

Appendix 1

Bridging the Gap Theme		Maximising Income								
Bridging the Gap Proposal:		Fees and Charges						Ref:		
Executive Portfolio Sponsor:		Executive Member – Corporate Services								
Officer Proposal Sponsor:		Chief Officer Commercial								
Impact on other Portfolios:		All								
Delivery in:	2020/21		2021/22		2022/23		2023/24		2024/25	
Values (low – high)	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	200	200	100	100	100	100	100	100	100	100
<p><b>Strategic Business Review:</b>  This Strategic Business Review has focussed on checking that agreed uplifts in fees and charges have been applied, the fees and charges reflect full cost recovery where this is appropriate and that all options for applying fees and charges are explored to provide choice to members.</p> <p>A full cost recovery calculator has been established and tested against a range of fees and charges.</p>										
<p><b>Opportunities identified:</b>  The Strategic Business Review has identified four options for the future:</p> <p>Applying stretch income targets where over achievement is regularly reached;  Applying full cost recovery calculator across all fees and charges to identify where the Council is subsidising services;  Applying a variety of inflationary uplifts where the market would allow - many of the current fees and charges are based on an assessment of economic activity in the community which has changed;  Seek new income for services that are currently provided free but where the Council has the discretion to charge for.</p>										
<p><b>Challenges and risks</b>  The fees and charges Strategic Business Review is closely linked to the income recovery Strategic Business Review. Our view of the community’s ability to meet increased fees and charges needs to be considered alongside the unintended consequences of applying fees and charges to currently subsidised or free provision. Scenarios need to be presented to members so that they can make choices in line with their strategic objectives and knowledge of the community.</p>										
<p><b>Invest to save options:</b>  None identified at this time.</p>										
<p><b>Actions:</b>  Review of current fees and charges levels with budget holders and service providers to identify opportunities for stretch targets;  Application of the full cost recovery model to understand any levels of subsidy for services;  Modelling the application of 1%, 2%, 3% and 4% inflation levels on current fees and charges;  Identification of new income from areas where fees and charges are not applied but where services are provided.</p>										
Executive decisions:	MTFS and Bridging the Gap Programme									
Scrutiny Route:	Corporate Overview Scrutiny – Autumn 2019									
Consultation:	Any changes in Fees and Charges would be included in consultation processes with the public as part of consultation in relation to setting the budget									
EqlA:	Screening to be undertaken prior to any variations in setting of fees and charges									