or photovoltaic cells Regularisation Charge	O	S	268.25	268.25	268.25	268.25	
DW10							
Replacement of windows, roof lights, roof windows or external glazed doors Plan and Inspection Charge	S	S	158.51	190.21	158.51	190.21	
Replacement of windows, roof lights, roof windows or external glazed doors Building Notice	S	S	174.36	209.23	174.36	209.23	
Replacement of windows, roof lights, roof windows or external glazed doors Regularisation Charge	O	S	240.62	240.62	240.62	240.62	
DW11							
Cost of work not exceeding £5,000 Plan and Inspection Charge	S	S	211.52	253.83	211.52	253.83	
Cost of work not exceeding £5,000 Building Notice	S	S	232.67	279.21	232.67	279.21	
Cost of work not exceeding £5,000 Regularisation Charge	O	S	321.09	321.09	321.09	321.09	
DW12							
Cost of work exceeding £5,000 but not exceeding £25,000 Plan and Inspection Charge	S	S	410.55	492.66	410.55	492.66	
Cost of work exceeding £5,000 but not exceeding £25,000 Building Notice	S	S	451.61	541.93	451.61	541.93	
Cost of work exceeding £5,000 but not exceeding £25,000 Regularisation Charge	O	S	623.21	623.21	623.21	623.21	
DW13							
Cost of work exceeding £25,000 but not exceeding £100,000 Plan and Inspection Charge	S	S	678.30	813.96	678.30	813.96	
Cost of work exceeding £25,000 but not exceeding £100,000 Building Notice	S	S	746.13	895.36	746.13	895.36	
Cost of work exceeding £25,000 but not exceeding £100,000 Regularisation Charge	O	S	1,029.66	1,029.66	1,029.66	1,029.66	
ED							
Notifiable electrical work where a satisfactory certificate will not be issued by a Part P registered electrician	S	S	315.00	378.00	315.00	378.00	

**PLANNING AND LICENSING
FEES & CHARGES SCHEDULE FROM 1 APRIL 2017**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2016-March 2017		CHARGES April 2017-March 2018	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: BUILDING CONTROL

CHARGING AREA: ALL OTHER NON-DOMESTIC WORK (NOT MORE THAN 3 STOREYS ABOVE GROUND LEVEL)

Extensions and New Builds

ND01

Single Storey extension not exceeding 40 sq m Plan and Inspection Charge	S	S	499.80	599.76	499.80	599.76
Single Storey extension not exceeding 40 sq m Regularisation Charge	O	S	767.55	767.55	767.55	767.55

ND02

Single Storey extension not exceeding 100 sq m Plan and Inspection Charge	S	S	571.20	685.44	571.20	685.44
Single Storey extension not exceeding 100 sq m Regularisation Charge	O	S	865.73	865.73	865.73	865.73

ND03

Extension with some part 2 or 3 storeys in height and total floor not exceeding 40 sq m Plan and Inspection Charge	S	S	624.75	749.70	624.75	749.70
Extension with some part 2 or 3 storeys in height and total floor not exceeding 40 sq m Regularisation Charge	O	S	946.05	946.05	946.05	946.05

ND04

Extension with some part 2 or 3 storeys in height and total floor not exceeding 100 sq m Plan and Inspection Charge	S	S	678.30	813.96	678.30	813.96
Extension with some part 2 or 3 storeys in height and total floor not exceeding 100 sq m Regularisation Charge	O	S	1,026.38	1,026.38	1,026.38	1,026.38

Alterations

ND05

Cost of work not exceeding £5,000 Plan and Inspection Charge	S	S	267.75	321.30	267.75	321.30
Cost of work exceeding £5,000 but not exceeding £25,000 Regularisation Charge	O	S	401.63	401.63	401.63	401.63
Replacement of windows, roof lights, roof windows or external glazed doors Plan and Inspection Charge	S	S	232.05	278.46	232.05	278.46
Replacement of windows, roof lights, roof windows or external glazed doors Regularisation Charge	O	S	339.15	339.15	339.15	339.15
Renewable energy systems not exceeding £20,000 Planning and Inspection Charge	S	S	249.90	299.88	249.90	299.88
Renewable energy systems not exceeding £20,000 Regularisation Charge	O	S	357.00	357.00	357.00	357.00
Installation of new shop front and work not exceeding £5,000 Plan and Inspection Charge	S	S	249.90	299.88	249.90	299.88
Installation of new shop front and work not exceeding £5,000 Regularisation Charge	O	S	357.00	357.00	357.00	357.00

ND06

Cost of work exceeding £5,000 but not exceeding £25,000 Plan and Inspection Charge	S	S	410.55	492.66	410.55	492.66
Cost of work exceeding £5,000 but not exceeding £25,000 Regularisation Charge	O	S	624.75	624.75	624.75	624.75
Replacement of windows, rooflights, roof windows or external glazed doors (exceeding 20 units) Plan and Inspection Charge	S	S	321.30	385.56	321.30	385.56
Replacement of windows, rooflights, roof windows or external glazed doors (exceeding 20 units) Regularisation Charge	O	S	499.80	499.80	499.80	499.80
Installation of raised storage platform not exceeding 250 sqm within an existing building Plan and Inspection Charge	S	S	392.70	471.24	392.70	471.24
Installation of raised storage platform not exceeding 250 sqm within an existing building Regularisation Charge	O	S	553.35	553.35	553.35	553.35

ND07

Cost of work exceeding £25,000 and not exceeding £100,000 Plan and Inspection Charge	S	S	714.00	856.80	714.00	856.80
Cost of work exceeding £25,000 and not exceeding £100,000 Regularisation Charge	O	S	1,088.85	1,088.85	1,088.85	1,088.85
Fit out of building up to 100 sq m Plan and Inspection Charge	S	S	481.95	578.34	481.95	578.34
Fit out of building up to 100 sq m Regularisation Charge	O	S	669.46	669.46	669.46	669.46

**PLANNING AND LICENSING
FEES & CHARGES SCHEDULE FROM 1 APRIL 2017**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES		CHARGES	
			April 2016-March 2017 Excl VAT	Inc VAT	April 2017-March 2018 Excl VAT	Inc VAT

SERVICE AREA: PLANNING DEVELOPMENT MANAGEMENT

CHARGING AREA: Planning Application Fees

All Outline Applications

Up to 2.5 hectare, per 0.1 hectare	O	S	385	385	385	385
More than 2.5 hectares	O	S	9,527	9,527	9,527	9,527
Each 0.1 hectare in excess of 2.5 hectares to a maximum of £125,000	O	S	115	115	115	115

Householder Applications

Alterations/extensions to a single dwelling	O	S	172	172	172	172
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Full Applications

Alterations/extensions two or more dwellings	O	S	339	339	339	339
New Dwellings (up to 50) per dwelling	O	S	385	385	385	385
New Dwellings more than 50	O	S	19,049	19,049	19,049	19,049
Each dwelling in excess of 50 to a maximum of £250,000	O	S	115	115	115	115

Erection of buildings (not dwellings, agricultural, glasshouses, plant nor machinery)

Gross Floor up to 40sq m	O	S	195	195	195	195
Gross Floor 40 sq m to 75 sq m	O	S	385	385	385	385
Gross Floor 75sq m to 3750 sq m each 75 sq m or part thereof	O	S	385	385	385	385
Gross Floor more than 3750 sq m	O	S	19,049	19,049	19,049	19,049
Each additional 75 sq m in excess of 3750 sq m to a maximum of £250,000	O	S	115	115	115	115

Erection of building (on land used for agriculture for agricultural purposes)

Gross Floor Space up to 465 sq m	O	S	80	80	80	80
Gross Floor 465 sq m to 540 sq m	O	S	385	385	385	385
Gross Floor 540 sq m to 4215 sq m each 75 sq m in excess of 540 sq m	O	S	385	385	385	385
Gross Floor more than 4215 sq m	O	S	19,049	19,049	19,049	19,049
Each additional 75 sq m in excess of 4215 sq m to a maximum of £250,000	O	S	115	115	115	115

Erection of glasshouses

Gross Floor no more than 465 sq m	O	S	80	80	80	80
Gross Floor more than 465 sq m	O	S	2,150	2,150	2,150	2,150

Erection/Alterations/Replacement of Plant and Machinery

Site Area not more than 5 hectares - per 0.1 hectare or part thereof	O	S	385	385	385	385
Site Area more than 5 hectares	O	S	19,049	19,049	19,049	19,049
Each additional 0.1 hectare in excess of 5 hectares up to a maximum of £250,000	O	S	115	115	115	115

Applications other than Building Works

Car parks, Service Roads or other accesses	O	S	195	195	195	195
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Waste (Use of land for disposal of refuse or waste materials or deposit of amterial remaining after extraction or storage minerals)

Site Area no more than 15 hectares per 0.1 hectare	O	S	195	195	195	195
Site Area more than 15 hectares	O	S	29,112	29,112	29,112	29,112
Each 0.1 hectare in excess of 15 hectares up to a maximum of £65,000	O	S	115	115	115	115

Operations connected with exploratory drilling for oil or natural gas

Site area not more than 7.5 hectares each 0.1 hectare	O	S	423	423	423	423
Site area more than 7.5 hectares	O	S	31,725	31,725	31,725	31,725
Each 0.1 hectare in excess of 7.5 hectares up to a maximum of £250,000	O	S	126	126	126	126

Operations (other than exploratory drilling) for the winning and working of oil or natural gas

Site area not more than 15 hectares each 0.1 hectares	O	S	214	214	214	214
Site area more than 15 hectares	O	S	32,100	32,100	32,100	32,100
Each 0.1 hectare in excess of 15 hectares up to a maximum of £65,000	O	S	126	126	126	126

Operations (winning and working of minerals) excluding oil or natural gas

Site area not more than 15 hectares each 0.1 hectares	O	S	195	195	195	195
Site area more than 15 hectares	O	S	29,112	29,112	29,112	29,112
Each 0.1 hectare in excess of 15 hectares up to a maximum of £65,000	O	S	115	115	115	115

Other operations (not coming within any of the above categories)

Any site area per 0.1 hectares up to a maximum of £1690	O	S	195	195	195	195
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Lawful Development Certificate

Existing Use or operation	O	S	Same As Full	Same As Full	Same As Full	Same As Full
Existing use or operation - lawful not to comply with any condition or limitation	O	S	195	195	195	195

Proposed use or operation	O	S	Half normal planning fee	Half normal planning fee	Half normal planning fee	Half normal planning fee
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For further clarification on the planning fee's please refer to the The Town and Country Planning (Fees for Applications, Deemed Applications, Requests and Site Visits) (England) Regulations 2012

**PLANNING AND LICENSING
FEES & CHARGES SCHEDULE FROM 1 APRIL 2017**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2016-March 2017		CHARGES April 2017-March 2018	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: PLANNING DEVELOPMENT MANAGEMENT

CHARGING AREA: Planning Application Fees

Prior Approval

Agricultural and Forestry buildings & operations or demolition of buildings	O	S	80	80	80	80
Telecommunications Code Systems Operators	O	S	385	385	385	385
Proposed Change of Use to State Funded School or Registered Nursery	O	S	80	80	80	80
Proposed Change of Use of Agricultural Building to a State-Funded School or Registered Nursery	O	S	80	80	80	80
Proposed Change of Use of Agricultural Building to a flexible use within Shops, Financial and Professional services, Restaurants and Cafes, Business, Storage or Distribution, Hotels, or Assembly or Leisure	O	S	80	80	80	80
Proposed Change of Use of a building from Office (Use Class B1) Use to a use falling within Use Class C3 (Dwellinghouse)	O	S	80	80	80	80
Proposed Change of Use of Agricultural Building to a Dwellinghouse (Use Class C3), where there are no Associated Building Operations	O	S	80	80	80	80
Proposed Change of Use of Agricultural Building to a Dwellinghouse (Use Class C3), and Associated Building Operations	O	S	172	172	172	172
Proposed Change of Use of a building from a Retail (Use Class A1 or A2) Use or a Mixed Retail and Residential Use to a use falling within Use Class C3 (Dwellinghouse), where there are no Associated Building Operations	O	S	80	80	80	80
Proposed Change of Use of a building from a Retail (Use Class A1 or A2) Use or a Mixed Retail and Residential Use to a use falling within Use Class C3 (Dwellinghouse), and Associated Building Operations	O	S	172	172	172	172
Notification for a Prior Approval for a Change of Use from Storage or Distribution Buildings (Class B8) and any land within its curtilage to dwellinghouses (Class C3)	O	S	80	80	80	80
Notification for prior Approval for Change of Use from Amusements Arcades/Centres and Casinos (Sui Generis Uses) and any land within its curtilage to Dwellinghouses (Class C3)	O	S	80	80	80	80
Notification for prior Approval for Change of Use from Amusements Arcades/Centres and Casinos (Sui Generis Uses) and any land within its curtilage to Dwellinghouses (Class C3) and Associated Building Operations	O	S	172	172	172	172
Notification for Prior Approval for a Change of Use from Shops (Class A1) Financial and Professional Services (Class A2) Betting Offices and Payday Loan Shops and Casinos (Sui Generis Uses) to restaurants and cafes (Class A3)	O	S	80	80	80	80
Notification for Prior Approval for a Change of Use from Shops (Class A1) Financial and Professional Services (Class A2) Betting Offices and Payday Loan Shops and Casinos (Sui Generis Uses) to restaurants and cafes (Class A3) and Associated Building Operations	O	S	172	172	172	172
Notification for Prior Approval for a Change of Use from Shops (Class A1) Financial and Professional Services (Class A2) Betting Offices and Payday Loan Shops and Casinos (Sui Generis Uses) to restaurants and cafes (Class A3) to Assembly and Leisure Use (Class D2)	O	S	80	80	80	80

Reserved Matters

Application for approval of reserved matters following outline approval	O	S	Full Fee due or if paid £385	Full Fee due or if paid £385	Full Fee due or if paid £385	Full Fee due or if paid £385
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Approval/Variation/Discharge of condition

Application for removal or variation of a condition following grant of planning permission	O	S	195	195	195	195
Request for confirmation that one or more planning conditions have been complied with - Householder	O	S	28	28	28	28
Request for confirmation that one or more planning conditions have been complied with - Other	O	S	97	97	97	97

Change of Use of a building to use as one or more separate dwellings houses or other cases

Not more than 50 dwellings - each dwelling	O	S	385	385	385	385
More than 50 dwellings	O	S	19,049	19,049	19,049	19,049
Each dwelling in excess of 50 up to a maximum of £250,000	O	S	115	115	115	115
Other Changes of use of a building or land	O	S	385	385	385	385

Advertising

Relating to the business on the premises	O	S	110	110	110	110
Advance signs which are not situated on or visible from the site, directing the public to a business	O	S	110	110	110	110
Other advertisements	O	S	385	385	385	385

Application for a New Planning Permission to replace an Extant Planning Permission

Applications in respect of major developments	O	S	575	575	575	575
Applications in respect of householder developments	O	S	57	57	57	57
Applications in respect of other developments	O	S	195	195	195	195

Application for a Non-material Amendment following a grant of Planning Permission

Applications in respect of householder development	O	S	28	28	28	28
Applications in respect of other developments	O	S	195	195	195	195

For further clarification on the planning fee's please refer to the The Town and Country Planning (Fees for Applications, Deemed Applications, Requests and Site Visits) (England) Regulations 2012

For further clarification on the planning fee's please refer to the The Town and Country Planning (Fees for Applications, Deemed Applications, Requests and Site Visits) (England) Regulations 2012

**PLANNING AND LICENSING
FEES & CHARGES SCHEDULE FROM 1 APRIL 2017**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES April 2016-March 2017		CHARGES April 2017-March 2018	
			Excl VAT	Inc VAT	Excl VAT	Inc VAT

SERVICE AREA: PLANNING DEVELOPMENT MANAGEMENT

CHARGING AREA: Pre-Application Advice

Pre-Application Advice

Householder - written response only	S	D	66.66	80.00	66.66	80.00
Band A - Brentwood businesses, non residents of Brentwood - written response only	S	D	83.33	100.00	83.33	100.00
Band B - Development of 10 dwellings or fewer or non-residential development of less than 1000 sq m	S	D	416.66	500.00	416.66	500.00
Band C - Developments in excess of ten dwellings or 1000 sq m of non-residential development	S	D	1,250.00	1,500.00	1,250.00	1,500.00
Band D - Larger or more complex than Band B or C	S	D		negotiable		negotiable

**PLANNING AND LICENSING
FEES & CHARGES SCHEDULE FROM 1 APRIL 2017**

DESCRIPTION OF CHARGE	VAT	FEE	CHARGES		CHARGES	
			April 2016-March 2017 Excl VAT	Inc VAT	April 2017-March 2018 Excl VAT	Inc VAT

SERVICE AREA: PLANNING POLICY

CHARGING AREA: Design Panel Review

Design Panel Review

Panel review session, tailored to reflect the proposal

S D

negotiable

negotiable

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Appendix D**Analysis of Rent Increases/Decreases for 2017/18**
(Excluding Service Charges)

The rent model has reduced actual rents for 2017/18 by 1% on all HRA Housing by applying this to the rent calculation from the Rent Setting guidance, an average rent decrease of £0.92 per week. Further details are as follows:

Flats

No of Bedrooms	Average Rent £	Average decrease £	Average Decrease %	No of Properties
Bedsit	65.91	0.66	1	72
1	78.24	0.79	1	519
2	85.09	0.86	1	502
3	94.96	0.96	1	55
Total Average	81.23	0.82	1	1148

Houses/Bungalows

No of Bedrooms	Average Rent £	Average decrease £	Average Decrease %	No of Properties
Bedsit	71.66	0.71	1	46
1	86.76	0.88	1	242
2	99.22	1.00	1	390
3	109.93	1.11	1	621
4	131.44	1.34	1	15
Total Average	101.26	1.02	1	1314

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Appendix E
HRA Business Plan Summary

Brentwood Borough Council											
Summary Business Plan											
Year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/27	2027/32	2032/37	2037/42	2042/47	TOTAL
Details of Expenditure	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Repairs and Maintenance	2,670	2,670	2,670	2,737	2,805	15,114	17,100	19,347	21,889	24,765	111,767
General Management	1,583	1,580	1,566	1,587	1,608	8,361	8,930	9,547	10,216	10,943	55,921
Special Services	1,199	1,204	1,208	1,231	1,253	6,610	7,229	7,917	8,681	9,532	46,065
Supervision and Management Total	2,781	2,784	2,774	2,819	2,861	14,971	16,159	17,463	18,897	20,475	101,985
Rent, Rates, Taxes and Other Charges	203	207	211	217	223	1,200	1,358	1,536	1,738	1,967	8,861
Depreciation and Impairment of Property	2,764	3,024	3,310	3,310	3,310	16,550	16,550	16,550	16,550	16,550	98,468
Increased Provision for Bad Debts	40	40	39	40	40	215	239	266	296	329	1,545
Loan Repayment					5,000	10,000	20,400	25,000	14,166	26,000	100,566
TOTAL EXPENDITURE	8,459	8,725	9,005	9,122	14,239	58,050	71,806	80,162	73,536	90,086	423,192
Capital Charges Reversal	0	0	0	0	(5,000)	(10,000)	(20,400)	(25,000)	(14,166)	(26,000)	(100,566)
Interest on Loan	2,000	2,000	2,040	2,140	2,150	11,120	12,564	12,325	9,585	3,555	59,479
Interest on Balances	(44)	(55)	(71)	(70)	(70)	(350)	(350)	(350)	(350)	(350)	(2,060)
	10,415	10,670	10,974	11,192	11,319	58,820	63,620	67,137	68,605	67,291	380,045
Details of Income											
Dwelling Rents (net)	(11,878)	(11,759)	(11,643)	(11,709)	(11,952)	(63,581)	(70,450)	(78,062)	(86,495)	(95,840)	(453,369)
Non Dwelling Rents (net)	(366)	(373)	(381)	(385)	(393)	(2,084)	(2,301)	(2,540)	(2,805)	(3,097)	(14,724)
Charges for Services and Facilities	(854)	(870)	(884)	(917)	(948)	(5,225)	(6,140)	(7,216)	(8,482)	(9,969)	(41,505)
Contribution Towards Expenditure	(176)	(176)	(176)	(176)	(176)	(878)	(880)	(880)	(880)	(880)	(5,275)
Net Cost of HRA Services	(2,858)	(2,507)	(2,109)	(1,995)	(2,148)	(12,947)	(16,151)	(21,561)	(30,057)	(42,495)	(134,828)
CDC	433	434	421	429	436	2,298	2,506	2,737	2,993	3,277	15,965
Pension Interest Cost	300	300	330	347	364	2,111	2,694	3,438	4,388	5,601	19,873
Net Expenditure of HRA Services	(2,125)	(1,773)	(1,359)	(1,219)	(1,348)	(8,538)	(10,951)	(15,386)	(22,675)	(33,616)	(98,991)
Funding Volatility	1,308	500	100	100	200	2,300	6,000	11,500	18,000	26,500	66,508
Capital Program Funding	367	1,012	1,100	890	890	4,450	3,850	2,950	2,950	2,950	21,409
(Surplus)/Deficit for HRA Services	(450)	(261)	(159)	(229)	(258)	(1,788)	(1,101)	(936)	(1,725)	(4,166)	(11,074)
Working Balance b/f	1,656	2,106	2,367	2,525	2,755	3,013	4,801	5,902	6,838	8,563	12,729
Accumulated Surplus	2,106	2,367	2,525	2,755	3,013	4,801	5,902	6,838	8,563	12,729	

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15 February 2017

Policy, Finance & Resources Committee

Revenues & Benefits Shared Service Agreement

Report of: *Steve Summers, Group Manager In-House Services*

Wards Affected: *All*

This report is: *Public*

1. Executive Summary

- 1.1 This report recommends the entering into a new sharing agreement for the provision of the Revenues and Benefits Service with Basildon Borough Council including the formal co-location of Brentwood Borough Councils Revenues and Benefits staff within one merged site located within Basildon Council offices.
- 1.2 This allows the services to merge formally through TUPE arrangements, building upon the existing Revenue and Benefits shared service that commenced in April 2015, where Brentwood Borough Council entered into a partnership with Basildon Borough Council which provided a managed service and hosted IT platform for the council's Revenues and Benefits Service, located in Brentwood's Town Hall.
- 1.3 This approval will formalise the partnership between Brentwood Borough Council and Basildon Borough Council – supporting the Councils partnership aspirations to deliver quality front and back office services in partnership.
- 1.4 In order for the proposed collaboration to achieve maximum success, it is recommended that the committee grant approval for the council to enter a new sharing agreement for Revenue and Benefits. This will also set a framework for any future shared service arrangements.

2. Recommendation

- 2.1 That the Committee recommend approval of the Revenues & Benefits Shared Service Agreement to the Ordinary Council on the 1st March 2017 as a related proposal to the Budget.**

3. Introduction and Background

3.1 Brentwood Borough Council entered a Revenues and Benefits Shared Service Agreement with Basildon Borough Council in February 2015, which formally commenced in April 2015.

3.2 The operational scope of the shared arrangement included the following:

- Conversion to a single hosted Revenues & Benefits IT Platform
- Creation of a single joint management structure
- Sharing of specialist and support staff
- Aligning of contracts and joint procurement to the benefit of the shared service
- Retention of local policies

3.3 This arrangement resulted in Brentwood Borough Council entering into a partnership with Basildon Borough Council which provided a managed service and a hosted IT platform for the council's Revenues and Benefits Service. However, key activities such as co-location and TUPE arrangements were excluded from the Shared Services Agreement at that time, whilst the two authority's worked together to deliver a successful Shared Services proof of concept and transferable framework.

3.4 This shared services arrangement has been successfully delivered for nearly two years, with senior stakeholders acknowledging the success of the arrangement between the two council's. This work has been recognised in the form of national recognition for its partnership work in winning the 2016, the 'IRRV Partnership Award for Excellence in Partnership Working 2016'.

4. Issue, Options and Analysis of Options

4.1 With the success of the partnership to date, it was considered an appropriate time to develop further this arrangement, by allowing a new shared service agreement to be entered into to allow the following:

- services to be co-located into the Basildon Centre – as the historic arrangement is still currently delivered from Brentwood Borough Councils Town Hall

- further savings and efficiencies to Brentwood Borough Council and Basildon Borough Council through economies of scaled and merged structures, and
- a new shared services agreement to take consideration of lessons learnt to date from the two years share services experience achieved – such as change control mechanisms and defined shared service obligations (of both parties).

4.2 In order to achieve the wider benefits for the Council and local communities, the benefits of the shared services arrangement enable the following:

- Supports the Council's MTFP budget target.
- Provides a sustainable model to preserve service levels.
- Demanding value for money from our Revenues and Benefits service.
- Illustrates Brentwood's reputation and leadership amongst Essex Authorities by being innovative and progressive.
- Effectively compete within the Shared Service market.
- Maximise opportunities for further income generation and cost recovery.
- Develop the Council's commercial competence through gaining buy-ins and resources.
- Provide a model of longevity to deliver an ongoing income stream.
- Drive continuous improvement in the delivery of a cost-effective, efficient service that meet users' needs and expectations.
- Public sector value and experience 'By public sector for public sector'.
- All income generated from such shared service arrangements are paid back to the benefit of the wider public purse.
- Ability to reduce costs through innovation designed for the communities.
- A partnership approach rather than outsourcing.

- Provide a mechanism for Councils to retain their identity. This will include residents being able to use existing Brentwood phone numbers and email addresses.
 - Create a model for future partnerships.
- 4.3 Whilst back office and telephone based employees will be situated at Basildon Council offices, it is important that provision of the Revenues and Benefits face to face service continues to be provided in Brentwood.
- 4.4 Residents will still use reception in Brentwood's Town Hall for this, just as they do now, preserving accessibility and providing continuity in service.

5. Reasons for Recommendation

- 5.1 To enable the Council to deliver effective and efficient Revenues and Benefits Services for the benefit of the Council and its customers.

6. Consultation

- 6.1 No formal consultation has been undertaken at this stage, other than meetings with all affected members of staff.

7. References to Corporate Plan

- 7.1 Delivering an effective and efficient Revenue & Benefit Services will help meet the Modern Council key priority.

8. Implications

Financial Implications

Name & Title: John Chance, Finance Director (Section 1512 Officer)

Tel & Email 01277 312712/ john.chance@brentwood.gov.uk

- 8.1 The high level financial terms have been agreed for entering into a shared service agreement with Basildon Council to initially cover the Revenues and Benefits Service.

Legal Implications

Name & Title: Daniel Toohey, Monitoring Officer

Tel & Email 01277 312860/ daniel.toohey@brentwood.gov.uk

- 8.2 Legal Services are available to advise and assist with concluding the terms of the arrangement and to ensure compliance with employment,

legislative and constitutional requirements, including the Transfer of Undertakings (Protection of Employment) Regulations 2006.

Other Implications (where significant) – i.e. Health and Safety, Asset Management, Equality and Diversity, Risk Management, Section 17 – Crime & Disorder, Sustainability, ICT.

8.3 None

9 Background Papers (include their location and identify whether any are exempt or protected by copyright)
Finance and Resources Committee 11th February 2015.

10 Appendices to this report
Appendix A – This appendix is exempt

Report Author Contact Details:

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E-mail: steve.summers@brentwood.gov.uk

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Appendix A – Exempt

The appendix is confidential by virtue of the likely disclosure of information exempt under para. 1 and 3 of Part 1 to Schedule 12A to the Local Government Act 1972, namely information relating to any individual and information relating to the financial or business affairs of any particular person (including the Council).

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Members Interests

Members of the Council must declare any pecuniary or non-pecuniary interests and the nature of the interest at the beginning of an agenda item and that, on declaring a pecuniary interest, they are required to leave the Chamber.

- **What are pecuniary interests?**

A person's pecuniary interests are their business interests (for example their employment trade, profession, contracts, or any company with which they are associated) and wider financial interests they might have (for example trust funds, investments, and asset including land and property).

- **Do I have any disclosable pecuniary interests?**

You have a disclosable pecuniary interest if you, your spouse or civil partner, or a person you are living with as a spouse or civil partner have a disclosable pecuniary interest set out in the Council's Members' Code of Conduct.

- **What does having a disclosable pecuniary interest stop me doing?**

If you are present at a meeting of your council or authority, of its executive or any committee of the executive, or any committee, sub-committee, joint committee, or joint sub-committee of your authority, and you have a disclosable pecuniary interest relating to any business that is or will be considered at the meeting, you must not :

- participate in any discussion of the business at the meeting, of if you become aware of your disclosable pecuniary interest during the meeting participate further in any discussion of the business or,
- participate in any vote or further vote taken on the matter at the meeting.

These prohibitions apply to any form of participation, including speaking as a member of the public.

- **Other Pecuniary Interests**

Other Pecuniary Interests are also set out in the Members' Code of Conduct and apply only to you as a Member.

If you have an Other Pecuniary Interest in an item of business on the agenda then you must disclose that interest and withdraw from the room while that business is being considered

- **Non-Pecuniary Interests**

Non –pecuniary interests are set out in the Council's Code of Conduct and apply to you as a Member and also to relevant persons where the decision might reasonably be regarded as affecting their wellbeing.

A 'relevant person' is your spouse or civil partner, or a person you are living with as a spouse or civil partner

If you have a non-pecuniary interest in any business of the Authority and you are present at a meeting of the Authority at which the business is considered, you must disclose to that meeting the existence and nature of that interest whether or not such interest is registered on your Register of Interests or for which you have made a pending notification.

Policy, Finance and Resources Committee

1. The functions within the remit of the Policy, Finance and Resources Committee include all financial matters relating to the budget, (and for the avoidance of doubt, being the superior Committee on all such matters including capital, revenue and the Housing Revenue Account (HRA) except where the law otherwise requires), and, without prejudice to the generality of this, include the specific functions which are set out below.

Policy

To undertake and discharge any functions in relation to strategic policies including periodic reviews of the policy framework adopted by full Council from time to time except where required by law to be undertaken elsewhere.

Finance

- 1) Financial Services
- 2) Contracts, commissioning, procurement
- 3) Legal services
- 4) Health and safety at work (in so far as it relates to the Council as an employer)
- 5) Corporate communications and media protocols
- 6) Corporate and Democratic services
- 7) Member Development
- 8) Data quality
- 9) Human resources
- 10) Information Communication Technology
- 11) Revenues and Benefits
- 12) Customer Services
- 13) Assets (strategically)

2. Overall responsibility for monitoring Council performance.
3. To formulate and develop relevant corporate policy documents and strategies including the Corporate Plan.
4. To formulate the budget proposals in accordance with the Budget and Policy Framework, including capital and revenue spending, and the Housing Revenue Account Business Plan (including rent setting for Council homes), in accordance with the Council's priorities and make recommendations to Council for approval.
5. To formulate the Council's Borrowing and Investment Strategy and make recommendations to Council for approval.
6. To take decisions on spending within the annual budget to ensure delivery of the Council's priorities.
7. To approve the making of a virement or payment from the Council's reserves with a maximum value of £200,000.
8. To approve the write-off of any outstanding debt owed to the council above the delegated limit of £5,000.
9. To determine capital grant applications.
10. To make recommendations on the allocation and use of resources to achieve the Council's priorities.
11. To manage and monitor the Council approved budgets;
12. To provide the lead on partnership working including the joint delivery of services.
13. To consider any staffing matters that are not delegated to Officers, such as proposals that are not contained within existing budgetary provision.
14. To strategically manage any lands or property of the Council and provide strategic property advice relating to the Council's Housing Stock and without prejudice to the generality of this, to specifically undertake the following:-

The Council's Asset Management Plan

- (a) The acquisition and disposal of land and property and taking of leases, licenses, dedications and easements.
- (b) The granting variation renewal review management and termination of leases licenses dedications and easements
- (c) Promoting the use of Council owned assets by the local community and other interested parties.
- (d) To manage any lands or property of the Council;
- (e) To include properties within the Council's Asset Management Portfolio including Halls etc.
- (f) To take a strategic approach to asset management, ensuring that the use of all of the Council's Property assets achieves Value for Money and supports the achievement of the Council's corporate priorities.
- (g) To review the Corporate Asset Management Plan annually.
- (h) The acquisition of land in advance of requirements for the benefit, improvement or development of the Borough.
- (i) Disposal of land (including by lease) surplus to the requirements of any Panel or Committee.
- (j) Appropriation of land surplus to the requirements of a committee.
- (k) Promote the use of Council owned assets by the local community and other interested parties where appropriate
- (l) Property and asset management, including acquisitions and disposals not included in the approved Asset Management Plan.

- (m) To take a strategic approach to commercial activity, both existing and new, ensuring the Council realises revenue generation opportunities and supports the achievement of the Council's corporate priorities.
- (n) Promoting a culture of entrepreneurialism and building the required skills and capacity.
- (o) To consider, and approve, business cases and commercial business plans for commercial activity.

15. To consider and propose matters concerning the promotion of economic development throughout the Borough and the interface with countywide or regional economic development initiatives.

Economic Development

- (a) To lead, consider and propose matters concerning the promotion of economic development throughout the Borough and the interface with countywide or regional economic development initiatives.
- (b) To promote and encourage enterprise and investment in the Borough in order to maintain and sustain the economic wellbeing and regeneration of the area.
- (c) To develop a climate where businesses and individuals can innovate, compete and contribute to the economic development and regeneration of the area; and excellence in local business.
- (d) To encourage the growth of existing businesses in the Borough and access to the skills and training necessary to support them.
- (e) To develop and deliver a Borough wide initiative on apprenticeships
- (f) To consider and determine matters relating to the promotion, maintenance and enhancement of the vitality and viability of shopping centres within the Borough.
- (g) To consult with the Chamber of Commerce, Federation of Small Businesses, residents and other interested third parties.
- (h) To maintain a special interest in promoting employment in the borough.
- (i) To promote and encourage tourism and heritage
- (j) Parking (off Street parking provision in Council owned/leased off-street parking places)
- (k) Crossrail

16. To review and facilitate the transformation of delivery of services.

Transformation

- (a) To approve and facilitate the transformation of delivery of services.

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