

## Benefits Proposal

<b>Opportunity Name:</b>	Income Maximisation					
<b>Opportunity Description</b>	Opportunity to strengthen LCC's income by applying council-wide principles - making sure services cover their costs, increasing existing fees where it makes sense and adding new charges where possible – generally working in a more commercial way.					
<b>Existing MTFS lines relating to opportunity</b>	N/A					
<b>Quantified opportunity over MTFS Financial Value</b> (net of ongoing costs and net of existing MTFS value)	£251k	<b>Confidence level of value</b>	Medium			
<b>Further benefit beyond the MTFS</b>	Full run rate achieved within the MTFS					
<b>Evidence behind opportunity, local levers and proposed solutions:</b>						
<p>There were 2 areas of focus within the Efficiency Review within maximising income:</p> <ul style="list-style-type: none"> <li>- Fees and charges across the Council (of which there are over 1000)</li> <li>- Traded Services which are meant to be income generating for the council</li> </ul> <p>Given the large volume of fees and charges and traded services that exist, the efficiency review focused on:</p> <ul style="list-style-type: none"> <li>- Fees and charges that are projected to generate more than £50k of this financial year</li> <li>- As part of the prioritisation activity using the LCC fees and charges register, we also identified potential fees and charges that could be introduced based on benchmarking for what other LAs were charging</li> <li>- Traded Services that were projected to make a loss in this finance year</li> </ul> <p><b>1. Fees and Charges</b></p> <p>The following fees and charges were prioritised for review and potential uplift. Section 93 of the Localism Act 2011 explicitly states that when charging for discretionary services, councils must ensure that the income from charges does not exceed the cost of providing the service, taking one year with another. Therefore, for all the fees and charges below we looked to establish if they had a cost model. Where a cost model did not exist, it was agreed to use benchmarking to determine the potential fee uplift. The table below summaries for each fee and charge what was used to determine the potential uplift and the current FY 26/27 fee and charge (as in the fees and charges register).</p>						
<b>Department</b>	<b>Fee Type</b>	<b>Fee Specific</b>	<b>Fee for 26/27</b>	<b>Cost Model Exists</b>	<b>Number of CIPFA stat neighbour benchmarks</b>	<b>What was used as uplift</b>
E&T	Waste	Whetstone WTS – General Waste	£190	N	2	Benchmarks
E&T	Highways	Highway Extent, Rights Of Way & Land	£55.95	Y	9	Cost Model

CR	Country Parks	Car Parking Season Ticket, New First Season	£85	Y	0	Cost Model
CR	Country Parks	Car Parking Season Ticket, New First Season – Blue Badge	£35	Y	0	Cost Model
CR	Country Parks	Country Parks Car Parking, Season Ticket Renewal for Second Year	£75	Y	0	Cost Model
CR	Country Parks	Country Parks Car Parking, Season Ticket Renewal for Second Year – Blue badge	£25	Y	0	Cost Model
CEX	Ceremonies	All office ceremony fees	-	N	-	Benchmarks
CEX	Ceremonies	Additional Simple Ceremony at Coalville	£155	N	-	Benchmarks
CEX	Ceremonies	Simple Ceremonies at Anstey Frith House	£155	N	-	Benchmarks

For each of the F&Cs charge above, the table below summarises the proposed fee and proposed start date of that fee:

Department	Fee Type	Fee for 26/27	New Fee	Volume forecast	Additional income	Go-live date
E&T	Waste	£190	£195	2432	£12,160	Apr 26
E&T	Highways	£55.95	£57.85	1298	£2,466	Apr 27
CR	Country Parks	£85	£95	450	£4,500	1 <sup>st</sup> September 2026
CR	Country Parks	£35	£45	450	£4,500	
CR	Country Parks	£75	£85	450	£4,500	
CR	Country Parks	£25	£35	450	£4,500	
CEX	Ceremonies	Multiple	£10 increase	1301	£13,010	1 <sup>st</sup> April 2027
CEX	Ceremonies	£155	£155	52 ( <i>volume increase</i> )	£8,060	1 <sup>st</sup> April 2027
CEX	Ceremonies	£155	£155	78 ( <i>volume increase</i> )	£12,090	1 <sup>st</sup> April 2027

\*There is potential for further uplifts in FY 28/29 and FY 29/30 for Ceremonies charges based on comparisons to benchmarks.

The following fees and charges have also been agreed to be introduced within LCC:

Fee Area	Specific Fees	Proposed Fee	Volume Forecast	Additional income	Go Live date
Highways	Pre-app S38/S278 Technical Applications	£5,193	10	£51,930	Apr 26
Appointeeship	Appointeeship Fees	£624 per year	30 residents	£18,720	1st October 2026

The following fees and charges have no external benchmarks and require a full cost model being developed to know what the potential uplift could be. These will form part of the next phase of this work:

Fee Area	Specific Fees
Network Data and Intelligence	Property searches
Commercial Waste	Weighbridge - Bardon - Cotesbach (NWLDC, NWLDC House clearance, CBC, HBBC)
Commercial Waste	Weighbridge -HBBC - Coventry
Commercial Waste	Weighbridge -Whetstone to Cotesbach (BDC, HBBC, OWBC house clearance, NWLDC House Clearance)

## 2. Traded Services

The following services were prioritised for further review during the Efficiency Review based on them projected to make a loss in FY25/26, as at Period 9 (December 2025), although the position has improved ahead of year end.

Prioritised service	Projected deficit 25/26, £000's (At Period 9 December 2025)
Commercial Infrastructure	290
Country Parks	206
Food Court	104
Century Theatre	86
Health & Safety Trading	39
LEAMIS	16
HR Trading	-120 (Surplus)

Through working with the service the following options were developed for each traded service to increase income or reduce the current negative outturn position.

Traded Service	Options Proposed	Proposed By	Evidence
Country Parks	Increased season ticket tariff	Newton / Richard Hunt	Cost model for how season tickets are calculated using the hourly tariffs
	ANPR Parking	Gary Tapp / Newton	Draft business case and capital funding bid shared showing expected CapEx and income
	Habitat Banking	Newton	Plymouth used as an example, with income modelled based on their modelling as a similar area would be applicable in LCC
Food Court	Increase price	Declan Keegan	Modelled using previous experience and understanding of the different types of delivery models
Century Theatre	Grants	Newton	Research into potential grants that would be applicable, with additional ones recommended by Richard Hunt
LEAMIS	Managing Reduced Demand	Newton / Richard Hunt	Number of schools being supported and modelling this to closure
H&S Traded	Managing Reduced Demand	Newton / Andrew Stewart	Service agreed that it would no longer be financially viable in FY 27/28
HR Traded	Increase charge	Andrew Stewart	Uplift in charges to schools agreed by the service – a viable option to increase income, but potential to increase charge further to reduce deficit on school accounts

The final sets of options to be considered, the intended impact and the start date of these can be seen below:

Traded Service	Agreed Next Step	Potential Additional Annualised Income	Investment Required (Capex)	Cost of borrowing (end of the MTFs)	Delivery Date	Net additional income
Country Parks	Increased season ticket tariff	£18k	-	-	September 2026	<i>Accounted for in F&amp;C uplift</i>
	ANPR Parking	£20k to Country Parks £20k to other budgets	£300k	£25.5k	April 2027	£14.5k
	Habitat Banking	£176k	£180k	£15.1k	April 2029	£160k
Food Court	Increase price	£80k	-	-	April 2027	£80k
Century Theatre	Grants	£20k-£30k	-	-	April 2027	£20k - £30k
LEAMIS	Managing Reduced Demand	-	-	-	April 2028	-
H&S Traded	Managing Reduced Demand	-	-	-	April 2027	-
HR Traded	Increase charge	-	-	-	April 2026	-
<b>Total (excluding &amp; Habitat banking)</b>		<b>£158k - £168k</b>	<b>£300k</b>	<b>£25.5k</b>	<b>-</b>	<b>£115k - £125k</b>

ANPR parking entails replacement of existing systems at 3 parks to bring into line with Watermead. This will require a move to cashless payment to maximise the benefit. Figures are early-stage estimates and not based upon supplier quotes.

Food court price increase (e.g. main meal £5 to £6) and cost reductions to improve the financial position.

LEAMIS, H&S and HR – continue to be managed decline, with reducing surplus being targeted. Continued financial benefit due to shared management and system costs.

As part of this benefit proposal, we are putting forward changes to the above traded services, with the exception of Habitat Banking.

Habitat Banking is also at concept stage, with further work needed to understand feasibility of creation of units and market appetite for purchase.

#### Delivery approach and timelines

- See above with regards to delivery dates for all F&Cs and traded services (exc. Habitat Banking)

Benefits profile over the MTFS			Benefit profile assumptions
	In-year spend reduction	Cumulative benefit	
FY 26/27	£57.6k	£57.6k	
FY 27/28	£193k - £203k	£250.6k	
FY 28/29	£0.02k	£250.8k	
FY 29/30	£0.01k	£250.9k	
<b>Initial view of one investment required to realise opportunity</b> <ul style="list-style-type: none"> <li>Cost of capital investment needed as part of traded services e.g. ANPR parking, has been accounted for within value of net additional income.</li> </ul>			
<b>Risks &amp; Dependencies (Known today)</b> <p>The impact of the introduction of new fees and charges is unknown, and we do not fully understand the demand elasticity of the market however for the pre-app technical approval charge the level of uptake from the development sector will help demonstrate the appropriateness of the charge or otherwise.</p> <p>ANPR system and related support has not been quoted.</p>			
<b>Expected impact</b>			
<b>Staffing impact</b>	There will be implications on staffing levels aligned with revised F&C cost models and traded services.		
<b>Service levels impact</b>	Impact on service level as a result of cessation of H&S Traded and LEAMIS traded services.		
<b>How would LGR impact this opportunity?</b>	Further opportunity to consolidate fees and charges and combine traded services across different districts		
<b>Officer Recommendation for next steps</b>	<ol style="list-style-type: none"> <li>1. Implement fee uplifts as per agreed rate and dates</li> <li>2. Progress work to implement traded services proposals (excluding habitat banking)</li> <li>3. Develop cost models for charges that currently do not have one or no benchmarking available</li> </ol>		
<b>Newton Recommendation for next steps</b>	Fully investible and proceed to next stage of implementing uplifts and changes to increase income.		

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