

Cabinet – Supplementary agenda No. 1

A meeting of the Cabinet will be held on:

Date: 11 February 2014

Time: 3.00pm

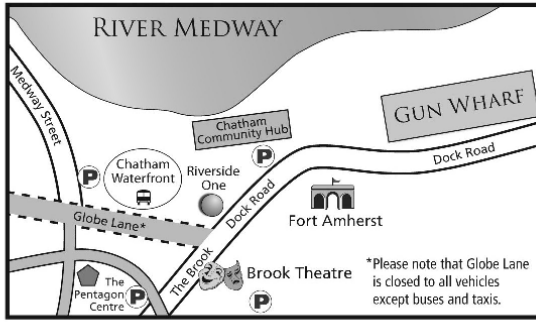
Venue: Meeting Room 2 - Level 3, Gun Wharf, Dock Road, Chatham ME4 4TR

Items

- | | |
|---|----------------------------------|
| 10. Capital and Revenue Budgets - 2014/2015
Appendix 5 is attached. | (Pages
3 - 86) |
| 11. Treasury Management Strategy 2014/2015
Appendix 1 –10 attached. | (Pages
87 -
148) |
| 12. South Thames Gateway Building Control Partnership - Business Plan 2012/2017
Appendix A is attached. | (Pages
149 -
216) |

For further information please contact Wayne Hemingway/Anthony Law,
Democratic Services Officers on Telephone: 01634 332509/332008 or Email:
democratic.services@medway.gov.uk

Date: 3 February 2014



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A summary of this information can be made available in other formats from **01634 333333**

If you have any questions about this meeting and you want to speak to someone in your own language please ring **01634 335577**

বাংলা	331780	ગુજરાતી	331782	ਪੰਜਾਬੀ	331784	كوردی	331841	ارو	331785	Русский	332374
中文	331781	हिंदी	331783	Polski	332373	ଏହିଲେଖକ	331786	فارسی	331840	Lietuviškai	332372

MEDWAY COUNCIL

Proposed Fees & Charges April 2014

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

Front Line Services

Trading Standards

Weights & Measures - General

	Fee 2013/2014 £	Fee 2014/2015 £	Increase %
Call out Charge	120.70	124.30	2.98%
Delays (per hour)	120.70	124.30	2.98%
Hourly rate of Charge - (minimum charge 1 hour)	120.70	124.30	2.98%
Certificate of Errors	78.00	80.30	2.95%
Supply of replacement certificate	37.80	38.90	2.91%

Weights & Measures - Weights

Weights exceeding 5kg, 10lb or not exceeding 500mg, 2CM	19.60	20.20	3.06%
Other weights	14.20	14.60	2.82%

Weights & Measures - Linear Measures

Linear measures not exceeding 3m or 10ft each scale	21.30	21.90	2.82%
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Weights & Measures - Capacity Measures

Capacity measures without diversions not exceeding 1 litre or 1 quart	14.30	14.70	2.80%
Cubic ballast measures (other than brim measures)	234.00	241.00	2.99%
Brim measures (unsubdivided) up to 1 metre	124.10	127.80	2.98%
Liquid capacity measures for making up and checking average quantity packages	50.80	52.30	2.95%

Weights & Measures - Weighing Instruments

Not exceeding 30kg - first item	66.90	68.90	2.99%
Not exceeding 30kg - Second and subsequent items	40.30	41.50	2.98%
Exceeding 30kg but not exceeding 1 tonne (1 ton)	57.90	59.60	2.94%
Exceeding 1 tonne but not 10 tonnes (1 ton - 10 tons)	116.40	119.90	3.01%
Exceeding 10 tonnes (10 tons)	281.30	289.70	2.99%
(1) Time on site of 4 hours or less (half day charge)	454.90	468.50	2.99%
(2) Time on site exceeding 4 hours (full day charge)	861.50	887.30	2.99%

Weights & Measures - Intoxicating Liquor Measuring Instruments

Not exceeding 5 fl. oz	42.40	43.70	3.07%
Other	53.00	54.60	3.02%

Weights & Measures - Liquid Fuel Measuring Instruments

LFLO dispenser per meter/measuring container submitted	112.90	116.30	3.01%
Testing of peripheral electronic equipment on a later occasion than stamping of instrument - per site	112.90	116.30	3.01%
Charge for each credit card acceptor unit tested, irrespective of the number	112.90	116.30	3.01%

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

Front Line Services

	Fee 2013/2014 £	Fee 2014/2015 £	Increase %
Weights & Measures - Road Tankers			
Wet hose type with two testing liquids	167.80	172.80	2.98%
Jammed ticket printer (no replacement parts)	83.90	86.40	2.98%
Replacement of parts without effect on calibration	83.90	86.40	2.98%
(1) First or single dipstick	91.00	93.70	2.97%
(2) Each additional dipstick submitted at the same time	43.80	45.10	2.97%
Where the bulk fuel testing van is provided by the Department to enable a meter system to be verified	239.90	247.10	3.00%
Weights & Measures - Other			
Any other metrological testing, goods or equipment (per hour)	120.60	124.20	2.99%
Petroleum			
Petroleum Installation Record Search (per hour)	120.60	124.20	2.99%
Licence & Renewal			
Poisons			
Initial registration (Poisons)	73.95	76.20	3.04%
Change in details (Poisons)	24.25	25.00	3.09%
Re-registration (Poisons)	58.50	60.30	3.08%
Trader approval scheme			
Fair Trader Scheme "Large org. member" (VAT registered)	153.80	240.00	56.05%
Fair Trader Scheme "Small org. member" (NOT VAT registered)	153.80	150.00	-2.47%
Fair Trader Scheme initial application fee		100.00	
Performing Animals			
Performing Animals registration	71.80	74.00	3.06%

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

Front Line Services

Gillingham Pier

Rent of berth:

Western Side of slipway

	Fee 2013/2014 £	Fee 2014/2015 £	Increase %
under 30 ft - per month	53.50	55.10	2.99%
under 30 ft - per annum	534.30	550.30	2.99%
30ft to under 40ft - per month	68.10	70.10	2.94%
30ft to under 40ft - per annum	679.50	699.90	3.00%
40 ft and over - per month	98.60	101.60	3.04%
40 ft and over - per annum	992.60	1,022.40	3.00%

Pontoon

under 20 ft - per month	53.50	55.10	2.99%
under 20 ft - per annum	534.30	550.30	2.99%
20ft to under 30ft - per month	68.20	70.20	2.93%
20ft to under 30ft - per annum	679.50	699.90	3.00%
30ft to under 40ft - per month	98.60	101.60	3.04%
30ft to under 40ft - per annum	992.60	1,022.40	3.00%
40 ft and over			

Mooring Fees

Commercial and Casual Mooring

Under 20ft - per day	9.40	9.70	3.19%
20ft to under 30ft - per day	9.70	10.00	3.09%
30ft to under 40ft - per day	13.60	14.00	2.94%
40ft to under 50ft - per day	14.30	14.70	2.80%
50ft to under 60ft - per day	18.90	19.50	3.17%
60ft to under 70ft - per day	27.20	28.00	2.94%
70ft to under 80ft - per day	36.00	37.10	3.06%
80ft to under 90ft - per day	46.10	47.50	3.04%
90ft to under 100ft - per day	56.70	58.40	3.00%
Per additional foot over 100ft per day	1.30	1.30	0.00%

Commercial vessels of 20 tons Grt and over (approx. 50ft) per tonne per day	0.40	0.40	0.00%
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Note - for long term stays 60% discount to be allowed for the second period of seven days and 80% for any subsequent periods of seven days.

Season Tickets per boat	90.90	93.60	2.97%
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REGENERATION, COMMUNITY & CULTURE DIRECTORATE

Front Line Services

	Fee 2013/2014 £	Fee 2014/2015 £	Increase %
Slipways			
Painting, repairs etc. daily rate			
Under 30ft	16.80	17.30	2.98%
30ft - 40ft	23.80	24.50	2.94%
40ft - 45ft	35.80	36.90	3.07%
Launching (launch and haul out)			
under 30ft	14.30	14.70	2.80%
30ft to under 40ft	16.10	16.60	3.11%
40ft to under 45 ft	41.50	42.70	2.89%

Waste Services

Bulky Collection			
Collection within two working days	30.80	34.00	10.39%
One free collection of three items in any twelve month period. Subsequent collections to be charged at:	18.00	18.50	2.78%

Public Conveniences

Access Key to Disabled Persons' Convenience	4.70	4.70	0.00%
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Highway Group

Vehicle crossings

New / extended crossings (using Term Contractor)	130.00	133.90	3.00%
New / extended crossings (using Private Contractor)	166.00	171.00	3.01%
Charge for TMA notices - Per Notice	4.10	4.20	2.44%
Charge for service plans - Per Site	37.00	38.10	2.97%
Checking legality of crossings	130.00	133.90	3.00%

Street Naming and numbering Charges

Charge to Developer for Amending Plans previously Named and Numbered and re-sending out again - Per Building	53.30	54.90	3.00%
Charge for Amending a Road Name, i.e. request by local residents etc	591.40	609.10	2.99%
Charge for Registering a New House or Building	59.50	61.30	3.03%
Charge for Registering 2 to 10 Buildings/Properties	177.30	182.60	2.99%
Charge for Registering 11 to 20 Buildings/Properties	N/A	243.35	
Charge for Registering 21 to 30 Buildings/Properties	295.20	304.10	3.01%
Charge for Registering 31 to 50 Buildings/Properties	414.10	426.50	2.99%
Charge for Registering 51 to 60 Buildings/Properties	533.00	549.00	3.00%
Charge for Registering 61 or more Buildings/Properties	650.90	670.40	3.00%
Charge for Amending a House Name/Building Name	59.50	61.30	3.03%
Charge for Amending a House Number	59.50	61.30	3.03%
Charge for Amending Property Details, i.e. a House becoming x no of Flats - Per Flat	53.30	54.90	3.00%
Charge for registering a Hotel	177.30	182.60	2.99%
Charge for Historical Information, i.e. enquiries from Solicitors etc	235.80	242.90	3.01%

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

Front Line Services

	Fee 2013/2014 £	Fee 2014/2015 £	Increase %
Highway Search Charges			
Standard Search	16.00	22.00	37.50%
Additional charge per question	5.25	5.40	2.86%
Additional charge for requested A3 size plan	10.50	10.80	2.86%
Public Rights of Way			
Process Application for pre-publication stage	N/A	50.00	
Land Registry Search plus search fee	N/A	20.00	
Site visit	N/A	150.00	
Preparation of Plans	N/A	70.00	
Initial consultation	N/A	100.00	
Responding to consultation replies. (Includes £150 site visit)	N/A	250.00	
Preparation of Committee Report	N/A	220.00	
Order Making Stage			
Prepare Order, Notice and Statement	N/A	170.00	
Distribution of Order	N/A	120.00	
Posting Notices on Site	N/A	110.00	
Advertise Notice of Making of Order. (plus cost of advertisement)	N/A	35.00	
Responding to replies	N/A	100.00	
Site visits as required - per visit	N/A	150.00	
Forwarding documentation to DEFRA	N/A	520.00	
Confirmation of Order			
Site visit	N/A	100.00	
Preparation of Confirmation Notice	N/A	50.00	
Distribution of Confirmed Order	N/A	120.00	
Post Notices on Site	N/A	110.00	
Advertise Notice of Confirmation of Order. (plus cost of advertisement)	N/A	35.00	
Produce LEO, amend Definitive Map and inform OS	N/A	120.00	
Additional letter (to applicants and objectors)	N/A	30.00	
Additional site visit (to check plans, meet objectors etc)	N/A	150.00	
Site visit to check works have been carried out and standard	N/A	150.00	
Certificate Preparation for bringing into force	N/A	50.00	
Advertising of Certificate for bringing into force (plus cost of advertisement)	N/A	35.00	
Distributiion of Certificate	N/A	100.00	

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

Front Line Services

Community Safety & Enforcement

Environmental Health

	Fee 2013/2014 £	Fee 2014/2015 £	Increase %
Per basic enquiry (inclusive of VAT)	150.00	154.50	3.00%
Additional information enquiry - per hour (inclusive of VAT)	43.60	44.90	2.98%
Administration Charge - per hour (inclusive of VAT)	43.60	44.90	2.98%
Contaminated Land Searches	150.00	150.00	0.00%

Unfit Food

Examination of Food and the issue of Certificates for voluntary surrender	167.80	172.80	2.98%
Officer time per hour over and above the first two hours disposal of unfit food - transportation and tipping charges	43.60	44.90	2.98%

Food Hygiene

Level 2 Award in Food Safety in Catering	55.00	55.00	0.00%
Level 3 Award in Supervising Food Safety in Catering	580.20	597.60	3.00%

Health and Safety

Basic Health & Safety Course - Per Person	103.90	100.00	-3.75%
Issue of export certificate	111.10	114.40	2.97%
Asbestos Training - Half Day	55.00	55.00	0.00%

Register of Food Premises

Charge per Statement (including VAT) Individual Proprietor of Business concerned	183.20	188.70	3.00%
Another enforcement agency - individual or complete			
Other applicants - per page up to a maximum of 10	35.40	36.50	3.11%
Any applicant requiring "single use" type - per page	41.40	42.60	2.90%
Any applicant requiring the complete Register	2067.90	2,129.90	3.00%

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

Front Line Services

	Fee 2013/2014 £	Fee 2014/2015 £	Increase %
Pest Control			
Residential treatments - Mice . Max 3 visits within four week period	45.00	46.40	3.11%
Residential treatments - Wasps . Treatment of 1 nest. £15 per additional nest	40.00	41.20	3.00%
Residential treatments - Fleas . 1 treatment for up to two-bed property. Additional bedrooms in property £5 each	50.00	51.50	3.00%
Residential treatments - Bed Bugs . 3 treatments for first room plus £40 each additional room	160.00	160.00	0.00%
Other pests - Priced on individual situation by survey			
Residential missed appointment charge		20.00	
Commercial treatments - Priced on individual situation by survey			
Licensing			
Skin Piercing	261.50	269.30	2.98%
Animal Boarding Establishments	282.40	290.90	3.01%
Dog Breeding Establishments	118.10	121.60	2.96%
Dangerous Wild Animals - to be based on officer time and any external expertise needed.			
Pet Shops	196.40	202.30	3.00%
Pet Shops - Fish only	103.70	106.80	2.99%
Riding Establishments	391.70	403.50	3.01%
Amendment/Replacement of a licence or certificate	43.60	44.90	2.98%
Safer Communities			
Fees for collection and care of stray dogs. £25 Statutory Charge + £36 admin charge. This is discounted to £17.50 for the first offence. Kennelling fees are additional and are paid directly to the contractor, as well as vet fees will be added should they be	42.00	42.50	1.19%
Country Park out of hours vehicle release fee	50.00	51.50	0.00%

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

Front Line Services

Travel Safety

Accident Data Searches:

	Fee 2013/2014 £	Fee 2014/2015 £	Increase %
1 junction - 36 months	49.40	50.90	3.04%
1 junction - 60 months	53.60	55.20	2.99%
2 junctions - 36 months	71.40	73.50	2.94%
2 junctions - 60 months	78.80	81.20	3.05%
3 junctions - 36 months	94.60	97.40	2.96%
3 junctions - 60 months	101.90	105.00	3.04%
4 junctions - 36 months	115.60	119.10	3.03%
4 junctions - 60 months	126.10	129.90	3.01%
5 junctions - 36 months	136.60	140.70	3.00%
5 junctions - 60 months	152.30	156.90	3.02%
6 junctions - 36 months	159.70	164.50	3.01%
6 junctions - 60 months	176.50	181.80	3.00%
7 junctions - 36 months	183.90	189.40	2.99%
7 junctions - 60 months	199.70	205.70	3.00%
8 junctions - 36 months	204.90	211.00	2.98%
8 junctions - 60 months	225.90	232.70	3.01%
9 junctions - 36 months	226.90	233.70	3.00%
9 junctions - 60 months	250.10	257.60	3.00%
10 junctions - 36 months	250.10	257.60	3.00%
10 junctions - 60 months	274.20	282.40	2.99%
11 junctions - 36 months	270.00	278.10	3.00%
11 junctions - 60 months	304.70	313.80	2.99%
12 junctions - 36 months	294.20	303.00	2.99%
12 junctions - 60 months	321.50	331.10	2.99%
13 junctions - 36 months	317.30	326.80	2.99%
13 junctions - 60 months	346.80	357.20	3.00%
14 junctions - 36 months	339.40	349.60	3.01%
14 junctions - 60 months	373.00	384.20	3.00%
15 junctions - 36 months	360.40	371.20	3.00%
15 junctions - 60 months	397.20	409.10	3.00%
16 junctions - 36 months	385.60	397.20	3.01%
16 junctions - 60 months	420.30	432.90	3.00%
17 junctions - 36 months	404.50	416.60	2.99%
17 junctions - 60 months	443.40	456.70	3.00%
18 junctions - 36 months	425.50	438.30	3.01%
18 junctions - 60 months	469.70	483.80	3.00%
19 junctions - 36 months	449.70	463.20	3.00%
19 junctions - 60 months	495.90	510.80	3.00%
20 junctions - 36 months	474.90	489.10	2.99%
20 junctions - 60 months	521.10	536.70	2.99%
21 junctions - 36 months	494.90	509.70	2.99%
21 junctions - 60 months	547.40	563.80	3.00%
22 junctions - 36 months	514.90	530.30	2.99%
22 junctions - 60 months	573.70	590.90	3.00%
23 junctions - 36 months	541.10	557.30	2.99%
23 junctions - 60 months	593.60	611.40	3.00%
24 junctions - 36 months	562.10	579.00	3.01%
24 junctions - 60 months	619.90	638.50	3.00%
25 junctions - 36 months	588.40	606.10	3.01%
25 junctions - 60 months	646.20	665.60	3.00%
26 junctions + will be priced based on the application received			

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

Front Line Services

	Fee 2013/2014 £	Fee 2014/2015 £	Increase %
Stage 1 Safety Audit pre-planning application advice (Minimum fee). Full fee upon application	500.00	500.00	0.00%

Traffic Management

Disabled Parking Bays	37.80	38.90	2.91%
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Scaffold/ Hoarding Licence

Processing and first inspection	89.30	92.00	3.02%
Subsequent inspections	47.30	48.70	2.96%
Keep Clear markings	31.60	32.50	2.85%
Removal of unauthorised signs (per sign)	78.80	81.20	3.05%

Miscellaneous

Skip licence (first 14 days)	36.80	37.90	2.99%
Skip licence (next 14 days)	15.80	16.30	3.16%

Building Material licences	52.60	54.20	3.04%
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Temporary Traffic sign permit / site approval:

Weekday core time (8am - 6pm)	120.80	124.40	2.98%
Weekdays outside Core time	178.70	184.10	3.02%
Weekends	236.40	243.50	3.00%

Table and Chairs permit	29.40	30.30	3.06%
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Traffic Counts (survey results)

Up to 2 years old	74.50	76.70	2.95%
Older than 2 years	37.50	38.60	2.93%

Licence for private Service in the Highway	143.40	147.70	3.00%
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Temporary road closures

Emergency Closures 14(2)	855.00	880.70	3.01%
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Planned closures 14(1)	1103.20	1,136.30	3.00%
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Town and Police Closure orders	New	65.00	
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REGENERATION, COMMUNITY & CULTURE DIRECTORATE

Front Line Services

Parking (Excluding Pay and Display)

Permit Type

	Fee 2013/2014 £	Fee 2014/2015 £	Increase %
Resident	25.00	25.00	0.00%
Visitor	30.00	31.00	3.33%
Daily visitor vouchers each	0.60	0.70	16.67%
Season Ticket Medway Residents	477.00	490.00	2.73%
Season Ticket Medway Residents Quarterly	138.00	142.00	2.90%
Season Ticket Non Medway Resident	546.00	562.00	2.93%
Season Ticket Non Medway Resident Quarterly	150.00	155.00	3.33%
Shoppers Season Ticket	524.00	540.00	3.05%
Shoppers Season Ticket Quarterly	150.00	155.00	3.33%
Single Car Park	370.00	381.00	2.97%
Cared for Permit (Individual)	16.00	16.50	3.13%
Business	126.00	130.00	3.17%
Special Business	130.00	134.00	3.08%
Late Night	30.00	31.00	3.33%
Worship Permit	30.00	31.00	3.33%
Jezreels	80.00	82.00	2.50%
Dispensations per day	3.70	3.80	2.70%
Suspended Bays per bay per day	19.00	20.00	5.26%
Blue Badge application fee administration charge per badge	10.00	10.00	0.00%

Traffic Management Act 2004 - Notification of Penalty Charge Notice Rates

Full charge PCN Serious Offences	70.00	70.00	0.00%
Full charge PCN Less Serious Offences	50.00	50.00	0.00%
Reduced rate (if paid within 14 days) Serious Offences	35.00	35.00	0.00%
Reduced rate (if paid within 14 days) Less Serious Offences	25.00	25.00	0.00%

Transport Act 2000 - Notification of Penalty Charge Notice Rates

Bus Lane Enforcement - paid within 14 days	30.00	30.00	0.00%
Bus Lane Enforcement - paid after 14 days	60.00	60.00	0.00%

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

Private Clientel	Weekly Cost 13/14	Monthly 2013/14	Annual Cost 2013/14	Weekly Cost 14/15	Monthly 2014/15	Annual Cost 2014/15
Rental Equipment						
Lifeline Vi+ & My Amie	New Product Range	New Product Range	New Product Range	£5.53	£23.97	£287.64
Individual Telecare+ Unit	New Product Range	New Product Range	New Product Range	£4.98	£21.59	£259.04
Lifeline Vi & My Amie	£4.97	£21.54	£258.44	£4.97	£21.55	£258.64
Individual Telecare Unit	New Product Range	New Product Range	New Product Range	£4.48	£19.43	£233.16
Lifeline GSM & My Amie	New Product Range	New Product Range	New Product Range	£6.90	£29.89	£358.64
Arm/Disalarm Trigger (Intruder system)	New Product Range	New Product Range	New Product Range	£0.82	£3.56	£42.67
Bed Pad	£1.03	£4.46	£53.56	£1.64	£7.10	£85.20
Bogus Caller/Panic Button	£0.76	£3.29	£39.52	£0.86	£3.75	£44.97
Care Assist	£2.10	£9.10	£109.20	£2.10	£9.08	£109.00
Chair Pad	£1.02	£4.42	£53.04	£1.37	£5.93	£71.20
Carbon Monoxide Detector	£1.04	£4.51	£54.08	£1.65	£7.16	£85.95
DDA Door Bell (internal transmitter)	New Product Range	New Product Range	New Product Range	£0.85	£3.68	£44.20
DDA Flashing Beacon (transmitter needed)	New Product Range	New Product Range	New Product Range	£1.35	£5.85	£70.20
DDA Pager Pack (Inc pillow pad, charger & transmitter)	£4.23	£18.33	£219.96	£4.33	£18.77	£225.20
DDA Sounder Beacon (transmitter needed)	New Product Range	New Product Range	New Product Range	£1.45	£6.27	£75.20
DDA transmitter	New Product Range	New Product Range	New Product Range	£1.41	£6.10	£73.20
DDA Vibrating Pillow Pad	New Product Range	New Product Range	New Product Range	£0.31	£1.35	£16.20

Private Clientel	Weekly Cost 13/14	Monthly 2013/14	Annual Cost 2013/14	Weekly Cost 14/15	Monthly 2014/15	Annual Cost 2014/15
DDA Wrist Pager Pack (incl charger and pillow pad)	New Product Range	New Product Range	New Product Range	£2.75	£11.93	£143.20
Electrical Usage Sensor	New Product Range	New Product Range	New Product Range	£2.79	£12.10	£145.20
Enuresis Sensor Kit	£1.44	£6.24	£74.88	£2.62	£11.35	£136.20
Epilepsy Sensor Kit	£2.69	£11.66	£139.88	£5.48	£23.77	£285.20
Falls Detector	£0.96	£4.16	£49.92	£1.54	£6.68	£80.20
Flood Detector	£0.87	£3.77	£45.24	£1.41	£6.10	£73.20
Gas (Natural) Detector	£2.10	£9.10	£109.20	£3.00	£13.02	£156.20
Heat Detector	New Product Range	New Product Range	New Product Range	£1.16	£5.04	£60.45
Medication Dispenser	£1.38	£5.98	£71.76	£2.52	£10.93	£131.20
Pendant (Additional or Bogus)	£0.72	£3.12	£37.44	£0.82	£3.56	£42.67
PIR	£0.79	£3.42	£41.08	£0.79	£3.43	£41.20
Pressure Mat (universal sensor needed)	New Product Range	New Product Range	New Product Range	£0.26	£1.14	£13.63
Property Exit Kit (Includes SCU & PIR)	£2.12	£9.19	£110.24	£4.33	£18.77	£225.20
Pull Cord	£0.78	£3.38	£40.56	£1.08	£4.68	£56.20
Smoke Detector	£0.73	£3.16	£37.96	£0.88	£3.83	£46.00
Temperature Extremes Sensor	£0.85	£3.68	£44.20	£1.16	£5.04	£60.45
TIM/SCU Unit	£1.07	£4.64	£55.64	£1.77	£7.67	£92.00
Universal sensor	£1.15	£4.98	£59.80	£1.15	£5.00	£60.00
X-10 Lamp Module Controller	£0.67	£2.90	£34.84	£0.77	£3.35	£40.20
X-10 Main Controller	£0.86	£3.73	£44.72	£1.18	£5.10	£61.20
X-10 Wall Mounted Appliance Kit	£0.81	£3.51	£42.12	£0.91	£3.93	£47.20
X-10 Wall Mounted Dimmer Switch	£0.81	£3.51	£42.12	£0.91	£3.93	£47.20
Zoning Button	New Product Range	New Product Range	New Product Range	£0.86	£3.75	£44.97

Private Clientel	Weekly Cost 13/14	Monthly 2013/14	Annual Cost 2013/14	Weekly Cost 14/15	Monthly 2014/15	Annual Cost 2014/15
Bundles (Rental)						
Basic (LL & 2 Smoke Detectors)	New Product Range	New Product Range	New Product Range	£5.39	£23.38	£280.51
Falls Support Package (LL, Falls Detector, Bed Sensor Kit)	New Product Range	New Product Range	New Product Range	£7.94	£34.40	£412.83
Dementia Support Package (LL, Property Exit System, Smoke Detector)	New Product Range	New Product Range	New Product Range	£8.15	£35.32	£423.87
One Of Costs						
Replacement Pendant	New Product Range	New Product Range	New Product Range	£50.00		
Key Safe	New Product Range	New Product Range	New Product Range	£49.16		
Installation Costs						
Standard Installation (1 hour)	£40.50			£40.50		
Standard Installation & Sensors (1.5 hour)	£60.00			£60.00		
Hourly rate (every additional hour)	New Product Range	New Product Range	New Product Range	£25.00		
Additional Sensors at later date	New Product Range	New Product Range	New Product Range	£40.50		
Additional Sensors whilst on site	New Product Range	New Product Range	New Product Range	£19.50		
Key Safe Installation	New Product Range	New Product Range	New Product Range	£25.00		
Key safe (re-install of existing Key Safe)	New Product Range	New Product Range	New Product Range	£25.00		
CCTV Commercial						
New Infrastructure	New Product Range	New Product Range	New Product Range	Upon Application		
Monitoring	New Product Range	New Product Range	New Product Range	Upon Application		

Car Parks - Proposed Prices 2014/2015 Pay and Display

N2

Chatham Short Stay - Includes: James Street, Rhode Street, Sir John Hawkins, The Paddock, Globe Lane, Medway Street and Church Street

Existing Tariff Band	Existing Prices	2014/15 Prices	% Increase
0-1	90p	90p	0.00%
1-2	130p	130p	0.00%
2-3	140p	140p	0.00%
3-4	150p	150p	0.00%
4-5	160p	160p	0.00%
5+	520p	520p	0.00%

Medway Street forms part of Globe Lane car park
Only one ticket may be purchased during any 24 hour period

Chatham Long Stay - Includes: Riverside, Whiffens Avenue, Whiffens Ave HGV, Queen Street, Slicketts Hill, Union Place, Upper Mount, Old Road, Town Hall & Market Hall. Gun Wharf - weekends and bank holidays only.

Existing Tariff Band	Existing Prices	2014/15 Prices	% Increase
0-1	90p	90p	0.00%
1-2	130p	130p	0.00%
2-4	150p	150p	0.00%
4-6	190p	190p	0.00%
6-8	270p	270p	0.00%
8+	340p	340p	0.00%

Rochester Short Stay - Includes: Blue Boar Lane, Cathedral, Almon Place & Boley Hill

Existing Tariff Band	Existing Prices	2014/15 Prices	% Increase
0-1	70p	70p	0.00%
1-2	120p	120p	0.00%
2-4	140p	140p	0.00%
4-5	150p	150p	0.00%

Max 5 hours stay No return within 2 hours of the expiry of your first

Car Parks - Proposed Prices 2014/2015 Pay and Display

Rochester / Strood Long Stay - Includes High Street 1, High Street 2, Berkeley House, Easons Yard, King Street, Union Street, Corporation St, The Common, Commercial Rd & Temple St, Civic Centre .

Existing Tariff Band	Existing Prices	2014/15 Prices	% Increase
0-0.5	40p	40p	0.00%
0-1	70p	70p	0.00%
1-2	120p	120p	0.00%
2-4	140p	140p	0.00%
4-6	170p	170p	0.00%
6-8	260p	260p	0.00%
8+	330p	330p	0.00%

Gillingham Short Stay - Includes: Balmoral Gardens & Britton Farm

Existing Tariff Band	Existing Prices	2014/15 Prices	% Increase
0-1	70p	70p	0.00%
1-2	120p	120p	0.00%
2-3	130p	130p	0.00%
3-4	140p	140p	0.00%

Max 4 hours stay, no return within 2 hours of the expiry of your first

Gillingham Short Stay - Includes: Jeffrey Street & Littlewoods

Existing Tariff Band	Existing Prices	2014/15 Prices	% Increase
0-0.5	40p	40p	0.00%
0-1	70p	70p	0.00%
1-2	120p	120p	0.00%

Max 2 hours stay no return within 2 hours of the expiry of your first

Specials - Includes: Croneens & Grove Rd.

Existing Tariff Band	Existing Prices	2014/15 Prices	% Increase
0-1	70p	70p	0.00%
1-2	120p	120p	0.00%
2-4	140p	140p	0.00%
4-6	170p	170p	0.00%
8+ 6+	250p	250p	0.00%
2 day tickets	480p	480p	0.00%

Car Parks - Proposed Prices 2014/2015 Pay and Display

N2

Easons Yard -Short Stay

0-1	70p	70p	0.00%
1-2	120p	120p	0.00%
2-4	140p	140p	0.00%
5	150p	150p	0.00%

Easons Yard - Long Stay

4-6	170p	170p	0.00%
6+	250p	250p	0.00%
2 day ticke	480p	480p	0.00%

Rainham Short Stay - Includes: Longley Road & Cricketers

Max 4 hours stay, no return within 2 hours of the expiry of your first

Tariff Band	Existing Prices	2014/15 Prices	% Increase
0-0.5	40p	40p	0.00%
0-1	70p	70p	0.00%
1-2	110p	110p	0.00%
2-4	120p	120p	0.00%

Rainham Long Stay - Includes: Station Road & Birling Avenue

Tariff Band	Existing Prices	2014/15 Prices	% Increase
0 - 0.5	40p	40p	0.00%
0-1	70p	70p	0.00%
1-2	120p	120p	0.00%
2-4	140p	140p	0.00%
4-6	170p	170p	0.00%
6-8	260p	260p	0.00%
8+	330p	330p	0.00%
2 Days	640p	640p	0.00%

Car Parks - Proposed Prices 2014/2015 Pay and Display

	Tariff Band	Existing Prices	2014/15 Prices	% Increase
Rainham - High Street	0-0.5	40p	40p	0.00%
	0-1	70p	70p	0.00%
	1-2	110p	110p	0.00%
	2-4	140p	140p	0.00%
	4-6	170p	170p	0.00%
	6+	250p	250p	0.00%
Nelson Terrace	0-1	50p	50p	0.00%
	1-2	100p	100p	0.00%
	2-4	120p	120p	0.00%
	4-5	160p	160p	0.00%
	5+	520p	520p	0.00%
	Medway Park Long Stay	0-1	80p	80p
1-2		110p	110p	0.00%
2-4		140p	140p	0.00%
4-6		170p	170p	0.00%
6-8		260p	260p	0.00%
8+		300p	300p	0.00%

Grassed area May-Oct inclusive
Main Car Park Sat & Sun Only

Car Parks - Proposed Prices 2014/2015 Pay and Display

N4

Medway Park Short stay

Main Car Park Mon - Friday

Max 4 hours stay, no return within 24 hours of the expiry of your firs

Tariff Band	Existing Prices	2014/15 Prices	% Increase
0-1	80p	80p	0.00%
1-2	110p	110p	0.00%
2-4	140p	140p	0.00%

THE BROOK MULTI STOREY

Tariff Band	Existing Prices	2014/15 Prices	% Increase
0-1	90p	90p	0.00%
1-2	130p	130p	0.00%
2-3	140p	140p	0.00%
3-4	150p	150p	0.00%
4-5	170p	170p	0.00%
5+	520p	520p	0.00%
Lost Ticket	520p	520p	0.00%

MARKET HALL MULTI STOREY

Tariff Band	Existing Prices	2014/15 Prices	% Increase
0-1	80p	80p	0.00%
1-2	120p	120p	0.00%
2-4	130p	130p	0.00%
4-6	150p	150p	0.00%
6-8	230p	230p	0.00%
8+	310p	310p	0.00%
Lost Ticket	310p	310p	0.00%

Car Parks - Proposed Prices 2014/2015 Pay and Display

ON STREET - Rochester, Strood and Gillingham

Tariff Band	Existing Prices	2014/15 Prices	% Increase
0-1	80p	80p	0.00%
1-2	110p	110p	0.00%
2-4	140p	140p	0.00%
4-6	170p	170p	0.00%
6-8	260p	260p	0.00%
8+	300p	300p	0.00%

ON STREET - Chatham

Tariff Band	Existing Prices	2014/15 Prices	% Increase
0-1	100p	100p	0.00%
1-2	120p	120p	0.00%
2-4	150p	150p	0.00%
4-6	180p	180p	0.00%
6-8	270p	270p	0.00%
8+	310p	310p	0.00%

ON STREET - Gillingham 1 hour Max stay

Tariff Band	Existing Prices	2014/15 Prices	% Increase
0.5	40p	40p	0.00%
1	80p	80p	0.00%

ON STREET - Gillingham 2 hour Max stay

Tariff Band	Existing Prices	2014/15 Prices	% Increase
0-1	80p	80p	0.00%
1-2	110p	110p	0.00%

REGENERATION, COMMUNITY AND CULTURE

HOUSING & REGENERATION	Fee 2013/2014 £	Fee 2014/2015 £	Increase %
<u>DEVELOPMENT MANAGEMENT</u>			
VAT to be added where applicable			
Weekly list of applications	153.50	158.10	3.00%
Photocopying (per page)	0.10	0.10	0.00%
Plan copying (A0 per plan)	13.20	13.60	3.03%
Plan copying (A1 per plan)	6.65	6.80	2.26%
Plan copying (A2 per plan)	3.35	3.50	4.48%
Plan copying (A3 per plan)	1.65	1.70	3.03%
Plan copying (A4 per plan)	0.90	0.90	0.00%
Ordnance Survey site locations plans of 6 A4 block plan scale 1:500	27.70	28.50	2.89%
Ordnance Survey site locations plans of 6 A4 site plan scale 1:1250	27.70	28.50	2.89%
Ordnance Survey site locations plans of 6 A4 site plan scale 1:250	55.10	56.80	3.09%
Decision notices (copies of per page plus postage & packing)	0.10	0.10	0.00%
Section 106 agreements (copies of per page plus postage & packing)	0.10	0.10	0.00%
Research for private property sales/purchases (up to one hour)	29.50	30.40	3.05%
Research for private property sales/purchases (per hour thereafter)	29.50	30.40	3.05%
Search of adjoining land/property up to 200m - (plus research fee as above)	39.00	40.20	3.08%
<u>Pre Application</u>			
<u>Major Developments</u>			
Pre-application meeting including pre meeting research, with follow up written advice	983.40	1,012.90	3.00%
Written advice only	737.60	759.70	3.00%
Hourly rates: Assistant Director	109.30	112.60	3.02%
Hourly rates: Head of Service	92.90	95.70	3.01%
Hourly rates: Group Manager / Principal Planner	82.00	84.50	3.05%
Hourly rates: Senior Planner / Senior Arboriculture Officer	71.00	73.10	2.96%
Hourly rates: EHO / Highways Officer / Conservation Officer	65.60	67.60	3.05%
Hourly rates: Planners	54.60	56.20	2.93%
Charge for pre application site visits	105.10	108.33	3.07%
Charge for Presentations to Members	525.30	541.10	3.01%

REGENERATION, COMMUNITY AND CULTURE

HOUSING & REGENERATION	Fee 2013/2014 £	Fee 2014/2015 £	Increase %
<u>DEVELOPMENT MANAGEMENT</u>			
VAT to be added where applicable			
<u>Minor Developments</u>			
Written Advice only	105.10	108.33	3.07%
Meeting at Council office plus follow up letter - adjacent fee plus hourly charge for office time (as set out above)	105.10	108.33	3.07%
Meeting on site plus follow up letter	210.10	216.40	3.00%
Meeting on site only	105.10	108.33	3.07%
<u>Other Developments</u>			
Written Advice only	52.60	54.20	3.04%
Meeting at Council office plus follow up letter - adjacent fee plus hourly charge for office time (as set out above)	52.60	54.20	3.04%
Meeting on site plus follow up letter	157.60	162.30	2.98%
Meeting on site only	105.10	108.33	3.07%
Householder office meeting for one site up to 1hour	54.60	56.67	3.79%
Householder office meeting for every additional site	34.20	35.20	2.92%
Tree Preservation Order advice: Senior Arboriculture Officer per hour (or part of hour)	71	73.33	3.28%
<u>Section 106 - Post Resolution Preparation - Charge For Planning Officer Time</u>			
Hourly rates: Head of Service	92.90	95.70	3.01%
Hourly rates: Principal Planner	82.00	84.50	3.05%
Hourly rates: Senior Planner	71.00	73.10	2.96%
Hourly rates: Planners	54.60	56.20	2.93%

REGENERATION, COMMUNITY AND CULTURE

HOUSING & REGENERATION

ECONOMIC DEVELOPMENT

Innovation Centre Medway

VAT to be added where applicable

Room Hire

NB: Rates for all rooms negotiable for introductory, long-term and regular bookings

Charity and Public Sector

	Fee 2013/2014 £	Fee 2014/2015 £	Increase %
Darwin Room (per hour)	35.00	36.00	2.86%
Darwin Room (per half day - 4 hours)	125.00	129.00	3.20%
Darwin Room (per day - 8 hours)	210.00	216.00	2.86%
Swan Room (per hour)	20.00	21.00	5.00%
Swan Room (per half day - 4 hours)	75.00	77.00	2.67%
Swan Room (per day - 8 hours)	105.00	108.00	2.86%
G3 Room (per hour)	20.00	21.00	5.00%
G3 Room (per half day - 4 hours)	75.00	77.00	2.67%
G3 Room (per day - 8 hours)	105.00	108.00	2.86%
G5 Room (per hour)	20.00	21.00	5.00%
G5 Room (per half day - 4 hours)	75.00	77.00	2.67%
G5 Room (per day - 8 hours)	105.00	108.00	2.86%

Non-Tenants

Darwin Room - per hour	70.00	70.00	0.00%
Darwin Room (per half day - 4 hours)	250.00	250.00	0.00%
Darwin Room (per day - 8 hours)	420.00	420.00	0.00%
Swan Room (per hour)	40.00	40.00	0.00%
Swan Room (per half day - 4 hours)	150.00	150.00	0.00%
Swan Room (per day - 8 hours)	210.00	210.00	0.00%
G3 Room (per hour)	40.00	40.00	0.00%
G3 Room (per half day - 4 hours)	150.00	150.00	0.00%
G3 Room (per day - 8 hours)	210.00	210.00	0.00%
G5 Room (per hour)	40.00	40.00	0.00%
G5 Room (per half day - 4 hours)	150.00	150.00	0.00%
G5 Room (per day - 8 hours)	210.00	210.00	0.00%

REGENERATION, COMMUNITY AND CULTURE

HOUSING & REGENERATION

ECONOMIC DEVELOPMENT

Innovation Centre Medway

VAT to be added where applicable

Data Centre

Internal Tenants

	Fee 2013/2014 £	Fee 2014/2015 £	Increase %
Data Centre space (per "U" of space per month)	11.00	11.00	0.00%
Data Centre space (per half rack of space per month)	220.00	227.00	3.18%
Data Centre space (per 1 rack of space per month)	360.00	371.00	3.06%
Data Centre power (per KWh per month)	0.15	0.15	0.00%

Non-Tenants

Data Centre space (per "U" of space per month)	17.00	18.00	5.88%
Data Centre space (per half rack of space per month)	250.00	258.00	3.20%
Data Centre space (per 1 rack of space per month)	390.00	402.00	3.08%
Data Centre power (per KWh per month)	0.15	0.15	0.00%

Bandwidth

Starting from 10mb

Internal Tenants

Per mb per month	0	9.50	
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Non-Tenants

Per mb per month	0	12.00	
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Other Charges

Office set up fee	80.00	82.00	2.50%
Floor box moving fee - per box	25.00	26.00	4.00%
Floor box power usage for individual offices (per KWh per month)	0.11	0.15	36.36%
Printing/copying per copy black and white	0.05	0.05	0.00%
Printing/copying per copy colour	0.10	0.10	0.00%
Telephone hire per handset per month	10.00	10.00	0.00%
Telephone calls Local per minute	0.03	0.03	0.00%
Telephone calls National per minute	0.07	0.07	0.00%
Telephone calls International to be charged at standard tariff from supplier			
Franking per Royal Mail charges			

REGENERATION, COMMUNITY AND CULTURE

FRONT LINE SERVICES	Fee 2013/2014 £	Fee 2014/2015 £	Increase %
<u>INTEGRATED TRANSPORT</u>			
Subsidised Bus Services			
Bus Contract Deductions for Administration (per hour)	110.30	113.60	2.99%
Yellow Bus Fares - charge for one term - to come into effect for the new academic year	42.00	45.00	7.14%
Yellow Bus Fares - charge for two terms - to come into effect for the new academic year	81.00	85.00	4.94%
Yellow Bus Fares - charge for one year - to come into effect for the new academic year	230.00	239.00	3.91%
Replacement of Medway Scholar pass (except Arriva)	10.00	10.30	3.00%
Replacement of Medway School Yellow Bus pass	5.00	5.20	4.00%
Concessionary Fares			
Application fee for young persons half fare bus pass. Fee to come into effect July for new academic year.	5.70	5.90	3.51%
Replacement of lost bus pass - elderly and disabled persons concession (no charge if crime number given)	5.70	5.90	3.51%
Replacement of lost bus pass - young persons half fare concession (no charge if crime number given). Fee to come into effect July.	5.70	5.90	3.51%
Local Transport Plan			
Information from existing automatic traffic count (per site)	45.50	46.90	3.08%
Information from existing manual traffic count (per site)	136.30	140.40	3.01%
Chatham Waterfront Bus Station			
Charge per bus service departure	0.70	0.70	0.00%
The Villager			
Annual membership	10.00	10.00	0.00%
Annual family membership (2 adults + 2 children up to 16 years of age)	20.00	20.00	0.00%
Annual group membership	25.00	25.00	0.00%
Group hire price	80.00	80.00	0.00%
Mileage to be charged per mile at a variable rate depending on journey distance			

REGENERATION, COMMUNITY AND CULTURE

	Fee 2013/2014 £	Proposed Fee 2014/2015 £	Increase %
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HOUSING & REGENERATION

SOCIAL REGENERATION

COMMUNITY CENTRES

NB: Rates for all rooms negotiable for long-term, regular and community group bookings

HOOK MEADOW COMMUNITY CENTRE

MAIN HALL (Bank holidays, New Year's Eve & Christmas on application)

Regular User Groups

Hall hire daytime rate (per hour)	13.30	13.70	3.01%
Hall hire evening rate (per hour)	16.40	16.90	3.05%

Non Regular Users

Hall hire Monday to Friday day (per hour)	18.80	19.40	3.19%
Hall hire Monday to Friday evening (per hour)	26.80	27.60	2.99%
Hall hire Monday to Friday after midnight (per hour)	43.50	44.80	2.99%
Hall hire Saturday & Sunday day (per hour)	20.70	21.30	2.90%
Hall hire Saturday & Sunday evening (per hour)	37.10	38.20	2.96%
Hall hire Saturday & Sunday after midnight (per hour)	53.50	55.10	2.99%
Large Kitchen day (per booking)	30.00	30.90	3.00%
Large Kitchen evening (per booking)	30.00	30.90	3.00%
Small Kitchen day (per booking)	13.80	14.20	2.90%
Small Kitchen evening (per booking)	14.90	15.30	2.68%

LARGE ROOM (Weddings & functions room hire only)

Regular User Groups

Hall hire daytime rate (per hour)	10.30	10.60	2.91%
Hall hire evening rate (per hour)	11.30	11.60	2.65%

Non Regular Users

Room hire Monday to Friday day (per hour)	12.50	12.90	3.20%
Room hire Monday to Friday evening (per hour)	14.10	14.50	2.84%
Room hire Monday to Friday after midnight (per hour)	30.80	31.70	2.92%
Room hire Saturday & Sunday day (per hour)	11.90	12.30	3.36%
Room hire Saturday & Sunday evening (per hour)	22.70	23.40	3.08%
Room hire Saturday & Sunday after midnight (per hour)	37.80	38.90	2.91%

REGENERATION, COMMUNITY AND CULTURE

	Fee 2013/2014 £	Proposed Fee 2014/2015 £	Increase %
HOUSING & REGENERATION			
<u>SOCIAL REGENERATION</u>			
<u>COMMUNITY CENTRES</u>			
<i>NB: Rates for all rooms negotiable for long-term, regular and community group bookings</i>			
<u>SMALL ROOM (Room hire only)</u>			
<u>Regular User Groups</u>			
Hall hire daytime rate (per hour)	5.60	5.80	3.57%
Hall hire evening rate (per hour)	5.80	6.00	3.45%
<u>Non Regular Users</u>			
Room hire Monday to Friday day (per hour)	6.30	6.50	3.17%
Room hire Monday to Friday evening (per hour)	6.50	6.70	3.08%
Room hire Monday to Friday after midnight (per hour)	24.80	25.50	2.82%
Room hire Saturday & Sunday day (per hour)	11.10	11.40	2.70%
Room hire Saturday & Sunday evening (per hour)	11.80	12.20	3.39%
Room hire Saturday & Sunday after midnight (per hour)	30.10	31.00	2.99%
<u>COMPUTER SUITE</u>			
Regular User Groups - day or evening (per hour)	10.30	10.60	2.91%
Non Regular Users - day or evening (per hour)	10.60	10.90	2.83%
My Desk - Individual desk work space (per month)	100.00	100.00	0.00%

REGENERATION, COMMUNITY AND CULTURE

	Fee 2013/2014 £	Proposed Fee 2014/2015 £	Increase %
HOUSING & REGENERATION			
<u>SOCIAL REGENERATION</u>			
<u>COMMUNITY CENTRES</u>			
<i>NB: Rates for all rooms negotiable for long-term, regular and community group bookings</i>			
<u>WOODSIDE COMMUNITY CENTRE</u>			
<u>MAIN HALL</u> (Bank Holidays, New Year's Eve & Christmas On Application)			
<u>Regular User Groups</u>			
Hall hire daytime rate (per hour)	13.30	13.30	0.00%
Hall hire evening rate (per hour)	16.40	16.90	3.05%
<u>Non Regular Users</u>			
Hall hire Monday to Friday day (per hour)	13.70	14.10	2.92%
Hall hire Monday to Friday evening (per hour)	26.80	27.60	2.99%
Hall hire Monday to Friday after midnight (per hour)	43.50	44.80	2.99%
Hall hire Saturday & Sunday day (per hour)	20.70	21.30	2.90%
Hall hire Saturday & Sunday evening (per hour)	37.10	38.20	2.96%
Hall hire Saturday & Sunday after midnight (per hour)	53.50	55.10	2.99%
Kitchen day (per booking)	13.80	14.20	2.90%
Kitchen evening (per booking)	14.90	15.30	2.68%
<u>ONE TO ONE ROOM</u>			
Regular User Groups - day or evening (per hour)	8.20	8.40	2.44%
Non Regular Users - day or evening (per hour)	9.30	9.60	3.23%
<u>COMPUTER SUITE</u>			
Regular User Groups - day or evening (per hour)	9.70	10.00	3.09%
Non Regular Users - day or evening (per hour)	11.30	11.60	2.65%
My Desk - Individual desk work space (per month)	100.00	100.00	0.00%
<u>WHITE ROAD COMMUNITY CENTRE</u>			
<u>Regular User Groups</u>			
Main Hall hire day or evening (per hour)	12.30	12.50	1.63%
One To One Room hire day or evening (per hour)	12.30	12.50	1.63%
<u>Non Regular Users</u>			
Main Hall hire day or evening (per hour)	13.70	14.10	2.92%
One To One Room hire day or evening (per hour)	13.30	13.70	3.01%
Family Room hire day or evening (per hour)	10.60	10.90	2.83%

REGENERATION, COMMUNITY AND CULTURE

HOUSING & REGENERATION	Fee 2013/2014 £	Proposed Fee 2014/2015 £	Increase %
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SOCIAL REGENERATION

COMMUNITY CENTRES

NB: Rates for all rooms negotiable for long-term, regular and community group bookings

CHATTENDEN COMMUNITY CENTRE

MAIN COMMUNITY BUILDING

Regular User Groups

Main Hall hire day or evening (per hour)	12.30	12.50	1.63%
Creche hire day or evening (per hour)	12.30	12.50	1.63%
One to One Room day or evening (per hour)	12.30	12.50	1.63%
Computer Suite day or evening (per hour)	12.30	12.50	1.63%

Non Regular Users

Main Hall hire Monday to Friday day or evening (per hour)	18.80	19.40	3.19%
Main Hall hire Saturday & Sunday day (per hour)	20.20	20.80	2.97%
Main Hall hire Saturday & Sunday evening (per hour)	22.00	22.70	3.18%
Creche hire day or evening (per hour)	12.70	13.10	3.15%
One to One Room day or evening (per hour)	12.70	13.10	3.15%
Computer Suite day or evening (per hour)	12.70	13.10	3.15%
My Desk - Individual desk work space (per month)	100.00	100.00	0.00%

LARGE HALL

Regular User Groups

Hall hire day or evening (per hour)	17.40	16.50	-5.17%
End Hall hire day or evening (per hour)	12.30	11.00	-10.57%
Back Office hire day or evening (per hour)	12.30	12.70	3.25%

Non Regular Users

Hall hire Monday to Friday day or evening (per hour)	23.30	19.40	-16.74%
Hall hire Saturday & Sunday day (per hour)	24.90	22.00	-11.65%
Hall hire Saturday & Sunday evening (per hour)	27.20	28.00	2.94%
End Hall hire day or evening (per hour)	12.70	13.10	3.15%
Back Office hire day or evening (per hour)	12.70	13.10	3.15%

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

LEISURE FACILITIES

All sites where applicable (Excluding Splashes & Strand)

Lesson Rate - price per lesson

	Fee 2013/2014 £	Fee 2014/2015 £	Increase %	Off Peak 2013/2014 £	Off Peak 2014/2015 £	Increase %
Adult non member	7.40	7.50	1.35%			
Adult member	5.90	5.90	0.00%			
Junior/Senior non member	6.90	6.90	0.00%			
Junior/Senior member	5.80	5.80	0.00%			

Membership Fees - 1 years membership

Adult Individual	38.30	39.50	3.13%			
Family	54.60	56.50	3.48%			
Jnr	19.90	20.50	3.02%			
Senior	19.90	20.50	3.02%			

Day Membership Admission Fee

Adult	1.70	1.80	5.88%			
Jnr	1.20	1.30	8.33%			
Senior	1.20	1.30	8.33%			

Wet Side / Swimming

Adult	2.90	3.00	3.45%			
Jnr	1.80	1.90	5.56%			
Senior	1.80	1.90	5.56%			

(Children under 3 years of age admitted free of charge)

Book of 12 tickets - adult (12 for 10)

Book of 12 tickets - jnr/snr (12 for 10)

Hire of Equipment (Returnable deposit may be required)

	29.00	30.00	3.45%			
	18.00	19.00	5.56%			

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

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LEISURE FACILITIES

Racquets
Table Tennis Bats
Footballs/Netballs

	Fee 2013/2014 £	Fee 2014/2015 £	Increase %	Off Peak 2013/2014 £	Off Peak 2014/2015 £	Increase %
Racquets	2.40	2.50	4.17%			
Table Tennis Bats	1.40	1.50	7.14%			
Footballs/Netballs	3.00	3.50	16.67%			

Commercial Hirings and Community

Events - Fees to be negotiated individually, using the following basic charges

Squash - 40 minutes
Badminton - per hour

Squash - 40 minutes	6.70	6.90	2.99%	5.30	5.50	3.77%
Badminton - per hour	7.80	8.20	5.13%	5.90	6.25	5.93%

Hall pricing based on multiples of badminton courts

School Swim

School Swim	2.10	2.20	4.76%			
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Fitness Classes

Fitness Classes	Member 5.25	Non-Member 6.95				
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Medway Park

Hire of Pool (per hour)

Large Pool
Training Pool
Diving Pool
All Pools
Gala (including timing)
Gala hourly rate (including timing)
General Recreation (2 hours)
Over 50s
Schools charge, per session

Large Pool	77.60	80.00	3.09%			
Training Pool	32.50	33.50	3.08%			
Diving Pool	27.20	28.00	2.94%			
All Pools	137.10	142.00	3.57%			
Gala (including timing)	378.70	390.00	2.98%			
Gala hourly rate (including timing)	155.00	160.00	3.23%			
General Recreation (2 hours)	5.10	5.30	3.92%			
Over 50s	3.00	3.10	3.33%			
Schools charge, per session	5.40	5.60	3.70%			

CONFERENCE ROOM

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

	Fee 2013/2014 £	Fee 2014/2015 £	Increase %	Off Peak 2013/2014 £	Off Peak 2014/2015 £	Increase %
LEISURE FACILITIES						
Per Hour	16.30	17.00	4.29%			
Per Half Day	54.10	56.00	3.51%			
Per Day	86.60	90.00	3.93%			
Dance Studios						
Hourly rate per studio	25.00	30.00	20.00%	25.00	26.00	4.00%
Athletics Track						
Clubs per hour	48.70	50.00	2.67%			
Floodlights per hour	16.30	17.00	4.29%			
SPLASHES						
Admissions						
Adult Swim	4.90	5.20	6.12%			
Child / Senior	4.30	4.50	4.65%			
Family Swim Ticket	14.20	14.80	4.23%			
Spectators	1.60	1.70	6.25%			
Under Fives	1.20	1.25	4.17%			
Under Threes (no charge)	0.00	0.00	0.00%			
Group of 20+ Adults	4.40	4.50	2.27%			
Group of 20+ Children	3.20	3.40	6.25%			
Special Sessions						
Adult Swim	4.30	4.50	4.65%			
Child/Senior/disab	3.30	3.50	6.06%			
3 years to 5 years	1.20	1.25	4.17%			
Swims Club						
Annual Member	11.30	11.60	2.65%			

REGENERATION, COMMUNITY & CULTURE DIRECTORATE



LEISURE FACILITIES

	Fee 2013/2014 £	Fee 2014/2015 £	Increase %	Off Peak 2013/2014 £	Off Peak 2014/2015 £	Increase %
Member	3.10	3.20	3.23%			
School Swim						
With Instruction	2.20	2.30	4.55%			
Without Instruction	2.50	2.60	4.00%			
Swim / Fitness Room	9.30	9.60	3.23%			
Parties						
Saturday Special	9.20	9.50	3.26%			
Palm Tree	8.70	9.00	3.45%			
Invitations	2.60	2.70	3.85%			
Adults Swimming	3.00	3.10	3.33%			

STRAND LEISURE PARK

Summer Season

Admissions

Adult	4.40	4.70	6.82%			
Jnr	2.80	2.90	3.57%			
Senior	2.80	2.90	3.57%			

Crazy Golf

Adult	2.60	2.70	3.85%			
Jnr	1.90	2.00	5.26%			
Senior	1.90	2.00	5.26%			
Family	5.40	5.60	3.70%			

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

LEISURE FACILITIES

	Fee 2013/2014 £	Fee 2014/2015 £	Increase %	Off Peak 2013/2014 £	Off Peak 2014/2015 £	Increase %
Netball						
5-a-side (per session)	17.70	18.50	4.52%			
Par 3 Golf						
Adult 9 holes	5.90	6.10	3.39%			
Jnr 9 holes	3.70	3.90	5.41%			
Senior 9 holes	3.90	4.20	7.69%			
Tennis (per hour)						
Adult	3.10	3.20	3.23%			
Jnr	1.70	1.80	5.88%			
Senior	1.90	2.00	5.26%			
Racquet Hire	2.10	2.50	19.05%			
Ball Hire (2 balls)	2.20	2.30	4.55%			
Racquet Deposit	6.90	7.50	8.70%			
Miniature Railway - per person	1.00	1.00	0.00%			

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

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**LEISURE FACILITIES
STROOD SPORTS CENTRE & HUNDRED OF HOO SWIMMING
POOL**

Dry Side

Charges per hour

Badminton Court - Jnr/Pass. to Leisure

Per Session etc

Dance & Movement - Junior

Jnr/Passport to Leisure

Soft Play under 5's

Soft Play 5 and over

Room Hire

Per Hour

Wet Side

Parties school children/half hour

Club hire per hour (whole pool)

pro rata charge - Strood

pro rata charge - Hoo

Hydrotherapy pool-commercial per hour

	Fee 2013/2014 £	Fee 2014/2015 £	Increase %	Off Peak 2013/2014 £	Off Peak 2014/2015 £	Increase %
				2.80	2.90	3.57%
	3.40	3.50	2.94%	2.60	2.70	3.85%
	1.00	1.40	40.00%	2.70	2.80	3.70%
	2.00	2.20	10.00%	1.00	2.20	120.00%
				2.00	3.20	60.00%
	22.00	23.00	4.55%	22.00	23.00	4.55%
	19.80	20.50	3.54%			
	61.50	63.50	3.25%			
	53.30	55.00	3.19%			
	49.00	50.00	2.04%			

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

LEISURE FACILITIES

MEDWAY LEISURE ECHOES GYMS

Memberships below will include centre membership, an increased number of fitness classes & allow access to all Echoes Gyms in Medway

Increased prices will apply to new members only as existing members have 'price for life.'

	Fee 2013/2014 £	Fee 2014/2015 £	Increase %	Off Peak 2013/2014 £	Off Peak 2014/2015 £	Increase %
Single Membership - Advance annual payment	377.50	431.50	14.30%			
Couple - Advance annual payment	669.60	755.50	12.83%			
Single Off Peak Membership - Advance Annual Payment		323.50				
Single Membership - Monthly (12 month contract)	34.95	39.95	14.31%			
Couple - Monthly (12 month contract)	62.00	69.95	12.82%			
Single Off Peak Membership - (12 month contract)		29.95				
Single membership - Monthly (open contract)	40.00	47.50	18.75%			
Couple membership - Monthly (open contract)	72.00	82.00	13.89%			
Single Off Peak Membership - Monthly (open contract)		37.50				
Echoes Gym Non Member Casual	6.95	7.20	3.60%	6.30	6.50	3.17%

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

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LEISURE FACILITIES

KICKS - STROOD LEISURE CENTRE

Peak times Monday - Thursday after 5pm.

	Fee 2013/2014 £	Fee 2014/2015 £	Increase %	Off Peak 2013/2014 £	Off Peak 2014/2015 £	Increase %
5-a-side Hire	45.00	45.00	0.00%			
7-a-side Hire	62.00	62.00	0.00%			
Off Peak times						

Monday - Thursday before 4pm, all day Fri., Sat. & Sun.

EXCLUDING LEAGUE MATCHES

	Fee 2013/2014 £	Fee 2014/2015 £	Increase %	Off Peak 2013/2014 £	Off Peak 2014/2015 £	Increase %
5-a-side Hire	26.00	26.00	0.00%			
7-a-side Hire	42.00	42.00	0.00%			
Per team game = £35 (40mins)	70.00	70.00	0.00%			

DEANGATE

Golf

Increased prices will apply to new members only as existing members have 'price for life.'

	Adult 2013/2014 £	Adult 2014/2015 £	Adult Increase %	Junior 2013/2014 £	Junior 2014/2015 £	Junior Increase %
7 day General Membership (12 months)	669.00	744.00	11.21%			
5 day General Membership (Mon - Fri 12 months)	549.00	624.00	13.66%			
5 day Off Peak (after 11am) Membership (Mon - Fri 12 months)		384.00				
5 day senior membership (Mon - Fri)	484.00	498.00	2.89%			
Under 18s 7 Day Membership				99.00	99.00	0.00%
Intermediate Membership: 18 years Old				150.00	150.00	0.00%
Intermediate Membership: 19 years Old				250.00	250.00	0.00%
Intermediate Membership: 20 years Old				350.00	350.00	0.00%
21-24 membership					475.00	
Pay & Play Weekday peak (7 a.m. - 11 a.m.)	17.50	18.50	5.71%		10.00	
Pay & Play Weekday off peak (11 a.m. - Close)	14.00	14.50	3.57%	9.70	10.00	3.09%
Pay & Play Weekend & Bank Holidays all times	22.50	23.50	4.44%	12.30	13.00	5.69%

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

LEISURE FACILITIES

	Fee 2013/2014 £	Fee 2014/2015 £	Increase %	Off Peak 2013/2014 £	Off Peak 2014/2015 £	Increase %
Week day twilight (last 3 hrs of light)	9.50	10.50	10.53%	9.20	6.00	-34.78%
Weekend twilight (last 3 hrs of light)	11.50	13.00	13.04%	11.30	7.00	-38.05%
9 HOLE Pay & Play weekday peak (7 a.m. - 11 a.m)	10.50	10.50	0.00%	5.60	6.00	7.14%
9 HOLE Pay & Play weekday off peak (11 a.m. - twilight)	8.50	9.00	5.88%	5.60	6.00	7.14%
9 HOLE Pay & Play weekend & bank holidays all times	12.50	13.00	4.00%	6.70	7.00	4.48%

Driving Range

Per basket (small)	1.50	1.50	0.00%			
Per basket (large)	3.00	3.00	0.00%			

Pitch & Putt

Round with Clubs	4.60	5.00	8.70%			
Round with own clubs	2.80	3.00	7.14%			
Deposit on Clubs	3.50	3.70	5.71%			

Athletics Track

Club Use						
Monday-Friday up to 2 hrs	28.40	29.30	3.17%			
After 2hrs, per hour or part thereof	14.40	14.80	2.78%			
Saturday up to 2 hrs	53.30	54.90	3.00%			
After 2hrs, per hour or part thereof	28.30	29.10	2.83%			
Sunday, Bank Hols up to 2 hrs	76.90	79.20	2.99%			
After 2hrs, per hour or part thereof	37.90	39.00	2.90%			
Training per session	21.30	21.90	2.82%			

Individual use

Use of dressing room & track	2.90	3.00	3.45%			
Education - by negotiation (basic price)						
Floodlight per hour or part	10.30	10.60	2.91%			

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

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LEISURE FACILITIES

Tennis - per hour

Per person
Parties of School children per court

Bowls

Casual Users per half hour

Club Hire (max 8 players)

2.5 hours
3 hours
Hire of woods
Locker hire per session
Locker hire per session

	Fee 2013/2014 £	Fee 2014/2015 £	Increase %	Off Peak 2013/2014 £	Off Peak 2014/2015 £	Increase %
	3.60	3.70	2.78%			
	1.80	1.90	5.56%			
	20.30	20.90	2.96%			
	24.30	25.00	2.88%			
	0.60	0.60	0.00%			
	5.00	5.20	4.00%			
	4.90	5.00	2.04%			

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

GREENSPACE SERVICES

	Fee 2013/2014 £	Fee 2014/2015 £	Increase %
Country Parks			
Fishing			
Day ticket (no night fishing) adult	9.50	9.50	0.00%
Day ticket (no night fishing) Junior/+60	6.00	6.00	0.00%
Half day ticket (after 1pm) adult	6.00	6.00	0.00%
Half day ticket (after 1pm) Junior/+60	5.00	5.00	0.00%
Pre-booked club outings	150.00	150.00	0.00%
Caravan Site Min of 20 units - Max Of 60			
Caravan Rallies			
Vehicle & Trailer (per unit, per night)	8.50	8.50	0.00%
Motorised Van (per unit, per night)	8.50	8.50	0.00%
Tent (per unit, per night)	4.50	4.50	0.00%
Orienteering			
Orienteering / price per visit per child	1.80	2.00	11.11%
Room Hire (Both Sites)			
Cost for 1st Hour (75% to be charged to reg. charities/ self led school groups)	20.00	20.00	0.00%
Cost per hour thereafter (75% to be charged to reg. charities/self led school groups)	20.00	20.00	0.00%
Other Activities			
Children's activity sessions	3.30	3.00	-9.09%
Guided walks	3.30	3.00	-9.09%
Education visits by Medway schools/ price per visit per child for ranger led sessions	2.30	2.50	8.70%
Forest School Visit - price per child	3.40	3.50	2.94%
Fishing teach ins for children	10.80	11.00	1.85%
Large unbooked events (Country Fair, Kites etc) entrance fee			
Independent food vendors/day			

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

GREENSPACE SERVICES

	Fee 2013/2014 £	Fee 2014/2015 £	Increase %
Event Site Hire - All Green Spaces (price per event)			
Up to 500 People	250.00	258.00	3.20%
501 to 1,000 people	470.00	484.00	2.98%
1001 to 5000 people	940.00	968.00	2.98%
More than 5000 people	2,900.00	2,987.00	3.00%
Deposit against damage - £500 to £1000 (subject to proposed			
25% discount for registered charities on all the above			
Price includes total number of people over the duration of the entire			
Toilet cleaning charge post external event hire (cleaning costs only)	50.00	51.50	3.00%
Allotment Rental - Charge per sq metre			
Plot and water	0.1833	0.1888	3.02%
Plot only	0.1404	0.1446	2.97%
Flat rate per shed	15.00	15.00	0.00%
Flat rate use of container	5.00	5.20	4.00%
Bloor Lane Church Allotment	15.30	15.80	3.27%
Miscellaneous Recreation			
Playhut - Playgroups - per 3 hours	17.10	17.60	2.92%
Circus Visits & Fairs			
Circus & Fairs Daily Hire Fee	507.50	522.70	3.00%
Deposit Against damage	1,134.70	1,200.00	5.75%
Deposit against fly posting 10m rad.	1,134.70	1,200.00	5.75%
Recreation Grounds - With Pavilion			
Per Season - Adult - 18 matches (with pavilion)	512.50	527.90	3.00%
Per Season - Junior / 60+ - 18 matches (with pavilion)	181.40	186.80	2.98%
Recreation Grounds - Without Pavilion			
Per Season - Adult - 18 matches (without pavilion)	323.90	333.60	2.99%
Per Season - Junior /60+ - 18 matches (without pavilion)	90.90	93.60	2.97%
Casual Use with Pavilion			
Adults (casual use)	82.00	84.50	3.05%
Junior / 60+ (casual use)	76.90	79.20	2.99%

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

GREENSPACE SERVICES

	Fee 2013/2014 £	Fee 2014/2015 £	Increase %
Casual Use without Pavilion			
Adults (casual use/without pavilion)	43.30	44.60	3.00%
Junior / 60+ (casual use/ without pavilion)	25.00	25.80	3.20%
School Parties with Pavilion	113.70	117.10	2.99%
School Parties without Pavilion	62.50	64.40	3.04%
Maidstone Road Sports Ground			
Chatham Town Grounds Casual Use per Match Adult	118.40	122.00	3.04%
Chatham Town Grounds Casual Use per Match Junior / 60+	71.80	74.00	3.06%
Pitch & Putt			
Round with Clubs Adult	7.20	7.40	2.78%
Round with Clubs Junior/60+	3.60	3.70	2.78%
Round with own Clubs Adult	4.80	4.90	2.08%
Round with own Clubs Junior/60+	2.50	2.60	4.00%
Broken Club	29.70	30.60	3.03%
Lost Ball	3.60	3.70	2.78%
Deposit on Club	11.30	11.60	2.65%
Cricket Pitch Hire - from 10 am to 6 pm			
Per day - Adult	71.80	74.00	3.06%
Outdoor Bowls Season Ticket			
Adults	81.00	83.40	2.96%
Junior / 60+	40.50	41.70	2.96%
Outdoor Bowls - Priority use of rinks granted to Clubs (per rink per season)	104.00	107.10	2.98%
Rugby Pitch			
Anchorians fee for hire of rugby pitch per season	2,000.00	2,060.00	3.00%

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

	Fee 2013/2014 £	Fee 2014/2015 £	Increase %
<i>Entrance fees for castles are set in conjunction with English Heritage.</i>			
<u>ROCHESTER CASTLE</u>			
Per Person (Adult)	5.80	6.00	3.45%
Per Person (Jnr/60+)	3.70	3.80	2.70%
Family - 2 adult and 1 child	15.30	15.80	3.27%
English Heritage membership including corporate		Free	
Group 11+ people (Adult)		5.10	
Group 11+ people (Child)		3.23	
Audioguide		1.00	
<u>UPNOR CASTLE</u>			
Per Person (Adult)	5.80	6.00	3.45%
Per Person (Jnr/60+)	3.70	3.80	2.70%
Family - 2 adult and 1 child	15.30	15.80	3.27%
Group 11+ people (Adult). 15% discount		5.10	
Group 11+ people (Child) 15% discount		3.23	
English Heritage membership including corporate		Free	
Audioguide		1.00	
Wedding (Friday & Saturday)	800.00	800.00	0.00%
Midweek wedding (Monday-Thursday)	550.00	550.00	0.00%
Wedding late booking discount (6 month prior to date) -25%			
Discretionary entry fee discounts to maximise marketing - Head of Service authorised			
Buy -one-get one free			
Free admission for charity/school raffles			
50% discount			
Kids go free			
Big day out participation			
<u>GUILDHALL MUSEUM</u>			
Admission	0.00	0.00	0.00%
Hire of Members room to Oyster Fisheries	36.00	37.10	3.06%
Hire of Members room per hour	36.00	37.10	3.06%
Hire of Guildhall Chamber per hour	61.50	63.30	2.93%
Education Visits - Medway Schools - Morning	125.00	128.80	3.04%
Education Visits - Medway Schools - Whole day	175.00	175.00	0.00%
University of the Third Age (U3A) - Cost per person	5.00	5.00	0.00%
Weddings	380.00	391.40	3.00%
<u>Event site hire</u>			
Charity event per day		250	
Daytime hire per day		500	
Evening hire each evening		1000	
<u>Filming/Photo shoots</u>			
<i>By negotiation and sign-off by Head of Service</i>			
Photo shoot minimum charge (commercial)		50	
Filming minimum charge (commercial)		100	

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

MEDWAY ARCHIVES, LOCAL STUDIES CENTRE

	Fee 2013/2014 £	Fee 2014/2015 £	Increase %
Photocopying (Local Studies) A4	0.32	0.30	-4.82%
Photocopying (Local Studies) A3	0.53	0.50	-4.82%
Photocopying (Archives original doc) A4	0.84	0.80	-4.82%
Photocopying (Archives original doc) A3	1.16	1.10	-4.82%
Computer printing black and white A4 per page	0.11	0.10	-4.82%
Computer printing colour A4 per page	0.79	0.75	-4.82%
Computer printing black and white A3 per page	0.21	0.20	-4.82%
Computer printing colour A3 per page	1.05	1.00	-4.82%
Local Studies Scanning depending on copyright A4 colour	2.94	3.00	1.98%
Local Studies Scanning depending on copyright A3 colour	3.47	3.50	0.95%
Local Studies Scanning depending on copyright A4 black & white	0.74	0.75	1.98%
Local Studies Scanning depending on copyright A3 black & white	0.84	0.85	1.13%
Archive scanning (discretion of archivist) A4 colour	2.94	2.90	-1.42%
Archive scanning (discretion of archivist) A3 colour	3.47	3.40	-1.93%
Microfiche/Microfilm printouts A4	0.74	0.75	1.98%
Microfiche/Microfilm printouts A3	1.05	1.00	-4.82%
Requests for arranging services by professional photographer/microfilming- Photographer's fee plus charge per item		7.50	
Photographs/ slides - non commercial self service full day permit	10.51	10.50	-0.06%
Commercial Users self service photography permit		21.00	
Photocopies sent in response to research enquiries by letter or e- mail (ie handling charge) handling charge + cost of copies + postage	7.35	7.50	1.98%

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

MEDWAY ARCHIVES, LOCAL STUDIES CENTRE

	Fee 2013/2014 £	Fee 2014/2015 £	Increase %
Medway Archives - Other Charges			
Baptism Certificate (National charge)	12.61	12.00	-4.82%
Preparations for media visits and filming on premises : per hour	88.25	90.00	1.98%
Issue of conviction certificate copy (magistrates courts)	35.30	36.00	1.98%
Storage of magistrates' court records(per box per annum)	7.77	7.60	-2.25%
Storage of modern records for council departments (per foot/box	7.77	8.00	2.90%
Retrievals of modern records for council departments (per box on	7.04	7.25	2.99%
Retrievals of modern records for council departments(per box off	14.18	14.00	-1.29%
Withdrawal of privately owned records (minimum charge)	59.05	61.00	3.31%
Royalties for reproduction of still photographs (UK)	29.42	30.00	1.98%
Royalties for reproduction of moving images cost per second(running time) used by national & international media	88.57	92.00	3.88%
Talks to external groups (at discretion of staff)	44.13	50.00	13.31%
Talks to groups visiting (excluding school visits and at the	33.09	40.00	20.87%
Research per hour private users (at discretion of Archivist)	27.32	32.00	17.15%
Research per hour commercial users (at discretion of Archivist)	81.95	85.00	3.72%
ROYALTIES - All royalties fees checked as being market rate with similar in		40.00	
Royalties: reproduction of still photographs (UK)	29.42	30.00	1.98%
Royalties: photo (out-Europe)		50.00	
Royalties: photo in TV prog per second		90.00	
Royalties: photo on cover (Europe)		60.00	
Royalties: photo on cover(worldwide)		90.00	
Royalties: photo in e-book		55.00	
Royalties: reproduction of moving images cost per second(running time) used by national & international media (commercial rate)	88.57	92.00	3.88%
Estimates for bulk orders (to deduct from final cost when order placed]		7.50	
Photo facsimile (when scanning not possible)		4.50	

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

THE CENTRAL THEATRE

SCALE A - Concerts and Entertainments

Auditorium 6.00 p.m - 11.00 p.m

Daily Minimum Charge

Monday - Tuesday

Wednesday - Thursday

Friday/Saturday/Sunday

Bank Holidays

Extra Performance

Extra Performance (Bank hols)

Rehearsal and fit-up rates

Minimum of 3 hours on non-show days

Monday - Tuesday

Wednesday - Thursday

Friday/Saturday/Sunday

Bank Holidays

Non-returnable deposit

Non-returnable deposit (3 days or more)

	Fee 2013/2014 £	Fee 2014/2015 £	Increase %	per hour excess 2013/2014 £	Fee 2014/2015 £	Increase %
	2,200.30	2,266.30	3.00%	158.40	158.40	0.00%
	2,333.80	2,403.80	3.00%	168.90	168.90	0.00%
	2,847.00	2,932.40	3.00%	235.10	235.10	0.00%
	4,136.60	4,260.70	3.00%	269.90	269.90	0.00%
	619.20	637.80	3.00%			
	794.90	818.70	2.99%			
	68.20	70.20	2.93%			
	75.80	78.10	3.03%			
	101.10	104.10	2.97%			
	128.30	132.10	2.96%			
	557.90	574.60	2.99%			
	1,177.60	1,212.90	3.00%			

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

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**SCALE C (Formerly Scale B)
(Voluntary Organisations/Registered Charities/Non
Commercial Organisations)**

Auditorium 6.00 p.m - 11.00 p.m

	Fee 2013/2014 £	Fee 2014/2015 £	Increase %	per hour excess 2013/2014 £	Fee 2014/2015 £	Increase %
Monday - Tuesday	526.80	542.60	3.00%	101.80	104.90	3.05%
Wednesday - Thursday	568.50	585.60	3.01%	142.10	146.40	3.03%
Friday/Saturday/Sunday	1,130.80	1,164.70	3.00%	164.50	169.40	2.98%
Bank Holidays	1,562.10	1,609.00	3.00%	185.40	191.00	3.02%
Extra Performance	443.60	456.90	3.00%			
Extra Performance (bnk hols)	523.00	538.70	3.00%			
Rehearsal and fit-up rates						
Minimum of 3 hours on non-show days						
Monday - Tuesday	44.50	45.80	2.92%			
Wednesday - Thursday	53.60	55.20	2.99%			
Friday/Saturday/Sunday	83.30	85.80	3.00%			
Bank Holidays	116.10	119.60	3.01%			
Non-returnable deposit	247.40	254.80	2.99%			
Non-returnable deposit (3 days or more)	508.40	523.70	3.01%			

Central & Brook Theatre Box Office commission 10% of Gross

Central & Brook Theatre Credit Card inc. handling charge 3% PRS 3%

Central & Brook Theatre Basic charge includes mailing list entry, ticket printing and poster display.

Central & Brook Theatre Extra charges as incurred

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

THE BROOK THEATRE

SCALE A - Commercial organisations/Non-Voluntary organisations (non-arts based)

	Fee 2013/2014 £	Fee 2014/2015 £	Increase %	per hour excess 2013/2014 £	Fee 2014/2015 £	Increase %
Main Theatre	80.40	80.40				
Main Theatre Floor events	57.30	57.30				
Mayor's Parlour	25.50	25.50				
Studio Room Hire	38.20	38.20				
Conference Room	25.50	25.50				
Meeting Room	13.90	13.90				
Activity Room	9.80	9.80				
Large Dance Studio	13.50	13.50				
Small Dance Studio	8.90	8.90				
Function Room	15.60	15.60				
Basement Dance Studio	11.10	11.10				
Basement Drama Studio	12.00	12.00				
Non-returnable deposit	260.90	260.90				
Non-returnable deposit (3 days or more)	520.70	520.70				

SCALE B - Professional arts based organisations

	Fee 2013/2014 £	Fee 2014/2015 £	Increase %	per hour excess 2013/2014 £	Fee 2014/2015 £	Increase %
Main Theatre	50.20	50.20				
Main Theatre Floor Events	35.80	35.80				
Mayor's Parlour	16.80	16.80				
Studio Room Hire	24.00	24.00				
Conference Room	16.80	16.80				
Meeting Room	9.30	9.30				
Activity Room	6.40	6.40				
Large Dance Studio	8.90	8.90				
Small Dance Studio	5.60	5.60				
Function Room	11.60	11.60				
Basement Dance Studio	8.60	8.60				

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

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	Fee 2013/2014 £	Fee 2014/2015 £	Increase %	per hour excess 2013/2014 £	Fee 2014/2015 £	Increase %
Basement Drama Studio	9.10	9.10				
Non-returnable deposit	260.90	260.90				
Non-returnable deposit (3 days or more)	520.70	520.70				
SCALE C - Amateur arts based organisations						
Main Theatre	30.30	30.30				
Main Theatre Floor Events	21.30	21.30				
Mayor's Parlour	11.10	11.10				
Studio Room Hire	16.10	16.10				
Conference Room	11.10	11.10				
Meeting Room	6.10	6.10				
Activity Room	4.40	4.40				
Large Dance Studio	6.00	6.00				
Small Dance Studio	4.10	4.10				
Function Room	7.70	7.70				
Basement Dance Studio	5.50	5.50				
Basement Drama Studio	6.00	6.00				
Non-returnable deposit	197.90	197.90				
Non-returnable deposit (3 days or more)	322.80	322.80				

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

CORN EXCHANGE

QUEEN'S HALL

	Includes		Fee 2013/2014 £	Fee 2014/2015 £	Increase %
	Hall	Bar Kitchen			
Mon - Thur 12 noon - 12 midnight	✓	✓ ✓	962.90	991.80	3.00%
Mon - Thur 6 p.m. - 12 midnight	✓	✓ ✓	600.60	618.60	3.00%
Fri 12 noon - 12 midnight	✓	✓ ✓	1012.20	1,042.60	3.00%
Fri 6 p.m. - 12 midnight	✓	✓ ✓	633.20	652.20	3.00%
Sat 12 noon - 12 midnight	✓	✓ ✓	1061.60	1,093.40	3.00%
Sat - 6 p.m. - 12 midnight	✓	✓ ✓	666.80	686.80	3.00%
Sun 12 noon - 10.30 p.m.	✓	✓ ✓	840.00	865.20	3.00%

Hall Hire Only

Mon - Thur 9 a.m. - 12 noon	✓		133.40	137.40	3.00%
Mon - Thur 12 noon - 6 p.m.	✓		177.50	182.80	2.99%
Fri 9 a.m. - 12 noon	✓		146.00	150.40	3.01%
Fri 12 noon - 6p.m.	✓		194.30	200.10	2.99%

Kitchen hire per booking

	78.80	81.20	3.05%
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PRINCES HALL

Prices per hour - Minimum hire - 3 hours

Mon - Thur	✓		36.80	37.90	2.99%
Fri	✓		38.90	40.10	3.08%
Sat - Sun	✓		42.00	43.30	3.10%

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

	Fee 2013/2014 £	Fee 2014/15 £	Increase %
PRIVATE SECTOR HOUSING			
Enforcement Activity			
Copy of Notices	5.91	6.09	0.03
Service of statutory notice	This will be calculated on a case by case		
Inspections			
Non Statutory Accommodation Inspections	96.00	92.70	-0.03
Licensing of Houses in Multiple Occupation Second or Subsequent Application	927.00	927.00	0.00
Removed cannot change licence holder - must submit a new application	824.00	824.00	0.00
Change of manager	96.40	96.40	0.00
Licence variation	117.80	117.80	0.00
Licence renewal fee - with no significant changes	348.10	348.10	0.00
Licence renewal fee - with significant changes	589.20	589.20	0.00
2nd Reminder Letter for a HMO Licence	35.00	35.00	0.00
Unlicensed HMO Fine	150.00	150.00	0.00
HOUSING SOLUTIONS			
Weekly Cost of Temporary Accommodation			
Shared 1 Bed	116.25	116.25	0.00
1 bed self contained	155.54	157.64	0.00
2 bed self contained*	179.42	182.05	0.00
3 bed self contained*	195	195.00	0.00
4 bed self contained*	236.54	240.42	0.00
5 bed self contained *	319.61	319.61	0.00
<i>*(The above charges are subject to change and will be calculated using 90% of LHA rates plus £60 Management Fee).</i>			
TRAVELLERS PERMANENT ACCOMMODATION			
Weekly Rent Per Pitch	62.65	64.97	0.04
Electricity Pre-paid card Recharged at cost			
General Fund Properties			
27 FIRST AVENUE	120.02	124.46	0.04
3 QUEEN STREET	95.85	0.00	-1.00
85 THE BROOK	86.41	89.61	0.04
87 THE BROOK	86.41	89.61	0.04
7A CUXTON ROAD	142.42	0.00	-1.00
Avenues Lettings	189.27	-	-1.00

REGENERATION, COMMUNITY & CULTURE DIRECTORATE LIBRARIES	Fee 2013/2014	Fee 2014/2015	Increase %
	£	£	
Overdue Charges (Per item per day)			
Adults(£15 maximum)	0.20	0.20	0.00%
Children (no charge)	0.00	0.00	
Teenagers & Retired aged 60 or over (£2.00 max)	0.05	0.05	0.00%
Overdue items reminder notice	0.80	0.80	0.00%
Reservation Fees			
Reservation fee for any book in stock	0.00	0.00	
Reservation fee for any book not in stock	3.00	3.00	0.00%
Audio Visual Charges			
New DVD rentals 2 day loan	2.50	2.50	0.00%
DVD boxed set 2 week loan	5.00	5.00	0.00%
Console games 1 week loan	4.00	4.00	0.00%
Language courses - 3 month loans	5.25	5.40	2.86%
All other videos, DVDs, CDs	1.10	1.10	0.00%
Ticket Replacement Adults	2.30	2.40	4.35%
Damaged & Lost Books			
All items in print - Full replacement cost			
Antiquarian, unique & out of print material - At discretion of service			
Damaged & Lost Audio Visual Material - At discretion of service			
Photocopying/Printing Charges (all sources)			
Black & White A4 - per page	0.10	0.10	0.00%
Black & White A3 - per page	0.21	0.21	0.00%
Colour A4 - per page	0.77	0.77	0.00%
Colour A3 - per page	1.03	1.03	0.00%
Fax Transmissions			
UK	1.20	1.20	0.00%
Europe and North America	2.25	2.30	2.22%
Rest of World	2.25	2.30	2.22%
Free fax nos.	0.60	0.60	0.00%
Incoming - each	0.60	0.60	0.00%
Meeting room hire Strood Library Hall, Twydall Library and all other library premises.			
Basic Rate			
Inside Library opening hours - per hour	9.50	10.00	5.26%
Outside Library opening hours - per hour	16.00	17.00	6.25%

BUSINESS SUPPORT DEPARTMENT (BSD)

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(All charges include VAT where applicable)

	Fee 2013/14	Fee 2014/2015	increase
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BEREAVEMENT SERVICES

£

£

%

CEMETERIES

INTERMENTS. Fee includes preparation and excavation of grave, matting, and attendance by cemetery staff and backfilling on day of service. Subject to a minimum of 3 days notice (additional fees may be required for arrangements made in less than 3 working days). The fee also includes all administration, entries in burial registers and cemetery plan marking. The fees do not include removal of any memorial, planting, shrubs, flowers or trees. Where any request is received to inter in an existing grave the applicants will make arrangements for the removal of anything that has been placed on the grave, at their cost, and that when digging commences anything left remaining (apart from any proper approved memorial) may be properly disposed of. Full fee may be applicable to a person under 17 years of age if interred in full sized adult grave.

Where any tree or shrub that cannot be easily and quickly removed remains, the authority reserves the right to cancel or postpone the funeral and/or make an additional charge for the removal of any tree or shrub. Where necessary specialist contractors will be used to remove trees and their costs (plus OH&P) added to any costs that the council might charge. Where any tree or plant is of such a size that removing it would affect the stability of any surrounding memorials or ground, the council reserves the right to recover all reasonable costs in making good, or alternatively refuse any further burial in that grave.

BUSINESS SUPPORT DEPARTMENT (BSD)

(All charges include VAT where applicable)

**BEREAVEMENT SERVICES
CEMETERIES (cont)**

	Fee 2013/14		Fee 2014/2015		increase	
	Resident	Non Resident	Resident	Non Resident	Resident	Non Resident
Not exceeding 1 month	0.00	108.00	0.00	110.00	0.00%	1.85%
Interment and attendance fee: 1 month - 5 years	100.00	200.00	100.00	200.00	0.00%	0.00%
Interment and attendance fee: 6 - 16 years: max grave length 1.8 m (max coffin length is 1.65m).	250.00	500.00	255.00	510.00	2.00%	2.00%
Interment and attendance fee: 17 years and above.	625.00	1250.00	630.00	1,260.00	0.80%	0.80%
Interment and attendance fee: 17 years and above. Treble depth. (Grave for 4 is special request with minimum 7 working days notice. Add £290.00)	675.00	1350.00	700.00	1,400.00	3.70%	3.70%
Two full burials undertaken at same time, add to interment fee:	125.00	250.00	130.00	260.00	4.00%	4.00%
Cremated Remains interment to a maximum depth of 900 mm, additional depths may be necessary if grave is to be re-used: additional depths charged according to depth of method or digging.	130.00	260.00	134.00	268.00	3.08%	3.08%
POA.						
2 sets of cremated remains at same time to a maximum depth of 900 mm, additional depths may be necessary if grave is to be re-used: additional depths charged according to depth of method or digging POA. Note previously this fee was added to the standard fee for cremated remains - this is now a combined fee)	175.00	350.00	180.00	360.00	2.86%	2.86%
Extra digging for coffins that exceed 26" wide (in total including bar handles etc) or 78" long add	150.00	300.00	150.00	300.00	0.00%	0.00%
Extra digging etc to accommodate internal boarding, framework, covers etc (materials supplied by others). Relocation of spoil away from graveside prior to service / interment. Prices from:	200.00	400.00	206.00	412.00	3.00%	3.00%
Saturday Interment - by arrangement - min 8 working days notice and subject to availability: add	520.00	550.00	536.00	536.00	3.08%	-2.55%

BUSINESS SUPPORT DEPARTMENT (BSD)

Ⓢ All charges include VAT where applicable)

BEREAVEMENT SERVICES CEMETERIES (cont)

	Fee 2013/14		Fee 2014/2015		increase
	£		£		%
	Resident	Non Resident	Resident	Non Resident	
Saturday Interment of cremated remains - by arrangement - min 8 days notice and subject to availability: add	120.00	240.00	124.00	248.00	3.33%
Services times are 90 minutes - extra service time, per 45 minutes. This cost may be trebled if prior warning not provided.	75.00	75.00	77.00	77.00	2.67%
Less than 3 days notice where additional costs are incurred.			150.00	150.00	
<i>GRAVE PURCHASE. Fee includes Exclusive burial rights for the registered owner for the agreed time period, maintenance of any grave space that is not covered by a memorial and the first memorial permit with a 'Right to Erect' a memorial. The fee does not include the rights of ownership of the land, nor any right to place a non-approved memorial. All Rights to Erect are for a maximum period of 30 years (renewable).</i>					
Grave Selection next-in-line	50.00	100.00	52.00	104.00	4.00%
Grave Selection	185.00	370.00	191.00	382.00	3.24%
Exclusive Right of Burial (<30") Adult graves 30 years - inc memorial permit	665.00	1330.00	700.00	1,400.00	5.26%
Exclusive Right of Burial (<30") Adult graves 50 years - inc memorial permit	1080.00	2160.00	1,150.00	2,300.00	6.48%
Exclusive Right of Burial (<30") Adult graves 99 years - inc memorial permit	2000.00	4000.00	2,150.00	4,300.00	7.50%
Pre Purchased Exclusive Right of Burial (<30") Adult graves 30 years - inc memorial permit and selection fee	950.00	1900.00	985.00	1,970.00	3.68%
Pre Purchased Exclusive Right of Burial (<30") Adult graves 50 years - inc memorial permit and selection fee	1600.00	3200.00	1,700.00	3,400.00	6.25%
Pre Purchased Exclusive Right of Burial (<30") Adult graves 99 years - inc memorial permit and selection fee	2360.00	4720.00	2,500.00	5,000.00	5.93%
Pre-Purchased Exclusive Right of Burial (<30") Adult graves 30 years no selection and memorial permit	645.00	1290.00	665.00	1,330.00	3.10%
Child graves 6' x 3' : 50 years inc memorial permit	515.00	1030.00	515.00	1,030.00	0.00%
Child graves 6' x 3' : 99 years inc memorial permit	825.00	1650.00	825.00	1,650.00	0.00%
Cremated remains 3' x 3': 50 years inc memorial permit	625.00	1250.00	644.00	1,288.00	3.04%
Cremated remains 3' x 3': 99 years inc memorial permit	1050.00	2100.00	1,082.00	2,164.00	3.05%
Pre purchased Cremated remains (3' x 3') 50 years	795.00	1590.00	819.00	1,638.00	3.02%
Pre purchased Cremated remains (3' x 3') 99 years	1200.00	2400.00	1,236.00	2,472.00	3.00%

BUSINESS SUPPORT DEPARTMENT (BSD)

(All charges include VAT where applicable)

BEREAVEMENT SERVICES

MEMORIALS

1. Where more than one item is being undertaken on a grave at any one time, the higher fee only is payable
2. Unless stated otherwise, all permits are for 30 years. Permits are renewable prior to expiry.

	Fee 2013/14		Fee 2014/2015		increase
	Resident	Non Resident	Resident	Non Resident	
Extension to EROB's, per 5 year period - max 30 years	105.00	210.00	108.00	216.00	2.86%
Permit for a cleaning, planted areas etc.	0.00	0.00	0.00	0.00	2.86%
30 Year Permit for Small Inscribed vase or tablet (less than 12", 300mm)	72.00	144.00	74.00	74.00	-48.61%
Additional Inscriptions (no charge if undertaken in-situ and memorials not removed or detached from grave)	75.00	150.00	77.00	77.00	2.67%
30 Year Permit for the erection of a memorial/headstone 12" or larger	160.00	320.00	165.00	165.00	3.13%
30 Year Permit for the erection of full kerbs and cover slabs.	230.00	460.00	240.00	240.00	4.35%
30 Year Permit for Memorial/headstone with full kerbs	385.00	770.00	400.00	400.00	3.90%
30 Year Permit for Small kerbs (lawn section/cremated remains) and cover slabs	200.00	400.00	210.00	210.00	5.00%
30 Year Permit Memorial/headstone with small kerbs	300.00	600.00	310.00	310.00	3.33%
1 Year Permit for Wooden cross and other temporary marker	16.00	32.00	16.00	16.00	0.00%
Family maintained grave notice	15.00	30.00	15.00	15.00	0.00%
Transfer of right of exclusive burial and duplicate EROB's (Transfer to spouse - deduct £20.00)	52.00	104.00	52.00	52.00	0.00%
Alterations to Deeds	35.00	70.00	35.00	35.00	0.00%
Genealogical Search fee per name and subject to date of Register entry (assisted searches extra)	15.00	30.00	15.00	15.00	0.00%
Marking / identification of grave prior to visit - special request (min 5 days notice)	15.00	15.00	15.00	15.00	0.00%
Quinquennial memorial inspection	36.00	36.00	37.00	37.00	2.78%

BUSINESS SUPPORT DEPARTMENT (BSD)

All charges include VAT where applicable)

BEREAVEMENT SERVICES

MEMORIALS

- Where more than one item is being undertaken on a grave at any one time, the higher fee only is payable
- Unless stated otherwise, all permits are for 30 years. Permits are renewable prior to expiry.

MEDWAY ECO-SURROUND. These are intended as being temporary grave surrounds until such time that a formal memorial is erected. The fee includes fitting and removal. Materials are re-cycled.

	Fee 2013/14		Fee 2014/2015		increase
	Resident	Non Resident	Resident	Non Resident	
Medway 'Eco-surround' Adult (supply and fix) 1 year hire	124.00	124.00	128.00	128.00	3.23%
Medway 'Eco-surround' Child (supply and fix) 1 year hire	119.00	119.00	123.00	123.00	3.36%
Medway 'Eco-surround' Cremated Remains (supply and fix) 1 year hire	119.00	119.00	123.00	123.00	3.36%
Medway 'Eco-surround' Adult (supply and fix) 5 year hire	165.00	165.00	170.00	170.00	3.03%
Medway 'Eco-surround' Child (supply and fix) 5 year hire	137.00	137.00	141.00	141.00	2.92%
Medway 'Eco-surround' Cremated Remains (supply and fix) 5 year hire	150.00	150.00	155.00	155.00	3.33%
Eco-surround lease renewal 1 year	37.00	37.00	38.00	38.00	2.70%
Eco-surround lease renewal 5 year	58.00	58.00	60.00	60.00	3.45%

BUSINESS SUPPORT DEPARTMENT (BSD)

(All charges include VAT where applicable)

BEREAVEMENT SERVICES

MISCELLANEOUS

	Fee 2013/14		Fee 2014/2015		increase
	Resident	Non Resident	Resident	Non Resident	
Arrange funeral under Public Health (Control of Disease) Act 1984, including full property search. From:	500.00	500.00	500.00	515.00	0.00%
Arrange funeral under Public Health (Control of Disease) Act 1985. From :	200.00	200.00	200.00	206.00	0.00%
Use of Cemetery Chapel (Duration of Service: 45 minutes).	75.00	75.00	77.00	77.00	2.67%
Use of Cemetery Chapel (Children up to 5 years)			0.00	0.00	
Private Use of Cemetery Chapel	95.00	95.00	98.00	98.00	3.16%
Bench dedications/renewals 10 yr from:	1230.00	1230.00	1,267.00	1,267.00	3.01%
Re-open walled grave - from:	240.00	240.00	247.00	247.00	2.92%
Exhumation – from:	1060.00	1060.00	1,092.00	1,092.00	3.02%
Exhumation of cremated remains – from:	345.00	345.00	355.00	355.00	2.90%
Woodland Burial fee - includes exclusive right of burial (99 years) - interment fee and memorial tree (CHATHAM ONLY)	1500.00	3000.00	1,545.00	3,090.00	3.00%
Woodland Interment of cremated remains (no tree) includes exclusive right of burial (99 years) and interment fee (CHATHAM ONLY)	750.00	1500.00	773.00	1,545.00	3.07%
Woodland Burial pre-purchased (99 years) includes memorial tree (CHATHAM ONLY) - separate interment fee will apply at time of burial	1500.00	3000.00	1,545.00	3,090.00	
Topping up and seeding. From:	50.00	50.00	52.00	52.00	4.00%
Woodland burial plaques (10 years). From	195.00	153.75	201.00	158.00	3.08%
Grave identification and photograph	35.00	35.00	36.00	36.00	2.86%

BUSINESS SUPPORT DEPARTMENT (BSD)

(All charges include VAT where applicable)

BEREAVEMENT SERVICES MISCELLANEOUS

	Fee 2013/14	Fee 2014/2015	increase
	£	£	%
Temporary Storage of Remains - per month - (min period of storage = 3 months, payable in advance)	26.00	27.00	3.85%
Cancellation within 48 hours (Postponement - no charge)	100.00	100.00	0.00%
Receiving cremated remains from elsewhere	50.00	52.00	4.00%
Witnessing Strewing (Up to 2 deceased, add £5.00 per person thereafter)	27.00	28.00	3.70%
Silent disposal of cremated remains (Up to 2 deceased, add £5.00 per person thereafter) NEW	20.00	20.00	0.00%
Additional Medway Container (Scatter Tube add £8.00)	12.00	12.00	0.00%
Metal Urn (with cremation)	23.00	24.00	4.35%
Additional Metal Urn	34.00	35.00	2.94%
Packaging and Forwarding of Cremated Remains – UK	53.00	55.00	3.77%
Additional Chapel Time/Memorial Service	125.00	129.00	3.20%
Administration charge to cover requests for information, alterations etc to records. Genealogical searches etc	16.00	16.00	0.00%
Additional or replacement Certified Extract, label or other proof of cremation	25.00	26.00	4.00%

BUSINESS SUPPORT DEPARTMENT (BSD)

Ⓢ All charges include VAT where applicable)

**BEREAVEMENT SERVICES
CREMATORIUM MEMORIALS**

Book of Remembrance (includes 1 swipe card).

	Fee 2013/14	Fee 2014/2015	increase
	£	£	%
2 Line Entry	69.00	71.00	2.90%
5 Line Entry	120.00	124.00	3.33%
8 Line Entry	154.00	159.00	3.25%
5 Line Entry with illustration	170.00	175.00	2.94%
8 Line Entry with illustration	195.00	201.00	3.08%
Additional screens of text, pictures etc (cost per screen)	37.00	38.00	2.70%
Swipe cards	17.00	18.00	5.88%

Book of Remembrance for Babies (includes 1 swipe card).

Charge per line	15.00	15.00	0.00%
Charge for illustration	54.00	56.00	3.70%
Additional swipe card for digital book	16.00	16.00	0.00%

Miniature Books (Existing books only)

Charge Per Line	19.00	20.00	5.26%
Charge For illustration	55.00	57.00	3.64%
Postage & Packing back to studio	11.00	11.00	0.00%

Bluebell Memorials - 10 year lease (podkin glade and bluebell walk) Subject to availability

Single memorial - (left or right of a pair) inclusive of ceramic picture if required	895.00	922.00	3.02%
Single memorial - (stand alone) inclusive of ceramic picture if required	1025.00	1,056.00	3.02%
Double memorial - (both sides of a pair) inclusive of ceramic picture if required	1775.00	1,828.00	2.99%
Replacement plate with or without photo	190.00	196.00	3.16%
Replacement plate with or without photo (during first year of lease only)	125.00	129.00	3.20%
Green Vase	New	6.00	
Copper Vase	New	50.00	

BUSINESS SUPPORT DEPARTMENT (BSD)

(All charges include VAT where applicable)

BEREAVEMENT SERVICES

CREMATORIUM MEMORIALS (cont)

Mushrooms - 10 year lease (glades 5 & 18, podkin and 2 area's of bluebell walk)

Mushroom Plaque	220.00	227.00	3.18%
Replacement Mushroom Plaque	80.00	82.00	2.50%
Extension of lease 10 years without refurbishment	150.00	150.00	0.00%
Extension of lease 10 years with refurbishment	180.00	185.00	2.78%

Sundial - 10 year lease

Small plaque	225.00	232.00	3.11%
Medium Plaque	240.00	247.00	2.92%
Large Plaque	245.00	252.00	2.86%
Replacement plaque (all sizes)	95.00	98.00	3.16%
Extension of lease 10 years without refurbishment	New	150.00	
Extension of lease 10 years with refurbishment	New	185.00	

Babe in hand - 10 year lease

Small plaque	221.00	228.00	3.17%
Medium Plaque	231.00	238.00	3.03%
Large Plaque	241.00	248.00	2.90%
Replacement plaque (all sizes)	87.00	90.00	3.45%
All sizes - 20 year lease - we decided not to do!	350.00	361.00	3.14%
Extension of lease (all sizes) 10 years without refurbishment	150.00	150.00	0.00%
Extension of lease (all sizes) 10 years with refurbishment	180.00	185.00	2.78%

BUSINESS SUPPORT DEPARTMENT (BSD)

All charges include VAT where applicable)

BEREAVEMENT SERVICES

Wall Columbaria 15 year lease (chapel of meditation walls 4 &

5) subject to availability

	Fee 2013/14	Fee 2014/2015	increase
	£	£	%
Wall Columbaria without Motif (15 years)	470.00	484.00	2.98%
Wall Columbaria with Motif (15 years)	470.00	484.00	2.98%
Wall Columbaria with own Motif (15 years)	470.00	484.00	2.98%
Wall Columbaria - replacement	110.00	113.00	2.73%

CREMATORIUM MEMORIALS (cont)

Columbaria

Columbaria (10 years) Motifs extra (subject to design) – includes first 80 characters	1005.00	1,035.00	2.99%
Columbaria (20 years) Motifs extra (subject to design) – includes first 80 characters	1305.00	1,344.00	2.99%
Granite Niche (20 years)	955.00	984.00	3.04%
Columbaria inscriptions (price per character after the first 80)	1.65	2.00	21.21%
Columbaria Motif (from standard catalogue)	90.00	93.00	3.33%
Columbaria Motif (own design supplied)	105.00	108.00	2.86%
Columbaria Motif/photo (1 face) on ceramic (portrait)	135.00	139.00	2.96%
Columbaria photo (2 faces) on ceramic (landscape)	145.00	149.00	2.76%
Replacement Plate for columbaria - includes 80 character	140.00	144.00	2.86%
Additional Inscription to Columbaria - includes 80 characters	120.00	124.00	3.33%
Postage and packing of columbaria plates - Courier	45.00	46.00	2.22%

BUSINESS SUPPORT DEPARTMENT (BSD)

(All charges include VAT where applicable)

BEREAVEMENT SERVICES

Benches 10 year lease (various locations around the grounds) subject to availability

	Fee 2013/14	Fee 2014/2015	increase
	£	£	%
Bench renewal lease	855.00	881.00	3.04%
Bench New lease - Including 12" x 21/2" Perspex Plaque	1205.00	1,241.00	2.99%
Additional Perspex Plaque (12" x 21/2")	45.00	46.00	2.22%
Additional Bronze Plaque (12" x 21/2")	140.00	144.00	2.86%
Perspex replacement of alteration to existing plaque including additional name	45.00	46.00	2.22%
Bronze replacement of alteration to existing plaque including additional name	140.00	144.00	2.86%
Bench vases	25.00	26.00	4.00%
Shared bench perspex plaque (5" x 3")	167.00	172.00	2.99%
Shared bench perspex plaque (5" x 3") replacement or alteration to existing lease including additional name	60.00	62.00	3.33%

CREMATORIUM MEMORIALS (cont)

Chapel Chair

Chapel Chair additional plaque (Special requests only)
Replacement chapel chair plaque (Special requests only)

Chapel Chair additional plaque (Special requests only)	60.00	62.00	3.33%
Replacement chapel chair plaque (Special requests only)	60.00	62.00	3.33%

Bronze Wall Plaques 10 year lease subject to availability

Bronze wall plaque - renewal of lease only no new plaque
Replacement Bronze wall plaques - including alterations, updating & additional names

Bronze wall plaque - renewal of lease only no new plaque	155.00	160.00	3.23%
Replacement Bronze wall plaques - including alterations, updating & additional names	140.00	145.00	3.57%

BUSINESS SUPPORT DEPARTMENT (BSD)

All charges include VAT where applicable)

BEREAVEMENT SERVICES

Granite Wall Plaques 10 year lease subject to availability

	Fee 2013/14	Fee 2014/2015	increase
	£	£	%
Granite wall plaque - inscription only	225.00	232.00	3.11%
Granite wall plaque - inscription & engraved illustration	255.00	263.00	3.14%
Granite wall plaque - inscription & photo	315.00	324.00	2.86%
Granite wall plaque - lease renewal	115.00	118.00	2.61%
Replacement or alteration to existing plaque including additional name - inscription only	180.00	185.00	2.78%
Replacement or alteration to existing plaque including additional name - inscription & illustration.	205.00	211.00	2.93%
Replacement or alteration to existing plaque including additional name - inscription & photo	280.00	288.00	2.86%

FLORIS' Wall Plaques

Floris Plaque - inscription only	245.00	252.00	2.86%
Floris Plaque - with engraved motif (from standard catalogue	265.00	273.00	3.02%
Floris Plaque - with ceramic motif/photo	320.00	330.00	3.13%
Renewal of lease (New 10 years existing plaque used)	190.00	196.00	3.16%
Replacement Floris plaque - including alterations, updating & additional names	170.00	175.00	2.94%

CREMATORIUM MEMORIALS (cont)

Dedicated roses - 10 year lease

Standard rose tree with plaque on stem	225.00	250.00	11.11%
Standard rose tree replacement plaque on stem	65.00	70.00	7.69%
Standard rose tree additional replacement plaque on stem	65.00	70.00	7.69%

BUSINESS SUPPORT DEPARTMENT (BSD)

(All charges include VAT where applicable)

BEREAVEMENT SERVICES

Granite Flower Kerbs - 10 year lease (RWA Glades 32 & 38) subject to availability

	Fee 2013/14	Fee 2014/2015	increase
	£	£	%
Granite Flower Kerb (grey/black)	465.00	467.00	0.43%
Granite Flower Kerb (gold/black)	465.00	467.00	0.43%
Replacement Flower Kerb Plaques (both colours)	125.00	128.00	2.40%

Granite Flower Kerb (grey/black) Extension of lease without refurbishment

Granite Flower Kerb (black/gold) Extension of lease with refurbishment

Granite Flower Kerb extension of lease both colours

Granite Book - 10 year lease (Entrance to Glade 16 - 6" x 4", and Rear of East Cloisters, 4" x 3" plaque)

Granite Book Plaque: Glade 16	240.00	247.00	2.92%
Replacement Granite Book Plaque: Glade 16	95.00	98.00	3.16%
Granite Book Plaque: East Chapel	235.00	242.00	2.98%
Replacement Granite Book Plaque: East Chapel	90.00	95.00	5.56%

Memorial Plaques (10 years)

Perspex Garden Plaque	157.00	159.00	1.27%
Perspex Replacement Garden Plaque including alterations, updating & additional names	60.00	62.00	3.33%
Granite Garden Plaque	205.00	211.00	2.93%
Granite Replacement Garden Plaque including alterations, updating & additional names	105.00	106.00	0.95%

Organist (Private fee not paid to LA)

Other memorials and services available subject to demand and availability. Fees determined as necessary if new products introduced during year. Medical Referee fees are included in the cremation fee - should these fees be increased (usually by NJC), the cremation fee to be increased accordingly. VAT included where applicable.

BUSINESS SUPPORT DEPARTMENT (BSD)

(All charges include VAT where applicable)

	Fee 2013/14	Fee 2014/15	Increase (%)
	£	£	
Medway Register Office			
ALL CEREMONIES - APPROVED PREMISES			
		inc	
Booking Deposit (additional to Ceremony Fee - non refundable)	50.00	50.00	0.00%
Cancellation fee	50.00	50.00	0.00%
Monday to Friday	415.00	425.00	2.41%
Saturday	485.00	495.00	2.06%
Sunday and Bank Holidays	555.00	565.00	1.80%
ALL CEREMONIES Corn Exchange/Guildhall			
Venues annexed to the Register Office, for up to 60			
Guests. (Larger parties subject to negotiation in context)			
Booking Deposit (additional to Ceremony Fee - non refundable)	20.00	20.00	0.00%
Cancellation fee	50.00	50.00	0.00%
Monday to Friday	185.00	190.00	2.70%
Saturday	225.00	235.00	4.44%
Sunday - Bank Holidays	270.00	280.00	3.70%
Handling Fees for bookings on behalf of other premises			
Personal Citizenship Ceremonies	120.00	125.00	4.17%
Initial licensing/Renewal of a venue	1800.00	1,800.00	0.00%
Request for review	430.00	450.00	4.65%
Sale of Products/Additional Services			
Priority Certificate Production	11.00	10.00	-9.09%
postage 1st	1.00	1.00	0.00%

BUSINESS SUPPORT DEPARTMENT (BSD)

Community Interpreting Service (CIS)

Translation Charges

*Translation can be delivered electronically, by fax or as a hard copy.
All prices are excluding VAT*

		Fee 2013/14		Fee 2014/15				
Language	Letters and other simple format documents		Multilingual leaflets, complex or urgent		Letters and other simple format		Multilingual leaflets, complex or urgent	
	Rate/ 1000 words	Minimum 200 words	Rate/ 1000 words	Minimum 200 words	Rate/ 1000 words	Minimum 200 words	Rate/ 1000 words	Minimum 200 words
	£	£	£	£	£	£	£	£
Albanian	130.00	40.00	138.00	40.00	134.00	41.00	142.00	41.00
Arabic	130.00	35.00	155.00	45.00	134.00	36.00	160.00	46.00
Bengali	130.00	35.00	155.25	35.00	134.00	36.00	160.00	36.00
Bosnian/Serbo-Croat	130.00	35.00	155.25	50.00	134.00	36.00	160.00	52.00
Chinese	130.00	40.00	155.25	40.00	134.00	41.00	160.00	41.00
Czech	130.00	35.00	155.25	50.00	134.00	36.00	160.00	52.00
Danish	172.50	50.00	172.50	50.00	178.00	52.00	178.00	52.00
Dutch	130.00	PAO	172.50	PAO	134.00	PAO	178.00	POA
Farsi/Persian	155.25	40.00	155.25	45.00	160.00	41.00	160.00	46.00
French	130.00	35.00	138.00	35.00	134.00	36.00	142.00	36.00
German	130.00	35.00	138.00	35.00	134.00	36.00	142.00	36.00
Greek	130.00	40.00	155.25	35.00	134.00	41.00	160.00	36.00
Gujarati	155.25	35.00	155.25	35.00	160.00	36.00	160.00	36.00
Hindi	155.25	35.00	155.25	35.00	160.00	36.00	160.00	36.00
Hungarian	130.00	40.00	155.25	POA	134.00	41.00	160.00	POA
Italian	130.00	35.00	138.00	35.00	134.00	36.00	142.00	36.00
Japanese	130.00	35.00	172.50	60.00	134.00	36.00	178.00	62.00
Kurdish Kurmanji	172.50	55.00	172.50	55.00	178.00	57.00	178.00	57.00
Kurdish Sorani	172.50	55.00	172.50	55.00	178.00	57.00	178.00	57.00
Latvian	130.00	35.00	155.25	50.00	134.00	36.00	160.00	52.00

Community Interpreting Service (CIS)

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Fee 2013/14	Fee 2014/15
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Language	Letters and other simple format documents		Multilingual leaflets, complex or urgent		Letters and other simple format		Multilingual leaflets, complex or urgent	
	Rate/ 1000 words	Minimum 200 words	Rate/ 1000 words	Minimum 200 words	Rate/ 1000 words	Minimum 200 words	Rate/ 1000 words	Minimum 200 words
	£	£	£	£	£	£	£	£
Lithuanian	130.00	40.00	155.25	50.00	134.00	41.00	160.00	52.00
Nepalese	155.25	50.00	155.25	50.00	160.00	52.00	160.00	52.00
Polish	130.00	35.00	138.00	35.00	134.00	36.00	142.00	36.00
Punjabi	155.25	35.00	155.25	35.00	160.00	36.00	160.00	36.00
Portuguese	130.00	35.00	138.00	45.00	134.00	36.00	142.00	46.00
Pashto	155.25	40.00	155.25	40.00	160.00	41.00	160.00	41.00
Romanian	130.00	35.00	155.25	50.00	134.00	36.00	160.00	52.00
Russian	130.00	35.00	138.00	40.00	134.00	36.00	142.00	41.00
Somali	138.00	40.00	138.00	40.00	142.00	41.00	142.00	41.00
Swahili	155.25	50.00	155.25	50.00	160.00	52.00	160.00	52.00
Tamil	155.00	40.00	155.00	40.00	160.00	41.00	160.00	41.00
Thai	172.50	40.00	172.50	40.00	178.00	41.00	178.00	41.00
Turkish	130.00	35.00	138.00	35.00	134.00	36.00	142.00	36.00
Ukrainian	155.25	40.00	155.25	40.00	160.00	41.00	160.00	41.00
Vietnamese	138.00	45.00	138.00	35.00	142.00	46.00	142.00	36.00
Urdu	155.25	35.00	155.25	35.00	160.00	36.00	160.00	36.00

Community Interpreting Service (CIS)

Other languages available on request
Face to Face Interpreting Charges

Charges are made in increments of 15 minutes for interpreting and travel time

Mon-Fri 8am-8pm
 Mon-Fri 8pm-8am
 Saturdays
 Sundays & Bank Holidays

Fee 2013/2014 Charges per hour		Fee 2014/2015 Charges per hour	
Travel time £	Interpreting £	Travel time £	Interpreting £
31.00	34.00	32.00	35.00
31.00	41.00	32.00	42.00
31.00	41.00	32.00	42.00
31.00	48.00	32.00	49.00

Increase %	Increase %
3.2%	2.9%
3.2%	2.4%
3.2%	2.4%
3.2%	2.1%

Telephone Interpreting Charges

Cost per 30 minutes telephone interpreting (minimum charge) + utility charge if applicable*

Mon-Fri 8am-8pm
 Mon-Fri 8pm-8am
 Saturdays
 Sundays & Bank Holidays

Fee 2013/2014 £	Fee 2014/2015 £
27.00	28.00
30.00	31.00
30.00	31.00
32.50	33.00

Increase %
3.7%
3.3%
3.3%
1.5%

**applies only to calls made by interpreters for the actual duration of telephone interpreting at £0.10/minute for land lines and £0.30 or higher/minute for mobiles.*

BUSINESS SUPPORT DEPARTMENT (BSD)

	Fee 2013/14 £	Fee 2014/15 £	Increase %
(All charges include VAT where applicable)			
LOCAL LAND CHARGES			
LLC1 only	25.00	25.00	0.00%
Additional parcel of land	20.00	20.00	0.00%
Standard search incl LLC1 fee	75.00	75.00	0.00%
Additional parcel of land	35.00	35.00	0.00%
Part II printed enquiry - Con29O Questions 4 & 7-21	10.00	10.00	0.00%
Part II printed enquiry - Con29O Questions 5 & 22	15.00	15.00	0.00%
Admin. fee for additional enquiries	10.00	10.00	0.00%
<i>Commercial requests e.g Shopping Centre or New development officially named & numbered - Fee on request</i>	2500.00	2500.00	0.00%
Expedited Service for Standard search - returned electronically within 1-working day	15.00	15.00	0.00%
Updated service for Full search first 3 months - free	0.00	0.00	0.00%
Updated service for Full search - fee imposed for 3-6 months	40.00	40.00	0.00%
Inspection of LLC Register under EIR	0.00	0.00	0.00%
Enhanced personal search service for the LLC Register	11.00	11.00	0.00%
Additional parcel of land	2.50	2.50	0.00%
Enhanced component data service - Con29R Questions 1.1a-e; 1.2 - 3.7 & 3.9 - 3.13	2.50	2.50	0.00%
Enhanced component data service - Con29R Questions 1.1f -h & 3.8	3.00	3.00	0.00%
Registration of a charge in Part 11 of the register			
Filing a definitive certificate of the Lands Tribunal under rule 10(3)	10.00	10.00	0.00%
Filing a judgement, order or application for the variation or cancellation of an entry in Part 11 of the register	20.00	20.00	0.00%
Inspection of documents filed under rule 10 in respect of each parcel of land	5.00	5.00	0.00%
Official search (including issue of official certificate of search): -			
a) In any one part of the register	5.00	5.00	0.00%
b) In the whole of the register			
(i) where the request is made by electronic means in accordance with rule 16; and	25.00	25.00	0.00%
(ii) in any other case	25.00	25.00	0.00%
and in addition, in respect of each parcel of land above one, where under rule 11(3) more than one parcel is included in the same requisition (where the requisition is for a search in the whole or in any part of the register), subject to a maximum of £240	20.00	20.00	0.00%
Office copy of an entry in the register (not including a copy or extract of any plan or document filed pursuant to these Rules)	2.50	2.50	0.00%
Office copy of any plan or other documents filed pursuant to the Rules			

BUSINESS SUPPORT DEPARTMENT (BSD)

	Fee 2013/14 £	Fee 2014/15 £	Increase %
(All charges include VAT where applicable)			
LICENSING			
<i>Pleasure Boat</i>	125.00	125.00	0.00%
<i>Sex Shop & Sex Cinema</i>			
- New	4300.00	4300.00	0.00%
- Renewal and transfer	2700.00	2700.00	0.00%
<i>Sexual Entertainment Venues</i>			
- New	4300.00	4300.00	0.00%
- Renewal (dealt with in the same way as new application)	4300.00	4300.00	0.00%
<i>Street Trading</i>			
Street Trading Licence	0.00	0.00	0.00%
Street Trading Consent	280.00	280.00	0.00%
Street Trading Consent – Festivals (per day)	50.00	50.00	0.00%
<i>Motor Salvage Operator</i>			
Individual	75.00	0.00	-100.00%
Partnership	90.00	0.00	-100.00%
Limited Company	125.00	0.00	-100.00%
<i>Hackney Carriage and Private Hire Fees</i>			
Vehicle Licence Fees (press notice needed)			
- Vehicles under 3 years old	80.00	80.00	0.00%
- Vehicles 3 – 5years old	130.00	130.00	0.00%
- Vehicles over 5years old	140.00	140.00	0.00%
Drivers Licence (3 year)	160.00	160.00	0.00%
Knowledge Test	65.00	65.00	0.00%
Operators Fees (press notice needed)			
Operators Licence A (1-6 vehicles)	90.00	90.00	0.00%
Operators Licence B (7-12 vehicles)	200.00	200.00	0.00%
Operators Licence C (over 12 vehicles)	315.00	315.00	0.00%
Plate Replacements &	25.00	25.00	0.00%
Non attendance to an appointment	25.00	25.00	0.00%
Transfer of Ownership	25.00	25.00	0.00%
Driver licence badge replacement	5.00	5.00	0.00%
Application Fee	25.00	25.00	0.00%
Duplicate Licence Fee	10.50	10.50	0.00%
<i>Licensing Act 2003 New fees and Charges (Set by Government)</i>			

BUSINESS SUPPORT DEPARTMENT (BSD)

Fee 2013/14 £	Fee 2014/15 £	Increase %
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(All charges include VAT where applicable)

Premises License, Club Premises Certificate, variation and conversion Fees

New premises fees structure is based on NNDR values

New Applications for premises licence, Club premises certificate, Variation (not changes of name and address etc or change of designated premises supervisor), including grandfather conversion and variations in transition period.

BAND A £ 0 - £4,300	100.00	100.00	0.00%
BAND B £4301-£33000	190.00	190.00	0.00%
BAND C £33001-£87000	315.00	315.00	0.00%
BAND D £87001-£125000	450.00	450.00	0.00%
BAND E £125001 and over	635.00	635.00	0.00%

Fee per band annual charge for premises licences and club premises certificates

BAND A £ 0 - £4,300	70.00	70.00	0.00%
BAND B £4301-£33000	180.00	180.00	0.00%
BAND C £33001-£87000	295.00	295.00	0.00%
BAND D £87001-£125000	320.00	320.00	0.00%
BAND E £125001 and over	350.00	350.00	0.00%

Additional Fee for exceptionally large scale events requiring premises licenses, based on occupancy.

Number of Occupants

5000-9999	1000.00	1000.00	0.00%
10000-14999	2000.00	2000.00	0.00%
15000-19999	4000.00	4000.00	0.00%
20000-29999	8000.00	8000.00	0.00%
30000-39999	16000.00	16000.00	0.00%
40000-49999	24000.00	24000.00	0.00%
50000-59999	32000.00	32000.00	0.00%
60000-69999	40000.00	40000.00	0.00%
70000-79999	48000.00	48000.00	0.00%
80000-89999	56000.00	56000.00	0.00%
90000 and over	64000.00	64000.00	0.00%

BUSINESS SUPPORT DEPARTMENT (BSD)

	Fee 2013/14 £	Fee 2014/15 £	Increase %
(All charges include VAT where applicable)			
<i>Licensing Act 2003 New fees and Charges (Set by Government) (cont)</i>			
Additional Annual Fee for exceptionally large scale events requiring premises licenses, based on occupancy.			
Number of Occupants			
5000-9999	500.00	500.00	0.00%
10000-14999	1000.00	1000.00	0.00%
15000-19999	2000.00	2000.00	0.00%
20000-29999	4000.00	4000.00	0.00%
30000-39999	8000.00	8000.00	0.00%
40000-49999	12000.00	12000.00	0.00%
50000-59999	16000.00	16000.00	0.00%
60000-69999	20000.00	20000.00	0.00%
70000-79999	24000.00	24000.00	0.00%
80000-89999	28000.00	28000.00	0.00%
90000 and over	32000.00	32000.00	0.00%
 Minor Variation Application - Premises Licence	 89.00	 89.00	 0.00%
<i>Personal Licences</i>			
Personal fee	37.00	37.00	0.00%
<i>Miscellaneous Licence fees and charges</i>			
Application for copy of licence or summary on theft, loss etc of premises licence or summary	10.50	10.50	0.00%
notification of change of name or address (holder of premise licence)	10.50	10.50	0.00%
Application to vary /specify individual as premises supervisor	23.00	23.00	0.00%
Application to transfer premises licence	23.00	23.00	0.00%
Interim authority notice	23.00	23.00	0.00%
Application for making a provisional statement	315.00	315.00	0.00%
Application for copy of certificate or summary on theft, loss etc of certificate or summary	10.50	10.50	0.00%
notification of change of name or alteration of club rules	10.50	10.50	0.00%
Change of relevant registered address of club	10.50	10.50	0.00%
Temporary event notices	21.00	21.00	0.00%
Application for copy of notice on theft, loss etc of temporary event notice	10.50	10.50	0.00%
Application for copy of licence on theft, loss etc of personal	10.50	10.50	0.00%
notification of change of name or address (personal licence)	10.50	10.50	0.00%
notice of interest in any premises	21.00	21.00	0.00%
Right of freeholder etc. to be notified of licensing matters	21.00	21.00	0.00%

BUSINESS SUPPORT DEPARTMENT (BSD)

Fee 2013/14 £	Fee 2014/15 £	Increase %
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(All charges include VAT where applicable)

Amusement with Prize Machines**GAMBLING ACT 2005**

Premises Licence (Maximum Fee set by Government - local authorities have discretion to set fees based on cost)

Variation Applications

Betting (Track)	975.00	975.00	0.00%
Betting (Other)	1230.00	1230.00	0.00%
Family Entertainment Centre	925.00	925.00	0.00%
Adult Gaming Centre	925.00	925.00	0.00%
Bingo	1550.00	1550.00	0.00%

Non Conversion Applications (New Premises) and Provisional Applications (New)

Betting (Track)	1800.00	1800.00	0.00%
Betting (Other)	2550.00	2550.00	0.00%
Family Entertainment Centre	1550.00	1550.00	0.00%
Adult Gaming Centre	1550.00	1550.00	0.00%
Bingo	3050.00	3050.00	0.00%

Non-Conversion Fee in respect of Provisional Statement Premises

Betting (Track)	950.00	950.00	0.00%
Betting (Other)	1200.00	1200.00	0.00%
Family Entertainment Centre	925.00	925.00	0.00%
Adult Gaming Centre	925.00	925.00	0.00%
Bingo	925.00	925.00	0.00%
Copy of a Licence (Government maximum fee)	25.00	25.00	0.00%
Change of Circumstances (Government maximum fee)	50.00	50.00	0.00%

Transfer/Reinstatement of Licence

Betting (Track)	925.00	925.00	0.00%
Betting (Other)	925.00	925.00	0.00%
Family Entertainment Centre	585.00	585.00	0.00%
Adult Gaming Centre	870.00	870.00	0.00%
Bingo	870.00	870.00	0.00%

Annual Fee

Betting (Track)	975.00	975.00	0.00%
Betting (Other)	450.00	450.00	0.00%
Family Entertainment Centre	585.00	585.00	0.00%
Adult Gaming Centre	925.00	925.00	0.00%
Bingo	925.00	925.00	0.00%

BUSINESS SUPPORT DEPARTMENT (BSD)

	Fee 2013/14 £	Fee 2014/15 £	Increase %
(All charges include VAT where applicable)			
PERMITS (Set by Government - No discretion for local authorities)			
<i>Licensed Premises Gaming Machine Permit</i>			
Grant	150.00	150.00	0.00%
Existing operator grant	100.00	100.00	0.00%
Variation	100.00	100.00	0.00%
Transfer	25.00	25.00	0.00%
Annual Fee	50.00	50.00	0.00%
Change of Name	25.00	25.00	0.00%
Copy of Permit	15.00	15.00	0.00%
<i>Licensed Premises Automatic notification Process (2 or less gaming machines)</i>			
On notification	51.00	51.00	0.00%
Copy of notification	10.50	10.50	0.00%
<i>Club Gaming Permits</i>			
Grant	200.00	200.00	0.00%
Grant (Club Premises Certificate holder)	100.00	100.00	0.00%
Existing Operator Grant	100.00	100.00	0.00%
Variation	100.00	100.00	0.00%
Renewal	200.00	200.00	0.00%
Renewal (Club Premises Certificate holder)	100.00	100.00	0.00%
Annual Fee	50.00	50.00	0.00%
Copy of Permit	15.00	15.00	0.00%
<i>Club Machine Permits</i>			
Grant	200.00	200.00	0.00%
Grant (Club Premises Certificate holder)	100.00	100.00	0.00%
Existing Operator Grant	100.00	100.00	0.00%
Variation	100.00	100.00	0.00%
Renewal	200.00	200.00	0.00%
Renewal (Club Premises Certificate holder)	100.00	100.00	0.00%
Annual Fee	50.00	50.00	0.00%
Copy of Permit	15.00	15.00	0.00%
<i>Family Entertainment Centre Gaming Machine Permits</i>			
Grant	300.00	300.00	0.00%
Renewal	300.00	300.00	0.00%
Existing Operator Grant	100.00	100.00	0.00%
Change of Name	25.00	25.00	0.00%
Copy of Permit	15.00	15.00	0.00%
<i>Prize Gaming Permits</i>			
Grant	300.00	300.00	0.00%
Renewal	300.00	300.00	0.00%
Existing Operator Grant	100.00	100.00	0.00%
Change of Name	25.00	25.00	0.00%
Copy of Permit	15.00	15.00	0.00%
<i>Small Lottery Registration</i>			
Grant	40.00	40.00	0.00%
Annual Fee	20.00	20.00	0.00%

BUSINESS SUPPORT DEPARTMENT (BSD)

Fee 2013/14 £	Fee 2014/15 £	Increase %
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(All charges include VAT where applicable)

St George's Centre Hall Hire rates

(Bank Holidays, New Years Eve, Christmas On Application)

Monday - Thursday

Half Day 9am - 12.30pm or 1.30pm to 5pm

- Charity/Community Groups	265.00	273.00	3.02%
- All Others	325.00	335.00	3.08%

Full Day 9am - 5pm

- Charity/Community Groups	490.00	505.00	3.06%
- All Others	610.00	628.00	2.95%

Evening 6pm - 12 midnight

- Charity/Community Groups	345.00	355.00	2.90%
- All Others	435.00	448.00	2.99%

Friday, Saturday or Sunday

Half Day 9am - 12.30pm or 1.30pm to 5pm

- Charity/Community Groups	265.00	273.00	3.02%
- All Others	325.00	335.00	3.08%

Full Day 9am - 5pm

- Charity/Community Groups	490.00	505.00	3.06%
- All Others	610.00	628.00	2.95%

Evening 6pm - 12 midnight

- Charity/Community Groups	525.00	541.00	3.05%
- All Others	660.00	680.00	3.03%

Audio Visual Equipment

Half Day 9am - 12.30pm or 1.30pm to 5pm

- Charity/Community Groups	90.00	93.00	3.33%
- All Others	110.00	113.00	2.73%

Full Day 9am - 5pm

- Charity/Community Groups	160.00	165.00	3.13%
- All Others	195.00	201.00	3.08%

Evening 6pm - 12 midnight

- Charity/Community Groups	135.00	139.00	2.96%
- All Others	170.00	175.00	2.94%

Use of Catering Kitchen

Half Day 9am - 12.30pm or 1.30pm to 5pm

- Charity/Community Groups	35.00	36.00	2.86%
- All Others	45.00	46.00	2.22%

Full Day 9am - 5pm

- Charity/Community Groups	65.00	67.00	3.08%
- All Others	80.00	82.00	2.50%

Evening 6pm - 12 midnight

- Charity/Community Groups	85.00	88.00	3.53%
- All Others	105.00	108.00	2.86%

BUSINESS SUPPORT DEPARTMENT (BSD)

Medway Community Learning

Academic Year Charges (from 1 August 2014)

Registration fee - applies to all courses
Registration fee (charge varies according to length of course):

1-9 hours
 10-19 hours
 20+ hours

Adult Skills Courses - tuition fees only

Academic Year £ (per hour):

Community Learning Courses - tuition fees only

Academic Year £ (per hour):

Commercial rate courses (non-SFA funded)

Academic Year £ (per hour):

	Full Fee incl Reg fee 2013/2014 £	Concessionary Fee (70%) incl Reg fee 2013/2014 £	Full Fee incl Reg fee 2014/2015	Concessionary Fee (70%) incl Reg fee 2014/2015	Increase %
			5.00	not applicable	0.0%
			7.00	not applicable	0.0%
			9.00	not applicable	0.0%
	2.9	2.0	2.95	2.07	2.9%
	3.0	2.1	3.09	2.16	2.8%
	3.5		3.64		3.1%

Additional charges - will be levied on individual courses to reflect costs of materials, examination fees and venue hire for external venues.
 Please refer to the directory of adult learning courses for the definitive price for particular courses.

BUSINESS SUPPORT DEPARTMENT (BSD)

	Fee 2013/14 £	Fee 2014/2015 £	Increase %
SALE OF AGENDAS			
Annual charge per committee	74.83	77.10	3.04%
INSPECTION OF FILES CHARGE			
Each subject matter or set of background papers (Up to 100 pages. Extra pages at 10p each)			
PHOTOCOPYING CHARGE			
Admin charge	980.06	2014/15 fees will be	
Each copy up to 20 copies	311.00	subject to	
Minimum charge (admin plus one copy)	611.05	the 2014	
Each copy over 20	200.00	published Register	
REGISTER OF ELECTORS (Statutory)			
Full Register (restricted sales to credit agencies only) as at 1 December.			
Full register - paper format	1014.75	1,045.20	3.00%
Full register - data format	345.94	356.30	3.00%
Edited register - paper format	425.38	438.10	2.99%
Edited register - data format	179.89	185.30	3.01%
Postage & packing	22.55	23.20	2.88%
Street Index	12.30	12.70	3.25%
Sale of Medway ward map	12.30	12.70	3.25%
Letter of confirmation on Register of Electors	6.15	6.30	2.44%
Sale of Medway ward map	12.30	12.70	3.25%

CHILDREN AND ADULTS DIRECTORATE

	Fee 2013/2014 £	Proposed Fee 2014/2015 £	Increase %
<u>SOCIAL CARE</u>			
<u>Charges for Meals and Snacks at Internal Services*</u>			
Mid Morning/Afternoon Tea/Coffee Toast & Biscuits	1.70	1.80	5.88%
Midday Meals and am/pm Snacks	5.70	5.90	3.51%
Midday Meal Charge	4.00	4.10	2.50%
<u>Meals Delivery Service*</u>			
NB: Income collected directly by supplier who bills for a net amount	4.00	4.10	2.50%
<u>Apointee Service</u>			
Service user savings			
Under £3,000		No charge	
£3,000 - £9,999		£5 per week	
£10,000 - £15,999		3% annual charge	
£16,000 and over		£585 annual charge	
<u>Adoption</u>			
<u>Inter-country adoption assessments</u>			
First Assessment	5,075.00	5,227.30	3.00%
Second Assessment	2,535.00	2,611.10	3.00%
Placement Report	28.60	29.50	3.15%
<i>BAAF National Charging Arrangement</i>			
<u>Parklands</u>			
After School Club (per child per session)	8.00	8.20	2.50%
Youth Group (per child per session)	8.00	8.20	2.50%
Half Term (per child per session)	16.00	16.50	3.13%
Easter and Summer Play Schemes (per child per session)	16.00	16.50	3.13%
Saturday Club (per child per session)	16.00	16.50	3.13%
<u>Fostering</u>			
Independent Fostering Agencies/Other Local Authorities foster carer	40.00	41.20	3.00%
<u>HOME TO SCHOOL/COLLEGE TRANSPORT</u>			
Vacant Seats Payment	543.00	559.30	3.00%

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Appendix 1

Interest Rate Forecasts 2013-2017

Bank Rate		Mar-14	Jun-14	Sep-14	Dec-14	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17
NOW		0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	1.00%	1.00%	1.25%
Capita Asset Services		0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	1.00%	1.00%	1.25%
UBS		0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	1.00%	-	-	-	-	-
Capital Economics		0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	-	-	-	-	-
5yr PWLB Rate														
NOW		2.63%	2.60%	2.70%	2.70%	2.80%	2.80%	2.90%	3.00%	3.10%	3.20%	3.30%	3.40%	3.40%
Capita Asset Services		2.63%	-	-	-	-	-	-	-	-	-	-	-	-
UBS		2.63%	2.60%	2.60%	2.60%	2.70%	2.80%	3.00%	3.20%	-	-	-	-	-
Capital Economics		2.63%	2.60%	2.60%	2.60%	2.70%	2.80%	3.00%	3.20%	-	-	-	-	-
10yr PWLB Rate														
NOW		3.72%	3.70%	3.80%	3.80%	3.90%	3.90%	4.00%	4.10%	4.20%	4.30%	4.30%	4.40%	4.50%
Capita Asset Services		3.72%	3.70%	3.80%	3.90%	4.05%	4.30%	4.55%	4.55%	-	-	-	-	-
UBS		3.72%	3.80%	3.90%	4.05%	4.05%	4.30%	4.55%	4.55%	-	-	-	-	-
Capital Economics		3.72%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	4.05%	-	-	-	-	-
25yr PWLB Rate														
NOW		4.35%	4.40%	4.50%	4.60%	4.60%	4.70%	4.80%	4.90%	5.00%	5.10%	5.10%	5.10%	5.10%
Capita Asset Services		4.35%	4.55%	4.80%	4.80%	5.05%	5.05%	5.30%	5.30%	-	-	-	-	-
UBS		4.35%	4.35%	4.35%	4.35%	4.35%	4.35%	4.35%	4.45%	-	-	-	-	-
Capital Economics		4.35%	4.35%	4.35%	4.35%	4.35%	4.35%	4.35%	4.45%	-	-	-	-	-
50yr PWLB Rate														
NOW		4.31%	4.40%	4.50%	4.60%	4.70%	4.80%	4.90%	5.00%	5.10%	5.20%	5.20%	5.20%	5.20%
Capita Asset Services		4.31%	4.45%	4.70%	4.70%	4.90%	4.90%	5.05%	5.05%	-	-	-	-	-
UBS		4.31%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.60%	-	-	-	-	-
Capital Economics		4.31%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.60%	-	-	-	-	-

Minimum Revenue Provision Policy Statement 2014/15

The Council implemented the new Minimum Revenue Provision (MRP) guidance in 2007/2008, and assessed MRP for 2007/2008 onwards in accordance with the main recommendations contained within the guidance issued by the Secretary of State under section 21(1A) of the Local Government Act 2003.

In setting the Minimum Revenue Provision Policy, Medway Council has regard to the guidance and will set a policy to ensure a prudent provision for the repayment of debt.

The major proportion of the MRP for 2014/15 will relate to the more historic debt liability that will continue to be charged at the rate of 4%, in accordance with option 1 of the guidance.

Certain expenditure reflected within the debt liability at 31 March 2014 will, under delegated powers be subject to MRP under option 3, which will be charged over a period which is reasonably commensurate with the estimated useful life applicable to the nature of expenditure, using the equal annual instalment method (or annuity method if appropriate). For example, capital expenditure on a new building, or on the refurbishment or enhancement of a building, will be related to the estimated life of that building.

The Council will treat all expenditures as not ranking for MRP until the year after the scheme or asset to which they relate is completed and/or brought into use, rather than confine this approach solely to expenditures treated for MRP purposes under Option 3

Estimated life periods will be determined under delegated powers. To the extent that expenditure is not on the creation of an asset and is of a type that is subject to estimated life periods that are referred to in the guidance, these periods will generally be adopted by the Council. However, the Council reserves the right to determine useful life periods and prudent MRP in exceptional circumstances where the recommendations of the guidance would not be appropriate.

As some types of capital expenditure incurred by the Council are not capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure. Also, whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the main component of expenditure and will only be divided up in cases where there are two or more major components with substantially different useful economic lives.

In the case of long term debtors arising from loans or other types of capital expenditure made by the Council which will be repaid under separate arrangements (such as long term investments), or where borrowing has occurred but will be repaid by future Capital Receipts or agreed income from other source, there will be no Minimum Revenue Provision made.

There is no requirement on the HRA to make a minimum revenue provision

Prudential and Treasury Indicators

PRUDENTIAL INDICATORS	2014/2015	2015/2016	2016/2017
Extract from budget and rent setting report	estimate	estimate	estimate
	£'000	£'000	£'000
Capital Expenditure			
Non - HRA	24,399	7,162	1,747
HRA	8,577	8,734	5,255
TOTAL	32,976	15,896	7,002
Ratio of financing costs to net revenue stream			
Non - HRA	2.82%	3.00%	2.97%
HRA	17.54%	17.53%	17.45%
Gross borrowing requirement			
brought forward 1 April	162,324	162,324	162,324
carried forward 31 March	162,324	162,324	162,324
in year borrowing requirement	0	0	0
Capital Financing Requirement as at 31 March			
Non – HRA	203,124	196,673	196,952
HRA	42,524	45,750	45,532
TOTAL	245,648	242,424	242,484
Annual change in Cap. Financing Requirement			
Non – HRA	(6,233)	(6,451)	279
HRA	3,008	3,227	(218)
TOTAL	(3,225)	(3,225)	61
Incremental impact of capital investment decisions	£ p	£ p	£ p
Increase in council tax (band D) per annum	(5.06)	(1.08)	(4.50)
Increase in average housing rent per week	(0.15)	0.46	0.41

TREASURY MANAGEMENT INDICATORS	2014/2015	2015/2016	2016/2017
	estimate	estimate	estimate
	£'000	£'000	£'000
Authorised Limit for external debt -			
Borrowing	424,282	418,973	417,347
other long term liabilities	4,400	4,400	4,400
TOTAL	428,682	423,373	421,747
Operational Boundary for external debt -			
borrowing	385,711	380,885	379,406
other long term liabilities	4,000	4,000	4,000
TOTAL	389,711	384,885	383,406
Actual external debt	162,416	162,416	162,415
HRA Maximum CFR Debt Limit	45,846	45,846	45,846
Upper limit for fixed interest rate exposure			
Net principal re fixed rate borrowing / investments	100%	100%	100%
Upper limit for variable rate exposure			
Net principal re variable rate borrowing / investments	40%	40%	40%
Upper limit for total principal sums invested for over 364 days (per maturity date)	£150,000	£150,000	£150,000

TABLE 5: Maturity structure of fixed rate borrowing during 2012/2013	upper limit	lower limit
under 12 months	75%	0%
12 months and within 24 months	50%	0%
24 months and within 5 years	50%	0%
5 years and within 10 years	50%	0%
10 years and above	100%	0%

Economic Background

THE UK ECONOMY

Economic growth. Until 2013, the economic recovery in the UK since 2008 had been the worst and slowest recovery in recent history. However, growth strongly rebounded in 2013 - quarter 1 (+0.3%), 2 (+0.7%) and 3 (+0.8%), to surpass all expectations as all three main sectors, services, manufacturing and construction contributed to this strong upturn. The Bank of England has, therefore, upgraded growth forecasts in the August and November quarterly Inflation Reports for 2013 from 1.2% to 1.6% and for 2014 from 1.7% to 2.8%, (2015 unchanged at 2.3%). The November Report stated that: -

In the United Kingdom, recovery has finally taken hold. The economy is growing robustly as lifting uncertainty and thawing credit conditions start to unlock pent-up demand. But significant headwinds — both at home and abroad — remain, and there is a long way to go before the aftermath of the financial crisis has cleared and economic conditions normalise. That underpins the MPC's intention to maintain the exceptionally stimulative stance of monetary policy until there has been a substantial reduction in the degree of economic slack. The pace at which that slack is eroded, and the durability of the recovery, will depend on the extent to which productivity picks up alongside demand. Productivity growth has risen in recent quarters, although unemployment has fallen by slightly more than expected on the back of strong output growth.

Forward surveys are currently very positive in indicating that growth prospects are also strong for 2014, not only in the UK economy as a whole, but in all three main sectors, services, manufacturing and construction. This is very encouraging as there does need to be a significant rebalancing of the economy away from consumer spending to construction, manufacturing, business investment and exporting in order for this start to recovery to become more firmly established. One drag on the economy is that wage inflation continues to remain significantly below CPI inflation so disposable income and living standards are under pressure, although income tax cuts have ameliorated this to some extent. This therefore means that labour productivity must improve significantly for this situation to be corrected by the warranting of increases in pay rates.

Forward guidance. The Bank of England issued forward guidance in August which stated that the Bank will not start to consider raising interest rates until the jobless rate (Labour Force Survey / ILO i.e. not the claimant count measure) has fallen to 7% or below. This would require the creation of about 750,000 jobs and was forecast to take three years in August, but revised to possibly quarter 4 2014 in November. The UK unemployment rate has already fallen to 7.4% on the three month rate to October 2013 (although the rate in October alone was actually 7.0%). The Bank's guidance is subject to three provisos, mainly around inflation; breaching any of them would sever the link between interest rates and unemployment levels. This actually makes forecasting Bank Rate much more complex given the lack of available reliable forecasts by economists over a three year plus horizon. The recession since 2007 was notable for how unemployment did NOT rise to the

levels that would normally be expected in a major recession and the August Inflation Report noted that productivity had sunk to 2005 levels. There has, therefore, been a significant level of retention of labour, which will mean that there is potential for a significant amount of GDP growth to be accommodated without a major reduction in unemployment. However, it has been particularly encouraging that the strong economic growth in 2013 has also been accompanied by a rapid increase in employment and forward hiring indicators are also currently very positive. It is therefore increasingly likely that early in 2014, the MPC will need to amend its forward guidance by reducing its 7.0% threshold rate and/or by adding further wording similar to the Fed's move in December (see below).

Credit conditions. While Bank Rate has remained unchanged at 0.5% and quantitative easing has remained unchanged at £375bn in 2013, the Funding for Lending Scheme (FLS) was extended to encourage banks to expand lending to small and medium size enterprises. The second phase of Help to Buy aimed at supporting the purchase of second hand properties, will also start in earnest in January 2014. These measures have been so successful in boosting the supply of credit for mortgages, and so of increasing house purchases, (though levels are still far below the pre-crisis level), that the Bank of England announced at the end of November that the FLS for mortgages would end in February 2014. While there have been concerns that these schemes are creating a bubble in the housing market, house price increases outside of London and the south-east have been much weaker. However, bank lending to small and medium enterprises continues to remain weak and inhibited by banks still repairing their balance sheets and anticipating tightening of regulatory requirements.

Inflation. Inflation has fallen from a peak of 3.1% in June 2013 to 2.1% in November. It is expected to remain near to the 2% target level over the MPC's two year time horizon.

AAA rating. The UK has lost its AAA rating from Fitch and Moody's but that caused little market reaction.

THE GLOBAL ECONOMY

The Eurozone (EZ). The sovereign debt crisis has eased considerably during 2013 which has been a year of comparative calm after the hiatus of the Cyprus bailout in the spring. In December, Ireland escaped from its three year EZ bailout programme as it had dynamically addressed the need to substantially cut the growth in government debt, reduce internal price and wage levels and promote economic growth. The EZ finally escaped from seven quarters of recession in quarter 2 of 2013 but growth is likely to remain weak and so will dampen UK growth. The ECB's pledge to buy unlimited amounts of bonds of countries which ask for a bail out has provided heavily indebted countries with a strong defence against market forces. This has bought them time to make progress with their economies to return to growth or to reduce the degree of recession. However, debt to GDP ratios (2012 figures) of Greece 176%, Italy 131%, Portugal 124%, Ireland 123% and Cyprus 110%, remain a cause of concern, especially as many of these countries are experiencing continuing rates of increase in debt in excess of their rate of economic growth i.e. these debt ratios are continuing to deteriorate. Any sharp downturn in economic growth would make these countries particularly vulnerable to a new bout of sovereign debt crisis. It should also be noted that Italy has the third biggest debt mountain in the world behind Japan and the US. Greece remains particularly vulnerable and continues to struggle

to meet EZ targets for fiscal correction. Whilst a Greek exit from the Euro is now improbable in the short term, as Greece has made considerable progress in reducing its annual government deficit and a return towards some economic growth, some commentators still view an eventual exit as being likely. There are also concerns that austerity measures in Cyprus could also end up in forcing an exit. The question remains as to how much damage an exit by one country would do and whether contagion would spread to other countries. However, the longer a Greek exit is delayed, the less are likely to be the repercussions beyond Greece on other countries and on EU banks.

Sentiment in financial markets has improved considerably during 2013 as a result of firm Eurozone commitment to support struggling countries and to keep the Eurozone intact. However, the foundations to this current “solution” to the Eurozone debt crisis are still weak and events could easily conspire to put this into reverse. There are particular concerns as to whether democratically elected governments will lose the support of electorates suffering under EZ imposed austerity programmes, especially in countries like Greece and Spain which have unemployment rates of over 26% and unemployment among younger people of over 50%. The Italian political situation is also fraught with difficulties in maintaining a viable coalition which will implement an EZ imposed austerity programme and undertake overdue reforms to government and the economy. There are also concerns over the lack of political will in France to address issues of poor international competitiveness,

USA. The economy has managed to return to robust growth in Q2 2013 of 2.5% y/y and 4.1% y/y in Q3, in spite of the fiscal cliff induced sharp cuts in federal expenditure that kicked in on 1 March, and increases in taxation. The Federal Reserve therefore decided in December to reduce its \$85bn per month asset purchases programme of quantitative easing by \$10bn. It also amended its forward guidance on its pledge not to increase the central rate until unemployment falls to 6.5% by adding that there would be no increases in the central rate until ‘well past the time that the unemployment rate declines below 6.5%, especially if projected inflation continues to run below the 2% longer run goal’. Consumer, investor and business confidence levels have all improved markedly in 2013. The housing market has turned a corner and house sales and increases in house prices have returned to healthy levels. Many house owners have, therefore, been helped to escape from negative equity and banks have also largely repaired their damaged balance sheets so that they can resume healthy levels of lending. All this portends well for a reasonable growth rate looking forward.

China. There are concerns that Chinese growth could be on an overall marginal downward annual trend. There are also concerns that the new Chinese leadership have only started to address an unbalanced economy which is heavily dependent on new investment expenditure, and for a potential bubble in the property sector to burst, as it did in Japan in the 1990s, with its consequent impact on the financial health of the banking sector. There are also concerns around the potential size, and dubious creditworthiness, of some bank lending to local government organisations and major corporates. This primarily occurred during the government promoted expansion of credit, which was aimed at protecting the overall rate of growth in the economy after the Lehmans crisis.

Japan. The initial euphoria generated by “Abenomics”, the huge QE operation instituted by the Japanese government to buy Japanese debt, has tempered as the follow through of measures to reform the financial system and the introduction of other

economic reforms, appears to have stalled. However, at long last, Japan has seen a return to reasonable growth and positive inflation during 2013 which augurs well for the hopes that Japan can escape from the bog of stagnation and deflation and so help to support world growth. The fiscal challenges though are huge; the gross debt to GDP ratio is about 245% in 2013 while the government is currently running an annual fiscal deficit of around 50% of total government expenditure. Within two years, the central bank will end up purchasing about Y190 trillion (£1,200 billion) of government debt. In addition, the population is ageing due to a low birth rate and, on current trends, will fall from 128m to 100m by 2050.

CAPITA ASSET SERVICES FORWARD VIEW

Economic forecasting remains difficult with so many external influences weighing on the UK. Major volatility in bond yields is likely to endure as investor fears and confidence ebb and flow between favouring more risky assets i.e. equities, and safer bonds.

There could well be volatility in gilt yields over the next year as financial markets anticipate further tapering of asset purchases by the Fed. The timing and degree of tapering could have a significant effect on both Treasury and gilt yields. Equally, while the political deadlock and infighting between Democrats and Republicans over the budget has almost been resolved the raising of the debt limit, has only been kicked down the road. A final resolution of these issues could have a significant effect on gilt yields during 2014.

The longer run trend is for gilt yields and PWLB rates to rise, due to the high volume of gilt issuance in the UK, and of bond issuance in other major western countries. Increasing investor confidence in economic recovery is also likely to compound this effect as a continuation of recovery will further encourage investors to switch back from bonds to equities.

The overall balance of risks to economic recovery in the UK is currently evenly weighted. However, only time will tell just how long this period of strong economic growth will last; it also remains exposed to vulnerabilities in a number of key areas.

The interest rate forecasts in this report are based on an initial assumption that there will not be a major resurgence of the EZ debt crisis, or a break-up of the EZ, but rather that there will be a managed, albeit painful and tortuous, resolution of the debt crisis where EZ institutions and governments eventually do what is necessary - but only when all else has been tried and failed. Under this assumed scenario, growth within the EZ will be tepid for the next couple of years and some EZ countries experiencing low or negative growth, will, over that time period, see a significant increase in total government debt to GDP ratios. There is a significant danger that these ratios could rise to the point where markets lose confidence in the financial viability of one, or more, countries. However, it is impossible to forecast whether any individual country will lose such confidence, or when, and so precipitate a resurgence of the EZ debt crisis. While the ECB has adequate resources to manage a debt crisis in a small EZ country, if one, or more, of the large countries were to experience a major crisis of market confidence, this would present a serious challenge to the ECB and to EZ politicians.

Downside risks currently include:

- UK strong economic growth is currently very dependent on consumer spending and recovery in the housing market. This is unlikely to endure much beyond 2014 as most consumers are maxed out on borrowing and wage inflation is less than CPI inflation, so disposable income is being eroded.
- A weak rebalancing of UK growth to exporting and business investment causing a major weakening of overall economic growth beyond 2014
- Weak growth or recession in the UK's main trading partners - the EU and US, depressing economic recovery in the UK.
- Prolonged political disagreement over the raising of the US debt ceiling.
- A return to weak economic growth in the US, UK and China causing major disappointment in investor and market expectations.
- A resurgence of the Eurozone sovereign debt crisis caused by ongoing deterioration in government debt to GDP ratios to the point where financial markets lose confidence in the financial viability of one or more countries and in the ability of the ECB and Eurozone governments to deal with the potential size of the crisis.
- The potential for a significant increase in negative reactions of populaces in Eurozone countries against austerity programmes, especially in countries with very high unemployment rates e.g. Greece and Spain, which face huge challenges in engineering economic growth to correct their budget deficits on a sustainable basis.
- The Italian political situation is frail and unstable; this will cause major difficulties in implementing austerity measures and a programme of overdue reforms. Italy has the third highest government debt mountain in the world.
- Problems in other Eurozone heavily indebted countries (e.g. Cyprus and Portugal) which could also generate safe haven flows into UK gilts, especially if it looks likely that one, or more countries, will need to leave the Eurozone.
- A lack of political will in France, (the second largest economy in the EZ), to dynamically address fundamental issues of low growth, poor international uncompetitiveness and the need for overdue reforms of the economy.
- Monetary policy action failing to stimulate sustainable growth in western economies, especially the Eurozone and Japan.
- Geopolitical risks e.g. Syria, Iran, North Korea, which could trigger safe haven flows back into bonds.

The potential for upside risks to UK gilt yields and PWLB rates, especially for longer term PWLB rates include: -

- A sharp upturn in investor confidence that sustainable robust world economic growth is firmly expected, causing a surge in the flow of funds out of bonds into equities.
- A reversal of Sterling's safe-haven status on a sustainable improvement in financial stresses in the Eurozone.
- UK inflation being significantly higher than in the wider EU and US, causing an increase in the inflation premium inherent to gilt yields.

- In the longer term – an earlier than currently expected reversal of QE in the UK; this could initially be implemented by allowing gilts held by the Bank to mature without reinvesting in new purchases, followed later by outright sale of gilts currently held.

Specified and Non-Specified Investments

SPECIFIED INVESTMENTS:

(All such investments will be sterling denominated, with **maturities up to maximum of 1 year**, meeting the minimum 'high' rating criteria where applicable)

	* Minimum 'High' Credit Criteria	Use
Debt Management Agency Deposit Facility	--	In-house
Term deposits – local authorities	--	In-house
Term deposits – banks and building societies	See note 1	In-house
Collateralised deposit (see note 3)	UK sovereign rating	In-house
Certificates of deposit issued by banks and building societies	See note 1 and 2	In-house
UK Government Gilts	UK sovereign rating	In-house buy and hold and Fund Manager
Bonds issued by multilateral development banks	AAA	In-house buy and hold
Bond issuance issued by a financial institution which is explicitly guaranteed by the UK Government (refers solely to GEFCO - Guaranteed Export Finance Corporation)	UK sovereign rating	In-house buy and hold
Sovereign bond issues (other than the UK govt)	AAA	In-house buy and hold
Treasury Bills	UK sovereign rating	In house
Government Liquidity Funds	* Long-term AAA volatility rating V1+	In-house
Money Market Funds	* Long-term AAA volatility rating V1+	In-house

Note 1. Award of "Creditworthiness" Colour by Capita Asset Services as detailed in paragraph 13.2

Accounting treatment of investments. The accounting treatment may differ from the underlying cash transactions arising from investment decisions made by this Council. To ensure that the Council is protected from any adverse revenue impact, which may arise from these differences, we will review the accounting implications of new transactions before they are undertaken.

NON-SPECIFIED INVESTMENTS: These are any investments which do not meet the Specified Investment criteria. A maximum of 70% ** will be held in aggregate in non-specified investment

1. Maturities of ANY period

	* Minimum Credit Criteria	Use	** Max % of total investments	Max. maturity period
Fixed term deposits with variable rate and variable maturities: -Structured deposits	See note 1	In-house	£10m	Lower of 5 years or Capita Asset Services duration rating

2. Maturities in excess of 1 year

	* Minimum Credit Criteria	Use	** Max % of total investments	Max. maturity period
Term deposits – local authorities	--	In-house	40%	5 Years
Term deposits – banks and building societies	See note 1	In-house	40%	As per Capita Asset Services duration rating
Certificates of deposit issued by banks and building societies covered by UK Government (explicit) guarantee	See note 1 and 2	In-house	40%	As per Capita Asset Services duration rating
Certificates of deposit issued by banks and building societies	See note 1 and 2	In-house	40%	As per Capita Asset Services duration rating
UK Government Gilts	UK sovereign rating	In-house and Fund Manager	40% In-house 100% Fund Manager	In-house see note 1,
Bonds issued by multilateral development banks	AAA	In-house	20% in-house	In-house see note 1,
Sovereign bond issues (other than the UK govt)	AAA	In-house	20% in-house	In-house see note 1

Note 1. Award of “Creditworthiness” Colour by Capita Asset Services as detailed in paragraph 13.2

** If forward deposits are to be made, the forward period plus the deal period should not exceed one year in aggregate.

N.B. buy and hold may also include sale at a financial year end and repurchase the following day in order to accommodate the requirements of SORP.

Approved countries for investments

Based on lowest available rating

AAA

- Australia
- Canada
- Denmark
- Finland
- Germany
- Luxembourg
- Norway
- Singapore
- Sweden
- Switzerland

AA+

-
- Netherlands
- Hong Kong
- U.K.
- U.S.A.

AA

- Abu Dhabi (UAE)
- France
- Qatar

AA-

- Belgium
- Saudi Arabia

The treasury management role of the section 151 officer

The S151 (responsible) officer

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
- submitting regular treasury management policy reports;
- submitting budgets and budget variations;
- receiving and reviewing management information reports;
- reviewing the performance of the treasury management function;
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- ensuring the adequacy of internal audit, and liaising with external audit;
- recommending the appointment of external service providers.

Scrutiny of Treasury Management

1. Audit Committee – amended terms of reference (tracked changes)

Audit Committee

- To provide independent assurance on the adequacy of the risk management framework and the associated control environment, including consideration of the Council's approach to risk management and the assurance framework, the production of the annual governance statement, arrangements for delivering value for money and the Council's anti-fraud arrangements and anti-corruption measures;
- To receive reports in line with the Council's whistleblowing, anti-bribery, covert surveillance policies and anti-money laundering policies;
- To monitor the Council's compliance with its own published standards and to consider any proposals for changes to Financial Rules, Codes of Practice on tenders and contracts;
- To monitor financial policies and processes, including endorsement of improvement plans to strengthen the control environment;
- To approve the annual governance statement;
- To approve the annual accounts ~~and annual treasury outturn report~~;
- To scrutinise the Council's treasury management, investment strategy, minimum revenue provision policy statement along with treasury management practices and associated schedules and approve the annual treasury outturn report;
- To discuss with the external auditor new accounting standards, changes to the reporting framework and the basis of the annual audit, including the content of performance work;
- To receive all reports by the external auditor including all performance reports and the annual audit and inspection letter;
- To oversee Internal Audit activity;
- To provide an independent review of the Council's financial and non-financial performance

2. Business Support Overview and Scrutiny Committee – amended terms of reference

Delete the following section and renumber subsequent sections accordingly:

- (xix) to scrutinise the Council's treasury management, investment strategy, minimum revenue provision policy statement along with treasury management practices and associated schedules;

3. Financial Rules – amended paragraph 7.1(e) and 7.2 (f) (tracked changes)

7.1 (e): The Chief Finance Officer shall report to the ~~Business Support Overview and Scrutiny Audit~~ Committee, Cabinet and Council before the start of the new financial year on borrowing and investment strategies for the ensuing year and to Cabinet and Audit Committee not later than September on treasury management activities in the previous year.

7.2 (f) Council nominates ~~Business Support Overview and Scrutiny Audit~~ Committee to be responsible for ensuring effective scrutiny of the treasury management strategy policies

Diversity Impact Assessment: Screening Form

Directorate BSD	Name of Function or Policy or Major Service Change Treasury Management Strategy	
Officer responsible for assessment Andy Larkin	Date of assessment 17/01/14	New or existing? Existing
Defining what is being assessed		
1. Briefly describe the purpose and objectives	The Treasury Management Strategy, is the strategy that the Council applies to effectively manage it's Treasury Function. This is defined by CIPFA as <i>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.</i>	
2. Who is intended to benefit, and in what way?	All stakeholders with a safe and effective Treasury Management Strategy	
3. What outcomes are wanted?	The successful and secure 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.	
4. What factors/forces could contribute/detract from the outcomes?	<u>Contribute</u> Effective Strategy, Good planning Effective use of information and intelligence	<u>Detract</u> Resources, Further cuts
5. Who are the main stakeholders?	The Chief Finance Officer, Full Council and residents	
6. Who implements this and who is responsible?	Chief Finance Officer, and the Treasury Team	

Assessing impact		
7. Are there concerns that there <u>could</u> be a differential impact due to <i>racial/ethnic groups</i>?	YES	Brief statement of main issue
	NO	
What evidence exists for this?	The Treasury Management Strategy does not directly impact on members of the public as it deals with the Treasury management functions of the authority. Decisions are based upon the principles highlighted within the Strategy and have no impact on any one particular group. Hence there will not be a differential impact due racial or ethnic group membership.	
8. Are there concerns that there <u>could</u> be a differential impact due to <i>disability</i>?	YES	Brief statement of main issue
	NO	
What evidence exists for this?	The Treasury Management Strategy does not directly impact on members of the public as it deals with the Treasury management functions of the authority. Decisions are based upon the principles highlighted within the Strategy and have no impact on any one particular group. Hence there will not be a differential impact due disability.	
9. Are there concerns that there <u>could</u> be a differential impact due to <i>gender</i>?	YES	Brief statement of main issue
	NO	
What evidence exists for this?	The Treasury Management Strategy does not directly impact on members of the public as it deals with the Treasury management functions of the authority. Decisions are based upon the principles highlighted within the Strategy and have no impact on any one particular group. Hence there will not be a differential impact due gender.	
10. Are there concerns there <u>could</u> be a differential impact due to <i>sexual orientation</i>?	YES	Brief statement of main issue
	NO	
What evidence exists for this?	The Treasury Management Strategy does not directly impact on members of the public as it deals with the Treasury management functions of the authority. Decisions are based upon the principles highlighted within the Strategy and have no impact on any one particular group. Hence there will not be a differential impact due sexual orientation.	
11. Are there concerns there <u>could</u> be a have a differential impact due to <i>religion or belief</i>?	YES	Brief statement of main issue
	NO	
What evidence exists for this?	The Treasury Management Strategy does not directly impact on members of the public as it deals with the Treasury management functions of	

	the authority. Decisions are based upon the principles highlighted within the Strategy and have no impact on any one particular group. Hence there will not be a differential impact due religion or belief.	
12. Are there concerns there <u>could</u> be a differential impact due to people's age?	YES	Brief statement of main issue
	NO	
What evidence exists for this?	The Treasury Management Strategy does not directly impact on members of the public as it deals with the Treasury management functions of the authority. Decisions are based upon the principles highlighted within the Strategy and have no impact on any one particular group. Hence there will not be a differential impact due to people's age.	
13. Are there concerns that there <u>could</u> be a differential impact due to <i>being transgendered or transsexual</i>?	YES	Brief statement of main issue
	NO	
What evidence exists for this?	The Treasury Management Strategy does not directly impact on members of the public as it deals with the Treasury management functions of the authority. Decisions are based upon the principles highlighted within the Strategy and have no impact on any one particular group. Hence there will not be a differential impact due an individual's gender identity.	
14. Are there any <i>other</i> groups that would find it difficult to access/make use of the function (e.g. speakers of other languages; people with caring responsibilities or dependants; those with an offending past; or people living in rural areas)?	YES	If yes, which group(s)?
	NO	
What evidence exists for this?	The Treasury Management Strategy does not directly impact on members of the public as it deals with the Treasury management functions of the authority. Decisions are based upon the principles highlighted within the Strategy and have no impact on any one particular group. Hence there will not be a differential impact.	
15. Are there concerns there <u>could</u> be a have a differential impact due to <i>multiple discriminations</i> (e.g. disability <u>and</u> age)?	YES	Brief statement of main issue
	NO	
What evidence exists for this?	The Treasury Management Strategy does not directly impact on members of the public as it deals with the Treasury management functions of the authority. Decisions are based upon the principles highlighted within the Strategy and have no impact on any one particular group. Hence there will not be a differential impact.	

Conclusions & recommendation		
16. Could the differential impacts identified in questions 7-15 amount to there being the potential for adverse impact?	YES	Brief statement of main issue
	NO	
17. Can the adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or another reason?	YES	Please explain
	NO	
Recommendation to proceed to a full impact assessment?		
NO	This function/ policy/ service change complies with the requirements of the legislation and there is evidence to show this is the case.	
NO, BUT ...	What is required to ensure this complies with the requirements of the legislation? (see DIA Guidance Notes)?	Minor modifications necessary (e.g. change of 'he' to 'he or she', re-analysis of way routine statistics are reported)
YES	Give details of key person responsible and target date for carrying out full impact assessment (see DIA Guidance Notes)	

Action plan to make Minor modifications		
Outcome	Actions (with date of completion)	Officer responsible

Planning ahead: Reminders for the next review		
Date of next review	January 2014	
Areas to check at next review (e.g. new census information, new legislation due)		
Is there <i>another</i> group (e.g. new communities) that is relevant and ought to be considered next time?		
Signed (completing officer/service manager) Andy Larkin	Date	28/01/14
Signed (service manager/Assistant Director)	Date	

NB: Remember to list the evidence (i.e. documents and data sources) used

TREASURY MANAGEMENT PRACTICES

January 20142

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1 TMP1 RISK MANAGEMENT

The responsible officer will design, implement and monitor all arrangements for the identification, management and control of treasury management risk, will report at least annually on the adequacy/suitability thereof, and will report, as a matter of urgency, the circumstances of any actual or likely difficulty in achieving the organisation's objectives in this respect, all in accordance with the procedures set out in TMP6 Reporting requirements and management information arrangements. In respect of each of the following risks, the arrangements which seek to ensure compliance with these objectives are set out in the schedule to this document.

1.1 CREDIT AND COUNTERPARTY RISK MANAGEMENT

Credit and counter-party risk is the risk of failure by a counterparty to meet its contractual obligations to the organisation under an investment, borrowing, capital project or partnership financing, particularly as a result of the counterparty's diminished creditworthiness, and the resulting detrimental effect on the organisation's capital or current (revenue) resources.

This organisation regards a key objective of its treasury management activities to be the security of the principal sums it invests. Accordingly, it will ensure that its counterparty lists and limits reflect a prudent attitude towards organisations with whom funds may be deposited, and will limit its investment activities to the instruments, methods and techniques referred to in TMP4 Approved Instruments Methods And Techniques and listed in the schedule to this document. It also recognises the need to have, and will therefore maintain, a formal counterparty policy in respect of those organisations from which it may borrow, or with whom it may enter into other financing arrangements.

1.1.1 Policy on the use of credit risk analysis techniques

1. The Council will use credit criteria in order to select creditworthy counterparties for placing investments with.
2. Credit ratings will be used as supplied from all three rating agencies - Fitch, Moodys and Standard & Poors
3. Treasury Management Consultants will provide regular updates of changes to all ratings relevant to the council.
4. The responsible officer will formulate suitable criteria for assessing and monitoring the credit risk of investment counterparties and shall construct a lending list comprising maturity periods, type, group, sector, country and counterparty limits.

This organisation will use the [SectorCapita Asset Services](#) creditworthiness service based on using colours determined by minimum combinations of ratings to derive maturity limits as follows: -

- yellow – 5 years
- Dark Pink – 5 Years for Enhanced Money Market Funds (EMMFs) with a credit score of 1.25
- Light Pink – 5 years for Enhanced Money Market Funds (EMMFs) with a credit score of 1.5
- purple – 2 years
- blue – 1 year (applies to nationalised or semi nationalised UK banks)

- orange – 1 year
- red – 6 months
- green – 3 Months 100 days
- No Colour – Not to be used

In addition a credit default swap overlay is used as a further safeguard to give early warning of potential creditworthiness problems which may only belatedly lead to actual changes in credit ratings.

As this methodology is complex, readers are referred to the document produced by [Capita Asset Services Sector “Guide to Establishing Credit Policies April 2009”](#) [Capita Sector Suggested Credit Policy 2012-13](#) for a full explanation.

5. Credit ratings for individual counterparties can change at any time. The Chief Finance Officer or a nominated representative can at any time remove counterparties from the list. The Chief Finance Officer is responsible for applying approved credit rating criteria for selecting approved counterparties. The Chief Finance Officer following consultation with the Finance Portfolio Holder must approve any additions to the in-house counterparty list and any amendments to the Investec Counterparty list must be notified to the Chief Finance Officer at the time of amendment.
6. This organisation will not rely solely on credit ratings in order to select and monitor the creditworthiness of counterparties. In addition to credit ratings it will therefore use other sources of information including: -
 - The quality financial press
 - Market data
 - Information on government support for banks and
 - The credit ratings of that government support
7. Maximum maturity periods and amounts to be placed in different types of investment instrument are specified in paragraph 8 and TMP 1 schedule 1
8. Diversification: this organisation will avoid concentrations of lending and borrowing by adopting a policy of diversification. It will therefore use the following: -
 - Maximum amount to be placed with any one institution - £25m and for those with a [sector:Capita Asset Services](#) duration of less than 12 months £20m.
 - Group limits where a number of institutions are under one ownership – maximum of £25m and for those with a [sector:Capita Asset Services](#) duration of less than 12 months £20m.
 - Country limits – a minimum sovereign rating of AA- from Fitch Ratings (or equivalent) is required for an institution to be placed on our approved lending list, with the exception of United Kingdom, where there is no restriction on the sovereign credit rating. The maximum investment in any one country is £40m with the exception of UK which is unlimited. The list of countries which currently meet this criteria is: -

AAA	AA+	AA	AA-
Australia	Hong Kong France	Abu Dhabi (UAE)	Belgium
Canada	Netherlands Hong Kong	France	Saudi Arabia Japan

Denmark	U.K.Netherlands	Qatar	Saudi Arabia
Finland	U.S.A.U.K.		
Germany	U.S.A.		
Luxembourg			
NorwayNetherland			
SingaporeNorway			
SwedenSingapore			
SwitzerlandSwede			
Switzerland			
U.K.			

9. Investments will not be made with counterparties that do not have a credit rating in their own right
10. The definition of ‘**high credit quality**’ ** in order to determine what are specified investments as opposed to non specified investments which do not have high credit ratings is set out at the end of TMP1 in schedule 1. ~~This schedule also sets out the categories of investment instruments which fall into the specified investments category as they entail minimum procedural formalities in terms of the placing of those investments by the treasury management team.— Minimal procedural formalities means that the team is well experienced and knowledgeable in using these types of instruments and they pose minimal risk in their use.~~
11. The Council’s external fund manager(s) will adhere to the counterparty credit criteria and maximum individual limits set by the Council; however the fund manager(s) may use a subset of the counterparty list so derived.
12. The counterparty list for the in-house team is available for members if required but is not published in this document due to the sensitive nature of this information

1.2 LIQUIDITY RISK MANAGEMENT

This is the risk that cash will not be available when it is needed, that ineffective management of liquidity creates additional unbudgeted costs, and that the organisation’s business/service objectives will be thereby compromised.

This organisation will ensure it has adequate though not excessive cash resources, borrowing arrangements, overdraft or standby facilities to enable it at all times to have the level of funds available to it which are necessary for the achievement of its business/service objectives. This organisation will only borrow in advance of need where there is a clear business case for doing so and will only do so for the current capital programme or to finance future debt maturities.

1.2.1 Amounts of approved minimum cash balances and short-term investments

The Treasury Management section shall seek to minimise the balance held in the Council’s main bank accounts at the close of each working day with a guide balance of no more than £300,000 overdrawn or in credit.

1.2.2 Details of:

a. Standby facilities

The bank allows a £2m-£0.5m overdraft facility on the group accounts. ~~Surplus funds are held on the daily account and are currently not swept into an interest bearing account as the interest bearing account is currently at its limit.—~~If funds are received after the Treasury Management

Section has completed its deals for the day the section will attempt to deposit funds in an account, which is available if it is within the permitted time frame.

b. Bank overdraft arrangements

A ~~£2m~~ £0.5m overdraft at 1% over base rate has been agreed as part of the banking services contract. The overdraft is assessed on a group basis for the Council's accounts.

c. Short-term borrowing facilities

The Council accesses temporary loans through approved brokers on the London money market.

d. Insurance/guarantee facilities

There are no specific insurance or guarantee facilities as the above arrangements are regarded as being adequate to cover all unforeseen occurrences.

e. Special payments

24 hours notice must be given to the Treasury Team for all special payments (CHAPS) above £100,000.

1.3 INTEREST RATE RISK MANAGEMENT

The risk that fluctuations in the levels of interest rates create an unexpected or unbudgeted burden on the organisation's finances, against which the organisation has failed to protect itself adequately.

This organisation will manage its exposure to fluctuations in interest rates with a view to containing its interest costs, or securing its interest revenues, in accordance with the amounts provided in its budgetary arrangements as amended in accordance with TMP6 Reporting requirements and management information arrangements.

It will achieve this by the prudent use of its approved financing and investment instruments, methods and techniques, primarily to create stability and certainty of costs and revenues, but at the same time retaining a sufficient degree of flexibility to take advantage of unexpected, potentially advantageous changes in the level or structure of interest rates. This should be the subject to the consideration and, if required, approval of any policy or budgetary implications.

1.3.1 Details of approved interest rate exposure limits

the overall borrowing limit 2011-12 2014-15	<u> </u> £435,915,000
£424,282,000	

the percentage of the overall borrowing portfolio which may be outstanding by way of short term borrowing	50% 75%
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1.3.2 Trigger points and other guidelines for managing changes to interest rate levels

The Chief Finance officer is responsible for incorporating the limits identified in 1.3.1 and 1.3.3 into the Annual Treasury Management Strategy, and for ensuring compliance with the limits.

The Treasury Management Section monitors interest rates very closely on a daily basis and any significant alterations would be reported immediately. Interest rates affect all decisions made on borrowing and investments.

1.3.3 Upper limit for variable interest rate exposure

Upper limit for variable interest rate exposure	40%
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1.3.4 Upper limit for fixed interest rate exposure

Upper limit for fixed interest rate exposure 100%

1.3.5 Policies concerning the use of instruments for interest rate management

- a. Forward dealing
Consideration will be given to dealing from forward periods dependant upon market conditions. When forward dealing is more than 24 hours forward then the approval of the Finance Support Manager or Principal Accountant is required.
- b. Callable deposits
The Council will use callable deposits as part as of its Annual Treasury Strategy statement. The credit criteria and maximum periods are set out in the Schedule of Specified and Non Specified Investments appended to the Annual Treasury Strategy statement.
- c. LOBOS (borrowing under lender's option/borrower's option)
Use of LOBOs are considered as part of the annual borrowing strategy. The Chief Finance Officer must approve all borrowing for periods in excess of 364 days.

1.4 EXCHANGE RATE RISK MANAGEMENT

The risk that fluctuations in foreign exchange rates create an unexpected or unbudgeted burden on the organisation's finances, against which the organisation has failed to protect itself adequately.

It will manage its exposure to fluctuations in exchange rates so as to minimise any detrimental impact on its budgeted income/expenditure levels.

1.4.1 Approved criteria for managing changes in exchange rate levels

- a. As a result of the nature of Medway Council's business, Medway Council may have an exposure to exchange rate risk from time to time. This will mainly arise from the receipt of income or the incurring of expenditure in a currency other than sterling. Medway Council will adopt a full hedging strategy to control and add certainty to the sterling value of these transactions. This will mean that the council will eliminate all foreign exchange exposures as soon as they are identified.
- b. Where there is a contractual obligation to receive income or make a payment in a currency other than sterling at a date in the future, forward foreign exchange transactions will be considered, with professional advice, to comply with this full cover hedging policy. Unexpected receipt of foreign currency income will be converted to sterling at the earliest opportunity unless Medway Council has a contractual obligation to make a payment in the same currency at a date in the future. In this instance, the currency will be held on deposit to meet this expenditure commitment.

1.5 REFINANCING RISK MANAGEMENT

The risk that maturing borrowings, capital, project or partnership financings cannot be refinanced on terms that reflect the provisions made by the organisation for those refinancing, both capital

and current (revenue), and/or that the terms are inconsistent with prevailing market conditions at the time.

This organisation will ensure that its borrowing, private financing and partnership arrangements are negotiated, structured and documented, and the maturity profile of the monies so raised are managed, with a view to obtaining offer terms for renewal or refinancing, if required, which are competitive and as favourable to the organisation as can reasonably be achieved in the light of market conditions prevailing at the time.

It will actively manage its relationships with its counterparties in these transactions in such a manner as to secure this objective, and will avoid overreliance on any one source of funding if this might jeopardise achievement of the above.

Refinancing risk is the risk that when loans or other forms of capital financing mature, that they cannot be refinanced where necessary on terms that reflect the assumptions made in formulating revenue and capital budgets.

1.5.1 Debt/other capital financing, maturity profiling, policies and practices

The Council will establish through its Prudential and Treasury Indicators the amount of debt maturing in any year/period.

Any debt rescheduling will be considered when the difference between the refinancing rate and the redemption rate is most advantageous and the situation will be continually monitored in order to take advantage of any perceived anomalies in the yield curve. The reasons for any rescheduling to take place will include:

- a. the generation of cash savings at minimum risk;
- b. to reduce the average interest rate;
- c. to amend the maturity profile and /or the balance of volatility of the debt portfolio.

Rescheduling will be reported to full Council in the Annual Treasury Outturn Report.

1.5.2 Projected capital investment requirements

The responsible Officer will prepare a three-year plan for capital expenditure for the Council. The capital plan will be used to prepare a three-year revenue budget for all forms of financing charges. This will include using prudential borrowing to fund invest to save schemes.

~~Under the new capital financing system,~~ The definition of capital expenditure and long term liabilities used in the Code will follow recommended accounting practice as per the Code of Practice on Local Authority Accounting ~~(SORP)~~

1.5.3 Policy concerning limits on affordability and revenue consequences of capital financing

In considering the affordability of its capital plans, the Council will consider all the resources currently available/estimated for the future together with the totality of its capital plans, revenue income and revenue expenditure forecasts for the forthcoming year and the two following years and the impact these will have on council tax and housing rent levels. It will also take into account affordability in the longer term beyond this three year period.

The Council will use the definitions provided in the Prudential Code for borrowing ~~(64)~~(65), capital expenditure ~~(65)~~(66), capital financing requirement (67), debt ~~(67)~~(68), financing costs ~~(68)~~(69),

investments (69) (70), net borrowing (70)–(71), net revenue stream (71)–(72), other long term liabilities (72)–(73).

~~1.5.4 Capital receipts generated by the HRA~~

~~75% of capital receipts generated by RTB and other dwelling sales will be pooled together with 50% of capital receipts from the sale of land without buildings (net of capital allowances), i.e. paid to the Secretary of State, with the exception of 'qualifying disposals' (e.g. large and small scale voluntary transfers of housing to social registered landlords).~~

1.5.4 PFI, Partnerships, ALMOs and guarantees

This is currently not applicable to Medway Council.

1.6 LEGAL AND REGULATORY RISK MANAGEMENT

The risk that the organisation itself, or an organisation with which it is dealing in its treasury management activities, fails to act in accordance with its legal powers or regulatory requirements, and that the organisation suffers losses accordingly.

This organisation will ensure that all of its treasury management activities comply with its statutory powers and regulatory requirements. It will demonstrate such compliance, if required to do so, to all parties with whom it deals in such activities. In framing its credit and counterparty policy under TMP1[1] credit and counterparty risk management, it will ensure that there is evidence of counterparties' powers, authority and compliance in respect of the transactions they may effect with the organisation, particularly with regard to duty of care and fees charged.

This organisation recognises that future legislative or regulatory changes may impact on its treasury management activities and, so far as it is reasonably able to do so, will seek to minimise the risk of these impacting adversely on the organisation.

1.6.1 References to relevant statutes and regulations

The treasury management activities of the Council shall comply fully with legal statute, guidance, Codes of Practice and the regulations of the Council. These are:

- Local Government Act 2003
- S.I. 2003 No.2938 Local Government Act 2003 (Commencement No.1 and Transitional Provisions and Savings) Order 2003 13.11.03
- S.I. 2003 No.3146 Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 and associated commentary 10.12.03
- S.I. 2004 No.533 Local Authorities (Capital Finance) (Consequential, Transitional and Savings Provisions) Order 2004 8.3.04
- S.I. 2004 No.534 Local Authorities (Capital Finance and Accounting) (Amendment) (England) Regulations 2004 8.3.04
- Guidance on Investments ODPM 12.3.2004
- Local Authorities (Capital Finance and Accounting) (Amendment) (England) Regulations 2006 Statutory Instrument No. 521
- S.I. 2007 no. 573 Local Authorities (Capital Finance and Accounting) (Amendment) (England) Regulations 2007

- Local Government and Public Involvement in Health Act 2007 s238(2) – power to issue guidance; to be used re: MRP
- S.I. 2008 no. 414 f(Capital Finance and Accounting) (Amendment) (England) Regulations 2008
- S.I. 2009 no. 321 (Capital Finance and Accounting) (Amendment) (England) Regulations 2009
- S.I. 2009 no. 2272 The Local Authorities (Capital Finance And Accounting) (England) (Amendment) (No.2) Regulations 2009
- S.I. 2009 no. 3093 The Local Government Pension Fund Scheme (Management and Investment of Funds) Regulations 2009
- S.I. 2010 no. 454 (Capital Finance and accounting) (Amendment) (England) Regulations 2010.
- Guidance on Housing Capital Receipts Pooling ODPM 23.3.2004
- Requirement to set a balanced budget - Local Government Finance Act 1992 section 32 for billing authorities and section 43 for major precepting authorities.
- Local Government Finance Act 1988 section 114 – duty on the responsible officer to issue a report if the Council is likely to get into a financially unviable position.
- Allocation of financing costs to the HRA (housing authorities) – annual determination by Secretary of State
- Definition of HRA capital expenditure - Local Government and Housing Act 1989 section 74 (1)

- CIPFA's Treasury Management Codes of Practice and Guidance Notes 2009,
- CIPFA Prudential Code for Capital Finance in Local Authorities revised 2009
- CIPFA Guide for Chief Financial Officers on Treasury Management in Local Authorities 1996
- CIPFA Standard of Professional Practice on Treasury Management 2002
- CIPFA Standard of Professional Practice on Continuous professional Development 2005
- CIPFA Standard of Professional Practice on Ethics 2006
- The Good Governance Standard for Public Services 2004
- LAAP Bulletins
- SORP – Code of Practice on Local Authority Accounting in the United Kingdom: A Statement of recommended Practice
- PWLB circulars on Lending Policy
- The Non Investment Products Code (NIPS) - (formerly known as The London Code of Conduct) for principals and broking firms in the wholesale markets.
- Financial Services Authority's Code of Market Conduct
- The Council's Standing Orders relating to Contracts
- The Council's Financial Regulations
- The Council's Scheme of Delegated Functions
- Revised Guidance on Investments DCLG 1.4.2010
- Localism Act 2011
- CLG Document "Implementing self-financing for council housing" -1 Feb 2011
- CIPFA Consultation "Proposed Capital Finance Arrangements Under The New Housing Finance System" Feb 2011

1.6.2 Procedures for evidencing the council's powers/authorities to counterparties

The Council's powers to borrow and invest are contained in legislation.

- Investing: Local Government Act 2003, section 12
- Borrowing: Local Government Act 2003, section 1

Lending shall only be made to counterparties on the Approved Lending list. This list has been compiled using advice from the Council's treasury advisers based upon credit ratings supplied by Fitch, Moodys and Standard & Poors.

1.6.3 Statement on the council's political risks and management of same

The responsible officer shall take appropriate action with the Council, the Chief Executive and the Leader of the Council to respond to and manage appropriately political risks such as change of majority group, leadership in the Council, change of Government etc.

1.6.4 Monitoring Officer

The monitoring officer is the Assistant Director Housing and Corporate services; the duty of this officer is to ensure that the treasury management activities of the Council are lawful

1.6.5 Chief Finance officer

The Chief Finance Officer's duty is to ensure that the financial affairs of the Council are conducted in a prudent manner and to make a report to the Council if he has concerns as to the financial prudence of its actions or its expected financial position.

1.7 FRAUD, ERROR AND CORRUPTION, AND CONTINGENCY RISK MANAGEMENT

The risk that an organisation fails to identify the circumstances in which it may be exposed to the risk of loss through fraud, error, corruption or other eventualities in its treasury management dealings, and fails to employ suitable systems and procedures and maintain effective contingency management arrangements to these ends. It includes the area of risk commonly referred to as operational risk.

This organisation will ensure that it has identified the circumstances which may expose it to the risk of loss through fraud, error, corruption or other eventualities in its treasury management dealings. Accordingly, it will employ suitable systems and procedures, and will maintain effective contingency management arrangements, to these ends.

The Council will therefore:-

- a. seek to ensure an adequate division of responsibilities and maintenance at all times of an adequate level of internal check, which minimises such risks.
- b. Fully document all its treasury management activities so that there can be no possible confusion as to what proper procedures are.
- c. Staff will not be allowed to take up treasury management activities until they have had proper training in procedures and are then subject to an adequate and appropriate level of supervision.
- d. Records will be maintained of all treasury management transactions so that there is a full audit trail and evidence of the appropriate checks being carried out.

1.7.1 Details of systems and procedures to be followed, including internet services

Procedures

Written procedures exist for completing the day-to-day treasury function, which is supported by the Treasury Strategy and Treasury Management Practices.

The daily treasury balances are obtained from Natwest bankline, the council's on-line banking system and all treasury payments are made using this system or the councils creditors system. CHAPS/BACS payments are made via the on-line banking system – they are input by a treasury officer and approved by a finance service manager.

Investment and borrowing transactions

- A detailed register of all loans and investments is maintained.
- A written acknowledgement of each deal is sent promptly to the lending or borrowing institution where transactions are done directly with the organisation where that is a requirement of the institution being dealt with.
- Written confirmation is received and checked against the dealer's records for the transaction.
- Any discrepancies are immediately reported to the treasury and income team leader for resolution.
- All transactions placed through brokers are confirmed by a broker note showing details of the loan arranged. Written confirmation is received and checked against the dealer's records for the transaction. Any discrepancies are immediately reported to the treasury and income team leader for resolution.
- Contract notes for transactions carried out by the external fund managers will be received as executed and maintained.

Regularity and security

- Lending is only made to institutions on the Approved List of Counterparties.
- The treasury team enters into the treasury diary when money borrowed or lent is due to be repaid.
- All loans raised and repayments made go directly to and from the bank account of approved counterparties.
- Counterparty limits are set for every institution that the Council invests with.
- Brokers have a list of named officials authorised to agree deals.
- There is a separation of duties in the section between dealers and the checking and authorisation of all deals.
- The Council's bank holds a list of Council officials who are authorised signatories for treasury management transactions.
- No member of the treasury team is an authorised signatory.
- Payments can only be authorised using a proforma signed by an authorised signatory, the list of signatories having previously been agreed with the current provider of our banking services.
- There is adequate insurance cover for employees involved in loans management and accounting.
- Capital and interest withdrawals and capital injections in respect of monies managed by external fund managers can only be carried out in writing by the authorised signatories to the fund management agreement and notified to the fund manager(s).

Checks

- The bank reconciliation is carried out weekly for the housing benefit account and fortnightly for the general account and creditor account from the bank statement to the financial ledger.
- The bank statements are also checked for large transactions to ensure that they are valid transactions.

- The investment and borrowing spreadsheets are reconciled to the balance sheet ledger codes at the end of each month and at the financial year-end.
- A cost of borrowing and investment income earned is produced every month when a review is undertaken against the budget for interest earnings and debt costs.
- The valuations and investment income statements received monthly from the Council's fund managers will be checked and retained for audit inspection. The authority will ensure that the external funds we invest in, are accounted for in accordance with proper accounting practices.
- We have complied with the requirements of ~~SORP (pre 1st April 2010 FRS 26)~~ and ~~IFRS Code (post 1st April 2010 IAS 39)~~ the Code of Practice on Local Authority Accounting and will account for the fund as Fair Value through Profit or Loss. As a result, all gains and losses and interest (accrued and received) will be taken to the Income and Expenditure Account.

Calculations

- The calculation of repayment of principal and interest notified by the lender or borrower is checked for accuracy against the amount calculated on the relevant treasury paperwork.
- Periodic interest payments of PWLB and other long-term loans are reconciled and entered into the treasury diary. This is used to check the amount paid to lenders.
- Average equated capital loans fund interest rates are calculated monthly using information from PWLB and LOBO schedules. A reconciliation is carried out monthly between the financial ledger Integra and the PWLB and LOBO schedules.
- These interest and expense rates are then used to calculate the principal and interest charges to the General Fund and the Housing Revenue Account recharge.

1.7.2 Emergency and contingency planning arrangements

If personal computers are unavailable methods are in place for repaying loans, investing with counterparties, receiving repayments of investments and borrowing payments via fax and/or phone. Paper copies of the previous days treasury activity are always held and a paper-based diary is used for information on payments and repayments. The introduction of Internet based Bankline during 2008/09 has enabled remote access to make payments, transfers and check balances. All members of the treasury management team are familiar with this plan and new members will be briefed on it.

1.7.3 Insurance cover details

Fidelity Guarantee insurance

The Council has 'Fidelity Guarantee' insurance cover with Zurich Municipal. This covers the insured (the Council) in respect of loss of money or other property belonging to the insured or in the insured's trust or custody for which the insured is legally responsible occurring as a direct result of any act of fraud or dishonesty committed by any Person Guaranteed specified in the Schedule during the Period of Insurance.

This cover is limited to £5m for any one event with an excess of £1m for any one event

Professional Indemnity Insurance

The Council also has a 'Professional Indemnity' insurance policy with Travelers Insurance Company, which covers loss to the Council from a breach of duty owed by the Insured in its professional capacity arising out of any act error or omission which is negligent accidentally committed or occasioned in good faith by:

- (i) the Insured

(ii) any Agent

(iii) any other person firm or company acting jointly with the Insured

This cover is limited to £5m for any one event with an excess of £100,000 for any one event.

Business Interruption

The Council also has two types of 'Business Interruption' cover as part of its property insurance with Zurich Municipal:

(i) Gross Revenue

(ii) Additional Expenses.

The Sum Insured for Gross Revenue is £5m with an excess of £1.25m per event. The Sums Insured for Additional Expenses varies, has an Indemnity Limit of 24 months and has a £1.25m excess per event.

1.8 MARKET RISK MANAGEMENT

The risk that, through adverse market fluctuations in the value of the principal sums an organisation borrows and invests, its stated treasury management policies and objectives are compromised, against which effects it has failed to protect itself adequately.

This organisation will seek to ensure that its stated treasury management policies and objectives will not be compromised by adverse market fluctuations in the value of the principal sums it invests, and will accordingly seek to protect itself from the effects of such fluctuations.

1.8.1 Details of approved procedures and limits for controlling exposure to investments whose capital value may fluctuate (Gilts, CDs etc)

These are controlled through setting limits on investment instruments where the principal value can fluctuate. The limits are determined and set through the Annual Treasury Management Strategy Statement.

TMP 1 SCHEDULE 1 – SPECIFIED AND NON SPECIFIED INVESTMENTS

SPECIFIED INVESTMENTS:

(All such investments will be sterling denominated, with **maturities up to maximum of 1 year**, meeting the minimum 'high' rating criteria where applicable)

	* Minimum 'High' Credit Criteria	Use
Debt Management Agency Deposit Facility	--	In-house and Fund Manager
Term deposits – local authorities	--	In-house and Fund Manager
Term deposits – banks and building societies	See note 1 and 2	In-house and Fund Manager
Collateralised deposit (see note 3)	UK sovereign rating	In-house and Fund Manager
Certificates of deposit issued by banks and building societies	See note 1 and 2	In-house and Fund Manager
UK Government Gilts	UK sovereign rating	In-house buy and hold and Fund Manager
Bonds issued by multilateral development banks	AAA	In-house buy and hold and Fund Manager
Bond issuance issued by a financial institution which is explicitly guaranteed by the UK Government (refers solely to GEFCO - Guaranteed Export Finance Corporation)	UK sovereign rating	In-house buy and hold and Fund Manager
Sovereign bond issues (other than the UK govt)	AAA	In-house buy and hold and Fund Manager
Treasury Bills	UK sovereign rating	In house and Fund Manager
Government Liquidity Funds	* Long-term AAA volatility rating V1+	In-house and Fund Manager
Money Market Funds	* Long-term AAA volatility rating V1+	In-house and Fund Manager

Note 1. Award of "Creditworthiness" Colour by ~~Sector Treasury services as detailed in paragraph 12.2~~ Capita Asset Services, Treasury Solutions

~~Note 2. Inclusion within the Investee approved Counterparty list as detailed in paragraph 12.2~~

Accounting treatment of investments. The accounting treatment may differ from the underlying cash transactions arising from investment decisions made by this Council. To ensure that the Council is protected from any adverse revenue impact, which may arise from these differences, we will review the accounting implications of new transactions before they are undertaken.

1.8.2 NON-SPECIFIED INVESTMENTS: These are any investments which do not meet the Specified Investment criteria. A maximum of 70% ** will be held in aggregate in non-specified investment

1. Maturities of ANY period

	* Minimum Credit Criteria	Use	** Max % of total investments	Max. maturity period
Fixed term deposits with variable rate and variable maturities: -Structured deposits	See note 1	In-house	£10m	Lower of 5 years or Sector:Capita Asset Services duration rating

2. Maturities in excess of 1 year

	* Minimum Credit Criteria	Use	** Max % of total investments	Max. maturity period
Term deposits – local authorities	--	In-house	40%	5 Years
Term deposits – banks and building societies	See note 1	In-house	40%	As per Sector:Capita Asset Services duration rating
Certificates of deposit issued by banks and building societies covered by UK Government (explicit) guarantee	See note 1 and 2	In-house and Fund Manager	40%	As per Sector:Capita Asset Services duration rating and see note 3
Certificates of deposit issued by banks and building societies	See note 1 and 2	In-house and Fund Manager	40%	As per Sector:Capita Asset Services duration rating and see note 3

UK Government Gilts	UK sovereign rating	In-house and Fund Manager	40% In-house 100% Investec	In-house see note 1, Investec see note 2
Bonds issued by multilateral development banks	AAA	In-house and Fund Manager	20% in-house 40% Investec	In-house see note 1, Investec see note 2
Sovereign bond issues (other than the UK govt)	AAA	In-house and Fund Manager	20% in-house 40% Investec	In-house see note 1, Investec see note 2

Note 1. Award of “Creditworthiness” Colour by Sector Treasury services as detailed in paragraph 12.2 Capita Asset Services, Treasury Solutions

** If forward deposits are to be made, the forward period plus the deal period should not exceed one year in aggregate.

N.B. buy and hold may also include sale at a financial year end and repurchase the following day in order to accommodate the requirements of SORP.

Note 2, Inclusion within the Investec approved Counterparty list as detailed in Section 12.2

Note 3, Investec limits—Portfolio average to be up to 3 years, individual investments to a maximum of 10 years.

2 TMP 2 PERFORMANCE MEASUREMENT

2.1 EVALUATION AND REVIEW OF TREASURY MANAGEMENT DECISIONS

The Council has a number of approaches to evaluating treasury management decisions:

For performance outcomes:

- a. we will establish monthly review meetings with the treasury management team
- b. reviews with our treasury management consultants
- c. annual treasury outturn report as reported to full council
- d. mid year review to full council
- e. comparative reviews
- f. strategic, scrutiny and efficiency, VFM reviews

2.1.1 Periodic reviews during the financial year

The Finance Support Manager, Principal Accountant and Treasury and Income Team Leader will introduce a monthly meeting to review actual activity against the Treasury Management Strategy Statement and cash flow forecasts.

This will include :

- a. Total debt including average rate, actual rate and maturity profile
- b. Total investments including average rate, actual rate and maturity profile and changes to the above from the previous review and against the TMSS.

2.1.2 Reviews with our treasury management consultants

The treasury management team holds reviews with our consultants approximately every 4 months to review the performance of the investment and debt portfolios.

2.1.3 Annual Review after the end of the financial year

An Annual Treasury Outturn Report is submitted to the Council each year after the close of the financial year, which reviews the performance of the debt and investment portfolios. This report contains the following: -

- a. total debt and investments at the beginning and close of the financial year and average interest rates
- b. borrowing strategy for the year compared to actual strategy
- c. investment strategy for the year compared to actual strategy
- d. explanations for variance between original strategies and actual
- e. debt rescheduling done in the year
- f. actual borrowing and investment rates available through the year
- g. comparison of return on investments to the investment benchmark
- h. compliance with Prudential and Treasury Indicators
- i. other

2.1.4 Comparative review and benchmarking

When data becomes available, comparative reviews are undertaken to see how the performance of the authority on debt and investments compares to other authorities with similar size portfolios (but allowing for the fact that Prudential and Treasury Indicators are locally set). Data used will be sourced from: -

- CIPFA Treasury Management statistics published each year for the last complete financial year
- CIPFA Benchmarking Club
- other

2.2 Benchmarks and Calculation Methodology

Medway Council is a member of Treasury Management and Debt Management Benchmarking Clubs, which are run by CIPFA and Capita Benchmarking Club

Debt management

- Average rate on all external debt
- Average period to maturity of external debt

Investment

The performance of investment earnings will be measured against the following benchmarks: -

a. in house investments

- Other local authorities
- Other market products
- Cash fund manager

Weighted average rate of return

- Weighted average maturity
- Weighted average credit risk

b. cash fund manager

— 7 day Local Authority Deposit Rate

— In-house treasury team

Performance will also be measured against other local authority funds with similar benchmark and parameters managed by other fund managers.

2.3 Policy Concerning Methods for Testing Value for money in Treasury Management

2.3.1 Treasury services will be procured in accordance with Council procurement rules that are set to establish value for money

3 TMP 3 DECISION-MAKING AND ANALYSIS

3.1 FUNDING, BORROWING, LENDING, AND NEW INSTRUMENTS/TECHNIQUES:

3.1.1 Records to be kept

The following records will be retained: -

- Daily cash balance forecasts
- Daily bank balances from Natwest bankline
- Investment limits & borrowing analysis
- Money market rates obtained by telephone from brokers
- Dealing sheet for all money market transactions
- Brokers' confirmations for investment and temporary borrowing transactions
- Confirmations from borrowing /lending institutions where deals are done directly
- PWLB loan confirmations
- PWLB debt portfolio schedules
- Certificates for market loans, local bonds and other loans
- Contract notes received from fund manager
- Fund manager valuation statements

3.1.2 Processes to be pursued

- Cash flow analysis
- Debt and investment maturity analysis
- Ledger reconciliation
- Review of opportunities for debt restructuring
- Review of borrowing requirement to finance capital expenditure (and other forms of financing where those offer best value)
- Performance information (e.g. monitoring of actuals against budget for debt charges, interest earned, investment returns, etc).

3.1.3 Issues to be addressed

3.1.3.1. In respect of every treasury management decision made the Council will:

- a) Above all be clear about the nature and extent of the risks to which the Council may become exposed
- b) Be certain about the legality of the decision reached and the nature of the transaction, and that all authorities to proceed have been obtained
- c) Be content that the documentation is adequate both to deliver the Council's objectives and protect the Council's interests, and to deliver good housekeeping
- d) Ensure that third parties are judged satisfactory in the context of the Council's creditworthiness policies, and that limits have not been exceeded
- e) Be content that the terms of any transactions have been fully checked against the market, and have been found to be competitive.

3.1.3.2 In respect of borrowing and other funding decisions, the Council will:

- a) consider the ongoing revenue liabilities created, and the implications for the organisation's future plans and budgets
- b) evaluate the economic and market factors that might influence the manner and timing of any decision to fund
- c) consider the merits and demerits of alternative forms of funding, including funding from revenue, leasing and private partnerships
- d) consider the alternative interest rate bases available, the most appropriate periods to fund and repayment profiles to use and, if relevant, the opportunities for foreign currency funding.

3.1.3.3 In respect of investment decisions, the Council will:

- a) consider the optimum period, in the light of cash flow availability and prevailing market conditions;
- b) consider the alternative investment products and techniques available, especially the implications of using any which may expose the Council to changes in the value of its capital.

4 TMP 4 APPROVED INSTRUMENTS, METHODS AND TECHNIQUES

4.1 APPROVED ACTIVITIES OF THE TREASURY MANAGEMENT OPERATION

- borrowing;
- lending;
- debt repayment and rescheduling;
- consideration, approval and use of new financial instruments and treasury management techniques;
- managing the underlying risk associated with the Council's capital financing and surplus funds activities;
- managing cash flow;
- banking activities;
- the use of external fund managers (other than Pension Fund);
- leasing.

4.2 APPROVED INSTRUMENTS FOR INVESTMENTS

The latest version of the Treasury Management Strategy is appended to this document.

4.3 APPROVED TECHNIQUES

- Forward dealing
- LOBOs – lenders option, borrower's option borrowing instrument
- PWLB
- The use of structured products such as callable deposits

4.4 APPROVED METHODS AND SOURCES OF RAISING CAPITAL FINANCE

Finance will only be raised in accordance with the Local Government Act 2003, and within this limit the Council has a number of approved methods and sources of raising capital finance. These are:

On Balance Sheet	Fixed	Variable
PWLB	●	●
European Investment Bank	●	●
Market (long-term)	●	●
Market (temporary)	●	●
Market (LOBOs)	●	●
Stock issues	●	●
Local temporary	●	●
Local Bonds	●	
Overdraft		●
Negotiable Bonds	●	●
Internal (capital receipts & revenue balances)	●	●
Commercial Paper	●	
Medium Term Notes	●	
Leasing (not operating leases)	●	●
Deferred Purchase	●	●
 Other Methods of Financing		
Government and EC Capital Grants		
Lottery monies		
PFI/PPP		
Operating leases		

Borrowing will only be done in Sterling. All forms of funding will be considered dependent on the prevailing economic climate, regulations and local considerations. The responsible officer has delegated powers in accordance with Financial Regulations, Standing Orders, the Scheme of Delegation to Officers Policy and the Treasury Management Strategy to take the most appropriate form of borrowing from the approved sources.

4.5 INVESTMENT LIMITS

The Treasury Management Strategy Statement sets out the limits and the guidelines for use of each type of investment instrument.

4.6 BORROWING LIMITS

The Treasury Management Strategy Statement details the Prudential and Treasury Indicators.

5 TMP 5 ORGANISATION, CLARITY AND SEGREGATION OF RESPONSIBILITIES, AND DEALING ARRANGEMENTS

5.1 LIMITS TO RESPONSIBILITIES / DISCRETION AT COUNCIL/EXECUTIVE LEVELS

- a) The full Council will set the Prudential Indicators and revise them as and when necessary.
- b) The ~~Business Support Overview and Scrutiny~~ Audit committee, Cabinet and then Full Council will receive and review reports on treasury management policies, the annual treasury management strategies and the mid year report.
- c) The ~~Business Support Overview and Scrutiny committee~~ Audit committee and Cabinet will receive and review Treasury Management Practices.
- d) Cabinet and Audit Committee will receive and review the Annual Treasury Outturn report.
- e) Cabinet will receive and review Treasury Management monitoring reports.
- f) The Chief Finance Officer will be responsible for amendments to the Council's adopted clauses, treasury management policy statement and treasury management practices.
- g) Cabinet will consider and approve the Treasury Management Budget.
- h) The ~~Business Support Overview and Scrutiny~~ Audit committee and Cabinet will approve the segregation of responsibilities via the TMP Schedules.
- i) The Finance Support Manager will receive and review external audit reports and put recommendations to the Audit Committee.
- j) Approving the selection of external service providers and agreeing terms of appointment will be decided by Cabinet in accordance with Financial Regulations.

5.2 PRINCIPLES AND PRACTICES CONCERNING SEGREGATION OF DUTIES

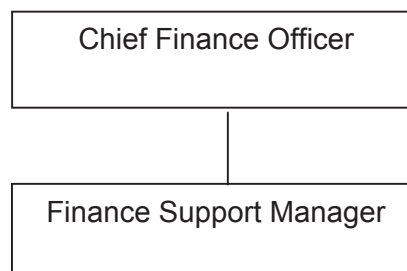
- a) Approvals of payments on Natwest Bankline payments system are segregated from input of payments.
- b) Treasury paperwork approval is segregated from approval of payments on Bankline.
- c) A check is made by the approver on the validity of the deals and that all payments due are being made.

5.3 TREASURY MANAGEMENT ORGANISATION CHART

All decisions on borrowing, investing or financing are delegated by Medway Council to the Chief Finance Officer. Further delegation of responsibility is made by the Chief Finance Officer to his staff, who are all required to act in accordance with CIPFA's code on Treasury Management.

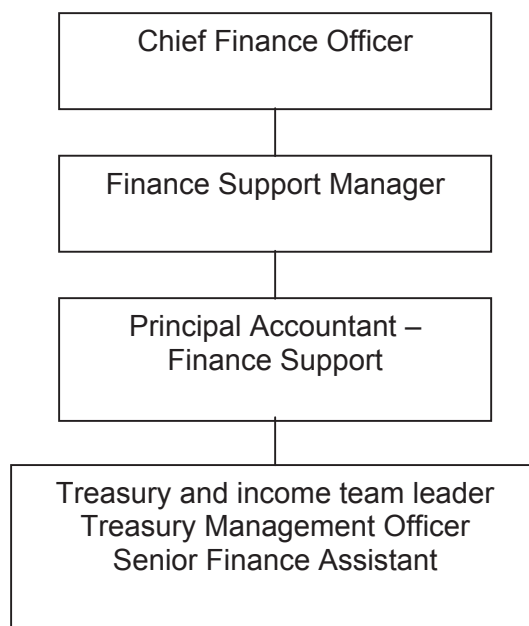
The structure for decision-making and delegation of responsibility for long-term borrowing is as follows: -

1. Strategy and decisions on borrowing and lending.



It is the responsibility of the Finance Support Manager to prepare the annual strategy for approval by the Chief Finance Officer. In addition he will consider and decide on detailed proposals for borrowing and investment made by the Finance Support Manager

2. Day to day cash flow management delegated to the Finance Support Manager and Treasury Team



5.4 STATEMENT OF DUTIES/RESPONSIBILITIES OF EACH TREASURY POST

5.4.1 Chief Finance Officer

The Chief Finance Officer will:

- a) Ensure that the treasury system is specified and implemented
- b) Submit budgets and budget variations in accordance with Financial Regulations and guidance.
- c) In setting the prudential indicators, the Chief Finance Officer will be responsible for ensuring that all matters are taken into account and reported to the Council so as to ensure the Council's financial plans are affordable, prudent and sustainable in the long term.
- d) Establish a measurement and reporting process that highlights significant variations from expectations.
- e) In extreme circumstances make reports to the Council under S114 of the Local Government Finance Act 1988 (Scotland – S95 of the Local Government (Scotland) Act 1973) if the Chief Finance Officer considers the Council is likely to get into a financially unviable situation.
- f) Review the performance of the treasury management function and promote best value reviews.
- g) Ensure the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function.
- h) Ensure the adequacy of internal audit, and liaising with external audit.
- i) Recommend on appointment of external service providers in accordance with council standing orders.

1. The Chief Finance Officer has delegated powers through this policy to take the most appropriate form of borrowing from the approved sources, and to make the most appropriate form of investments in approved instruments.

2. The Chief Finance Officer may delegate his power to borrow and invest to members of his staff. The Finance Support Manager, the Principal Accountant Finance Support, the Treasury and Income Team Leader, the Treasury Management Officer or Senior Finance Assistant must conduct all dealing transactions, or staff authorised by the Chief Finance Officer to act as temporary cover for leave/sickness. All transactions must be authorised by an approver who did not conduct the dealing transaction.
3. The Chief Finance Officer will ensure that Treasury Management Policy is adhered to, and if not will bring the matter to the attention of elected members as soon as possible.
4. Prior to entering into any capital financing, lending or investment transaction, it is the responsibility of the Chief Finance Officer to be satisfied, by reference to the Council's legal department and external advisors as appropriate, that the proposed transaction does not breach any statute, external regulation or the Council's Financial Regulations
5. It is also the responsibility of the Chief Finance Officer to ensure that the Council complies with the requirements of The Non Investment Products Code (formerly known as The London Code of Conduct) for principals and broking firms in the wholesale markets.

5.4.2 Finance Support Manager – Treasury Manager

The responsibilities of this post will be: -

- a) Recommend clauses, treasury management policy / practices for approval, reviewing the same on a regular basis, and monitoring compliance.
- b) Submit treasury management reports as required to the [AuditBusiness Support Overview and Scrutiny](#) committee and then to full Council.
- c) Execution of transactions and conduct of other day-to-day activities in accordance with the Treasury Management Practices.
- d) Adherence to agreed policies and limits.
- e) Managing the overall treasury management function.
- f) Supervising treasury management staff.
- g) Ensuring appropriate segregation of duties
- h) Monitoring performance on a day-to-day basis.
- i) Submitting management information reports to the Chief Finance Officer.
- j) Maintaining relationships with third parties and external service providers and reviewing their performance.

5.4.3 The Head of the Paid Service – the Chief Executive

The responsibilities of this post will be: -

- a) Ensuring that the Chief Finance Officer reports as required to the [AuditBusiness Support Overview and Scrutiny](#) committee, Cabinet and full Council on treasury policy, activity and performance.

5.4.4 The Monitoring Officer – the Head of Legal Services

The responsibilities of this post will be: -

- a) Ensuring compliance by the Chief Finance Officer with the treasury management policy statement and treasury management practices and that they comply with the law.
- b) Being satisfied that any proposal to vary treasury policy or practice complies with law or any code of practice.
- c) Giving advice to the Chief Finance Officer when advice is sought.

5.4.5 Internal Audit

The responsibilities of Internal Audit will be: -

- a) Reviewing compliance with approved policy and treasury management practices.
- b) Reviewing division of duties and operational practice.
- c) Assessing value for money from treasury activities.
- d) Undertaking probity audit of treasury function.

5.5 ABSENCE COVER ARRANGEMENTS

At least 2 members of the Treasury Team are available at all times or emergency back up is available. There will be at least three members of staff confident in the undertaking of the daily Treasury activities within the team. There are 6 officers who may approve treasury transactions and a rota is set on a weekly basis to ensure that there are always at least 2 approvers available. Approvals can also be done remotely from any internet terminal.

5.6 DEALING LIMITS

- The dealer must adhere to the agreed lending list. This controls counterparty risk. The dealer is not restricted in who they may borrow from, here the risk is with the counterparty. However the dealer must be aware of the possibility that any counterparty may be “laundering money”.
- Limits on those institutions that the dealer may lend to are set out in these Treasury Management Practices. There is a maximum limit to the deals that may be open with them at any one time. At present, the limits for authorised counterparties is between £10m and £20m depending upon rating for the in-house team or 20% of the Portfolio for Investec. There is also a country limit of £40m save for the UK where there is not a limit for the in-house treasury team. This ensures diversification and therefore decreases risk. This system of limits is discussed in schedule one of this document.
- All treasury management decisions undertaken must adhere to the framework and strategy set out in the Treasury Policy Statement and their schedules. Decisions must operate within limits set by statutory instruments, codes of practice and other regulatory criteria. The dealer must ensure that they are operating within their own limits to decision making as described in part 5.6 of this schedule. A dealer should not assume they have unlimited responsibility by being aware of the responsibilities of others as specified in 5.4.

5.7 LIST OF APPROVED BROKERS

A list of approved brokers is maintained within the Treasury Team and a record of all transactions recorded against them. See TMP 11.1.2.

5.8 POLICY ON BROKERS' SERVICES

It is the Council's policy to rotate business between brokers.

5.9 POLICY ON TAPING OF CONVERSATIONS

It is not the Council's policy to tape brokers conversations

5.10 DIRECT DEALING PRACTICES

The Council will consider dealing direct with counterparties if it is appropriate and the Council believes that better terms will be available. At present, most deals are arranged through direct deals for investments. There are certain types of accounts and facilities, where direct dealing is required, as follows;

- Business Reserve Accounts:
- Call Accounts:
- Money Market Funds.

5.11 SETTLEMENT TRANSMISSION PROCEDURES

Funds that are due to be paid to a named counterparty or payee are transmitted by electronic transfer using the NatWest Clearing House Automated Payments System (or CHAPS). This method allows the transfer of funds from Medway Council's bank accounts to a receiver's account, without need to inform the bank. Medway Council can also receive payments via CHAPS/BACS; the Medway General Account is the designated account for inward payments account no. 90502094 outward payments are made from account no. 90502108.

CHAPS/BACS instructions are entered by the dealer onto the internet Bankline system. Notification of incoming payments is by bank fax. Approved managers authorise and action the payments using a secure system. An audit trail is maintained on the internet Bankline system that shows what was approved, and by whom. Bankline generates a unique reference number for each payment by which it can be tracked and all information is held against.

The close of business daily is as follows: -

	Close of Business	Latest time for payment release
CHAPS	17:00	15:49 or 16:49 for Natwest accounts
BACS	17:00	18:15

There is no minimum threshold on how small a payment can be. There is however an upper limit on total payments made. The total payments may not exceed £10m; if this limit is likely to be breached contact must be made with Nat West informing them of this situation.

There are three levels of users for Bankline; input, approval and two administrators. The Finance Support section maintains a list within Bankline of which members of staff are authorised to access CHAPS/BACS. It also lists the various transactions they are authorised to carry out. In the event of the Bankline system failing instructions for CHAPS/BACS are faxed to Natwest. An authorised signatory countersigns this document.

The dealer enters payments via Bankline and verifies their accuracy, confirming details.

The approver is able to view the payment and approve the transmission of funds after checking the verified entry to the documentation supplied by the dealer. For security reasons no user can enter and then release payments.

The administrators can either enter or approve payments (but not both) as they are set up as "dual" administrators but both would have to approve material changes. They arrange the system privileges that are conferred upon specific users of the Bankline system.

5.12 DOCUMENTATION REQUIREMENTS

For each deal undertaken a record is prepared giving details of dealer, amount, period, counterparty, interest rate, dealing date, payment date(s), broker.

6 TMP6 REPORTING REQUIREMENTS AND MANAGEMENT INFORMATION ARRANGMENTS

6.1 ANNUAL PROGRAMME OF REPORTING

- a) Annual reporting requirements before the start of the year: -
 - review of the organisation's approved clauses, treasury management policy statement and practices
 - strategy report on proposed treasury management activities for the year comprising of the Treasury management strategy statement, Annual Investment Strategy and Minimum Revenue Provision Policy Statement
- b) Mid-year review
- c) Annual review report after the end of the year

6.2 ANNUAL TREASURY MANAGEMENT STRATEGY STATEMENT

The Treasury Management Strategy Statement sets out the specific expected treasury activities for the forthcoming financial year. This strategy will be submitted ~~to Audit Business Support Overview and Scrutiny~~ committee, Cabinet and then to the full Council for approval before the commencement of each financial year.

The formulation of the annual Treasury Management Strategy Statement involves determining the appropriate borrowing and investment decisions in the light of the anticipated movement in both fixed and shorter -term variable interest rates. For instance, the Council may decide to postpone borrowing if fixed interest rates are expected to fall, or borrow early if fixed interest rates are expected to rise.

The Treasury Management Strategy Statement is concerned with the following elements:

- Prudential and Treasury Indicators
- the current treasury portfolio
- the borrowing requirement
- prospects for interest rates
- the borrowing strategy
- policy on borrowing in advance of need
- debt rescheduling
- the investment strategy
- creditworthiness policy
- policy on use of external service providers
- the MRP strategy

The Treasury Management Strategy Statement will establish the expected move in interest rates against alternatives (using all available information such as published interest rate forecasts where applicable), and highlight sensitivities to different scenarios.

6.3 THE ANNUAL INVESTMENT STRATEGY STATEMENT

At the same time as the Council receives the Treasury Management Strategy Statement it will also receive a report on the Annual Investment Strategy which will set out the following: -

- a) The Council's risk appetite in respect of security, liquidity and optimum performance
- b) The definition of high credit quality to determine what are specified investments as distinct from non specified investments
- c) Which specified and non specified instruments the Council will use
- d) Whether they will be used by the in house team, external managers or both

- e) The Council's policy on the use of credit ratings and other credit risk analysis techniques to determine creditworthy counterparties for its approved lending list
- f) Which credit rating agencies the Council will use
- g) How the Council will deal with changes in ratings, rating watches and rating outlooks
- h) Limits for individual counterparties and group limits
- i) Country limits
- j) Levels of cash balances
- k) Interest rate outlook
- l) Budget for investment earnings
- m) Use of a cash fund manager
- n) Policy on the use of external service providers

6.4 THE ANNUAL MINIMUM REVENUE PROVISION STATEMENT

This statement will set out how the Council will make revenue provision for repayment of its borrowing using the four options for so doing and will be submitted at the same time as the Annual Treasury Management Strategy Statement.

6.5 POLICY ON PRUDENTIAL AND TREASURY INDICATORS

The Council approves before the beginning of each financial year a number of treasury limits which are set through Prudential and Treasury Indicators.

The responsible officer is responsible for incorporating these limits into the Annual Treasury Management Strategy Statement, and for ensuring compliance with the limits. Should it prove necessary to amend these limits, the responsible officer shall submit the changes for approval to the full Council

6.6 MID YEAR REVIEW

The Council will review its treasury management activities and strategy on a six monthly basis. This review will consider the following: -

- a) activities undertaken
- b) variations (if any) from agreed policies/practices
- c) interim performance report
- d) regular monitoring
- e) monitoring of treasury management indicators for local authorities.

6.7 ANNUAL REPORT ON TREASURY MANAGEMENT ACTIVITY

An annual report will be presented to the ~~Audit Business Support Overview and Scrutiny~~ committee and then to the full Council at the earliest practicable meeting after the end of the financial year, but in any case by the end of September. This report will include the following: -

- a) transactions executed and their revenue (current) effects
- b) report on risk implications of decisions taken and transactions executed
- c) compliance report on agreed policies and practices, and on statutory/regulatory requirements
- d) performance report
- e) report on compliance with CIPFA Code recommendations
- f) monitoring of treasury management indicators

6.8 MANAGEMENT INFORMATION REPORTS

Management information reports will be prepared every month by the Treasury and Income Team Leader and will be presented to the Principal Accountant.

These reports will contain the following information: -

- a) A summary of transactions executed and reconciled;
- b) degree of compliance with original strategy and explanation of variances.
- c) Any non-compliance with Prudential limits or other treasury management limits.

6.9 PUBLICATION OF TREASURY MANAGEMENT REPORTS

The Treasury Management Strategy, mid year review and outturn reports will all be published on the internet as part of Committee Agendas and Reports.

7 TMP 7 BUDGETING, ACCOUNTING AND AUDIT ARRANGEMENTS

7.1 STATUTORY/REGULATORY REQUIREMENTS

The accounts are drawn up in accordance with the Code of Practice on Local Authority Accounting in Great Britain that is recognised by statute as representing proper accounting practices. The Council has also adopted in full the principles set out in CIPFA's 'Treasury Management in the Public Services - Code of Practice' (the 'CIPFA Code'), together with those of its specific recommendations that are relevant to this Council's treasury management activities.

7.2 ACCOUNTING PRACTICES AND STANDARDS

~~Due regard is given to the Statements of Recommended Practice and Accounting Standards as they apply to Local Authorities in Great Britain.~~

7.2 BUDGETS / ACCOUNTS / PRUDENTIAL INDICATORS

The Finance Support Manager will prepare a three-year medium term financial plan with Prudential Indicators for treasury management, which will incorporate the budget for the forthcoming year and provisional estimates for the following two years. This will bring together all the costs involved in running the function, together with associated income. The Finance Support Manager will exercise effective controls over this budget and monitoring of performance against Prudential Indicators, and will report upon and recommend any changes required in accordance with TMP6.

7.3 LIST OF INFORMATION REQUIREMENTS OF EXTERNAL AUDITORS

- Reconciliation of loans outstanding in the financial ledger to Treasury Management records
- Maturity analysis of loans outstanding
- Certificates for new long term loans taken out in the year
- Reconciliation of loan interest, discounts received and premiums paid to financial ledger by loan type
- Calculation of loans fund interest and debt management expenses
- Details of interest rates applied to internal investments
- Calculation of interest on working balances
- Interest accrual calculation
- Analysis of any deferred charges
- Calculation of loans fund creditors and debtors
- Annual Treasury Report
- Treasury Management Strategy Statement and Prudential Indicators
- Review of observance of limits set by Prudential Indicators
- Calculation of the Minimum Revenue Provision
- External fund manager(s) valuations including investment income schedules and movement in capital values.

7.4 Quarterly Budget Monitoring Report

Quarterly Budget Monitoring reports are produced for Cabinet., The report is intended to highlight any variances between budgets and spend in order that the Council can assess its financial position. Details of treasury management activities are included within this report.

87 TMP 8 CASH AND CASH FLOW MANAGEMENT

8.1 ARRANGEMENTS FOR PREPARING/SUBMITTING CASH FLOW STATEMENTS

Cash flow projections are prepared annually, but are reviewed daily. The annual cash flow projections are prepared from the previous years' cash flow records, adjusted for known changes in levels of income and expenditure and also changes in payments and receipts dates. These details are supplemented on an ongoing basis by information received of new or revised amounts to be paid or received as and when they are known.

The framework for cash flow projection is set up on a spreadsheet a year in advance, projected forward for the whole of the following year. The model contains all sources of income and expenditure as they appear on the bank statements, grant schedules and creditor payments for previous periods. An estimate for movement on school balances and capital expenditure is also included. A summarised cash flow is produced forecasting cash balances for four years.

8.2 BANK STATEMENTS PROCEDURES

The Council receives daily bank statements and a daily download of data from its bank. All amounts on the statement are checked to source data from Payroll, Creditors etc. The Control Team undertakes a formal bank reconciliation on a weekly basis for the Housing Benefit Account and fortnightly for the General Account and Creditors Account.

8.3 PAYMENT SCHEDULING AND AGREED TERMS OF TRADE WITH CREDITORS

Our policy is to pay creditors within 30 days of the invoice date and this effectively schedules the payments. Certificated payments to sub-contractors must be paid immediately where possible.

8.4 ARRANGEMENTS FOR MONITORING DEBTORS / CREDITORS LEVELS

The Finance Manager Exchequer is responsible for monitoring the levels of debtors and creditors. Details are passed to the treasury team on a daily basis to assist in updating the cash flow models.

8.5 PROCEDURES FOR BANKING OF FUNDS

All money received by an officer on behalf of the Council will without unreasonable delay be passed to the cashiers team to deposit in the Council's banking accounts.

8.6 PRACTICES CONCERNING PREPAYMENTS TO OBTAIN BENEFITS

The Council has no formal arrangement in place. Where such opportunities arise, the prepayment would be sought and authorised by the Finance Manager.

9 TMP 9 MONEY LAUNDERING

9.1 PROCEEDS OF CRIME ACT 2002 (POCA)

Money laundering has the objective of concealing the origin of money generated through criminal activity. Legislation has given a higher profile to the need to report suspicions of money laundering. The Proceeds of Crime Act (POCA) 2002 established the main offences relating to money laundering. In summary, these are:

- concealing, disguising, converting, transferring or removing criminal property from England and Wales, from Scotland or from Northern Ireland
- being concerned in an arrangement which a person knows or suspects facilitates the acquisition, retention, use or control of criminal property
- acquiring, using or possessing criminal property.

These apply to all persons in the UK in a personal and professional capacity. Any person involved in any known or suspected money-laundering activity in the UK risks a criminal conviction. Other offences under the POCA include:

- failure to disclose money-laundering offences
- tipping off a suspect, either directly or indirectly
- doing something that might prejudice an investigation – for example, falsifying a document.

9.2 The Terrorism Act 2000

This act made it an offence of money laundering to become concerned in an arrangement relating to the retention or control of property likely to be used for the purposes of terrorism, or resulting from acts of terrorism. All individuals and businesses in the UK have an obligation to report knowledge, reasonable grounds for belief or suspicion about the proceeds from, or finance likely to be used for, terrorism or its laundering, where it relates to information that comes to them in the course of their business or employment.

9.3 The Money Laundering Regulations 2007

Organisations pursuing relevant business (especially those in the financial services industry regulated by the FSA) are required to appoint a nominated officer and implement internal reporting procedures; train relevant staff in the subject; establish internal procedures with respect to money laundering; obtain, verify and maintain evidence and records of the identity of new clients and transactions undertaken and report their suspicions. In December 2007 the UK Government published the Money Laundering Regulations 2007, which replaced the Money Laundering Regulations 2003.

9.4 Local authorities

Public service organisations and their staff are subject to the full provisions of the Terrorism Act 2000 and may commit most of the principal offences under the POCA, but are not legally obliged to apply the provisions of the Money Laundering Regulations 2007. However, as responsible public bodies, they should employ policies and procedures which reflect the essence of the UK's anti-terrorist financing, and anti-money laundering, regimes. Accordingly this Council will do the following: -

- a) evaluate the prospect of laundered monies being handled by them
- b) determine the appropriate safeguards to be put in place
- c) require every person engaged in treasury management to make themselves aware of their personal and legal responsibilities for money laundering awareness
- d) make all its staff aware of their responsibilities under POCA
- e) appoint a member of staff to whom they can report any suspicions. This person is the Monitoring Officer.

- f) in order to ensure compliance is appropriately managed, this Council will require senior management to give appropriate oversight, analysis and assessment of the risks of clients and work/product types, systems for monitoring compliance with procedures and methods of communicating procedures and other information to personnel.
- g) The officer responsible for the creation and monitoring the implementation of a corporate anti money laundering policy and procedures is the Monitoring Officer and it shall be a requirement that all services and departments implement this corporate policy and procedures.

9.5 Procedures for Establishing Identity / Authenticity Of Lenders

It is not a requirement under POCA for local authorities to require identification from every person or organisation it deals with. However, in respect of treasury management transactions, there is a need for due diligence and this will be effected by following the procedures below.

Before accepting loans from individuals, the Council will confirm the identity of the lender.

9.6 Methodologies for Identifying Deposit Takers

In the course of its Treasury activities, the Council will only lend money to or invest with those counterparties that are on its approved lending list. These will be local authorities, the PWLB, Bank of England and authorised deposit takers under the Financial Services and Markets Act 2000. The FSA register can be accessed through their website on www.fsa.gov.uk).

All transactions will be carried out by BACS or CHAPS for making deposits or repaying loans.

9.7 Council Constitution

Council-wide Anti-money laundering policy is included in the Council's Constitution. Details can be found at <http://www.medway.gov.uk/pdf/5.11%20-%20Anti-Money%20Laundering%20Policy21%20August%202013.pdf>

10 TMP 10 TRAINING AND QUALIFICATIONS

The Council recognises that relevant individuals will need appropriate levels of training in treasury management due to its increasing complexity. There are two categories of relevant individuals: -

- a) Treasury management staff employed by the Council
- b) Members charged with governance of the treasury management function

All treasury management staff should receive appropriate training relevant to the requirements of their duties at the appropriate time. The Council operates a Professional Development Review system which identifies the training requirements of individual members of staff engaged on treasury related activities.

Additionally, training may also be provided on the job and it will be the responsibility of the Finance Support Manager to ensure that all staff under his / her authority receive the level of training appropriate to their duties. This will also apply to those staff who from time to time cover for absences from the treasury management team.

10.1 DETAILS OF APPROVED TRAINING COURSES

Treasury management staff and members will go on courses provided by our treasury management consultants, CIPFA, money brokers etc.

10.2 RECORDS OF TRAINING RECEIVED BY TREASURY STAFF

The Finance Support Manager will maintain records on all staff and the training they receive.

10.3 APPROVED QUALIFICATIONS FOR TREASURY STAFF

Preferably CIPFA or alternatively CCAB
AAT
NVQ in Accounting
Relevant Degree
AMCT Diploma in Treasury (Joint ACT/CIPFA)

10.4 QUALIFICATIONS OF TREASURY STAFF

Finance Support Manager – CIPFA
Principal Accountant – CIPFA
Treasury Management Officer – NVQ3 in Accounting

10.5 RECORD OF SECONDMENT OF SENIOR MANAGEMENT

Records will be kept of senior management who are seconded into the treasury management section in order to gain first hand experience of treasury management operations.

10.6 STATEMENT OF PROFESSIONAL PRACTICE (SOPP)

1. The Chief Financial Officer is a member of a CCAB body and there is a professional need for the CFO to be seen to be committed to professional responsibilities through both personal compliance and by ensuring that relevant staff are appropriately trained.
2. Other staff involved in treasury management activities who are members of CIPFA must also comply with the SOPP.

10.7 Member training records

Records will be kept of all training in treasury management provided to members.

10.8 Members charged with governance

Members charged with diligence also have a personal responsibility to ensure that they have the appropriate skills and training for their role.

11 TMP 11 USE OF EXTERNAL SERVICE PROVIDERS

11.1 DETAILS OF CONTRACTS WITH SERVICE PROVIDERS, INCLUDING BANKERS, BROKERS, CONSULTANTS, ADVISERS

This Council will employ the services of other organisations to assist it in the field of treasury management. In particular, it will use external consultants to provide specialist advice in this ever more complex area. However, it will ensure that it fully understands what services are being provided and that they meet the needs of this organisation, especially in terms of being objective and free from conflicts of interest.

It will also ensure that the skills of the in house treasury management team are maintained to a high enough level whereby they can provide appropriate challenge to external advice and can avoid undue reliance on such advice.

Treasury management staff and their senior management will therefore be required to allocate appropriate levels of time to using the following sources of information so that they are able to develop suitable levels of understanding to carry out their duties, especially in challenge and avoiding undue reliance.

- The quality financial press
- Market data
- Information on government support for banks and
- The credit ratings of that government support

11.1.1 Banking services

- a) Name of supplier of service is the Natwest Bank.
- b) The branch address is:
Chatham Branch
148 High Street
Chatham
Kent ME4 4DJ
- c) Contract commenced 01/10/05
- d) Cost of service is variable depending on schedule of tariffs and volumes
- e) Payments due monthly and quarterly

11.1.2 Money-broking services

The Council will use money brokers for temporary borrowing and investment and long-term borrowing. It will seek to give an even spread of business amongst the approved brokers. The performance of brokers is reviewed by the Finance Support Manager and principal account every year to see if any should be taken off the approved list and replaced by another choice and will make appropriate recommendations to change the approved brokers list to the Chief Finance Officer.

Name of broker

Tradition UK Ltd
Sterling International Brokers Ltd
Tullett Prebon (UK) Ltd
Martin Brokers (UK) Ltd
ICAP plc

11.1.3 Consultants'/advisers' services

Treasury Consultancy Services

The Council will seek to take expert advice on interest rate forecasts, annual treasury management strategy, timing for borrowing and lending, debt rescheduling, use of various borrowing and investment instruments, how to select credit worthy counterparties to put on its approved lending list etc.

The Finance Support Manager will review the performance of consultants every year to check whether performance has met expectations.

- a) Name of supplier of service is ~~SectorCapita Asset Services Treasury Services Limited~~. Their address is ~~71 Victoria Street, 17 Rochester Row, London SW1HP 0XA1QT~~ Tel: 0871 6646800
- b) Regulatory status: investment adviser authorised by the FSA
- e) Contract commenced 30/04/2013 and runs for 1 year.
- d) Cost of service is £19,000 per year.
- e) Payments due in May and November.
- c)

External Fund Managers

- a) Name of supplier of service is ~~Investec Asset Management Limited~~.
- b) Regulatory status: ~~external fund manager authorised by the FSA~~
- e) Their address is:
~~2 Gresham Street
London EC2V 7QP~~
- b) Contract commenced ~~01/4/01~~ and is reviewed on a regular basis.
- d) Fee scale is ~~0.15% on the first £15m and 0.125% for fund balances exceeding £15m. Fees are deducted quarterly from the income received.~~
- e) The fund guidelines, limits, benchmarks and targets agreed with the manager are contained in the investment management agreement.
- f) Valuations and performance data versus the benchmark are provided by the manager monthly. Fund performance review meetings are held semi-annually.

Other Consultancy services may be employed on short-term contracts as and when required.

11.1.4 Credit rating agency

The Council receives a credit rating service through its treasury management consultants, the costs of which are included in the consultant's annual fee.

11.2 PROCEDURES AND FREQUENCY FOR TENDERING SERVICES

See TMP2

12 TMP 12 CORPORATE GOVERNANCE

12.1 LIST OF DOCUMENTS TO BE MADE AVAILABLE FOR PUBLIC INSPECTION

- a. The Council is committed to the principle of openness and transparency in its treasury management function and in all of its functions.
- b. It has adopted the CIPFA Code of Practice on Treasury management and implemented key recommendations on developing Treasury Management Practices, formulating a Treasury Management Policy Statement and implementing the other principles of the Code.
- c. The following documents are available for public inspection: -
 - Treasury Management Policy Statement
 - Treasury Management Strategy Statement includes Prudential Indicators and Annual Investment Strategy
 - Minimum Revenue provision policy statement
 - Annual Treasury Review Report
 - Treasury Management monitoring reports (e.g. half yearly)
 - Annual accounts and financial instruments disclosure notes
 - Annual budget
 - 3-Year Capital Plan

Minutes of Council / Cabinet / committee meetings

Schedule of all external funds managed by the Council on behalf of others and the basis of attributing interest earned and costs of these investments.

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Building Control Partnership Business Plan 2012-2017



Director	Tony Van Veghel
Version No.	4
Last updated	27 November 2013

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Appendix 1 - Service delivery documentation

1. EXECUTIVE SUMMARY

- 1.1. This business plan covers the next term of the Partnership from 2012-2017. It builds on the resilience demonstrated over the first five year term and continues to use and develop the skills and expertise of the staff to deliver a wide range of services for customers and maximise income streams.
- 1.2. Since the challenges of the economic recession began in 2008, the Partnership has demonstrated a high degree of flexibility in mitigating a great deal of the financial pressure, caused by the reduction in the construction market, by being able to change working practices of staff and increasing the offer to customers.
- 1.3. The next term is unlikely to show much growth in the construction economy with predictions of a stabilisation in 2013 and possible growth of 2%-3% in 2014/15.
- 1.4. In order to maintain a balanced budget it is important to supplement income from Building Regulation charges with additional income from the consultancy. The decline in complex projects has had a direct effect on the level of work coming through the consultancy from external customers. Therefore a concerted effort to expand the internal market, with continued support from the three Partner Authorities, is paramount in maintaining income and increasing the diversification of roles of staff.
- 1.5. The changes to the building control system announced by Government in 2013 introduced the concept of site inspection plans. The inspection plan is directly related to the project and the cost of the work is directly related to the expected time spent on the project. This has had an affect on the programming of inspections and the target setting for performance monitoring of the group. It also further enhances the information available to the owner allowing for better liaison and feedback.
- 1.6. As mobile working is developed through 2014/15 improvements to the recording of site notes in real time and also an increase in the number of inspections which can be carried out by surveyors will be realised. Further development work will examine the ability to create on-site notices, letters and instructions for owners and builders. Development will also allow applicants to track applications, carry out historical research on their property and will give the opportunity for mobile working.
- 1.7. When the economic conditions have improved further legal advice will be sort to reconsider the case for the consultancy operating through a different delivery vehicle so as to allow greater flexibility in resourcing an increase in demand.
- 1.8. During this next term the Partnership will have to relocate, as the lease on our current accommodation will end in March 2015. This, together with the possibilities from mobile working will allow us to reduce our office accommodation and therefore costs.

- 1.9. An important area for consideration is the opportunity to expand the Partnership so as to encompass additional authorities. Discussions with a number of Kent authorities are ongoing with possible changes to service delivery in a number of authorities over the next few years offering further potential partners.
- 1.10. The next phase of the Partnership will not only consolidate the successes of the past six years but continue the expansion of services, staff development and improved customer service which the investment of the three Partner Authorities has allowed.

2. BACKGROUND

- 2.1. South Thames Gateway (STG) is a Partnership of three authorities (Gravesham Medway and Swale) that was established on 1st October 2007 to build in resilience for the building control service across the Thames Gateway area.
- 2.2. STG Building Control was founded on the extensive knowledge, experience, integrity and professionalism of the building control team to deliver a first class service to a population of over 470,000 people covering some 257 square miles of Kent.
- 2.3. The Partnership in fact delivers three complimentary services that impact on the health and safety of people living, learning, working or visiting the area.
 - The building regulation service which consists mainly of checking building plans, the inspection of building works in progress and appropriate enforcement to ensure all relevant building work complies with the building regulations.
 - A public protection service which includes both inspections and information which councils are required to provide, for example, dangerous structures, demolitions, unauthorised works, competent person schemes and the initial notices register.
 - A consultancy which delivers additional discretionary services including energy, fire risk, access and Code for Sustainable Homes assessments together with SAP and Sbem calculations and the provision of clerks of work to oversee Decent Homes and Condition surveys for local authority housing stock.
- 2.4. Following the success of the first five year term, Members unanimously voted for a continuance of the Partnership into a second term from October 2012 to September 2017. This decision has been endorsed and agreed at each of the Cabinets of the partner authorities.

3. REVIEW

- 3.1. 20012/13 was another important year for the Partnership. It marked the first year of our new five year term and began our transition to a new IT system. It also presented us with a further challenging of achieving a balanced budget without seeing much recovery in the construction economy.
- 3.2. Building regulation applications fell by around 16% against the previous year, however, overall charges income remained about the same netting just under £1 million at £998,346.00. Some of this was due to a number of large and complex applications that were deposited in 2011/12 but built in 2012/13 so that charges were accrued to last year.
- 3.3. Discussions were ongoing with other authorities to investigate the possible expansion of the Partnership. Presentations took place to four authorities detailing the advantages of increased resilience, reductions in costs, increased marketing and the availability of a wider portfolio of skills which could be utilised to deliver improved services and increase income streams. Of the four two authorities are still pursuing the possibility of joining the Partnership and this will be taken forward in 2013/14.
- 3.4. Building on the success of the 2011/12 customer survey a postal survey was carried out between May and July. The focus was on home owners who had expressed a wish to be more involved in the building control process. A concerted effort to engage with owners and to clearly explain their roles and responsibilities within the process proved to be a success with 95% recording their views as good or very good service delivery.
- 3.5. One of the most important projects last year was the investment in a new software system. In order to comply with procurement legislation, the process was overseen by legal and finance advisors. A full and detailed specification and tender document was prepared by the end of 2012 and the tender exercise carried out with a successful company being selected in January 2013. The transition from one supplier to another has been ongoing since February 2013 with an implementation date to go live at the 1st September 2013.
- 3.6. A comprehensive audit was carried out in June 2012 on behalf of Swale Council by Mid Kent Audit. It concluded that the controls surrounding the Partnership provided a substantial level of assurance overall. It also reported that the procedures and governance of the Partnership was an example of best practice in setting up and running a shared service. The Partnership was also reassessed in May and November 2012 by the BSI and continued with registration as a quality company under BS EN ISO9001:2008.
- 3.7. Further developments of the internal market saw us delivering a range of services to partner authorities which included: SAPs, EPCs, condition surveys, scoping and HHSRS surveys, structural and land surveys as well as fire risk assessments. Not only has this allowed the delivery of high quality, value for money services to our partners it has also helped to develop additional staff skills.

4. NATIONAL & LOCAL DRIVERS

- 4.1. During the review of building control processes the Government tasked the CIC and LABC to carry out a survey with customers to determine what value building control delivered to the construction industry.
- 4.2. The LABC and ACAI commissioned Lychgate Projects to undertake research to determine the value of Building Control to customers.

The objectives as outlined in their proposal dated 9 September 2011 were to identify:

- The contribution Building Control makes to projects and the benefits it brings
- Perceptions of the advice provided and the extent to which this is valued
- Responsiveness and timeliness of advice
- Preferences for an independent Building Control service versus own sign-off
- Sources of information on updates to Building Regulations
- Improvements required in the Building Control process.

These objectives were developed further during the questionnaire design phase. The research covers Building Control per se, regardless of whether this is provided by the LABC or private Approved Inspectors. Competitive issues are outside the scope of this project.

Methodology

- 4.3. Customer groups were identified who interface with Building Control. These were classified into 5 broad groups, with sub-categories. Care was taken to ensure a representative sample of the 'universe' in each group, with Lychgate undertaking independent sampling of organisations. The research was structured to be representative nationally, reflecting regional construction output.
- 4.4. Care was taken to ensure an independent, representative, random sample of contacts. Lychgate's comprehensive database of organisations within the construction industry was used.
- 4.5. For some of the larger Architects, Housebuilders, Contractors, Developers and other Clients, LABC and ACAI provided contact names at organisations which had already been selected at random.
- 4.6. Developers interviewed include British Land, Grosvenor Estates, Land Securities, SEGRO, Town Centre Securities and Whitbread Properties. Clients interviewed include Procure 21 Plus, Sainsbury, Tesco, Matalan, Booker plc, Comet, Homebase, HSBC and Westfield Shopping Centre.
- 4.7. Within Architects, Housebuilders and Contractors a mix of top companies and others were interviewed. The Lychgate database records Top 100 Architects, Contractors and Housebuilders, ranked according to turnover and in the case of

Architects, the number of technical staff. These rankings were sourced from Building Magazine and other published lists.

- 4.8. Amongst the Architects, top practices interviewed include Pick Everard, HLM, Devereux Architects, Keppie Design, Scott Brownrigg and Sheppard Robson, all of which are ranked in the top 30. Project Architects were interviewed, often at Director or Partner level.
- 4.9. 13 of the top 15 Housebuilders were interviewed, including Taylor Wimpey, Persimmon, Barratt, Bellway, Crest Nicholson and Redrow. Construction Directors, Design Managers and Technical Managers participated.
- 4.10. Amongst Contractors, Balfour Beatty, Laing O'Rourke, Kier and Morgan Sindall are examples of companies interviewed. Typical job titles of those interviewed were Design Managers and Contracts Managers.
- 4.11. The types of Specialist Trades selected are those which have most contact with Building Control, including those involved with loft conversion, window and door installation, roofing and retail fit out. These contacts and the small builders were sourced partly from Lychgate's database and also from Yell.com.

Benefits and issues

- 4.12. The main benefits experienced by customers of the Building Control service are the independent and impartial approval and inspection process, and the advice given on how best to achieve compliance. 9 in 10 stated that they benefit from these, with 7 in 10 saying these are the main benefits.
- 4.13. The extent to which users feel they benefit from Building Control is high. On a scale of 1 to 10 where 10 is of great benefit, 89% rated the extent of benefit at 7 or more, of which just over one-quarter gave the maximum score of 10.
- 4.14. The group who feel they are benefitting the least is Specialist Trades where 19% feel they do not gain strong benefits. It is mainly those with their own self-certification schemes who feel they benefit the least; i.e. Window and Door and Roofing Contractors.
- 4.15. There is a high level of satisfaction that Building Control is helping the industry to achieve its objectives. Over 80% feel that it helps to satisfy Clients that the job has been properly carried out, that it helps them achieve compliance and improves the standards of buildings. 70% feel it helps to reduce project risk, and 60% that it helps with finding solutions to problems. More Small Builders and Specialist Trades find that it helps with solutions than other groups. Developers and Clients were the least satisfied with this aspect, maybe because they are less involved generally.
- 4.16. The main issue with Building Control is the response times, although only 15% raised this without prompting. Consistency of service was also raised, albeit by only 7% unprompted.

- 4.17. Views are mixed on whether Building Control is a smooth or challenging process. Just over 3 in 10 consider it to be a very smooth process but almost 4 in 10 find that it can be challenging. Regardless of how challenging they think the process is, 97% think it is nevertheless worthwhile to achieve safe and compliant buildings.
- 4.18. Sources of information on changes to the Building Regulations are the internet, word-of-mouth and the trade press. The Planning Portal is the main web site used. Building Control Surveyors are an important source of information for 27% of Small Builders.
- 4.19. The important elements of the Building Control service have been examined in two ways (*the two approaches were; declared importance (score out of 10) and derived importance (identified by correlating overall satisfaction out of 10 with satisfaction with individual service aspects to identify underlying influences)*).
- 4.20. Those emerging as important in both approaches are:
- Co-operative and helpful
 - Provides timely advice and service
 - Professional
 - Responsive
 - Flexible
 - Offers advice proactively
 - Pre-empts problems
 - Part of the project team
 - Gives good quality technical advice.

Satisfaction with the service

- 4.21. Satisfaction is high with Building Control generally and with these important aspects of the service. Average overall satisfaction is 8.1 out of 10 where 10 is very satisfied, and on the last occasion the service was used, satisfaction averaged 8.2 out of 10. Both scores are high by industry standards. Only 6% are dissatisfied, with a similar proportion in each sector interviewed.
- 4.22. Although fewer of the Specialist Trades than others feel they are benefitting from Building Control, their satisfaction with the service is nevertheless high. Those who regard the process as challenging also show a good level of satisfaction.

Preference for independent checks or self-certification

- 4.23. 93% think it is important that the industry has independent third party checks of compliance rather than self-certification. For their own companies, 80% would prefer independent checks to self-certification. The difference between these two is down to individuals feeling that their company has high standards, but that others may not. The main concern about self-certification is an increase in non-compliance and rogue builders, through a reduction in quality and build standards.

Developers' and Clients' views

- 4.24. Large Clients and Developers are on the whole very positive about Building Control. Although just under half leave the contact with Building Control to their external teams, they nevertheless have a view on its value. 88% feel they and their projects are benefitting from the involvement of Building Control, giving a score of 7 or over out of 10 for the level of benefit they experience.
- 4.25. Almost all Developers and Clients (90%) would prefer to see independent third party checks of compliance with Building Regulations, rather than industry self-certification. The independent nature of checks on their teams is important to them.

Areas for improvement

- 4.26. The main area offering scope for some improvement based on ratings out of 10 for satisfaction is consistency of the Building Control service, across areas and Building Control Surveyors. While important, this factor did not emerge as a main driver of satisfaction. There was also a low level of satisfaction with help with value engineering but this is regarded as the least important aspect of the service. While satisfaction out of 10 with service responsiveness is reasonable, the unprompted comments show some scope for improvement here.
- 4.27. In common with the main issues raised, the most common suggestions for improvement were for a more consistent service, and better response times from the Building Control Surveyors.

Political

- 4.28. Following the in depth consultation last year the majority of changes to the building regulations came into force in April 2013. The main change to procedural arrangements, for the Partnership, was the introduction of site inspection service plans which replaced statutory notifications. This fundamental change was brought in to ensure that local authorities were notified throughout the construction process and a number of inspections could now be included which had not been considered in the previous arrangement. This has allowed for a better programme of inspection, improved communication with the owner and builder and value for money for the customer as the charge is based on the expected inspection regime.
- 4.29. During the "red tape challenge" part of the consultation a number of authorities have asked why the current partner authority scheme could not be extended to include site inspections in another authorities area, so that they were able to deliver a full service to their partner companies. The Government looked closely at this possibility as it would assist in bringing in further competition into the industry and which would likely to drive down costs for customers. In June 2013 the Government made a statement in the House of Commons advising that this type of cross boundary working could be achieved without changing legislation provided the inspection service was delivered through a Local Authority Company (LAC).

- 4.30. The LAC would have to register as an Approved Inspector (AI) and meet all the requirements of a private sector AI including insurance and indemnity provision. This would allow them to serve an initial notice on the authority where the work was to be undertaken and then carry out the building regulation function as an Approved Inspector. Further guidance will be distributed by the DCLG during this year to assist those local authorities who wish to pursue this course. This will offer an opportunity to the Partnership as well as a threat and its impact will not fully be determined until 2014/15 at the earliest.
- 4.31. A departmental circular was sent to all local authorities advising of the dangers of badly designed and constructed freestanding garden walls, following a fatality in 2012. However, it was felt that the measures in place through the Building Act were sufficient with these types of structures and no further legislation was tabled at this time. The circular reinforced the powers that local authorities have and reminded them of the need to consider their necessary use. Unfortunately no additional funding was felt necessary and whilst any works in an emergency or in default of a notice can be recharged to the owner of the wall defining that ownership is often costly and complicated and does not always reach a satisfactory conclusion.
- 4.32. Shared services in a number of different formats is becoming an increasingly attractive proposition to local authorities as they try to drive down costs and deliver better value for money. The Partnership has already demonstrated savings to the three partner councils, however, it is felt that further expansion would allow for greater economies of scale and further reductions in the contributions from the constituent authorities. Presentations to a number of Kent authorities have been delivered and at least two will be considering joining the Partnership through an options appraisal to be taken forward in 2014/15.

Economic

- 4.33. The construction sector is a key sector of the UK economy. It contributes almost £90 billion to the UK economy in value added, comprises over 280,000 businesses covering some 2.93 million jobs which is about 10% of total UK employment.
- 4.34. The construction sector has been affected disproportionately since the recession of 2008. In 2007 the construction sector accounted for 8.9% of the UK's Gross Value Added (GVA) which includes products and services but in 2011 the sector contribution had decreased to 6.7%. In early 2012 the construction contracting industry returned to recession for the third time in five years and public sector cuts have begun to bite on a construction activity with little support from the private sector at present.

Sociological

- 4.35. Demographic change also drives demand in the construction sector. An aging population and changes in the overall health of the population has implications for the provision of health care facilities, housing, education and infrastructure. Increased life expectancy and the health of older people impact on the need for hospitals and care homes and thus their construction, repair and maintenance. The aging population also has implications for the construction sector workforce and supply of skills in this sector. Key skills can be lost through retirement and

there is a need to inspire and attract younger works to the industry to replace lost skills.

- 4.36. The current population base for the three Councils is around 470,000 people. The trend analysis shows increases in all three areas likely to be 10% over the next fifteen years. The analysis also shows older people accounting for the largest increase and experience has shown that this will lead to an increase in adaptations to people's homes together with an increase in the expectation of people to be able to purchase lifetime homes. Up to 2011 there was an increase in the numbers of applications received from disabled customers. With the changes in charges legislation allowing for the same exemption as applies to those applications also being attributed to their carers, these figures were expected to continue to rise. However, in 2012 and 2013 there was a slight reduction in numbers which may be due to restriction on grant funding. As these applications are exempt from fees they are paid for by the contributions from partner authorities.

Technological

- 4.37. Fundamental to the Partnerships plans over the next four years is the implementation and development of a new back office system. The new system funded from IT reserves and approved by Members through Joint Committee is a web based product which will allow access to the system anywhere that can obtain internet coverage. In those areas that coverage is weak work can be carried out off line and the information and data automatically downloaded when coverage is re-established.
- 4.38. The new system will produce real time information for use on site and in the main office. In time, it will allow applicants and customers to track the progress of their applications and will allow searches to be carried out through an online facility. A number of management reports will be automatically produced so as to aid performance monitoring and resource planning.
- 4.39. New working arrangements will need to be put in place to facilitate mobile working which will allow for increased productivity per surveyor. The relay of real time information, the facility to write up inspection records on site, better enforcement through reviewing applicants as they are deposited picking up unauthorised works as well as better controls over dangerous structures and demolitions. Mobile working will also allow a reduction in costs for office space when the Partnership moves in 2015.

Legal

- 4.40. With the potential opportunity of cross boundary working comes the legal precedent of forming a Local Authority Company to apply for and register as an Approved Inspector with the Construction Industry Council (CIC). Legal advice will need to be sought as to the formation of this LAC. The private sector has already raised concerns about potential difficulties with this arrangement highlighting that local authorities will expect the council to subsidise any short fall in the LAC's trading account therefore allowing unfair competition. The Government have made it very clear that any LAC will have to have particular regard to the affects of EU State Aid rules and the provisions of company law and competition law.

4.41. There will also be legal implications of trading and operating as an Approved Inspector. By becoming an AI and operating in another council's area the LAC will be governed by the Building (Approved Inspectors etc) Regulations 2010 as well as the Building Regulations and this will introduce a number of new legal ramifications for staff who have not operated in this way before. Should this opportunity be progressed the division between the Partnership's local authority function and the LAC's contractual arrangements will need to be clearly defined in legal terms as well as in working arrangements.

Environmental

4.42. The global green and sustainable building industry is forecast to grow at an annual rate of 22.8% between now and 2017 as a result of increasing low carbon regulatory requirements and greater social demand for greener products. The UK's existing housing stock which accounts for over half of the greenhouse gas emissions from the built environment presents growth and development opportunities for the UK's low carbon and sustainable construction market. The Government's flagship policy in this area is the Green Deal which helps homes and businesses to pay for some of the cost of energy efficiency improvements through savings on their fuel bills.

4.43. The Partnership has continued to develop its discretionary services through the consultancy and many of these focus on the sustainability issues which directly affect the environment. We have two Code for Sustainable Homes assessors, five people accredited to produce SAPs, and one member of staff able to produce Display Energy Certificates for public buildings.

4.44. Not only are we able to help reduce the CO² production of each new or altered building but we also deal with environmental impacts from dangerous structures, demolitions and dilapidated buildings. These can directly affect the amenity of the local area and we regularly give advice on the reduction and re-use of redundant building materials.

4.45. A local driver that is extremely important to each of the partner authorities is how the work of the partnership demonstrates delivery on each of their priorities. These are shown in the Service Delivery Documentation (Appendix 1).

5. PERFORMANCE & BENCHMARKING

- 5.1. The purpose of the Building Control Performance Standards Advisory Group (BCPSAG) is to monitor the performance standards used by Building Control Bodies and to collect performance based evidence related to those standards so that an assessment can be made that current and future performance outcomes will meet the needs of the customer.
- 5.2. A set of indicators was published in 2007 and has been used annually since to obtain data from the whole sector. Whilst the 12 original standards still provide the core concerns for not only BCPSAG but more importantly the government, customers and the building control sector. There has been tremendous change an innovation in building technology practices and regulations since the original indicators were put in place.
- 5.3. LABC and ACAI sponsored an independent professional survey of customer opinion covering the complete range from local plan drawers, builders undertaking domestic work, medium and large developers, architects, contractors, through specialist contractors and members of competent person schemes. This comprehensive survey was widely supported by over 70% of all BCB's. This provided BCPSAG for the first time with a measure of client satisfaction with compliance work plus it enabled specific areas of compliance feedback attributed to each part of the building regulations.
- 5.4. The survey results made more sense to building control experts than previous attempts which were overtly focused on site inspections, and revealed the true extent of compliance work. This research, when extrapolated for a year shows that well over 4 million compliance interventions are made by BCB's, but surprisingly customers want higher levels of useful interaction and value the additional quality this brings.
- 5.5. The key findings of the analysis are shown below with comments on STG's performance against each criterion. 199 building bodies participated more than double last years' response.
 - The survey asked if there was a process of quality management system in place and if so whether it was accredited or audited by an external QMS or ISO company or their own system.

*Performance in the **Process Management Performance Indicator (PI)** was good, with the majority of respondents covering 12 or more of the 14 areas questioned. Three areas were identified as having room for improvement; pre-application advice, checks on dormant jobs, and certification before completion.*

The average score for this indicator was 84.9 and STG achieved 94 placing it in the highest bracket of 91-100. Of the three areas generally identified for improvement STG only had issue with that of checking dormant sites. Due to the economic situation many sites, in particular those that are self-build operations may take several

months or even years to complete. It would be uneconomic to engage a surveyor to inspect these sites to ascertain the stage of development. A monitoring officer has now been introduced to assist in maintaining contact with owners and developers to encourage updating of records without the need for costly site visits unless they are requested by the owner or contractor.

- Respondents were asked to state the total number of complaints they had received in the last 12 months, they were then asked to state how many of these were resolved satisfactorily, taken no further by the customer or escalated to a higher level including the Local Government Ombudsman.

*Responses to the **Complaints Handling Process PI** showed complaints rates were very low, with the average BCB receiving only one complaint per 236 applications. Half of the respondents resolved 80% or more of their complaints to customer's satisfaction, though individual performance varied widely. More complaints were due to service issues than technical issues.*

During 2011/12 we had 16 complaints with 7 being technical and 9 being service related which followed the national profile, however, our ratio of complaints to applications was higher at 180. However, all of the 16 complaints were resolved with none being escalated to a professional body or the Local Government Ombudsman. The average figure for resolution of complaints was 67% and our record based us in the top 57 BCB's with 100%.

- The survey asked for the number of building control applications received in the last 12 months, how many of these had started construction and of those, how many were still incomplete. The total building control fees charged in the last 12 months was also asked for.

Finally the breakdown of building control projects in terms of percentage of total projects was asked for ie, domestic alterations, extensions and improvements, new build homes, commercial alterations, education alterations and new build commercial and education.

*The **Building Control Work indicator** clearly shows that whilst domestic alterations, extensions and improvements constitute an average 68% per cent of applications this generates only 56% of fees, conversely for other types of project fees generate a higher percentage than projects.*

The disparity between projects and fees generated was even more marked for STG in 2011/12. 85% of projects were domestic generating 49% of total charges income leaving 15% of other types of projects generating the remaining 51%. This figure was particularly affected by income from the three medway academies, a major extension to a power station and a number of new build residential sites in all three councils. It also demonstrates the high levels of domestic work which are generated in the major conurbations within the STG area.

- This part of the report is split into four sections: people and skills, specialist experience, age and gender profile, and respect for people. For the first part the survey asked respondents to give their total numbers of staff in 11 categories covering direct and contract employees, full time and part time employees and employees qualifications.

*Responses to the **Building Control Staff** questions showed that BCB's predominantly employed full-time direct staff over half of whom were fully qualified with corporate membership of relevant professional bodies.*

STG followed the national profile although since the survey was carried out there has been a move from full time staff to take up a greater percentage of part time working.

- The second part of the survey asked for BCB's to input how many of their staff had extension experience in each of 9 specialist areas of building control work as well as an 'other' category if staff had extensive experience in an area not mentioned. The areas included were: structural engineering, fire engineering, acoustics, thermal, accessibility, towers and high rise, education, hospitals, safety sports grounds and other.

At just over 18% the largest proportion of staff had specialist experience in fire engineering and risk assessment, whilst the lowest area of expertise was acoustics which on average stood at 4% of staff.

At STG there was a wide range of specialism skills with education being the greatest in number. However, this was quickly followed by thermal, acoustics, fire engineering and structural engineering which all scored highly. There was slightly less expertise in dealing with hospitals, safety at sports grounds and high rise/towers.

- The third part of this question asked respondents to give the number of male and female staff within a designated number of age ranges.

Women made up an average proportion of 24% of staff. Almost two-thirds (63%) of staff were between the ages of 41 and 60 with the under 24 proportion being low (3.2%).

In comparison with the national profile the gender makeup of the workforce at STG shows women at 40% . In respect of ages between 41 and 60 STG is slightly higher than the national average at 68% and we have no representatives in the under 24 category.

- For the final part of the question the survey asked BCB's to input the number of employees that have left that had been recruited and the number of employees that had left and replaced in a specific role. It also asked for the total number of days lost through sickness, the total number of training days provided and finally the number of employees covered by invested in people recognition.

Over the past year more BCBs lost employees than gained, but the majority of respondents reported no change. This suggests a slight reduction in the size of BCB workforces over the last 12 months.

Again following the national profile there was “no change” on the levels of staffing within STG from the previous 12 months. However, all staff are covered by the investors in people recognition award which Medway Council currently hold. Our average number of days lost per employee through sickness was just above the medium (4.4 at 5.5) but this was affected by a member of staff on long term sickness through major illness. The total number of training days provided for direct employees put STG in the second highest category with 55 and reflects the development of staff skills in particular with regards to work in the consultancy.

- 5.6. As an outcome from this performance exercise we need to focus on two main areas. Firstly staffing, the move to part-time employment and its affect on resourcing and the age profile in respect of potential retirements and loss of skills and expertise. The second area which we should continue to focus on is the further development of specialist skills so as to continue to develop the range of services available.
- 5.7. Although not mandatory the CLG have “strongly recommended” this industry initiative which should be adopted by both Local Authority Building Control (LABC) and Approved Inspectors.
- 5.8. The LABC position is that it fully supports the building control performance standards and the performance indicators that support them. They also encourage each local authority to set local performance indicators which would achieve a national standard in for example, application acknowledgement, plan vetting, determinations (within 5 weeks or 2 months) and completion certificates which are shown on page 10 and are published on our website.

Quarterly Performance monitoring

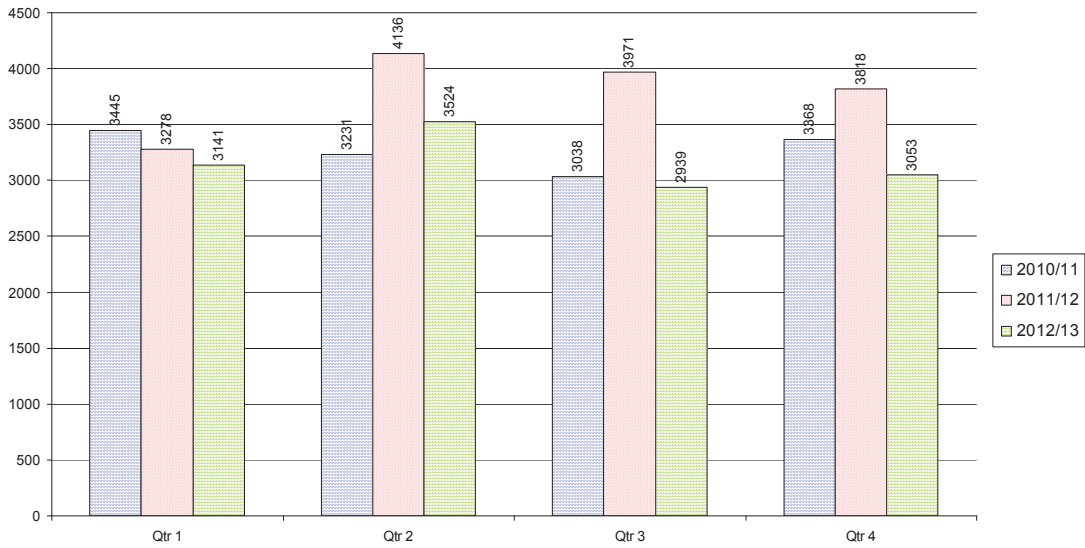
	% plans checked within 15 days	% plans checked within 10 days	% determined within 5 weeks /or 2 months	No of PCI's	% completion certificates sent within 5 days of completion	Reg & Ack within 3 days	% LC Searches - Medway within 3 days	% LC Searches - Swale within 3 days	HIPs - within 10 working days
2010-11	Target 85%	Target 70%	Target 100%		Target 95%	Target 95%	Target 95%	Target 95%	Target 95%
Q1	87.89%	70.70%	98.32%	n/a	59.89%	81.73%	100.00%	99.70%	90.63%
Q2	85.81%	64.19%	100.00%	n/a	73.39%	80.41%	100.00%	100.00%	69.37%
Q3	84.50%	68.42%	99.53%	33	71.79%	86.85%	100.00%	100.00%	96.72%
Q4	88.69%	77.37%	99.26%	65	97.12%	99.65%	100.00%	100.00%	100.00%
AVG	86.72%	70.17%	99.28%		75.55%	87.16%	100.00%	99.93%	89.18%
2011-12	Target 85%	Target 70%	Target 100%		Target 95%	Target 95%	Target 95%	Target 95%	Target 95%
Q1	88.85%	53.38%	90.79%	25	99.10%	88.82%	100.00%	99.66%	91.78%
Q2	88.34%	71.43%	99.47%	377	98.48%	97.54%	100.00%	100.00%	92.78%
Q3	90.79%	70.39%	100.00%	319	99.32%	99.71%	100.00%	100.00%	100.00%
Q4	96.63%	75.96%	100.00%	411	100.00%	95.22%	100.00%	100.00%	100.00%
AVG	91.15%	67.79%	97.57%		99.23%	95.32%	100.00%	99.92%	96.14%
2012-13	Target 85%	Target 70%	Target 100%		Target 95%	Target 95%	Target 95%	Target 95%	Target 95%
Q1	91.45%	69.14%	100.00%	203	99.66%	99.80%	100.00%	100.00%	100.00%
Q2	97.06%	84.03%	100.00%	166	100.00%	100.00%	100.00%	100.00%	100.00%
Q3	96.89%	85.74%	100.00%	122	100.00%	100.00%	100.00%	100.00%	100.00%
Q4	92.92%	69.34%	*	121	94.90%	58.06%	100.00%	100.00%	41.84%
AVG	94.58%	77.06%	100.00%		98.64%	89.47%	100.00%	100.00%	85.46%

* unable to provide data until 8 weeks following quarter end

5.9. In conjunction with the objectives in the business plan there will be a move to a function based model which matches resources against income for the three services referred to earlier but this is not likely to be implemented until 2014/15.

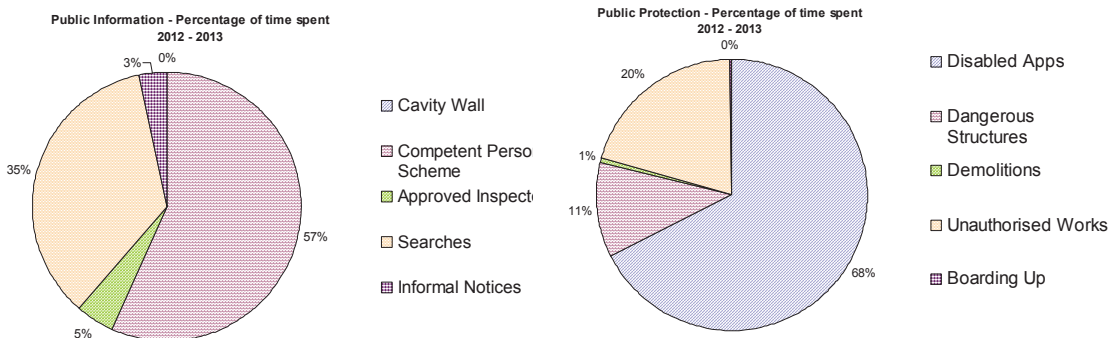
5.10. The inspection service was one of the most valued aspects of local authority building control. An inspection notification framework is issued with each project and it is often added to as the surveyor determines additional inspections which will inevitably arise. Again through the customer survey results it is evident that the majority of builders and developers welcome the frequency of visits and the ability to request a visit for advice. By operating improved working practices we are able to maintain over 3,000 inspections per quarter.

Quarterly number of Site Inspections carried out
2010/11, 2011/12 and 2012/13



5.11. There is a large proportion of statutory public protection services (non-chargeable work - detailed below) which the Partnership is required to carry out to fulfil the public protection duties of the three Partner authorities as well as maintaining certain registers which are required by law. This non chargeable work is resourced through the contributions from each Local Authority and was estimated to equate to 25% of the Partnership staff time for 2012/13. Through the action plans attached to each objective in this Business Plan we anticipate changing certain working practices and reorganise the team such that in 2013/14 we will be able to reduce the cost to the authorities by 2% with a further 2% the following year and half a percent for each of the last two years of the next term.

5.12. The charts below show comparisons of the time spent on non-fee earning work through public protection and information and inspection.



- **Disabled person applications**

With the extension to carers of the exemption to pay fees on building control applications it was not surprising to see a rise in the numbers of applications claiming exemption through the new charges legislation. However with grant funding still available the number of these types of applications decreased through 2012/13. The estimated value of income lost through this criteria is around £409k since March 2008, and the cost to the partnership is much greater in officer time as the time spent on inspections of these applications increases due to the necessity for increase customer contact to meet customer expectation.

- **Dangerous structures**

There were 184 reported dangerous structures in 2012/13 with a further 178 being monitored from previous years. Unfortunately there are many structures which although in a state of disrepair are not so dangerous as to require us to serve either a Section 77 or 78 (emergency measures) Notice on the owner. These remain the responsibility of the owner and it is for them to take remedial action. However, most of this type of preventative repair is not covered by insurance and is also very expensive to fund with the consequence that the structure remains unaltered until it deteriorates to such an extent that we need to serve a notice. The possibility then exists that if no funds are forthcoming the owner declines to do anything and the council have to step in to remedy the situation. We will carry out the minimum work necessary to remove the danger but cannot carry out full repairs or remedial works. The cost of the minimum work carried out is often then put as a charge on the property.

This process is often further lengthened as other parts of the Building Act deal with defective premises and dilapidated buildings which again rely on the courts serving notice and the owner carrying out the work. If the owners default on carrying out the work it falls again to the council to rectify the defects and recharge the owner often as a charge on the property which is only recovered in the medium to long term, if at all. Further difficulties exist where ownership cannot be determined and each council is expected to deal with the danger in the public interest. This can be extremely expensive when dealing with major structures that have failed.

- **Demolitions**

23 demolitions were inspected varying in size and impact on the local community in 2012/13. A number of inspections were required for each of these sites in order to make sure the demolition is carried out in accordance with Building Act requirements and that such things as drains and sewers were properly sealed. Currently the partnership is still monitoring 97 of the demolitions submitted in previous years which are either still ongoing or awaiting commencement. Liaison with the Health and Safety Executive is very important as the method of demolition is controlled under their legislation.

- **Unauthorised works**

222 unauthorised works were inspected in 2012/13 either as a direct result of complaints from the community or through the intervention of officers investigating works which they had discovered in carrying out a general site inspection. Currently the partnership is pursuing a further 160 cases of which 112 are currently recorded on Land Charges. Where possible many of the unauthorised works are converted to regularisation applications which generated additional income. Throughout 2012/13 officers from STG have vigorously pursued unauthorised work so as to reduce the burden on customers of illegal works and rogue traders. It remains the responsibility of the owner to ensure their property complies with the building regulations and whilst every effort is made to negotiate a way forward there are provisions within the Building Act to prosecute the builder and serve notice on the owner to ensure works comply.

- **Competent person schemes**

Members of these schemes are considered competent to self certify that their work complies with the relevant requirements and are used for installations such as new boilers, replacement windows and domestic electrical works. These place a heavy administrative burden on the Partnership as each installation needs to be recorded and the various scheme operators use a variety of systems to transfer data. In 2012/13 there were 30,038 notifications reported. A revised schedule of competent persons now includes roofing contractors and flat roof specialists.

- **Approved Inspectors**

It is a legal requirement to record each Initial Notice submitted by an approved inspector and to make this available to the public. There were 243 Initial Notices deposited in 2012/13 and each one was required to be checked against the approved inspector legislation to ensure validation and was required to be acknowledged within five working days.

- **Pre-application advice**

On larger projects we encourage pre-application discussion to try and resolve any potential problems before the statutory time periods for dealing with an application begin. This also gives us an opportunity to consult with other departments and services such as the Fire Service in order to deliver a more holistic approach to our customers.

5.13. The health, safety, welfare and convenience of our customers are paramount whether dealing with applications, dangerous structures, demolitions or unauthorised works. The service has been proven to provide excellent value for money and an action plan is being developed to enhance liaison with the supporting services i.e. Development Management, Environmental Health and Private Sector Housing from all three councils.

6. STAKEHOLDER EXPECTATIONS

- 6.1. One of the most difficult aspects of research we have found is trying to obtain feedback from customers. For most people, as owner/occupiers they only become involved with the building control process once or twice in their lives. Therefore they seldom respond to a questionnaire. On the other hand the agents they use are very familiar with the building control process and the personnel from various councils in their area and as such do not feel the need to engage in customer surveys. Lastly the larger developers may only deal infrequently with a particular building control body and have quite complicated structures with regards to contracting and subcontracting work. It is often quite difficult to determine the best person to respond to questionnaires about the process and again this has resulted in a very poor response.
- 6.2. Whilst we do get feedback from our partners at focus groups and forums following the seminars that we hold, we have to recognise that there are large groups in our customer profile where we have not benefitted from responses.
- 6.3. A postal survey was carried out during May and June 2012 on applications received during 2011/12 where plan checking had taken place or where works had commenced on site. The main aim of this survey was to reach owners who had been highlighted in the previous years' survey as feeling excluded from the building control process. All owners were written to as well as agents if this applied and where information held the builders were also contacted.
- 6.4. A total of 573 survey forms were sent out of which 115 responded (20% response rate). Though this is a much lower response than the previous year's 45%, this is an improvement for postal surveys where we generally receive a low response (between 2%-6%). The respondents covered the three authority areas to which we provide the building control service (Gravesham, Medway and Swale).
- 6.5. Of the processes involved with delivering the service, communication and speed of delivery were seen as important by all customers in last years survey (81% to 100% rated this as important), it is therefore encouraging to see that 93% to 95% of customers feel they have received a Good to Excellent service in this.
- 6.6. The level of contact with customers is important in ensuring that customers feel included in the building control process and are receiving value for money service. 90% of customers were pleased with the ease of contacting staff with 93% rating the advice provided as Good to Excellent.
- 6.7. Whilst it is important to know the partnership is providing a good service, it is also important to be aware as to whether this has changed over the year and, if so, why. This is so the service can move forward and understand/manage customer expectations. 81% of customers responded to this with 27% seeing an improvement in service delivery and 71% feeling the service remained the same. One respondent felt the service had declined but gave no reason for this and rated the individual services deliveries between Good to Excellent.

- 6.8. Staff received excellent feedback with 84% of customers finding them helpful and 54% to 60% finding them practical, knowledgeable and efficient. 4% of customers found staff officious and 3% unapproachable. Unfortunately no reasons were given for this response. With all types of applications contacted, including regularisations under enforcement powers, it may be a reflection on this category of work.
- 6.9. In order to evaluate whether we are providing fair access to our service customers were asked to complete an equality and diversity form. This was shortened from the previous years' following feedback from Joint Committee and review of what information collected has been used for over the last year.
- 6.10. The response to this part of the survey was better than expected for a postal survey, with 88% who responded completing or partly completing the Equality and Diversity Monitoring survey.
- 6.11. Our customer profile has remained the same with males forming the largest group at 83%, however, the majority of this group are aged between 55 and 64 (the middle three age bands 35-44, 45-54 and 55-64 all scored between 14% and 36%). 82% of this group mainly consists of White British men with 3% being Asian or Asian British forming the next highest group.
- 6.12. The majority of females that contacted the service were aged between 45 and 54 which is the same as in 2011/12 survey, however, 94% considered themselves White British with 6% being Asian or Asian British.
- 6.13. The intensive customer survey carried out in 2011 highlighted that owners felt detached from the service with little communication between themselves and our officers taking place. The customer survey carried out in 2012 was specifically aimed at owners to establish whether they felt the same following the service improvements initiated.
- 6.14. Commencement packs and officers engaging more with owners has seen an improvement. 86% to 96% of customers felt they received a Good to Excellent service. The ability to speak direct with staff that are knowledgeable with excellent attitudes features high with customers with 72% feeling that they have received this during their build.
- 6.15. Since 2012 we have produced a domestic development guide which covers extensions, alterations and conversions and includes helpful guidance. To achieve maximum coverage an E-Book has been produced which has been appended to all staff's email signatures and is available in both hard copy and electronic format from our website.
- 6.16. The quality of the service, as always, features as the most important to customers and we will be continuing to strive to improve our delivery further. Incorporated into our IT development strategy are features from both surveys that customers felt important. Technological advancements that will improve the efficiency of our site inspections and interaction with customers, such as mobile working and notification of site inspection by text.

7. VISION, OBJECTIVES & KPI'S

7.1. Vision

To provide an efficient cohesive partnership offering expertise, flexibility and professionalism in the administration of building legislation

7.2. Objectives for 2012-2017

- To improve customer satisfaction by providing an effective and efficient administration and site inspection regime in particularly through improved use of information technology and communication
- To raise the profile of STG by developing a dynamic marketing strategy and pursuing the expansion of the Partnership through additional partners.
- To provide a healthy, safe and accessible built environment, reducing the carbon footprint and contributing to sustainable construction.
- To provide additional services through a consultancy to generate additional income.
- To continually review contributions by partner authorities to reflect reductions in expenditure.

7.3. Key projects for 2014/15

- Enable customer self-service for tracking and searches
- Increase use of mobile technology with the ability to update in real-time
- Increase income from consultancy services by 20% over the revised 2013/14 budgeted figure
- Continue to examine the use of different delivery models for the partnership and the consultancy
- Further expansion of the Partnership with the inclusion of new partner authority
- Relocate Partnership's head office
- Revisit and adopt a relaunched marketing strategy

7.4. National and local key performance indicators

Allocate resources to deliver the following performance indicators:

- 70% of plans checked within 10 working days
- 85% of plans checked within 15 working days
- 95% of applications processed within 3 working days

Monitor and report to Joint Committee on:

- The percentage of site visits which produced advice and guidance to the customer that prevented a breach of the Building Regulations
- Income against target
- The competition within the commercial and education sectors
- Our role in Public Protection through enforcement, dangerous structures and demolitions
- Recovery of aged debt

8. FINANCE AND RESOURCES

- 8.1. In order to meet the timetable required by the Constitution the first draft of the Business Plan is required to be presented to Joint Committee in September 2013, however, this date was changed by Members to the 2 October due to diary constraints. The financial plan on page 25 has been amended to take into account any known pressures and savings over the next five years up to and including 2016/17. This will allow partner authorities to show their contribution commitment over the next five years in their budget planning forecasts.
- 8.2. The reduction in the amount of contribution will equate to 18.15% over the life of the Business Plan. The budgets have been built on the basis of a reduction in non-chargeable work from 25% in 2012/13 to 23% in 2013/14, 21% in 2014/15, 20.5% in 2015/16 and 20% in 2016/17. A review will take place each year to ensure these savings are on track and to deal with any unexpected pressures or gains which may be identified. The new draft incorporates a recognised decrease in premises costs due to the fact that in 2015/16 the lease of the current accommodation ends. With the advancement of mobile working and a reduced requirement for office space there will be an expected reduction of 15% in premises costs.
- 8.3. In 2010 a Value for Money exercise was carried out by Gravesham Borough Council which proved that the Partnership continued to deliver cost savings against the service had it remained in house. A further audit was carried out by Swale Borough Council in June 2012 which came to the same conclusion and stated that the controls surrounding the building control partnership provide a substantial level of assurance overall.
- 8.4. The total contributions will have reduced by £60,000 between 2012 and March 2017.
- 8.5. Should the Partnership expand during this time and incorporate one or more new authorities the financial plan will be revisited to adjust percentages for contributions and incorporate new expenditure and income totals. Before accepting any new partners the Constitution requires a Business Plan to be presented to Joint Committee demonstrating due diligence such that the addition affords further savings and further reductions in contributions for the original partners. Whilst no joining fee is prescribed, it is expected that an authority applying to join the Partnership will cover its legal and setup costs and any ongoing commitments such as; transitional travelling costs. TUPE costs will have to be resolved along with any redundancy/retirement costs by the joining authority prior to application.

Five Year Budget Build and Contribution Calculation For 2012/2013 - 2016/2017

	<u>2012/13 Budget</u>	<u>2013/14 Budget</u>	<u>2014/15 Budget</u>	<u>2015/16 Budget</u>	<u>2016/17 Budget</u>
Staffing	1,093,010	1,108,773	1,129,538	1,145,138	1,158,543
Premises	102,346	102,532	102,532	87,194	87,194
Transport	48,580	46,580	46,580	46,580	46,580
Supplies and Services	104,942	108,030	108,030	108,030	108,030
Support Services	58,210	58,210	58,210	58,210	58,210
Total Cost:	1,407,088	1,424,125	1,444,890	1,445,152	1,458,557
Contributions	-351,772	-327,549	-303,427	-296,256	-291,711
Fee Income	-1,102,052	-1,096,576	-1,141,463	-1,148,896	-1,166,846
Total Income	-1,453,824	-1,424,125	-1,444,890	-1,445,152	-1,458,557
Net (surplus) / deficit	-46,736	0	0	-0	-0

<u>Contribution Calculation</u>	<u>2012/13 Budget</u>	<u>2013/14 Budget</u>	<u>2014/15 Budget</u>	<u>2015/16 Budget</u>	<u>2016/17 Budget</u>
Fee Earning 80%					1,166,846
Non Fee Earning 20%					291,711
			0	0	1,458,557
Fee Earning 79.5%				1,148,896	
Non Fee Earning 20.5%				296,256	
			0	1,445,152	0
Fee Earning 79%			1,141,463		
Non Fee Earning 21%			303,427		
			1,444,890	0	0
Fee Earning 77%		1,096,576			
Non Fee Earning 23%		327,549			
		1,424,125			
Fee Earning 75%	1,055,316				
Non Fee Earning 25%	351,772				
	1,407,088				
Fee Earning 73%					
Non Fee Earning 27%					

<u>Authority And Agreed Percentage</u>	<u>2012/13 Budget</u>	<u>2013/14 Budget</u>	<u>2014/15 Budget</u>	<u>2015/16 Budget</u>	<u>2016/17 Budget</u>
Gravesham 20%	70,354	65,510	60,685	59,251	58,342
Swale 27%	94,978	88,438	81,925	79,989	78,762
Medway 53%	186,439	173,601	160,816	157,016	154,607
	351,772	327,549	303,427	296,256	291,711

9. WORKFORCE PLANNING AND ORGANISATIONAL CHANGE

- 9.1. Signs of any recovery in the construction industry remain far off with predictions of a slow return to growth around 2014/15. It is predicted that activity at that time will have recovered to where it was in 2010. The Partnership has shown great resilience in combating the pressures of the economy by diversifying its workforce. This has to be maintained to ensure a continued delivery of high quality services and value for money for each partner authority.
- 9.2. Income streams, therefore, have to be set at realistic levels and there will be continued pressure on the building regulation charging account until the economy recovers. Some of the pressure this puts on a balanced budget can be relieved by driving down running costs and this has been applied to the budget over the next five years and is included in the previous section under financial planning. There are also other opportunities available to the Partnership by diversifying work through the consultancy, increasing work in the internal market and looking at the possibilities of expansion.
- 9.3. The implementation of the new back office system in September 2013 and its continue development will help realise these opportunities as well as giving scope to further retraining and reorganisation. It would facilitate a much easier transition should other authorities join the Partnership as its web based access will not be reliant on any one council's IT infrastructure. Also its mobile capabilities, whether in the office, at satellite accommodation, on site or home working will allow for easy retrieval of documents and information and the ability to update applications in real time.
- 9.4. The improvements over the next 12 months allowing customers to carry out searches online, track their applications and review inspections for their sites will inevitable reduce the amount of customer transaction required through the technical administration team. Since 2007 this team has reduced in capacity by 40% and this new shift in workflow would allow for dedicated staff to support the expanding range of services available through the consultancy. By 2015 the consultancy will be expected to generate £125,000 and will be able to support a technical administrator and two full time surveyors. Consideration will then be given as to whether the creation of a local authority company would better deliver the expanded portfolio. By 2014/15 60% of the support team will be on part-time contracts and it is likely during that year a number of surveying staff will apply for this type of working arrangement. Whilst flexible working can be accommodated within the structure it will also give the opportunity to recruit new staff in order to backfill the reduced hours contracts.
- 9.5. The introduction of mobile working will allow for much greater flexibility in the surveyors inspection service. Over the next year surveyors will be able to see their daily workload on their tablet at the beginning of the day, go directly to site from home, view plans electronically and maintain their site inspection records updating the back office system in 'real time'. This will reduce staff time on site, enable greater numbers of inspections to be carried out and deal with enquiries including dangerous structures, demolitions and unauthorised works at the point of origin. This increased performance for the surveyors will help to

accommodate a reduction in numbers allocated to the building regulation charging account.

- 9.6. The possible expansion of the Partnership will inevitably introduce a change in working practices together with some organisational change. It is probable that a new authority would require a satellite office to function from an operations point of view but the main administration of all types of application would remain through the head office. Because of the adoption of the new IT system access will be available any where the internet can be accessed and visits to the main office could be kept to a minimum.

10. Conclusion

- 10.1. The first five years were challenging in respect of the economic situation and the slow recovery in the construction industry. The Partnership has shown over this first term how its flexible approach has been able to mitigate much of the financial pressures it has faced whilst maintaining excellent services to customers.
- 10.2. The next five years will be equally as challenging but with the assurance of continued improvement as we see the benefits of the IT investment comes to fruition and the consolidation of alternative services which help to both develop staff and generate additional income.
- 10.3. The consolidation of the changes to the Building Regulations has been ongoing through 2013. The outcome of the consultation on housing standards which began in September 2013 may result in further strengthening of the national building regulations to increase control of carbon dioxide emissions from buildings and also incorporate security and space requirements as elements of the code for sustainable homes are withdrawn. The Government have made a clear declaration that they intend to use the building regulations to ensure they meet their zero carbon ambition in 2016. The changes, therefore, that were made in 2013 are seen as a step change towards achieving that goal.
- 10.4. The feedback from stakeholders has been invaluable in shaping how the Partnership will look in the future and how it will meet the expectations of its customers. There is the possibility of expansion, so as to include new authorities and new staff with additional skills. We will need to move to a new headquarters building in 2015 where location, accessibility and cost will be paramount concerns and we will further develop the consultancy with a wider range of services and new employment possibilities. The next 3 years will be both challenging and rewarding for all those involved in the STGBC partnership.



Building Control Partnership Service Delivery Documentation 2013-2017



Director Tony Van Veghel
Version No. 2
Last updated 17 September 2013

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C O N T E N T S

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1. DELIVERY PLAN

1.1 Objective 1		To improve customer satisfaction by providing an effective and efficient administration and site inspection regime in particularly through improved use of information technology and communication					
Action	Lead person	Output	Impact	Resources	Milestones/P.I.s	Monitoring	
1.1	To improve the efficiency of the inspection service using information technology	Phil Harris Operations Manager	Daily inspections and data transfer in real time by March 2014	Value for money Improve service delivery to customer	Available through new IT system	Testing of weekly real time uploads by January 2014	Monthly at team meetings Quarterly Steering Group Meetings
	Year 2014/15	Phil Harris Operations Manager	Ability to be able to produce reports and notices on-site by December 2015	Value for money Improve service delivery to customer Allows for more effective enforcement	Development of new IT system	Trial real time data transfer by June 2015 All staff trained in real time operation by September 2015	Monthly at team meetings Quarterly Steering Group Meetings
1.2	To improve efficiency of the application and validation process through the use of IT systems	Janine Boughton Head of Administration	Move towards self-service by customers	Customer service improvement Reduction in staff costs Increased	Identified and presented to Joint Committee	Monthly / Quarterly Application Processing P.I.s	Fortnightly management meeting Quarterly Steering Group Meetings

1.1 Objective 1 To improve customer satisfaction by providing an effective and efficient administration and site inspection regime in particularly through improved use of information technology and communication						
Action	Lead person	Output	Impact	Resources	Milestones/P.I.s	Monitoring
Year 2014/15	Janine Boughton Head of Administration	Initial data pertaining to search enquiries to be available through web access by June 2014	enforcement activity Customer service improvement Reduction in staff costs Increased enforcement activity	Funded from agreed reserve in 2012/13	Trialling of data upload by June 2014 All staff trained on new procedure by December 2014	Monthly at team meetings Quarterly Steering Group Meetings
Year 2014/15	Janine Boughton Head of Administration	Ability to view current submitted applications by June 2014	Customer service improvement Reduction in staff costs Increased enforcement activity	Funded from agreed reserve in 2012/13	Trialling of data upload by June 2014 All staff trained on new procedure by December 2014	Monthly at team meetings Quarterly Steering Group Meetings

In support of the Councils priorities:

- To transform the Council into an economically sound organisation delivering excellent accessible services that provide value for money - Gravesham
- Value for money and putting the customer at the heart of everything we do - Medway
- Open for business - Swale

Local Performance Indicators:

- Percentage of plans checked within 10 and 15 working days

- Applications processed within 3 working days
- Percentage increase inspections per surveyor
- Quarterly customer satisfaction survey

Rationale

- To improve the speed and quality of the application process
- To increase the number of relevant inspections to deliver the required inspection framework for each application
- To ensure continued improvement and customer satisfaction

1.2 Objective 2 To raise the profile of STG by developing a dynamic marketing strategy and pursuing the expansion of the Partnership through additional partners						
Action	Lead person	Output	Impact	Resources	Milestones/P.I.s	Monitoring
2.1 Carryout market research to assess potential customers awareness of partnership's services	Janine Boughton Head of Administration and Marketing Team	Marketing research report by March 2015	Determination of market share	Within current budget	Quarterly Customer Satisfaction P.I.s	Monthly at team meetings Quarterly Steering Group Meetings Marketing group meeting every six weeks
2.2 Match customer requirements with our current and proposed service developments	Janine Boughton Head of Administration	Review of customer improvements to match priorities by June 2015	Improved service delivery	Within current budget	Briefing report to members by September 2015	Monthly at team meetings Marketing group meeting every six weeks

1.2 Objective 2 To raise the profile of STG by developing a dynamic marketing strategy and pursuing the expansion of the Partnership through additional partners						
Action	Lead person	Output	Impact	Resources	Milestones/P.I.s	Monitoring
2.3 Identify additional services which would persuade internal and external customers to use the partnership rather than the private sector Year 2014/15	Janine Boughton Head of Administration	Training of staff or alternative provision	Development of staff introduced through PDR process	Within current training budget	Quarterly Customer Satisfaction P.I.s	Monthly at team meetings Marketing group meeting every six weeks
	Janine Boughton Head of Administration	Training of staff or alternative provision	Development of staff introduced through PDR process	Within current training budget	Examine current resources to determine whether in-house provision possible by August 2015	Monthly at team meetings Marketing group meeting every six weeks
Year 2014/15	Janine Boughton Head of Administration	Setting up of SLA	Potential profit reduced Contractual arrangement with penalty clauses	Within current budget	Identification of those services better provided by buying in expertise by August 2015	Monthly at team meetings Marketing group meeting every six weeks
Year 2014/15	Janine Boughton Head of Administration	Training of staff	Increased profit by in-house service delivery	Invest to save bid	Training of existing staff in the required discipline by March 2015	Monthly at team meetings Marketing group meeting every six weeks

1.2 Objective 2 To raise the profile of STG by developing a dynamic marketing strategy and pursuing the expansion of the Partnership through additional partners						
Action	Lead person	Output	Impact	Resources	Milestones/P.I.s	Monitoring
Year 2014/15	Janine Boughton Head of Administration	Review of stakeholders feedback to match service delivery priorities	Number of focus groups held each year	Current budget	Review stakeholders to ascertain service delivery throughout 2015/2016	Monthly at team meetings Marketing group meeting every six weeks
2.4 To approach adjacent authorities and determine their position with regards to joining the partnership	Steering Group and Tony Van Veghel	Presentations to authorities that show an interest in joining the partnership	Draft procedure for new authority joining partnership	Current budget	Commitment from new authority to join 2014/15	Steering Group Joint Committee
Thorough investigation of joining authorities situation with regards operations, finance, HR, legal and IT Year 2014/15	Tony Van Veghel	Determination of adequacy of authority to join the partnership	Proven business case for partnership expansion	Charge to new authority and reflected in contributions	Business case by October 2014	Steering Group Joint Committee
New authority operating from within the partnership with additional representation on Joint Committee and Steering Group Year 2014/15	Tony Van Veghel	New ways of working for the partnership including the use of additional satellite office	Increased resources, additional staff skills, additional income stream, further reduction in direct costs	From within new budget	Half yearly report by October 2014	Steering Group Joint Committee

In support of the Councils priorities:

- To transform the Council into an economically sound organisation delivering excellent accessible services that provide value for money - Gravesham
- Value for money and putting the customer at the heart of everything we do - Medway
- Open for business- Swale

Local Performance Indicators:

- Increased market share
- Monitoring usage of website through number of hits per quarter
- Increase in the number of services being accessed

Rationale

- To ensure we raise the profile of STG
- Retain existing customers
- Engage with new customers and increase market share
- Ensuring the widest marketing of the range of services now available through STG

1.3 Objective 3		To contribute to sustainable construction and provide a healthy, safe and accessible built environment by developing a consistent interpretation of complex regulations					
Action	Lead person	Output	Impact	Resources	Milestones/P.I.s	Monitoring	
3.1 To provide guidance on complex regulation interpretation through training and workshops	Managing Surveyors	Consistent interpretation of regulations	Reduction in complaints from customers	Within current budget	Identify differences in determination through quarterly workshops between April 2014 to March 2015	Monthly team meeting	
Years 2014 - 2015	Managing Surveyors	Consistent interpretation of regulations	Reduction in complaints from customers	Within current budget	Training to all surveyors on agreed outcomes within 1 month of workshop	Monthly team meeting	
3.2 Production of guidance sheets to assist builders and developers in compliance	Managing Surveyors	Greater understanding by the developer on problem resolution by March 2015	Less complaints More efficient use of time on site	Within current budget	Draft guidance produced after workshop	Monthly team meetings	
Years 2013 – 2015	Managing Surveyors	Greater understanding by the developer on problem resolution by March 2015	Less complaints More efficient use of time on site	Within current budget	Discussed and refined during training Guidance sheet produced for customers within 2	Monthly team meetings	

1.3 Objective 3 To contribute to sustainable construction and provide a healthy, safe and accessible built environment by developing a consistent interpretation of complex regulations						
Action	Lead person	Output	Impact	Resources	Milestones/P.I.s	Monitoring
3.3 Identify learning and development needs through PDR process and map in staff training matrix following workshops	Management team	Any gaps in understanding identified in workshops and training would be addressed	Personal development of individuals Increased customer satisfaction	Within training budget	PDR's completed annually by end of April	Monthly team meeting Steering meetings
Years 2013 – 2015	Management team	Any gaps in understanding identified in workshops and training would be addressed	Personal development of individuals Increased customer satisfaction	Within training budget	Quarterly review of training matrix	Monthly team meeting Steering meetings
3.4 To investigate alternative working arrangements so as to encourage consistency in plan vetting / site inspection work	Tony Van Veghel Director Phil Harris Operations Manager	Consistently meeting plan vetting targets Increased number of site inspections	Increased turn around time for customers More responsive inspection service	Within current budget	Investigate best practice use of alternative service delivery in other building control	Monthly team meeting
Year 2014/15	Tony Van Veghel Director Phil Harris	Consistently meeting plan vetting targets	Increased turn around time for customers	Within current budget	Trial alternative operations by October 2014	Monthly team meeting

1.3 Objective 3 To contribute to sustainable construction and provide a healthy, safe and accessible built environment by developing a consistent interpretation of complex regulations						
Action	Lead person	Output	Impact	Resources	Milestones/P.I.s	Monitoring
Year 2014/15	Operations Manager Tony Van Veghel Director Phil Harris Operations Manager	Increased number of site inspections Consistently meeting plan vetting targets Increased number of site inspections	More responsive inspection service Increased turn around time for customers More responsive inspection service	Within current budget	Select most appropriate method of service delivery and implement by July 2015	Monthly team meeting

Objective 3 continued...

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- Open for business - Swale

Local Performance Indicators:

- The number of technical staff achieving their CPD requirements
- Reduction in number of complaints caused by interpretation of regulations
- The number of training days per FTE
- Increase in customer satisfaction

Rationale

- Increase customer satisfaction by reducing the number of conflicting interpretations of complex regulations and processes
- To provide for the continued development of staff and ensure they are up-to-date with legislative changes
- To interact with customers and clients to resolve areas of concern

1.4 Objective 4 To provide additional services through a consultancy to effectively compete with the private sector and generate additional income						
Action	Lead person	Output	Impact	Resources	Milestones/P.I.s	Monitoring
4.1 To undertake GAP analysis to determine where additional expertise is required to deliver additional services and undertake staff training	Tony Van Veghel Director	Training needs assessment for individuals who require to develop new skills	Being able to provide additional service and increase income and market share Development of individual in new skills	To be identified through a cost report	Staff development and training costs identified	Monthly team meeting Steering meetings six weekly
Years 2013 – 2015	Tony Van Veghel Director	Training needs assessment for individuals who require to develop new skills	Development of individual in new skills	To be identified through a cost report	Implement training programme between September 2013 and March 2015	Monthly team meeting Steering meetings six weekly
Years 2013 – 2015	Tony Van Veghel Director	Evaluation of training carried out for future development	Development of individual in new skills	To be identified through a cost report	Review value for money from each training course to determine suitability for future staff	Monthly team meeting Steering meetings six weekly
4.2 Assess strengths and weaknesses of current service delivery and identify	Janine Boughton Head of Administration and Marketing Team	Improved service delivery to meet customer	Increase in market share	Within current budget	SWOT analysis carried out by June 2014 and annually reviewed	Monthly at team meetings Quarterly

1.4 Objective 4 To provide additional services through a consultancy to effectively compete with the private sector and generate additional income						
Action	Lead person	Output	Impact	Resources	Milestones/P.I.s	Monitoring
areas of improvement to increase STG profile		expectation			Update marketing strategy following annual review	Steering Group Meetings Marketing group meeting every six weeks
4.3 Provision of publicity material for all additional services	Janine Boughton and Marketing Group	High quality brochure for distribution to customers	Increase market share	Within current budget	Additional publicity literature produced when consistent quality service validated between April 2014 to March 2015	Marketing group meeting every six weeks
4.4 To determine how much 'additional' consultancy work can be undertaken without affecting the building control service.	Phil Harris Operations Manager	Matching resources with demand	Transferring staff between core function and consultancy Introduction of consultants and/or temporary contract surveyors	Within current budget	To calculate an estimated activity analysis of each new service by October 2014 then six monthly	Monthly at team meetings Quarterly Steering Group Meetings Joint Committee

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- Giving value for money – Medway

- Open for business - Swale

Local Performance Indicators:

- Number of external qualifications obtained per FTE
- The % of consultancy work compared to current STG fee earning and non fee earning services
- The amount of income generated by the consultancy
- The % breakdown of the consultancies service provision to target appropriate markets

Rationale

- Supporting the current services of building control through a second source of income
- Effective use of development of staff skills
- More effective competition against private companies

1.5 Objective 5 Continually review contributions by partner authorities to reflect reduction in expenditure						
Action	Lead person	Output	Impact	Resources	Milestones/P.I.s	Monitoring
5.1 Identify services to be removed or reduced within the public protection inspection services (non-fee earning) section of the partnership	Tony Van Veghel Director	Reduced or withdrawn service to customers Minimise effects on customers by reducing services	Contributing towards 18.15% cost saving over 5 years		Review of services	Joint Committee Quarterly Quarterly Steering Group meeting
Year 2014/15	Tony Van Veghel Director	Reduced or withdrawn service to customers Minimise effects on customers by reducing services	Contributing towards 18.15% cost saving over 5 years	Within current budget	Identify most adaptable service to be provided through improvements in technology by December 2014	Joint Committee Quarterly Quarterly Steering Group meeting
5.2 Identify staff cost reductions and determine alternative methods of service delivery	Tony Van Veghel Director	Reduced premises costs by 15% following lease expiration in March 2015	Contributing towards 18.15% cost saving over 5 years		Identify alternative accommodation during 2013/14	Joint Committee Quarterly Quarterly Steering Group meeting

1.5 Objective 5 Continually review contributions by partner authorities to reflect reduction in expenditure						
Action	Lead person	Output	Impact	Resources	Milestones/P.I.s	Monitoring
Year 2014 – 2015	Tony Van Veghel Director	Saving of 15% on premises costs equalling £15k	Reorganise working practices and implement risk based inspection regime	Within current budget	Greater use of mobile technology, hot desking and remote working by September 2014	Joint Committee Quarterly Quarterly Steering Group meeting
5.3 Encourage staff development to undertake new and diverse roles	Phil Harris Operations Manager Janine Boughton Head of Administration	Assisting staff with new skills to enable delivery of consultancy services	Contributing towards 18.15% cost saving over 5 years		Identify gaps in consultancy	Joint Committee Quarterly Quarterly Steering Group meeting
5.4 Increase use of IT and web to enable customers to self-service on general enquiries, application tracking and some historical data	Phil Harris Operations Manager Janine Boughton Head of Administration	Customers able to self-serve enquiries from the web	Contributing towards 6.25% annual cost saving over 4 years Reduction in staff time on enquiries, searches and application submissions		Quarterly review of development plan	Joint Committee Quarterly Quarterly Steering Group meeting
Year 2014/15	Phil Harris Operations Manager Janine Boughton Head of	Web self-service	Cost savings		Service provider and web team to agree implementation plan by May 2014	Monthly management team

1.5 Objective 5 Continually review contributions by partner authorities to reflect reduction in expenditure						
Action	Lead person	Output	Impact	Resources	Milestones/P.I.s	Monitoring
	Administration					
Year 2014/15	Phil Harris Operations Manager Janine Boughton Head of Administration	Web self- service	Cost savings	Within current budget	Trialling of data upload by September 2014	Monthly management team
Year 2014/15	Phil Harris Operations Manager Janine Boughton Head of Administration	Web self- service	Cost savings	Within current budget	All staff trained on new procedure by December 2014	Monthly management team
Year 2014/15	Phil Harris Operations Manager Janine Boughton Head of Administration	Customers able to self-serve enquiries from the web	Cost savings	Within current budget	Trial data upload by October 2014	Monthly management team
Year 2014/15	Phil Harris Operations Manager Janine Boughton Head of Administration	Customers able to self-serve enquiries from the web	Cost savings	Within current budget	Six month trial on data tracking by July 2014	Monthly management team

1.5 Objectively 5 Continually review contributions by partner authorities to reflect reduction in expenditure							
Action	Lead person	Output	Impact	Resources	Milestones/P.I.s	Monitoring	
Year 2014/15	Phil Harris Operations Manager Janine Boughton Head of Administration	Customers able to self-serve enquiries from the web	Cost savings	Within current budget	All staff trained on new system by October 2014	Monthly management team	
5.5	Tony Van Veghel Director Janine Boughton Head of Administration	Multi-skilled support team with transferable skills between core function and consultancy work	Contributing towards 18.15% cost saving over 5 years		Discuss and agree consultation and implementation process for change of contracts with staff and HR between October 2014 to March 2015	Joint Committee Quarterly Quarterly Steering Group meeting	
Year 2014/15	Tony Van Veghel Director Janine Boughton Head of Administration	Multi-skilled support team	Cost savings	Within current budget	Agree process for buying in staff time for consultancy by June 2014	Joint Committee Quarterly Quarterly Steering Group meeting	
Year 2014/15	Tony Van Veghel Director Janine Boughton Head of	Multi-skilled support team	Cost savings	Within current budget	Review working practices and impact on both functions by September 2014	Joint Committee Quarterly Quarterly Steering Group	

1.5 Objective 5 Continually review contributions by partner authorities to reflect reduction in expenditure						
Action	Lead person	Output	Impact	Resources	Milestones/P.I.s	Monitoring
	Administration					meeting

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- Putting the customer at the centre of everything we do - Medway
- Giving value for money – Medway
- Open for business - Swale

Local Performance Indicators:

- Number of external qualifications obtained per FTE
- The % of consultancy work compared to current STG fee earning and non fee earning services
- The amount of income generated by the consultancy
- The % breakdown of the consultancies service provision to target appropriate markets

Rationale

- Supporting the current services of building control through a second source of income
- Effective use of development of staff skills
- More effective competition against private companies

2. CONTRIBUTION AND SUPPORT FOR COUNCILS PRIORITIES

2.1. As STG is a Partnership of three authorities, it is important that its values reflect those of the three councils.

Gravesham's priorities are:

- to achieve a safe, clean and green place of choice
- to foster vibrant and cohesive communities with affirmative action to promote meaningful engagement, diversity and social inclusion, health and well-being, leisure and culture
- to seek to provide and work with others to ensure quality and affordable housing
- to secure a sustainable and buoyant economy, particularly in the town centre and Ebbsfleet, with attractive investment opportunities and a developing tourism market and to maximise regeneration opportunities for the benefit of existing and new communities
- to invest in the future of Gravesham through development of its youth
- to transform the council into an economically sound organisation delivering excellent accessible services that provide value for money.

Medway's priorities for the next three years are:

- Safe, Clean and Green Medway
- Children and young people have the best start in Medway
- Adults maintain their independence and live healthy lives
- Everybody travelling easily around Medway
- Everyone benefitting from the area's regeneration

Medway Values

- Putting the customer at the centre of everything we do
- Giving value for money

Swale's priorities are:

- Healthy environment
- Open for business
- Embracing localism

2.2. There are clear links between the three and all revolve around regeneration and sustainability, maximising opportunities for local communities and delivering quality services. These are also encompassed in the values of putting the customer at the heart of everything we do and giving value for money.

Regeneration

Linked to Council Priorities:

- to secure a sustainable and buoyant economy, particularly in the town centre and Ebbsfleet, with attractive investment opportunities and a developing tourism market and to maximise regeneration opportunities for the benefit of existing and new communities - Gravesham priority
- Everyone benefitting from the area's regeneration – Medway priority
- Healthy environment – Swale priority

2.3. Our consultancy is now able to offer a range of services to the major regeneration projects in the area. Early intervention in the design process will eliminate issues that could provide conflicts with legislation at a later date. Our range of services include:

Code for sustainable home assessment, SAP calculations, SBEM calculations, Display Energy Certificates, Access Audits and Fire Risk Analysis and reports.

We have also teamed up with colleagues LABC Services, the commercial arm of LABC, through whom we are able to offer air pressure testing, acoustic testing and have access to CDM co-ordinators together with other expertise and specialism's which we are now able to facilitate.

- 2.4. We also work with colleagues in Private Sector Housing and Environmental Health to aid the transformation of areas through social regeneration, providing advice on bringing back into use empty and dilapidated properties, houses in multiple occupation and the refurbishment and repair of commercial premises. We have a number of joint meetings with Registered Social Landlords (RSL's) and have shared technical updates through the seminars we have organised.
- 2.5. We offer the design and surveying team expertise in the design of many adaptations to Medway's schools, and have partnered with a number of architectural practices that are working through programmes of school extensions and adaptations. We work with Medway Education and Business Partnership to assist in work experience for school leavers.

Links to STG Delivery Plan Reference:

- Corporate Consideration Workforce Development Action W1 (see page 29)
- Objective 4 (see page 13)

Sustainability

Linked to Council Priorities:

- to achieve a safe, clean and green place of choice – Gravesham priority
- A clean and green environment – Medway priority
- Healthy environment – Swale priority

- 2.6. Building Control has a major part to play in ensuring the innovative designs for the regeneration of the area are still compliant with the Building Regulations. As sustainability is an important part of the Government's agenda to reduce CO₂ emissions and reduce energy costs for everyone, the adaptation and renovation of buildings within the area, together with control of new buildings will ensure the impact on the environment and energy bills are kept to a minimum.
- 2.7. The Government have stated:
- “The Energy White Paper produced by the Government acknowledged the reality of climate change and stated a commitment to putting the UK on a path to cutting carbon dioxide emission by 60% before 2050 with real progress by 2020 by cutting emissions by 34% of the 1990 levels.
- With around half of the CO₂ emissions coming from building energy use, the Building Regulations are a key part of Government efforts to tackle climate change through higher building standards. CLG recognise that Building Control professionals are at the forefront of these efforts.”
- 2.8. A major impact on the repair and maintenance of housing stock will be the effect of Green Deal. The Green Deal is a new Government initiative that is designed to bring together business and home owners to employ more green technologies in their properties. The idea is to install this technology to the property with no upfront costs as the costs will be paid back through energy bills over a period of time. This is unlike a conventional loan because if the owner moves out of the property the bill stays with the property where the savings are occurring and does not move with the bill payer. The golden rule of the Green Deal is that the expected financial savings must be equal to or greater than the costs attached to the energy bill.
- 2.9. The Green Deal was introduced by the Energy Act 2011 which has three principle objectives: tackling barriers to investment in energy efficiency; enhancing energy security; and enabling investment in low carbon energy suppliers. The Green Deal creates a new financial framework to enable the provision of fixed improvements to the energy efficiency of households and non-domestic properties, funded by a charge on energy bills that avoids the need for consumers to pay up front costs. It includes provisions to ensure that from April 2016 private residential landlords will be unable to refuse a tenants reasonable request for consent to energy efficiency improvements where a finance package, such as Green Deal and/or the Energy Company Obligation is available.
- 2.10. The Government are also revitalising the Home Energy Conservation Act requiring all English local authorities to report a proposed energy conservation measure to improve the energy efficiency of their residential accommodation as the Green Deal can enable them to achieve this.
- 2.11. New proposals to simplify and streamline housing standards for house builders are out for consultation. The consultation sets out a number of planned changes to housing standards which include phasing out the code for

sustainable homes and introducing minimum space standards for new housing. The DCLG have said that the new proposals would “help free up the industry, support growth and get high quality homes built”. The intention is to move more of the sustainable section of the code to the Building Regulations so that they can be controlled nationally with space standards included in planning legislation.

2.12. The Government are also consulting on Allowable Solutions, a key measure by which house builders will ensure that all new homes are zero carbon by 2016. Allowable solutions is the overarching term for the carbon offsetting projects or measures which house builders may support to achieve the zero carbon homes standard. These are:

- Undertaking the full 100% of carbon abatement on site through connected measures.(eg, a heat network)
- Meeting carbon reductions through off site actions such as improving other existing buildings (eg, retrofitting), renewable heat or energy schemes, or by building to a higher standard than the current Part L requirements.
- Using a third party allowable solutions provider to deliver carbon abatement measures for them which are sufficient to meet the house builders obligations.
- Paying into a fund which invests in projects which will deliver carbon abatement on their behalf.

These allowable solutions will form an integral part of achieving zero carbon and will need to form the basis of both the building control and consultancy pre-application discussions STG will have with clients.

2.13. This key message from the Government and the demand from the construction industry for pre-application advice and discussion mean it is imperative that STG invest in continually training staff to provide the lead and the service that is required. This necessary training will ensure that sufficient qualified staff are available to provide a design service through the consultancy, and a checking service through the administration of the Building Regulations without compromising the necessary checks and balances which need to be in place to ensure complete scrutiny in both the design and checking processes, similar to that which exists in private sector competition.

Links to STG Delivery Plan Reference:

- Objective 4 Action 4.1 and 4.2 (see page 13)

Maximising Opportunities for local communities

Linked to Council Priorities:

- to foster vibrant and cohesive communities with affirmative action to promote meaningful engagement, diversity and social inclusion, health and well-being, leisure and culture – Gravesham priority
- to seek to provide and work with others to ensure quality and affordable housing – Gravesham priority

- to invest in the future of Gravesham through development of its youth – Gravesham priority
- Children and young people having the best start in life – Medway priority
- Older and vulnerable people maintaining their independence – Medway priority
- Embracing localism – Swale priority

Through our work with the housing sections of the partner authorities we help to deliver improvements to council owned properties through the Decent Homes, condition surveys and fire risk assessments. During these surveys we also assess health and safety requirements of the occupants and impacts on the community.

- 2.14. Through joint training, guidance and information sheets, together with builder and architect forums, the Partnership aims to support all of our customers in their building projects. Over the next 3 years mini guides will be developed both locally and nationally to cover general standards of construction on many projects in the domestic market such as garage conversions, small extensions and removal of load-bearing walls. This will assist in ensuring a consistent approach to the many challenges, the multitude of complex and interactive regulations now presents to every development.
- 2.15. Inclusive design is a paramount requirement of both newbuild and refurbishment works. Advising on compliance with The Equalities Act and Part M of the Building Regulations is a major part of public protection inspection services (non-fee earning) work. This not only delivers a more suitable environment for disabled people, but also transfers the benefits to the greater community, i.e. young families, older people and those caring for others.
- 2.16. The majority of the work of the Partnership is concerned with protecting the community through health and safety requirements in the regulations or in other sections of the Building Act.
- 2.17. Important examples of health and safety requirements include fire safety (means of escape, fire spread and access for the fire service) structural safety and satisfactory drainage. In addition, the Partnership deals with dangerous structures, demolitions, dilapidated buildings and contraventions of the Building Regulations. The CLG have programmed a consultation exercise on housing standards to determine if security and some other sections of the code for sustainable homes legislation ought to feature as a separate part of the building regulations.
- 2.18. We assist with a number of local agents and private sector housing sections to ensure adaptations comply with the Regulations to enable older and vulnerable people to stay in their homes and maintain their independence.

Links to STG Delivery Plan Reference:

Objective 1 Action 1.1 (see page 1)

Objective 2 Action 2.2 (see page 5)

Objective 3 Action 3.1 & 3.2 (see page 10)
Objective 5 Action 5.4 (see page 18)
Objective 5 Action 5.5 (see page 19)
Corporate Consideration Workforce Development Action W1 (see page 29)

Delivering quality services

Linked to Council Priorities:

- to transform the council into an economically sound organisation delivering excellent accessible services that provide value for money. – Gravesham
- Putting the customer at the centre of everything we do - Medway
- Giving value for money - Medway
- Open for business - Swale

2.19. The customer survey carried out in 2011 revealed that the overall service provided by STG is of a very high standard with 97% of respondents rating it good to excellent. A further postal survey was carried out in 2012 which targeted owners of properties where works had been carried out.

2.20. Of the processes involved with delivering the service, communication and speed of delivery were seen as important by all customers in last years survey (81% to 100% rated this as important), it is therefore encouraging to see that 93% to 95% of customers feel they have received a Good to Excellent service in this.

2.21. The development of the new back office system will improve many elements of our customer service. Through 2014/15 we will be able to deliver a better service on site with access to real time information and through further developments of the system the ability to deliver inspection notes, notices and letters on site. Customers will be able to track the progress of applications online and carry out initial surveys on their properties through the web. We will be revisiting and revising guidance documentation for owners and developers to improve consistency on site and ensure communication throughout the life of the project is improved.

2.22. Local Authorities have a duty to ensure that building work complies with the Building Regulations (Section 91 of the Building Act 1984). If our requests to rectify contravention fail then, as a last resort, more formal action is used. There are two courses of action available:

Prosecution of the builder in the Magistrates Court under Section 35 of the Building Act 1984: in most cases, action must be started within six months of the contravention being discovered, the period of discovery being extended in 2008 to two years from the date the works were completed.

Notice under Section 36 of the Building Act 1984 requiring the owner to remove or rectify the contravening work. This Notice must be served within 12 months from the date of discovery of the contravention.

2.23. Most enforcement work is carried out by negotiation, and through 2009/10 the CLG asked authorities to demonstrate activity in this area. Prosecutions through the courts are an exception, but every day a number of the inspections carried out involve some form of intervention to either prevent or rectify work which was in contravention of the Regulations. We have worked with our software provider to design a way of capturing this information in the form of pre-contravention inspection reports and we will monitor this monthly to reflect the number of inspections carried out that have protected consumers from building regulation contraventions during the course of their development.

2.24. As mentioned previously, consistency remains an important requirement identified by customers. We will be examining this area through the provision of training and shared experiences of staff and designers, the use of guidance notes and the use of comprehensive clauses, conditions and site notes.

Links to STG Delivery Plan Reference:

Objective 1 Action 1.1 – (see page 1)

Objective 1 Action 1.2 – (see page 2)

Objective 3 Action 3.2 – (see page 10)

Objective 5 Action 5.1 – (see page 16)

3. COUNCIL WIDE THEMES AND PARTNERSHIP COMMITMENTS

Workforce Development (including recruitment, retention, development and equalities issues in staffing)							
Action	Lead person	Output	Impact	Resources	Milestones/P.I.s	Monitoring	
W1	To provide development opportunities to enable staff to carry out a range of diverse services through mentoring, coaching and direct training.	Tony Van Veghel Director	Range of services increased, available resource to carry out services enhanced	New skills developed by individual staff members and redirection of time spent on various building control functions	Within current budget	Number of qualifications obtained Increased number of products and services by September 2014	Monthly at team meetings Quarterly Steering Group Meetings PDR plus 6 monthly review
W2	See 1.1 above						
W3	See 1.3 above						
W4	See 3.3 above						
W5	See 5.3 above						
W6	See 5.5 above						

New Ways of Working and Value For Money issues

Action	Lead person	Output	Impact	Resources	Milestones/P.I.s	Monitoring
N1	See 1.1 above					
N2	See 1.2 above					
N3	See 2.2 above					
N4	See 3.4 above					
N5	See 5.3 above					
N6	See 5.4 above					
N7	See 5.5 above					

Data Quality

Action	Lead person	Output	Impact	Resources	Milestones/P.I.s	Monitoring
D1	To ensure data quality and integrity within STG Robert Wiseman	Data quality audits to be conducted on all system to the agreed schedule	Data security and improved quality	Within current budget	Continued implementation of data quality audit program The number of recommendations given after each audit	Monthly at team meetings

Fair access to service (equalities)							
Action	Lead person	Output	Impact	Resources	Milestones/P.I.s	Monitoring	
F1	To ensure all policy, procedures and strategy provide fair access to service Janine Boughton Head of Admin.	All staff to undertake refresher courses in equalities and diversity between May and September 2014	Equality and fair access to service for all	Within current budget	Equalities training to be identified in relevant staff PDR by April 2014	Monthly at team meetings	

Customer Feedback and Consultation							
Action	Lead person	Output	Impact	Resources	Milestones/P.I.s	Monitoring	
C1	See 1.3 above						
C2	See 2.1 above						
C3	See 2.2 above						
C4	See 2.3 above						
C5	See 5.4 above						

Benchmarking							
Action	Lead person	Output	Impact	Resources	Milestones/P.I.s	Monitoring	
B1	Tony Van Veghel Director	Number of new ideas adopted	Improved service delivery	Within current budget	Number of meetings attended Comparison year on year of the quality performance matrix Retention of ISO 9001 by BSI	Monthly at team meetings Quarterly Steering Group Meetings	
B2	Tony Van Veghel	Benchmarking table drawn up	Learning from best practice	Within current budget	Agreement with "family authorities" on benchmarking criteria by November 2014	Comparative data collected by March 2015	

Sustainability						
Action	Lead person	Output	Impact	Resources	Milestones/P.I.s	Monitoring
S1			Reduction in CO2 emission			
See 1.1 above reduction in transport cost would result in a reduction of mileage using various modes of transport						

Partnership Working							
Action	Lead person	Output	Impact	Resources	Milestones/P.I.s	Monitoring	
P1 To ensure public safety by working in partnership with the Fire and Rescue Service to ensure fire procedures meet the requirements before and after occupancy	Phil Harris Operations manager	Number of successful consultations that resulted in no further work for the occupant	Customer satisfaction	Within current resources	Number of consultations carried out Develop a joint customer satisfaction questionnaire July 2014	Monthly at team meetings Half yearly meetings with the fire service	

4. SERVICE RISKS

Risk rating key

Likelihood

- A. Very high
- B. High
- C. Significant
- D. Low
- E. Very low
- F. Almost impossible

Impact

- 1. Catastrophic (showstopper)
- 2. Critical
- 3. Marginal
- 4. Negligible

Host Directorate: RCC		Service: STG Building Control		Manager: Tony Van Veghel		Portfolio Holder: STG Joint Committee		
Risk Title: Finance and Strategy				Description of Risk: Reduced income				
Date	Risk No	Risk Rating	Vulnerability	Trigger	Consequences if Risk Realised	Mitigation/Action Points for Risk Owners	Service Plan Ref.	Council Priority
29/07/13	01	C3	Continuation of economic downturn resulting in low numbers of applications	10% fall in income	Insufficient income to cover expenditure on fee earning account resulting in an increase on the followings year's chargeable rate which may make us uncompetitive.	Reduced expenditure to limit income deficiency. Look for alternative income streams through consultancy service.	1.2, 1.3, 2.1, 2.3, 3.2, 4.0	G4 MV2 S4
29/07/13	02	C3	Inability to sustain growth and acquire additional business.	All three schedules, residential, commercial and	Inability to match income with expenditure resulting in increase in	Invest in training and development of staff so as to diversify resources into consultancy work. Increased	4.0, 5.3	G2, 4 M1 & 5 MV2 S1, 2 & 3

Host Directorate: RCC		Service: STG Building Control		Manager: Tony Van Veghel		Portfolio Holder: STG Joint Committee		
Risk Title: Finance and Strategy				Description of Risk: Reduced income				
Date	Risk No	Risk Rating	Vulnerability	Trigger	Consequences if Risk Realised	Mitigation/Action Points for Risk Owners	Service Plan Ref.	Council Priority
				domestic show little sign of recovery between 2011/2014.	following year's chargeable rate. Surveyors chargeable time transfers to enforcement activity which would not be sustainable from the contributions.	time allocation monitoring.		
29/07/13	03	D3	Current economic situation leading to increased debt arising from unpaid invoices.	Increased number of applicants unable to pay invoices.	Number and value of debtors increased affecting the budgeted income figure. Unpaid invoice provision within budget would need to be increased.	Careful monitoring of debtors list. Vigorous pursuit of large debts. Files clearly marked where invoice remains unpaid so as site surveyor can pursue on inspection. Taking over the functions of invoicing and dept collection from the finance department.	1.2, 5.4	G4 MV2 S4

Host Directorate: RCC		Service: STG Building Control		Manager: Tony Van Veghel		Portfolio Holder: STG Joint Committee		
Risk Title: Inadequate Staff Development				Description of Risk: Insufficient investment in staff				
Date	Risk No	Risk Rating	Vulnerability	Trigger	Consequences if Risk Realised	Mitigation/Action Points for Risk Owners	Service Plan Ref.	Council Priority
29/07/13	04	D3	Failure to suitably develop staff to meet the needs of the business and match personal self improvement	The market is regularly changing to offer alternative services to clients which compliment building regulation	Insufficient skill base would result in customers being more attracted to the competition with a	Ensure staff are well trained and able to compete with the services offered by the private sector. Develop training matrix to	1.3, 3.2, 3.3, 4.1, 4.2, 5.3, 5.5	G3 & 4 M1 & 5 MV1 S1 & 4

Host Directorate: RCC		Service: STG Building Control		Manager: Tony Van Veghel		Portfolio Holder: STG Joint Committee		
Risk Title: Inadequate Staff Development				Description of Risk: Insufficient investment in staff				
Date	Risk No	Risk Rating	Vulnerability	Trigger	Consequences if Risk Realised	Mitigation/Action Points for Risk Owners	Service Plan Ref.	Council Priority
			expectations.	work. The Partnership requires staff to be trained to deliver a more diverse service and remain competitive.	resultant loss in work.	ensure staff development through PDR process.		

Host Directorate: RCC		Service: STG Building Control		Manager: Tony Van Veghel		Portfolio Holder: STG Joint Committee		
Risk Title: Inability to develop IT to match expectations				Description of Risk: Ineffective IT				
Date	Risk No	Risk Rating	Vulnerability	Trigger	Consequences if Risk Realised	Mitigation/Action Points for Risk Owners	Service Plan Ref.	Council Priority
29/07/13	05	B2	Inability to provide remote working and make consequence service improvements and cost savings.	Inability of software system to be accessed effectively in real time	Unable to change working practices, unable to save transport costs and unable to compete effectively with the private sector on site.	Trialling alternative software providers. Investigate 'best practice' in other building control bodies. Possible use of IT consultant.	1.1, 1.2, 2.2, 2.3, 5.2, 5.4	G6, M5, MV1, MV2, S4
29/07/13	06	B2	Inability to develop web based self-service.	Customers unable to research information/check progress on applications on website	Unable to divert staff away from this function therefore unable to make necessary savings.	Investigate 'best practice' in other building control bodies. Agreed action plan with web provider.	1.1, 1.2, 2.2, 3.1, 4.4, 5.3, 5.4, 5.5	G6, M5, MV1, MV2, S4

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