

#### **Background**

The Council generates income of approaching £150m each year from a variety of fees and charges which cover in excess of 100 services. In response to reductions in grant funding from Government, generating additional income from its fees and charges has been an important aspect of the Council's financial strategy. For 2013/14 additional income of £1.4m over and above inflation is included in the budget.

Building on the developing concept of Civic Enterprise, there is an increasing focus on council services trading with other public and non-public bodies. An important strand is the schools sector and the expanding number of school transferring to academy status.

#### **Purpose**

The main purpose of this strand is to ensure that the Council optimises its income from its fees and charges and trading activities, whilst avoiding unintended consequences and where subsidised services are provided; these are transparent and justified reflecting the Council's priorities.

#### **Deliverables**

- Review of the Council's approved Fees and Charges policy to ensure that it remains fit for purpose.
- To ensure that all fees and charges are identified and that the income and expenditure of services which are traded are clearly identified.
- To revisit and challenge service audits to identify areas to increase or introduce new fees and charges.
- To identify and challenge areas where there is a potential to expand or develop new areas of trading.
- To challenge all areas of subsidised charging or trading to ensure that subsidies are transparent, understood and justified.