

Cabinet – Supplementary agenda No.1

A meeting of the Cabinet will be held on:

Date: 10 February 2015

Time: 3.00pm

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

Items

- | | | |
|------------|--|----------------------------------|
| 9. | Capital and Revenue Budgets 2015/2016 – Appendix 7 | (Pages
3 - 96) |
| 10. | Treasury Management: Strategy Statement and Annual
Investment Strategy 2015/2016 and Mid-Year Review Report
2014/2015 – Appendices 1-10 | (Pages
97 -
164) |
| 12. | Dementia Strategy - Appendix 1 | (Pages
165 -
218) |
| 13. | South Thames Gateway Building Control Business Plan
2015/2018 – Appendix A | (Pages
219 -
256) |

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democratic.services@medway.gov.uk

Date: 2 February 2015



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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**

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MEDWAY COUNCIL

Fees & Charges April 2015

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REGENERATION, COMMUNITY & CULTURE DIRECTORATE

Front Line Services

Trading Standards

	Fee 2014/15	Fee 2015/16	Increase
	£	£	%
Weights & Measures - General			
Call out Charge	124.30	80.00	-35.64%
Delays (per hour)	124.30	80.00	-35.64%
Hourly rate of Charge - (minimum charge 1 hour)	124.30	80.00	-35.64%
Certificate of Errors	80.30	80.00	-0.37%
Supply of replacement certificate	38.90	40.00	2.83%
Weights & Measures - Weights			
Weights exceeding 5kg, 10lb or not exceeding 500mg, 2CM	20.20	20.70	2.48%
Other weights	14.60	15.00	2.74%
Weights & Measures - Linear Measures			
Linear measures not exceeding 3m or 10ft each scale	21.90	22.40	2.28%
Weights & Measures - Capacity Measures			
Capacity measures without diversions not exceeding 1 litre or 1 quart	14.70	15.10	2.72%
Cubic ballast measures (other than brim measures)	241.00	247.00	2.49%
Brim measures (unsubdivided) up to 1 metre	127.80	131.00	2.50%
Liquid capacity measures for making up and checking average quantity packages	52.30	53.60	2.49%
Weights & Measures - Weighing Instruments			
Not exceeding 30kg - first item	68.90	70.60	2.47%
Not exceeding 30kg - Second and subsequent items	41.50	42.50	2.41%
Exceeding 30kg but not exceeding 1 tonne (1 ton)	59.60	61.10	2.52%
Exceeding 1 tonne but not 10 tonnes (1 ton - 10 tons)	119.90	122.90	2.50%
Exceeding 10 tonnes (10 tons)	289.70	296.90	2.49%
(1) Time on site of 4 hours or less (half day charge)	468.50	480.20	2.50%
(2) Time on site exceeding 4 hours (full day charge)	887.30	909.50	2.50%
Weights & Measures - Intoxicating Liquor Measuring Instruments			
Not exceeding 5 fl. oz	43.70	44.80	2.52%
Other	54.60	56.00	2.56%
Weights & Measures - Liquid Fuel Measuring Instruments			
LFLO dispenser per meter/measuring container submitted	116.30	80.00	-31.21%
Testing of peripheral electronic equipment on a later occasion than stamping of instrument - per site	116.30	80.00	-31.21%
Charge for each credit card acceptor unit tested, irrespective of the number	116.30	80.00	-31.21%

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

Front Line Services

	Fee 2014/15	Fee 2015/16	Increase
	£	£	%
Weights & Measures - Road Tankers			
Wet hose type with two testing liquids	172.80	177.10	2.49%
Jammed ticket printer (no replacement parts)	86.40	88.60	2.55%
Replacement of parts without effect on calibration	86.40	88.60	2.55%
(1) First or single dipstick	93.70	96.00	2.45%
(2) Each additional dipstick submitted at the same time	45.10	46.20	2.44%
Where the bulk fuel testing van is provided by the Department to enable a meter system to be verified	247.10	253.30	2.51%
Weights & Measures - Other			
Any other metrological testing, goods or equipment (per hour)	124.20	127.30	2.50%
Petroleum			
Petroleum Installation Record Search (per hour)	124.20	127.30	2.50%
Licence & Renewal			
Poisons - Registration requirements will cease on 1st March 2015			
Initial registration (Poisons)	76.20	0.00	-100.00%
Change in details (Poisons)	25.00	0.00	-100.00%
Re-registration (Poisons)	60.30	0.00	-100.00%
Trader approval scheme			
Fair Trader Scheme "Large org. member" (Above VAT registered threshold)	240.00	240.00	0.00%
Fair Trader Scheme "Small org. member" (Below VAT registered threshold)	150.00	150.00	0.00%
Fair Trader Scheme initial application fee	100.00	100.00	0.00%
Fair Trader Scheme - extra categories on website per category	0.00	50.00	
Fair Trader Scheme - enhanced listing (with company logo hyperlink	0.00	58.75	
Performing Animals			
Performing Animals registration	74.00	75.90	2.57%

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

Front Line Services

Gillingham Pier

Rent of berth:

Western Side of slipway

	Fee 2014/15 £	Fee 2015/16 £	Increase %
under 30 ft - per month	55.10	56.50	2.54%
under 30 ft - per annum	550.30	564.10	2.51%
30ft to under 40ft - per month	70.10	71.90	2.57%
30ft to under 40ft - per annum	699.90	717.40	2.50%
40 ft and over - per month	101.60	104.10	2.46%
40 ft and over - per annum	1022.40	1,048.00	2.50%

Pontoon

under 20 ft - per month	55.10	56.50	2.54%
under 20 ft - per annum	550.30	564.10	2.51%
20ft to under 30ft - per month	70.20	72.00	2.56%
20ft to under 30ft - per annum	699.90	717.40	2.50%
30ft to under 40ft - per month	101.60	104.10	2.46%
30ft to under 40ft - per annum	1022.40	1,048.00	2.50%

Mooring Fees

Commercial and Casual Mooring

Under 20ft - per day	9.70	9.90	2.06%
20ft to under 30ft - per day	10.00	10.30	3.00%
30ft to under 40ft - per day	14.00	14.40	2.86%
40ft to under 50ft - per day	14.70	15.10	2.72%
50ft to under 60ft - per day	19.50	20.00	2.56%
60ft to under 70ft - per day	28.00	28.70	2.50%
70ft to under 80ft - per day	37.10	38.00	2.43%
80ft to under 90ft - per day	47.50	48.70	2.53%
90ft to under 100ft - per day	58.40	59.90	2.57%
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	93.60	95.90	2.46%
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Slipways

Painting, repairs etc. daily rate

Under 30ft	17.30	17.70	2.31%
30ft - 40ft	24.50	25.10	2.45%
40ft - 45ft	36.90	37.80	2.44%

Launching (launch and haul out)

under 30ft	14.70	15.10	2.72%
30ft to under 40ft	16.60	17.00	2.41%
40ft to under 45 ft	42.70	43.80	2.58%

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

Front Line Services

	Fee 2014/15	Fee 2015/16	Increase
	£	£	%

Waste Services

Bulky Collection

Collection within two working days	34.00	35.00	2.94%
One free collection of three items in any twelve month period.			
Subsequent collections to be charged at:	18.50	19.00	2.70%
Recovery of lost item from recycling bring bank	0.00	30.00	

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)	133.90	137.20	2.46%
New / extended crossings (using Private Contractor)	171.00	175.30	2.51%
Charge for TMA notices - Per Notice	4.20	4.30	2.38%
Charge for service plans - Per Site	38.10	39.10	2.62%
Checking legality of crossings	133.90	137.20	2.46%

Street Naming and numbering Charges

Charge to Developer for Amending Plans previously Named and Numbered and re-sending out again - Per Building	54.90	56.30	2.55%
Charge for Amending a Road Name, i.e. request by local residents etc	609.10	624.30	2.50%
Charge for Registering a New House or Building	61.30	62.80	2.45%
Charge for Registering 2 to 10 Buildings/Properties	182.60	187.20	2.52%
Charge for Registering 11 to 20 Buildings/Properties	243.35	249.40	2.49%
Charge for Registering 21 to 30 Buildings/Properties	304.10	311.70	2.50%
Charge for Registering 31 to 50 Buildings/Properties	426.50	437.20	2.51%
Charge for Registering 51 to 60 Buildings/Properties	549.00	562.70	2.50%
Charge for Registering 61 or more Buildings/Properties	670.40	687.20	2.51%
Charge for Amending a House Name/Building Name	61.30	62.80	2.45%
Charge for Amending a House Number	61.30	62.80	2.45%
Charge for Amending Property Details, i.e. a House becoming x no of Flats - Per Flat	54.90	56.30	2.55%
Charge for registering a Hotel	182.60	187.20	2.52%
Charge for Historical Information, i.e. enquiries from Solicitors etc	242.90	249.00	2.51%

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

Front Line Services

	Fee 2014/15	Fee 2015/16	Increase
	£	£	%
Highway Search Charges			
Standard Search	22.00	22.60	2.73%
Additional charge per question	5.40	5.50	1.85%
Additional charge for requested A3 size plan	10.80	11.10	2.78%
Public Rights of Way			
Process Application for pre-publication stage	50.00	51.30	2.60%
Land Registry Search plus search fee	20.00	20.50	2.50%
Site visit	150.00	153.80	2.53%
Preparation of Plans	70.00	71.80	2.57%
Initial consultation	100.00	102.50	2.50%
Responding to consultation replies. (Includes £150 site visit)	250.00	256.30	2.52%
Preparation of Committee Report	220.00	225.50	2.50%
Order Making Stage			
Prepare Order, Notice and Statement	170.00	174.30	2.53%
Distribution of Order	120.00	123.00	2.50%
Posting Notices on Site	110.00	112.80	2.55%
Advertise Notice of Making of Order. (plus cost of advertisement)	35.00	35.90	2.57%
Responding to replies	100.00	102.50	2.50%
Site visits as required - per visit	150.00	153.80	2.53%
Forwarding documentation to DEFRA	520.00	533.00	2.50%
Confirmation of Order			
Site visit	100.00	102.50	2.50%
Preparation of Confirmation Notice	50.00	51.30	2.60%
Distribution of Confirmed Order	120.00	123.00	2.50%
Post Notices on Site	110.00	112.80	2.55%
Advertise Notice of Confirmation of Order. (plus cost of advertisement)	35.00	35.90	2.57%
Produce LEO, amend Definitive Map and inform OS	120.00	123.00	2.50%
Additional letter (to applicants and objectors)	30.00	30.80	2.67%
Additional site visit (to check plans, meet objectors etc)	150.00	153.80	2.53%
Site visit to check works have been carried out and standard	150.00	153.80	2.53%
Certificate Preparation for bringing into force	50.00	51.30	2.60%
Advertising of Certificate for bringing into force (plus cost of advertisement)	35.00	35.90	2.57%
Distributiion of Certificate	100.00	102.50	2.50%

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

Front Line Services

Community Safety & Enforcement

Environmental Health

	Fee 2014/15 £	Fee 2015/16 £	Increase %
Per basic enquiry (inclusive of VAT)	154.50	158.40	2.52%
Additional information enquiry - per hour (inclusive of VAT)	44.90	46.00	2.45%
Administration Charge - per hour (inclusive of VAT)	44.90	46.00	2.45%
Contaminated Land Searches	150.00	150.00	0.00%

Unfit Food

Examination of Food and the issue of Certificates for voluntary surrender	172.80	177.10	2.49%
Officer time per hour over and above the first two hours disposal of unfit food - transportation and tipping charges	44.90	46.00	2.45%

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	597.60	597.60	0.00%
Issue of export certificate	114.40	117.30	2.53%

Health and Safety

Level 2 award in health and safety in the workplace	100.00	100.00	0.00%
Asbestos Training - Half Day	55.00	55.00	0.00%
General Safety Certificate as defined by section 1 of Safety of Sports Ground Act 1975. (rate/hour of work undertaken).	0.00	26.00	

Register of Food Premises

Charge per Statement (including VAT) Individual Proprietor of Business concerned	188.70	193.40	2.49%
Another enforcement agency - individual or complete			
Other applicants - per page up to a maximum of 10	36.50	37.40	2.47%
Any applicant requiring "single use" type - per page	42.60	43.70	2.58%
Any applicant requiring the complete Register	2129.90	2,183.00	2.49%

Port Health

Ship Water Sampling Requests minimum up to 2 hours	50.00	50.00	0.00%
Rate per hour thereafter	35.50	35.50	0.00%
Ship Water Sampling Requests minimum up to 2 hours (Weekends and BH)	75.00	75.00	0.00%
Rate per hour for weekends and bank holidays thereafter	53.50	53.50	0.00%

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

Front Line Services

	Fee 2014/15 £	Fee 2015/16 £	Increase %
Pest Control			
Residential treatments - Mice . Max 3 visits within four week period	46.40	50.00	7.76%
Residential treatments - Wasps . Treatment of 1 nest. £15 per additional nest	41.20	40.00	-2.91%
Residential treatments - Fleas . 1 treatment for up to two-bed property. Additional bedrooms in property £5 each	51.50	55.00	6.80%
Residential treatments - Bed Bugs . 3 treatments for first room plus £45 each additional room	160.00	160.00	0.00%
Other pests - Priced on individual situation by survey			
Residential missed appointment charge	20.00	20.00	0.00%
Commercial treatments - Priced on individual situation by survey			
Licensing			
Skin Piercing	269.30	276.00	2.49%
Animal Boarding Establishments (Kennels and Catteries)	290.90	298.20	2.51%
Animal Boarding Establishments (Home Boarding and Daycare)	0.00	124.60	
Dog Breeding Establishments	121.60	124.60	2.47%
Dangerous Wild Animals - to be based on officer time and any external expertise needed.			
Pet Shops	202.30	207.40	2.52%
Pet Shops - Fish only	106.80	109.50	2.53%
Riding Establishments	403.50	413.60	2.50%
Amendment/Replacement of a licence or certificate	44.90	46.00	2.45%
Pleasure boat licences	115.00	125.00	8.70%
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	42.50	42.50	0.00%
Fixed penalty charge for failing to comply with a Dog Control Order. The penalty is discounted to £60 if paid within 10 days	80.00	80.00	0.00%
Anti Social Behaviour, Crime and Policing Act 2014 Failure to adhere to a Community Protection Notice or Public Spaces Protection Order. The penalty charge notice is reduced to £70 if paid within 10 days	-	100.00	
Country Park out of hours vehicle release fee	51.50	52.80	2.52%

Front Line Services

Travel Safety

Accident Data Searches:

	Fee 2014/15	Fee 2015/16	Increase
	£	£	%
1 junction - 36 months	50.90	52.20	2.55%
1 junction - 60 months	55.20	56.60	2.54%
2 junctions - 36 months	73.50	75.30	2.45%
2 junctions - 60 months	81.20	83.20	2.46%
3 junctions - 36 months	97.40	99.80	2.46%
3 junctions - 60 months	105.00	107.60	2.48%
4 junctions - 36 months	119.10	122.10	2.52%
4 junctions - 60 months	129.90	133.10	2.46%
5 junctions - 36 months	140.70	144.20	2.49%
5 junctions - 60 months	156.90	160.80	2.49%
6 junctions - 36 months	164.50	168.60	2.49%
6 junctions - 60 months	181.80	186.30	2.48%
7 junctions - 36 months	189.40	194.10	2.48%
7 junctions - 60 months	205.70	210.80	2.48%
8 junctions - 36 months	211.00	216.30	2.51%
8 junctions - 60 months	232.70	238.50	2.49%
9 junctions - 36 months	233.70	239.50	2.48%
9 junctions - 60 months	257.60	264.00	2.48%
10 junctions - 36 months	257.60	264.00	2.48%
10 junctions - 60 months	282.40	289.50	2.51%
11 junctions - 36 months	278.10	285.10	2.52%
11 junctions - 60 months	313.80	321.60	2.49%
12 junctions - 36 months	303.00	310.60	2.51%
12 junctions - 60 months	331.10	339.40	2.51%
13 junctions - 36 months	326.80	335.00	2.51%
13 junctions - 60 months	357.20	366.10	2.49%
14 junctions - 36 months	349.60	358.30	2.49%
14 junctions - 60 months	384.20	393.80	2.50%
15 junctions - 36 months	371.20	380.50	2.51%
15 junctions - 60 months	409.10	419.30	2.49%
16 junctions - 36 months	397.20	407.10	2.49%
16 junctions - 60 months	432.90	443.70	2.49%
17 junctions - 36 months	416.60	427.00	2.50%
17 junctions - 60 months	456.70	468.10	2.50%
18 junctions - 36 months	438.30	449.30	2.51%
18 junctions - 60 months	483.80	495.90	2.50%
19 junctions - 36 months	463.20	474.80	2.50%
19 junctions - 60 months	510.80	523.60	2.51%
20 junctions - 36 months	489.10	501.30	2.49%
20 junctions - 60 months	536.70	550.10	2.50%
21 junctions - 36 months	509.70	522.40	2.49%
21 junctions - 60 months	563.80	577.90	2.50%
22 junctions - 36 months	530.30	543.60	2.51%
22 junctions - 60 months	590.90	605.70	2.50%
23 junctions - 36 months	557.30	571.20	2.49%
23 junctions - 60 months	611.40	626.70	2.50%
24 junctions - 36 months	579.00	593.50	2.50%
24 junctions - 60 months	638.50	654.50	2.51%
25 junctions - 36 months	606.10	621.30	2.51%
25 junctions - 60 months	665.60	682.20	2.49%
26 junctions + will be priced based on the application received			

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

Front Line Services

	Fee 2014/15 £	Fee 2015/16 £	Increase %
Stage 1 Safety Audit pre-planning application advice (Minimum fee). Full fee upon application	500.00	Replaced	
Stage 1 Safety Audit - Simple Priority Junction	0.00	504.00	
Stage 1 Safety Audit - Other Junction or arrangements	0.00	624.00	
Stage 2, 3 and 4 Safety Audit (Combined fee)	2,800.00	2,870.00	2.50%
Review of External Safety Audit and Proposal	0.00	360.00	

Traffic Management

Disabled Parking Bays	38.90	40.00	2.83%
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Scaffold/ Hoarding Licence

Processing and first inspection	92.00	94.50	2.72%
Subsequent inspections	48.70	50.00	2.67%
Keep Clear markings	32.50	33.30	2.46%
Removal of unauthorised signs (per sign)	81.20	83.50	2.83%

Miscellaneous

Skip licence (first 14 days)	37.90	39.00	2.90%
Skip licence (next 14 days)	16.30	17.00	4.29%
Building Material licences	54.20	55.60	2.58%
Temporary Traffic sign permit / site approval:			
Weekday core time (8am - 6pm)	124.40	127.50	2.49%
Weekdays outside Core time	184.10	188.70	2.50%
Weekends	243.50	249.60	2.51%

Table and Chairs permit	30.30	31.50	3.96%
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Traffic Counts (survey results)

Up to 2 years old	76.70	78.60	2.48%
Older than 2 years	38.60	39.60	2.59%

Licence for private Service in the Highway	147.70	151.40	2.51%
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Temporary road closures

Emergency Closures 14(2)	880.70	902.70	2.50%
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Planned closures 14(1)	1136.30	1,164.70	2.50%
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Town and Police Closure orders	65.00	65.00	0.00%
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REGENERATION, COMMUNITY & CULTURE DIRECTORATE

Front Line Services

Parking (Excluding Pay and Display)

	Fee 2014/15	Fee 2015/16	Increase
	£	£	%
Permit Type			
Resident	25.00	26.00	4.00%
Visitor	31.00	32.00	3.23%
Daily visitor vouchers each	0.70	0.70	0.00%
Season Ticket Medway Residents	490.00	502.00	2.45%
Season Ticket Medway Residents Quarterly	142.00	146.00	2.82%
Season Ticket Non Medway Resident	562.00	576.00	2.49%
Season Ticket Non Medway Resident Quarterly	155.00	159.00	2.58%
Shoppers Season Ticket	540.00	554.00	2.59%
Shoppers Season Ticket Quarterly	155.00	159.00	2.58%
Single Car Park	381.00	390.50	2.49%
Cared for Permit (Individual)	16.50	17.00	3.03%
Business	130.00	133.00	2.31%
Special Business	134.00	137.00	2.24%
Late Night	31.00	32.00	3.23%
Worship Permit	31.00	32.00	3.23%
Jezreels	82.00	84.00	2.44%
Dispensations per day	3.80	3.90	2.63%
Suspended Bays per bay per day	20.00	21.00	5.00%
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 Clientele	Weekly Cost 2014/15	Monthly 2014/15	Annual Cost 2014/15	Weekly Cost 2015/16	Monthly 2015/16	Annual Cost 2015/16
Rental Equipment						
Lifeline Vi+ & My Amie	£5.53	£23.97	£287.64	£5.53	£23.97	£287.64
Individual Telecare+ Unit	£4.98	£21.59	£259.04	£4.98	£21.59	£259.04
Lifeline Vi & My Amie	£4.97	£21.55	£258.64	£4.97	£21.55	£258.64
Individual Telecare Unit	£4.48	£19.43	£233.16	£4.48	£19.43	£233.16
Lifeline GSM & My Amie	£6.90	£29.89	£358.64	£6.90	£29.89	£358.64
Arm/Disalarm Trigger (Intruder system)	£0.82	£3.56	£42.67	£0.82	£3.56	£42.67
Bed Pad	£1.64	£7.10	£85.20	£1.64	£7.10	£85.20
Bogus Caller/Panic Button	£0.86	£3.75	£44.97	£0.86	£3.75	£44.97
Care Assist	£2.10	£9.08	£109.00	£2.10	£9.08	£109.00
Chair Pad	£1.37	£5.93	£71.20	£1.37	£5.93	£71.20

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

Private Clientele	Weekly Cost 2014/15	Monthly 2014/15	Annual Cost 2014/15	Weekly Cost 2015/16	Monthly 2015/16	Annual Cost 2015/16
Carbon Monoxide Detector	£1.65	£7.16	£85.95	£1.65	£7.16	£85.95
DDA Door Bell (internal transmitter)	£0.85	£3.68	£44.20	£0.85	£3.68	£44.20
DDA Flashing Beacon (transmitter needed)	£1.35	£5.85	£70.20	£1.35	£5.85	£70.20
DDA Pager Pack (Inc pillow pad, charger & transmitter)	£4.33	£18.77	£225.20	£4.33	£18.77	£225.20
DDA Sounder Beacon (transmitter needed)	£1.45	£6.27	£75.20	£1.45	£6.27	£75.20
DDA transmitter	£1.41	£6.10	£73.20	£1.41	£6.10	£73.20
DDA Vibrating Pillow Pad	£0.31	£1.35	£16.20	£0.31	£1.35	£16.20
DDA Wrist Pager Pack (incl charger and pillow pad)	£2.75	£11.93	£143.20	£2.75	£11.93	£143.20
Electrical Usage Sensor	£2.79	£12.10	£145.20	£2.79	£12.10	£145.20
Enuresis Sensor Kit	£2.62	£11.35	£136.20	£2.62	£11.35	£136.20
Epilepsy Sensor Kit	£5.48	£23.77	£285.20	£5.48	£23.77	£285.20

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

Private Clientele	Weekly Cost 2014/15	Monthly 2014/15	Annual Cost 2014/15	Weekly Cost 2015/16	Monthly 2015/16	Annual Cost 2015/16
Falls Detector	£1.54	£6.68	£80.20	£1.54	£6.68	£80.20
Flood Detector	£1.41	£6.10	£73.20	£1.41	£6.10	£73.20
Gas (Natural) Detector	£3.00	£13.02	£156.20	£3.00	£13.02	£156.20
Heat Detector	£1.16	£5.04	£60.45	£1.16	£5.04	£60.45
Medication Dispenser	£2.52	£10.93	£131.20	£2.52	£10.93	£131.20
Pendant (Additional or Bogus)	£0.82	£3.56	£42.67	£0.82	£3.56	£42.67
PIR	£0.79	£3.43	£41.20	£0.79	£3.43	£41.20
Pressure Mat (universal sensor needed)	£0.26	£1.14	£13.63	£0.26	£1.14	£13.63
Property Exit Kit (Includes SCU & PIR)	£4.33	£18.77	£225.20	£4.33	£18.77	£225.20
Pull Cord	£1.08	£4.68	£56.20	£1.08	£4.68	£56.20
Smoke Detector	£0.88	£3.83	£46.00	£0.88	£3.83	£46.00

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

Private Clientele	Weekly Cost 2014/15	Monthly 2014/15	Annual Cost 2014/15	Weekly Cost 2015/16	Monthly 2015/16	Annual Cost 2015/16
20						
Temperature Extremes Sensor	£1.16	£5.04	£60.45	£1.16	£5.04	£60.45
TIM/SCU Unit	£1.77	£7.67	£92.00	£1.77	£7.67	£92.00
Universal sensor	£1.15	£5.00	£60.00	£1.15	£5.00	£60.00
X-10 Lamp Module Controller	£0.77	£3.35	£40.20	£0.77	£3.35	£40.20
X-10 Main Controller	£1.18	£5.10	£61.20	£1.18	£5.10	£61.20
X-10 Wall Mounted Appliance Kit	£0.91	£3.93	£47.20	£0.91	£3.93	£47.20
X-10 Wall Mounted Dimmer Switch	£0.91	£3.93	£47.20	£0.91	£3.93	£47.20
Zoning Button	£0.86	£3.75	£44.97	£0.86	£3.75	£44.97
Bundles (Rental)						
Basic (LL & 2 Smoke Detectors)	£5.39	£23.38	£280.51	£5.39	£23.38	£280.51
Falls Support Package (LL, Falls Detector, Bed Sensor Kit)	£7.94	£34.40	£412.83	£7.94	£34.40	£412.83
Dementia Support Package (LL, Property Exit System, Smoke Detector)	£8.15	£35.32	£423.87	£8.15	£35.32	£423.87

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

Private Clientele	Cost 2014/15			Cost 2015/16	
One Off Costs					
Replacement Pendant	£50.00			£50.00	
Key Safe	£49.16			£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)	£25.00			£25.00	
Additional Sensors at later date	£40.50			£40.50	
Additional Sensors whilst on site	£19.50			£19.50	
Key Safe Installation	£25.00			£25.00	
Key safe (re-install of existing Key Safe)	£25.00			£25.00	
CCTV Commercial					
New Infrastructure	Upon Application			Upon Application	
Monitoring	Upon Application			Upon Application	

Car Parks - Proposed Prices 2015/16 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	2015/16 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, Gun Wharf - weekends and bank holidays only.
Upper Mount Free after 4pm**

Existing Tariff Band	Existing Prices	2015/16 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	2015/16 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 P&D ticket

Car Parks - Proposed Prices 2015/16 Pay and Display

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

Existing Tariff Band	Existing Prices	2015/16 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	2015/16 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 P&D ticket.

Gillingham Short Stay - Includes: Jeffrey Street & Littlewoods

Existing Tariff Band	Existing Prices	2015/16 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 P&D ticket

Specials - Includes: Croneens & Grove Rd.

Existing Tariff Band	Existing Prices	2015/16 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%
6+	250p	250p	0.00%
2 day ticket	480p	480p	0.00%

Car Parks - Proposed Prices 2015/16 Pay and Display

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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 ticket	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 P&D ticket.

Tariff Band	Existing Prices	2015/16 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	2015/16 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 2015/16 Pay and Display

	Tariff Band	Existing Prices	2015/16 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				
Free after 4pm				

Car Parks - Proposed Prices 2015/16 Pay and Display

N6

Medway Park Short stay

Main Car Park Mon - Friday

Max 4 hours stay, no return within 24 hours of the expiry of your first P&D ticket.

Free after 4pm

Tariff Band	Existing Prices	2015/16 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	2015/16 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	2015/16 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 2015/16 Pay and Display

ON STREET - Rochester, Strood and Gillingham

Tariff Band	Existing Prices	2015/16 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	2015/16 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	2015/16 Prices	% Increase
0.5	40p	40p	0.00%
1	80p	80p	0.00%

ON STREET - Gillingham 2 hour Max stay

Tariff Band	Existing Prices	2015/16 Prices	% Increase
0-1	80p	80p	0.00%
1-2	110p	110p	0.00%

REGENERATION, COMMUNITY AND CULTURE

HOUSING & REGENERATION

PLANNING

VAT to be added where applicable

	Fee 2014/15 £	Fee 2015/16 £	Increase %
Weekly list of applications	158.10	162.10	2.53%
Photocopying (per page)	0.10	0.10	0.00%
Plan copying (A0 per plan)	13.60	13.90	2.21%
Plan copying (A1 per plan)	6.80	7.00	2.94%
Plan copying (A2 per plan)	3.50	3.60	2.86%
Plan copying (A3 per plan)	1.70	1.70	0.00%
Plan copying (A4 per plan)	0.90	0.90	0.00%
Ordnance Survey site locations plans of 6 A4 block plan scale 1:500	28.50	29.20	2.46%
Ordnance Survey site locations plans of 6 A4 site plan scale 1:1250	28.50	29.20	2.46%
Ordnance Survey site locations plans of 6 A4 site plan scale 1:250	56.80	58.20	2.46%
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)	30.40	31.20	2.63%
Research for private property sales/purchases (per hour thereafter)	30.40	31.20	2.63%
Search of adjoining land/property up to 200m - (plus research fee as above)	40.20	41.20	2.49%

Pre Application

Major Developments

Pre-application meeting including pre meeting research, with follow up written advice	1012.90	1,038.20	2.50%
Written advice only	759.70	778.70	2.50%
Charge per hour: Assistant Director	112.60	115.40	2.49%
Charge per hour: Head of Service	95.70	98.10	2.51%
Charge per hour: Group Manager / Principal Planner	84.50	86.60	2.49%
Charge per hour: Senior Planner / Senior Arboriculture Officer	73.10	74.90	2.46%
Charge per hour: EHO / Highways Officer / Conservation Officer	67.60	69.30	2.51%
Charge per hour: Planners	56.20	57.60	2.49%
Charge for pre application site visits	108.33	108.33	0.00%
Charge for Presentations to Members	541.10	554.60	2.49%

REGENERATION, COMMUNITY AND CULTURE

HOUSING & REGENERATION	Fee 2014/15	Fee 2015/16	Increase
	£	£	%
<u>PLANNING</u>			
VAT to be added where applicable			
<u>Minor Developments</u>			
Written Advice only	108.33	108.33	0.00%
Meeting at Council office plus follow up letter - adjacent fee plus hourly charge for office time (as set out above)	108.33	108.33	0.00%
Meeting on site plus follow up letter	216.40	221.80	2.50%
Meeting on site only	108.33	108.33	0.00%
<u>Other Developments</u>			
Written Advice only	54.20	55.60	2.58%
Meeting at Council office plus follow up letter - adjacent fee plus hourly charge for office time (as set out above)	54.20	55.60	2.58%
Meeting on site plus follow up letter	162.30	166.40	2.53%
Meeting on site only	108.33	108.33	0.00%
Householder office meeting for one site up to 1 hour	56.67	56.67	0.00%
Householder office meeting for every additional site	35.20	36.10	2.56%
Tree Preservation Order advice: Senior Arboriculture Officer per hour (or part of hour)	73.33	73.33	0.00%
<u>Section 106 - Post Resolution Preparation - Charge For Planning Officer Time</u>			
Hourly rates: Head of Service	95.70	98.10	2.51%
Hourly rates: Principal Planner	84.50	86.60	2.49%
Hourly rates: Senior Planner	73.10	74.90	2.46%
Hourly rates: Planners	56.20	57.60	2.49%

REGENERATION, COMMUNITY AND CULTURE

HOUSING & REGENERATION

Fee 2014/15	Fee 2015/16	Increase
£	£	%

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

Darwin Room (per hour)	36.00	37.00	2.78%
Darwin Room (per half day - 4 hours)	129.00	132.00	2.33%
Darwin Room (per day - 8 hours)	216.00	221.00	2.31%
Swan Room (per hour)	21.00	22.00	4.76%
Swan Room (per half day - 4 hours)	77.00	79.00	2.60%
Swan Room (per day - 8 hours)	108.00	111.00	2.78%
G3 Room (per hour)	21.00	22.00	4.76%
G3 Room (per half day - 4 hours)	77.00	79.00	2.60%
G3 Room (per day - 8 hours)	108.00	111.00	2.78%
G5 Room (per hour)	21.00	22.00	4.76%
G5 Room (per half day - 4 hours)	77.00	79.00	2.60%
G5 Room (per day - 8 hours)	108.00	111.00	2.78%

Non-Tenants

Darwin Room - per hour	70.00	72.00	2.86%
Darwin Room (per half day - 4 hours)	250.00	256.00	2.40%
Darwin Room (per day - 8 hours)	420.00	431.00	2.62%
Swan Room (per hour)	40.00	41.00	2.50%
Swan Room (per half day - 4 hours)	150.00	154.00	2.67%
Swan Room (per day - 8 hours)	210.00	215.00	2.38%
G3 Room (per hour)	40.00	41.00	2.50%
G3 Room (per half day - 4 hours)	150.00	154.00	2.67%
G3 Room (per day - 8 hours)	210.00	215.00	2.38%
G5 Room (per hour)	40.00	41.00	2.50%
G5 Room (per half day - 4 hours)	150.00	154.00	2.67%
G5 Room (per day - 8 hours)	210.00	215.00	2.38%

REGENERATION, COMMUNITY AND CULTURE

HOUSING & REGENERATION

	Fee 2014/15	Fee 2015/16	Increase
	£	£	%

ECONOMIC DEVELOPMENT

Innovation Centre Medway

VAT to be added where applicable

Data Centre

Internal Tenants

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)	227.00	233.00	2.64%
Data Centre space (per 1 rack of space per month)	371.00	380.00	2.43%
Data Centre power (per KWh per month)	0.15	0.15	0.00%

Non-Tenants

Data Centre space (per "U" of space per month)	18.00	18.00	0.00%
Data Centre space (per half rack of space per month)	258.00	264.00	2.33%
Data Centre space (per 1 rack of space per month)	402.00	412.00	2.49%
Data Centre power (per KWh per month)	0.15	0.15	0.00%

Bandwidth

Starting from 10mb

Internal Tenants

Per mb per month	9.5	9.50	
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Non-Tenants

Per mb per month	12	12.00	
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Other Charges

Office set up fee	82.00	84.00	2.44%
Floor box moving fee - per box	26.00	27.00	3.85%
Floor box power usage for individual offices (per KWh per month)	0.15	0.15	0.00%
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

INTEGRATED TRANSPORT

Subsidised Bus Services

	Fee 2014/15 £	Fee 2015/16 £	Increase %
Bus Contract Deductions for Administration (per hour)	113.60	116.40	2.46%
Yellow Bus Fares - charge for one term - to come into effect for the new academic year	45.00	46.00	2.22%
Yellow Bus Fares - charge for two terms - to come into effect for the new academic year	85.00	87.00	2.35%
Yellow Bus Fares - charge for one year - to come into effect for the new academic year	239.00	245.00	2.51%
Replacement of Medway Scholar pass (except Arriva)	10.30	11.00	6.80%
Replacement of Medway School Yellow Bus pass	5.20	5.30	1.92%

Concessionary Fares

Application fee for young persons half fare bus pass. Fee to come into effect July for new academic year.	5.90	10.00	69.49%
Replacement of lost bus pass - elderly and disabled persons concession (no charge if crime number given)	5.90	10.00	69.49%
Replacement of lost bus pass - young persons half fare concession (no charge if crime number given). Fee to come into effect July.	5.90	10.00	69.49%

Local Transport Plan

Information from existing automatic traffic count (per site)	46.90	48.00	2.35%
Information from existing manual traffic count (per site)	140.40	144.00	2.56%

Chatham Waterfront Bus Station

Charge per bus service departure	0.70	0.70	0.00%
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The Villager

Annual membership	10.00	10.30	3.00%
Annual family membership (2 adults + 2 children up to 16 years of age)	20.00	21.00	5.00%
Annual group membership	25.00	26.00	4.00%
Group hire price	80.00	82.00	2.50%
Mileage to be charged per mile at a variable rate depending on journey distance			

REGENERATION, COMMUNITY AND CULTURE

HOUSING & REGENERATION	Fee 2014/15 £	Proposed Fee 2015/16 £	Increase %
<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>HOOK MEADOW COMMUNITY CENTRE</u>			
<u>MAIN HALL (Bank holidays, New Year's Eve & Christmas on application)</u>			
<u>Regular User Groups</u>			
Hall hire daytime rate (per hour)	13.70	14.00	2.19%
Hall hire evening rate (per hour)	16.90	17.30	2.37%
<u>Non Regular Users</u>			
Hall hire Monday to Friday day (per hour)	19.40	19.90	2.58%
Hall hire Monday to Friday evening (per hour)	27.60	28.30	2.54%
Hall hire Monday to Friday after midnight (per hour)	44.80	45.90	2.46%
Hall hire Saturday & Sunday day (per hour)	21.30	21.80	2.35%
Hall hire Saturday & Sunday evening (per hour)	38.20	39.20	2.62%
Hall hire Saturday & Sunday after midnight (per hour)	55.10	56.50	2.54%
Large Kitchen day (per booking)	30.90	31.70	2.59%
Large Kitchen evening (per booking)	30.90	31.70	2.59%
Small Kitchen day (per booking)	14.20	14.60	2.82%
Small Kitchen evening (per booking)	15.30	15.70	2.61%
<u>LARGE ROOM (Weddings & functions room hire only)</u>			
<u>Regular User Groups</u>			
Hall hire daytime rate (per hour)	10.60	10.90	2.83%
Hall hire evening rate (per hour)	11.60	11.90	2.59%
<u>Non Regular Users</u>			
Room hire Monday to Friday day (per hour)	12.90	13.20	2.33%
Room hire Monday to Friday evening (per hour)	14.50	14.90	2.76%
Room hire Monday to Friday after midnight (per hour)	31.70	32.50	2.52%
Room hire Saturday & Sunday day (per hour)	12.30	12.60	2.44%
Room hire Saturday & Sunday evening (per hour)	23.40	24.00	2.56%
Room hire Saturday & Sunday after midnight (per hour)	38.90	39.90	2.57%

REGENERATION, COMMUNITY AND CULTURE

HOUSING & REGENERATION	Fee 2014/15	Proposed Fee 2015/16	Increase
	£	£	%
<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)	5.80	5.90	1.72%
Hall hire evening rate (per hour)	6.00	6.20	3.33%
<u>Non Regular Users</u>			
Room hire Monday to Friday day (per hour)	6.50	6.70	3.08%
Room hire Monday to Friday evening (per hour)	6.70	6.90	2.99%
Room hire Monday to Friday after midnight (per hour)	25.50	26.10	2.35%
Room hire Saturday & Sunday day (per hour)	11.40	11.70	2.63%
Room hire Saturday & Sunday evening (per hour)	12.20	12.50	2.46%
Room hire Saturday & Sunday after midnight (per hour)	31.00	31.80	2.58%
<u>COMPUTER SUITE</u>			
Regular User Groups - day or evening (per hour)	10.60	10.90	2.83%
Non Regular Users - day or evening (per hour)	10.90	11.20	2.75%
My Desk - Individual desk work space (per month)	100.00	102.50	2.50%

REGENERATION, COMMUNITY AND CULTURE

HOUSING & REGENERATION	Fee 2014/15 £	Proposed Fee 2015/16 £	Increase %
<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	13.60	2.26%
Hall hire evening rate (per hour)	16.90	17.30	2.37%
<u>Non Regular Users</u>			
Hall hire Monday to Friday day (per hour)	14.10	14.50	2.84%
Hall hire Monday to Friday evening (per hour)	27.60	28.30	2.54%
Hall hire Monday to Friday after midnight (per hour)	44.80	45.90	2.46%
Hall hire Saturday & Sunday day (per hour)	21.30	21.80	2.35%
Hall hire Saturday & Sunday evening (per hour)	38.20	39.20	2.62%
Hall hire Saturday & Sunday after midnight (per hour)	55.10	56.50	2.54%
Kitchen day (per booking)	14.20	14.60	2.82%
Kitchen evening (per booking)	15.30	15.70	2.61%
<u>ONE TO ONE ROOM</u>			
Regular User Groups - day or evening (per hour)	8.40	8.60	2.38%
Non Regular Users - day or evening (per hour)	9.60	9.80	2.08%
<u>COMPUTER SUITE</u>			
Regular User Groups - day or evening (per hour)	10.00	10.30	3.00%
Non Regular Users - day or evening (per hour)	11.60	11.90	2.59%
My Desk - Individual desk work space (per month)	100.00	102.50	2.50%
<u>WHITE ROAD COMMUNITY CENTRE</u>			
<u>Regular User Groups</u>			
Main Hall hire day or evening (per hour)	12.50	12.80	2.40%
One To One Room hire day or evening (per hour)	12.50	12.80	2.40%
<u>Non Regular Users</u>			
Main Hall hire day or evening (per hour)	14.10	14.50	2.84%
One To One Room hire day or evening (per hour)	13.70	14.00	2.19%
Family Room hire day or evening (per hour)	10.90	11.20	2.75%

REGENERATION, COMMUNITY AND CULTURE

HOUSING & REGENERATION

	Proposed		
	Fee 2014/15	Fee 2015/16	Increase
	£	£	%

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)	12.50	12.80	2.40%
Creche hire day or evening (per hour)	12.50	12.80	2.40%
One to One Room day or evening (per hour)	12.50	12.80	2.40%
Computer Suite day or evening (per hour)	12.50	12.80	2.40%

Non Regular Users

Main Hall hire Monday to Friday day or evening (per hour)	19.40	19.90	2.58%
Main Hall hire Saturday & Sunday day (per hour)	20.80	21.30	2.40%
Main Hall hire Saturday & Sunday evening (per hour)	22.70	23.30	2.64%
Creche hire day or evening (per hour)	13.10	13.40	2.29%
One to One Room day or evening (per hour)	13.10	13.40	2.29%
Computer Suite day or evening (per hour)	13.10	13.40	2.29%
My Desk - Individual desk work space (per month)	100.00	102.50	2.50%

LARGE HALL

Regular User Groups

Hall hire day or evening (per hour)	16.50	16.90	2.42%
End Hall hire day or evening (per hour)	11.00	11.30	2.73%
Back Office hire day or evening (per hour)	12.70	13.00	2.36%

Non Regular Users

Hall hire Monday to Friday day or evening (per hour)	19.40	19.90	2.58%
Hall hire Saturday & Sunday day (per hour)	22.00	22.60	2.73%
Hall hire Saturday & Sunday evening (per hour)	28.00	28.70	2.50%
End Hall hire day or evening (per hour)	13.10	13.40	2.29%
Back Office hire day or evening (per hour)	13.10	13.40	2.29%

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

LEISURE FACILITIES

All sites where applicable (Excluding Splashes & Strand)

Lesson Rate - price per lesson

	Fee 2014/15 £	Fee 2015/16 £	Increase %	Off Peak 2014/15 £	Off Peak 2015/16 £	Increase %
Adult non member	7.50	7.70	2.67%			
Adult member	5.90	6.00	1.69%			
Junior/Senior non member	6.90	7.10	2.90%			
Junior/Senior member	5.80	5.90	1.72%			
Membership Fees - 1 years membership						
Adult Individual	39.50	40.50	2.53%			
Family	56.50	57.90	2.48%			
Jnr	20.50	21.00	2.44%			
Senior	20.50	21.00	2.44%			
Day Membership Admission Fee						
Adult	1.80	1.80	0.00%			
Jnr	1.30	1.30	0.00%			
Senior	1.30	1.30	0.00%			

REGENERATION, COMMUNITY & CULTURE DIRECTORATE



LEISURE FACILITIES

Wet Side / Swimming

Adult

Jnr

Senior

(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)

Racquets

Table Tennis Bats

Footballs/Netballs

Commercial Hirings and Community

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

Squash - 40 minutes

Badminton - per hour

Hall pricing based on multiples of badminton courts

School Swim

Fitness Classes

	Fee 2014/15 £	Fee 2015/16 £	Increase %	Off Peak 2014/15 £	Off Peak 2015/16 £	Increase %
Adult	3.00	3.10	3.33%			
Jnr	1.90	1.90	0.00%			
Senior	1.90	1.90	0.00%			
(Children under 3 years of age admitted free of charge)						
Book of 12 tickets - adult (12 for 10)	30.00	30.80	2.67%			
Book of 12 tickets - jnr/snr (12 for 10)	19.00	19.50	2.63%			
Hire of Equipment (Returnable deposit may be required)						
Racquets	2.50	2.60	4.00%			
Table Tennis Bats	1.50	1.50	0.00%			
Footballs/Netballs	3.50	3.60	2.86%			
Commercial Hirings and Community						
Events - Fees to be negotiated individually, using the following basic charges						
Squash - 40 minutes	6.90	7.10	2.90%	5.50	5.60	1.82%
Badminton - per hour	8.20	8.40	2.44%	6.25	6.40	2.40%
Hall pricing based on multiples of badminton courts						
School Swim						
Fitness Classes	2.20	2.30	4.55%			
	Member	Member			Non-Member	
	5.25	5.40	2.86%	6.95	7.10	2.16%

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

	Fee 2014/15 £	Fee 2015/16 £	Increase %	Off Peak 2014/15 £	Off Peak 2015/16 £	Increase %
LEISURE FACILITIES						
Medway Park						
Hire of Pool (per hour)						
Large Pool	80.00	82.00	2.50%			
Training Pool	33.50	34.30	2.39%			
Diving Pool	28.00	28.70	2.50%			
All Pools	142.00	145.60	2.54%			
Gala (including timing)	390.00	399.80	2.51%			
Gala hourly rate (including timing)	160.00	164.00	2.50%			
General Recreation (2 hours)	5.30	5.40	1.89%			
Over 50s	3.10	3.20	3.23%			
Schools charge, per session	5.60	5.70	1.79%			
CONFERENCE ROOM						
Per Hour	17.00	17.40	2.35%			
Per Half Day	56.00	57.40	2.50%			
Per Day	90.00	92.30	2.56%			
Dance Studios						
Hourly rate per studio	30.00	25.00	-16.67%	26.00	25.00	-3.85%
Athletics Track						
Clubs per hour	50.00	51.30	2.60%			
Floodlights per hour	17.00	17.40	2.35%			

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

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	Fee 2014/15 £	Fee 2015/16 £	Increase %	Off Peak 2014/15 £	Off Peak 2015/16 £	Increase %
LEISURE FACILITIES						
SPLASHES						
Admissions						
Adult Swim	5.20	5.30	1.92%			
Child / Senior	4.50	4.60	2.22%			
Family Swim Ticket	14.80	15.20	2.70%			
Spectators	1.70	1.70	0.00%			
Under Fives	1.25	1.30	4.00%			
Under Threes (no charge)	0.00	0.00				
Group of 20+ Adults	4.50	4.60	2.22%			
Group of 20+ Children	3.40	3.60	5.88%			
Special Sessions						
Adult Swim	4.50	4.60	2.22%			
Child/Senior/disab	3.50	3.60	2.86%			
3 years to 5 years	1.25	1.30	4.00%			
Fins Club						
Annual Member	11.60	11.90	2.59%			
Member	3.20	3.30	3.12%			
School Swim						
With Instruction	2.30	2.40	4.35%			
Without Instruction	2.60	2.40	-7.69%			
Swim / Fitness Room	9.60	9.80	2.08%			
Parties						
Saturday Special	9.50	9.70	2.11%			
Palm Tree	9.00	9.20	2.22%			
Invitations	2.70	2.80	3.70%			
Adults Swimming	3.10	3.20	3.23%			

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

LEISURE FACILITIES

STRAND LEISURE PARK

Summer Season

Admissions

Adult per session 4.70
 Jnr per session 2.90
 Senior per session 2.90

Beach Hut

Double Session Adult 40.00
 Double Session Jur/senior 9.00
 Double Session 5.00

Crazy Golf

Adult 2.70
 Jnr 2.00
 Senior 2.00
 Family 5.60

Netball

5-a-side (per session) 18.50
 Netball / 5-a-side (per person) 0.00

	Fee 2014/15 £	Fee 2015/16 £	Increase %	Off Peak 2014/15 £	Off Peak 2015/16 £	Increase %
Adult per session	4.70	4.80	2.13%			
Jnr per session	2.90	3.00	3.45%			
Senior per session	2.90	3.00	3.45%			
Double Session Adult	0.00	40.00				
Double Session Jur/senior	0.00	9.00				
Double Session	0.00	5.00				
Adult	2.70	2.80	3.70%			
Jnr	2.00	2.10	5.00%			
Senior	2.00	2.10	5.00%			
Family	5.60	5.70	1.79%			
5-a-side (per session)	18.50	19.00	2.70%			
Netball / 5-a-side (per person)	0.00	2.00				

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

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LEISURE FACILITIES

Par 3 Golf

Adult 9 holes
Jnr 9 holes
Senior 9 holes

	Fee 2014/15 £	Fee 2015/16 £	Increase %	Off Peak 2014/15 £	Off Peak 2015/16 £	Increase %
Adult 9 holes	6.10	6.30	3.28%			
Jnr 9 holes	3.90	4.00	2.56%			
Senior 9 holes	4.20	4.00	-4.76%			
Tennis (per hour)						
Tennis Court Hire	0.00	6.40				
Racquet Hire	2.50	2.60	4.00%			
Ball Hire (2 balls)	2.30	2.40	4.35%			
Racquet Deposit	7.50	7.70	2.67%			
Miniature Railway - per person	1.00	1.00	0.00%			
Castle & Slide	0.00	2.50				
Unlimited Day Pass Adult	0.00	12.50				
Unlimited Day Pass Jur/Senior	0.00	10.00				

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

**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

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 2014/15 £	Fee 2015/16 £	Increase %	Off Peak 2014/15 £	Off Peak 2015/16 £	Increase %
				2.90	3.00	3.45%
	3.50	3.60	2.86%	2.70	2.80	3.70%
				2.80	2.90	3.57%
	23.00	23.60	2.61%	23.00	23.60	2.61%
	20.50	21.00	2.44%			
	63.50	65.10	2.52%			
	55.00	56.40	2.55%			
	50.00	51.30	2.60%			

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

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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 2014/15 £	Fee 2015/16 £	Increase %	Off Peak 2014/15 £	Off Peak 2015/16 £	Increase %
Single Membership - Advance annual payment	431.50	442.30	2.50%			
Couple - Advance annual payment	755.50	774.40	2.50%			
Single Off Peak Membership - Advance Annual Payment	323.50	331.60	2.50%			
Single Membership - Monthly (12 month contract)	39.95	40.90	2.38%			
Couple - Monthly (12 month contract)	69.95	71.70	2.50%			
Single Off Peak Membership - (12 month contract)	29.95	30.70	2.50%			
Single membership - Monthly (open contract)	47.50	48.70	2.53%			
Couple membership - Monthly (open contract)	82.00	84.10	2.56%			
Single Off Peak Membership - Monthly (open contract)	37.50	38.40	2.40%			
Echoes Gym Non Member Casual	7.20	7.40	2.78%	6.50	6.70	3.08%

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

**LEISURE FACILITIES
KICKS - STROOD LEISURE CENTRE**

Peak times Monday - Thursday after 5pm.

5-a-side Hire
7-a-side Hire
Off Peak times

	Fee 2014/15 £	Fee 2015/16 £	Increase %	Off Peak 2014/15 £	Off Peak 2015/16 £	Increase %
5-a-side Hire	45.00	30.00	-33.33%			
7-a-side Hire	62.00	45.00	-27.42%			
Off Peak times						

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

EXCLUDING LEAGUE MATCHES

5-a-side Hire
7-a-side Hire
Per team game = £35 (40mins)

5-a-side Hire	26.00	25.00	-3.85%			
7-a-side Hire	42.00	35.00	-16.67%			
Per team game = £35 (40mins)	70.00	50.00	-28.57%			

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

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LEISURE FACILITIES

DEANGATE

Golf

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

	Fee 2014/15	Fee 2015/16	Increase	Off Peak 2014/15	Off Peak 2015/16	Increase
	£	£	%	£	£	%
	Adult	Adult	Adult	Junior	Junior	Junior
7 day General Membership (12 months)	744.00	765.00	2.82%			
5 day General Membership (Mon - Fri 12 months)	624.00	640.00	2.56%			
5 day Off Peak (after 11am) Membership (Mon - Fri 12 months)	384.00	395.00	2.86%			
5 day senior membership (Mon - Fri)	498.00	510.00	2.41%			
Under 18s 7 Day Membership				99.00	101.50	2.53%
Intermediate Membership: 18 years Old				150.00	153.80	2.53%
Intermediate Membership: 19 years Old				250.00	256.30	2.52%
Intermediate Membership: 20 years Old				350.00	358.80	2.51%
21-24 membership				475.00	486.90	2.51%
Pay & Play Weekday peak (7 a.m. - 11 a.m.)	18.50	19.00	2.70%	10.00	10.30	3.00%
Pay & Play Weekday off peak (11 a.m. - Close)	14.50	14.90	2.76%	10.00	10.30	3.00%
Pay & Play Weekend & Bank Holidays all times	23.50	24.10	2.55%	13.00	13.30	2.31%
Week day twilight (last 3 hrs of light)	10.50	10.80	2.86%	6.00	6.20	3.33%
Weekend twilight (last 3 hrs of light)	13.00	13.30	2.31%	7.00	7.20	2.86%
9 HOLE Pay & Play weekday peak (7 a.m. - 11 a.m)	10.50	10.80	2.86%	6.00	6.20	3.33%
9 HOLE Pay & Play weekday off peak (11 a.m. - twilight)	9.00	9.20	2.22%	6.00	6.20	3.33%
9 HOLE Pay & Play weekend & bank holidays all times	13.00	13.30	2.31%	7.00	7.20	2.86%

Driving Range

Per basket (small)	1.50	2.00	33.33%			
Per basket (large)	3.00	3.50	16.67%			

Pitch & Putt

Round with Clubs	5.00	5.10	2.00%			
Round with own clubs	3.00	3.10	3.33%			
Deposit on Clubs	3.70	3.80	2.70%			

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

LEISURE FACILITIES

Athletics Track

Club Use

Monday-Friday up to 2 hrs

After 2hrs, per hour or part thereof

Saturday up to 2 hrs

After 2hrs, per hour or part thereof

Sunday, Bank Hols up to 2 hrs

After 2hrs, per hour or part thereof

Training per session

Individual use

Use of dressing room & track

Education - by negotiation (basic price)

Floodlight per hour or part

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 2014/15 £	Fee 2015/16 £	Increase %	Off Peak 2014/15 £	Off Peak 2015/16 £	Increase %
	29.30	30.00	2.39%			
	14.80	15.20	2.70%			
	54.90	56.30	2.55%			
	29.10	29.80	2.41%			
	79.20	81.20	2.53%			
	39.00	40.00	2.56%			
	21.90	22.40	2.28%			
	3.00	3.10	3.33%			
	10.60	10.90	2.83%			
	3.70	3.80	2.70%			
	1.90	1.90	0.00%			
	20.90	21.40	2.39%			
	25.00	25.60	2.40%			
	0.60	0.60	0.00%			
	5.20	5.30	1.92%			
	5.00	5.10	2.00%			

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

GREENSPACE SERVICES

	Fee 2014/15 £	Fee 2015/16 £	Increase %
Country Parks			
Fishing			
Day ticket (no night fishing) adult	9.50	10.00	5.26%
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	9.00	5.88%
Motorised Van (per unit, per night)	8.50	9.00	5.88%
Tent (per unit, per night)	4.50	5.00	11.11%
Orienteering			
Orienteering / price per visit per child	2.00	2.00	0.00%
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	3.00	3.00	0.00%
Guided walks	3.00	3.00	0.00%
Education visits by Medway schools/ price per visit per child for ranger led sessions	2.50	2.50	0.00%
Forest School Visit - price per child	3.50	3.50	0.00%
Fishing teach ins for children	11.00	11.00	0.00%
Large unbooked events (Country Fair, Kites etc) entrance fee			
Independent food vendors/day			

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

GREENSPACE SERVICES

	Fee 2014/15 £	Fee 2015/16 £	Increase %
Event Site Hire - All Green Spaces (price per event)			
Up to 500 People	258.00	264.50	2.52%
501 to 1,000 people	484.00	496.10	2.50%
1001 to 5000 people	968.00	992.20	2.50%
More than 5000 people	2,987.00	3,061.70	2.50%
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)			
	51.50	52.80	2.52%
Allotment Rental - Charge per sq metre			
Plot and water	0.19	0.20	5.93%
Plot only	0.14	0.15	3.73%
Flat rate per shed			
	15.00	15.50	3.33%
Flat rate use of container			
	5.20	5.50	5.77%
Bloor Lane Church Allotment			
	15.80	16.20	2.53%
Miscellaneous Recreation			
Playhut - Playgroups - per 3 hours			
	17.60	18.00	2.27%
Circus Visits & Fairs			
Circus & Fairs Daily Hire Fee			
	522.70	535.77	2.50%
Deposit Against damage			
	1,200.00	1,230.00	2.50%
Deposit against fly posting 10m rad.			
	1,200.00	1,230.00	2.50%
Recreation Grounds - With Pavilion			
Per Season - Adult - 18 matches (with pavilion)			
	527.90	541.10	2.50%
Per Season - Junior / 60+ - 18 matches (with pavilion)			
	186.80	191.47	2.50%
Recreation Grounds - Without Pavilion			
Per Season - Adult - 18 matches (without pavilion)			
	333.60	341.94	2.50%
Per Season - Junior /60+ - 18 matches (without pavilion)			
	93.60	95.94	2.50%
Casual Use with Pavilion			
Adults (casual use)			
	84.50	86.61	2.50%
Junior / 60+ (casual use)			
	79.20	81.18	2.50%

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

GREENSPACE SERVICES

	Fee 2014/15 £	Fee 2015/16 £	Increase %
Casual Use without Pavilion			
Adults (casual use/without pavilion)	44.60	45.72	2.51%
Junior / 60+ (casual use/ without pavilion)	25.80	26.45	2.52%
School Parties with Pavilion	117.10	120.03	2.50%
School Parties without Pavilion	64.40	66.01	2.50%
Pitch & Putt			
Round with Clubs Adult	7.40	7.60	2.70%
Round with Clubs Junior/60+	3.70	3.80	2.70%
Round with own Clubs Adult	4.90	5.00	2.04%
Round with own Clubs Junior/60+	2.60	2.70	3.85%
Broken Club	30.60	31.40	2.61%
Lost Ball	3.70	3.80	2.70%
Deposit on Club	11.60	11.90	2.59%
Cricket Pitch Hire - from 10 am to 6 pm			
Per day - Adult	74.00	75.85	2.50%
Rugby Pitch			
Anchorians fee for hire of rugby pitch per season	2,060.00	2,111.50	2.50%

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

Entrance fees for castles are set in conjunction with English Heritage.

ROCHESTER CASTLE

	Fee 2014/15 £	Fee 2015/16 £	Increase %
Per Person (Adult)	6.00	6.20	3.33%
Per Person (Jnr/60+)	3.80	3.90	2.63%
Family - 2 adult and 1 child	15.80	16.20	2.53%
English Heritage membership including corporate	Free	Free	
Group 11+ people (Adult)	5.10	5.27	
Group 11+ people (Child)	3.23	3.32	
Audioguide	1.00	1.00	
Discovery Day Education Visit	0.00	100.00	

UPNOR CASTLE

Per Person (Adult)	6.00	6.20	3.33%
Per Person (Jnr/60+)	3.80	3.90	2.63%
Family - 2 adult and 1 child	15.80	16.20	2.53%
Group 11+ people (Adult). 15% discount	5.10	5.27	
Group 11+ people (Child) 15% discount	3.23	3.32	
English Heritage membership including corporate	Free	Free	
Audioguide	1.00	1.00	
Wedding (Friday & Saturday)	800.00	850.00	6.25%
Midweek wedding (Monday-Thursday)	550.00	575.00	4.55%
Wedding late booking discount (6 month prior to date) -25%			
Upnor Castle residents pass (season)	0.00	16.00	
Children party hire charge (4hrs) - Part of site	0.00	150.00	
Children party hire charge (4hrs) - Full site	0.00	300.00	
Discovery day education visit	0.00	100.00	
Corporate awayday 1/2 day	0.00	200.00	
Corporate awayday full day	0.00	300.00	

TEMPLE MANOR

Children party hire charge (4hrs)	0.00	300.00	
Discovery day education visit	0.00	100.00	

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

GUILDHALL MUSEUM

Admission	0.00	0.00	0.00%
Hire of Members room to Oyster Fisheries	37.10	38.00	2.43%
Hire of Members room per hour	37.10	38.00	2.43%
Hire of Guildhall Chamber per hour	63.30	64.90	2.53%
Education Visits - Medway Schools - Morning	128.80	132.00	2.48%
Education Visits - Medway Schools - Whole day	175.00	179.40	2.51%
University of the Third Age (U3A) - Cost per person	5.00	5.10	2.00%
Weddings	391.40	401.20	2.50%

Outdoor theatre

By negotiation and sign-off by Head of Service

Normal terms 80:20 split of ticket sales

Event site hire

Charity event per day	250	256.30	2.52%
Daytime hire per day	500	512.50	2.50%
Evening hire each evening	1000	1,025.00	2.50%

Filming/Photo shoots

By negotiation and sign-off by Head of Service

Photo shoot minimum charge (commercial)	50	51	2.60%
Filming minimum charge (commercial)	100	103	2.50%

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

MEDWAY ARCHIVES, LOCAL STUDIES CENTRE

	Fee 2014/15 £	Fee 2015/16 £	Increase %
Photocopying (Local Studies) A4	0.30	0.30	0.00%
Photocopying (Local Studies) A3	0.50	0.50	0.00%
Photocopying (Archives original doc) A4	0.80	0.80	0.00%
Photocopying (Archives original doc) A3	1.10	1.10	0.00%
Computer printing black and white A4 per page	0.10	0.10	0.00%
Computer printing colour A4 per page	0.75	0.80	6.67%
Computer printing black and white A3 per page	0.20	0.20	0.00%
Computer printing colour A3 per page	1.00	1.00	0.00%
Local Studies Scanning depending on copyright A4 colour	3.00	3.00	0.00%
Local Studies Scanning depending on copyright A3 colour	3.50	3.60	2.86%
Local Studies Scanning depending on copyright A4 black & white	0.75	0.80	6.67%
Local Studies Scanning depending on copyright A3 black & white	0.85	0.90	5.88%
Archive scanning (discretion of archivist) A4 colour	2.90	4.00	37.93%
Archive scanning (discretion of archivist) A3 colour	3.40	4.50	32.35%
Microfiche/Microfilm printouts A4	0.75	0.80	6.67%
Microfiche/Microfilm printouts A3	1.00	1.00	0.00%
Requests for arranging services by professional photographer/microfilming- Photographer's fee plus charge per item	7.50	8.00	6.67%
Photographs/ slides - non commercial self service full day permit	10.50	10.80	2.86%
Commercial Users self service photography permit	21.00	22.60	7.62%
Photocopies sent in response to research enquiries by letter or e- mail (ie handling charge) handling charge + cost of copies + postage	7.50	7.70	2.67%

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

MEDWAY ARCHIVES, LOCAL STUDIES CENTRE

	Fee 2014/15 £	Fee 2015/16 £	Increase %
Medway Archives - Other Charges			
Baptism Certificate (National charge)	12.00	12.00	0.00%
Preparations for media visits and filming on premises : per hour	90.00	92.00	2.22%
Issue of conviction certificate copy (magistrates courts)	36.00	38.00	5.56%
Storage of magistrates' court records(per box per annum)	7.60	8.00	5.26%
Retrievals of modern records for council departments (per box on	7.25	7.40	2.07%
Retrievals of modern records for council departments(per box off	14.00	15.00	7.14%
Withdrawal of privately owned records (minimum charge)	61.00	63.00	3.28%
Royalties for reproduction of still photographs (UK)	30.00	31.00	3.33%
Royalties for reproduction of moving images cost per second(running time) used by national & international media	92.00	94.00	2.17%
Talks to external groups (at discretion of staff)	50.00	50.00	0.00%
Talks to groups visiting (excluding school visits and at the	40.00	40.00	0.00%
Research per hour private users (at discretion of Archivist)	32.00	33.00	3.13%
Research per hour commercial users (at discretion of Archivist)	85.00	87.00	2.35%
ROYALTIES - All royalties fees checked as being market rate wi	40.00	41.00	2.50%
Royalties: reproduction of still photographs (UK)	30.00	31.00	3.33%
Royalties: photo (out-Europe)	50.00	51.00	2.00%
Royalties: photo in TV prog per second	90.00	92.00	2.22%
Royalties: photo on cover (Europe)	60.00	62.00	3.33%
Royalties: photo on cover(worldwide)	90.00	92.00	2.22%
Royalties: photo in e-book	55.00	56.00	1.82%
Royalties: reproduction of moving images cost per second(running time) used by national & international media (commercial rate)	92.00	94.00	2.17%
Estimates for bulk orders (to deduct from final cost when order place	7.50	7.70	2.67%
Photo facsimile (when scanning not possible)	4.50	5.00	11.11%

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 2014/15 £	Fee 2015/16 £	Increase %	per hour excess 2014/15 £	Fee 2015/16 £	Increase %
	2,266.30	2,323.00	2.50%	158.40	162.40	2.53%
	2,403.80	2,463.90	2.50%	168.90	173.10	2.49%
	2,932.40	3,005.70	2.50%	235.10	241.00	2.51%
	4,260.70	4,367.20	2.50%	269.90	276.60	2.48%
	637.80	653.70	2.49%			
	818.70	839.20	2.50%			
	70.20	72.00	2.56%			
	78.10	80.10	2.56%			
	104.10	106.70	2.50%			
	132.10	135.40	2.50%			
	574.60	589.00	2.51%			
	1,212.90	1,243.20	2.50%			

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

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

	Fee 2014/15 £	Fee 2015/16 £	Increase %	per hour excess 2014/15 £	Fee 2015/16 £	Increase %
Auditorium 6.00 p.m - 11.00 p.m						
Monday - Tuesday	542.60	556.20	2.51%	104.90	107.50	2.48%
Wednesday - Thursday	585.60	600.20	2.49%	146.40	150.10	2.53%
Friday/Saturday/Sunday	1,164.70	1,193.80	2.50%	169.40	173.60	2.48%
Bank Holidays	1,609.00	1,649.20	2.50%	191.00	195.80	2.51%
Extra Performance	456.90	468.30	2.50%			
Extra Performance (bnk hols)	538.70	552.20	2.51%			
Rehearsal and fit-up rates						
Minimum of 3 hours on non-show days						
Monday - Tuesday	45.80	46.90	2.40%			
Wednesday - Thursday	55.20	56.60	2.54%			
Friday/Saturday/Sunday	85.80	87.90	2.45%			
Bank Holidays	119.60	122.60	2.51%			
Non-returnable deposit	254.80	261.20	2.51%			
Non-returnable deposit (3 days or more)	523.70	536.80	2.50%			

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 2014/15 £	Fee 2015/16 £	Increase %	per hour excess 2014/15 £	Fee 2015/16 £	Increase %
Main Theatre	80.40	82.40	2.49%			
Main Theatre Floor events	57.30	58.70	2.44%			
Mayor's Parlour	25.50	26.10	2.35%			
Studio Room Hire	38.20	39.20	2.62%			
Conference Room	25.50	26.10	2.35%			
Meeting Room	13.90	14.20	2.16%			
Activity Room	9.80	10.00	2.04%			
Large Dance Studio	13.50	13.80	2.22%			
Small Dance Studio	8.90	9.10	2.25%			
Function Room	15.60	16.00	2.56%			
Basement Dance Studio	11.10	11.40	2.70%			
Basement Drama Studio	12.00	12.30	2.50%			
Non-returnable deposit	260.90	267.40	2.49%			
Non-returnable deposit (3 days or more)	520.70	533.70	2.50%			

SCALE B - Professional arts based organisations

Main Theatre	50.20	51.50	2.59%			
Main Theatre Floor Events	35.80	36.70	2.51%			
Mayor's Parlour	16.80	17.20	2.38%			
Studio Room Hire	24.00	24.60	2.50%			
Conference Room	16.80	17.20	2.38%			
Meeting Room	9.30	9.50	2.15%			
Activity Room	6.40	6.60	3.12%			
Large Dance Studio	8.90	9.10	2.25%			
Small Dance Studio	5.60	5.70	1.79%			
Function Room	11.60	11.90	2.59%			
Basement Dance Studio	8.60	8.80	2.33%			

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	Fee 2014/15 £	Fee 2015/16 £	Increase %	per hour excess 2014/15 £	Fee 2015/16 £	Increase %
Basement Drama Studio	9.10	9.30	2.20%			
Non-returnable deposit	260.90	267.40	2.49%			
Non-returnable deposit (3 days or more)	520.70	533.70	2.50%			
SCALE C - Amateur arts based organisations						
Main Theatre	30.30	31.10	2.64%			
Main Theatre Floor Events	21.30	21.80	2.35%			
Mayor's Parlour	11.10	11.40	2.70%			
Studio Room Hire	16.10	16.50	2.48%			
Conference Room	11.10	11.40	2.70%			
Meeting Room	6.10	6.30	3.28%			
Activity Room	4.40	4.50	2.27%			
Large Dance Studio	6.00	6.20	3.33%			
Small Dance Studio	4.10	4.20	2.44%			
Function Room	7.70	7.90	2.60%			
Basement Dance Studio	5.50	5.60	1.82%			
Basement Drama Studio	6.00	6.20	3.33%			
Non-returnable deposit	197.90	202.80	2.48%			
Non-returnable deposit (3 days or more)	322.80	330.90	2.51%			

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

CORN EXCHANGE

QUEEN'S HALL

	Includes			Fee 2014/15 £	Fee 2015/16 £	Increase %
	Hall	Bar	Kitchen			
Mon - Thur 12 noon - 12 midnight	✓	✓	✓	991.80	1,016.60	2.50%
Mon - Thur 6 p.m. - 12 midnight	✓	✓	✓	618.60	634.10	2.51%
Fri 12 noon - 12 midnight	✓	✓	✓	1042.60	1,068.70	2.50%
Fri 6 p.m. - 12 midnight	✓	✓	✓	652.20	668.50	2.50%
Sat 12 noon - 12 midnight	✓	✓	✓	1093.40	1,120.70	2.50%
Sat - 6 p.m. - 12 midnight	✓	✓	✓	686.80	704.00	2.50%
Sun 12 noon - 10.30 p.m.	✓	✓	✓	865.20	886.80	2.50%

Hall Hire Only

Mon - Thur 9 a.m. - 12 noon	✓			137.40	140.80	2.47%
Mon - Thur 12 noon - 6 p.m.	✓			182.80	187.40	2.52%
Fri 9 a.m. - 12 noon	✓			150.40	154.20	2.53%
Fri 12 noon - 6p.m.	✓			200.10	205.10	2.50%

Kitchen hire per booking

	81.20	83.20	2.46%
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PRINCES HALL

Prices per hour - Minimum hire - 3 hours

Mon - Thur	✓			37.90	38.80	2.37%
Fri	✓			40.10	41.10	2.49%
Sat - Sun	✓			43.30	44.40	2.54%

REGENERATION, COMMUNITY & CULTURE DIRECTORATE

	Fee 2014/15	Fee 2015/16	Increase
	£	£	%
PRIVATE SECTOR HOUSING			
Enforcement Activity			
Copy of Notices	6.09	6.20	1.81%
Service of statutory notice	This will be calculated on a case by case		
Inspections			
Non Statutory Accommodation Inspections	92.70	95.00	2.48%
Licensing of Houses in Multiple Occupation	927.00	950.20	2.50%
Second or Subsequent Application	824.00	844.60	2.50%
Removed cannot change licence holder - must submit a new application			
Change of manager	96.40	98.80	2.49%
Licence variation	117.80	120.70	2.46%
Licence renewal fee - with no significant changes	348.10	356.80	2.50%
Licence renewal fee - with significant changes	589.20	603.90	2.49%
2nd Reminder Letter for a HMO Licence	35.00	35.90	2.57%
Unlicensed HMO Fine	150.00	153.80	2.53%
HOUSING SOLUTIONS			
Weekly Cost of Temporary Accommodation			
Shared 1 Bed	116.25	119.20	2.54%
1 bed self contained	157.64	161.60	2.51%
2 bed self contained*	182.05	186.60	2.50%
3 bed self contained*	195	199.90	2.51%
4 bed self contained*	240.42	246.40	2.49%
5 bed self contained *	319.61	327.60	2.50%
<i>*(The above charges are subject to change and will be calculated using 90% of LHA rates plus £60 Management Fee).</i>			
General Fund Properties			
27 FIRST AVENUE	124.46	127.60	2.52%
85 THE BROOK	89.61	91.90	2.56%
87 THE BROOK	89.61	91.90	2.56%

TRAVELLERS PERMANENT ACCOMMODATION

Weekly Rent Per Pitch	64.97	66.60	2.51%
Electricity Pre-paid card Recharged at cost			

Mobile Homes Act 2013

Application for a new licence		320.00	0.00%
Application for a new licence: per pitch		7.50	0.00%

Application to transfer or amend an existing licence:

Minor ammendment		125.00	0.00%
Major ammendment		250.00	0.00%

Annual Licence Fee (Admin and Monitoring existing site)		25.00	0.00%
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Annual Licence Fee (Admin and Monitoring existing site) per pitch		10.00	0.00%
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REGENERATION, COMMUNITY & CULTURE DIRECTORATE LIBRARIES	Fee 2014/15	Fee 2015/16	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	1.00	25.00%
Reservation Fees			
Reservation fee for any book in stock	0.00	0.00	
Reservation fee for any book not in stock	3.00	3.10	3.33%
Audio Visual Charges			
New DVD rentals 2 day loan	2.50	2.60	4.00%
DVD boxed set 2 week loan	5.00	5.10	2.00%
Console games 1 week loan	4.00	4.10	2.50%
Language courses - 3 month loans	5.40	5.50	1.85%
All other videos, DVDs, CDs	1.10	1.10	0.00%
Ticket Replacement Adults	2.40	2.50	4.17%
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	0.80	4.07%
Colour A3 - per page	1.03	1.10	7.32%
Fax Transmissions			
UK	1.20	1.20	0.00%
Europe and North America	2.30	2.40	4.35%
Rest of World	2.30	2.40	4.35%
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	10.00	10.30	3.00%
Outside Library opening hours - per hour	17.00	17.40	2.35%

BUSINESS SUPPORT DEPARTMENT (BSD)

(All charges include VAT where applicable)

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.

Fee 2014/15 £	Fee 2015/16 £	increase %
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BUSINESS SUPPORT DEPARTMENT (BSD)

~~2~~ All charges include VAT where applicable)

BEREAVEMENT SERVICES
CEMETERIES (cont)

Not exceeding 1 month

Interment and attendance fee: 1 month - under 5 years

Interment and attendance fee: (5 to under 16 years) max grave length 1.8 m (max coffin length is 1.65m).

Interment and attendance fee: 16 years and above.

Interment and attendance fee: 16 years and above. Treble depth.

(Grave for 4 is special request with minimum 7 working days notice.

Add £305.00)

Two full burials undertaken at same time, add to interment fee:

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 and/or method of

digging. Price on application.

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 and/or method

of digging. Price on application.

Extra digging for coffins that exceed 26" wide (in total including bar

handles etc) or 78" long add

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:

Saturday Interment - by arrangement - min 8 working days notice

and subject to availability: add

	Fee 2014/15		Fee 2015/16		increase	
	£		£		%	
	Resident	Non Resident	Resident	Non Resident	Resident	Non Resident
	0.00	110.00	0.00	113.00	0.00%	2.73%
	0.00	200.00	0.00	205.00	0.00%	2.50%
	255.00	510.00	261.00	522.00	2.35%	2.35%
	630.00	1260.00	646.00	1,292.00	2.54%	2.54%
	700.00	1400.00	718.00	1,436.00	2.57%	2.57%
	130.00	260.00	133.00	266.00	2.31%	2.31%
	134.00	268.00	137.00	274.00	2.24%	2.24%
	180.00	360.00	185.00	370.00	2.78%	2.78%
	150.00	300.00	154.00	308.00	2.67%	2.67%
	206.00	412.00	211.00	422.00	2.43%	2.43%
	536.00	536.00	549.00	549.00	2.43%	2.43%

BUSINESS SUPPORT DEPARTMENT (BSD)

(All charges include VAT where applicable)

BEREAVEMENT SERVICES CEMETERIES (cont)

Saturday Interment of cremated remains - by arrangement - minimum 8 days notice and subject to availability. In addition to interment fees above.

Services times are 90 minutes (in total, inclusive of chapel and graveside) - extra service time is 45 minutes. This cost may be trebled if prior warning not provided.

Less than 3 days notice where additional costs are incurred.

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).

	Fee 2014/15 £		Fee 2015/16 £		increase %	
	Resident	Non Resident	Resident	Non Resident	Resident	Non Resident
Grave Selection next-in-line	52.00	104.00	52.00	104.00	0.00%	0.00%
Grave Selection	191.00	382.00	191.00	382.00	0.00%	0.00%
Exclusive Right of Burial (<30") Adult graves 30 years - inc memorial permit	700.00	1400.00	718.00	1,436.00	2.57%	2.57%
Exclusive Right of Burial (<30") Adult graves 50 years - inc memorial permit	1150.00	2300.00	1,179.00	2,358.00	2.52%	2.52%
Exclusive Right of Burial (<30") Adult graves 99 years - inc memorial permit	2150.00	4300.00	2,204.00	4,408.00	2.51%	2.51%
Pre Purchased Exclusive Right of Burial (<30") Adult graves 30 years - inc memorial permit and selection fee	985.00	1970.00	1,010.00	2,020.00	2.54%	2.54%
Pre Purchased Exclusive Right of Burial (<30") Adult graves 50 years - inc memorial permit and selection fee	1700.00	3400.00	1,743.00	3,486.00	2.53%	2.53%
Pre Purchased Exclusive Right of Burial (<30") Adult graves 99 years - inc memorial permit and selection fee	2500.00	5000.00	2,563.00	5,126.00	2.52%	2.52%
Pre-Purchased Exclusive Right of Burial (<30") Adult graves 30 years no selection and memorial permit	665.00	1330.00	682.00	1,364.00	2.56%	2.56%
Child graves 6' x 3' : 50 years inc memorial permit	515.00	1030.00	528.00	1,056.00	2.52%	2.52%
Child graves 6' x 3' : 99 years inc memorial permit	825.00	1650.00	846.00	1,692.00	2.55%	2.55%

BUSINESS SUPPORT DEPARTMENT (BSD)

2016 All charges include VAT where applicable)

BEREAVEMENT SERVICES

	Fee 2014/15 £	Fee 2015/16 £	increase %
Cremated remains 3' x 3': 50 years inc memorial permit	644.00	660.00	2.48%
Cremated remains 3' x 3': 99 years inc memorial permit	1082.00	1,109.00	2.50%
Pre-purchased cremated remains (3'x3') 30 years	500.00	513.00	2.60%
Pre purchased Cremated remains (3' x 3') 50 years	819.00	839.00	2.44%
Pre purchased Cremated remains (3' x 3') 99 years	1236.00	1,267.00	2.51%

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.

	Resident	Non Resident	Resident	Non Resident	Resident	Non Resident
Extension to EROB's, per 5 year period - max 30 years Permit for a cleaning, planted areas etc.	108.00	216.00	100.00	200.00	-7.41%	-7.41%
30 Year Permit for Small Inscribed vase or tablet (less than 12", 300mm)	74.00	74.00	76.00	76.00	2.70%	2.70%
Additional Inscriptions (no charge if undertaken in-situ and memorials not removed or detached from grave)	77.00	77.00	79.00	79.00	2.60%	2.60%
30 Year Permit for the erection of a memorial/headstone 12" or 30 Year Permit for the erection of full kerbs and cover slabs.	165.00	165.00	169.00	169.00	2.42%	2.42%
30 Year Permit for Memorial/headstone with full kerbs	240.00	240.00	246.00	246.00	2.50%	2.50%
30 Year Permit for Small kerbs (lawn section/cremated remains) and cover slabs	400.00	400.00	410.00	410.00	2.50%	2.50%
30 Year Permit Memorial/headstone with small kerbs	210.00	210.00	215.00	215.00	2.38%	2.38%
1 Year Permit for Wooden cross and other temporary marker	310.00	310.00	318.00	318.00	2.58%	2.58%
5 Year Permit for Wooden cross and other temporary marker	16.00	16.00	16.00	16.00	0.00%	0.00%
Family maintained grave notice	50.00	50.00	51.00	51.00	2.00%	2.00%
Transfer of right of exclusive burial and duplicate EROB's (Transfer to spouse - deduct £20.00)	15.00	15.00	15.00	15.00	0.00%	0.00%
Alterations to Deeds	52.00	52.00	53.00	53.00	1.92%	1.92%
	35.00	35.00	36.00	36.00	2.86%	2.86%

BUSINESS SUPPORT DEPARTMENT (BSD)

(All charges include VAT where applicable)

BEREAVEMENT SERVICES

Genealogical Search fee per name and subject to date of Register entry (assisted searches extra)
 Marking / identification of grave prior to visit - special request (min 5 days notice)
 Quinquennial memorial inspection

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.

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 2014/15 £		Fee 2015/16 £		increase %	
	Resident	Non Resident	Resident	Non Resident	Resident	Non Resident
Medway 'Eco-surround' Adult (supply and fix) 1 year hire	128.00	128.00	131.00	131.00	2.34%	2.34%
Medway 'Eco-surround' Child (supply and fix) 1 year hire	123.00	123.00	126.00	126.00	2.44%	2.44%
Medway 'Eco-surround' Cremated Remains (supply and fix) 1 year hire	123.00	123.00	126.00	126.00	2.44%	2.44%
Medway 'Eco-surround' Adult (supply and fix) 5 year hire	170.00	170.00	174.00	174.00	2.35%	2.35%
Medway 'Eco-surround' Child (supply and fix) 5 year hire	141.00	141.00	145.00	145.00	2.84%	2.84%
Medway 'Eco-surround' Cremated Remains (supply and fix) 5 year hire	155.00	155.00	159.00	159.00	2.58%	2.58%
Eco-surround lease renewal 1 year	38.00	38.00	39.00	39.00	2.63%	2.63%
Eco-surround lease renewal 5 year	60.00	60.00	62.00	62.00	3.33%	3.33%

BUSINESS SUPPORT DEPARTMENT (BSD)

All charges include VAT where applicable)

BEREAVEMENT SERVICES

MISCELLANEOUS

Arrange funeral under Public Health (Control of Disease) Act 1984, including full property search. From:
 Arrange funeral under Public Health (Control of Disease) Act 1985. From :

	Fee 2014/15 £		Fee 2015/16 £		increase %	
	Resident	Non Resident	Resident	Non Resident	Resident	Non Resident
Use of Cemetery Chapel	500.00	515.00	515.00	515.00	3.00%	0.00%
Use of Cemetery Chapel (Children up to 5 years)	200.00	206.00	210.00	210.00	5.00%	1.94%
Private Use of Cemetery Chapel	77.00	77.00	79.00	79.00	2.60%	2.60%
Bench dedications/renewals 10 yr from:	0.00	0.00	0.00	0.00		
Re-open walled grave - from:	98.00	98.00	100.00	100.00	2.04%	2.04%
Exhumation – from:	1267.00	1267.00	1,299.00	1,299.00	2.53%	2.53%
Exhumation of cremated remains – from:	247.00	247.00	253.00	253.00	2.43%	2.43%
Woodland Burial fee - includes exclusive right of burial (99 years) - interment fee and memorial tree (CHATHAM ONLY)	1092.00	1092.00	1,119.00	1,119.00	2.47%	2.47%
Woodland Interment of cremated remains (no tree) includes exclusive right of burial (99 years) and interment fee (CHATHAM ONLY)	355.00	355.00	364.00	364.00	2.54%	2.54%
Woodland Burial pre-purchased (99 years) includes memorial tree at time of interment (CHATHAM ONLY) - separate interment fee will apply at time of burial	1545.00	3090.00	1,584.00	3,168.00	2.52%	2.52%
Topping up and seeding. Price from:	773.00	1545.00	792.00	1,584.00	2.46%	2.52%
Woodland burial plaques (10 years). Price from:	1545.00	3090.00	1,584.00	3,168.00	2.52%	2.52%
	52.00	52.00	53.00	53.00	1.92%	1.92%
	201.00	201.00	206.00	206.00	2.49%	2.49%

BUSINESS SUPPORT DEPARTMENT (BSD)

(All charges include VAT where applicable)

BEREAVEMENT SERVICES

Grave identification and photograph

Fee 2014/15 £	Fee 2015/16 £	increase %
36.00	36.00	0.00%
36.00	36.00	0.00%

CREMATORIUM

CREMATION FEE. *The Cremation fee includes Environmental Surcharge, all Medical Referee Fees, use of the Chapel for 35 Minute service, Wesley Music, all attendances after the coffin has been placed on the catafalque, strewing of cremated remains in the Gardens (where the family are not in attendance), and where required a Certificate of Disposal and cremated remains box.*

Adult cremation. Services before 9.30 deduct £25.00. Late cremation (after 15:30 add £40.00, by arrangement only)

Adult Saturday Cremation - subject to availability. Includes facilities to witness the charging of the coffin.

Under 16th Birthday, Saturday Cremation - subject to availability. Includes facilities to witness the charging of the coffin.

Cremation - NO FORMAL SERVICE - 8:15 coffin must be on catafalque no later than 8.30

The Cremation fee includes Environmental Surcharge, all Medical Referee Fees, all attendances after the coffin has been placed on the catafalque, strewing of cremated remains in the Gardens (where the family are not in attendance), and where required a Certificate of Disposal and cremated remains box.

Joint service/cremations - 2 adults

Witness Coffin being committed into Cremator (Services after 9.30 am)

Extra costs for Service Overrun from:

Child (5 - to under 16)

Child - Over 1 month to under 5 years

Resident	Non Resident	Resident and Non Resident	Resident and Non Resident
555.00	555.00	575.00	3.60%
690.00	690.00	707.00	2.46%
205.00	205.00	210.00	2.44%

365.00	365.00	378.00	3.56%
835.00	835.00	856.00	2.51%
21.00	21.00	22.00	4.76%
29.00	29.00	30.00	3.45%
127.00	127.00	130.00	2.36%
0.00	100.00	0.00	-100.00%

*

BUSINESS SUPPORT DEPARTMENT (BSD)

All charges include VAT where applicable)

BEREAVEMENT SERVICES

Stillborn - 1 month - see above
 Body Parts, blocks and slides (no charge for stillborn etc)
 NVF with service, after 9:45
 NVF with no service

* charges removed due to sensitivity of these cremations

MISCELLANEOUS

Temporary Storage of Remains - per month - (min period of storage = 3 months, payable in advance)
 Cancellation within 48 hours (Postponement - no charge)
 Receiving cremated remains from elsewhere
 Witnessing Strewing (Up to 2 deceased, add £5.00 per person thereafter)

Family Led Strewing, previously referred to as Silent strewing, - silent disposal of cremated remains (up to 2 deceased, add £5.00 per person thereafter)

Additional Medway Container (Medway Black Scatter Tube add £8.00)

Metal Urn (with cremation)

Additional Metal Urn

Additional Chapel Time/Memorial Service

Administration charge to cover requests for information, alterations etc to records. Genealogical searches etc

	Fee 2014/15 £	Fee 2015/16 £	increase %
	0.00	0.00	-100.00% *
	77.00	79.00	2.60%
	25.00	0.00	-100.00% *
	0.00	0.00	0.00%
	27.00	28.00	3.70%
	100.00	103.00	3.00%
	52.00	53.00	1.92%
	28.00	29.00	3.57%
	20.00	20.00	0.00%
	12.00	12.00	0.00%
	24.00	25.00	4.17%
	35.00	36.00	2.86%
	129.00	130.00	0.78%
	16.00	16.00	0.00%

BUSINESS SUPPORT DEPARTMENT (BSD)

(All charges include VAT where applicable)

BEREAVEMENT SERVICES

Additional or replacement Certified Extract, label or other proof of cremation

	Fee 2014/15 £	Fee 2015/16 £	increase %
	26.00	26.00	0.00%

CREMATORIUM MEMORIALS

Book of Remembrance (includes 1 swipe card).

2 Line Entry	71.00	71.00	-2.82%
5 Line Entry	124.00	127.00	2.42%
8 Line Entry	159.00	163.00	2.52%
5 Line Entry with illustration	175.00	179.00	2.29%
8 Line Entry with illustration	201.00	206.00	2.49%
Additional screens of text, pictures etc (cost per screen)	38.00	40.00	5.26%
Swipe cards	18.00	18.00	0.00%

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

Charge per line	15.00	15.00	0.00%
Charge for illustration	56.00	57.00	1.79%
Additional swipe card for digital book	16.00	18.00	12.50%

Miniature Books (Existing books only)

Charge Per Line	20.00	21.00	5.00%
Charge For illustration	57.00	58.00	1.75%
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	922.00	922.00	2.49%
Single memorial - (stand alone) inclusive of ceramic picture if required	1056.00	1,082.00	2.46%
Double memorial - (both sides of a pair) inclusive of ceramic picture if required	1828.00	1,874.00	2.52%

BUSINESS SUPPORT DEPARTMENT (BSD)

All charges include VAT where applicable)

BEREAVEMENT SERVICES

	Fee 2014/15 £	Fee 2015/16 £	increase %
Replacement plate with or without photo	196.00	201.00	2.55%
Replacement plate with or without photo (during first year of lease only)	129.00	132.00	2.33%
Green Vase	6.00	6.00	0.00%
Copper Vase	50.00	51.00	2.00%

CREMATORIUM MEMORIALS (cont)

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

Mushroom Plaque	227.00	227.00	2.64%
Replacement Mushroom Plaque	82.00	84.00	2.44%
Extension of lease 10 years without refurbishment	150.00	154.00	2.67%
Extension of lease 10 years with refurbishment	185.00	190.00	2.70%

Sundial - 10 year lease

Small plaque	232.00	238.00	2.59%
Medium Plaque	247.00	248.00	0.40%
Large Plaque	252.00	260.00	3.17%
Replacement plaque (all sizes)	98.00	100.00	2.04%
Extension of lease 10 years without refurbishment	150.00	154.00	2.67%
Extension of lease 10 years with refurbishment	185.00	190.00	2.70%

Babe in hand - 10 year lease

Small plaque	228.00	234.00	2.63%
Medium Plaque	238.00	244.00	2.52%
Large Plaque	248.00	254.00	2.42%
Replacement plaque (all sizes)	90.00	92.00	2.22%
Extension of lease (all sizes) 10 years without refurbishment	150.00	154.00	2.67%

BUSINESS SUPPORT DEPARTMENT (BSD)

(All charges include VAT where applicable)

BEREAVEMENT SERVICES

Extension of lease (all sizes) 10 years with refurbishment

Wall Columbaria 15 year lease (chapel of meditation walls 4 & 5) subject to availability

Wall Columbaria with motif (own or other)/ without motif (15 years)

Wall Columbaria - replacement

CREMATORIUM MEMORIALS (cont)

Columbaria

Columbaria (10 years) Motifs extra (subject to design) – includes first 80 characters

Columbaria (20 years) Motifs extra (subject to design) – includes first 80 characters

Granite niche 10 years

Granite niche 10 year extension

Columbaria inscriptions (price per character after the first 80)

Columbaria Motif (from standard catalogue)

Columbaria Motif (own design supplied)

Columbaria Motif/photo (1 face) on ceramic (portrait)

Columbaria photo (2 faces) on ceramic (landscape)

Replacement Plate for columbaria - includes 80 characters

Additional Inscription to Columbaria - includes 80 characters

Postage and packing of columbaria plates - Courier

Columbaria Extension of lease (10 years)

	Fee 2014/15 £	Fee 2015/16 £	increase %
	185.00	185.00	2.70%
	484.00	496.00	2.48%
	113.00	116.00	2.65%
	1035.00	1,061.00	2.51%
	1344.00	1,378.00	2.53%
	984.00	1,000.00	1.63%
	800.00	810.00	1.25%
	2.00	2.00	0.00%
	93.00	95.00	2.15%
	108.00	111.00	2.78%
	139.00	142.00	2.16%
	149.00	153.00	2.68%
	144.00	148.00	2.78%
	124.00	127.00	2.42%
	46.00	47.00	2.17%
	900.00	920.00	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 2014/15 £	Fee 2015/16 £	increase %
Bench renewal lease	881.00	903.00	2.50%
Bench New lease - Including 12" x 21/2" Perspex Plaque	1241.00	1,272.00	2.50%
Additional Perspex Plaque (12" x 21/2")	46.00	47.00	2.17%
Additional Bronze Plaque (12" x 21/2")	144.00	148.00	2.78%
Perspex replacement or alteration to existing plaque including additional name	46.00	47.00	2.17%
Bronze replacement or alteration to existing plaque including additional name	144.00	148.00	2.78%
Bench vases	26.00	27.00	3.85%
Shared bench perspex plaque (5" x 3")	172.00	176.00	2.33%
Shared bench perspex plaque (5" x 3") replacement or alteration to existing lease including additional name	62.00	64.00	3.23%

CREMATORIUM MEMORIALS (cont)

Chapel Chair

Chapel Chair additional plaque (Special requests only)	62.00	70.00	12.90%
Replacement chapel chair plaque (Special requests only)	62.00	64.00	3.23%
Replacement chapel chair plaque extended lease - price on application.			

Bronze Wall Plaques 10 year lease subject to availability

Bronze wall plaque - renewal of lease only no new plaque	160.00	180.00	12.50%
Replacement Bronze wall plaques - including alterations, updating & additional names	145.00	200.00	37.93%

BUSINESS SUPPORT DEPARTMENT (BSD)

(All charges include VAT where applicable)

BEREAVEMENT SERVICES

Granite Wall Plaques 10 year lease subject to availability

	Fee 2014/15 £	Fee 2015/16 £	increase %
Granite wall plaque - inscription only	232.00	238.00	2.59%
Granite wall plaque - inscription & engraved illustration	263.00	270.00	2.66%
Granite wall plaque - inscription & photo	324.00	332.00	2.47%
Granite wall plaque - lease renewal	118.00	121.00	2.54%
Replacement or alteration to existing plaque including additional name - inscription only	185.00	190.00	2.70%
Replacement or alteration to existing plaque including additional name - inscription & illustration.	211.00	216.00	2.37%
Replacement or alteration to existing plaque including additional name - inscription & photo	288.00	295.00	2.43%

FLORIS' Wall Plaques

Floris Plaque - inscription only	252.00	258.00	2.38%
Floris Plaque - with engraved motif (from standard catalogue range)	273.00	280.00	2.56%
Floris Plaque - with ceramic motif/photo	330.00	338.00	2.42%
Renewal of lease (New 10 years existing plaque used)	196.00	201.00	2.55%
Replacement Floris plaque - including alterations, updating & additional names	175.00	179.00	2.29%

CREMATORIUM MEMORIALS (cont)

Dedicated roses - 10 year lease			
Standard rose tree with plaque on stem	250.00	300.00	20.00%
Standard rose tree replacement plaque on stem	70.00	72.00	2.86%
Standard rose tree additional replacement plaque on stem	70.00	72.00	2.86%

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 2014/15 £	Fee 2015/16 £	increase %
Granite Flower Kerb (grey/black)	467.00	479.00	2.57%
Granite Flower Kerb (gold/black)	467.00	479.00	2.57%
Replacement Flower Kerb Plaques (both colours)	128.00	131.00	2.34%
Granite Flower Kerb extension of lease (both colours)	380.00	390.00	2.63%
Granite Flower Kerb extension of lease (both colours) with refurbishment	430.00	441.00	2.56%

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	247.00	253.00	2.43%
Replacement Granite Book Plaque: Glade 16	98.00	100.00	2.04%
Granite Book Plaque: East Chapel	242.00	248.00	2.48%
Replacement Granite Book Plaque: East Chapel	95.00	97.00	2.11%

Memorial Plaques (10 years)

Perspex Garden Plaque	159.00	163.00	2.52%
Perspex Replacement Garden Plaque including alterations, updating & additional names	62.00	64.00	3.23%
Granite Garden Plaque.	211.00	216.00	2.37%
Granite Replacement Garden Plaque including alterations, updating & additional names	106.00	109.00	2.83%

Postage and Packing charged at cost on top of above prices where required.

BUSINESS SUPPORT DEPARTMENT (BSD)

(All charges include VAT where applicable)

BEREAVEMENT SERVICES

Other memorials and services available subject to demand and availability. Fees determined as necessary if new products introduced during year. Extended leases may be available on certain memorials subject to availability and demand - price on application.

Medical Referee fees are included in the cremation fee. Should these fees be increased, the cremation fee is to be increased accordingly.

Fee 2014/15 £	Fee 2015/16 £	increase %
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BUSINESS SUPPORT DEPARTMENT (BSD)

(All charges include VAT where applicable)

	Fee 2014/15	Fee 2015/16	Increase (%)
	£	£	
Medway Register Office			
ALL CEREMONIES - APPROVED PREMISES			
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	425.00	430.00	1.18%
Saturday	495.00	500.00	1.01%
Sunday and Bank Holidays	565.00	570.00	0.88%
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	190.00	195.00	2.63%
Saturday	235.00	240.00	2.13%
Sunday and Bank Holidays	280.00	285.00	1.79%
Handling Fees for bookings on behalf of other premises			
Personal Citizenship Ceremonies	125.00	130.00	4.00%
Initial licensing/Renewal of a venue	1800.00	1800.00	0.00%
Request for review	450.00	450.00	0.00%
Sale of Products/Additional Services			
Priority Certificate Production	10.00	10.00	0.00%
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 2014/15	Fee 2015/16
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Language	All Documents		All Documents		Increase in Rate / 1,000 words %	Increase in Minimum 200 words %
	Rate/ 1000 words	Minimum 200 words	Rate/ 1000 words	Minimum 200 words		
	£	£	£	£		
Albanian	142.00	41.00	142.00	41.00	0.0%	0.0%
Arabic	160.00	46.00	160.00	46.00	0.0%	0.0%
Bengali	160.00	36.00	160.00	36.00	0.0%	0.0%
Bosnian/Serbo-Croat	160.00	52.00	160.00	52.00	0.0%	0.0%
Chinese	160.00	41.00	160.00	41.00	0.0%	0.0%
Czech	160.00	52.00	160.00	52.00	0.0%	0.0%
Danish	178.00	52.00	178.00	52.00	0.0%	0.0%
Dutch	178.00	POA	178.00	POA	0.0%	0.0%
Farsi/Persian	160.00	46.00	160.00	46.00	0.0%	0.0%
French	142.00	36.00	142.00	36.00	0.0%	0.0%
German	142.00	36.00	142.00	36.00	0.0%	0.0%
Greek	160.00	36.00	160.00	36.00	0.0%	0.0%
Gujarati	160.00	36.00	160.00	36.00	0.0%	0.0%
Hindi	160.00	36.00	160.00	36.00	0.0%	0.0%
Hungarian	160.00	POA	160.00	POA	0.0%	0.0%
Italian	142.00	36.00	142.00	36.00	0.0%	0.0%
Japanese	178.00	62.00	178.00	62.00	0.0%	0.0%
Kurdish Kurmanji	178.00	57.00	178.00	57.00	0.0%	0.0%
Kurdish Sorani	178.00	57.00	178.00	57.00	0.0%	0.0%
Latvian	160.00	52.00	160.00	52.00	0.0%	0.0%

Community Interpreting Service (CIS)

Fee 2014/15	Fee 2015/16
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Language	All Documents		All Documents		Increase in Rate / 1,000 words %	Increase in Minimum 200 words %
	Rate/ 1000 words £	Minimum 200 words £	Rate/ 1000 words £	Minimum 200 words £		
Lithuanian	160.00	52.00	160.00	52.00	0.0%	0.0%
Nepalese	178.00	57.00	178.00	57.00	0.0%	0.0%
Polish	142.00	36.00	142.00	36.00	0.0%	0.0%
Punjabi	160.00	36.00	160.00	36.00	0.0%	0.0%
Portuguese	142.00	46.00	142.00	46.00	0.0%	0.0%
Pashto	160.00	41.00	160.00	41.00	0.0%	0.0%
Romanian	160.00	52.00	160.00	52.00	0.0%	0.0%
Russian	142.00	41.00	142.00	41.00	0.0%	0.0%
Slovak	160.00	46.00	160.00	46.00	0.0%	0.0%
Somali	142.00	41.00	142.00	41.00	0.0%	0.0%
Spanish	160.00	52.00	160.00	52.00	0.0%	0.0%
Swahili	160.00	52.00	160.00	52.00	0.0%	0.0%
Tamil	160.00	41.00	160.00	41.00	0.0%	0.0%
Thai	178.00	41.00	178.00	41.00	0.0%	0.0%
Turkish	142.00	36.00	142.00	36.00	0.0%	0.0%
Ukrainian	160.00	41.00	160.00	41.00	0.0%	0.0%
Vietnamese	142.00	36.00	142.00	36.00	0.0%	0.0%
Urdu	160.00	36.00	160.00	36.00	0.0%	0.0%

Other languages available on request

Community Interpreting Service (CIS)

Face to Face Interpreting Charges

Charges are made for a minimum of 30 minutes and then at increments of 15 minutes for interpreting

	Fee 2014/15				Fee 2015/16			
	Travel Time Per Hour £	Interpreting Per Hour £	Mileage Per Mile £	Parking Fees £	Travel time £	Interpreting £	Mileage Per Mile £	Parking Fees £
Mon-Fri 8am-8pm	32.00	35.00	0.40	As incurred	22.00	29.00	0.40	As incurred
Mon-Fri 8pm-8am	32.00	42.00	0.40	As incurred	22.00	43.50	0.40	As incurred
Saturdays	32.00	42.00	0.40	As incurred	22.00	43.50	0.40	As incurred
Sundays & Bank Holidays	32.00	49.00	0.40	As incurred	22.00	58.00	0.40	As incurred
Legal Aid prescribed rates	18.66	28.00	0.40	As incurred	18.66	28.00	0.40	As incurred

Telephone Interpreting Charges

Charges are made for a minimum of 15 minutes and then at increments of 15 minutes thereafter plus utility charge if applicable*

	Fee 2014/15				Fee 2015/16			
	First 15 Minutes £	Every 15 Minutes Thereafter £	Utility Charge - Landline Per Minute £	Utility Charge - Mobile Per Minute £	First 15 Minutes £	Every 15 minutes Thereafter £	Utility Charge - Landline Per Minute £	Utility Charge - Mobile Per Minute £
Mon-Fri 8am-8pm	14.00	8.50	0.10	0.30	14.00	8.50	0.10	0.30
Mon-Fri 8pm-8am	21.00	10.25	0.10	0.30	21.00	10.25	0.10	0.30
Saturdays	21.00	10.25	0.10	0.30	21.00	10.25	0.10	0.30
Sundays & Bank Holidays	28.00	12.00	0.10	0.30	28.00	12.00	0.10	0.30

**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.*

Community Interpreting Service (CIS)

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Cancellation Charges

Face to face Interpreting - minimum of 30 mins, maximum of 1 hour - per hour
Telephone interpreting - minimum of 30 mins - per hour
Travel - per hour
Mileage - per mile
Expenses

Fee 2015/16	
Cancelled Within 24 Hours	Did Not Proceed as booked
£	£
29.00	29.00
14.00	14.00
0.00	22.00
0.00	0.40
0.00	As incurred

New charge
New charge
New charge
New charge
New charge

BUSINESS SUPPORT DEPARTMENT (BSD)

	Fee 2014/15 £	Fee 2015/16 £	Increase %
(All charges include VAT where applicable. If the VAT status of any fees/charges changes during the year, VAT will be added to the fees listed as appropriate)			
LOCAL LAND CHARGES			
LLC1 only	25.00	25.00	0.00%
Additional parcel of land	20.00	20.00	0.00%
Standard search including 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, but maximum of:</i>	2,500.00	2,500.00	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%
Fees in respect of proposed revisions to Con29 (awaiting implementation date)			
Part II printed enquiry - Con29O Questions 4 to 22		10.00	
Part II printed enquiry - Con29O Question 23 (Common Land and Village Greens)		15.00	
Enhanced component data service - Con29 Questions 1.1(Planning); 1.2; 2.1; 3.1 to 3.7 and 3.9 to 3.15		2.50	
Enhanced component data service - Con29 Questions 1.1(Building Control); 2.2-2.5 (Public Rights of Way) and 3.8 (Building Regulations)		3.00	
Registration of a charge in Part 11 of the register		70.00	
Filing a definitive certificate of the Lands Tribunal under rule 10(3)	10.00	15.00	50.00%
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	25.00	25.00	0.00%
(ii) in any other case	25.00	25.00	0.00%

BUSINESS SUPPORT DEPARTMENT (BSD)

	Fee 2014/15 £	Fee 2015/16 £	Increase %
(All charges include VAT where applicable. If the VAT status of any fees/charges changes during the year, VAT will be added to the fees listed as appropriate)			
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	2.50	2.50	0.00%

Provision under, or for the purposes of which, the application is made in respect of Commons & Village Greens

Regulation 44 - declaration of entitlement to exercise a right of common		25.00	
Section 6 of the 2006 Act - creation of a right of common resulting in the registration of new common land		no fee	
Section 6 of the 2006 Act - creation of a right of common over existing common land		100.00	
Section 7 of the 2006 Act - variation of a right of common		100.00	
Section 8 of the 2006 Act - apportionment of a right of common		100.00	
Section 10 of the 2006 Act - attachment of a right of common		No fee	
Section 11 of the 2006 Act - re-allocation of attached rights		100.00	
Section 12 of the 2006 Act - transfer of a right in gross		40.00	
Section 13 of the 2006 Act - surrender or extinguishment of a right of common		80.00	
Schedule 4, paragraph 8 - statutory disposition pursuant to s.14 of the 2006 Act (including the exchange of land for land subject to a statutory disposition)		150.00	
Section 15A of the 2006 Act; s.15 Growth and Infrastructure Act 2013 - landowner statement		250.00	
s.31(6) Highways Act 1980 - joint landowner statements and declarations		350.00	
Section 15(1) of the 2006 Act - registration of a new town or village green, other than by the owner		No fee	
Section 15(8) of the 2006 Act - registration of a new town or village green		No fee	
Section 19 of the 2006 Act - correction, for the purpose of section 19(2)(a), of a mistake made by registration authority		No fee	
Section 19 of the 2006 Act - correction, for a purpose described in section 19(2)(b), (c) or (e)		100.00	
Section 19 of the 2006 Act - correction, for a purpose described in section 19(2)(d) (Per register unit)		15.00	
Schedule 1, paragraph 1(6)(b), to the 2006 Act - severance by transfer to public bodies		80.00	
Schedule 1, paragraph 3(7)(b), to the 2006 Act - severance authorised by order		80.00	
Schedule 2, paragraph 2 or 3, to the 2006 Act - non-registration of common land or town or village green		No fee	

BUSINESS SUPPORT DEPARTMENT (BSD)

	Fee 2014/15 £	Fee 2015/16 £	Increase %
(All charges include VAT where applicable. If the VAT status of any fees/charges changes during the year, VAT will be added to the fees listed as appropriate)			
Schedule 2, paragraph 4, to the 2006 Act - waste land of a manor not registered as common land		No fee	
Schedule 2, paragraph 5, to the 2006 Act - town or village green wrongly registered as common land		No fee	
Schedule 2, paragraphs 6 - 9, to the 2006 Act - deregistration of certain land registered as common land or as a town or village green		750.00	
Schedule 3, paragraph 2 to the 2006 Act: application made during the transitional application period - for any purpose listed		No fee	
Schedule 3, paragraph 2 or 4, to the 2006 Act: application made after the end of the transitional application period - creation of a right of common		190.00	
Schedule 3, paragraph 2 or 4 to the 2006 Act: application made after the end of the transitional application period - surrender or extinguishment of a right of common		100.00	
Schedule 3, paragraph 2 or 4 to the 2006 Act: application made after the end of the transitional application period - variation of a right		180.00	
Schedule 3, paragraph 2 or 4 to the 2006 Act: application made after the end of the transitional application period apportionment of a right of common (to facilitate any other		160.00	
Schedule 3, paragraph 2 or 4 to the 2006 Act: application made after the end of the transitional application period - severance of a right of common		100.00	
Schedule 3, paragraph 2 or 4 to the 2006 Act: application made after the end of the transitional application period - transfer of a right in gross		100.00	
Schedule 3, paragraph 2 or 4 to the 2006 Act: application made after the end of the transitional application period - statutory disposition (including the exchange of land for land subject to a statutory disposition)		180.00	

LICENSING

Sex Shop & Sex Cinema

- New	4,300.00	4,300.00	0.00%
- Renewal and transfer	2,700.00	2,700.00	0.00%

BUSINESS SUPPORT DEPARTMENT (BSD)

	Fee 2014/15 £	Fee 2015/16 £	Increase %
(All charges include VAT where applicable. If the VAT status of any fees/charges changes during the year, VAT will be added to the fees listed as appropriate)			
<i>Sexual Entertainment Venues</i>			
- New	4,300.00	4,300.00	0.00%
- Renewal (dealt with in the same way as new application)	4,300.00	4,300.00	0.00%
<i>Street Trading</i>			
Street Trading Consent	280.00	280.00	0.00%
Street Trading Consent – Festivals (per day)	50.00	50.00	0.00%
<i>Scrap Metal</i>			
Three year site licence	350.00	350.00	0.00%
Three year collectors licence	175.00	175.00	0.00%
Variation of licence	75.00	75.00	0.00%
Copy of licence (if lost or stolen)	25.00	25.00	0.00%
<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 – 5 years old	130.00	130.00	0.00%
- Vehicles over 5 years 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) - annual fee	90.00	90.00	0.00%
Operators Licence B (7-12 vehicles) - annual fee	200.00	200.00	0.00%
Operators Licence C (over 12 vehicles) - annual fee	315.00	315.00	0.00%
Plate Replacements	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%

BUSINESS SUPPORT DEPARTMENT (BSD)

Fee 2014/15 £	Fee 2015/16 £	Increase %
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(All charges include VAT where applicable. If the VAT status of any fees/charges changes during the year, VAT will be added to the fees listed as appropriate)

Licensing Act 2003 Fees and Charges (Set by Government)

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 £4,301 - £33,000	190.00	190.00	0.00%
BAND C £33,001 - £87,000	315.00	315.00	0.00%
BAND D £87,001 - £125,000	450.00	450.00	0.00%
BAND E £125,001 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 £4,301 - £33,000	180.00	180.00	0.00%
BAND C £33,001 - £87,000	295.00	295.00	0.00%
BAND D £87,001 - £125,000	320.00	320.00	0.00%
BAND E £125,001 and over	350.00	350.00	0.00%

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

Number of Occupants

5,000 - 9,999	1,000.00	1,000.00	0.00%
10,000 - 14,999	2,000.00	2,000.00	0.00%
15,000 - 19,999	4,000.00	4,000.00	0.00%
20,000 - 29,999	8,000.00	8,000.00	0.00%
30,000 - 39,999	16,000.00	16,000.00	0.00%
40,000 - 49,999	24,000.00	24,000.00	0.00%
50,000 - 59,999	32,000.00	32,000.00	0.00%
60,000 - 69,999	40,000.00	40,000.00	0.00%
70,000 - 79,999	48,000.00	48,000.00	0.00%
80,000 - 89,999	56,000.00	56,000.00	0.00%
90,000 and over	64,000.00	64,000.00	0.00%

BUSINESS SUPPORT DEPARTMENT (BSD)

	Fee 2014/15 £	Fee 2015/16 £	Increase %
(All charges include VAT where applicable. If the VAT status of any fees/charges changes during the year, VAT will be added to the fees listed as appropriate)			
Licensing Act 2003 Fees and Charges (Set by Government)			
(cont)			
Additional Annual Fee for exceptionally large scale events requiring premises licenses, based on occupancy.			
Number of Occupants			
5,000 - 9,999	500.00	500.00	0.00%
10,000 - 14,999	1,000.00	1,000.00	0.00%
15,000 - 19,999	2,000.00	2,000.00	0.00%
20,000 - 29,999	4,000.00	4,000.00	0.00%
30,000 - 39,999	8,000.00	8,000.00	0.00%
40,000 - 49,999	12,000.00	12,000.00	0.00%
50,000 - 59,999	16,000.00	16,000.00	0.00%
60,000 - 69,999	20,000.00	20,000.00	0.00%
70,000 - 79,999	24,000.00	24,000.00	0.00%
80,000 - 89,999	28,000.00	28,000.00	0.00%
90,000 and over	32,000.00	32,000.00	0.00%
Minor Variation Application - Premises Licence	89.00	89.00	0.00%
Personal Licences			
Personal fee	37.00	37.00	0.00%
Miscellaneous Licence Fees and Charges			
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 notice	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 2014/15	Fee 2015/16	Increase
	£	£	%

(All charges include VAT where applicable. If the VAT status of any fees/charges changes during the year, VAT will be added to the fees listed as appropriate)

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)	1,230.00	1,230.00	0.00%
Family Entertainment Centre	925.00	925.00	0.00%
Adult Gaming Centre	925.00	925.00	0.00%
Bingo	1,550.00	1,550.00	0.00%

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

Betting (Track)	1,800.00	1,800.00	0.00%
Betting (Other)	2,550.00	2,550.00	0.00%
Family Entertainment Centre	1,550.00	1,550.00	0.00%
Adult Gaming Centre	1,550.00	1,550.00	0.00%
Bingo	3,050.00	3,050.00	0.00%

Non-Conversion Fee in respect of Provisional Statement Premises

Betting (Track)	950.00	950.00	0.00%
Betting (Other)	1,200.00	1,200.00	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 2014/15	Fee 2015/16	Increase
	£	£	%

(All charges include VAT where applicable. If the VAT status of any fees/charges changes during the year, VAT will be added to the fees listed as appropriate)

PERMITS (Set by Government - No discretion for local authorities)***Licensed Premises Gaming Machine Permit***

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%

Licensed Premises Automatic Notification Process (2 or less gaming machines)

On notification	50.00	50.00	0.00%
Copy of notification	10.50	10.50	0.00%

Club Gaming Permits

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%

Club Machine Permits

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%

BUSINESS SUPPORT DEPARTMENT (BSD)

	Fee 2014/15 £	Fee 2015/16 £	Increase %
<i>(All charges include VAT where applicable. If the VAT status of any fees/charges changes during the year, VAT will be added to the fees listed as appropriate)</i>			
Family Entertainment Centre Gaming Machine Permits			
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%
Prize Gaming Permits			
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%
Small Lottery Registration			
Grant	40.00	40.00	0.00%
Annual Fee	20.00	20.00	0.00%

ST GEORGE'S CENTRE HALL HIRE RATES*(Bank Holidays, New Years Eve and Christmas On Application)***Monday - Thursday**

Half Day 9am - 12.30pm or 1.30pm to 5pm			
- Charity/Community Groups	273.00	280.00	2.56%
- All Others	335.00	343.00	2.39%
Full Day 9am - 5pm			
- Charity/Community Groups	505.00	518.00	2.57%
- All Others	628.00	644.00	2.55%
Evening 6pm - 12 midnight			
- Charity/Community Groups	355.00	364.00	2.54%
- All Others	448.00	459.00	2.46%

Friday, Saturday or Sunday

Half Day 9am - 12.30pm or 1.30pm to 5pm			
- Charity/Community Groups	273.00	280.00	2.56%
- All Others	335.00	343.00	2.39%
Full Day 9am - 5pm			
- Charity/Community Groups	505.00	518.00	2.57%
- All Others	628.00	644.00	2.55%
Evening 6pm - 12 midnight			
- Charity/Community Groups	541.00	555.00	2.59%
- All Others	680.00	697.00	2.50%

BUSINESS SUPPORT DEPARTMENT (BSD)

	Fee 2014/15 £	Fee 2015/16 £	Increase %
(All charges include VAT where applicable. If the VAT status of any fees/charges changes during the year, VAT will be added to the fees listed as appropriate)			
Audio Visual Equipment			
Half Day 9am - 12.30pm or 1.30pm to 5pm			
- Charity/Community Groups	93.00	95.00	2.15%
- All Others	113.00	116.00	2.65%
Full Day 9am - 5pm			
- Charity/Community Groups	165.00	169.00	2.42%
- All Others	201.00	206.00	2.49%
Evening 6pm - 12 midnight			
- Charity/Community Groups	139.00	142.00	2.16%
- All Others	175.00	179.00	2.29%
Use of Catering Kitchen			
Half Day 9am - 12.30pm or 1.30pm to 5pm			
- Charity/Community Groups	36.00	37.00	2.78%
- All Others	46.00	47.00	2.17%
Full Day 9am - 5pm			
- Charity/Community Groups	67.00	69.00	2.99%
- All Others	82.00	84.00	2.44%
Evening 6pm - 12 midnight			
- Charity/Community Groups	88.00	90.00	2.27%
- All Others	108.00	111.00	2.78%

BUSINESS SUPPORT DEPARTMENT (BSD)

Medway Adult and Community Learning

Academic Year Charges (from 1 August 2015)

	Full Fee incl Reg fee 2014/15 £	Concessionary Fee (70%) incl Reg fee 2014/15 £	Full Fee incl Reg fee 2015/16 £	Concessionary Fee (70%) incl Reg fee 2015/16 £	Increase %	Increase %
Registration fee - applies to all courses						
Registration fee (charge varies according to length of course):						
1-9 hours	5.00	not applicable	5.10	not applicable	2.00%	not applicable
10-19 hours	7.00	not applicable	7.20	not applicable	2.86%	not applicable
20+ hours	9.00	not applicable	9.20	not applicable	2.22%	not applicable
Adult Skills Courses - tuition fees only						
<i>Academic Year £ (per hour):</i>	2.95	2.07	3.02	2.12	2.37%	2.42%
Community Learning Courses - tuition fees only						
<i>Academic Year £ (per hour):</i>	3.09	2.16	3.17	2.21	2.59%	2.31%
Commercial rate courses (non-SFA funded)						
<i>Academic Year £ (per hour):</i>	3.64	not applicable	7.00	not applicable	92.31%	not applicable

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 2014/15 £	Fee 2015/16 £	Increase %
SALE OF AGENDAS			
Annual charge per committee	77.10	79.00	2.46%
PHOTOCOPYING CHARGE			
Admin charge	2.10	2.15	2.50%
Each copy up to 20 copies	0.11	0.12	2.50%
Minimum charge (admin plus one copy)	2.21	2.27	2.50%
Each copy over 20	0.10	0.11	2.50%
REGISTER OF ELECTORS (Statutory)			
Full Register (restricted sales to credit agencies only) as at 1 December			
Full register - paper format	2014/15 fees	2015/16 fees	
Full register - data format	will be subject to the 2014 published Register	will be subject to the 2015 published Register	
Edited register - paper format			
Edited register - data format			
Postage & packing	23.20	23.80	2.59%
Street Index	12.70	13.00	2.36%
Sale of Medway ward map	12.70	13.00	2.36%
Letter of confirmation on Register of Electors	6.30	6.50	3.17%

CHILDREN AND ADULTS DIRECTORATE

	Fee 2014/15	Proposed Fee 2015/16	Increase
	£	£	%
<u>SOCIAL CARE</u>			
<u>Meals Delivery Service</u>			
NB: Income collected directly by supplier who bills for a net amount			
<u>Client Financial Affairs - Charge for Service</u>			
Service user savings			
Under £500	No charge	No Charge	
£500 - £2,999.99	£5 per week	£50 per year	
£3,000 - £9,999	3% annual charge	£5 per week (£260 per year)	
£10,000 - £15,999		3% of assets held - annual charge	
£16,000 and over	£585 annual charge	Equal to Court Of Protection Category II b fee (Currently £585)	
	300.00	325.00	8.33%
<u>Estate Management Work</u>			
Work done on behalf of estate after CFA client passes away			

CHILDREN AND ADULTS DIRECTORATE

	Fee 2014/15	Proposed Fee 2015/16	Increase
	£	£	%
<u>Parklands</u>			
After School Club (per child per session)	8.00	9.00	12.50%
Half Term (per child per session)	16.00	17.00	6.25%
Easter and Summer Play Schemes (per child per session)	16.00	17.00	6.25%
Saturday Club (per child per session)	16.00	17.00	6.25%
<u>Fostering</u>			
Independent Fostering Agencies/Other Local Authorities foster carer check	50.00	51.25	2.50%
<u>HOME TO SCHOOL/COLLEGE TRANSPORT</u>			
Vacant Seats Payment	570.00	585.00	2.63%

Appendix 1

PWLB rates and forecast shown below have taken into account the 20 basis point certainty rate reduction effective as of the 1st November 2012.

Capita Asset Services Interest Rate View														
	Dec-14	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18
Bank Rate View	0.50%	0.50%	0.75%	0.75%	1.00%	1.00%	1.25%	1.25%	1.50%	1.50%	1.75%	2.00%	2.25%	2.50%
3 Month LIBID	0.50%	0.60%	0.80%	0.90%	1.10%	1.30%	1.40%	1.60%	1.90%	2.10%	2.10%	2.30%	2.40%	2.60%
6 Month LIBID	0.70%	0.80%	1.00%	1.10%	1.20%	1.40%	1.50%	1.80%	2.00%	2.20%	2.30%	2.50%	2.70%	2.80%
12 Month LIBID	0.90%	1.00%	1.20%	1.30%	1.40%	1.70%	1.80%	2.10%	2.20%	2.30%	2.40%	2.60%	2.80%	3.00%
5yr PWLB Rate	2.50%	2.70%	2.70%	2.80%	2.90%	3.00%	3.10%	3.20%	3.30%	3.40%	3.50%	3.50%	3.50%	3.50%
10yr PWLB Rate	3.20%	3.40%	3.50%	3.60%	3.70%	3.80%	3.90%	4.00%	4.10%	4.10%	4.20%	4.20%	4.30%	4.30%
25yr PWLB Rate	3.90%	4.00%	4.10%	4.30%	4.40%	4.50%	4.60%	4.70%	4.70%	4.80%	4.80%	4.90%	4.90%	5.00%
50yr PWLB Rate	3.90%	4.00%	4.10%	4.30%	4.40%	4.50%	4.60%	4.70%	4.70%	4.80%	4.80%	4.90%	4.90%	5.00%
Bank Rate														
Capita Asset Services	0.50%	0.50%	0.75%	0.75%	1.00%	1.00%	1.25%	1.25%	1.50%	1.50%	1.75%	2.25%	2.25%	2.50%
Capital Economics	0.50%	0.50%	0.75%	0.75%	1.00%	1.00%	1.25%	1.25%	1.50%	-	-	-	-	-
5yr PWLB Rate														
Capita Asset Services	2.50%	2.70%	2.70%	2.80%	2.90%	3.00%	3.10%	3.20%	3.30%	3.40%	3.50%	3.60%	3.60%	3.70%
Capital Economics	2.60%	3.00%	3.30%	3.40%	3.50%	3.60%	3.70%	3.80%	3.90%	-	-	-	-	-
10yr PWLB Rate														
Capita Asset Services	3.20%	3.40%	3.50%	3.60%	3.70%	3.80%	3.90%	4.00%	4.10%	4.10%	4.20%	4.40%	4.40%	4.40%
Capital Economics	3.30%	3.50%	3.70%	3.85%	4.05%	4.15%	4.20%	4.25%	4.30%	-	-	-	-	-
25yr PWLB Rate														
Capita Asset Services	3.90%	4.00%	4.10%	4.30%	4.40%	4.50%	4.60%	4.70%	4.70%	4.80%	4.80%	5.00%	5.00%	5.00%
Capital Economics	3.85%	4.05%	4.15%	4.25%	4.35%	4.40%	4.50%	4.55%	4.60%	-	-	-	-	-
50yr PWLB Rate														
Capita Asset Services	3.90%	4.00%	4.10%	4.30%	4.40%	4.50%	4.60%	4.70%	4.70%	4.80%	4.80%	5.00%	5.00%	5.00%
Capital Economics	3.90%	4.10%	4.20%	4.30%	4.40%	4.50%	4.60%	4.70%	4.80%	-	-	-	-	-

Minimum Revenue Provision Policy Statement 2015/16

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 2015/16 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 2015 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

TABLE 3: Prudential indicators	2015/16	2016/17	2017/18
Extract from budget and rent setting reports	estimate	estimate	estimate
	£'000	£'000	£'000
Capital Expenditure			
Non - HRA	22,966	3336	1643
HRA	8071	7935	4464
TOTAL	31,037	13,168	25,717
Ratio of financing costs to net revenue stream			
Non - HRA	2.92%	3.06%	3.09%
HRA (applies only to housing authorities)	17.66%	18.38%	18.59%
Gross borrowing requirement			
brought forward 1 April	164,103	168,103	168,103
carried forward 31 March	168,103	168,103	168,103
in year borrowing requirement	4,000	0	0
In year Capital Financing Requirement			
Non - HRA	-9,873	-2,360	-1,590
HRA (applies only to housing authorities)	3,014	2,395	-899
TOTAL	-6,859	35	-2,489
Capital Financing Requirement as at 31 March			
Non - HRA	199,484	197,124	195,533
HRA (applies only to housing authorities)	42,530	44,926	44,027
TOTAL	242,014	242,049	239,560
Incremental impact of capital investment decisions	£ p	£ p	
Increase in Council Tax (band D) per annum *	£0.82	-£4.98	-£0.51
Increase in average housing rent per week (housing authorities only)	£0.11	£1.48	£0.82

* or increase in precept for police, fire and other authorities

TABLE 4: Treasury management indicators	2015/16	2016/17	2017/18
	estimate	estimate	estimate
	£'000	£'000	£'000
Authorised Limit for external debt -			
borrowing	420,285	418,561	414,131
other long term liabilities	4,400	4,400	4,400
TOTAL	424,685	422,961	418,531
Operational Boundary for external debt -			
borrowing	382,077	380,510	376,482
other long term liabilities	4,000	4,000	4,000
TOTAL	386,077	384,510	380,482
Actual external debt	168,103	168,103	168,103
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 new fixed rate borrowing during 2014/15	Actual 2014/15	Upper Limit	Lower Limit
under 12 months	25%	75%	0%
12 months and within 24 months	13%	50%	0%
24 months and within 5 years	25%	50%	0%
5 years and within 10 years	9%	50%	0%
10 years and above	28%	100%	0%

Economic Background

UK

Strong UK GDP quarterly **growth** of 0.7%, 0.8% and 0.7% in quarters 2, 3 and 4 respectively in 2013, (2013 annual rate 2.7%), and 0.7% in Q1, 0.9% in Q2 and a first estimate of 0.7% in Q3 2014 (annual rate 3.1% in Q3), means that the UK will have the strongest rate of growth of any G7 country in 2014. It also appears very likely that strong growth will continue through the second half of 2014 and into 2015 as forward surveys for the services and construction sectors are very encouraging and business investment is also strongly recovering. The manufacturing sector has also been encouraging though recent figures indicate a weakening in the future trend rate of growth. However, for this recovery to become more balanced and sustainable in the longer term, the recovery needs to move away from dependence on consumer expenditure and the housing market to exporting, and particularly of manufactured goods, both of which need to substantially improve on their recent lacklustre performance.

This overall strong growth has resulted in **unemployment** falling much faster through the initial threshold of 7%, set by the **Monetary Policy Committee (MPC)** last August, before it said it would consider any increases in Bank Rate. The MPC has, therefore, subsequently broadened its forward guidance by adopting five qualitative principles and looking at a much wider range of about eighteen indicators in order to form a view on how much slack there is in the economy and how quickly slack is being used up. The MPC is particularly concerned that the current squeeze on the disposable incomes of consumers should be reversed by wage inflation rising back above the level of inflation in order to ensure that the recovery will be sustainable. There also needs to be a major improvement in labour productivity, which has languished at dismal levels since 2008, to support increases in pay rates. Most economic forecasters are expecting growth to peak in 2014 and then to ease off a little, though still remaining strong, in 2015 and 2016. Unemployment is therefore expected to keep on its downward trend and this is likely to eventually feed through into a return to significant increases in pay rates at some point during the next three years. However, just how much those future increases in pay rates will counteract the depressive effect of increases in Bank Rate on consumer confidence, the rate of growth in consumer expenditure and the buoyancy of the housing market, are areas that will need to be kept under regular review.

Also encouraging has been the sharp fall in **inflation** (CPI) during 2014 after being consistently above the MPC's 2% target between December 2009 and December 2013. Inflation fell to 1.2% in September, a five year low. Forward indications are that inflation is likely to fall further in 2014 to possibly near to 1% and then to remain near to, or under, the 2% target level over the MPC's two year ahead time horizon. Overall, markets are expecting that the MPC will be cautious in raising **Bank Rate** as it will want to protect heavily indebted consumers from too early an increase in Bank Rate at a time when inflationary pressures are also weak. A first increase in Bank Rate is therefore expected in Q2 2015 and they expect increases after that to be at a slow pace to lower levels than prevailed before 2008 as increases in Bank Rate will have a much bigger effect on heavily indebted consumers than they did before 2008.

The return to strong growth has also helped lower forecasts for the increase in **Government debt** by £73bn over the next five years, as announced in the 2013 Autumn Statement, and by an additional £24bn, as announced in the March 2014 Budget - which also forecast a return to a significant budget surplus, (of £5bn), in 2018-19. However, monthly public sector deficit figures have disappointed so far in 2014/15.

The Eurozone (EZ)

The Eurozone is facing an increasing threat from weak or negative growth and from deflation. In September, the inflation rate fell further, to reach a low of 0.3%. However, this is an average for all EZ countries and includes some countries with negative rates of inflation. Accordingly, the ECB took some rather limited action in June to loosen monetary policy in order to promote growth. In September it took further action to cut its benchmark rate to only 0.05%, its deposit rate to -0.2% and to start a programme of purchases of corporate debt. However, it has not embarked yet on full quantitative easing (purchase of sovereign debt).

Concern in financial markets for the Eurozone subsided considerably during 2013. However, sovereign debt difficulties have not gone away and major issues could return in respect of any countries that do not dynamically address fundamental issues of low growth, international uncompetitiveness and the need for overdue reforms of the economy, (as Ireland has done). It is, therefore, possible over the next few years that levels of government debt to GDP ratios could continue to rise for some countries. This could mean that sovereign debt concerns have not disappeared but, rather, have only been postponed. The ECB's pledge in 2012 to buy unlimited amounts of bonds of countries which ask for a bailout 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 (2013 figures) of Greece 180%, Italy 133%, Portugal 129%, Ireland 124% and Cyprus 112%, remain a cause of concern, especially as some 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 likely to continue 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 but has made good progress in reducing its annual budget deficit and in returning, at last, to marginal economic growth. Whilst a Greek exit from the Euro is now improbable in the short term, some commentators still view the inevitable end game as either being another major right off of debt or an eventual exit.

There are also 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 24% and unemployment among younger people of over 50 – 60%. There are also major concerns as to whether the governments of France and Italy will effectively implement austerity programmes and undertake overdue reforms to improve national competitiveness. Any loss of market confidence in the two largest Eurozone economies after Germany would present a huge challenge to the resources of the ECB to defend their debt.

USA

The Federal Reserve started to reduce its monthly asset purchases of \$85bn in December 2013 by \$10bn per month; these ended in October 2014, signalling confidence the US economic recovery would remain on track. First quarter GDP figures for the US were depressed by exceptionally bad winter weather, but growth rebounded very strongly in Q2 to 4.6% (annualised). The first estimate of Q3 showed growth of 3.5% (annualised). Annual growth during 2014 is likely to be just over 2%.

The U.S. faces similar debt problems to those of the UK, but thanks to reasonable growth, cuts in government expenditure and tax rises, the annual government deficit has been halved from its peak without appearing to do too much damage to growth, although the weak labour force participation rate remains a matter of key concern for the Federal Reserve when considering the amount of slack in the economy and monetary policy decisions. It is currently expected that the Fed. will start increasing rates in mid 2015.

China

Government action in 2014 to stimulate the economy appeared to be putting the target of 7.5% growth within achievable reach but recent data has been mixed. There are also concerns that the 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

Japan is causing considerable concern as the increase in sales tax in April 2014 has suppressed consumer expenditure and growth. In Q2 growth was -1.8% q/q and -7.1% over the previous year. The Government is hoping that this is a temporary blip.

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, or the safe haven of bonds.

The overall 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. Over time, an increase in investor confidence in world economic recovery is also likely to compound this effect as recovery will further encourage investors to switch 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 an 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, especially if growth disappoints and / or efforts to reduce government deficits fail to deliver the necessary reductions. However, it is impossible to forecast whether any individual country will lose such confidence, or when, and so precipitate a sharp 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:

- The situation over Ukraine poses a major threat to EZ and world growth if it was to deteriorate into economic warfare between the West and Russia where Russia resorted to using its control over gas supplies to Europe.
- Fears generated by the potential impact of Ebola around the world
- UK strong economic growth is currently mainly dependent on consumer spending and the potentially unsustainable boom in the housing market. The boost from these sources is likely to fade after 2014.
- A weak rebalancing of UK growth to exporting and business investment causing a weakening of overall economic growth beyond 2014.
- Weak growth or recession in the UK's main trading partner - the EU, inhibiting economic recovery in the UK.
- 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.
- Recapitalisation of European banks requiring considerable government financial support.
- Lack of support by populaces in Eurozone countries for 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.
- Italy: the political situation has improved but it remains to be seen whether the new government is able to deliver the austerity programme required and a

programme of overdue reforms. Italy has the third highest government debt mountain in the world.

- France: after being elected on an anti austerity platform, President Hollande has embraced a €50bn programme of public sector cuts over the next three years. However, there could be major obstacles in implementing this programme. Major overdue reforms of employment practices and an increase in competitiveness are also urgently required to lift the economy out of stagnation.
- Monetary policy action failing to stimulate sustainable growth in western economies, especially the Eurozone and Japan.
- Heightened political risks in the Middle East and East Asia could trigger safe haven flows back into bonds.
- There are also increasing concerns at the reluctance of western central banks to raise interest rates significantly for some years, plus the huge QE measures which remain in place (and may be added to by the ECB in the near future). This has created potentially unstable flows of liquidity searching for yield and, therefore, heightened the potential for an increase in risks in order to get higher returns. This is a return to a similar environment to the one which led to the 2008 financial crisis.

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

- A further surge in investor confidence that robust world economic growth is firmly expected, causing a flow of funds out of bonds into equities.

UK inflation returning to significantly higher levels than in the wider EU and US, causing an increase in the inflation premium inherent to gilt yields.

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 14.11.2

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 14.11.2

** 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
- Germany
- Luxembourg
- Norway
- Singapore
- Sweden
- Switzerland

AA+

- Finland
- Hong Kong
- Netherlands
- 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 – terms of reference

- 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;
- 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;
- 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 monitor the effectiveness of Internal Audit
- To provide an independent review of the Council's financial and non-financial performance

2. Financial Rules

- 7.1 (e) The Chief Finance Officer shall report to the 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 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 Jonathan Lloyd	Date of assessment 7/1/2015	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 trans-gendered 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 2016	
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) Jonathan Lloyd	Date	7/1/2015
Signed (service manager/Assistant Director) Mick Hayward	Date	7/1/2015

TREASURY MANAGEMENT PRACTICES

January 2015

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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 Capita 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 – 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 “Capita Suggested Credit Policy 2012-13” for a full explanation.

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.

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

Maximum maturity periods and amounts to be placed in different types of investment instrument are specified in paragraph 8 and TMP 1 schedule 1

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 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 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	Finland	Abu Dhabi (UAE)	Belgium
Canada	Hong Kong	France	Saudi Arabia
Denmark	Netherlands	Qatar	
Finland	U.K.		
Germany	U.S.A.		
Luxembourg			
Norway			
Singapore			
Sweden			
Switzerland			

Investments will not be made with counterparties that do not have a credit rating in their own right

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. 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.

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 £0.5m overdraft facility on the group accounts. 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 £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 2015-15 **£435,915,000**
£420,285,000

the percentage of the overall borrowing portfolio which may be outstanding by way of short term borrowing 50%

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%

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~~ / Head of Finance Strategy 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.

The definition of capital expenditure and long term liabilities used in the Code will follow recommended accounting practice.

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 (65), capital expenditure (66), capital financing requirement (67), debt (68), financing costs (69), investments (70), net borrowing (71), net revenue stream (72), other long term liabilities (73).

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 Legal and 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 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
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	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 Capital Asset Services, Treasury Solutions

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 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 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 Sector duration rating
Certificates of deposit issued by banks and building societies	See note 1 and 2	In-house	40%	As per Sector duration rating
UK Government Gilts	UK sovereign rating	In-house	40% In-house 100% Investec	In-house see note 1,
Bonds issued by multilateral development banks	AAA	In-house	20% in-house 40% Investec	In-house see note 1,
Sovereign bond issues (other than the UK govt)	AAA	In-house	20% in-house 40% Investec	In-house see note 1,

Note 1. Award of “Creditworthiness” Colour by Sector Treasury services as detailed in paragraph 12.2

** 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.

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

The ~~Finance Support Manager~~ ~~Head of Finance Strategy~~, Principal Accountant and ~~Treasury and Income Team Leader~~ ~~Control Team Principal Officer~~ 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.

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

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

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 compares treasury management performance with its peers using comparative data supplied by Capita Asset Services.

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:

in house investments

- Other local authorities
- Other market products
- Weighted average rate of return
- Weighted average maturity
- Weighted average credit risk

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 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 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 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

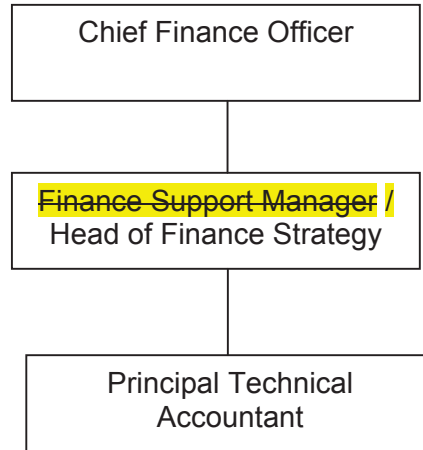
- a) Approvals of payments on Natwest Bankline payments system are segregated from input of payments.
- b) Treasury paperwork approval is segregated from approval of payments on Bankline.
- c) A check is made by the approver on the validity of the deals and that all payments due are being made.

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.

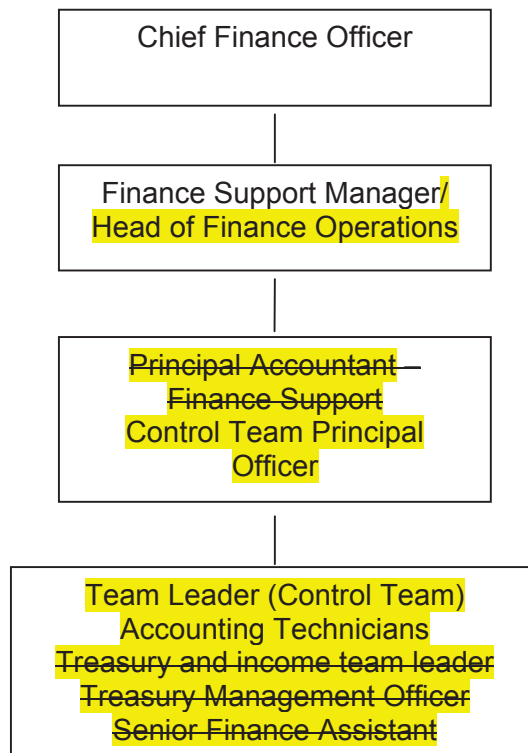
The structure for decision-making and delegation of responsibility for long-term borrowing is as follows: -

1. Strategy and decisions on borrowing and lending.



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

2. Day to day cash flow management delegated to the Finance Support Manager and Treasury Team. — Head of Finance Strategy and the Control 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.

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.

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.

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.

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

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 / Head of Finance Strategy – 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 Business 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 Audit committee, Cabinet and full Council on treasury policy, activity and performance.

5.4.4 The Monitoring Officer – the Assistant Director Legal and and Corporate 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 **Control** Team **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 Audit 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 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 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.

8. 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.

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~~ **Head of Finance Strategy and the Head of Finance Operations** 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
Head of Finance Strategy - ACCA
Principal Accountant – CIPFA & ICAEW
Control Team Principal 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~~ / Head of Finance Strategy will review the performance of consultants every year to check whether performance has met expectations.

- a) Name of supplier of service is **Capita Treasury Solutions** Limited. Their address is **40 Dukes Place, London EC3A 7NH** Tel: 0871 6646800
- b) Regulatory status: investment adviser authorised by the FSA
- c) Contract commenced **30/04/2013** and runs for 1 year.

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.



Living Well with Dementia in Medway

Medway Dementia Strategy

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1. Dedication

This strategy is dedicated to the people of Medway who are living with dementia.

The challenge of dementia is something that faces our whole community but it is those people living with the illness or caring for someone with the illness who face the reality of that challenge on a daily basis.

It is the dedication, determination and love shown by those people living with dementia who have inspired this strategy and it is for those people now and those who will face the challenge in the future that the recommendations for action have been written.

The Case Study below demonstrates why people in Medway who are living with dementia must be at the centre of what we do.

Public Health Case Study

Mr B, a retired professional, has lived in Medway along with his wife of many years. Living in retirement Mr and Mrs B enjoyed time with their children and met up with old friends from time to time. On one occasion when they met up with friends they hadn't seen for a year that one of them took Mr B to one side and asked him if he had noticed anything unusual about Mrs B's memory, which he hadn't. Mr B had thought that his wife's forgetfulness was nothing extraordinary or worrying. The friend had developed an awareness around dementia through having seen a close family member develop the condition. It was this awareness that made the friend tell Mr B that his wife was showing the signs of what was very likely to be a dementia disease.

Mr and Mrs B spoke about this and they arranged to speak with their local GP who made a referral to the local memory assessment service for a series of tests. A brain scan at the local hospital, together with the results of the test and Mr B's description of changes in his wife over time led to a diagnosis of vascular dementia with Alzheimer's disease.

Mr and Mrs B were both offered counselling and support in the form of a ten-week programme where each separately learnt about the likely progression of the disease and how to manage this in their lives with the aim of living as well as possible with dementia. Mrs B was a member of her local Women's Institute and the group were committed to continuing her involvement 'come what may'. It was this support and commitment of her close circle of friends that allowed Mrs B to maintain her independence for as long as possible. At that time both Mr and Mrs B were able to look forward to the regular visits of the local Admiral Nurse. Having someone come to the home and talk to them both about how the disease was affecting their lives was very valuable, and increasingly so to Mr B who was now his wife's main carer, a position that occupied his life totally.

As the disease began to have an increasing effect on Mrs B's abilities, a place at a local day centre was arranged with the support of Adult Social Care staff, but a further decline in health resulted in Mrs B experiencing hallucinations, that made her too worried to leave her house. The disease progressed to the point where more help was required and Mr B was offered a further support to

understand how profound the effect would be on his wife's abilities. Further assistance was arranged by Adult Social Care and paid carers visited once a day to help in the morning and occasional respite was arranged.

Inevitably the disease took control of their lives and Mrs B became increasingly frail and confused. Successive falls led to hospital treatment and a general decline in Mrs B's physical health. At that time services were not always understanding of the special needs of people living with dementia and Mr B set about challenging services to recognise the person behind the dementia and convincing people to become part of a campaign to increase awareness and improve services.

As Mrs B's health deteriorated Mr B was offered a final course of counselling and support that prepared him for his wife's end of life. Increasing frailty, the risk of further falls and increased confusion and disassociation from the world took Mr B to a time when he sat down and spoke with his children and made the agonising decision that his wife's needs could now only be met with the 24hr support that a nursing home could provide.

The nursing home supported Mrs B to continue to be involved in daily life and encouraged her to fold laundry and supported her desire to help keep the house looking tidy. However as the disease continued to affect Mrs B's abilities further falls resulted in a dramatic deterioration in physical health and concerns about her health led to an admission to A&E where Mr B faced the loss of his wife as her body failed and he saw her through her final moments.

Mr and Mrs B's story is one experienced by an increasing number of people and Mr B continues to live with the effects of dementia. Through the journey that they both faced there were times when the services, care and support received were outstanding, but at other times were moments of great anxiety and anger at the lack of understanding that was shown toward a person with dementia. Not one for sitting quietly, Mr B challenged services then and continues to do so now. The challenge of dementia is one faced by an increasing number of people and one which needs to be recognised by whole communities. It is through the actions of individuals and the ability of communities to listen and respond that the quality of life of those living with dementia will be improved.

2. Foreword

Medway Council and NHS Clinical Commissioning Group, through our Partnership Commissioning work, are very pleased to present this Dementia Strategy for consultation.

According to Alzheimer's Society^[1] there are approximately 670,000 people in England who are living with dementia and this figure is expected to double in the next 30 years. In 2012 there was an estimated 2,587 people with dementia and an expectation that this will rise to 5,600 by 2037.

The World Health Organisation^[2] estimated in 2010 that there were 36 million people living with dementia worldwide with an expectation that this figure would double every twenty years. The cost of meeting the challenge of dementia in 2010 was calculated at 1% of global GDP.

It is very clear that the challenge of dementia is an enormous one and the importance of developing a clear strategy cannot be underestimated. There are many examples of excellent care and support in Medway but there is often an absence of agencies working together to ensure that people living with dementia can continue to live well by being offered a clear pathway from earliest diagnosis through to end of life. The way that we will rise to the challenge and achieve better outcomes for people is to work together – here the relationships between people and organisations become key.

We have worked closely together in partnership to ensure that both health and social care perspectives have been drawn upon in the development of this document. However as you will see the challenge of dementia is not just a health and social care matter; it is a concern for the whole of the community of Medway. We have during the development of this strategy met with representatives of many organisations as well as people living with dementia. We believe that this strategy provides the foundation for the community Medway to develop both a better understanding of dementia and ways that the challenges of this condition can be met.

To be signed: Lead Member for Adult Services
and Health

Signed off by CCG representative

3 Purpose of the Document

The purpose of the Dementia Strategy is to set out a clear direction of travel for change for dementia care and support services. The strategy will form a basis upon which commissioning decisions can be made. The Strategy provides a set of guiding principles that pull together national initiatives, local needs and aspirations, and best practice in supporting people living with dementia.

It is expected that, by implementing the Dementia Strategy and adopting the recommendations, the future for people living with the challenge of dementia in Medway will provide:

- **A place to live that is a dementia friendly community**
- **A sense of worth and inclusion in a community that understands**
- **A caring and supportive environment within which needs are recognised**
- **A commitment from professionals to work together to meet people's needs**
- **A community that works together as an alliance to create resilience that rises to the challenge of dementia**

4. Introduction

4.1 What is Dementia?

The World Health Organisation (WHO) provides the following definition:

Dementia is a syndrome – usually of a chronic or progressive nature – in which there is deterioration in cognitive function (i.e. the ability to process thought) beyond what might be expected from normal ageing.

WHO, 2014

Dementia is a global term used to describe a range of neurological disorders characterised by a decline in intellectual and other mental functions. It can affect people of any age, but is most common in older people and age is the greatest risk factor for dementia.

The table below shows estimated prevalence rates from the most recent consensus exercise^[3] broken down by age group. Most dementia is late onset (affecting people aged 65 and over) with about 1 in 40 cases being early onset (up to the age of 64 years).

	Female rate per 100,000 population	Male rate per 100,000 population
30-34	9.5	8.9
35-39	9.3	6.3
40-44	19.6	8.1
45-49	27.3	31.8
50-54	55.1	62.7
55-59	97.1	179.5
60-64	118.0	198.9

Table 1: Prevalence of early onset dementia in the UK by age and gender under 65^[3]

	Female percent	Male percent
65-69	1.0	1.5
70-74	2.4	3.1
75-79	6.5	5.1
80-84	13.3	10.2
85-89	22.2	16.7
90-94	29.6	27.7
95+	34.4	30.0

Table 2: Prevalence of late onset dementia in the UK per 100,000 population by age and gender 65 and over^[3]

Tables 1 and 2 highlight the importance of age as the key risk factor for dementia. 1–1.5% of 65–69 year olds are likely to have dementia compared with 30–35% of adults over 95. The prevalence of dementia increases significantly with age. A higher proportion of females experience dementia than males.

Early onset dementia can be linked to learning disabilities and there is also a suggestion of increasing levels of alcohol related dementia. Not only can people with learning disabilities have an

increased risk of developing dementia but the early stages of the condition can be missed or misinterpreted. As people with learning disabilities are living longer there is an increasing need for awareness and early detection of the condition. A study of people with Down's Syndrome found the following prevalence of Alzheimer's disease: ^[4]

- 30–39 years: 1 in 50
- 40–49 years: 1 in 10
- 50–59 years: 1 in 3
- 60–69 years: more than half

Studies have also shown that in later life almost all people with Down's Syndrome develop the changes in the brain associated with Alzheimer's disease, although not all develop the symptoms of Alzheimer's.

Studies suggest the numbers of people with learning disabilities other than Down's Syndrome who have dementia are approximately: ^[4]

- 50–65 years: 1 in 10
- 65–75 years: 1 in 7
- 75–85 years: 1 in 4
- 85+ years: nearly three-quarters

These numbers indicate a risk about three to four times higher than in the general population.

The rate of cognitive problems has been found to be higher in people of lower socio-economic class and lower educational achievement. ^[5]

Early onset dementia can also be linked to increasing levels of alcohol related dementia. This is important particularly with respect to Korsakoff's dementia which is reported to affect 12.5% of dependent drinkers.

Types of dementia

There are a number of types of dementia which are caused by different diseases of the brain. These different types of dementia are associated with different risk factors.

The most common type is Alzheimer's disease, affecting about 62% of those with dementia. Vascular dementia (17%), including multi-infarct dementia and Lewy Body dementia, are the next most common forms as well as mixed presentations. About 10% of people with dementia have both Alzheimer's disease and vascular dementia.

	Proportion of people with dementia
Alzheimer's disease	62
Vascular dementia	17
Mixed (AD and VD)	10
Dementia with Lewy bodies	4
Frontotemporal dementia	2
Parkinson's dementia	2
Other	3

Table 3: Types of dementia^[1]

(i) Alzheimer's

A physical disease affecting the brain leading to the death of brain cells. It is a progressive disease that becomes more severe over time. It is characterised by confusion and memory loss, mood swings, social withdrawal and poor social functioning.

The primary risk factor is age. There is some evidence of genetic factors and also smoking and hypotension have been linked to increased risk of getting Alzheimer's.

People with Down's Syndrome have increased risk of getting Alzheimer's due to chromosomal abnormalities.

(ii) Vascular Dementia

Certain factors can increase a person's risk of developing vascular dementia. These include:

- a medical history of stroke, high blood pressure, high cholesterol, diabetes (particularly type II), heart problems, or sleep apnoea (where breathing stops during sleep)
- a lack of physical activity, drinking more than recommended levels of alcohol, smoking, eating a fatty diet, or leaving conditions such as high blood pressure or diabetes untreated
- a family history of stroke or vascular dementia
- gender - men are slightly more likely to develop vascular dementia
- an Indian, Bangladeshi, Pakistani, Sri Lankan or African Caribbean ethnic background

(iii) Mixed dementia — Alzheimer's and Vascular

It is estimated that this form of dementia consists of 10% of the total number of people diagnosed with a dementia.

(iv) Dementia with Lewy Bodies (DLB) and Parkinson's Disease Dementia (PDD)

If symptoms of dementia are noted within a year of the person being diagnosed with Parkinson's, a diagnosis of DLB will be made. This is caused by tiny spherical protein deposits that develop inside nerve cells in the brain. These interrupt the brains normal functioning affecting the person's memory, concentration and language skills. If the symptoms appear over a year after the Parkinson's diagnosis, a diagnosis of PDD will be given.

(v) Korsakoff's / Alcohol-related dementia

Those affected tend to be men between the ages of 45 and 65 with a long history of alcohol abuse. Although numbers affected by Korsakoff's are small (component of 'other' forms of dementia which make up 3% total cases), it is reported to affect 12.5% of dependent drinkers and has implications for health and social care services as it affects a younger age group where dementia support is traditionally targeted at older people.

(vi) Other dementias

Included in this are Fronto-Temporal Dementia (2% of total) along with less common types such as CJD.

In the Medway Local Authority area in 2012, there were estimated to be 2,587 people living with dementia with 2,523 being over 65 years old. The number estimated for the registered population for Medway CCG is 2,783. Data from the Quality and Outcomes Framework primary care dementia registers in 2012/13 have only identified 1,332 patients in Medway as having dementia. The estimated prevalence of dementia for Medway CCG population is 47.87%, which is higher than the Kent and Medway average of 42.94% and the South of England average of 45.65%.

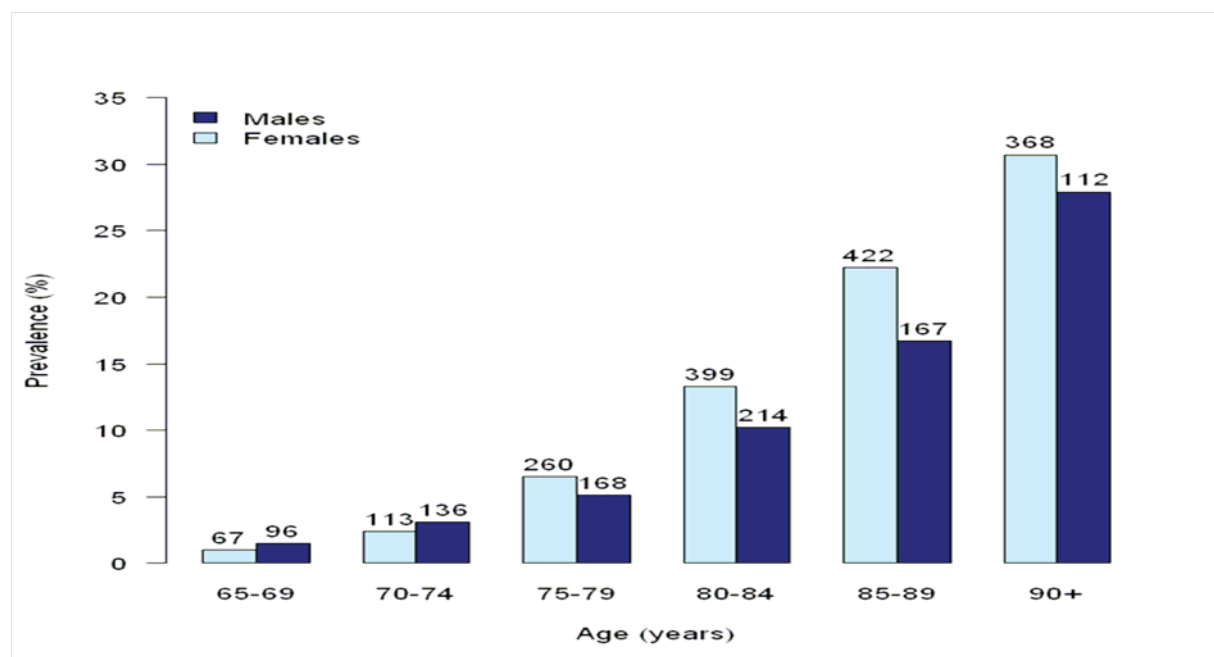


Figure 1: Estimated prevalence of Dementia in people aged 65 years and over^[6] Notes: Age-sex prevalence estimates have been taken from Dementia UK 2007 report produced for the Alzheimer's society by King's College London and the London School of Economics.^[1]The prevalence rates have been applied to ONS population projections of the 65 and over population to give estimated numbers of people predicted to have dementia in 2012. These numbers are shown above the bars.

Severity of need

The severity of dementia is normally classified as mild, moderate or severe. At any one time about 55% of the population who have dementia will have mild dementia, 32% moderate dementia and 13% severe dementia. [3] Table 4 shows this in more detail broken down by age group. Applying the estimates in the first column to the Medway population numbers, the second column shows the estimated total number of people in 2012 with mild, moderate and severe dementia.

	Mild		Moderate		Severe	
	Number	Percentage	Number	Percentage	Number	Percentage
65-69	101	62	52	32	10	6
70-74	157	63	75	30	17	7
75-79	244	57	133	31	51	12
80-84	349	57	196	32	67	11
85-89	318	54	194	33	77	13
90+	226	47	158	33	91	19

Table 4: Dementia severity in Medway by 65 and over age-groups (2012 numbers) [6][3]

Level of need for care

Many of those with severe dementia, especially those over 85, have a combination of mental and physical problems. [7] On average, people with dementia live for seven or eight years after the problem has been first diagnosed, although there are wide individual variations. [7]

The Dementia UK 2007 report [3] estimates that 63.5% of people with late onset Dementia (aged 65 years and over) live in private households (the community) and 36.5% live in care homes. Applying these percentages to current Medway estimates, suggests that about 1,590 people with dementia are living in the community and 932 in care homes.

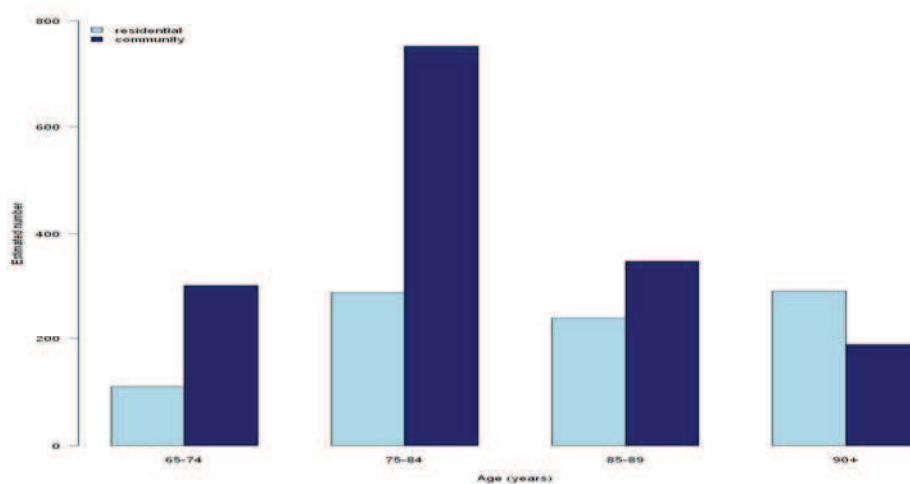


Figure 2: Estimated number of people with dementia in Medway by residence type [3]

Another way of understanding the level of need for care is to use the concept of "interval of care" [8] developed for use with older people. Using these classifications the table below shows the number of people in Medway aged 65 and over currently in these groups

Care interval description	Requirement	Proportion of people with dementia	Number of people in Medway
critical (critical interval)	constant care or supervision needed	34%	858
substantial (short interval)	care needed at regular intervals during the day for dressing, meals etc	48%	1,211
moderate (long interval)	care needed once a week	11%	278
low (independent)	care considered	6%	151

Table 5: Care intervals^[9]

4.2 Why Do We Need a Dementia Strategy?

Supporting people who are living with dementia, both the person with the illness and carers, helps people to live well, and avoids the need for health and social care interventions which are likely to be costly and disruptive.

The Strategy is one part of improving the care and support for people living with dementia. The Medway Health and Wellbeing Board have a Dementia Delivery Plan that identifies the following key elements to improvement:

- ✓ Make Medway a Dementia Friendly Community
- ✓ Understand the current health and social care needs of people in Medway living with dementia
- ✓ Develop a Medway Dementia Strategy
- ✓ Develop an Implementation Plan

The Medway Dementia Strategy has been developed with the specific aim of achieving the following outcomes:

1. People with dementia and their carers' are able to 'live well' and feel empowered to have high aspirations, confidence and know they can contribute
2. Ensure commissioning processes are evidence based and reflect current need
3. A clear partnership commissioning strategy upon which intelligent and responsive services are created, maintained and developed to ensure an enhanced quality of life for people living with dementia and their carers
4. A dementia pathway that will provide timely interventions that focus on early diagnosis reducing admissions to hospital and mental health units and averts crises
5. Improved quality of care for patients in acute hospitals and supported early discharge

6. High quality care for adults with dementia at the end of their lives

The Dementia Strategy will build on the expressed experiences and aspirations of people living with dementia which will include carers as well as supporting practitioners, advocates and community group representatives. Stakeholder events, participation in existing user forums and communication strategies have taken place to ensure engagement is meaningful. An integrated approach means that engagement is also being developed across work themes (e.g. in relation to the Better Care Fund's community services re-design). A link has been established with Medway Healthwatch to ensure their perspective as a 'critical friend' is maintained.

4.3 What people living with dementia have told us

In March 2012 a report was produced for Medway Link by Link Market Research

http://www.themedwaylink.co.uk/assets/files/Publications/Project_reports/Accessing_Dementia_Services_in_Medway_Version_2.pdf

The executive summary of this report identifying the four key themes (see below). The report attempted to ascertain the views of carers, providers and people with dementia but struggled to access views from people with dementia. 14 Medway carers were interviewed as part of this work as well as and 10 providers of care. The findings from the report remain relevant and have in essence been echoed by recent engagement with organisations, professionals, carers and people with dementia.

There are some strong themes emerging from this piece of research which were echoed by both carers and providers:

1. A lack of continuity throughout the dementia journey from diagnosis to end of life
2. Services fragmented - too many different services not working together
3. Greater professional understanding and awareness with more personalised care / attention to those with dementia
4. More public awareness about dementia and reducing the stigma associated with the disease.

1. A lack of continuity throughout the dementia journey from diagnosis to end of life

The general consensus amongst carers and provider, is that the services on offer are not consistent and do not adapt as the condition worsens. Post diagnosis people generally felt that the services were adequate and it was possible to cope, however this was more to do with the condition being relatively early in its stages and therefore much easier psychologically and physically to access the services on offer. Furthermore, with the sufferer being more aware, this meant the effectiveness of the service was higher and there was less demand on the carer. As the condition worsened, the general feeling was that it became more difficult to access the types of services which would have made a difference. In the later stages people felt there was limited emergency help and advice twenty four/ seven and that practical help is sometimes needed at all times, to quote "dementia is not 9.00am to 5.00pm".

An extension to this theme addressed early onset dementia. Those with this condition often fell into "no man's land" because they were not considered elderly enough to access some of the dementia services on offer to them, or the services on offer were not appropriate due to the age of the person:

"There appears to be a need to address the gap in service provision from early stages to later stages when the condition is more demanding as well as age considerations in terms of younger people getting dementia and offering services more appropriate for their age".

2. *Fragmented - too many different services not working together*

Both carers and providers felt that there were lots of services out there but that none of them were joined up. This results in confusion because people are either passed from pillar to post or they don't know where to start asking for help. The variety of services available is not the issue; it is the lack of communication between them which makes the process patchy. It does not necessarily matter where the person enters the system, as long as they are sign posted to the most appropriate service. Alternatively, people felt there should be a central office / contact that could then refer them onto the most appropriate service or individual.

Ambivalence can be seen in some of the scoring of the provision of dementia services locally, with scores hovering around the midpoint and tipping slightly towards dissatisfaction. This seems to be more associated with the process one has to go through to get into the system, rather than the quality of the service itself once you are there:

"More co-ordinated provision of services is needed - a central office or greater communication between services to guide carers / people with dementia through the system to the most appropriate service".

3. *Greater professional understanding and awareness with more personalised care / attention to those with dementia*

Overall, people felt more training was needed amongst professional staff across the board, this included hospital staff, doctors and care staff. As an example, a person may require medical attention that is separate to their dementia illness and often carers felt staff did not recognise or understand that a dementia patient will act differently to patients who do not have dementia on the ward. In addition to this, people felt dementia care cannot be generalised; it needs to be specific to the person who has dementia:

"More recognition of dementia within the professional environment and greater understanding of behavioural changes. Provision of services which offer more personalised activities tailored to individuals rather than generalised day centres to cater for all. Clearly this needs to be balanced with the feasibility of bespoke servicing but a greater understanding of the disease could highlight the benefits of providing more stimulating social activities and improving the quality of life for both carer and patient".

4. *More public awareness about dementia and reducing the stigma associated with the illness*

There still appears to be a stigma associated with dementia which influences the effectiveness of the services on offer because people are not yet willing to admit they need help or their loved one needs help. Coupled with this, there is limited knowledge of the condition which makes it a daunting prospect to tackle and often problems are kept hidden as a result.

There is also a sense of determination to just "get on and cope with it"; that it is "part and parcel" of one's commitment to their loved one to care for them. Whilst this is commendable, it seems people cope until they reach crisis point and the situation starts to break down. The offer of

appropriate and earlier support could go some way to supporting carers earlier, thus preventing them from reaching this stage. This will require action to change people's perception of dementia and a recognition that these services are there to enhance the quality of life for both them and their loved one.

Local stakeholder events that have been held recently have echoed the findings above and have indicated that some support services are working well but there is a need for more support to carers, better information, earlier diagnosis but with additional support, clear pathways to services and better integration and coverage of what is available to ensure equality of opportunity across Medway. The absence of services for people with a learning disability who also develop a dementia illness was highlighted as a significant issue.

Action 1

Medway residents and particularly those people who are living with dementia will be consulted on the Dementia Strategy. This will be a key aim of a local Dementia Action Alliance and will occur at regular intervals in recognition that the Strategy is a 'living breathing' document that needs to reflect the changing needs of the Community. Healthwatch Medway will be asked to facilitate this consultation using their relationship with the Council and NHS as a 'critical friend'.

5. National Context

Key facts

- Dementia is a syndrome in which there is deterioration in memory, thinking, behaviour and the ability to perform everyday activities
- Although dementia mainly affects older people, it is not a normal part of ageing
- Worldwide, 35.6 million people have dementia and there are 7.7 million new cases every year
- Alzheimer's disease is the most common cause of dementia and may contribute to 60–70% of cases
- Dementia is one of the major causes of disability and dependency among older people worldwide
- Dementia has physical, psychological, social and economic impact on caregivers, families and society

WHO, 2014

Nationally a growing imperative has been established that recognises the increasing challenge that dementia presents. In 2009, the first national Dementia Strategy was published and more recently the All-Party Parliamentary Group on Dementia has recommended that a new long term strategy is developed. The Prime Minister has since 2012 has highlighted the issue of dementia and set out his 'challenge on dementia' that aimed to deliver sustained improvements in health and social care, create dementia friendly communities and boost dementia research.

In 2009 the Department for Health published *Living Well with Dementia: a national dementia strategy*¹³. The intention of this strategy was provide a strategic framework within which local services could:

- deliver quality improvements to dementia services and address health inequalities relating to dementia
- provide advice and guidance and support for health and social care commissioners and providers in the planning, development and monitoring of services
- provide a guide to the content of high-quality services for dementia

In 2012 the Prime Minister launched his Dementia Challenge recognising that the impact of dementia on the nation was enormous both presently and as forecast into the future. The Prime Minister's Challenge set out a national programme of action to:

1. Deliver sustained improvements in health and care;
2. Create dementia friendly communities;
3. Boost dementia research.

In November 2013 the Department of Health published a report on dementia care and support in England¹⁴. This report looked at the quality of care and support for people living with dementia and concluded that, “The very best services are excellent and show what is possible. But the worst show that we still have some way to go. The message is clear: we can and must do better.”

Also in November the national Dementia Action Alliance launched The Carers Call to Action (CC2A) which asked organisations to commit to some fundamental actions that would improve the care and support available to carers (see section 12, Support for carers).

In June 2014 the All Party Parliamentary Group published their latest report - *Building on the National Dementia Strategy: Change, progress and priorities*¹⁷, which was produced after considering a previous review that had looked at the national Dementia Strategy (2009). This report focused on three key areas:

- Diagnosis and post diagnosis support
- Commissioning
- Workforce

A number of recommendations were made and it specifically referred to the fact that the national Dementia Strategy had come to the end of its expected life (2014) and therefore the recommendations it has made are of particular interest. Those recommendations have been repeated in this Strategy (and appropriately attributed) as they are as much of a priority in Medway as they are nationally.

There is a local political connection with the APPG Dementia Report as one of the vice-chairs is Tracey Crouch MP, Chatham and Aylesford.

At the time of writing, The Alzheimer’s Society published an overview of the findings of research that it had commissioned⁽²³⁾. The full report will be issued toward the end of 2014 and aims to provide ‘an accurate understanding of dementia prevalence and cost in the UK to assist in policy development, influencing, commissioning and service design’ (Alzheimer’s Society, 2014).

Action 2

The publication of the second edition of Dementia UK by Alzheimer’s Society later in 2014 will need to be taken into account as the Implementation Plan continues to develop.

6. Needs Identified in Medway

Key to the Dementia Strategy is the need to develop a greater community awareness and understanding of dementia illnesses and the effect dementia has on people’s lives as well as the importance of focusing on ‘living well with dementia’ and developing earliest possible interventions. The development of a local Dementia Action Alliance will help greatly in developing wider and deeper community awareness and understanding of dementia.

Joint work is continuing to support the ongoing Public Health England Dementia Friends Campaign. Dementia Friends Champions are being trained in Medway in order that Dementia Friends sessions can be delivered throughout local communities.

Greater awareness and understanding will help to tackle issues of stigma and encourage people to support each other at the beginning of a person’s journey with the condition. The Alzheimer’s Society ‘don’t bottle it up’ campaign is encouraging people to talk to their GP about any concerns that they might have.

Projected service use and outcomes in 3–5 years and 5–10 years

The most significant challenge with respect to the provision of dementia care is the increase in the ageing population over the next 20 years. The graph below illustrates the expected growth.

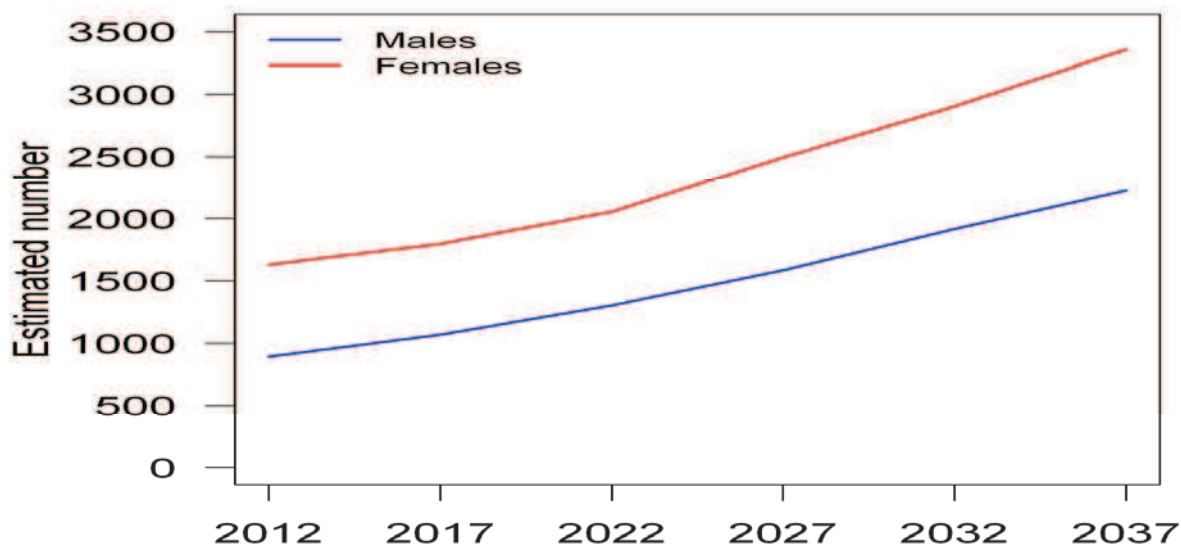


Figure 3: Trends in estimated number of people living in Medway with Dementia aged 65 years and over^[6]

	Females	Males	Persons
2012	1,629	893	2,522
2017	1,798	1,068	2,866
2022	2,056	1,304	3,360
2027	2,495	1,583	4,078
2032	2,904	1,916	4,820
2037	3,359	2,224	5,583

Table 6: Trends in estimated number of people living in Medway with Dementia aged 65 years and over [6]. Please note, figures may not sum due to rounding

Notes: Age-sex prevalence estimates have been taken from Dementia UK 2007 report produced for the Alzheimer's society by King's College London and the London School of Economics. The prevalence rates have been applied to ONS population projections of the 65 and over population to give estimated numbers of people predicted to have dementia.

Between 2012 and 2037, the number of older people living in Medway with Dementia is expected to increase from approximately 2,500 to 5,600. This is driven by projected changes in the age structure of the population.

Using the information in previous sections the proportions of the population expected to have mild, moderate or severe dementia the following table illustrates the expected changes over the next 25 years.

	2012	2017	2022	2027	2032	2037
Mild	1,387	1,576	1,848	2,243	2,651	3,071
Moderate	807	917	1,075	1,305	1,542	1,787
Severe	328	373	437	530	627	726
Total	2,522	2,866	3,360	4,078	4,820	5,583

Table 7: Trends in estimated number of people living in Medway with Dementia aged 65 years and over by level of severity [6][3]

Notes: These predictions are based on prevalence rates in a report by Eric Emerson and Chris Hatton of the Institute for Health Research, Lancaster University, entitled Estimating Future Need/Demand for Supports for Adults with Learning Disabilities in England, June 2004. The authors

take the prevalence base rates and adjust these rates to take account of ethnicity (i.e. the increased prevalence of learning disabilities in South Asian communities) and of mortality (i.e. both increased survival rates of young people with severe and complex disabilities and reduced mortality among older adults with learning disabilities). Therefore, figures are based on an estimate of prevalence across the national population; locally this will produce an over-estimate in communities with a low South Asian community, and an under-estimate in communities with a high South Asian community.

This means there will also be an increase in the number of older people with learning disabilities which will also affect the need for services

Unmet needs and service gaps

1. Between 2012 and 2037, the number of older people living in Medway with Dementia is expected to increase from approximately 2,500 to 5,600. This is driven by projected changes in the age structure of the population. This will represent a huge challenge as current services will have to nearly double in capacity if in their present form or different approaches will need to be found. 45% of these people will be likely to have moderate to severe dementia.
2. The development of a clearly described integrated care pathway for dementia would assist both people living with the condition and professionals supporting people to access services without increasing the stresses and anxieties already likely to be present in people's lives.
3. Current under-reporting in primary care, which is an issue nationally, and the variation in the quality of dementia care in primary care needs to be addressed to improve early diagnosis and intervention.
4. Improving professional understanding and appropriate management of dementia is an ongoing need. This is the case for all health and social care professionals, including doctors, care staff and acute hospital staff.
5. There is still stigma associated with dementia which means that people may be reluctant to seek help for themselves or their loved ones. Further campaigns (e.g. Dementia Friends) to change public perception and reinforce the importance of early diagnosis need to be supported locally.
6. 24/7 practical support to carers needs to be further developed to ensure that people living with dementia are supported to remain in their own homes for as long as possible and for any admissions to acute settings to be as short as possible.

Action 3

Community awareness of dementia will be developed by continuing to support national Dementia Awareness campaigns such as the ongoing Public Health England Dementia Friends initiative which is being promoted by Alzheimer's Society and endorsed by the Prime Minister.

The Dementia Strategy recognises the importance and benefit of developing a greater understanding of dementia illnesses and the challenges that people living with dementia face on a daily basis. It is agreed that a local dementia action alliance will be established to support greater understanding by bringing the community of Medway together to work collectively on common aims.

7. A Whole Community Challenge

The challenge of dementia is not solely a health and social care one. It is a challenge that the whole community of Medway faces and action in response to this challenge will be undertaken by the community as a whole. To support the notion of developing Medway as a dementia friendly community the Alzheimer Society's initiative of formulating a local Dementia Action Alliance (DAA) is being supported through the developing strategy. The DAA becomes the vehicle by which the community as a whole can successfully become a dementia friendly community.

The DAA is owned and driven by its component members and whilst the Strategy and commissioning options will support and facilitate the creation of the DAA, sustaining it becomes the responsibility of the DAA itself.

A dementia-friendly community is one in which people with dementia are empowered to have aspirations and feel confident, knowing they can contribute and participate in activities that are meaningful to them. Many villages, towns and cities are already taking steps towards becoming dementia-friendly communities. One area that has successfully utilised this model is Motherwell in Scotland. It has involved working with shop assistants, public service workers, religious groups, businesses, police, transport and community leaders. Outcomes have been positive and include a range of activities undertaken to increase community awareness of dementia including; promotional materials being distributed widely throughout the town, a successful Football Memories event held at Motherwell FC, awareness sessions with local fire fighters, Training of police officers and arrangement with Boots to distribute Alzheimer Scotland helpline cards.

The Dementia Action Alliance website describes the difference between these different elements:

What is the difference between a Dementia Action Alliance and a Dementia Friendly Community?

'Local Dementia Action Alliances' **enable** 'Dementia Friendly Communities'.

Therefore Local Dementia Action Alliances are about **action** via member organisations and communities committing to improve the lives of people with dementia and their carers.

A Dementia Friendly Community and being awarded the 'Working to become Dementia Friendly' symbol is about **recognition**.

The Dementia Friends initiative is a **practical example** of raising awareness of dementia. It is a good starting point for individuals, organisations and members of Local Dementia Action Alliances to take part in.

The key to understanding the challenge of dementia as a whole community challenge is to see the solutions that can be generated when a community works together:



Infographic from Alzheimer's Society (2014)

Action 4

A local dementia action alliance will be created as a vehicle to bring the community of Medway together. Organisations will be asked to create individual action plans as well as agree together a common set of aims. The alliance creates an opportunity for relationships between people and organisations to grow and develop into action that will change and improve the quality of life for people living with dementia.

Medway Council and Medway CCG have commissioned a one year pilot project for the Alzheimer's Society to set up and develop the Alliance.

8. Commissioning for Quality and Safety

The Strategy will set out commissioning intentions which will ensure focus remains on delivering services that are safe, efficient and effective and deliver the best outcomes. Clear specifications and contracts will be agreed and monitored to ensure that a clear focus on quality and outcomes can be demonstrated throughout the duration of activity.

- The aims of the Dementia Strategy take into account the growing needs within the Medway population and in recognition of changing priorities within health and social care. The Dementia Strategy will inform commissioning activity on behalf of both Adult Social Care and the CCG.
- Public awareness about dementia and its effect on people's lives should be the focus of attention within the community of Medway and the creation and support of a local Dementia Action Alliance is seen as the most effective way of becoming a dementia friendly community.
- The role of the GP is central to meeting people's needs and there will need to be a continued development of understanding for the importance of early diagnosis, treatment through medication, and the care and support that is available through social care services including those provided by the independent sector.
- The role and importance of the 'carer' will be incorporated into the Strategy and supported by the commissioning options selected for implementation. Priority will be given to ensuring that services are available to avoid and manage crises that may lead to avoidable hospital or care home admissions.
- The Dementia Strategy Implementation Plan will set out in the form of clear pathways the journey that people with a developing dementia disease are expected to take. Together with clear pathways there is a need to develop clear information, guidance and support that can be understood and available in easy to understand formats. Options being considered for practitioner and patient signposting will continue to be explored.
- A dementia friendly community will enable people living with dementia to live in a way that promotes a sense of value and ability to make a continued meaningful contribution to the community. The strategy has been developed from an understanding of the needs and aspirations heard from listening carefully to people living with dementia, both the person with the condition and their carers.
- To ensure services provide quality at each point on a person's dementia journey, support and development will be necessary within the care home sector.

Action 5

This Strategy supports the recommendation of the All-Part Parliamentary Group's report – Building on the National Dementia Strategy: Change, progress and priorities:

Every CCG and local authority should appoint a Dementia Lead with specific responsibility to ensure high-quality dementia services.

When planning and commissioning services, CCGs and local authorities, should:

- **use evidence**
- **assess local dementia needs**
- **engage with people affected by dementia and use their personal stories**
- **share data effectively and safely**
- **consider dementia services in applications for the Better Care Fund.**

There is a need for a major culture shift to improve the status and morale, both perceived and experienced, in care work to ensure it is an attractive and fulfilling career choice.

Services will be commissioned to ensure good quality of service, as well as cost-effectiveness.

9. Clinical Perspective

The development of the Strategy is being driven through the local health and social care partnership that incorporates clinical leadership and links with regional clinical networks such as the Dementia Fellowship Programme and the South East Coast Strategic Clinical Network Group (incorporating both the Dementia Commissioners Forum and the Dementia Clinical Advisory Group).

There are no drug treatments available that can provide a cure for Alzheimer's disease. Although there are medicines have been developed that can improve symptoms, or temporarily slow down their progression¹⁰. Medicines will not be effective for all individuals though. The brains of people with Alzheimer's disease show a loss of nerve cells that use a chemical called acetylcholine as a chemical messenger. The loss of these nerve cells is related to the severity of symptoms that people experience. Drugs such as Donepezil, Rivastigmine and Galantamine may temporarily improve or stabilise the symptoms of Alzheimer's disease.

An increasing number of non-pharmacological therapies are now available for people with dementia. These include standard therapies such as behavioural therapy, alternative therapies such as art or music therapy and brief psychotherapies such as cognitive behavioural therapy¹¹.

Each approach is rarely used in isolation, therefore, a combination of treatments tailored to the individual requirements of the patient may be necessary.

The Department of Health State of the Nation report on dementia care reports that:

“In July 2012, the National Dementia and Antipsychotic Prescribing Audit of 3,850 GP practices, covering 196,695 people with a diagnosis of dementia, reported a 52 per cent reduction in the prescribing of antipsychotic medication for people with dementia between 2006 and 2011.”¹⁴

The data in Table 8 below is for the quarter period March 2014 to May 2014 with the variance being measured against December 2013 to February 2014. When reviewing the data it is important to bear in mind that:

- This is a local monitoring initiative only as there is no national indicator for measuring the use of low dose antipsychotic usage in dementia
- Patient data will need to be reviewed to accurately determine if low dose antipsychotics are being used for behavioural problems in dementia as opposed to other indications such as psychoses etc
- The data is dependent on the quality of practices’ QOF recording

Area	Indicator	Achievement Range		NAT	WK CCG	DGS CCG	Med CCG	Swale CCG
Low-dose Antipsychotics in dementia	Low dose antipsychotic tag items - divide by patients on dementia reg x 1000 (New 2012/13 registers used)	NO targets This is to monitor increase in use		1,849	2,076	1,768	2,114	2,029
		Variance from last Quarter's report		12.6	3.0	-114.1	123.9	78.5

Table 8: NHS Medway CCG prescribing levels compared with national and local CCG levels

Action 6

Ensuring that initiatives are based on the best possible clinical research and evidence is critical. Through our Partnership Commissioning work we will continue to ensure that links are maintained locally, regionally and nationally with expert bodies.

Progress with the development of an audit process using Audit + (a clinical data audit and data analysis tool available to most GP Practices in Medway) will continue, together with the development of guidance and support to GPs to ensure that data collection for people with dementia including the use of anti-psychotic medication is as accurate and up to date as possible.

10. The Importance of Diagnosis

Nationally a great emphasis is being placed on the early diagnosis of dementia to ensure that people can be provided with treatment and interventions at the earliest possible opportunity. Greater community awareness of dementia and the benefit of early diagnosis will help to improve the diagnosis rate.

The flow of people through local memory assessment services is one area that is currently being assessed together with pre and post diagnostic support.

Obtaining an early diagnosis enables a person with dementia and their family to receive help in understanding and adjusting to the diagnosis and to prepare for the future in an appropriate way. This might include making legal and financial arrangements, changes to living arrangements, and finding out about aids and services that will enhance quality of life for people with dementia and their family and friends. Early diagnosis can allow the individual to have an active role in decision making and planning for the future while families can educate themselves about the disease and learn effective ways of interacting with the person with dementia. There is evidence that the currently available medications for Alzheimer's disease may be more beneficial if given early in the disease process¹⁰. These medications can help to maintain daily function and quality of life as well as stabilise cognitive decline in some people. Early diagnosis allows for prompt access to medications and medical attention.

Action 7

Medway Council and CCG will prioritise post-diagnostic support for people affected by dementia. This includes personalised advice, information and support, and ensuring that people with dementia know what to expect following a diagnosis.

The Better Care Fund will be an opportunity to integrate services in order to improve outcomes for people with dementia.

11. The Critical Role of the GP

The role of the GP in the success of a Dementia Strategy is critical. When a person with a developing dementia illness becomes concerned they will most likely approach their GP in the first instance. The GP's understanding of dementia, its effect on those living with it, the benefit of early diagnosis together are fundamental to ensuring that the journey a person makes starts off in the best possible way. The trust and confidence established between patient and GP is likely to dictate the quality of life a person experiences as their condition develops. GPs play a vital role not only in ensuring early diagnosis but in ensuring that well-planned and co-ordinated community services are in place to help people after diagnosis – this is part of the shared care model of patient focused care and support that will be further enhanced in Medway.

GPs have been supported to develop a greater understanding of dementia. Professor Sube Banerjee, Professor of Dementia & Associate Dean, Brighton and Sussex Medical School spoke to a meeting of Medway GPs in May 2014 about the importance of their role in tackling the challenge of dementia.

In July 2014 NHS England and Hardwick CCG, with the support of the Department of Health and Royal College of General Practitioners, published a latest edition of the publication 'Dementia Revealed – What Primary Care Needs to Know (A Primer for General Practice)' ⁽²²⁾. This GP guide aims to increase confidence in how GPs manage the challenge of dementia.

"Most GPs feel unprepared for the new focus on dementia ... There are some who still feel that making a diagnosis confers no benefit on patients because the ultimate outcome is not altered. This attitude is largely the result of being out of the loop with regard to dementia care." (NHS England, 2014)

At a meeting of Medway GPs on September 2014 GPs watched the Dementia Friends film and have been asked to become Dementia Friends and to promote this initiative within their practices. GPs were also consulted on this Strategy.

GPs are being supported to improve the rates of diagnosis for people living with dementia. New training approaches are being considered to support GPs to improve awareness and clinical skills in diagnosing dementia at a primary care level.

Action 8

The critical role of the GP is recognised and work will continue to support their greater understanding of dementia.

GPs will be supported to implement the guidance issued by NHS England in their 'primer for General Practice'.

GPs will be engaged further as the Implementation Plan develops to ensure that primary care is better able to meet the challenge of dementia.

12. Support for Carers

Better care for people living with dementia is about supporting people and their carers to live 'well' which means maintaining a person's familiar and cherished lifestyle for as long as possible. Where interventions are necessary these should be delivered sensitively and at an earliest point, with crises being managed effectively to avoid inappropriate disruptions to wellbeing arising from avoidable admissions into secondary care and/or care homes.

In 2012 the Prime Minister reported that "an estimated 21 million people in our country know a close friend or family member with dementia – that is 42 percent of the population."¹³

The report went on to state that there were an estimated 550,000 carers of people with dementia in England with an anticipation that one in three people are likely to care for a person with dementia at some point in their lifetime.

Supporting the carer in their enduring relationship with someone living with dementia is critical in sustaining people in their familiar lifestyles. Supporting carers through innovative schemes with the voluntary sector will be explored.

Public health campaigns will improve community understanding of dementia and assist with developing greater patient responsibility to 'choose well' when accessing services but it is the patient – GP relationship that remains key. Choices on the part of the patient and GP need to be made from an informed position and the availability and use of information is important.

GP signposting is a project being developed. Running across all areas of the Better Care Fund this project will enable GPs to access information about the care and support services that are available within local communities. The project has the potential to develop signposting initiatives that could also improve information available to patients as well as practitioners.

- Many carers of older people with dementia are themselves old
- Carers of people with dementia generally experience greater stress than carers of people with other kinds of need, nearly one-half having some kind of mental health problem themselves

The majority of people living with dementia live at home. Supporting carers' needs is essential if this situation is to continue, especially as the number of people with dementia increases.

The national Dementia Action Alliance initiative Carers Call to Action has gained widespread support and has established its commitment and shared vision as:

Carers of people with dementia:

- have recognition of their unique experience - 'given the character of the illness, people with dementia deserve and need special consideration... that meet their and their caregivers needs' (World Alzheimer Report 2013 Journey of Caring)
- are recognised as essential partners in care - valuing their knowledge and the support they provide to enable the person with dementia to live well
- have access to expertise in dementia care for personalised information, advice, support and co-ordination of care for the person with dementia
- have assessments and support to identify the on-going and changing needs to maintain their own health and well-being
- have confidence that they are able to access good quality care, support and respite services that are flexible, culturally appropriate, timely and provided by skilled staff for both the carer and the person for whom they care

DAA, 2014¹⁶

Action 9

It is agreed that the aims of the Carers Call to Action are supported and endorsed. A local dementia action alliance will promote the actions required to ensure these aims are achieved.

13. Earliest Interventions and Pathways

The various journeys a person living with dementia might make can be mapped and it is planned that clear pathways will be described for the first time making best use of initiatives such as Map of Medicine¹⁹.

What is apparent is that the same landscape is being described in different ways by different people.

Many people's journeys remain subject to confusion and a lack of clarity. One of the most significant comments made by people living with dementia and their advocates is the sense of not knowing what is happening. Pathways are being described through all dementia support services for both the person with a dementia illness and their carers including:

- Initial assessment
- Pre diagnosis support
- Diagnosis
- Post diagnosis support
- Adult social care (including support at home as well as accessing residential care options)
- Crisis support (including responses by emergency services)
- Continued primary care
- Accessing secondary care both planned and unplanned

Mapping services is being completed by seeking the views of both practitioners and users of services; through organised stakeholder events and accessing existing groups. Mapping will take into account services provided by health and social care agencies across all sectors.

The described pathways and the process to achieve these will identify:

- gaps in care and support services
- pressure points
- blockages
- aspirations

Action 10

Further work will be undertaken to set out the current pathways involved in dementia care, and to develop better ways to integrate these into a more seamless system. This will be the responsibility and focus for those commissioning services and will entail producing a commissioning model for dementia care that can be implemented from April 2015. This work will sit within the Better Care Fund framework to ensure its integration with other themes and strategic priorities set out by both the Council and CCG.

Current services:

Primary care

- The number estimated for the registered population for Medway CCG is 2,783. Data from the Quality and Outcomes Framework primary care dementia registers in 2012/13 have only identified 1,332 patients in Medway as having dementia. The estimated diagnosis rate for Medway CCG population is 47.87%, which is higher than the Kent and Medway average of

42.94% and the South of England average of 45.65%. The diagnosis rate has fewer than half of the population who are estimated to have dementia receiving a diagnosis. This could be due to a number of factors including late presentation and underdiagnoses. Nationally late diagnosis has been recognised as a problem and earlier diagnosis could be more cost effective in that it could slow progression of the disease and reduce costs. There are a number of actions being undertaken to improve the diagnosis rate. These include;

- (a) Medication analysis - using Audit + to identify patients who have been prescribed dementia medication but who do not have a recorded diagnosis
 - (b) Coding cleansing – based on work undertaken at Waltham Forest CCG to support GPs to identify problems in coding, which are contributing to low rates of dementia diagnosis on practice registers.
 - (c) Care Home Population analysis – Liaison with care homes to identify residents who clearly have dementia and liaise with practices to check that formal diagnoses have been made
- The central role of GPs is recognised in the Dementia Strategy and initiatives are being developed to develop a greater understanding and awareness of the importance of early diagnosis, treatment and providing patients and carers with meaningful information about care and support services that are available through the NHS, Adult Social Care and the independent sector.
 - An overriding approach adopted by the Dementia Strategy will see integration with the CCG's key clinical strategies and the priorities within the Better Care Fund. Knitting together the various strands that make up the community's complex needs is vital to ensuring those needs are met.
 - Statutory services are working together to ensure that the services they provide offer people a coherent pathway as their dementia illness develops and needs become more complex. Most people will approach their GP when they feel that something is not right and support is being provided to local Practices to help GPs and other professionals gain a better understanding of dementia and the importance of obtaining an early diagnosis.

Secondary care

- Medway NHS Foundation Trust have made dementia the focus of much work in the last year and opened the dedicated Bernard Unit to support people with dementia whilst they receive treatment. The Trust has also adopted the Butterfly scheme which allows people with memory impairments to request a person centred approach to their care – this operates throughout the hospital. In addition to these initiatives dementia awareness training for staff working in the hospital has also been given a priority. A Trust wide group meet every two months to look at what progress has been made to improve care and support to people with dementia.
- Kent and Medway NHS and Social Care Partnership Trust (KMPT) take referrals from GPs where there is an indication of a dementia disease and support people through an assessment process with both pre and post diagnostic counselling as part of their memory assessment service. This support is provided through a multi-disciplinary team which includes Admiral Nurses, who are mental health nurses that specialise in dementia. KMPT provides on-going support and guidance with the aim of working in a shared care approach with a person's GP.

KMPT host the Medway Community Engagement Forum (see appendix 6 for Terms of

Reference). This group aims to bring together professionals and groups to work together to improve services for people living with dementia.

Community care

- Current services to support people living with dementia are wide and varied but are not always known about and those that operate in one area may not be present in another. There are dementia cafes run by voluntary sector organisations that provide an opportunity for those people with dementia and their carers to come together in an informal setting for mutual support and guidance. Organisations such as the Alzheimer's Society, Age Concern, the Sunlight Trust and the Thursday Group provide valuable support by telephone and face to face to help people deal with daily lives that are affected by dementia.
- Medway Community Healthcare (MCH) provides community based services and is registered to run Darland House a specialist residential facility providing nursing care to older people with mental health needs which are predominantly associated with dementia. Darland House offers people with complex needs an opportunity for careful assessment and for care plans to be developed that will help people live with needs that are often felt as very challenging to less specialist facilities.
- Medway Community Healthcare (MCH) provides a Dementia Support Service with a multidisciplinary team led by an Admiral Nurse which responds to and works to prevent crises that might occur in people's homes where the main support for a person with dementia is being provided by a carer. It is the aim of the service to avoid, where possible and appropriate, an admission to hospital or care home. A move away from a familiar setting can be a highly traumatic experience which may exacerbate a decline in the person's wellbeing. Where a person is admitted to hospital it is important that where possible and appropriate that a return to home is arranged as early as possible and the hospital's new Integrated Discharge Team will work with the Dementia Support Service and Adult Social Care to ensure this is achieved.
- MCH are also overseeing a pilot scheme that employs two Carer Support Coordinators from Carers First, with one being based with the Dementia Support Service in the community and the other based with the Integrated Discharge Team at Medway Maritime Hospital. This scheme provides support to carers to reduce the risk of crisis leading to avoidable hospital admissions or to support an earliest possible discharge.
- Medway's Council for Voluntary Service has been commissioned by Medway Council to achieve the following outcomes in the local area: Capacity Building; Co-ordination, Networking and Engagement; Encouragement and Development of Volunteering; Representation; Information, Support and Training.
- A crisis support team has provided 24/7 support for people in dementia and their carers in the home when this support is needed and this has been an extension to the Dementia Support Service run by MCH. A review of the Dementia Support Service should be carried out together with ongoing monitoring to make a judgement about the benefit of enhancing the service through the continued provision of home carers who would work together with the specialist team from MCH.

Residential and Nursing care and support in care homes

- CQC research into the care and support provided in registered care homes (reported in 2013) found that "People with dementia living at care home postcodes are more likely to be

admitted to hospital multiple times and to be admitted to hospital for conditions which are potentially avoidable.”¹⁵

- Medway Community Healthcare (MCH) provide community based services and are registered to run Darland House a specialist residential facility providing nursing care to older people with mental health needs which are predominantly associated with dementia. Darland House offers people with complex needs an opportunity for thorough assessment and for care plans to be developed that will help people live with needs that are often felt as very challenging to less specialist facilities.
- In Medway, there are twelve independent sector nursing homes registered with the Care Quality Commission and most of these will support older people who have varying degrees of dementia. However, there are few dedicated nursing homes providing care to people with complex and often challenging needs arising from their dementia. A pilot scheme commissioned by NHS Medway CCG to support nursing homes will provide these homes with additional support through a multi-disciplinary team in the form of the Integrated Care Home Team model. The aim of this scheme is to support homes to achieve an equal and improved standard of care and reduction on secondary care services. Whilst this scheme is not solely aimed at improving dementia care, by its holistic approach it will undoubtedly do so.

Whilst it is clear that the best outcomes for people living with dementia can be obtained by supporting people to remain at home for some people the inevitable degenerative nature of dementia illnesses may result in a higher level of care and support being necessary. Whilst this is not a preferred option it should, when provided, be of the best quality where individual's preferences and histories are well understood and taken into account.

Acute inpatient care at Medway Foundation Trust

- A 24/7 A&E psychiatric liaison team is in place at Medway Maritime Hospital who are also able to support appropriate management of A&E attenders and inpatients with dementia. MFT and KMPT are currently developing a dementia pathway within the Enhancing Quality Programme. This will include appropriate screening on entry, during any stay and onward referral into dementia services and/or primary care or a return home with additional support services.
The key element here is to ensure that the component parts of dementia care and support work together to ensure that potential patient pathways are easy to navigate.

End of Life

- Supporting people who have lived with dementia and who are now at the end of their life has been identified as an important element of service provision. There is a need to develop initiatives with Care Homes and other providers to ensure that quality of life and living well with dementia extends to the final moments of a person's life. Links have been made with the Wisdom Hospice (Medway Community Healthcare) and these will be developed to ensure that people are enabled to die in a place of their choice with the support they need to allow that to happen. The service includes beds, bereavement support, advice and psychosocial and family support to patients and families. MCH also provide community palliative care at home, as well as day hospice care.

The pilot of the Integrated Care Home Model will include enhancing end of life care within residential settings; initially with nursing homes.

The Social Care Institute for Excellence (SCIE)¹² has produced guidance on 'end of life care for

people with dementia living in care homes', Research Briefing 40 (May 2012). It is recommended that the guidance is taken into account to ensure that care home staff become more confident in supporting people to plan for end of life. This will inevitably necessitate enhanced training. Care homes will find the use of advanced care plan formats invaluable. A key element to supporting people at this stage is to ensure that as much as possible is known about the person's cultural and personal preferences.

Dementia-friendly technology

Through Medway Control Centre (MCC) Medway Council has developed a locally based 'telecare' system which it describes as:

"MCC operates, monitors and maintains approximately 5500 Telecare connections which has allowed people, who may have otherwise been heavily reliant on carers or admitted to residential care, to continue living in their own homes independently.

MCC work effectively with their partners in social care and health to ensure that appropriate Telecare solutions form part of individual care packages. We also have a solid client base with our private clients through providing a bespoke Telecare service, from comprehensive assessments, through to supply, installation and ongoing maintenance/support."

The Alzheimer's Society published a charter for Dementia-friendly technology in June 2014¹⁸ which has gained widespread support. Building on the work already undertaken by MCC there is an opportunity to maximise benefit through further use and development of technology.

The Dementia Strategy recommends the adoption of the Alzheimer's Society Dementia Friendly Technology Charter and specifically the following recommendations:

Action 11

The recommendations of the dementia-friendly technology charter are supported:

- **The right to a care assessment will always include a consideration for dementia-friendly technology.**
- **A single, simple to use and regularly updated online resource detailing dementia-friendly technology will be developed.**
- **Accessible and easy to find information that lists where dementia-friendly technology is available in the local area – including a link to the Charter.**

MCC will take into account the specific needs of people with dementia when developing care services that use technology.

Map of Medicine

Map of Medicine¹⁹ is a commercially developed product that has gained much interest within the NHS. It is a technological interface between GPs and improved patient care pathways. Using carefully considered Map Pathways which provide a clear description of an entire potential patient journey resulting from a specific clinical condition such as a dementia illness.

A company called iMPower has been commissioned to develop practitioner signposting applications and it is hoped that dementia care and support will be one of the first areas to

be developed utilising the work and enthusiasm that has already been generated through local engagement around the Map of Medicine.

Action 12

A local dementia action alliance will support and enhance the way in which agencies that provide services work together to form a coherent, safe and clear pathways for people whose needs develop as they live with the progressive effects of dementia.

That work continues to develop the Map of Medicine into a tool that provides GPs with a means of directing health and social care and support that will assist the development of clear pathways.

Close work is required to ensure the changes to health and social care structures assist the development of closer work between GPs, healthcare professionals and social care professionals.

14. Knitting Priorities Together

The aim of the pathways is to develop a process which clearly describes the integrated services and support across the health and social care landscape including primary care, secondary care, social services and the voluntary sector.

The Better Care Fund has eleven identified themes and the CCG has key initiatives arising from the five clinical strategies that closely align to the BCF themes. There is a need to ensure that the Dementia Strategy is interwoven within these areas reflecting the complex nature of need and the interdependencies in service provision.

Areas of significant importance for integration across health and social care are:

- urgent care
- community redesign
- intermediate care
- reablement
- end of life
- social isolation
- rapid response / crisis intervention

An example of integration across work streams is the involvement of Partnership Commissioning in the development of the CCG led pilot of an Integrated Care Home Team model.

The Dementia Action Alliance is designed to drive integration across the Medway community and to build on work across council functions where links have already been made or are planned. Examples are:

- integrated transport (e.g. making a link to ensure that Arriva bus staff have a basic awareness in dementia)
- Housing (e.g. partnership working at the Housing seminar taking place on 23rd June)
- Telecare
- Schools services (promotion of dementia awareness at an intergenerational level)

The key to ensuring that activity is knitted together is the coherent implementation of the strategy. Partnership and working together are essential. Two potential models are shown below:

Model 1

Delivering Integrated Dementia Care: The 8 Pillars Model of Community Support (Alzheimer's Scotland, September 2012)²⁰

"This report sets out an integrated and comprehensive, evidence-based approach to supporting people with dementia and their carers in the community."

The 8 pillars are:

- The Dementia Practice Coordinator
- Therapeutic interventions to tackle symptoms of the illness
- General health care and treatment
- Mental health care and treatment
- Personalised support
- Environment
- Community connections

Model 2

Healthcare at home has developed a model for out-of-hospital dementia care. It aims to deliver healthcare at home to deliver better outcomes for patients, at a lower cost and reduced hospital admissions and has been captured in their 2011 report specifically on dementia care.²¹

The Care Act

"Catering for the health and care needs of our growing and ageing population is a national priority. Reforming our care and support system is vital for us to be able to meet this challenge." (LGA, 2014)

The Care Act 2014 sets out a series of new functions that will be implemented from April 2015. The Act introduces new duties and responsibilities on local authorities with the aim of ensuring that local people:

- Receive services that prevent their care needs from becoming more serious, or delay the impact of their needs;

- Can get the information and advice they need to make good decisions about care and support;
- Have a range of high-quality care providers to choose from.

“The Local Government Association (LGA), Association of Directors and Adult Social Services (ADASS) and Department of Health are working in partnership to support local areas in implementation of the care and support reforms in the context of the other changes and challenges for local health and care systems, including the Better Care Fund.” (LGA, 2014)

Action 13

The Dementia Strategy will be taken into account when considering the ways in which the new Care Act duties and responsibilities will be implemented.

Action 14

The new Care Act duties to facilitate and shape the local market will be used to look at how local dementia care and support services can be commissioned to drive forward change that leads to a diverse and sustainable range of options for people in Medway.

15. Delivering on Equality

Dementia affects everyone in some way; either due to developing a dementia illness or by being affected as a carer, relative, friend or colleague. Dementia does not discriminate and it is prevalent amongst all sectors of the community. There are indications, however, that early onset dementia has a higher prevalence amongst people with Down’s Syndrome.

Further research is required in relation to the support and information needs of BME groups in relation to dementia and the resource implications of dementia prevalence in older people with a learning disability. Further research is also required around the dementia needs for people who identify as lesbian, gay, bisexual and transgender (LGBT).

Action 15

As part of the Implementation Plan further research will be undertaken within Medway to establish the effect of dementia on:

- **People from BME communities**
- **Those identifying as LGBT**
- **People with a learning disability**

16 Agreed Actions

Action 1

Medway residents and particularly those people who are living with dementia will be consulted on the Dementia Strategy. This will be a key aim of a local Dementia Action Alliance and will occur at regular intervals in recognition that the Strategy is a 'living breathing' document that needs to reflect the changing needs of the Community.

Healthwatch Medway will be asked to facilitate this consultation using their relationship with the Council and NHS as a 'critical friend'.

Action 2

The publication of the second edition of Dementia UK by Alzheimer's Society later in 2014 will need to be taken into account as the Implementation Plan continues to develop.

Action 3

Community awareness of dementia will be developed by continuing to support national Dementia Awareness campaigns such as the ongoing Public Health England Dementia Friends initiative which is being promoted by Alzheimer's Society and endorsed by the Prime Minister.

The Dementia Strategy recognises the importance and benefit of developing a greater understanding of dementia illnesses and the challenges that people living with dementia face on a daily basis. It is agreed that a local dementia action alliance is established to support greater understanding by bringing the community of Medway together to work collectively on common aims.

Action 4

A local dementia action alliance will be created as a vehicle to bring the community of Medway together. Organisations will be asked to create individual action plans as well as agree together a common set of aims. The alliance creates an opportunity for relationships between people and organisations to grow and develop into action that will change and improve the quality of life for people living with dementia.

Medway Council and Medway CCG have commissioned the Alzheimer's Society to co-ordinate this.

Action 5

This Strategy supports the recommendation of the All-Part Parliamentary Group's report – Building on the National Dementia Strategy: Change, progress and priorities:

Every CCG and local authority should appoint a Dementia Lead with specific responsibility to ensure high-quality dementia services.

When planning and commissioning services, CCGs and local authorities, should:

- use evidence
- assess local dementia needs
- engage with people affected by dementia and use their personal stories
- share data effectively and safely
- consider dementia services in applications for the Better Care Fund.

There is a need for a major culture shift to improve the status and morale, both perceived and experienced, in care work to ensure it is an attractive and fulfilling career choice.

Services will be commissioned to ensure good quality of service, as well as cost-effectiveness.

Action 6

Ensuring that initiatives are based on the best possible clinical research and evidence is critical. Through our Partnership Commissioning work we will continue to ensure that links are maintained locally, regionally and nationally with expert bodies.

Progress with the development of an audit process using Audit + (a clinical data audit and data analysis tool available to most GP Practices in Medway) will continue, together with the development of guidance and support to GPs to ensure that data collection for people with dementia including the use of anti-psychotic medication is as accurate and up to date as possible.

Action 7

Medway Council and CCG will prioritise post-diagnostic support for people affected by dementia. This includes personalised advice, information and support, and ensuring that people with dementia know what to expect following a diagnosis.

The Better Care Fund will be an opportunity to integrate services in order to improve outcomes for people with dementia.

Action 8

The critical role of the GP is recognised and work will continue to support their greater understanding of dementia.

GPs will be supported to implement the guidance issued by NHS England in their 'primer for General Practice'.

GPs will be engaged further as the Implementation Plan develops to ensure that primary care is better able to meet the challenge of dementia.

Recommendation 9

It is agreed that the aims of the Carers Call to Action are supported and endorsed. A local dementia action alliance will promote the actions required to ensure these aims are achieved.

Action 10

Further work will be undertaken to set out the current pathways involved in dementia care, and to develop better ways to integrate these into a more seamless system. This will be the responsibility and focus for those commissioning services and will entail producing a commissioning model for dementia care that can be implemented from April 2015. This work will sit within the Better Care Fund framework to ensure its integration with other themes and strategic priorities set out by both the Council and CCG.

Action 11

The recommendations of the dementia-friendly technology charter are supported:

- The right to a care assessment will always include a consideration for dementia-friendly technology.
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A local dementia action alliance will support and enhance the way in which agencies that provide services work together to form a coherent, safe and clear pathways for people whose needs develop as they live with the progressive effects of dementia.

That work continues to develop the Map of Medicine into a tool that provides GPs with a means of directing health and social care and support that will assist the development of clear pathways.

Close work is required to ensure the changes to health and social care structures assist the development of closer work between GPs, healthcare professionals and social care professionals.

Action 13

The Dementia Strategy will be taken into account when considering the ways in which the new Care Act duties and responsibilities will be implemented.

Action 14

The new Care Act duties to facilitate and shape the local market will be used to look at how local dementia care and support services can be commissioned to drive forward change that leads to a diverse and sustainable range of options for people in Medway.

Action 15

As part of the Implementation Plan further research will be undertaken within Medway to establish the effect of dementia on:

- People from BME communities
- Those identifying as LGBT
- People with a learning disability

Appendix 1

Dementia Care & Support Organisations

Alzheimer's Society

Maidstone & Rural Communities Office
1 Dairy Court
Fair View Farm
Linton Road
Loose
Maidstone
Kent
ME15 0AL
Tel: 01622747181
Email: maidstone@alzheimers.org.uk

Community Mental Health Team for Older People

Elizabeth House
Holding Street
Rainham
Kent
ME8 7JP
01634382080
www.kmpt.nhs.uk

Thursday Group

St Stephens Church
Maidstone Road
Chatham
ME4 6JE

Medway Community Healthcare

7-8 Ambley Green
Gillingham Business Park
Gillingham
Kent
ME8 0NJ
Tel: 01634 382777

Medway Voluntary Action

Tel: 01634 812850
Email: enquiries@mva.org.uk

Age UK Medway

Tel: 01634 572616
Email: enquiries@ageukmedway.org.uk

Capstone Centre
Chatham
Tel: 01634 406058

Dementia Flexible Outreach Service
Tel: 01634 401099

Dementia UK

2nd Floor
Resource for London
356 Holloway Road
London
N7 6PA

The Wisdom Hospice

High Bank
Rochester
Kent
ME1 2NU
01634 830456
www.friendsofthewisdomhospice.org.uk

Medway Control Centre

Medway Council
Gun Wharf
Dock Road
Chatham
Kent
ME4 4TR
Tel: 01634 332091

The Sunlight Trust

105 Richmond Road
Gillingham
Kent
ME7 1LX
Tel: 01634 338600
Email: info@sunlighttrust.org.uk

Appendix 2

Consultation

Medway LiNK Research project	March 2012
Dementia Awareness Week Listening & Learning from Experience event	May 2014
Mental health provider and user forum	July 2014
Community Services stakeholder event	July 2014
Ad hoc meetings with people with dementia and their carers	March – September 2014
Medway GP's	September 2014
Medway Councillors	November 2014
Parish Councillors	
Internal Departments with Council e.g. leisure services	
CCG colleagues	
Social work teams	
Health and Social Care commissioners	
Public Health	
Medway Health Watch	
Medway Voluntary Action	
Wide range of voluntary sector organisations	

Appendix 3

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- 23 **Alzheimer’s Society**, Dementia UK second edition Overview, September 2014
- 24 **Department of Health**, Factsheet 1 – General responsibilities of local authorities, 2014

Appendix 4

Evidence of what works

Department of Health (2009) Living well with dementia: a national dementia strategy.

<https://www.gov.uk/government/publications/living-well-with-dementia-a-national-dementia-strategy>

This strategy provides a strategic framework within which local services can; deliver quality improvements to dementia services and address health inequalities relating to dementia; provide advice and guidance and support for health and social care commissioners and providers in the planning, development and monitoring of services provide a guide to the content of high-quality services for dementia.

Department of Health (2013)

Dementia: A state of the nation report on dementia care and support in England

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/262139/Dementia.pdf

This Dementia report, with its accompanying map of variation, available at <http://dementiachallenge.dh.gov.uk/map/>, shines a light on the quality of dementia care in England. The very best services are excellent and show what is possible. But the worst show that we still have some way to go. The message is clear: we can and must do better.

Dementia Challenge (2012)

<http://dementiachallenge.dh.gov.uk/>

The Prime Minister's Dementia Challenge launched in March 2012. It sets out plans to go further and faster in improving dementia care, focusing on raising diagnosis rates and improving the skills and awareness needed to support people with dementia - and their carers. It also has details of plans to improve dementia research.

Dementia Partnerships (2012)

<http://dementiapartnerships.com/wp-content/uploads/sites/2/models-of-care-for-dementia.pdf>

Dr Edana Minghella, proposes a new understanding of the dementia journey and a revised model of care for dementia, aimed at improving experiences and outcomes, and informing service redesign and commissioning.

The Prime Minister's Challenge on Dementia (2012): delivering major improvements in dementia care and research by 2015: Annual report of progress

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/200030/9535-TSO-2900951-PM_Challenge_Dementia_ACCESSIBLE.PDF

The progress of the Dementia Challenge is overseen by three groups of ‘champions’. This is their latest progress report.

NICE/Social Care Institute for Excellence (2006) CG42 Dementia: supporting people with dementia and their carers in health and social care

<http://www.nice.org.uk/nicemedia/live/10998/30318/30318.pdf>

This guideline makes recommendations for the identification, treatment and care of people with dementia and the support of carers. Settings relevant to these processes include primary and secondary healthcare, and social care. Wherever possible and appropriate, agencies should work in an integrated way to maximise the benefit for people with dementia and their carers.

NICE (2010) End of life care for people with dementia: commissioning guide: implementing NICE guidance

<http://www.nice.org.uk/media/0A2/66/CommissioningGuideEoLDementia.pdf>

This commissioning guide has been developed to help support the local implementation of NICE clinical guidelines to commission integrated end of life care services for people with dementia. The guide makes the case for commissioning end of life care for people with dementia, highlighting key benefits.

NICE (2011) Dementia: care pathway.

<http://pathways.nice.org.uk/pathways/dementia>

This pathway covers supporting people with dementia and their carers in health and social care. It considers pharmacological and psychosocial interventions.

SCIE (2012) End of life care for people with dementia living in care homes

<http://www.scie.org.uk/publications/briefings/briefing40/>

This research briefing is about the care provided in care homes to people with dementia in the period leading up to the end of their lives. It aims to provide an overview of a range of issues important to care home residents, carers and providers.

Alzheimers Society (2011) Optimising treatment and care for people with behavioural and psychological symptoms of dementia

http://www.alzheimers.org.uk/site/scripts/download_info.php?downloadID=609

This best practice guide was developed in consultation with an advisory group of leading clinicians specialising in dementia. It is aimed at a wide range of health and social care professionals caring for people with dementia who have behavioural and psychological symptoms to provide evidence-based support, advice and resources.

Dementia Partnerships (2014) Dementia: 10 key steps to improving timely diagnosis

<http://dementiapartnerships.com/10-key-steps-for-general-practice>

This Briefing is designed to support GPs and primary health care teams to improve the recognition, diagnosis and management of dementia.

Appendix 5

Registered Care Homes for older people

Care Home	Service type	Address	Postcode	Number of beds	Service type code	Speciality	Age
Abbeyfield – Rogers House	Residential	Drewery Drive Wigmore Gillingham Kent ME8 ONX	ME8 ONX	43	CHS	DE	65+
Acorn House	Residential	39 Maidstone Road Chatham Kent ME4 6DP	ME4 6DP	20	CHS		65+
Agape House	Residential	45 Maidstone Road Chatham Kent ME4 6DG	ME4 6DG	20	CHS	DE	65+
Amherst Court	Residential	Palmerstone Road Chatham Kent ME4 6LU	ME4 6LU	112	CHS	DE	65+
Amicus Residential Home	Residential	5 Hillside Avenue Frindsbury Strood Rochester Kent ME2 3DB	ME2 3DB	18	CHS		65+
Ampersand House	Residential	Parsonage Lane Frindsbury Strood Rochester Kent ME2 4HP	ME2 4HP	27	CHS	DE	65+
Aquarius Residential Home	Residential	8 Watson Avenue Chatham Kent ME5 9SH	ME5 9SH	20	CHS	DE	65+
Berengrove Park Nursing Home	Nursing Home	43-45 Park Avenue Gillingham Kent ME7 4AQ	ME7 4AQ	36	CHN	DE	65+
Byron Lodge Nursing Home	Nursing Home	105-107 Roack Avenue Gillingham Kent ME7 5PX	ME7 5PX	28	CHN		65+
Charing House	Residential and Nursing	Canterbury Street Gillingham Kent ME7 5AY	ME7 5AY	88	CHN	DE+LD +PD+SI	65+
Cherry Acre Residential Home	Residential	21 Berengrave Lane Rainham Gillingham Kent ME8 7LS	ME8 7LS	17	CHS	DE	65+
Chimnies Residential Home	Residential	Stoke Road Allhallows Rochester Kent ME3 9PD	ME3 9PD	29	CHS		65+
Clairmont Residential Home	Residential	89-91 Woodside Wigmore Gillingham Kent ME8 0PN	ME8 0PN	13	CHS	DE	
Copper Beeches Nursing Home	Nursing Home	5 Sylewood Road Cookham Wood Rochester Kent ME1 3LL	ME1 3LL	36	CHN	DE	65+
Durland House Residential Home	Residential	160 High Street Rainham Gillingham Kent ME8 8AT	ME8 8AT	13	CHS		65+
Fontenay Nursing Home	Nursing Home	39 Watts Avenue Rochester Kent ME1 1RZ	ME1 1RZ	27	CHN		65+
Fort Horsted Nursing Home	Nursing Home	Primrose Close Chatham Kent ME4 6HZ	ME4 6HZ	30	CHN		65+
Frindsbury Hall Nursing Home	Nursing Home	Frindsbury Hill Strood Rochester Kent ME2 4JS	ME2 4JS	74	CHN		65+
Friston House	Residential and Nursing	414 City Way Rochester Kent ME1 2BQ	ME1 2BQ	81	CHN	DE	65+
Grace Manor Nursing Home	Nursing Home	348 Grange Road Gillingham Kent ME7 2UD	ME7 2UD	60	CHN	DE+LD +PD+SI +substance misuse	+/-65
Grafton Lodge Residential Home	Residential	40 Goddington Road Strood Rochester Kent ME2 3DE	ME2 3DE	20	CHS		65+
Greenford Residential Home	Residential	260-262 Nelson Road Gillingham Kent ME7 4NA	ME7 4NA	18	CHS	DE	65+
Hawthorn Manor Residential Home	Residential	369 Maidstone Road Wigmore Gillingham Kent ME8 0HX	ME8 0HX	37	CHS		65+
Heather Dale Nursing Home	Nursing Home	204 Hempstead Road Hempstead Gillingham Kent ME7 3QG	ME7 3QG	37	CHN		65+
Holly Lodge Residential Home	Residential	208 Maidstone Road Chatham Kent ME4 6HS	ME4 6HS	22	CHS	DE	65+
Rose House		25 Railway Street Gillingham KENT me7 1XH	me7 1XH	18	CHS	DE+LD +PD	65+
Northmore Residential Home	Residential	77 Barnsole Road Gillingham Kent ME7 4EA	ME7 4EA	9	CHS	DE	65+
Park View Residential Home	Residential	Canterbury Street Gillingham Kent ME7 5AY	ME7 5AY	44	CHS	DE	+/-65

Living Well With Dementia In Medway

Pembroke House	Residential and Nursing	11 Oxford Road Gillingham Kent ME7 4BS	ME7 4BS	54	CHN		65+
Platters Farm Lodge	Respite and rehab only	Highfield Road Rainham Gillingham Kent ME8 0EQ	ME8 0EQ	43	CHS	DE	65+
Rochester Care Home (Robert Bean Lodge)	Residential	Pattens Lane Rochester Kent ME1 2QT	ME1 2QT	39	CHS	DE+M H+PD+ SI	65+
Shaws Wood (MDJ Homes) Residential Care	Residential	Mill Road Strood Rochester Kent ME2 3BU	ME2 3BU	36	CHS	DE	65+
The White House Residential Home	Residential	95-97 Maidstone Road Chatham Kent ME4 6HY	ME4 6HY	38	CHS	DE	65+
Valley View Nursing Home	Nursing Home	Maidstone Road Rochester Kent ME1 3LT	ME1 3LT	33	CHN		65+
Victory Care Home (Nelson court) Residential Home		Nelson Terrace Luton Chatham Kent ME5 7JZ	ME5 7JZ	39	CHS	DE+M H+PD+ SI	65+
Yew Tree Lodge Residential Home	Residential	Stoke Road Hoo Rochester Kent ME3 9BJ	ME3 9BJ	34	CHS		65+

Total beds	1313
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Appendix 6

Conclusion to the All-Party Parliamentary Group Report 2014 report – Building on the National Dementia Strategy: Change, progress and priorities

The APPG recommends a new, long-term dementia strategy, which incorporates our recommendations set out in this report, and involves people with dementia. This will be fundamental to the future of dementia care.

Five years on from the launch of the first ever National Dementia Strategy, the APPG on Dementia saw 2014 as an excellent opportunity to revisit our 2010 inquiry, 'A missed opportunity'. Given that so much has changed since this report was published and that the National Dementia Strategy has now come to an end, we have taken the opportunity to look forward and examine what needs to happen for people with dementia in the future.

Following discussions and engagement events with commissioners, providers, experts in the voluntary and private sector, and of course people with dementia and their families it is clear to us that the government must commit to a new long-term strategy for dementia. Such a strategy should be bold and ambitious to be a worthy successor to the NDSE and the Prime Minister's challenge on dementia.

In this review, we focused our attention on three important areas: diagnosis and post-diagnostic support; commissioning dementia services; and developing a skilled workforce. We found common themes running through all our discussions and our recommendations are based around these.

Strong leadership

Dementia needs strong leadership from government, from local authorities and CCGs, and from service providers, to ensure it is a priority in every service.

Integrated health and social care services

People with dementia have the most to gain from integrated services and now is the best time to start putting this into action. We want to see all commissioners using the opportunity that the Better Care Fund offers to promote more integration across health and social care, which needs to be extended beyond the current financial limitations of the fund.

Engaging and involving people with dementia

People with dementia and their carers should have a say on any decisions that could affect them. Wherever possible, people with dementia should play an integral part in commissioning, training and providing support to other people with dementia.

Finally, we recognise that there are many other issues that require attention, which will significantly improve the lives of people with dementia and their families, but which we haven't covered in this report. These include investment in research as well as making progress towards the creation of communities that are more dementia-friendly. Our primary aim for this report is to identify some priority areas for government and to urge it to commit to a long-term successor to the NDSE and Prime Minister's challenge.

'It is clear to us that the government must commit to a new long-term strategy for dementia. Such a strategy should be bold and ambitious to be a worthy successor to the NDSE and the Prime Minister's challenge on dementia'

Appendix 7



Medway Community Engagement Forum

Draft Terms of Reference

Purpose / objectives

- To foster collaborative working among mental health & social care service providers for older people with dementia in Medway.
- Improve communication between consumers and service providers & share good practice
- Inform and advice on gaps and service provision / commissioning
- Encourage community engagement & networking
- Help to improve user experience
- Support improving access and uptake of care provision for PWD & their families.
- Contributing to improvement & development of local services

Frequency: quarterly with accessible venues

Involvement: it was suggested that the group should involve & link up with other groups such as -
The Health & Wellbeing Board,
Clinical Commissioning Group (CCG)
Carer's Partnership Board.
Healthwatch England

Agenda: This will include:

- Organisation update on services
- Patient experience feedback
- Working together by sharing information & good practice
- Areas for improvement & development

Membership:

Statutory & non statutory organisations providing services for older people / Dementia in Medway.

Processing of monitoring compliance with ToR:

Review: This ToR will be reviewed yearly.

Appendix 8

Alzheimer's Society, Dementia UK second edition, Overview – Summary

This overview document provides an update on the figures presented in the first edition of Dementia UK (Alzheimer's Society, 2007). It is an overview of the full report, Dementia UK: Second edition, which will be published by Alzheimer's Society in autumn 2014. This document presents the best available evidence for the current cost and prevalence of dementia in the UK.

The full report was commissioned by Alzheimer's Society. It was researched and written by King's College London and London School of Economics in 2014.

Some of the key findings from the report are:

- The total age-standardised 65+ population prevalence of dementia is 7.1% (based on 2013 data).
- This equals one in every 79 (1.3%) of the entire UK population, and 1 in every 14 of the population aged 65 years and over.
- At the current estimated rate of prevalence, there will be 850,000 people with dementia in the UK in 2015.
- Compared to the 2007 estimates, the current prevalence consensus estimates are slightly higher for the youngest (65 to 69) and oldest (90+) age bands and slightly lower for the intermediate age groups (80–89).
- The total number of people with dementia in the UK would increase to over 1 million by 2025 and over 2 million by 2051 if age-specific prevalence remains stable, and increases are only driven by demographic ageing.
- This is a worst-case scenario. Improvements to education standards, cardiovascular health, activity levels and other known risk factors may all help reduce dementia incidence and prevalence in the future. However, available research in this area is not sufficient to allow us to forecast this in our current projections.
- There are over 40,000 people with early-onset dementia (under the age of 65 years) in the UK.
- The total cost of dementia to society in the UK is £26.3 billion, with an average cost of £32, 250 per person.
 - £4.3 billion is spent on healthcare costs.
 - £10.3 billion is spent on social care (publicly and privately funded).
 - £11.6 billion is contributed by the work of unpaid carers of people with dementia.



Building Control Partnership Business Plan 2015-2018



Director
Version No.
Last updated

Tony Van Veghel
4
16 December 2014

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C O N T E N T S

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1. Executive Summary

- 1.1. The next three-year business plan covers the period 2015 to 2018 and will focus on:
 - Further improvements to customer service utilising IT development and customer interaction.
 - Increased opportunities for income generation protecting and capturing market share.
 - The development of consultancy services with dedicated staff to service provision in a separate company.
- 1.2. These are essential to the continued success of the partnership and to meet the future demands of our customers. They consolidate the current five objectives and have been discussed and agreed with stakeholders.
- 1.3. The improved construction economy has created increased competition for both work and staff across the sector. There has been little investment in development of new staff across the industry, so recruitment and retention of staff is becoming as important a driver for the success of the partnership as it was in 2006.
- 1.4. The development of a new IT system will play an intrinsic part in improving customer service whilst reducing operating costs. There is a need to invigorate the new marketing strategy to ensure work is captured both regionally and nationally. The market place has changed in that some of our major competitors are no longer local to the area but come from the Midlands and the North of England. Delivering services traditionally is no longer economical to local authority building control and a wider audience needs to be captured.
- 1.5. It is no longer viable to deliver the myriad of inspections ranging from simple or complex without matching the appropriate resource. With the advent of agile working it is possible to target resources in a much more effective way, delivering good value to customers on site. The return on investment on the web based product will allow increased inspections to be carried out by surveyors each day without the need to attend the office. Recruiting different levels within the building control range will allow for an appropriate level of skill and experience to be allocated to each site inspection.
- 1.6. It will also free up key account holders to properly manage their customer accounts and deliver a more focused service so as to retain their client base. With increased competition we need to be able to maintain and develop our client base, in the first instance through an improved service which not only delivers value for money but also meets clients' wants as well as their needs. This will require an investment in time by the surveyors as well as tangible improvements to the service delivering, application monitoring, self service research, real time information, text notification of inspections and where appropriate intermediate reports, 'closeout' meetings and the final reports indicating the value of using our service.

- 1.7. This will require radical change both to the way we deliver the service and the structure which is needed to meet this demand.
- 1.8. New structures will require additional funding and these needs to be self generated through increased market share, improved marketing and further diversification to increase income generation through the consultancy arm.
- 1.9. The consultancy has matured now to the point where officers need to be dedicated to various roles rather than reacting to ad hoc requests. This will require the consultancy to be delivered through a different vehicle so as to be commercially viable and return a profit which can be reinvested into the partnership. A bid for a government grant funding to look at this aspect of development has already been lodged and further opportunities to lever in money into such a venture will be pursued.
- 1.10. The partnership is funded through three income streams which support the chargeable (competitive building regulation market), the non-chargeable (duties and responsibilities of local authorities) and the consultancy (complementary services to the building industry).
- 1.11. Each of these are currently non-profit making and provided a restructure allocates the correct resource to the function, the first two should remain so and be compliant with both charges legislation and the standing orders of each authority. A restructured staffing resource will need careful change management considerations so as to provide sufficient technical and professional support to deliver these services.
- 1.12. The provision of a commercially viable consultancy service offers new opportunities to increase services and revenue through a profit-making local authority company or social enterprise.

2. Financial Plan

2.1. Members have requested that the format of the Business Plan changes to a 3 year rolling programme. This will take the forecast beyond the end of the current second term which finishes in September 2017. However, Members have endorsed the likely progression of the partnership beyond that period and the new arrangement will allow for the agreed contributions to feed into each authorities medium term financial plan.

2.2. The financial plan, in figure 1, is based on the following pressures:

- An increase in salary costs of 1% per annum
- A nominal increase in transport costs associated with increased visits by surveyors
- A required 3% increase in overall income generation

and the following savings:

- A 30% reduction in accommodation and premises costs
- A 5% reduction in supplies and services costs per annum
- A 4% reduction in salary savings following first phase restructure

2.3. This will generate a further 2% saving on contributions required by the partner authorities compared with the previous business plan.

2.4. Should the proposed expansion of the partnership take place as planned in April 2015, the Business Plan will be revised to incorporate four partners and further savings will be generated as shown in figure 2.

2.5. Total contributions will have reduced for the current three partners by £61,472 between April 2012 and March 2016 in the current arrangement. Should the partnership be extended the saving to the current three partners would increase to £65,381.

2.6. The original Business Plan developed by PML, in 2006, included a paragraph stating that “the advances paid by Gravesham and Swale Councils would be repaid from future surpluses.”

2.7. The Constitution includes in Clause 3.14.8.1 “Gravesham and Swale have at commencement contributed to the partnership from their respective building control chargeable accounts their respective surpluses existing at 30 September 2007 and Medway has at commencement contributed to the partnership by means of setup and implementation costs.”

2.8. Clause 3.14.8.2 goes on to say “they shall within 6 months of commencement agree the manner in which the budgetary contributions of the councils shall be reduced during the term in order to offset the surplus paid by Gravesham and Swale and Medway’s contributions to setup and implementation referred to in Clause 3.14.8.1.”

- 2.9. At Joint Committee on 25 September 2008 Members agreed “that the advances for the setup costs of the partnership be the first call on any future surpluses achieved through the provision of consultancy services”.
- 2.10. Up until now the provision of consultancy services has been provided under provisions that require it to be on an ‘at cost’ basis and therefore not able to generate a surplus.
- 2.11. A bid is currently with the Government called the “Transformation Bid” to obtain grant money to explore the most appropriate delivery model for the consultancy now it has been established with the proviso that the delivery model should be commercially based and able to achieve a surplus.
- 2.12. Within this Business Plan it has been explained that we need to operate the consultancy as a commercial arm of STG with the ability to generate a surplus.
- 2.13. Actions are contained within the Delivery Plan to identify the accumulated reductions referred to within the Constitution and determine as and when surpluses are generated by a new commercial consultancy as to what proportions those surpluses should be reimbursed to the three partner authorities.
- 2.14. At Joint Committee on 2 October 2014 Members agreed the following principles:
- 2.14.1. The key priority must be to protect STG's financial position and its ability to provide a sustainable service, on the basis of a break even budget or, if possible, making a surplus, particularly within the consultancy arm.
 - 2.14.2. The first priority for spend of any budget surplus would be for any required and necessary investment in the service and/or the provision of an appropriate budget reserve.
 - 2.14.3. Once appropriate and necessary investment in the service has been made and appropriate budget reserves put aside, any budget surplus from the consultancy arm will be ring fenced to repay initial start up costs. On this basis only surpluses generated by the consultancy arm of the partnership will be ring-fenced specifically for the purposes of repaying initial start-up costs as listed above, with repayment of such costs being on a proportionate basis in line with the start up costs provided by each Partner organisation. The exact mechanism for this repayment to be delegated to the Officer Steering Group for their consideration and agreement in due course. The purpose of such a mechanism will be to ensure that all partners eventually receive back those funds initially invested.
 - 2.14.4. At the same time a financial incentivisation scheme will be agreed by the Officer Steering Group, to ensure all three councils are encouraged to use STG's services for construction and other projects.

- 2.14.5. Future reductions in annual deficit contributions by partner organisations will be treated and recorded as being an element of repayment to each partner organisation in relation to initial start-up/administration fees incurred.
- 2.14.6. The creation of a stand-alone consultancy arm be used as the primary means of repaying initial start-up funds/administration overheads (with the necessary financial support being committed by each Partner as a means to facilitating this should the bid for Transformation Grant funding be unsuccessful).

Three year Budget Build and Contribution Calculation For 2015/2016 - 2017/2018 (including comparative 2014/2015 budget) for Three Authority Partnership

	<u>2014/15 Budget</u>	<u>2015/16 Budget</u>	<u>2016/17 Budget</u>	<u>2017/18 Budget</u>
Staffing	1,129,538	1,128,751	1,139,751	1,150,861
Premises	102,532	49,400	46,300	46,300
Transport	46,580	42,350	42,350	42,350
Supplies and Services	108,030	108,970	105,970	108,970
Support Services	58,210	52,910	52,910	52,910
Total Cost:	1,444,890	1,382,381	1,387,281	1,401,391
Contributions	(303,427)	(290,300)	(278,076)	(266,853)
Income	(1,141,463)	(1,092,081)	(1,107,822)	(1,134,538)
Total Income	(1,444,890)	(1,382,381)	(1,387,281)	(1,401,391)
Chargeable 79%	(1,141,463)			
Non-Chargeable 21%	(303,427)			
	(1,444,890)	0	0	0
Chargeable 79%		(1,092,081)		
Non-Chargeable 21%		(290,300)		
	0	(1,382,381)	0	0
Chargeable 80%			(1,107,822)	
Non-Chargeable 20%			(278,076)	
	0	0	(1,387,281)	0
Chargeable 81%				(1,134,538)
Non-Chargeable 19%				(266,853)
	0	0	0	(1,401,391)
Authority and Agreed Percentage	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget
Gravesham - 20%	60,685	58,060	55,616	53,371
Swale - 27%	81,925	78,381	75,080	72,050
Medway - 53%	160,817	153,859	147,380	141,432
	303,427	290,300	278,076	266,853

[Figure 1]

Three year Budget Build and Contribution Calculation For 2015/2016 - 2017/2018 Incorporating Canterbury City Council

	<u>2015/16 Budget</u>	<u>2016/17 Budget</u>	<u>2017/18 Budget</u>
Staffing	1,429,675	1,443,971	1,458,411
Premises	46,300	46,300	46,300
Transport	54,200	54,200	50,200
Supplies and Services	114,570	14,570	104,130
Support Services	58,994	8,994	58,994
Total Cost:	1,703,739	1,718,035	1,718,035
Contributions	(371,937)	(359,597)	(332,428)
Fee Income	(1,331,802)	(1,358,438)	(1,385,607)
Total Income	(1,703,739)	(1,718,035)	(1,718,035)
Chargeable 78%	(1,331,802)		
Non-Chargeable 22%	(371,937)		
	<u>(1,703,739)</u>	<u>0</u>	<u>0</u>
Chargeable 79%		(1,358,438)	
Non-Chargeable 21%		(359,597)	
	<u>0</u>	<u>(1,718,035)</u>	<u>0</u>
Chargeable 81%			(1,385,607)
Non-Chargeable 19%			(332,428)
	<u>0</u>	<u>0</u>	<u>(1,718,035)</u>
Authority and Agreed Percentage	<u>2015/16 Budget</u>	<u>2016/17 Budget</u>	<u>2017/18 Budget</u>
Gravesham - 15.40%	57,278	55,378	51,194
Swale - 20.79%	77,326	74,760	69,112
Canterbury - 23.00%	85,546	82,707	76,458
Medway - 40.81%	151,787	146,752	135,664
	371,937	359,597	332,428

[Figure 2]

3. Background

- 3.1. South Thames Gateway (STG) is a Partnership of three authorities (Gravesend Medway and Swale) that was established on 1st October 2007 to build in resilience for the building control service across the Thames Gateway area.
- 3.2. 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.
- 3.3. 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.

4. Review

- 4.1. The construction industry showed signs of a recovery in 2013/14 with applications around 19% higher than the previous year; however, income remained about the same. This was an indication that much of the increased activity was in the lower value domestic market.
- 4.2. Significantly, this sector has also seen a sharp rise in competition for the work, which has been reflected across the south-east. As demand has increased so too has the competition for surveyors to deliver the service and this has put a pressure on all local authorities who are not able to match the remuneration packages available in the private sector.
- 4.3. Improvements to the partnership's working practices began towards the end of the year driven by the adoption of the new computer system. This web based product is able to deliver the service remotely wherever access to the Internet is available. Further development throughout 2014/15 has allowed for implementation of a mobile environment whereby surveyors can access and input to the system recording inspections in real time and improving the service to customers. The development of a change in working practices also allows for an increased number of inspections to be carried out per surveyor.
- 4.4. Negotiations have continued with Canterbury City Council for them to join the partnership, increasing its capacity and its potential to develop further complementary services for the building industry.

5. Strategic Vision

IT

- 5.1. The adoption of the new IT system will enable the development of an improved customer service based on a better interaction between the partnership and its clients. The increased use of email and electronic communication will speed up requests for further information and the delivery of approvals and completion certificates. There will be further developments in self service by customers giving them a wider access to information and records pertinent to their applications. A system will be developed so that applications can be tracked through the process giving the opportunity for customers and agents to comment at various milestones through the approval process allowing for informed discussion at the project planning stage. There will also be the availability for surveyors to record inspections, contraventions, all requests for further information on site and in real time so that clients have a true reflection of the outcome of a site inspection rather than relying on feedback from their builder.
- 5.2. For more complex projects there will be the opportunity to prepare and submit interim and final reports so as to highlight the benefits and cost savings that have been possible through using the partnership.

Working Differently

- 5.3. The provision of agile working should open up a number of opportunities to use the staff resources in a more effective way. Staff will not need to return to the office and therefore can use their time or effectively in dealing with site inspections with an increased number of inspections possible per surveyor. Reliance on a paper based file and plan will not be an issue, therefore the monitoring of sites can be more proactive as can the pursuit of an authorised works which will not be dependent on records held in the office.
- 5.4. In order to address the issue of a consistent approach a number of quality controls need to be introduced to both the plan vetting and site inspection services and future development of a structure which separates out the two functions and dedicates personnel to, will form part of the delivery plan. Further changes will also be investigated so as to resource the servicing of domestic and non-domestic work with appropriately qualified and experienced staff. As domestic work accounts for approximately 74% of applications but only generates 50% income, resources need to reflect the complexity of work being examined. Similarly with 26% of non-domestic applications generating the other 50% of income it is important to provide the correct calibre of staff to deliver a comprehensive professional service to these clients who are subject to greater competition.
- 5.5. Further examination of these arrangements will be undertaken through the life of the business plan to determine if dedicated resources can be appropriately assigned to relate to the cost of chargeable and non-chargeable works. A further work stream will examine the most appropriate delivery model for the

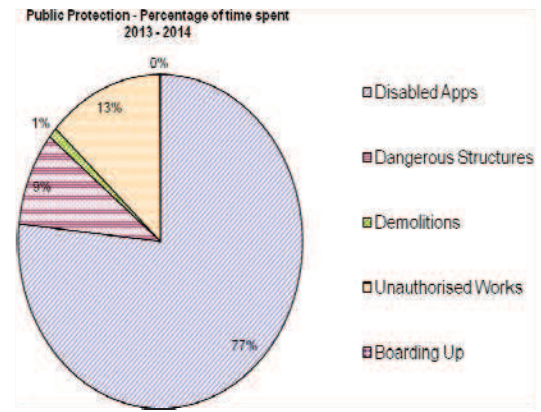
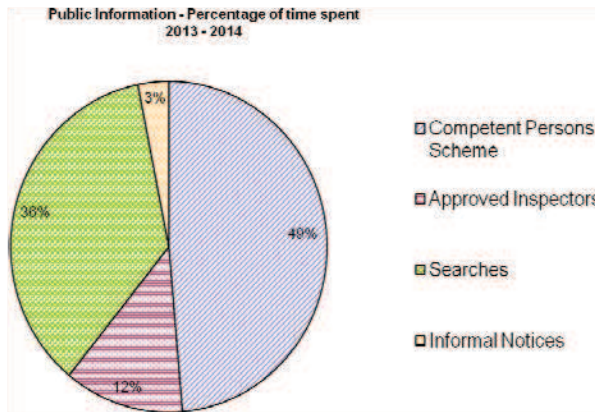
consultancy, with appropriate dedicated staff, services could be extended and with a revised marketing strategy that looks at the wider market opportunities to generate additional income and surplus so as to build in further resilience to the partnership.

Cost saving / Income generation

- 5.6. Accommodation costs have been reduced by 48% with the move to Rochester which has been assisted by the introduction of agile and mobile working. The majority of savings have been achieved by reduction in footprint of the new accommodation which greatly reduces the rent and rate expenditure. With the changes in working practices we are able to accommodate a number of hot desks to be used by those surveyors required to return to the office.
- 5.7. The first phase of restructuring will see teams move from a geographical basis to a functional basis. This will allow for an overall reduction in surveying staff from 2013/2014 levels with surveyors able to deliver a greater number of inspections per day. This will achieve a 4% salary saving against the previous financial plan.
- 5.8. This use of electronic mail will reduce postal costs and the delivery of plan checking online will deliver savings on printing as well as providing less reliance on printer plans on site. Overall a 5% reduction per annum in the supplies and services budget will be available.
- 5.9. A 1% reduction in contribution costs is illustrated within the plan based on efficiency savings available through the new IT system. In respect of reduced costs associated with inspections and an improved competent person registration and processing.
- 5.10. As well as cost savings, opportunities exist for increased income generation. Winning and maintaining market share is vital to the continued success of the partnership. The provision of an excellent service to existing customers must retain market share with improved account management. A revised marketing strategy will look to improve market share, widening services available through the consultancy ensuring competitive price.

Partner contributions

- 5.11. The partner contributions pay for much of the partnerships works that is designated as public protection and often falls as duty or responsibility on the Local Authority such as: disabled persons applications, dangerous structures, demolitions, unauthorised work and enforcement and the administration of approved inspector legislation.
- 5.12. The charts below show comparisons of the time spent on non-fee chargeable work through public protection and public information for 2013/2014.



5.13. The 77% of time spent dealing with disabled person applications has proved a very expensive service for the partnership as whilst the works are seldom of a complex nature they impact heavily on a surveyors' time. Part of the restructure will look to take on less qualified staff who can become specialised in this area and will reduce the costs per application.

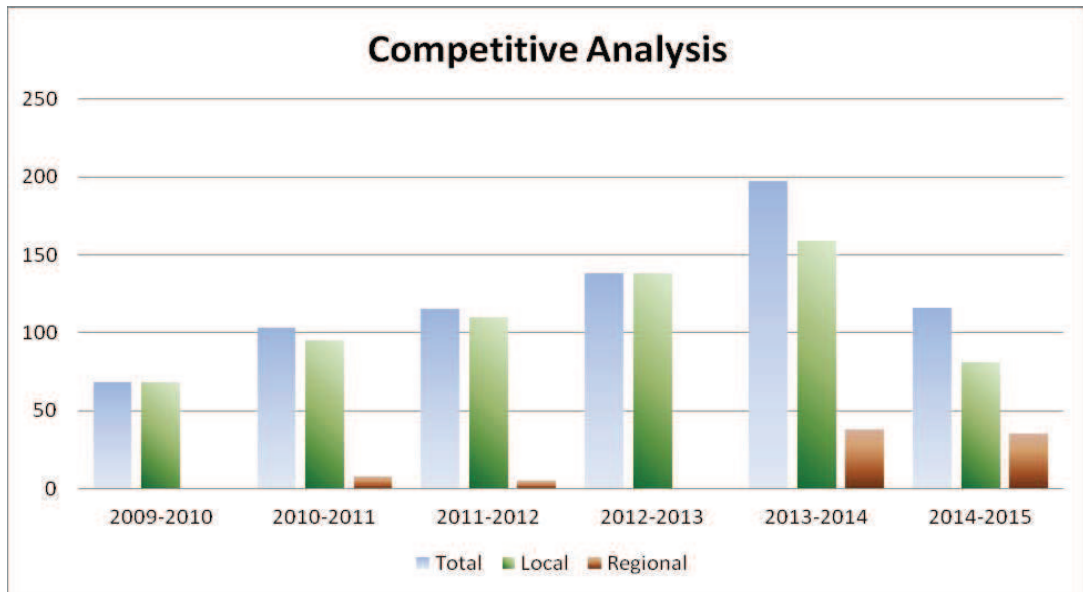
5.14. The time spent on dangerous structures does, however, often require highly qualified or regular visits and again is an expensive burden on contribution funding. Through 2015/2016 we will examine if insured dangerous structures can be pursued to reclaim the local authority costs as this could be used to reimburse the authority for dealing with the issue.

5.15. Some improvements to the way the 25,000 competent person certificates are lodged has already taken place and through 2015/2016 there will be further improvements to the system so as to reduce technical assistant time on this function.

5.16. By these improvements costs will be reduced to the partners throughout the Business Plan until 2018. By that time if no further savings can be made in efficiencies the opportunity will exist to reduce contribution costs by supplementing the charge with the consultancy surplus.

Competition

5.17. The building regulation market is highly competitive. The chart below compares the number of initial notices received each year against the number received from local and regional placed approved inspectors



5.18. A significant trend has occurred over the last 2 years where regional, and sometimes national, approved inspectors are competing for work in the area. Initial notices from the Midlands and even Newcastle are not unusual and revised legislation allows for the initial notice to be signed by the approved inspector rather than the client. This has led to confusion with some customers unaware who is dealing with their project.

5.19. This trend is not confined to STG or Kent but is a regional issue throughout London and the SouthEast. Further work with Local Authority Building Control (LABC) and their marketing team as part of our marketing strategy will be designed to win back market share. We will continue to work with partner architects under the agreed LABC partnering scheme and will endeavour to increase the number of partners to improve upon market share.

5.20. We currently have 70% of market share and will look to improve this to 75% by end of 2016.

The way forward

5.21. A productive away day was carried out in July 2014 focusing on the direction of the Business Plan. The revised objectives are as a result of the interaction with staff and stakeholders in identifying improvements to the service.

5.22. A SWOT analysis has been undertaken to determine where we are now and where we want to be. Amongst the main points raised were:

- The improvements in IT which allow greater flexibility in the way we work.
- Improvements required to the quality and consistency of plan checking and site inspections.
- Improvements to the speed of turnaround of applications.
- Access to reliable and consistent advice.
- The need to change service delivery to meet customer wants as well as their needs.

- The need to resource adequately to meet demand across the range of services.
- The need to develop the consultancy as a commercial arm of STG.

5.23. These items will form the focal point in the year ahead and underpin the objectives in the delivery plan. With continued support from the three authorities and the likely expansion of the partnership delivery on these objectives will build on the reputation of delivering a first class service to customers and stakeholders.



Building Control Partnership Delivery Plan



2015-2018

Director
Version No.
Last updated

Tony Van Veghel
1
08 September 2014

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1. SERVICE DELIVERY PLAN – 2015-2016

1 Objective							Improve customer service utilising IT development and increased customer interactions						
Action	Output	Impact	Resources	Milestones/P.I.s	Lead Officer								
1.1 Development of on-screen plan vetting	Acquire larger scale monitors	Increased plan checking within performance targets and reduced costs	Within current budget	May 2015	Phil Harris								
	In-house training to all surveyors		Within current training budget	June 2015	Phil Harris								
	Monthly and 3 monthly review of use and output		Within current budget	July to September 2015 monthly then 3 monthly	Derek Base / Robert Wiseman								
1.2 Implementation of real time inspection records	Information updated at time of inspection on database	Improved customer information	Within current budget	June 2015	Derek Base / Robert Wiseman								
1.3 Increase the number of site inspections per surveyor	Number of inspections per surveyor increased by 20%	Achieving new target time per visit	Within current budget	Quarterly review	Phil Harris								
1.4 Achieving national performance indicator for plan	85% plan vets within 10 working days, 100%	Improved turnaround time	Within current budget	Quarterly review, monitoring report	Phil Harris								

1 Objective							Improve customer service utilising IT development and increased customer interactions						
Action	Output	Impact	Resources	Milestones/P.I.s	Lead Officer								
vetting	within 15% working days	for plan vetting		and covalent									
1.5 Improve consistency to plan vetting and site inspection with the development of function based teams	Restructuring group to accommodate functional teams	Change in working practices for surveyors	Within current budget	June 2015	Tony Van Veghel								
	Appointing dedicated team leaders to oversee consistency and quality checks	Improve consistency	Within current budget	August / September 2015	Tony Van Veghel / Phil Harris								
	Monitoring consistency and provide training where required	Improved consistency for both plan vetting and site inspection records	Within current budget	Monthly monitoring until March 2016	Derek Base / Robert Wiseman								
1.6 Tracking of applications via website and refine self-serve search facility	Identify funding to develop new website	Web capable of delivering customer tracking	To be investigated	End April 2015	Janine Boughton								
	Development of website		To be investigated	October 2015	Janine Boughton								
	Testing of enabling customer viewing of	24 hour access for customers to	Within current budget	March 2016	Janine Boughton								

1 Objective							Improve customer service utilising IT development and increased customer interactions								
Action	Output	Impact	Resources	Milestones/P.I.s	Lead Officer										
1.7 Improved communication with customers	Automated notification of inspection on booking	Confirmation of site booking to customer	To be investigated	End April 2015	Janine Boughton										
	Greater use of email communication to customers	Faster and immediate notification	Within current budget	June 2015	Janine Boughton / Phil Harris										
	Notification to customers prior to visit by surveyor	Confirmation of time of visit to customer	Within current telephone budget	August 2015	Derek Base / Robert Wiseman										

2 Objective		Increase income generation by increasing market share and further expansion of partnership					
Action	Output	Impact	Resources	Milestones/P.I.s	Lead Officer		
2.1 Expansion of partnership to incorporate Canterbury Building Control	Increase resource to partnership to retain and improve resilience	Wider opportunities to generate income	Within agreed budget	April 2015	Tony Van Veghel		
	Restructure and realignment of boundaries	Change in working practices for surveyors	Within agreed budget	September 2015	Tony Van Veghel		
2.2 Develop account management	Greater frequency in engaging with partners	Retention of partners and market share	Within current budget	Quarterly	Derek Base / Robert Wiseman		
2.3 Develop marketing strategy for 2016/2017	Strategy incorporating restructured building control and new commercial consultancy	Increase market share and generate additional income	Transformation bid and marketing budget	September 2015 to March 2016	Janine Boughton / Tony Van Veghel		
2.4 Provision of additional complimentary services	Identify additional services and resources which can be delivered to the public and private sector	Expand consultancy services and generate additional income	Within current budget / self-financing	June 2015	Tony Van Veghel / Phil Harris		
	Market additional services		Within current budget / self-	July 2015 to September 2015	Tony Van Veghel / Phil Harris		

2 Objective							Increase income generation by increasing market share and further expansion of partnership						
Action		Output		Impact		Resources		Milestones/P.I.s		Lead Officer			
						financing							
		Monitor and review consultancy		Determine performance and income		Within current budget		November 2015		Tony Van Veghel / Phil Harris			

Development of consultancy services with dedicated staff under separate company						
3 Objective	Output	Impact	Resources	Milestones/P.I.s	Lead Officer	
Action						
3.1 Investigate setting up separate company	Engage consultants to investigate appropriate delivery model	Report to be taken to Joint Committee	Transformation bid	May 2015	Tony Van Veghel	
	Appoint appropriate qualified and dedicated staff	Focus delivery model to customers	Invest to save / self-financial	October 2015	Tony Van Veghel / Consultancy Manager	
	Increase services to a wider market (regionally and nationally)	Wider opportunities to generate income	Self-financing / return on investment	March 2016	Consultancy Manager	
3.2 Determine the distribution of surpluses	Working group set up to reach agreement on the percentage split of any commercial surplus	Agreed mechanism and time period for repaying original setup costs	Within Partner Authority budget for officer time	June 2015	Joint Committee Members, Steering Group Officers, Financial Officers, Legal Officers	

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:

- Objective 3 (see page 9)

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 3 (see page 9)

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 1.5, 1.6, 1.7 (see page 5 & 6)

Objective 2: Action 2.1 & 2.4 (see page 7)

Objective 3 Action 3.1 (see page 9)

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. Our customer survey 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 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 2015/16 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 in 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 1.2 – 1.5 – (see page 4 & 5)

Objective 2 Action 2.4 – (see page 7)

3. 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
Risk Title: Finance and Strategy		Description of Risk: Reduced income		Mitigation/Action Points for Risk Owners		Service Plan Ref.	
Date	Risk No	Risk Rating	Vulnerability	Trigger	Consequences if Risk Realised		
10/09/14	01	C3	Increased competition resulting in loss of market share	65% of market share	Insufficient income to cover expenditure on chargeable 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.	1.1, 1.2, 1.3, 1.4, 1.5, 1.7, 2.2, 2.3, 2.4
10/09/14	02	C3	Inability to sustain growth and acquire	Reduction in market share and	Inability to match income with expenditure resulting in	Invest in training and development of staff so as to	1, 1.1-7, 2.1, 2.4,

Host Directorate: RCC		Service: STG Building Control		Manager: Tony Van Veghel		Portfolio Holder: STG Joint	
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.
			additional business.	consultancy services income	increase in following year's chargeable rate. Surveyors chargeable time transfers to enforcement activity which would not be sustainable from the contributions. Consultancy losing income and not sustainable.	diversify resources into consultancy work. Increased time allocation monitoring.	3.1
10/09/14	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.	1.5, 1.6

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.
10/09/14	04	D3	Failure to suitably develop staff to meet the needs of the business and match personal self improvement expectations.	The market is regularly changing to offer alternative services to clients which compliment building regulation work. The Partnership requires staff to be trained to deliver a more diverse service and remain competitive.	Insufficient skill base would result in customers being more attracted to the competition with a resultant loss in work.	Ensure staff are well trained and able to compete with the services offered by the private sector. Develop training matrix to ensure staff development through PDR process.	1.1-1.7, 2.1, 2.4, 3.1

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