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AYLESBURY VALE DISTRICT COUNCIL
Democratic Services

Please ask for:	Bill Ashton; bashton@aylesburyvaledc.gov.uk;
Switchboard:	01296 585858
Text Relay	Prefix your telephone number with 18001

3 December 2015

CABINET

A meeting of the **Cabinet** will be held at **6.30 pm** on **Tuesday 15 December 2015** in **The Olympic Room, Aylesbury Vale District Council, The Gateway, Gatehouse Road, Aylesbury, HP19 8FF**, when your attendance is requested.

NOTE: There will be an informal session starting at 6.15 pm to give Members the opportunity to comment on issues on the Agenda. The press and public may attend as observers.

Membership: Councillors: N Blake (Leader), S Bowles (Deputy Leader), J Blake, A Macpherson, H Mordue, C Paternoster and Sir Beville Stanier Bt

Contact Officer for meeting arrangements: Bill Ashton; bashton@aylesburyvaledc.gov.uk;

AGENDA

1. APOLOGIES

2. MINUTES (Pages 1 - 34)

To approve as a correct record the Minutes of the meeting held on 10 November, 2015, attached as an Appendix.

3. DECLARATIONS OF INTEREST

Members to declare any interests.

4. NEW HOMES BONUS DECISION REPORT (Pages 35 - 42)

Councillor Mordue
Cabinet Member for Finance, Resources and Compliance

To consider the report attached as an Appendix.

Contact Officer: Jan Roffe (01296) 585186.

5. HEALTH, SAFETY AND WELLBEING STRATEGY 2015-18 (Pages 43 - 64)

Councillor Sir Beville Stanier
Cabinet Member for Environment and Waste.

To consider the report attached as an Appendix.

Contact Officer: David Thomas (01296) 585158

6. **BUDGET PLANNING 2016/17 AND BEYOND (INITIAL PROPOSALS)** (Pages 65 - 100)

Councillor Mordue
Cabinet Member for Finance, Resources and Compliance

To consider the report attached as an Appendix.

Contact Officer: Andrew Small (01296) 585507.

CABINET

10 NOVEMBER 2015

PRESENT: Councillor N Blake (Leader); Councillors S Bowles (Deputy Leader), J Blake, A Macpherson, H Mordue and C Paternoster

IN ATTENDANCE: Councillors King, Monger, Rand, Mrs Renshell and Whyte.

APOLOGY: Councillors Sir Beville Stanier Bt

1. QUESTION TIME

This meeting was held at the Winslow Church of England Combined School and prior to the commencement of the formal business, Cabinet offered all those present the opportunity to ask questions or seek clarification on any issue concerning Council services. The following topics were raised:-

- **East-West Rail**

  One of the Winslow Ward Members expressed concern about the recent reports suggesting that the construction programme for East-West Rail could be delayed significantly, thereby having an adverse impact on local aspirations for the economic growth of the town (and the District).

  The Cabinet Member for Growth Strategy indicated that, as the relevant portfolio holder, she had arranged for representations to be submitted to the appropriate Government Minister, and that consideration would be given to further representations being submitted setting out the collective views of Cabinet. The Leader of the Council mentioned that a meeting had been arranged with the Secretary of State for Communities and Local Government to discuss issues affecting the Vale, at which the likely detrimental effects on sustainable growth any delay in the East-West Rail project would have on the District, would be raised.

  Both the local Members of Parliament representing the Vale had been made aware of the Council's concern.

  The Cabinet Member for Growth Strategy was pleased to note that Winslow Town Council had also submitted representations to the Government on this subject.

- **Influence on Government Policy**

  In response to comments by a local resident, the Leader of the Council acknowledged the fact that although of the same political persuasion as the Council majority Group, he too was concerned about some of the policies being promoted by the Government which could have an adverse impact on the sustainable growth of the District. He indicated by way of example, that the Council had from the very outset opposed the construction of HS2 given the detrimental environmental impacts of the scheme, but given the likelihood that the Government would proceed with the project, the Council was concentrating both individually and collectively with Parishes and other interested stakeholders, on ensuring that appropriate mitigation measures would be put in place to protect the special character of the Vale.

- **Aylesbury Visitor Information Centre (VIC)**

  One of the Aylesbury Ward Members felt that whilst the present location of the VIC was not ideal, he was of the opinion that some form of information centre should be retained, given that Aylesbury was the County town and a "gateway" to visitor attractions within the town's hinterland.

  The Cabinet Member for Leisure, Communities and Civic Amenities acknowledged the importance of Aylesbury as a retail and business hub, but the Cabinet report demonstrated clearly that the current arrangement was commercially unviable, given the increasing preference for obtaining visitor information through digital media forms. The statistical information accompanying the report bore this out. The report on the Cabinet agenda concerning Waterside North demonstrated the Council's commitment to regeneration and the development of a high standard of retail/entertainment offer. It was felt that the funding for the VIC would be much better used for initiatives associated with improving the attraction of the town, such as a comprehensive signage scheme, as described in the Cabinet report. The local Member's views would of course be borne in mind when the Cabinet report was discussed.

2. MINUTES

RESOLVED –

That the Minutes of 6 and 15 October, 2015, be approved as correct records.

3. QUAINTON CONSERVATION AREA

Quainton Parish Council had commissioned AVDC to undertake a review of the Quainton Conservation Area. The Conservation Area at Quainton had initially been designated in 1972. A detailed appraisal of Quainton had been undertaken to identify what was significant about the village and a number of alterations to the existing Conservation Area were proposed. A map showing the revised Conservation Area boundary was submitted and copies of the draft appraisal document had been placed in the Members' Lounge at the Gateway. A copy could be supplied to individual Members on request. By way of context, the Cabinet report summarised the legislative position in relation to Conservation Area designation.

The Conservation Area Appraisal document for Quainton:-

- Defined the special interest of the village.

- Identified those features which make Quainton of sufficient interest to warrant designation.

- Laid out some settlement specific management proposals for the preservation and enhancement of the Conservation Area.

The proposed Conservation Area boundary at Quainton had been drawn to include those elements and features which were considered to be of architectural or historic interest, or which positively contributed to the special character or appearance of the area as a whole. The general principles used to define Conservation Area boundaries were laid out in the AVDC Conservation Area SPD (March, 2011). The detailed reasoning for the proposed new boundary and the special interest of Quainton were laid out in the Quainton Conservation Area Appraisal Document.

Most of the proposed changes to the existing Conservation Area boundary related to minor alterations where the existing boundary cut through properties. The most significant changes were summarised in the Cabinet report and related to the inclusion of Townsend, the eastern end of Church Street and the Pumping Station, the southern side of The Strand and 20 The Strand, 37,39,41 and 43 Lower Street, and 14, 15 and 17 Upper Street.

The Cabinet report also summarised the site specific issues raised during the public consultation period. A summary of the consultation process was contained in the report and the report also contained a summary of officers' responses to the comments made during the consultation process. (The Cabinet report could be viewed in its entirety on the Council's web site).

The Cabinet Member for Growth Strategy read out a letter from Quainton Parish Council emphasising the Parish Council's support for the revised Conservation Area and thanking the Council as a whole and the Individual officers who led the review.

RESOLVED –

(1) That the responses to the consultations referred to in Appendix 1 to the Cabinet report be noted.

(2) That the Conservation Area boundary referred to in Appendix 2 to the Cabinet report and the Management Plan, be adopted.

4. VISITOR INFORMATION CENTRE, AYLESBURY

Cabinet considered a report produced as a result of significant changes to the structure of tourism support within AVDC, as well as external changes and the on-going declining footfall at the Visitor Information Centre (VIC), Aylesbury. The report could be viewed in its entirety on the Council's web site.

Work on the Aylesbury Town Centre Improvement Plan was transforming the town. A Marketing Aylesbury Group (MAG), led by AVDC had been established. The MAG was working on a strategic marketing plan for the town aimed at both residents and visitors, which included a web site for the town centre, launched in October, 2015. A signage audit and strategy had been completed. This included wayfinding and interpretation information aimed at visitors to the town. Funding for the implementation of this scheme however had yet to be secured.

The Senior Communications and Marketing Officer and the Communications and Marketing Officer for Leisure, who were responsible for tourism delivery, had been re-located to the Communications and Marketing Team in August, 2014, to take on a Council-wide remit. As a result, the capacity within these roles to promote the VIC had reduced significantly. The annual budget for the VIC was £63,000 and the Cabinet report contained a detailed breakdown. Officer time amounted to £4,542 per annum.

AVDC currently provided the VIC in Aylesbury, based at The King's Head. The Council also used to run the Tourist Information Centre at Buckingham until 2010/2011, when it had been passed to the Town Council. The Information Centre in Wendover had been closed in Autumn 2014 by Wendover Parish Council. Tourism South East managed the VIC service on behalf of AVDC which helped keep costs and overheads relatively low. The contract had recently been re-negotiated, with AVDC benefiting from a 40% profit share of sales, which had resulted in an approximate cash back saving of £2,000 per annum. This represented just over 4% of the management costs.

The aim of the VIC was to enhance visitors' experience, effectively up-selling opportunities and attractions in the area to them, thereby ensuring greater expenditure and investment in the local economy, which supported businesses and jobs. Staff at the Aylesbury VIC supported the promotion of Aylesbury Vale, helped to engage with tourism businesses and supported visitors and residents who did not have access to on-line services or who might struggle to find information through the internet themselves. The VIC supported the Aylesbury Town Centre Improvement Plan by helping to support the ambition of Aylesbury becoming an arts and entertainment town (as its unique selling proposition) by providing an outlet for local artists and craft makers to sell their work.

However the position had now changed significantly. Footfall and enquiries at the VIC had been falling year on year since 2011. The footfall for the first six months of the current financial year was slightly lower than the same period in 2014. The figures were detailed in Appendix 2 to the Cabinet report. This was due to a number of factors, including:-

- The economic downturn.
- The National Trust's disinvestment in The King's Head site and the closure of other shops on the site.
- The changing behaviour trends for sourcing information, i.e. the internet.

A move to a more prominent site had been discussed on a number of occasions, but finding the right location at a low rent had proved difficult.

Analysis of the VIC's users between December, 2014 and September, 2015 had revealed that approximately 30% were visitors and 70% were local residents. Detailed figures were included in Appendix 3 to the Cabinet report. This compared to a national average statistic of 60% of TIC users being visitors and 40% being local residents, as taken from a national audit carried out by "Visit England" in 2013. Historical data on the users of the Aylesbury VIC was not available and it was not therefore possible to determine whether the user profile had changed over time, or to quantify how this balance might change if the centre were to be re-located.

Of the respondents to an Aylesbury VIC survey, 94% had stated that they usually go to a VIC when visiting a new area, despite information being available on-line. 47% of these respondents were aged between 65 and 74, and 32% between 45 and 64 years.

The VIC offered a range of services as listed in Appendix 4 to the Cabinet report but analysis showed that the majority of these services were also offered by other outlets in the town centre. The services not currently duplicated or were partially replicated included :-

- The sale of local event tickets.
- The sale of Aylesbury merchandise.
- Local accommodation bookings.
- Provision of UK holiday information.

Both the sale of local event tickets and the sale of Aylesbury merchandise were partially duplicated by entertainment venues such as the Bucks County Museum and there was scope and potential interest from entertainment venues to offer a greater provision in the future. There had been a decline in accommodation bookings made through the VIC. A total of 41 bed nights had been booked through the VIC in 2014/2015. The provision of UK holiday information did not offer commercial gain and was therefore unlikely to be taken up by other outlets in the town centre in the future.

A number of options were considered:-

- Increasing the investment.
- Business as usual.
- Decreasing the investment.
- Ceasing the investment.

The Cabinet report contained an analysis of the impact on AVDC and the District of each of the options.

Having carefully considered each option Cabinet felt that the VIC should be closed from late March, 2016 and that the budget should be redirected to town centre improvements which would support the visitor economy in a more effective way, such as the implementation of a signage strategy. In summary, Cabinet concluded that:-

- The centre was no longer meeting its primary purpose of serving visitors to the town and area.
- Visitors and residents were gaining information through other mediums, predominantly on-line, resulting in an on-going decrease in footfall. As mentioned at the beginning of this Minute, the new "Visit Aylesbury" web site had just been launched and provided 24/7 information for visitors to the town centre.
- Re-locating to a shared location would require additional short term investment and additional on-going staff resource, but the cost saving projections could not be guaranteed.
- Improvements to information at gateway points (car parks, stations etc.) and signage would meet the needs of the majority of visitors to the town.
- The majority of services offered at the VIC were also provided by other outlets in the town.
- Transferring the VIC to another organisation such as the Town Council, would not solve the issues and concerns listed in the Cabinet report.
- The current contract with Tourism South East ended on 31 March, 2016, with notice being required three months ahead, and this had necessitated consideration of the future of the VIC at this particular juncture.

Accordingly, it was

RESOLVED –

(1) That the Aylesbury Visitor Information Centre (VIC) be closed from late March, 2016, and the current budget be re-invested in more effective visitor economy

support, to be considered as part of the wider budget discussions in relation to 2016/2017.

(2) That the Senior Communications and Marketing Officer, after consultation with the Cabinet Member for Leisure, Communities and Civic Amenities, be authorised to progress all necessary works to implement the closure.

5. WATERSIDE NORTH PHASE 1 - APPOINTMENT OF A DEVELOPMENT PARTNER

In the last ten years, AVDC had been leading the redevelopment of Aylesbury Town Centre. The Council's record was impressive and had resulted in the delivery of major projects in the town centre such as the Waterside Theatre, Waitrose, Travelodge and, most recently, the University Campus Aylesbury Vale UCAV).

AVDC's strategy on town centre redevelopment had three key aims, namely:-

- To improve the attractiveness of the town centre through developments which acted as a catalyst for further investment by the private sector and other public sector partners for the overall benefit of the town and the local economy. An example of this was the theatre which had attracted a range of new restaurants to the town and was underpinning interest in the Waterside North phase 1 development.

- To use its own developments to directly generate new jobs and new wealth in the local economy (Waitrose and Travelodge had collectively delivered 200 new jobs).

- To create a revenue stream for the Council from the rental generated by tenants of the buildings constructed by AVDC.

AVDC was committed to the successful delivery of the Waterside North Masterplan, shown at Appendix 1 to the Cabinet report, as the next development to help meet the above aims. The Masterplan had been worked up in consultation with a number of stakeholders, including Buckinghamshire County Council which owned land adjacent to the current temporary Exchange Street Car Park, (owned by AVDC). The Plan had received widespread public endorsement through a public consultation exercise undertaken in May, 2014.

The context for the development and delivery of the Masterplan was the Aylesbury Town Centre Plan which had been approved in 2013. The Plan set out the vision for the town centre, the guiding principles for future development and a series of actions for improving different parts of the centre. Waterside North was one of the major actions in the Plan.

The Masterplan was capable of phased and independent development of the areas of land in different ownerships. This was an important factor given the volatility of the retail market in particular, and as part of the public consultation on the Masterplan, an outline scheme for bringing forward at this stage the first phase had been presented.

For phase 1 the County Council was initially focussed on rearranging its former offices in Walton Street for residential led mixed use and the creation of a temporary surface car park which would help offset the parking spaces lost by the development on the (AVDC owned) Exchange Street Car Park. The County scheme required the demolition of a number of buildings, including the rear of the old County offices and the former police station building which had been vacant for a long time. The new car park was due to open this month.

The AVDC element of phase 1 had focussed on delivering a mixed use scheme of up to five new café/restaurant units on the ground floor, with apartment accommodation on three levels above. The site was in the heart of the town centre in close proximity to the Odeon Cinema which enabled the development to capitalise on the buoyant and growing café/restaurant market.

A new public square was also included in this phase. This would enable a significant area of new public space to be created in line with the Town Centre Vision. The new public square would provide a fitting setting for the lighting of the torch celebrations associated with the start of the biennial Paralympic Games. The link to the Paralympic legacy was an important factor in securing grant funding from the South East Midlands Enterprise Partnership (SEMLEP).

In preparation for seeking a partner, the Council had undertaken a number of preliminary activities, including:-

- Submitting an outline planning application in July, 2014 (approved in February 2015).
- Securing a funding commitment from SEMLEP for the new public space.
- Establishing occupier demand for the café and restaurant units.

The Council's objective in terms of procurement was to secure a development which met the following criteria:-

- Initiate the Waterside North Masterplan through a high quality first phase in line with the outline planning consent.
- Generate income from the commercial element of the scheme.
- Improve the viability and attractiveness of the town centre so as to attract further private/public investment and enable the development of phases 2 and 3 of the Masterplan to be brought forward.

In September, 2014, consideration had been given to three delivery options for phase 1 and approval had been given for two of the options to be explored further using the most appropriate procurement process. These were:-

- Option 1 – the appointment of a building contractor to construct the scheme to an AVDC specification. In this option, AVDC as the sole developer would bear all the costs and risks on both the residential and commercial space (predominantly cafe/restaurant units), but also the subsequent financial benefit.
- Option 2 – the appointment of a development partner to construct the whole scheme but with the partner financing and owning the residential element and AVDC financing and retaining ownership of the commercial space.

In both options, AVDC would own the public space.

A bidders day had been held in January, 2015, the purpose of which was to present the phase 1 opportunity to a wide range of potential developers, and encourage participation in the procurement process. In February, after consideration of a number of different procurement frameworks, the Council had advertised its intention to seek a development partner using a Housing and Communities Agency (HCA) framework, and expressions of interest had been invited.

No expressions of interest had been received from developers who only wanted to construct the scheme (option 1). All expressions of interest had been for option 2 (development partner), and two potential development partners had subsequently been shortlisted to complete a sifting brief as the next stage of procurement.

In June, 2015, the two potential development partners had been invited to submit the following details as part of an Invitation to Tender (ITT):-

- Scheme design proposals (which would provide the basis for taking the outline planning consent scheme to the next stage of preparing a reserved matters application). The developers had been asked in particular to consider how best to optimise areas of outline consent which were currently shown as internal car parking and some general commercial space fronting Long Lional.

- A detailed financial appraisal prepared as a draft business plan and cash flow. The developers had been asked to consider the premium payments required from the Council to fully fund anticipated development expenses, how these could best be cash flowed, how access to Council finance could assist viability, how profit sharing (overage) should be structured and how any new/additional or savings in costs would be accounted for.

- The proposed legal arrangements which would enable the development to proceed. The submitted and marked up draft Development Agreement and Lease to address the various preconditions to development, commencement and completion of works, recalculation of costs and the usual issues of performance, insurance and dispute resolution.

- Tender acceptance – Confirmation that the tender was deemed to remain open for acceptance or non-acceptance for not less than ninety days after the date of receipt of tenders. The Council might accept a tender at any time within this prescribed period.

In essence, the requirements set out above would form the pre-determined criteria for evaluating the bids. Both tenders had been checked initially for compliance by the Council and a further process of competitive dialogue had been undertaken with each developer to support the evaluation process and the recommendation was that developer A be appointed as the Council's development partner. The evaluation had been carried out by a combined panel of AVDC officers, the Council's general advisors on this scheme, Lambert, Smith Hampton and specialist advisors, including the Council's planning advisor (who had submitted the outline planning application on behalf of the development arm of AVDC), and Strutt and Parker, the letting agents for the food and beverage units.

Members appreciated that at this stage the submission was not complete. If the Council approved developer A as its development partner, there would be an intense period of progressing the scheme to detailed design as well as the need to finesse the draft Development Agreement which formed the detailed contract between AVDC and developer A for the delivery of the scheme.

A summary of how developer A had sought to address the points referred to above was given.

Developer A's bid proposed four café/restaurant units fronting the new public square with the commercial space fronting Long Lional designed to accommodate a further café/restaurant use in due course or alternative use as A1 (shops) or A2 (financial and professional services). The use of this unit would be a matter for the Council to decide and take forward.

The letting agents, Strutt and Parker, had confirmed that the café/restaurant space was marketable as configured and would be well received by operators. Up to three units would be pre-let. All four units would be let on 15 year certain leases.

Developer A proposed that the integral car park was not the best parking solution and should be replaced with a parking permit scheme. The integral parking space would be used to maximise the residential space and provide up to 47 one and two bedroomed apartments. The specific financial implications were submitted as part of the confidential section of the agenda.

With regard to the legal arrangements, whilst there were a number of areas to finesse with developer A regarding the Draft Development Agreement and a number of actions for the Council to take, e.g. completion of the Right to Lights survey, there were not considered to be any insurmountable issues/outstanding points of commercial negotiation.

The financial structure of the scheme was that the development partner would accept the site from the Council and then build, at their own risk, the agreed development of residential and retail. Upon completion of the construction phase, the development partner would sell the residential units on the market and capture the value from doing so. The profit from the sales of the residential units would partially offset the cost of constructing the retail units and the Council would pay the development partner the previously agreed unfunded balance in order to take freehold ownership of the retail units.

The Council would let the commercial space to tenants and the income stream from doing so would represent the Council's return from the investment. In return for an agreed profit element, the development partner would accept both the construction risk and the sales risk on the residential units.

In the event that property prices increased significantly during the development phase such that the development partner made greater profits than envisaged, there would be an overage clause within the agreement to enable the Council to benefit from the unexpected uplift in values. In the event that property prices fell, then the development partner would be committed to the sales values used in its calculation of the unfunded balance and any loss resulting from it would be borne by the development partner.

Within the arrangement, the Council would ultimately pay the unfunded balance, also termed the net estimated residual cost, of the scheme to the development. If the Council could mitigate the construction costs, or increase the sales values in any way during the negotiation process, then it would benefit directly through achieving a lower net residual cost.

As the development partner cash flows the construction phase (ultimately offset by the value or residual sales), the development partner's financing costs would be a significant element of the proposal, which the Council would end up paying as it contributed to the residual net sum.

In recognition of its significantly lower borrowing costs, the Council had indicated to both development partners that it would cash flow up to 75% of the development partner's costs (beyond the unconditional stage) and would request only a very small margin for doing so. By capping its lending to 75% and requesting security over the partially completed asset, as a lender's charge, together with a parent company guarantee, the Council's financial interests would be protected whilst at the same time ensuring that the cost to the Council of the development partner financing the scheme were minimised.

Wrapping around the scheme and completing the area between Walton Street, the County Council's buildings and the existing Odeon complex was an area of public space. Government growth funding of £3.3m had been awarded for this element of the scheme by SEMLEP. The grant was split between AVDC and the County Council and £3m was to be used for the public space that fell within AVDC's land ownership and this would cover the entire costs including design fees. The remaining £300k would be used towards the public space on land within the County Council's ownership. A public space architect had been appointed to design the whole scheme but would cost the two areas separately.

The development partner would be commissioned to undertake these works in order to reduce disruption to the town. The commissioning formed part of the procurement process and the works would be conducted on an open book basis with capped development partner fees so as to ensure both value and transparency.

The development on Exchange Street Car Park would see the permanent loss of approximately 90 spaces and potentially another 40 during the construction phase. The car park was popular with visitors to the town and generated income for the Council. The loss of spaces would therefore have an impact on income, but the exact implications were hard to predict.

Opening next door this month, was the County Council's temporary car park behind the old County offices. In capacity terms, this would replace the majority of the permanent spaces lost. With or without the proposed development of this scheme, the opening of the County's car park would have had an impact on car parking revenues from this site. It was therefore important not to confuse or attribute the revenue loss from one event to the other.

The development in itself would create additional demand for car parking within the town centre and it was reasonable to assume that the remainder of Exchange Street and the County Council's car park would be premium in meeting both existing and new demand. This should increase the already high levels of usage and this would in part offset the revenue from the reduction of spaces.

The Council also had lower utilised car parks within the town which could be used to accommodate the higher demand. Signing and pricing would be important factors in making sure that visitors were able to park in locations that satisfied their needs and these would be considered as part of the wider review of car parking provision in response to changes in both demand and provision. Ultimately whilst there would be some impact on car parking provision within the town, through better utilisation of existing car parks and through the additional provision represented by the County Council's new car park, there was enough parking provision to accommodate it.

The effect on revenue was, consequently hard to predict as higher demand might offset lower provision in this favoured location. To demonstrate that the business case was robust in this regard,an element of lost revenue to the Council had been factored in at one third of the existing revenue assumed to be generated by these spaces, less the savings in direct operational costs. The lost income represented by temporary loss of provision during the construction phase was assumed to form part of the capital sum and fees.

The Council's advisors in respect of the commercial element of the scheme, Strutt and Parker, had reviewed the proposals put forward by the proposed development partner and had considered its commercial value in terms of location, market place and layout. Based upon this they had provided an assessment of the rental income the commercial space was reasonably likely to attract.

The numbers provided by the advisors had been used in the financial model, together with the standard terms that would usually be expected by the tenants. The one important point to note was that normal conditions expected within the market place included a rent free period of one year in order to develop the business and a capital incentive, equal to a further year, in order to defray fit out expenses.

So, in line with all similar commercial developments, the Council should not expect to receive any rental in the first two years of operation. Longer term, these incentives would be recouped through the proportionally higher rental numbers. Lease rental periods would normally be for 25 years, with a potential break clause after 15 years had elapsed, thereby providing a reasonable degree of income security to the investor. Industry standard was for rent reviews (upwards only) every 5 years.

Because of the wider funding pressures being experienced by all local authorities, any period of financial outlay not matched by equivalent income made funding a scheme difficult. The returns from the scheme were sufficient to support a prudential borrowing case to be made, but the short term borrowing repayments would create an unfunded pressure on the revenue budget which would be undesirable in the current environment.

For this reason, together with the fact that the scheme was as much about provision of leisure and social infrastructure associated with the expansion of Aylesbury, it was proposed that the capital cost of the scheme be funded from the 2016/17 expected allocation of New Homes Bonus. Should, for any reason, the funding through New Homes Bonus not be available, then it was proposed that the scheme be funded from the available balance of the Capital Programme (referred to elsewhere in these Minutes).

Funding via this route would ensure that there was no cost (other than opportunity costs) associated with the financing of the scheme and the entire net revenue generated by the scheme would be available to support the provision of wider Council services.

A risk and mitigation statement was attached to the Cabinet report highlighting what were considered to be the major risks facing the progression of this project. A number of risks, around viability, acceptability of the final design and consent, would be mitigated through a "go, don't go" decision point early to middle of next year. If either the development partner or the Council could not reasonably be satisfied that the commercial terms or design requirements of the Council (as Planning Authority) were within the parameters laid out above, then the decision would mutually be taken not to proceed with construction.

With the private sector there was a general nervousness that the public sector sometimes took decisions for political rather than commercial reasons and, therefore they were reluctant to work at their own financial risk with the public sector where there was a significant risk of loss to them that could be caused through the Council's action. For this reason, the Council had been advised that it was normal in such development schemes for the promoting party (the Council in this instance) to carry the financial risk to the development partner should the Council decide to withdraw prior to the point where the scheme goes unconditional and up to a capped maximum sum. This requirement had been explored with potential development partners and it had become apparent that such a requirement would be necessary to ensure that any potential partners would even bid for the scheme.

The maximum contribution required by the development partner was £330,000 and reflected the fact that there was considerable investment on their part leading up to the "go, don't go" decision point around design and planning consent. As the Council had the option to exit for reasons over which the development partner had no direct control, they required this to be reflected in the potential share of abortive costs.

In the lead up to the final decision point there were various sub elements and issues that would need to be resolved satisfactorily and costs incurred would be staged and minimised in order to ensure that any financial risks under this obligation were minimised.

Although the development partner required risks outside their control to be shared they were also happy to share in the upside gain. To this end they had offered two potential opportunities to share in betterment on the scheme. In the first instance, at the "go, don't go" stage, if costs or sales values had improved they were happy for these to be reflected and fixed into a (lower only) agreed revised deficit payment from the Council upon completion.

The second opportunity was in terms of actual residential sales values, where if values increased above a fixed level, being that which was required to make the scheme viable for the development partner, then they would share in the additional value with the Council in the form of an overage payment.

Lastly, the Cabinet report incorporated a provisional timeline for the scheme assuming that Council approved the appointment of developer A.

RESOLVED –

(1) That council be recommended to appoint developer A as the Council's development partner.

(2) That Council be recommended to include £4.2m in the Capital Programme in order to acquire the commercial element of the development.

(3) That Council be recommended to approve inclusion of £3.3m in the Capital Programme for the public realm element on the basis that this money was expected to be reimbursed by the South East Midlands Local Enterprise Partnership.

6. CAPITAL PROGRAMME

Cabinet reviewed the Capital Programme for the current year and for the plan period up to 2019/20. A similar report would be considered by the Finance and Services Scrutiny Committee on 16 November, 2015, prior to submission of the Programme to full Council on 2 December.

The Council maintained an integrated strategic Capital Programme, divided into three sections:-

- Major Projects - These being the largest and highest profile.
- Housing Schemes - These being the housing enabling and housing grant based schemes.
- Other Projects - Being all other schemes included within the Capital Programme.

The programme was reviewed annually having regard to forecast receipts and capital priorities.

The economy was continuing to grow despite the wider European problems. This in turn had had a positive impact on the construction industry, particularly housing, resulting in increased demand for land and increases in land values.

The housing market also continued to grow, with house prices showing an 8.6% increase compared to last year. This had had an impact on the appetite for home ownership from former Council tenants. Consequently, income from the "Right to Buy", which was one of the Council's major sources of capital income, was likely to be less than that received over the last couple of years. Since April, 2012, when the Government had increased the available discount for tenants from £38,000 to £75,000, the number of house sale completions had risen over the subsequent two years to 47 in 2013/24 and 40 in 2014/15. However, the Vale of Aylesbury Housing Trust (VAHT) was anticipating sales completions to be only 20 in the current year, which would result in a decrease in the level of capital receipts AVDC could expect to receive.

These factors had a bearing on the available resources for the Capital Programme. Any decrease in anticipated resources effectively reduced the level of resources available to fund new schemes and so increase the possibility of borrowing, and this needed to be factored into the Programme. The changes in anticipated resources which needed to be factored into the Programme were as follows:-

- Share of house sales receipts from VAHT - These flowed from the stock transfer agreement and ran for 25 years from the transfer date. The number of sales had been forecast to be 20 for 2015/16, with the same number being forecast for 2016/17.

- Asset sales - These were sums released from the disposal of Council owned assets, mainly land and property. The majority of these disposals were for housing development schemes. Existing assumptions around timing and values had been reviewed on the basis of the current state of the housing market.

- Capital contribution - This related to the contribution from the New Homes Bonus reserve allocated to capital schemes by the Council.

- Revenue contributions - These included New Homes Bonus and the use of repairs reserves.

- Government Grant - Specifically in support of the Waterside North scheme.

The following table set out the available resources at the beginning of 2015/16 and projected resources at the end of the Capital Programme period of March 2020 before any expenditure had been taken into account:-

	Current Resources April 2015 £'000s	**Resources Projection March 2020 £'000s**
Share of Right to Buy Receipts	2,793	7,793

VAT Share (Ends 2016)	428	1,428
Asset Sales	6,815	9,523
Capital Contributions	839	839
Lottery and Section 106	0	3,900
Revenue Contributions	0	6,547
Prudential Borrowing (UCAV)	0	6,419
Total	**10,875**	**36,049**

The stage had been reached where the generation of sizeable capital receipts in the future would no longer be possible as the Council's asset base had been reduced to small land holdings and operational buildings i.e. offices, leisure facilities, public conveniences etc. This meant that future commitment to projects could only be given on the understanding that the funding would have to be met from external sources – either borrowing or third party contributions. The Capital Programme was submitted and the following commentary was given to Cabinet:-

Major Projects

The following had been listed under the Major Projects section:-

UCAV
Waterside Development
Swan Pool

The Capital Programme included the latest forecast costs for the individual schemes. There was some residual public realm work required around the Waterside properties now that the Canal Society had vacated the site. The Waterside Academy (UCAV) project was in the final stages of completion and the Capital Programme included the agreed scheme costs.

Swan Pool Buckingham

The Swan Pool and Leisure Centre improvement project had commenced in February, 2015. The £2.7m project had been awarded a grant of £500,000 from Sport England and would be funded from S106 contributions from housing developments within the Buckingham area - £700,000, accumulated repairs and renewals provisions - £500,000, with the balance being drawn from New Homes Bonus in recognition of the housing growth being delivered in and around Buckingham.

Improvements to the centre included refurbishing and enlarging the changing village, creating a new and separate dry side changing area and installing a climbing wall. The gymnasium would also be modernised to include a larger spectator area. To date, the new crèche, dry change and extended health and fitness suite had been completed and opened. Progress remained good and the project was on budget and on target for completion in January, 2016. The project had been designed to be as environmentally friendly as possible, making use of sustainable technologies, and the work had been phased with the aim of keeping as many facilities as possible open throughout the construction period.

Waterside North and Public Realm North of Exchange Street

Members were reminded of the consideration given to the previous item, which set out the business case for his scheme. The sums included within the Capital Programme represented the estimated cost of the two schemes and the assumption that they would be met from existing resources. The revenue implications would have to be factored into the budget planning process.

Pembroke Road Depot

The Council had previously recognised the need to purchase Pembroke Road Depot (units 17 and 18), unit 19 (the existing Sita/John O'Connor building) and units 12 – 16 south of the site to allow for the expansion of the depot. This was necessary due to the operational limitations at the depot in relation to vehicle parking and waste storage capacity. Business opportunities existed around the development of new workshop facilities for the Council's vehicles and MOTs. The specific factors necessitating acquisition were set out in the Cabinet report.

Acquisition from Aylesbury Vale Estates (AVE) would enable all the issues outlined in the report to be addressed.

A residual development budget remained from the depot extension project of three years ago. The delivery of that scheme had been delayed because of some land ownership issues. The remaining capital budget would be used to complete the planned works. AVE had indicated they were willing to sell the land at Pembroke Road for the book valuation, but as the land required extended to three quarters of the available land at this location, AVE would wish to dispose of the entire site as any residual land in their ownership would have little operational value to them.

The entire site had been valued at £2.2m and this had been assessed independently as a fair price. Because of the nature of the ownership of AVE, half of the payment would ultimately be returned to the Council through higher returns from AVE. The additional land beyond the Council's minimum requirements to deal with the operational issues, presented an income generating opportunity from an enhanced workshop and authorised motor vehicle testing facility. It would secure the Council's place in the market as the Vehicle and Driver Standards Agency was currently in the process of closing the existing testing facilities and was pushing work out to the private sector. Opportunities for maximising the commercial value delivered by the site would be presented for consideration separately.

Housing Schemes

The main element of funding within this category related to the Council's housing enabling function. Within this function, the Strategic Housing Team negotiated with private developers and registered providers to help deliver a policy compliant level of affordable housing. It was often essential to contribute a level of grant to secure the best mix of units.

The Council continued to be successful in its delivery of affordable housing projects over the period of the recession. Now that there were signs of improvement in the housing market, the Housing Team would endeavour to deliver as many houses as possible within their resources. However due to the challenges received from private developers on the grounds of financial viability and recent Government announcements, including the introduction of starter homes being considered as affordable housing, it would be even more difficult to deliver a level of grant to help ensure the delivery of these units. Other than carrying forward sums committed to affordable housing but unspent from previous years, no change was proposed to the funding provision for these projects.

Other Projects

Provision for these schemes remained unchanged, other than carrying forward unspent sums on schemes which had been delayed for reasons outside the Council's control. The Programme included a provision to replace some of the refuse and recycling vehicles. A number would be replaced in March, with the balance being rolled forward into next year.

New Schemes

It had been agreed in December last year to make a Compulsory Purchase Order (CPO) in respect of a long term empty property in Aylesbury which was in a poor state of repair. Unless resolved through other means, once the CPO had been implemented, the property would be disposed of on the open market with conditions that the new owner would renovate the property. A sum had been included within the Programme to facilitate this course of action.

It had also been agreed that the Elmhurst Community Centre should be disposed of with the proceeds being earmarked for an improvement programme for the other centres. This disposal had yet to be completed but the anticipated receipt had been included within the Capital Programme.

In summary, the Capital Programme included two new significant schemes – the first phase of the Waterside North development and the proposed acquisition of Pembroke Road. Waterside North and the associated public realm works were proposed to be undertaken using identified new resources from New Homes Bonus and Government grant. This left an unallocated balance available for other purposes and provided a buffer in the event that not all of the projected capital resources materialised. This was particularly relevant given the uncertainty surrounding the continuance of New Homes Bonus. Although this source of funding would be ongoing in the short term it was expected that it would not be available by 2020.

Residual support should be sufficient to fund the obligations proposed for the Waterside North scheme, but in the event that this should not be the case, then some of the uncommitted balance could be directed to this scheme to ensure its delivery.

RESOLVED –

That the updated Capital Programme for 2016/17 onwards be recommended for approval by Council, (which would be advised directly of any comments from the Finance and Services Scrutiny Committee).

7. BUDGET PLANNING 2016/17

Cabinet received a report setting out the high level issues facing the Council in developing budget proposals for 2016/2017 and updating the Medium Term Financial Plan (MTFP).

The current MTFP for 2016/2017 had been agreed by Council in February, 2015. The predicted need to identify £700,000 of savings in order to balance the budget for 2016/2017 had been based upon the information available at that time and a set of assumptions around key variables within the budget. It had been appreciated that these key assumptions would need to be revisited and reviewed as part of the budget planning process for 2016/2017 and for the subsequent four years, which made up the MTFP period.

The previous 5 years had been categorised by the Government's balancing of the private sector funding equation, and for local government this had meant dealing with large reductions in funding support, whilst managing the expectations of the Vale's residents. In terms of the Government's financial agenda, most of this period had been framed within two significant spending review periods.

Post the General Election in May, the country was now waiting on the Government to produce a new spending review in order to give direction and shape the funding landscape over the next 5 year Parliamentary term. Even without this however, there was clarity over the fact that the Government was still committed to its objective of balancing the budget within this 5 year planning period. It was anticipated that the focus would remain on efficiency, income generation and further reductions in local government support.

It was expected that the results of the Chancellor's funding review would be announced on 25 November, 2015. This would provide the headline numbers for each Government department. It was expected that the grant figures for local government would not be known until late December. Given that this was a pivotal point for the Government in determining its policy for the next 5 years, much would depend on the outcome. Not only would the spending review be relevant for the grant allocation, but it would also determine the Government's policy intention towards other areas such as housing, welfare and council tax, which in turn might well have significant implications for the way in which the Council organised itself and the way in which it allocated resources.

Government Grant

The Government had been dealing with the inherited public sector deficit since the banking sector collapse in 2009/10. The Government's objective had been to return the economy from an annual deficit to a surplus. The scale of this challenge was vast and the impact on public spending, far reaching. Since 2010/2011 the Council had seen its Government grant reduced from an equivalent £13m to £6m in 2015/2016. Given that in 2010/2011 Government grant had funded 58% of services residents enjoyed, the impact of this reduction had been far reaching for the Council.

The Council had reacted through increased efficiency, higher charges in some areas, new money making initiatives and through the reduction or ending of some services. However against this back drop, the majority of services continued to be delivered and in many cases the quality of those services had improved. From 1 April, 2013, Government Grant was now made up of two elements – Revenue Support Grant and Retained Business Rates. The system of business rates retention allowed councils to benefit (or lose) from changes in the amount of business rates collected in their area and thus each council would be incentivised to promote economic expansion. A chart illustrating how Government grant had reduced since 2010 and how it impacted on the MTFP was submitted. Core to the Council's financial planning was the underlying assumption that all Government grant support, including that represented by Retained Business Rates, would end by 2020/21. Whilst it was believed that the Government might not actually remove the retained element of business rates, it had been assumed that they would capture value associated with it through other means, i.e. by removing another funding stream, by introducing a new charge or passing on a new unfunded responsibility. The Chancellor's statement to the Conservative Party conference in October, 2015, that all business rates would be retained by councils in 2020, did not directly contradict the planning assumption view referred to above.

Chancellor's Statement and its Potential Implications

In a major announcement made to the Conservative Party conference on 5 October the Chancellor had set out plans to hand over, by 2020, 100% of business rates revenues –

currently worth £26bn a year, to local government. Entitled “devolution revolution”, the stated aim of this reform was to ensure all income from local taxes was spent on local services, so helping to fix the current broken system of financing local government.

As part of the Chancellor’s proposals, the Uniform Business Rate, established in 1990 and set by Central Government, would be abolished. Instead, local authorities would have the power to cut business rates to attract economic activity in their areas. As a further incentive, local areas would be allowed to keep the full benefit from growing their business rates yield as a reward for promoting growth. The announcement was therefore effectively about 100% retention of growth in business rates by local authorities. However, in return for full business rates retention Revenue Support Grant would be phased out and local government would also be asked to take on new, as yet un-named, responsibilities but which were thought to be centred around economic growth, so as to ensure that the reforms were fiscally neutral.

Whilst on the face of it this was a positive announcement for local government, there was considerable detail which would need to be explained before the true nature of the announcement and its implications for individual councils could be understood. At the centre of this were the nature of the new obligations, the allocation of growth between tiers, the baseline allocation of resources across the country (currently Aylesbury Vale collected £46m but only kept £3.5m) and what safety nets might exist for areas overly dependent on a single employer.

Hand in hand with this announcement was the statement that core grants (Revenue Support Grant) would effectively end at the same time. Core grants were paid from the 50% of all business rates which the Council currently retained and so its ending was a necessary part of this announcement. In practice, the MTFP for AVDC assumed that this would end anyway in 2017/2018, as the Council effectively dropped out of the grant system at that point.

However, other funding streams, such as New Homes Bonus were funded by the Government from the 50% of all business rates that it received. Therefore, without Core funding, in all probability this announcement would also see the ending of New Homes Bonus and other funding streams.

Whilst 2020 was towards the end of this planning period and therefore might seem a relatively distant consideration, it was possible that the Treasury might work towards convergence over the intervening years and therefore the impacts of the announcement might be felt much sooner. It was too early at this stage speculate what the impacts might be, but they would be explored through the budget planning process.

Determination of Grant Numbers for Provisional Budget Planning

The Government had pre-announced indicative settlement figures for 2015/2016 in 2014/2015, so the Council was able to plan with a degree of certainty for the reductions in funding. This year, because of the significant implications that might arise from the spending review, no pre- announcement was likely.

Given the potential scale of the financial challenge facing the Government and its clear intent to consider radical solutions, which might include the fundamental redesign of the funding system and/or potentially even the structure of local government as part of its devolution agenda, the scale of any changes to the Core grant funding stream were hard to predict. Over the past 3 or 4 years the reduction for this Council had fairly consistently averaged £1.2m to £1.3m per annum. The reduction for 2015/2016 had been £1,176,380. Whilst there remained enormous future uncertainty, this trend had proved to be at least fairly reliable over previous years. Therefore in the absence of any clearer information it was proposed to base medium term financial planning on the continuation of this trend with grants being completely removed from the Council by 2020.

It was emphasised that there was considerable potential for the actual position to be worse or better than this assumption and to combat the risks associated with either outcome it was proposed that an element of scenario planning should be built into the draft budget proposals. The actual grant numbers were not expected to be announced until December (potentially the 23 or 24, if the announcement followed the pattern of previous years), which would again impact upon the Council's ability to consider its budget planning proposals in good time.

Business Rates Growth Retention

As had already been highlighted in this Minute, one of the key features of the new system of Government funding was the introduction of local business rates retention. More specifically, retention of a proportion of growth or losses. As was often misunderstood, it did not mean the retention of all business rates collected locally. Growth or losses sat outside the grants system, although they did have a relationship to it.

In practice, after levies and tariffs (needs based assessments) were applied, this Council would keep only 20% of any real growth after inflation, and only 6% of the total business rates collected. This was somewhat different to the 50% normally messaged and considerably short of the 100% often implied. Conversely the Council would still have to meet 40% of the cost of business rate losses or reductions. This included 40% of the entire cost of backdated appeals (refunds) back to 2005 or 2010, where a valuation was appealed and won.

Officers had been keeping a careful eye on actual business rates collection performance during the first two and a half years of the scheme's operation so as to better understand the impact on the Council's finances. Based upon this monitoring, the conclusion reached was that business rates retention produced volatile outcomes, but on balance did appear to be producing real growth within the Vale. However, there were some significant caveats to this statement, not least of all, the outstanding appeals associated with the highest value retail properties (the large supermarkets) as these had the potential to significantly reduce the value of rates paid. It was primarily this uncertainty which led to the Council being cautious in either forecasting or utilising any predicted gains from the business rates retention system.

An appeals reserve had been created against this inherent volatility and an appeals provision existed within the business rates collection account. This could be drawn upon to smooth out the volatility. The actual outturn for 2014/2015 was illustrated by the table below:-

Distributed as Follows:		Budget 2014/15	Actual 2014/15	Change + / -
		£M	£M	£M
Business Rates Collected		48.929	49.064	
Set aside for Appeals				
Balance Available for Distribution		48.929	49.064	
Government	(50%)	24.465	24.532	0.067
Bucks CC	(9%)	4.404	4.416	0.012
Bucks F&R	(1%)	.489	0.491	0.002
AVDC	(40%)	19.572	19.625	0.053

Minus Tariff	- 15.722	- 15.722	-
Retained Business Rates	**3.850**	**3.903**	**0.053**
Compensation for Govt. Changes	0.650	0.901	0.251
Disproportionate Growth Levy	- 0.476	- 0.629	0.153
Retained Business Rates (Loss)	**4.024**	**4.175**	**0.151**

Importantly, the Council was paid business rates based upon the budgeted number and so the small gain would be available for use as part of budget planning. Looking forward, whilst 95% of all outstanding appeals had been resolved, the largest and highest risk appeals were still within the 5% of cases that had not been determined. These supermarkets' appeals remained the issue of most concern as this had the greatest potential impact on the value of retained business rates. Beyond their resolution, confidence in the Vale producing business rates growth was high and the Council was therefore likely to be able to draw gain from the system.

Business Rates Pooling

The Government had included within the legislation the option for councils to pool business rate income in order to reduce the amount of payments (levies) to the national pool in the event of excess business rate growth. Aylesbury Vale, together with partner authorities, had submitted an expression of interest in pooling in each of the previous three years, only to subsequently withdraw the application due to shared concerns over the potential downside risks linked to the outstanding appeals.

It was reported that again, the respective finance officers of the councils within Bucks had been working on the options for submitting a potential pooling application. Whilst it appeared that there was potential gain to be derived from such an application, as yet, the Government had not published a pooling prospectus for 2016/2017. This delay was looking increasingly unusual. When taken in the context of the Party Conference announcement by the Chancellor, it was looking like pooling might be subsumed within the future plans for the reform of the business rate distribution process. Given the timeframes and the fall of Cabinet meeting dates, officers from across Bucks would continue to work on a submission in the event that a short window of opportunity presented itself.

Council Tax Freeze Grant

Each of the previous five years had been marked by the offer from the Government of a council tax freeze grant for those councils that did not implement a tax increase in the individual years. The extent and value of the freeze grant on offer had varied year on year but ultimately any payment offered had been added to Core Grant and had therefore been eroded in proportion to the reductions in that Grant. The Council's MTFP already assumed the ending of Core Grant for this Authority by 2017/2018, and with its ending, the extinguishment of any benefit derived from accepting the freeze grant in any previous year.

The statement by the Chancellor that all Core Grant would end by 2020 confirmed this assumption and would ensure the ending for all councils of any benefit derived from accepting the freeze grant over the past five years. For those that chose not to freeze council tax, a cap of 2% maximum increase had applied, above which a referendum had to be undertaken to obtain agreement for any higher increase. In all five years only one referendum had been held (by a police authority) and this had been heavily defeated.

With a change in Secretary of State and with a change in the make up of the Government post election, it was not known what the Government's attitude towards council tax would be over the next Parliamentary term. Intrinsically, the Government was a party of low taxation and it seemed unlikely that there would be any rolling away of the control the Government had sought to exercise over this area. By way of a pointer, the Chancellor's announcement on control over business rates also included a cap on the ability to increase their level (although, this did include complete freedom to reduce them by any amount), and even this freedom was restricted to those demonstrating the strongest local governance models.

Whilst only speculation, it seemed likely that the Government would continue to exercise control over council tax increases in this Parliamentary term in much the same way as it had over the previous one. The only exceptions might be for those that had been granted greater devolved control by the Government.

Because of the absence of any lasting benefit in accepting freeze grant and the massive financial challenges presented by the reductions in grant, the council tax strategy adopted had broadly been to increase council tax at least in line with inflation, up to the referendum threshold. The strategy had been finessed in each year to take account of "point in time" issues.

Whilst the applicability of this strategy was reviewed annually, taking into account revised assumptions around grant levels, retained business rates, the level of savings/new income generated and the anticipated impact of any reduction in service provision caused by any predicted unfunded budget gap, it was still assumed to generally hold true across the MTFP period.

Aylesbury Vale District Council Tax Base Changes

The tax base was a measure of the number of households which were liable to pay council tax in the area in a given year. The tax base also took into account the banding (size) of the property and the entitlement to discounts of the occupiers.

With the growth in the Vale over recent years, the tax base had increased significantly above its historic growth trends, resulting in more council tax being payable. Whilst useful, in terms of delivering services, the reality was that the growth which had resulted in the tax base growth often contributed to more cost by way of demands for infrastructure and services, than the increased council tax income new residents would pay. It was estimated that the combination of these factors would result in council tax base growth in excess of 2% in 2016/2017 (3% in 2015/2016).

New Homes Bonus

The gap in funding for infrastructure and services caused by growth had in part been met by the Government though the introduction of New Homes Bonus (NHB). This had proved to be a valuable resource for the Council in recent years in terms of addressing pressures faced, but also in terms of sharing the benefit with the communities impacted by growth. The Government funded NHB by top slicing the amount available for Core Formula Grant to councils. All councils were therefore losing a proportion of their grant to pay for the introduction of the NHB scheme.

The NHB policy agreed by the Council allowed for a proportion of the Bonus received to be used in the revenue budget to compensate for the loss of grant that NHB represented, plus the unfunded costs of providing a standard level of service to the new homes built in the Vale.

Crucially, the Council's revenue budget was not dependent on NHB (or new house building) and the vast majority of it was set aside for infrastructure projects sponsored by both the District and Parishes. However, this statement was caveated by the fact that if NHB ended, the resources tied up with the scheme would be returned to local government in the proportion with which they were contributed. The Council had always been sceptical as to the longevity of the NHB scheme, partly because there was considerable uncertainty over whether it achieved its policy objective, but also because of the considerable strain it placed on the local government funding system. For this reason, it had consistently chosen to limit its revenue exposure to this funding stream.

Given that NHB was funded by the Government through the top slicing of Core Grant, the announcement by the Chancellor of the ending of Core Grant by 2020 (replaced by full retention of business rates) meant the ending of NHB within that timeframe seemed much more probable.

The MTFP for 2016/2017 which had been agreed in February, 2015, had assumed that a sixth adjustment would be made to the revenue budget based on the NHB associated with growth actually delivered in 2015/2016. Whilst it was considered unlikely that NHB would be abolished completely in 2016/2017 (because of the revenue budget exposure many councils had to it), the continuation of the scheme in its present form was also considered to be unlikely and this had been flagged up as a significant risk in the development of the MTFP period.

Inflation, Pay and other Economic Pressures

The MTFP had made assumptions around these elements based upon a gradual improvement in the economic outlook. In practice, whilst the economy had now started to show some tentative signs of recovery, the rate of inflation remained low and seemed to remain relatively constant for now.

Beyond this current low point, the predictions were that any changes were likely to be upwards, but only gradually. As a result, the amounts assumed for pay and inflation in the MTFP were, if anything, slightly overstated but would be reviewed and refined through the budget development process.

The introduction of the living wage by the Chancellor was expected to impact the Council over the MTFP period. Not specifically in relation to its own workforce but through higher contract costs. Already the Council had been made aware by some contractors that the living wage would mean higher operating costs for them and that ultimately these would be passed on through contract re-tendering exercises.

The Government's pension reforms would also impact in 2016/2017 as the National Insurance reduction for contracted out pension arrangements would end. This would mean higher Employer National Insurance Contributions and higher costs to employees too. However, the date for the ending of the arrangement and the higher costs associated with the change had been known for a number of years and the MTFP had already factored this change in.

31 March, 2016 would see the next tri-annual pension fund revaluation. Whilst any changes in pension costs associated with this would not impact the budget in 2016/2017, it might have implications for 2017/2018. At this stage it would be premature to say what the implications might be, but Members would be kept informed as the situation developed.

Financial Impacts of Major Capital Investment Decisions

The revenue financing implications arising from the decision to construct the Aylesbury Vale University Campus had been factored into the MTFP. In terms of new impacts, the consequences of any funding decisions would be built into revenue planning as part of the budget planning process.

When the Council has had spare cash balances available, these had been used in lieu of borrowing. This had reduced the need to take out long term borrowing. Utilising spare cash in this way was especially advantageous during periods of low interest rates. It was generally predicted that the Bank of England would begin to raise interest rates in 2016, but this was still heavily dependent on external and global factors, and any increase , when it came, was likely to be small and gradual.

The impact on investment income, the costs of borrowing and the returns or savings from investment decisions had to be considered together in order to understand the actual impacts of these decisions. The final impact of completed and planned investment decisions were still being modelled and would be set out in greater detail in subsequent reports as the budget was developed.

Aylesbury Vale Estates

Cabinet and Scrutiny had yet to consider the annual business plan for Aylesbury Vale Estates (AVE). This was largely due to a change of Board membership and the use of the opportunity this presented to re-evaluate the objectives and performance of the vehicle. Whilst officers were engaged in this challenge process, it was premature to bring forward a final business plan. However, the financial models for the next three years (including the current year) were well developed and these would be used as the basis for the Council's MTFP.

The proposed business plan included two scenarios: a base (or central) case and an enhanced case. The enhanced case set out higher predicted returns for the investors, but was more dependent on events not directly under AVE's control. For the purposes of budget planning, the base case would be used, this being the lower risk scenario.

From the Council's perspective, returns from AVE had not grown as expected over previous years. Many of the reasons for this were outside AVE's direct control and were a matter of record, but the Council was increasingly anxious to see AVE move beyond these historic barriers to maximise the benefits and gains promised by the vehicle at its inception. Officers would continue to work with the Board and the Asset Manager to develop plans which would deliver against the Council's aspirations for it in the short to medium term. Progress would be reported to Members through the budget planning process.

Service Based Budgetary Pressures

As part of the budget development process, a review of service based budget pressures would be undertaken. At this stage, and with the possible exception of waste, these were not understood to be extensive.

Savings and Transformational Efficiencies

The Council had been committed to savings, new income generation and transformational programmes for the past few years in recognition of the fact that the national funding position was likely to continue to deteriorate over the life of the MTFP. These programmes were known as "New Business Model" (NBM) programmes. These had already delivered significant contributions to savings targets and it was expected that they would continue to do so. The following table showed the extent of the savings achieved since the Government's reductions in grant funding had commenced, which totalled in excess of £11m:-

Year	Savings / New Income Identified £
2011/12	2,809,700
2012/13	2,030,200
2013/14	1,339,900
2014/15	2,427,600
2015/16	2,456,500
Total	11,063,900

The NBM programmes were designed to enhance and develop new income streams, rationalise existing services and to cease some services where they were not valued by residents. Through this approach the Council had thus far been able to avoid crude cost cutting exercises. Around a third of the savings were being achieved from new income sources, with the remainder being from efficiencies.

Officers had continued to explore transformational pieces of work under the badge of New Business Model in order to deliver the bulk of the predicted savings, with this being supplemented by opportunistic savings where these presented themselves. Whilst the NBM had reaped considerable efficiencies and new income sources over the last 4 to 5 years, there was only so far that such an approach could go before more major structural changes were needed to continue the quest to deliver the level of changes and savings required by the reduction in Government grant. It was believed that the Council was approaching the point where the level and pace would slow dramatically as avenues for change were exhausted without wider fundamental change.

To this end, the senior management team had developed a wholesale restructuring plan for the entire organisation, known as "Sustainable AVDC". This programme was based upon the founding elements of the NBM programme, and applied this to the entire organisation. In summary, its aim was to:-

- React to the increasingly challenging financial position of the Council.

- Deliver automated and more cost efficient forms of service delivery including self serve, aligning the Council with most of the other service providers that residents used in their day to day lives.

- Create greater value and income from more commercial operations to cross subsidise those areas of the Council which could not cover their own costs.

- Focus on the customer at the heart of everything the Council did.

In achieving these aims, there were a number of changes to the way in which the Council was organised, and how staff worked. In summary:-

- Overall, a need for a much more commercial approach and understanding of the Council's business.

- Removal of the silo arrangement of staff, moving them into a more generic approach to fulfilling customers' demands (without losing specialism where these were needed to meet customer demands).

- Detachment of management responsibility from professional expertise – recognising that good management did not always come with specific technical expertise.

- Becoming more flexible in the way the Council worked, and the way in which it served customers, enabling staff, and delivering a process and structure more responsive to new demands from customers and the communities in which they lived.

- Widening the spans of responsibility for managers, making them more corporate as opposed to departmental.

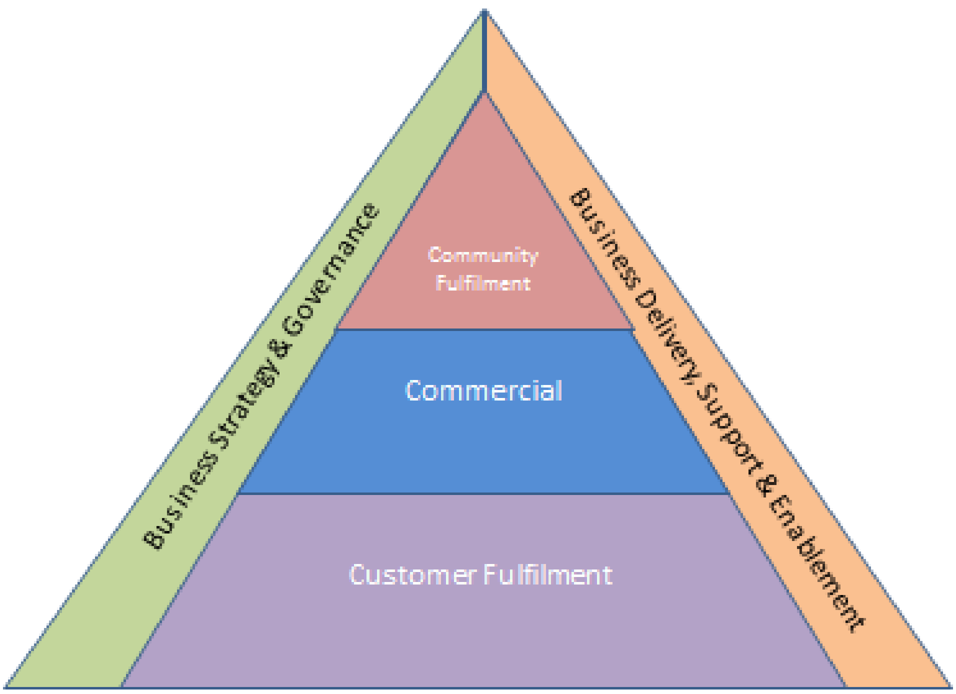
In its simplest form, AVDC needed to be:-

- Orientated around the customer, fulfilling their demands and delivering what they want.

- Providing a speedy response to customer demands, similar to commercial organisations and, more particularly when customers want it.

- Within a cost effective delivery model – at a cost that customers would pay.

To kick start and enable this change, the entire structural model of AVDC would be changing. This was in recognition of the above context and would set AVDC on a new footing to deal with the future challenges ahead. Conceptually, the new AVDC would do away with the historical departmental structure and replace it with a five part, more flexible and universal structure. More details on the broad shape and form were illustrated as below:



Structural Element	Summary Function	Example Current Functions (not exhaustive)
Community Fulfilment	Forming and Delivery of Economic, Community and Growth Strategies to deliver the long term success of the Vale	Forward Plans Strategic Housing Economic Development
Commercial	To create value and profit to sustain the delivery of services long term	Major Capital Programmes Capital Asset Management Commercial Ventures
Customer Fulfilment	To deliver repetitive and predictable services to customer as quickly and efficiently as possible	All services that are requested by customers
Business Strategy & Governance	To strategically steer and guide the development of the AVDC and its affiliates	Legal & Monitoring officer Democratic Services Audit & Compliance Strategic Finance
Business Delivery, Support & Enablement	To operationally support the council in achieving its goals	Day to day transactional support services

The new structure would enable AVDC to be far more reactive to the changes that were required for the coming years. The approach to moving to the new structure would be a three stage process:-

- "lift and shift" staff to the new structure – this would in the main be simple management realignment to move whole teams or sections into the new structure. The aim of this stage was to deliver the new structural layout of the Council as soon as possible. This was likely to take place in early 2016.

- A service review and service change – this stage would consider the work that was done in each part of the new structure, assess the level of demand, the best way to service this, the level of resources required and to deliver a refined new structure within each element of the Council. This stage would take some time to complete. Planning for these reviews would be undertaken between now and November, but indicatively it was anticipated that the review of services across the Council would extend into 2017.

- Implement the above service review changes – delivering efficiencies over the end of 2016/2017 and into 2017/2018. At this stage it was envisaged that this would reap somewhere in the order of £3m once fully implemented. It was envisaged that this would be mainly through a combination of automation, service efficiency and staff reduction.

Members would be updated as a fuller programme became clearer and where changes to staff and responsibilities were known. Whilst the above would deliver against some of the short/medium term budget pressures, there was still some way to go to deliver against the level of savings required to meet the expected MTFP.

Beyond 2016/2017

As had been identified early on in this Minute, the issue that dwarfed all others looking forward was that of continuing to provide services whilst the resources that had historically enabled this to happen were removed. The announcement by the

Chancellor presented a glimmer of hope, but much would depend on the detail of any proposal and this might take some considerable time to materialise. In any event, the timeline presented by the Government for its introduction was beyond the date by which the Government's austerity programme was due to end.

Faced with rapidly decreasing resources from Government and with the on-going pressure on councils not to increase resources from taxation, or by other means, together with new financial burdens placed on local government, the financial outlook remained extremely challenging. Thus far the Council's strategy had been effective, in that by the end of 2015/2016, the cumulative annual savings, additional income generated and efficiency measures would have achieved in excess of £11m.

The baseline target for the MTFP period, prior to review, stood at £6.3m, but there was much uncertainty over the amount and the time within this had to be achieved. There were scenarios whereby this amount might be lower, but equally, it could be greater and required much sooner than had been assumed within the current plan. So the core planning assumption remained that Government grant would cease completely by 2020. Despite all the uncertainties surrounding this, it still seemed to be a realistic central assumption. If true, then the impacts of the continued cuts on local government might mean that it became unsustainable in its current form and this might either encourage much greater collaboration or hasten the need for enforced fundamental re-structure of the existing approach to the provision of services. Given that this was largely outside the control of the Council, it had to continue to look to solve its own financial challenges.

As previously mentioned, the Council's approach was completely focused on being more entrepreneurial to generate new income and to rationalise and reorganise its resources in order to be the most efficient it could in the way in which it delivered service. This approach was sound and represented the one which it was embracing but ultimately, if this approach was unsuccessful, then the last solution would always remain to reduce the amount or quality of the services provided to residents and businesses within the Vale.

Process for Resolving the Budget for 2016/2017

It was hoped that the budget for 2016/2017 could be resolved using the reorganisation and income generating strategies described in this Minute without the need for a crude or simplistic cost cutting exercise. It was believed that this should be possible but, as highlighted, there were some key uncertainties which were unlikely to be resolved until late in the budget setting process. It was therefore proposed to work on refining the budget process making assumptions about the range of outcomes and aiming for the worst case scenario where appropriate.

The Council had working balances in excess of its stated minimum and these were invaluable in allowing the Council to push forward with new invest to save initiatives or to flex savings targets from one year to the next in the event of unexpected funding pressures or new windfalls. Balances (adding to, or a use of) were therefore likely to form part of the strategy for concluding the balancing of the budget for 2016/2017.

The focus remained on restructuring and new income generation and not upon lists of potential cuts. If a specific proposal required a Cabinet decision, or scrutiny consideration, it would have already been taken through the democratic process at the appropriate time, or be separately identified for debate as part of the budget development process. This would again make the budget process lighter touch and avoided the need to take lists of potential service reductions through scrutiny committees. An initial budget position would be presented to Cabinet in December and would be the subject of scrutiny through the Finance and Services Scrutiny Committee.

Timetable

The report to Cabinet incorporated an indicative timetable leading up to the conclusion of the budget process

RESOLVED –

That the Cabinet report be noted and the approach for developing the 2016/2017 budget and Medium term Financial Plan, be endorsed.

8. TOWARDS AN ENTERPRISE COUNCIL

Consideration was given to a report concerning the formation of a local authority trading company as a vehicle for the Council to generate new income streams over and above current and proposed initiatives. As a distinct commercial entity the company would have the essential commercial flexibility to respond to customer needs and have greater flexibility to engage with partners to help fulfil those needs. The company would be 100% owned by the Authority and would have no private shareholders. All profits generated by the company would be re-invested back to the company or the Council.

Faced with rapidly decreasing resources from Government and with on-going pressure on councils not to increase taxation, together with new financial burdens placed on local government, the financial outlook for councils remained extremely challenging. The Council had responded over the years with a range of initiatives, particularly through the New Business Model programme which had contributed to the delivery of over £11m savings/additional income since 2011.

However in order to achieve a secure financial future, the Council needed to not only reduce costs but also look to more secure additional income streams, and be more commercially minded in the way in which it carried out its business. This had been reflected in the Council's approach to developing the Medium Term Financial Plan (as referred to elsewhere in these Minutes).

Over the past few years the Council had used the flexibility created by the Localism Act, 2011, to explore ways to generate new income through trading. The Council now had a number of trading companies already which included Aylesbury Vale Estates, Novae Consulting Ltd. and Aylesbury Vale Broadband Ltd. It was essential if the Council was to meet the financial challenges ahead for it to progress with the trading element of its income generating work in order to:-

- Maintain front line services over the long term through re-investment of trading profits.

- Develop commercial acumen in tandem with transformation programme efficiencies. This would help staff to develop new skills and abilities and enable them to apply a more commercial approach to their areas of work.

- Ensure a culture of self-reliance which would send a positive message around the potential for growth of Council services.

- Ensure that the Council was best placed to identify and pursue any potential opportunities.

Over the last few months officers had been working with external consultants with particular expertise in the delivery of rapid growth results for companies and transforming business models. Working together they had identified areas which had the potential to generate significant revenue streams for the Council in the future. The key assets the Council had for this commercial venture to succeed were the customer relationships it had developed through existing service provision and trading areas. Using this trusted relationship and through expanding customer base, the Council was in a strong market position to create value added services and products for customers.

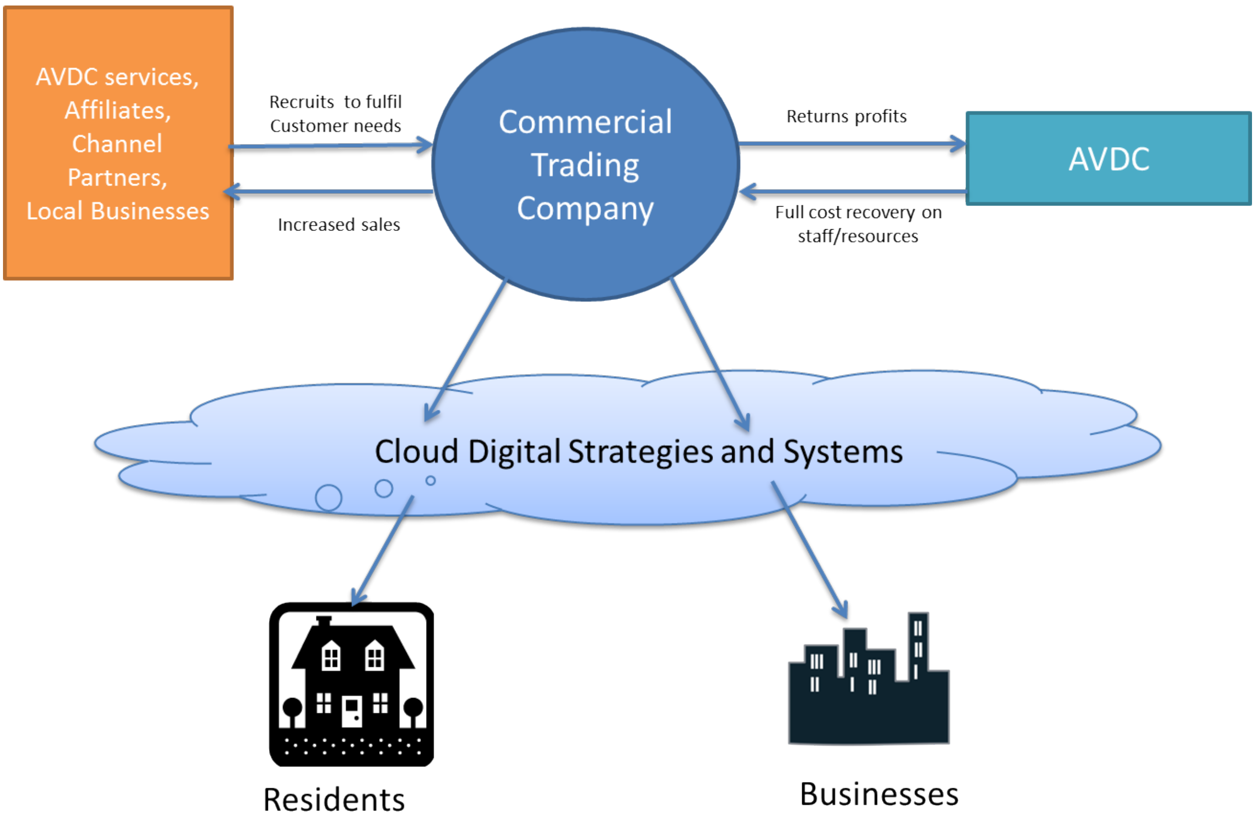
The company would have the potential to grow rapidly. The goal would be to generate increasing continuity of revenue streams with minimal resources. However, in order to establish the potential for achieving a substantial source of income for the Council, the focus over the next 6 to 12 months would be on testing a smaller scaled version of the proposed venture. This would lead to the development of a more comprehensive business plan for consideration by the Council as set out in the shareholder agreement.

The initial focus would be to develop a range of offers, products and services to Aylesbury Vale's residents, closely followed by the business community under separate brand identities. For example, by engaging with existing customers of the Council such as garden waste customers, the company would be able to source information, offers and products through affiliate partners such as a garden centre. This model would be similar to other e-commerce companies who sold other suppliers products on their website or provided "local" offers or subscriptions and retained a percentage of transactions as well as managing the customer relationship. The brands identified for the residential and business areas would initially become visible to customers through electronic communication where the link to the Council would be established. (This would keep costs to a minimum).

There would be no selling or direct marketing to customers at the first point of contact and at every stage customers would have the option to stop receiving any further communications. The Council would comply with the Data Protection Act, 1998, The Privacy and Electronic Communications Regulations 2003 and all associated Regulations and guidance from the Information Commissioner's office.
The key targets of the proposed company in the initial 6 to 12 months would be to:-

- Grow the customer database (e-mail contacts) by 20%.
- Increase interactions with customers who had engaged at the first point of contact by 20 to 25%.
- Generate revenue to recoup the set up and running costs within 12 months.

A model of how the trading company would operate in simple terms was set out, as illustrated below:-



It was likely that trading would be modest at the outset, especially in the first six months of trading whilst the customer relationships grew and developed. Experience from other local authority trading companies reflected the need to allow the company time to expand and establish its presence and recruit local and national fulfilment partners.

However, it was expected that there would be sufficient trading within the first trading year to cover any company administration and operating costs. As business plans were developed and business opportunities and trading expanded and developed, it might be necessary to establish separate and/or subsidiary trading companies. Again, the decision to take such a course of action would be supported by an appropriate business case approved by Council and be part of the shareholder agreement.

Initial engagement with residents would be with those garden waste customers who had supplied an e-mail address and this was expected to commence shortly. This communication would be from AVDC and would be linked to their garden waste subscription. Through the use of data analytics, this would show how many customers responded to receiving information from the Council and who was interested in continuing to engage through more regular news/information on home and garden related topics.

It was anticipated that the trading company would be established immediately if Council approval was given in accordance with the administrative and governance arrangements set out in this Minute. This would allow the company to start providing further offers to customers and start to engage more widely with local businesses.
To ensure a level playing field with the rest of the private sector and to avoid breaching the state aid rules, the company would not be subsidised by the Council.
The full costs of any borrowing, accommodation and services provided would be recovered by the Council. Suitable administrative and governance arrangements would be established to ensure that this was the case. The direct financial costs associated with the initiative related to the cost of registering a trading company and would be in the

region of £100 plus officer time in preparing the necessary documentation and governance arrangements.

In addition, consultancy support through interim management arrangements would cost approximately £4k per month which would be recovered from trading revenues. Further set up costs relating to software licences and developing initial customer offerings should not be more than £15k and this would be recovered through the revenues of the company. However, in order to facilitate any other potential sales and marketing costs, the company would require working capital and this would be provided by the Council on commercial terms with the repayment terms to be agreed by the Director with responsibility for finance. This would not be in excess of £50k and would be funded from General Working Balances.

It was not possible at present to ascertain the likely income relating to the establishment of this trading company. This would depend on the success of subsequent trading activities, but the expectation during the 6 to 12 months was, as a minimum, to recoup the set up costs and enhance Council efficiency. The longer term success of the commercial operation was expected to significantly contribute to or replace the loss of Government grant in 2020.

It was not anticipated that any staff would transfer to the company during the initial 6 to 12 months period. There would be two dedicated staff working with the external consultants to drive forward the trading opportunities, and these staff would be backfilled. In addition there might be other staff who might need to provide support but this would be achieved through service level agreements with the company.

This new commercial venture fitted well the Council's increased appetite for seeking income opportunities where the benefits outweighed the risks. Reputationally the Council would be demonstrating its desire to operate in an entrepreneurial way for the benefit of local taxpayers, and businesses as well as the wider community and local economy, whilst keeping the core values of trust. However it was recognised that there might be some who would not see the benefits in the same way, but through the initial success of greater engagement with customers, the Council would be able to have testimonials and greater evidence of the benefits.

Financially the Council was not committing a significant upfront investment and, whilst there was some uncertainty about the level of return which would be generated through the trading company, this would be quickly reduced as the level of responses to early engagement activities started to feed back. Overall, it was considered that the risk associated with the actual formation of the company was low and that the trading activities and resultant impact on the Council would be beneficial.

More specific risks associated in general terms with the formation of a local authority trading company and some of the operational risks were as follows:-

Area of risk/uncertainty	Confidence in ability to Manage Risk	Risk Management
Failure to set up the trading company in strict compliance with legislation	High	External legal advice sought, existing companies already established by AVDC which can act as a model
Challenge to state aid	High	Full cost recovery and service level agreements would be in place
Possible conflicts of interest arising for members or officers acting as Directors	High	Clear code of conduct arrangements in place

Breach of Data Protection Act	High	Evidence supplied to the satisfaction of the Information Governance Group on how personal data would be safeguarded.
Breach of The Privacy and Electronic Communications Regulations 2003,and non compliance with the Information Commissioners Office	High	Best practice adopted for email marketing and opportunity at every stage for customers to opt out
Failure to comply with taxation laws	High	Professional advice to be sought.
Conflict of interest over workload priorities with other council projects/initiatives	Medium	Priorities set from the top to support the venture and internal realignment and communications would reinforce importance of working to make the venture successful. This would need monitoring
Failure of a supplier or affiliate	Medium	Vetting of suppliers prior to engagement and ability to switch quickly to minimise impact on customers but may not be able to eliminate risk
Cyber security risks	Medium	Complete cyber risk assessments and meet industry best practice Need to consider cyber risk insurance

It had been recommended by the Council's legal advisors that the trading company should be a company limited by shares so that the Council could have oversight of the company's trading activities and approve significant strategic and operational decisions of the company. The degree of oversight and control would be set out in the shareholders agreement.

The company would have its own legal identity and also have the benefit of limited liability. Consequently the debts of the company would stay within the company and any creditors would not have recourse to the Council or any company directors except in exceptional circumstances. The company could set up other companies to focus on specific income generation.

The company would have a board of directors and it was proposed that delegated authority be given to the Chief Executive, after consultation with the Leader and Cabinet Member for Business Transformation to initially appoint directors. The directors of the company would have responsibility for managing the affairs of the company and ensuring a proper trading environment. They would be responsible for the day to day management and for making recommendations to the Council as shareholder as to the direction of company travel. They would be bound by the shareholders agreement limiting their freedom to undertake certain actions.

All directors would need to comply with their statutory duties under the Companies Act 2006, including a duty to act in the best interests of the company and to avoid conflicts of interest. Council Members and/or employees appointed as directors would need to be aware that potential conflicts of interest might arise when carrying out their roles for the Council and when acting as directors for the company. Member directors would still be bound by the Members' Code of Conduct, insofar as this Code did not conflict with their legal obligations as directors. An outline of these duties, responsibilities and liabilities would be provided to the directors as part of their letters of appointment.

As the sole shareholder of the company, the Council would have overall control of the company. It was often necessary in business to make rapid business decisions. Where those decisions fell outside the powers available to directors of the company, then they would need to be referred to the appropriate decision making body of the Council in an expedited fashion. A scheme of delegations would be developed to clarify decisions that could be taken by staff and directors of the company and those which would have to be referred to the Council as reserved matters under the shareholders agreement.

The company would be bound by a shareholder agreement. This agreement would ensure that the company could not do certain things without the express approval of the Council. It would detail the powers of the board of the company and how and when the Council might influence the company. It might relate to issues such as production of business plans, regular reports to Council, consents for acquisition and disposal of assets, loans and distribution of profits. The shareholders agreement could be amended and developed as necessary to ensure that a proper balance of powers between the company and the Council remained as the company grew.

The company would also be bound by the Articles of Association which would set out the objectives of the company. These had to be clearly laid out in order for the company to trade in all the proposed areas. The Articles of Association also outlined the conduct of Board meetings and representation on the Board and the shareholder's rights and obligations including voting rights. Service level agreements would be completed with the Council regarding the use of Council staff and resources.

It was proposed that the company would initially use Council accommodation and resources in its operations and would reimburse the Council for doing so. The proposals should not have any direct implications for staff as it was not proposed that any staff would transfer to the company. Staff might at times be working on company business, but that time and resource would be charged to the company. In the longer term, the company might employ its own staff subject to the demands and prospects of its trading functions.

In order to protect commercial confidentially, it was felt that the final company name and trading styles should be determined by the Chief Executive, after consultation with the Leader, Cabinet Member for Business Transformation and the proposed directors. The company would be purchased "off the shelf" in order to facilitate the administrative process. The company would have to abide by UK company and taxation legislation, including the filing of returns and accounts. The general administrative demands of the company would be met from within existing expertise within the Council.

Sections 1 and 4 of the Localism Act, 2011, and Section 95(4) of the Local Government (Best Value Authorities) (Power to Trade) (England) Order, 2009 mandated that certain local authority trading had to be carried out through a company, following the prior preparation and approval of a business case by the Council.

The Council would need to ensure that the arrangements complied with the Public Contracts Regulations, 2015. If at any time the company decided to change its business model, and for example started providing services for the Council, then the "teckal" rules might apply. The Council's legal advisors would advise the Council on compliance with the Regulations.

Operating a trading arm through a company vehicle such as a limited company required that the directors should operate in accordance with UK company law. Although the company had limited liability, the directors of that company might individually face claims for wrongful operation of the company. It was therefore agreed that the Council should indemnify the directors through appropriate directors liability insurance both whilst acting as a director and for a period of six years following cessation as a company director.

The Council had to comply with the Data Protection Act, 1998, The Privacy and Electronic Communications Regulations 2003 and associated Regulations, because it would be processing personal data and engaging in marketing.

Officers had had informal preliminary discussions with the Council's legal advisors about the principle of setting up a trading company. They were supportive of the proposed approach and welcomed the innovation that the Council continued to promote in response to the financial challenges. They had also emphasised the importance of ensuring that the detailed arrangements were carefully considered to ensure that they were tax efficient. Prior to finalising the incorporation of the trading company, there would be further discussions with the Council's legal advisors to ensure that the detailed arrangements were in the Council's best interests in terms of both allowing it to exploit income generation streams which could not be developed without utilising a trading company, as well as enabling the Council to maximise longer term opportunities.

RESOLVED –

That Council be recommended to:-

(1) Approve the business case as set out in the body of the Cabinet report and the creation and incorporation of a wholly owned local authority trading company in accordance with option (1) contained in the report.

(2) Grant delegated authority to the Chief Executive, after consultation with the Leader and the Cabinet Member for Business Transformation, to decide on the final company name and the date and details of incorporation of the trading company.

(3) Grant delegated authority to the Chief Executive, after consultation with the Leader and the Cabinet Member for Business Transformation, to determine the number and appointment of directors to the trading company.

(4) Grant delegated authority to the Chief Executive, after consultation with the Leader and the Cabinet Member for Business Transformation, to agree and sign a shareholder agreement, Articles of Association and a service level agreement between the Council and the company.

(5) Approve a loan of up to £50k on commercial terms as working capital for the company from General Working Balances and to delegate authority to the Director with responsibility for finance to agree the loan repayment terms.

(6) Agree to indemnify the company directors against personal liability while acting for the company through appropriate directors liability insurance.

Cabinet
15 December 2015

NEW HOMES BONUS GRANT FUNDING APPLICATIONS
Councillor Mordue
Cabinet Member for Finance, Resources and Compliance

1 Purpose

1.1 To make decisions on the allocation of New Homes Bonus (NHB) grant funding for parish and town council projects, based on the recommendations of the Informal NHB Grants Panel.

2 Recommendation

2.1 That the recommendations of the Informal NHB Grants Panel be approved, as set out in the schedule attached at Appendix A.

3 Background

3.1 The Informal NHB Grants Panel met on Wednesday 18 November 2015 to consider applications for funding from parish and town councils under the NHB grant funding scheme. The Panel consisted of Councillors Steven Lambert, Derek Town and Michael Rand and parish council representatives John Gilbey and John Riches (nominated by the Aylesbury Vale Association of Local Councils - AVALC). Apologies were received from Councillor Peter Strachan and parish representative Nick Heirons. The Director responsible, Community Manager and Grants Officer were also in attendance.

3.2 The New Homes Bonus (NHB) is a national initiative whereby funding from the national revenue grant for local authorities has been top sliced and allocated to local councils in proportion to the number of new homes in their area. For every new home built and occupied in Aylesbury Vale, the Government gives the council a NHB grant each year for six years.

3.3 In December 2012 the council agreed to allocate a share of the NHB to parish and town councils, to help alleviate the impacts of housing growth on local communities. 20% of the Government allocation has been set aside for the funding scheme, which equates to £938,000 being available in 2015/16, the third year of funding for town and parish councils. In addition, £192,404 was carried over from the second round of funding making a total of £1,130,404 available in this round.

3.4 In January 2013 Cabinet agreed the structure of an Informal Panel, to consider applications from parish and town councils and make recommendations to Cabinet on the allocation of the NHB funding. This Panel subsequently met to agree the detailed criteria and process for the grant scheme, based on the decisions of Cabinet.

3.5 The key criteria are:

a. Applications should include a business case which as a minimum should demonstrate:

- the impact of growth on their area, applications needn't necessarily be from the area directly taking growth in recognition of the fact that those most affected by growth are not always within the area taking that growth
- the need or community desire for the investment proposed

- firm costings together with a funding and delivery plan

b. Awards can be for up to 100% of the scheme cost and can support both capital and revenue projects (with a life of less than 6 years).

3.6 Prospective applicants were required to submit a preliminary 'Expression of Interest' (EOI) form to identify whether projects met the criteria, to discuss other possible funding sources (including Section 106), and avoid abortive work for potential applicants. The deadline for applications was 30 September 2015.

4. Applications for funding

4.1 In total 13 EOI's or enquires were received and eight parish and town councils subsequently submitted applications for consideration by the Panel, to a total value of £1,264,826.

4.2 In considering the applications the Panel members were unanimous in recommending funding for 7 applicants, totalling £1,114,826.

4.3 Whilst supportive of two of the three applications submitted by Buckingham Town Council in this round, the Panel considered that the purchase of an industrial unit, to house equipment for the maintenance of open spaces and playing fields, was not in keeping with the original NHB criteria (i.e. to help with the provision of community facilities associated with growth, that have tangible benefits for the communities accepting growth). The Panel agreed that the purchase of an industrial unit would be to the benefit of the town council in order to help fulfil its responsibility to the community, rather than for the benefit of the community.

4.4 The level of funding recommended and the reasons for the recommendations are outlined at Appendix A.

4.5 The Panel also recommended extending the funding agreements for five parishes that were awarded funding in the 2014/15 round, as completion of the projects has been delayed through no fault of the parishes concerned.

5. Next steps

5.1 Once the level of funding is agreed, funding agreements with successful applicants will be finalised, which will include timescales for the delivery of the project, to be monitored by the Grants Officer, and against which phased grant payments may be made. Appropriate recognition of the support provided by the NHB funding scheme will also be sought through media publicity and appropriate signage.

5.2 The Panel agreed that Expressions of Interest should not be encouraged until NHB funding from the Government is confirmed for 2016/17 and that the next deadline for applications should be agreed by the grants officer with the Panel when funding is confirmed.

5.3 At its Annual General Meeting on 23 October 2015, AVALC re-elected Mr John Gilbey and Mr Nick Heirons as the parish representatives on the Informal NHB Grants Panel.

6. Options considered and reasons for recommendation

The options considered by the Panel for each application were whether to fund, the level of funding and whether any conditions should be attached to the funding, (above those included in the standard funding agreement: that a plaque or equivalent acknowledgment of AVDC's New Homes Bonus is displayed at an appropriate location, that there is recognition of New Homes Bonus support in all publicity and that funding will be released upon the production of invoices for work completed).

6.1 The reasons for the Panel's recommendations are included in the schedule attached as Appendix A.

7. Resource implications

7.1 All funding for parish and town councils under the NHB grant funding scheme will be drawn from the 20% of the Government allocation set aside and ring fenced for the scheme in 2015/16, and the underspend carried forward from 2014/15.

7.2 If the Panel recommendations are approved a total of £1,114,826 will be committed, representing 99% of the budget available. £15,578 will be carried forward and made available to support future applications.

8. Response to Key Aims and Objectives

8.1 The allocation of New Homes Bonus funding to parish and town councils helps support the council's corporate plan priorities of protecting and improving the living experience in the Vale and improving our interaction with parish councils.

Contact Officer	Jan Roffe, 01296 585186
Background Documents	Previous Cabinet and Council reports relating to the New Homes Bonus. Notes of the Informal Panel meeting

New Homes Bonus budget 2015/16	**938,000**
Uncommitted budget 2014/15	**192,404**
Total budget available 2015/16	**1,130,404**

Name of Town/ Parish Council applying	Project description	Total cost of project	Amount requested	Grant Panel's Recommendation	Reasons for recommendation and conditions of funding not covered by standard funding agreement
Buckingham Town Council	Town Centre toilets and Shopmobility	229,222	229,222	229,222	The Panel deferred a decision on funding the new toilet block in the last round because of the uncertainties surrounding its location and therefore the estimated cost of the scheme. Buckingham Town Council and AVDC have now mutually agreed the location of the toilet block in a safer and more accessible area of the car park to serve the needs of Buckingham's fast growing population. The revised application and project specification, to include a permanent and much improved base for Shopmobility, alleviated the previous concerns of the Panel and also demonstrated the need for a fit-for-purpose permanent base for Shopmobility. The Panel recommended funding up to the amount requested.
Aylesbury Town Council	2nd Paralympic Heritage Flame Lighting Ceremony ahead of Paralympic Games in Rio 2016	430,000	50,000	50,000	In the 2013/14 funding round, the Panel recommended funding for the first Paralympic Heritage Flame Lighting event, held in 2014 ahead of the Sochi winter Games. A decision on funding the 2016 Heritage Flame Lighting event was deferred pending an updated application. The Panel was supportive of the updated application for the Rio 2016 Paralympic Heritage Flame Lighting event, based on the success of the previous events, the international recognition that these events brought to the town, and the increased community involvement planned for 2016. It was recognised that the scale of the event would depend upon the success of other grant applications. The Panel recommended funding up to the amount requested.

Recommendations of the Informal New Homes Bonus Grants Panel **Appendix A**

Name of Town/ Parish Council applying	Project description	Total cost of project	Amount requested	Grant Panel's Recommendation	Reasons for recommendation and conditions of funding not covered by standard funding agreement
Stone with Bishopstone and Hartwell Parish Council	Eythrope Road Cemetery driveway renovation	26,008	26,008	26,008	The Panel appreciated that the resurfacing of the cemetery driveway is the second phase of an overall strategic project to improve the cemetery – the first phase for a new Garden of Remembrance and area for the internment of ashes has recently been completed and paid for by the parish council. The panel recommended funding up to the amount requested, and to encourage the parish council to raise their precept to cover ongoing maintenance.
Wendover Parish Council	Remodelling of the Manor Waste	250,000	213,500	213,500	The Panel was supportive of this application and recognised the need to improve the surface of the Manor Waste to be fit for purpose, now and in the future, for the growing population of Wendover. The Panel also acknowledged the parish council's financial contribution to the project and recommended funding up to the amount requested.
Buckingham Town Council	Storage "depot" (industrial unit)	190,000	150,000	0	In considering this application, the Panel discussed whether the project was in keeping with the original NHB criteria to award funding to help with the provision of community facilities associated with growth that have tangible benefits for the communities accepting growth. The Panel agreed that the purchase of an industrial unit was to the benefit of the town council in order to help fulfil its responsibility to the community, rather than to the direct benefit of the community. The Panel were therefore unable to recommend funding.

Name of Town/ Parish Council applying	Project description	Total cost of project	Amount requested	Grant Panel's Recommendation	Reasons for recommendation and conditions of funding not covered by standard funding agreement
Aston Clinton Parish Council	Aston Clinton Park Pavilion - new community hub	2,014,675	500,000	500,000	The Panel was supportive of the overall scheme for a new and fit for purpose community centre to replace the present dilapidated and outdated building which no longer meets the needs of the current and rapidly increasing population of the village. However, concern was expressed about the level of borrowing required for this £2 million scheme and whether the parish council would be able to manage such a high level of borrowing. The Panel recommended funding up to the requested amount subject to the following conditions: (i) that planning permission is granted (ii) all funding is in place before commencement of the project (iii) further information about running costs and project income (iv) agreement with the grants officer about project milestones so that funding can be phased (v) Reassurances about project management arrangements, because of the huge scale of the project (vi) The Panel reserves the right to withdraw the grant offer if the project proves to be unviable.
Buckingham Town Council	Refurbishment and extension to Embleton Way Pavilion	164,380	46,096	46,096	The Panel was supportive of this application to bring an unused facility back into use as a viable Scouts HQ and as a community facility and resource for Buckingham's growing population. The Panel recommended funding up to the amount requested. Funding to be subject to the application to WREN for match-funding being successful.

Recommendations of the Informal New Homes Bonus Grants Panel **Appendix A**

Name of Town/ Parish Council applying	Project description	Total cost of project	Amount requested	Grant Panel's Recommendation	Reasons for recommendation and conditions of funding not covered by standard funding agreement
Stewkley Parish Council	Refurbishment of Stewkley Community and Sports Pavilion	135,000	50,000	50,000	The Panel supported the application to refurbish the current sports pavilion, which is in a poor state of repair, to be fit for purpose for the community. The Panel was mindful that the NHB scheme is designed to be accessible to all town and parish councils that have taken growth and not just the larger towns and villages. 19 new homes have been built in Stewkley in recent years with another 10 committed this year on land that can eventually accommodate 20 houses. The Panel considered this a well planned project and recommended funding up to the requested amount subject to planning permission for the rear spectators' "verandah" being granted.
Total amount requested		**3,439,285**	**1,264,826**	**1,114,826**	
Total budget available		**1,130,404**	**1,130,404**	**1,130,404**	
Uncommitted budget				**15,578**	

Recommendations of the NHB Grants Panel - Extension of funding agreements

Appendix B

Town/Parish Council	Project description	Total cost of project	Amount requested	Amount awarded	Current status	Panel's recommendation
Westbury Parish Council	New Village Hall	£850,000	£50,000	£50,000	New build started in July. Progress can be followed on the PC's website: http://www.westburyvillage.org/ and will be complete by the end of March 2016.	To extend the funding agreement for a further 6 months.
Weston Turville Parish Council	Move and upgrade play area and turn existing play area into additional parking.	£132,863	£122,863	£122,863	Phase 1 to relocate and upgrade the play area is now complete and £42,000 of the grant has been claimed. Phase 2 to extend the car park will begin shortly. Project should complete by March 2016.	To extend the funding agreement for a further 6 months.
Turweston Parish Council	Traffic mitigation project - sympathetic to Turweston's status as a Conservation Area	£100,000	£100,000	£60,000	Implementation is expected to be by the end of March 2016.	To extend the funding agreement for a further 6 months.
Haddenham Parish Council	Zebra crossing on Woodways	£86,000	£86,000	£86,000	Timescales for installation are still uncertain as the specifications have been revised by Transport for Bucks	To extend the funding agreement for a further 6 months.
Calvert Green Parish Council	Extend and refubish community hall	£496,091.00	£200,000	£200,000	Project start has been delayed because of changes in the design of the building and consequent delays in the application for match funding.	To extend the funding agreement for a further year
		£1,664,954	£558,863	£518,863		
Total already claimed				£42,000		
Total to carry over into 2016/17 financial year				**£476,863**		

Cabinet
15 December 2015

HEALTH, SAFETY AND WELLBEING PERFORMANCE 2014-15 AND STRATEGY 2015-2018

Councillor Sir Beville Stanier
Cabinet Member for Environment and Waste

1 Purpose

1.1 To note the content of the Annual Health and Safety Performance Report 2014-15 and to review and adopt the Health, Safety and Wellbeing Strategy 2015-2018. This item has already been considered by the Finance and Services Scrutiny Committee on 12 October, 2015.

2 Recommendations

2.1 That the Annual Health and Safety Performance Report, covering the 12 month period to 31 March, 2015, be noted.

2.2 That the Health, Safety and Wellbeing Strategy 2015-2018, attached as an appendix to the Cabinet report, be adopted.

3 Supporting information

3.1 The report attached as an Appendix to this report was submitted to the Finance and Services Scrutiny Committee on 12 October, 2015. The Council has been producing an annual health and safety performance report since 2004. However, this is the first time that a Health, Safety and Well-Being Strategy has been produced. With Health and Safety one of the top 15 Council risks as identified by Cabinet in October 2015 it is considered appropriate to develop a structured approach to increase the profile of health, safety and well-being across the Council. A strategy has been put together that identifies the strategic topics and work streams for the next 3 years and which also allows for work plans to be developed annually.

3.2 The Strategy would also ensure that a consistent approach is taken to addressing health, safety and well-being risks across the Council. AVDC has taken the opportunity to fully embrace 'well-being' as defined by the Chartered Institute for Personnel and Development (CIPD) and recognised the importance of having a sustainable workforce.

3.3 The Health, Safety, and Well-Being Committee has been consulted and provided feedback on the content of the Action Plan. The Strategy and Action Plan have also been reported to the Strategic Occupational Safety, Health and Well-Being Forum. The Annual Health and Safety Report 2014-2015 was noted by the Scrutiny Committee who also recommended that Cabinet adopt the Health, Safety and Wellbeing Strategy 2015-2018.

4. Options Considered

4.1 Not to produce a Health, Safety and Wellbeing Strategy. However, with health and safety being identified as one of the top 15 Council risks it is prudent that a structured and consistent approach is taken to assist in addressing the risks across the Council.

5. Resource Implications

5.1 The resource implications for developing individual work streams would vary. Much strategic and co-ordination work would be expected to be done by the Health, Safety and Emergency Resilience Manager. However, some of the healthy life work streams would be carried out by staff in People and Payroll.

5.2 Agreeing work streams through the Strategic Occupational Safety and Health Forum will allow for resources from elsewhere to be re-prioritised if required.

6. Reasons for Recommendations

6.1 To facilitate the adoption of a Health, Safety and Well-being Strategy.

Contact Officer	David Thomas (01296) 585158
Background Documents	Report Finance and Services Scrutiny Committee on 12/10/ 2015

HEALTH, SAFETY AND WELLBEING UPDATE

1. Purpose

1.1 To allow Finance and Services Scrutiny Committee to review the 2014-15 Annual Health and Safety Report and Health Safety and Wellbeing Strategy 2015-2018 prior to consideration by Cabinet.

2. Recommendations / For Decision

2.1 Note the content of both reports contained in Annex 1 and 2

2.2 Make any relevant comments or suggestions with regards to the reports for consideration by Cabinet.

3. Supporting Information

3.1 The annual health and safety performance report has been produced on an annual basis since 2004. This is the first time a strategy has been produced for Health, Safety and Wellbeing.

3.2 This strategy has been produced to raise the profile of Health Safety and Wellbeing across the council and to focus work in this area over the next three years.

3.3 The strategy will ensure a consistent approach to addressing health safety and wellbeing risks across the council.

3.4 The AVDC Health Safety & Wellbeing Committee (HS&WC) has provided comment and content of the action plan. This strategy and action plan has been approved by the Strategic Occupational Safety, Health and Wellbeing Forum (SOSHW Forum).

3.5 The Council has taken opportunity to fully embrace 'Wellbeing' as defined by the Chartered Institute of Personnel and Development (CIPD)[1] and recognises the importance of having a sustainable workforce.

4. Resource Implications

4.1 Resource implications for developing individual work streams would vary. Much strategic and co-ordination work would be expected to be done by the Health, Safety and Emergency Resilience Manager. However, some of the healthy life work streams would be carried out by staff in People and Payroll.

4.2 Agreeing work streams through the Strategic Occupational Safety and Health Forum allows for resources from elsewhere to be re-prioritised if required.

Annex 1 Annual Health And Safety Report 2014-15
Annex 2 Health, Safety and Wellbeing Strategy 2015-18

Contact Officer: David Thomas, Health, Safety and Emergency Resilience Manager
(01296) 585158
Background Documents: none

[1] It represents a broader bio-psycho-social construct that includes physical, mental and social health - http://www.cipd.co.uk/NR/rdonlyres/DCCE94D7-781A-485A-A702-6DAAB5EA7B27/0/whthapwbwrk.pdf

Annex 1

Annual Health and Safety Performance Report

2014-2015
(Covering 12 month period to 31.03.15)

Produced by David Thomas
Health, Safety and Emergency Resilience Manager
16.09.15

Introduction and Overview

Aylesbury Vale District Council is committed to the highest standards of health, safety and welfare for all its employees, visitors, contractors and members of the public. We have tried to maintain consistent standards of risk control and risk acceptability across a diverse range of services during this lengthy period of financial constraint.

The Council requires the co-operation and full compliance of all employees as an essential part of its successful management of risks and promoting a culture of continual improvement in health and safety performance.

Aylesbury Vale had a mild winter for the second year running resulting in the reduction of accidents in Recycling and Waste that occurred in 2013-14 continuing in 2014-15. We have continued as client for a number of construction projects, the most significant being the development of the University Campus (Aylesbury Vale) and the refurbishment of Swan Pool (Buckingham).

We have started a review of many of our health and safety arrangements including safe working practices and training following a reportable accident within our recycling and waste service. The scope of the investigation was sufficiently broad to look at gaps in our wider management systems demonstrating the importance of embedding health and safety into all aspects of work management.

The organisation has access to its own internal competent Chartered Health and Safety resource, a role shared with Emergency Planning and Business Continuity.

This report has been produced in line with the HSE/Government targets for revitalising Health and Safety and the reduction in workplace accidents and ill health. It is based upon previous Local Government Employer (LGE) guidance.

Neil Blake (Leader) AVDC

Andrew Grant (Chief Executive) AVDC

1. Corporate Management

The Leader of the Council fulfils the role of "Health and Safety Director" at member level. The Health and Safety Policy and its associated arrangements detail the roles and responsibilities of everyone throughout the whole organisation. The Chief Executive (as Head of Paid Service) is ultimately responsible should there be any occupational health and safety failings. Health and Safety comes under the responsibility of two Cabinet Members, the Cabinet Member for Environment & Waste and Cabinet Member for Finance, Resources and Compliance who both act as 'Health and Safety Champions' at Member Level.

The Health and Safety champion at Corporate Board Level is the Director responsible for Business Assurance who also chairs the Strategic Occupational Health and Safety Forum held three times a year.

2. Statistical Information

In House Services

The tables below show injury information for the period 2010/11 to 2014/15.

	Injured Person				Total
Year	Employee	Contractor, on AVDC site	Agency	Member of the Public	
2014/15	37	2	0	17	56
2013/14	50	1	2	24	77
2012/13	69	1	3	10	83
2011/12	44	0	0	14	58
2010/11	68	1	1	8	78

There are categorised as follows;

	Near Hits and Incidents	Injury accidents				Fatal Accidents	Total	'Non work activity' accidents[1]
		No Loss Time	1-3 days absence	Over 7[2] days absence	RIDDOR[3] Defined major			
2104/15	11	28	3	4	0	0	46	10
2013/14	9	39	2	12	0	0	77	15
2012/13	7	60	4	3	1	0	75	8
2011/12	7	35	5	7	0	0	54	4
2010/11	4	52	4	12	0	0	72	6

[1] These include sporting injuries or injuries such as a trip or slip in a public area such as in Market Square or in parks
[2] Until 2013/14 the reporting criteria for accidents due to time lost was more than 3 days
[3] RIDDOR + Reporting of Injuries, Diseases and Dangerous Occurrences Regulations

Absence due to industrial accident (days off)	
2014/15	174
2013/14	118
2012/13	49
2011/12	115
2010/11	166

- Statistics are sensitive to a handful of incidents to a small number of individuals; the smaller the organisation the greater the impact to the overall figures one accident can have
- AVDC has received no enforcement notices or fees for intervention during the year
- AVDC reported 8 accidents to the HSE during 2014-15.
- Four accidents resulted in an employee being unable to work for more than 7 days within our Recycling and Waste Service. One of these accidents resulted in losses and costs in excess of £38 000.:
- There were four accidents to members of the public on AVDC premises, primarily children using play equipment.
- Regarding Employers Liability Claims the council received no claims for injury both for motor claims and employers liability.
- The council received 22 public liability claims from members of the public resulting in only 2 settled or on going claims. The settled claim including damages was £12 572.

Contracted Services

Our grounds maintenance and horticulture contractors had 6 non reportable[4] accidents in 2014/15 compared with 3 during 2013/14

Everyone Active, who manage and operate the AVDC facilities Aqua Vale and the Swan Pool had 14 non reportable accidents in the 12 months up to 31/03/15

3. Partnerships/ Benchmarking Working

There are no formal benchmarking groups for health and safety. Since AVDC left the South East Employer's Organisation we have less contact with regional colleagues. due to differences in how other district/borough authorities are structured and operate services, it has not been possible to compare Occupational Health and Safety Performance on a like for like basis. It has also resulted in reduced opportunity to share knowledge and compare practice.

[4] Reportable to the HSE

We have maintained positive relationships with Cherwell and South Northamptonshire District Councils. AVDC officers participate and share information through "The Local Authority Waste Occupational Health and Safety (LAWS) Forum" which is the main channel to the HSE and the WISH[5] Forum.

4. Joint Consultation

The Health Safety and Wellbeing Committee (HSWC) meets on a quarterly basis with minutes copied to the "Council and Staff Consultative Committee". Members of the HSWC are encouraged to become involved in consultation, comment on corporate guidance, be service area leads and to take part in corporate initiatives. Members of the HSWC are also included when inspections are carried out.

Within the Waste and Recycling Service there are quarterly staff /management meetings that cover both Health, Safety and Wellbeing issues but also other employee /employer issues

5. Work related (Occupational)Ill Health Issues

The impact for absence arising out of work related ill health is significantly higher than those from traditional "single event" accidents at work – such as work related stress, musculoskeletal disorders, dermatitis etc. This is why the management of workplace (Occupational) Ill Health issues are considered key by the HSE's to reduce ill health absence arising out of work activities. Members recognise the importance of reducing work related contributory effects into ill health as a sensible business approach. The complication with ill health absence is that it is multi causal with components including work, home life and natural physical deterioration. The Council does routinely analyse its sickness absence with a view to improving working conditions.

The Council saw a number of restructures over 2014-15 and has sought to engage staff at all levels of the organisation. It carried out an initial survey of staff in order to measure the causes of work related stress. There was a slight increase in absence due to mental health issues of 4.8% (to approximately 0.7 days/employee) for staff working in office environments although the level more than doubled in the 'Waste and Recycling' service giving an overall increase of 37.25% when compared with 2013/14 from 1.0 to approximately 1. 8 days/employee. Approximately 4.7% of the headcount or 23 members of staff had periods of absence in this period.

[5] http://www.hse.gov.uk/waste/wish.htm

Absence due to musculoskeletal disorders and back conditions reduced by an overall of 8% (to approximately 1.5 days/employee, accounted for by a reduction of 19.8% in Waste and Recycling when compared with 2013/14.

With the organisation going through dramatic process of change the main challenge is managing the antecedents (causes) of work related stress; Demands, Control, Support, Relationships, Change and Role. The Council is using the HSE's management standards approach as its methods of risk assessment.[6]

6. Progress on actions agreed for 2014-15

Over the past year progress on the objectives set for 2013-14 has been made as follows:

- Compete the development of the appropriate training course for waste supervisors and managers including an accident investigation module. This has been completed and has been developed as a national course approved and peer reviewed by both the Institution of Occupational Safety and Health (IOSH) and the Chartered Institution of Wastes Management (CIWM).
- Complete the trade collection site specific risk assessment process. This process is underway and is due for completion during 2015-16
- Review our occupational health contract to incorporate appropriate ergonomic support. We have been advised that we have a 'pay as you go' contract. We have used their ergonomic specialist for DSE assessment but are also have the freedom to use 'back in action' who are a one stop shop for those who require an assessment and chair.
- Carry out a review of stress using the HSE Management Standards to set baseline standards and to inform any strategic improving process where applicable. This has been completed and reported.. The results have informed an agreed follow up action plan which is now ongoing.
- Carry out a further 'body mapping' survey of our recycling and waste operatives. This has been completed with an action plan agreed with the Service Manager.
- Carry out an audit of our legal obligations regarding commercial properties covering health and safety, and fire safety legislation. We have cross referenced the legislation applicable to ourselves as a landlord and commenced 3 year programme of inspections and audits of premises
- Include accident statistics for Leisure and Community Spaces Contracts. Statistics have been provided from 'Everyone Active' and 'SITA/John O 'Conner' . Future Annual council reports will include their data and allow year on year comparisons.

[6] http://www.hse.gov.uk/stress/standards/index.htm

7. Strategic Action plan 2015-16

Members are committed to creating a good health and safety culture through consultation and communication. AVDC is committed to providing an excellent working environment and being a leading District Council.

With this in mind Members, through the Strategic Occupational Forum have set key objectives for 2015/2016 as part of the three year Strategic H&S plan.

Additional to this, managers and supervisors require the assistance of the competent health and Safety resource, such as accidents, concerns with contractor performance, facilitating and delivering training etc., that occur during the year.

Further Information and Contact

Any questions arising out of this report should in the first instance be directed to David Thomas, the Health Safety and Emergency Resilience Manager based in Business Assurance.
Tel: 01296 585158,
e-mail: dthomas@aylesburyvaledc.gov.uk.

Appendix 1 Accident Performance

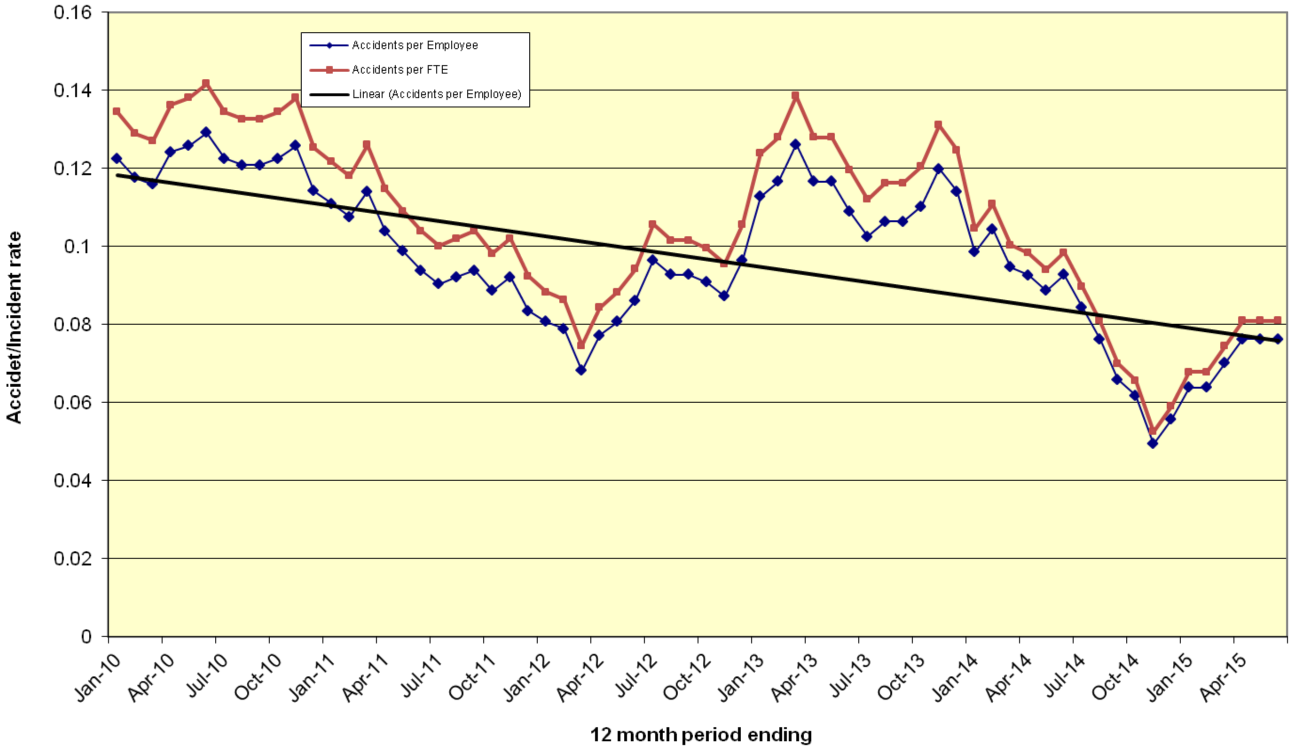


Figure 1 All accidents per employee 2010-2015

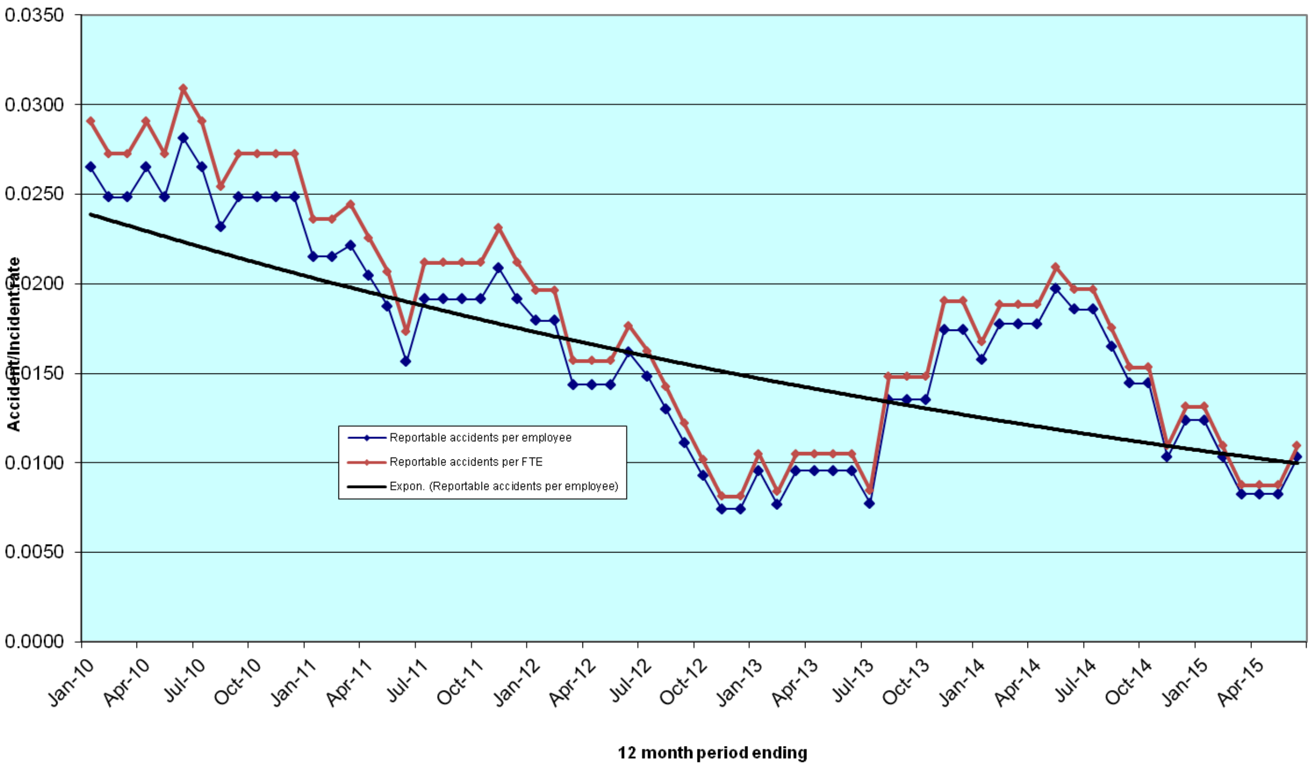


Figure 2 Reportable accidents per employee 2010-15[7]

[7] Using RIDDOR classifications prior to 2103

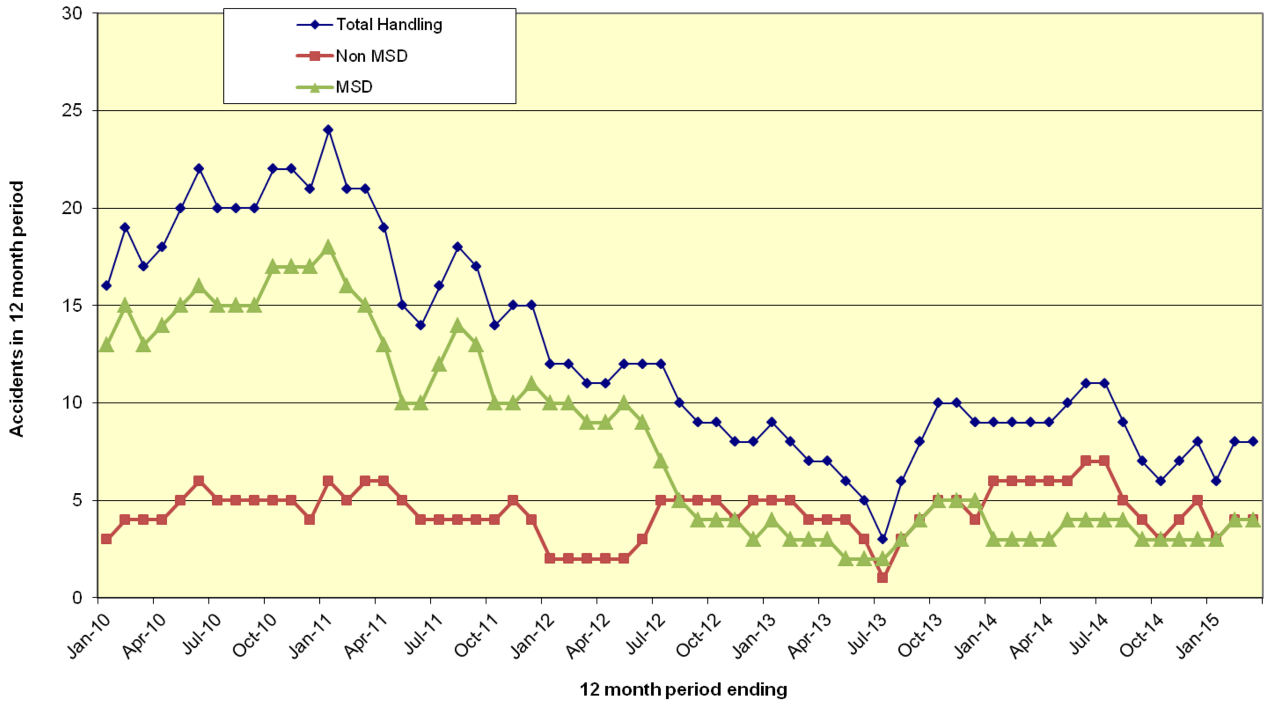


Figure 3 **Comparison of manual handling accidents and injuries within Recycling and Waste 2010-2015**

Annex 2

Health and Safety and Wellbeing Strategy 2015-2018

Health Safety and Wellbeing Strategy 2015-2018

1. Overview

Aylesbury Vale District council is committed to create a safe and healthy working environment which allows an employee to flourish and achieve their full potential for the benefit of themselves and the Council. This includes physical, mental and social health.

The council fully engages and consults with staff on all levels and is committed to developing motivated and flexible staff with coaching, training and support all available. The Council has an occupational health contract, offers health checks and has regular health promotions.

Occupational health safety and wellbeing has corporately been identified as one of the critical areas of risk that the Council has to manage. With work related accidents accounting for less than 25% of all workplace absence and the remainder being accountable to ill health the management and reduction of ill health needs to be a priority.

The Council also understands the importance of managing the effects of 'presenteeism[1], with (hidden) costs estimated at between 28% and 80% greater than absenteeism[2] and increased risks when carrying out safety critical work such as refuse collection vehicle driving.

2. Policy

Our aims are to manage the risks arising out of our work activities sensibly and proportionately to create an environment in which members, management, staff and Trade Unions work collaboratively together. We have effective management arrangements that protect employees and the public from injury and reduce staff sickness and ill health costs. AVDC manages risks through its Occupational Health and Safety Management System (OHSMS) and ensure that staff understand and adhere to suitable Safe Systems of Work.

This strategy sets out the core themes that shall be developed over the next three years to embed our organisation's OHSMS and details the risk priorities that we shall be concentrating on in 2015/16 supported by actions to allow us to monitor performance. This strategy will be reviewed and refreshed each year, thereby remaining a three year rolling, forward looking, flexible plan which supplements the routine or "business as usual" health and safety (H&S) activities at AVDC. Appendix 1 illustrates how AVDC integrates H&S with wellbeing to create a holistic process and the skills from a number of service areas.

[1] Presenteeism is the act of attending work while sick or unfit for work- and/or for more hours than is required, causing reduced and/or unsafe performance
[2] Absenteeism in employment law is the state of not being present that occurs when an employee is absent or not present at work during a normally scheduled work period.

3 Organisation

3.1 Control

The responsibility for implementing and monitoring day to day health and safety arrangements is identified in arrangements and delegated through the management chain. All staff have an individual responsibility to follow these arrangements and to contribute to sustainable and safe delivery of our services.

The Intranet contains information on health and safety at AVDC , including detailed responsibilities for health and safety management.

Individual line managers and staff members need to be aware of:

- This strategy along with our core themes and risk priorities
- The health and safety arrangements which are particularly relevant to them and their staff
- The availability of assistance through competent staff such as the Health Safety and Emergency Resilience Manager
- Health safety and wellbeing initiatives planned for the year ahead
- Training opportunities that are available to support them and staff in their role

3.2 Communication & Cooperation

Health and safety arrangements and other documents are promoted and published on the intranet. Staff engagement and collaboration on health and safety is partly achieved through the Health, Safety and Wellbeing Committee meetings, and also, importantly through local management meetings where Health and safety issues are discussed.

Communication and engagement with our staff will form one of our core themes of focus. We will develop our communications based on desired outcomes to target our staff in all parts of the Council using appropriate media and messages to ensure that everyone is engaged.

3.3 Competence

The Health, Safety and Emergency Resilience Manager is ultimately deemed the ’competent person’ to provide advice to the SOSHW Forum. Additionally there are other officers and external specialists, who ensure that surveys and inspections of properties and equipment as required are carried out with any defects remedied. All line managers at AVDC are required to manage health and safety as part of their normal job as identified in the H&S Management System. AVDC promotes continued development of staff with training available and advertised through a variety of means.

Raising the level of competence through development of our staff will form one of our core themes of focus. All staff, from Directors to our front line staff, need the skills to be able to assess risk and apply sensible risk management principles.

The Health, Safety and Emergency Resilience Manager liaises closely with staff in People and payroll on issues such as absence management and training/competence.

4. Planning and implementation

Our strategy aligns with the Health and Safety Executive (HSE) strategy ‘Be part of the solution’ launched in 2009 and the Local Government Association (LGA) response to this strategy ‘securing effective local government leadership on health and safety’.

We will focus our attention on encouraging strong leadership through active management, raising the competency of our staff and the promotion of collective ownership to create healthier, safer workplaces. We shall target risk priorities over and above our ‘business as usual’ risk management and implement effective measuring and monitoring systems.

Our core themes are set out in the table below along with the SOSHW Forum member responsible for championing them.

(i) Working with the workforce (communication and engagement), championed by a representative from People and Payroll. Ensuring that staff become engaged with initiatives and participate in health promotion activities.

(ii) Leadership, championed by the Chair of the Strategic Health, Safety and Wellbeing Forum. Demonstrating strong leadership from our most senior managers whilst creating accountability and ownership for H,S & Wellbeing amongst our staff, partners and contractors.

(iii) Building Competence, championed by the Director responsible for Organisational Development. Supported by competent H&S assistance, managers and supervisors ensure that our staff have the right skills and experience to assess risk that arise from their work and identify the best ways to manage H&S within the workplace.

(iv) Healthier, Safer Workplaces (through Compliance) Through providing information, monitoring and supervision of H&S, giving us confidence that we have risk controls in place that enable the organisation to operate safely. Using data to inform our decisions and drive improvement programmes where gaps are identified.

Our risk priorities for the three years are set out below along with the SOSHW Forum member responsible for championing them. From here workflows are translated into an annual work plan (Appendix 2), refreshed each year

Risk Topic	**SOHSWF Champion**	**Why is it one of our risk priorities**
1. Management of Work related Stress	H,S & Emergency Resilience Manager	Mental Health is one of our largest contributors to sickness absence. Although progress has been made in relation to stress management and raised awareness, there is much more to do in order to embed and sustain the required level of change. Tackling our absence, helping our staff to be healthy and able to work is good for our staff and good for AVDC.
2.Recycling and Waste Operations	Strategic Operations Manager	AVDC operates its own recycling and waste service. This work activity is the UK’s most dangerous with at least ten people killed every year nationally. Policies and procedures are out

Risk Topic	SOHSWF Champion	Why is it one of our risk priorities
		of date and require updating and cross reference to corporate Policies and Procedures. A review of training and the provision of training is required.
3. Corporate Properties	Property and Facilities Manager	AVDC has a portfolio of approximately 50 properties; each with their own risks. The council has landlord for its commercial properties as well as operational responsibility for its own offices and needs to ensure that they are being maintained through competent contractors
4 Refresh and Review of OHS Management System	H,S & Emergency Resilience Manager	Over the last 5 years our, processes, including risk assessments arrangements and safe systems of work, face to face training, e-learning, communication and information have become out of date. This information needs updating with an internal audit programme established.
5. Organisational and Staff Development / Engagement	Chair of the Strategic Health, Safety and Wellbeing Forum	The development of staff as the council transforms itself as an organisation. The council engages with staff through a number of forums and is important to ensure that the physical and mental health of staff is maintained. Develop Health and Safety Leadership
6 Health & Wellbeing	Chair of the Strategic Health, Safety and Wellbeing Forum	Routinely analyse sickness absences with a view to improving working conditions The most challenges are within the waste and recycling service and there is a need to develop a health surveillance programme for Staff. This is a national industry priority and will include, noise vibration, fit person screening and functional capability testing. Tackling our absence, helping our staff to be healthy and able to work is good for our staff and good for AVDC.
7 Contract Management and Contractors	Property and Facilities Manager Community Spaces Manager	We engage the services of a large number of partners and suppliers with reliance on the use of a number of contractors as we divest our services. We are also a facilitator for voluntary and community projects. We therefore have a duty as client champion and lead on to risk management, setting out standards in our contracts, monitoring the performance against these standards to secure good practice.

5 Measuring Performance

The Director championing Health and Safety ensures that the SOSHW Forum monitors progress against the corporate targets, that directorate information will be collated and monitored quarterly that is presented to the SOSHW Forum to formally monitor corporate progress against our plan at its four in-year meetings.

Appendix 2 contains the action plan for 2015/16 which sets out our SMART targets and where applicable our leading and lagging indicators for monitoring our progress.

A red, amber, green, and blue (RAGB) rating shall be recorded against each action in the action plan providing a measure of implementation:

(i) Blue – Action completed
(ii) Green – On track to be completed within the timescale set
(iii) Amber – Action may exceed deadline, but no further intervention is required at this stage, or there is a circular process.
(iv) Red – Action unlikely to be completed during the timescale set (less than 20% chance of being completed within deadline) or is now unachievable with or without additional intervention.

Actions and progress against the targets shall be reported to Chair of the SOSHW Forum level through the on a quarterly basis. Transformational Board will be alerted if there are any serious issues outside of the normal quarterly reporting by the Chair of the SOSHW Forum.

6. Audit and Review

AVDC will measure performance against the core themes and risk priorities.

If new issues emerge during the year which require attention, the SOSHW Forum will review priorities and advise Transitional Board (TB) as necessary to make sure we are always channelling resources most efficiently.

The Annual Safety, Health and Wellbeing report shall be produced in June each year in order that it can be approved by TB each July , endorsed by Cabinet each August, presented to Full Council each September before being published on our intranet.

This strategy and its associated action plan will be reviewed annually to ensure that it remains current as the organisation undertakes transformational change.

Review date 31/03/18

Appendix 1 - Illustration of how H, S & Wellbeing integrates together

Health & Safety Executive

Be part of the solution -prevent work related death, injury and ill health

Local Government Association

Securing effective local government leadership on health and safety

Aylesbury Vale District Council H&S Policy and Strategic OHS & W Forum

The Council recognises that good health, safety and wellbeing is integral to our organisational performance by reducing injuries and ill health, and reducing unnecessary losses and liabilities. Our service delivery decisions will always consider the impact on health safety and wellbeing.
The core purpose of the SOHSW Forum is to set the strategic direction for health, safety and wellbeing for the Council on behalf of Corporate Board and the Chief Executive, to monitor the Councils health, safety and wellbeing performance to ensure that the organisational arrangements deliver a holistic health safety and wellbeing improvement.

H&S Strategy (2015-2018) - core themes and priorities.

Competency

Communications and Engagement (working with the Workforce)

Compliance

Leadership

Whilst monitoring reports of progress made against the annually set key priorities (outlined below) for 2015-16

Stress - to better understand the impact on staff of stress at work, further manage the risk. To reduce the number of incidents & improve staff

Recycling and Waste Operations – Risk Assessments, Arrangements & Safe Systems of Work require updating and cross reference to corporate policies and procedures.

Corporate Properties The council has landlord for its commercial properties and needs to ensure that they are being managed.

Refresh and Review of OHS Management System- this includes risk assessment, face to face training, e-learning, communication and information.

Organisational and Staff Development The development of staff as the council transforms itself as an organisation. . It important to ensure that the physical and mental health of staff is maintained.

Health & Wellbeing Analyse organisational reasons for sickness absence, Develop health surveillance programme & run staff awareness health promotions

Contract Management We have a duty to set a sensible approach to risk management, setting out standards monitoring performance against standards to secure good practice.

Appendix 2 – Health Safety & Wellbeing Action Plan 2015-16

The strategy requires that the seven risk priorities are reviewed each year along, with elements of them becoming the annual action plan. The four core themes run for the three years of the strategy. The progress of the strategy for each year is reported in the annual safety, health and wellbeing report. Progress is monitored at the SOHSW Forum.

No	Theme	Priority	Actions	Owner	Date By	Status /Indicators
1	**Leadership**	**Refresh and Review of OHS Management System**	Develop this Health, Safety and Wellbeing and present to Finance and Services Scrutiny Committee for agreement	H,S & Emergency Resilience Manager	30/09/15	
2	**Compliance**	**Recycling and Waste Operations**	Complete the recommended actions following the accident within the Waste and Recycling Service ; this to include review of procedures, risk assessments and safe systems of work.	Strategic Operations Manager	31/03/16	
3	**Compliance**	**Recycling and Waste Operations**	Complete Trade Waste Route /Site risk assessment process	Strategic Operations Manager	31/12/15	
4	**Communication & Engagement**	**Health & Wellbeing/Stress**	Carry out a quarterly programme of healthier lifestyles/activity , diet & health promotions	Organisational Development Manager	31/03/16	
5	**Communication & Engagement**	**Health & Wellbeing/Stress**	Encourage staff to create ongoing Personal Development as a partnership between staff and employer	Organisational Development Manager	31/03/16	
6	**Competency**	**Recycling and Waste Operations**	Ensure all waste supervisors receive the Health and Safety Training using the training developed over the past two years.	H,S & Emergency Resilience Manager	30/11/15	

No	Theme	Priority	Actions	Owner	Date By	Status /Indicators
7	**Compliance**	**Refresh and Review of OHS Management System**	Develop and implement a plan for the review of all Health and Safety Arrangements with consultation using the new policy compliance software- 2 year process	H,S & Emergency Resilience Manager	31/03/17	
8	**Competency**	**Organisational and Staff Development**	Provide health and safety training for Workshop Staff	H,S & Emergency Resilience Manager	31/12/15	
9	**Leadership**	**Organisational and Staff Development**	Facilitate health and safety training for Directors.	H,S & Emergency Resilience Manager	31/03/16	
10	**Communication & Engagement**	**Stress**	Progress the findings from the HSE 'Management Standards' report, repeating the survey where necessary as a tool to manage Mental Health (Stress) Absence – circular process	H,S & Emergency Resilience Manager	n/a	
11	**Communication & Engagement**	**Health & Wellbeing**	Develop a health surveillance programme for Staff within Recycling and Waste – 2 year process	Strategic Operations Manager with H,S & Emergency Resilience Manager	31/03/17	
12	**Compliance**	**Refresh and Review of OHS Management System**	Review the use and effectiveness of the Lone Worker Devices with a view to retendering in March 2016.	Business Assurance	28/02/16	

Cabinet
15 December 2015

BUDGET PLANNING 2016/17 AND BEYOND - INITIAL PROPOSALS
Councillor Mordue
Cabinet Member for Finance, Resources and Compliance

1 Purpose

1.1 The report presents the initial budget proposals for 2016/17 for Cabinet's consideration (Appendix A).

1.2 The recommendations of Cabinet will then be considered by Finance and Services Scrutiny Committee on the 17th December 2015.

2 Recommendations/for decision

2.1 Cabinet are requested to consider the report and the initial set of budget proposals for 2016/17 together with the Medium Term Financial Plan and then agree;

a. To take into budget planning the £1.953 million of realised savings as set out within paragraph 4.6 to this report;

b. To increase Council Tax by an annual amount equal to £2.71 for a Band D property, equivalent to 1.99% from 1st April 2016;

c. To agree to use or contribute to balances any difference created within the budget arising from the Government's grant settlement figures being different from that assumed within this report;

d. To agree the revised list of Fees and Charges attached as Appendix E to this report;

e. To recommend the initial budget proposals to Finance and Services Scrutiny Committee for consideration and comment.

2.2 Cabinet are also advised to recommend holding the level of the Band D Special Expenses charge for 2016/17 as part of their initial budget proposals.

2.3 Cabinet are further advised to recommend that a sum of £600,000 is ring fenced from General Working Balances to fund the AVDC change programme and that delegation be given to the Cabinet Member for Finance, Resources and Compliance to approve a budgetary framework and allocations out of this sum.

3 Background

3.1 The report to Cabinet on 10 November 2015 set out the context for 2016/17 budget planning and explained the significant difficulty created by a variety of high value factors. The greatest of which being those associated with retained business rates, further reductions in Government Grant and New Homes Bonus.

3.2 This report therefore seeks to bring together an indication of those factors which can be predicted with some certainty and proposes a strategy for dealing with those factors which reasonably cannot.

3.3 This report has been written just after the Chancellor's Spending Review Statement (23rd November) but prior to the announcement of detailed grant allocations for councils.

3.4 The report divides the main elements of budget planning between pressures, savings, Government Grant, Business Rates and then discusses the proposals for Council Tax.

3.5 Work will continue on refining the elements of uncertainty between now and the Cabinet's final budget proposal. This will be informed by Finance and Services Scrutiny Committee's comments, the latest projected position on Business Rate Growth and the initial proposed grant numbers from Government expected mid to late December 2015.

4 Savings and Income Identification Options

4.1 As set out in the report to Cabinet in November the approach adopted for setting the budget for 2016/17 is similar to that followed in recent years and relies primarily on capitalising on the savings delivered via reorganisation, income generation and restructuring during 2015/16 in anticipation of the Government Grant reductions.

4.2 Since the prospect of greatly reduced Government Grant was first mooted in 2010/11 the Council has devoted considerable effort and resources to identifying and delivering a smaller net budget requirement. This has been achieved by reconsidering what it does, what it could do and who should pay for the services provided. This work has been badged as New Business Model and members of the Council will be familiar with the term.

4.3 As has been emphasised, thus far this has not specifically been about income generation but has instead been a review of what customers want and need, who is best placed to provide these services, the most efficient and effective way of delivery, who should pay for the service and how much and potentially for some services, whether they need to be provided at all.

4.4 The work undertaken over the past 12 months in recognition of the forecast financial pressures has delivered significant savings and many of these are already accruing in the current financial year, thereby contributing in part to the current forecast underspend for 2015/16. This work has been carried out with the expectation that these transformational and efficiency measures will replace the need for a crude annual cuts exercise. This planned response to budget reductions represents a cornerstone of the budget development process.

4.5 In addition to the major transformation exercises a number of other savings have been generated as a result of service managers reviewing budgets for efficiencies and taking the chance to restructure as and when the opportunities present themselves through natural staff turnover.

4.6 A list of the significant savings to be incorporated into budget planning is set out in Appendix C to this report.

4.7 These savings total £1.953 million in 2016/17. Of this sum, £1.4 million is attributed to service redesign, restructuring, new income generation or service cessation delivered as part of work undertaken under the umbrella of New Business Model.

4.8 Beyond 2016/17 budget planning a new strategy is required in order to deliver future savings and this is discussed in more detail later within the report.

5 Pressures

5.1 Expected pressures relating to 2016/17 were identified in the MTFP back in February. The assumptions which determined the sums to be provided have been reconsidered and new pressures have been identified. The revised sums to be included are set out within Appendix D to this report.

5.2 A number of new spending pressures have materialised since February, primarily associated with waste disposal, and these have been reflected in the initial budget proposals based on anticipated amounts.

5.3 The total service based pressures within this report sum to £2.227 million of which (£559,000) represents a general provision for inflation and pay.

5.4 At the point of writing, negotiations on any pay award are yet to conclude. Members will be updated during the budget development process if a conclusion is reached.

6 Government Grant

6.1 As highlighted earlier in this report and at some length in the budget scene setting report to Cabinet in November, the predicted reductions in Grant support are presently unknown but expected to be severe and are likely to be on-going over the life of the MTFP.

6.2 The actual impact for 2016/17 won't be available until mid to late December 2015 (believed to be 23rd December), this being the date when detailed grant allocations are messaged to individual councils.

6.3 The Chancellor's Spending Review Statement on the 25th November 2015 gave clues as to the Government's anticipated policy stance towards local government funding but how the sums announced translate into allocations between tiers of local government and regions won't be known until the detailed allocations are made public.

6.4 What has been indicated is that there will be further deep cuts in support for local government (in excess of 50% of the remaining core grants), however, within this is new protection for Adult Social Care budgets. This all points to reductions in support being concentrated on non protected elements of local government funding, with districts likely to feel the brunt of reductions.

6.5 There are further references which indicate that the funding system will be reviewed to switch priority towards those councils with responsibility for the provision of Adult Social Care. Whilst unspecific at this time, the risk is that the current 80:20 split of Business Rate Growth and New Homes Bonus might be changed, or even reversed completely, in favour of upper tier councils.

6.6 Without clarity over the impact of these proposals the initial budget presented here and the MTFP have been prepared on an expected reduction in

Government Support of £1.087 million for 2016/17 and on-going reductions of £1.3 million thereafter. This is consistent with reductions in recent years.

6.7 Government Grant now comprises two elements: Revenue Support Grant and Retained Business Rates. The Business Rates Retention element is dealt with in more detail under the next section.

6.8 In 2015/16 the Council received £6.3 million in grant support, including Retained Business Rates. This represents the rolling in and blurring of numerous previously separate grant streams, including the 90% funding for what was formerly Council Tax Benefit and Council Tax Freeze Grants.

6.9 The draft budget presented here assumes an allocation for 2016/17 of £5.1 million. However, there is very little certainty that this is the correct amount at this stage in budget planning.

6.10 Without the clarity of a clear Government statement, the Medium Term Financial Plan assumes that Grant will continue to reduce at the same rate experienced over the past 5 years (approximately £1.2 million per annum) and on this basis the Council will receive no Revenue Support Grant by 2017/18.

6.11 Thereafter, the Plan assumes that the Government will gradually recoup the Council's element of Retained Business Rates until an absolute level of zero Government Support is reached in 2020/21.

6.12 Considerable uncertainty exists around the exact timing of the point where this Council will reach zero Government support, or what happens thereafter. Much of this will depend on how the Government's Spending Review translates into Grant Reductions for individual councils, but the potential for zero Grant to be reached even earlier than currently predicted is a real and serious risk with budget planning.

6.13 Confirmation of the actual Grant allocation for 2016/17 is now expected only to be known in the week before Christmas. This again allows no time to significantly change the detail of budget plans, with the budget timetable requiring that the Cabinet's Final Budget proposals be published only a week after the expected announcement.

6.14 However, with a Spending Review announced covering the entire Parliamentary period, it is hoped that the Grant announcement in December will include some indications of future allocations which could be used to better inform future budget planning.

6.15 Because of the timetable for the publication of the final budget proposal and of the Grant announcement there will only be time to reflect but not react to the final numbers and therefore, as with previous years, it is proposed to amend the final budget by making an adjustment to, or from, Working Balances if the numbers vary from those assumed here.

7 Retained Business Rates

7.1 The other element of Government Grant is Retained Business Rates. This remains one of the most difficult areas of the budget proposal to accurately predict.

7.2 The report to Cabinet in November explained in more detail the background to this funding stream, the difficulties in accurately predicting business rate growth and, more importantly, potential reductions though appeals.

7.3 The position on appeals continues to represent a significant risk, as these have twice the impact on the budget as growth. The payment and the backdating of refunds potentially further increases the downside risk in any given year by a factor of four but, what is believed to be, an adequate reserve has now been established.

7.4 A further year of operating within this new system and the creation of an Appeals Provision has helped reduce some of the inherent risks and uncertainty within the system, but it is likely that the product of the system will always remain highly volatile.

7.5 For initial budget planning purposes a cautious extrapolation of current changes has been projected forward to arrive at a starting position for 2016/17. This reflects some uplift through the annual RPI adjustment (0.8%) in the Business Rates Multiplier (as determined by Central Government) but assumes that Growth will exceed Appeals during the next year.

7.6 Whilst some growth is suggested by the planning work it is, for the reasons given, far from certain and so it is considered imprudent to build a budget proposal which significantly relies on this in 2016/17.

7.7 Avoidance of any significant dependency on Business Rate Growth is further justified by the Government's announcement that it intends to consult on changing the split of local government resourcing in favour of those councils responsible for Adult Social Care. Given that there has been tension between tiers over the 80:20 split of Business Rate Growth in favour of districts since it was introduced, it is feared that that this distribution may be targeted for review and any benefit to lower tier councils significantly reduced.

7.8 In light of these concerns, it is proposed that any gain (outside of that generated through Pooling, discussed later in this report) or loss achieved in the year will be managed through the Business Rate Equalisation Reserve in 2016/17. If at that point any growth is considered to be sustainable and the longer term position in relation to the retention of gains is clarified, then it will be captured in the budget beyond 2016/17.

7.9 An update on the position in relation to outstanding appeals and the implications of any Government consultation on the distribution of Business Rates gain will be provided to Cabinet at the point it must make its final budget recommendation in January.

7.10 The budgetary projection includes the extension to various Rate Reliefs (notably Small Business Rates Relief) through 2015/16 and 2016/17 announced in the Chancellor's Spending Review statement. This reduces the amount of rates collectable and the Government compensates the Council based upon the amount of actual Relief given.

7.11 The Government has established a fair compensatory mechanism for its changes to the Business Rates system and so the impact is assumed to be revenue neutral to this Council.

8 Equalisation Fund for Business Rates Losses

8.1 As discussed earlier, in response to the volatility inherent in the new system the Council created an Equalisation Reserve to smooth out some of the unexpected results produced by the system.

8.2 This has already proved useful with the Council contributing in excess of £1,600,000 to the Reserve in 2013/14 with the expectation that the majority of this will be drawn back out again in 2014/15. In practice a further smaller contribution was made to the Reserve when the final position was known for 2014/15, resulting in a balance of just over £1.9 million.

8.3 Whilst this is potentially higher than required in order to establish a sustainable position, the biggest risk factors in the prediction of the on-going benefit likely to be achieved from the Business Rate system have yet to be resolved. These being the outstanding appeals lodged by the largest supermarkets and the potential redistribution of benefit between the tiers of local government.

8.4 Only when these are resolved will it be possible to determine a sustainable level of Business Rate gain to build into the base revenue budget.

8.5 The budget proposal for 2016/17 assumes that the reserve will again be used to manage uncertainty. As a clearer picture emerges, as to the appropriate size of the Reserve, a review will be undertaken to determine how much can be taken into the Revenue budget in following years. However, given the size of the Reserve it is considered that £476,000 of Business Rate gain could be safely taken into the budget planning proposals.

8.6 As long as the system continues to produce volatile results and until such time as to who gets the benefit is finally resolved, it is likely that the Equalisation Reserve will continue to prove both necessary and prudent. The balance on the Reserve will be monitored and reviewed annually as part of the Budget Planning process.

9 Business Rates Pooling

9.1 As reported to Cabinet in November, the Council submitted a Business Rate Pooling application to the Government for 2016/17, even though the Government never actually formally invited any proposals.

9.2 With no clear statement contained within the Chancellor's Spending Review it is assumed that Pooling will not be offered in 2016/17 and that instead this will be wrapped into the wider review of local government funding that will include the Government's stated intention for councils to retain 100% of business rates by 2020.

9.3 If, in the unlikely event, that a Pooling scheme is announced within the detailed grant proposals in December then the relative merits will be discussed in the final budget report to Cabinet in January.

10 Investments / Net Borrowing

10.1 The Council has been using its cash balances over the past few years in lieu of long term borrowing. This delivers an advantage over lending returns whilst base rates remain low. The financial advantage in terms of lower borrowing costs has been factored into the initial budget proposal.

10.2 As identified last year, the on-going low Bank Base Rate is creating financial pressure. Since 2010 the shortfall in investment earnings, which has arisen from the record low base rate, have been smoothed via the use of the Interest Rate Equalisation Reserve. This Reserve was created from excess interest earnings in times when the Base Rate was considerably higher than its present level.

10.3 This Reserve has been used effectively over the past few years to smooth the budget pressure created by the lower interest rates in the realistic expectation that rates would recover.

10.4 Whilst Rates are now forecast to potentially start increasing, this will be gradual and the timeframe is expected to be lengthy.

10.5 Therefore, any further ongoing use of the Reserve is unsustainable and, as previously identified, the Council's reliance on the Interest Equalisation Reserve will need to be curtailed.

10.6 Consequently, a reduction has been factored in to the Medium Term Financial Plan, bringing the recognition of investment income down to what is considered to be a sustainable ongoing level. Last year, as part of that budget planning exercise, it was proposed that a zero use of the Reserve should be achieved by 2017/18.

10.7 After reviewing the Balance on this particular Reserve it is deemed that the move to zero usage could be pushed out a further year and that no further reduction is required in 2016/17, but that reductions should instead take place in 2017/18 and 2018/19.

11 New Homes Bonus

11.1 Council agreed a New Homes Bonus Strategy on the 5th December 2012. Within this there is an adjustment for the loss of grant associated with the introduction of the Bonus.

11.2 The Council agreed not to use the majority of the New Homes Bonus in support of the revenue budget, firstly because it denied the potential use of the Bonus on schemes to mitigate the impacts of growth, such as East West Rail, but secondly because it risked the revenue budget becoming overly dependant on a grant stream whose long term funding was far from certain.

11.3 The Policy does however allow for an adjustment to reflect the proportional grant loss associated with the on-going national top slicing of the local government funding settlement in order to pay for higher New Homes Bonus payments in those years.

11.4 In accordance with this policy a further adjustment had been proposed in 2016/17, being the 6th and final adjustment. That adjustment being calculated based upon a reported increase in the total properties in the Vale over the past 12 months (including the reduction in long term empty properties) equal to 1,600 dwellings.

11.5 The Chancellor's Spending Review Statement outlined his intention for a review of this scheme to be consulted upon as part of the detailed Grant announcement in December. Specifically, the following comment was included in the Chancellor's Blue Book Statement;

"**The government will also consult on reforms to the New Homes Bonus, including means of sharpening the incentive to reward communities for additional homes and reducing the length of payments from 6 years to 4 years.** This will include a preferred option for savings of at least £800 million, which can be used for social care. Details of both reforms will be set out as part of the local government finance settlement consultation, which will include consideration of proposals to introduce a floor to ensure that no authority loses out disproportionately."

11.6 The total annual cost of New Homes Bonus is currently around £1.5 Billion and so the target reduction represents a signification diminution of the benefit from the scheme and as the District with the highest growth in new homes in the Country, any change to the scheme will impact this Council more than any other.

11.7 Further, it is speculated that the 80:20 split of New Homes Bonus in favour of planning authorities might also be targeted as an area to be reviewed or changed in favour of upper tier councils. Whether this is the reference to Social Care within the Chancellor's Statement or, whether this is separate and in addition is currently open to speculation.

11.8 Either way, the statement raises serious concerns over the extent to which the Council can rely on this income and justifies the policy stance adopted thus far. It also calls into question the intention to build a 6^{th} adjustment into budget planning in 2016/17 and with the considerable uncertainty hanging over this funding stream, the budget presented has factored out any further reliance for now.

11.9 This position might be re-visited once the detailed grant figures for consultation are announced.

12 Council Tax Base (Discounts, Exemptions and the Reduction Scheme)

12.1 As a response to the financial impact on councils of introducing Localised Council Tax Discounts (the replacement for Council Tax Benefits) the Government also gave extra freedoms to change other Discounts and Exemptions within the Council Tax system in 2013.

12.2 These mainly related to empty property discounts and the Council used these freedoms to review the extent of discounts offered. These changes complemented the Council's objective of bringing empty properties back into use as quickly as possible, thereby reducing the need for new housing.

12.3 The impact of these changes has been to reduce the discounts given and thereby increase the Council Tax payable. The measure of Council Tax payable is the Council Tax base and this has seen a further significant increase. This partly relates to the changes in Discounts and Exemptions and partly the on-going growth in housing numbers across the Vale.

12.4 The combined financial impact has been to increase the estimated amount of Council Tax collectable by £205,500 in 2016/17.

12.5 In relation to the review of the Council Tax Reduction Scheme and the limits within it, these are usually aligned to those used in the wider national Welfare schemes. With these being under threat of reform it has not been possible to carry out a detailed review within a suitable consultation timeframe because of the uncertainty over the Government's proposed changes.

12.6 Ultimately, the Government announced within the Spending Review its decision not to proceed with some of its proposed changes, notably around changes to Tax Credits, but this came too late to effect any significant review of the local system.

12.7 In the absence of a full review, the decision would normally be the only uprate local factor in line with inflation. However, as CPI was effectively zero in September it is recommended that no changes are made to existing limits this year, other than to those which the Government determines nationally.

12.8 With a clearer direction as to the Government's policy in relation to Welfare Reform a full review of the Local scheme can now be undertaken during the forthcoming year so as to better inform decision making for 2017/18.

13 Aylesbury Vale Estates

13.1 The Budget Planning report to Cabinet in November explained the current position with regards to Aylesbury Vale Estates.

13.2 A business plan for the current year has yet to be agreed by the Board of AVE. This has primarily been to allow the revised Board membership on the AVDC side to understand the business pressures facing the vehicle and to seek proposals for improving the financial performance to a position more in line with the original expectations.

13.3 A business plan is being developed and it is expected that this will be presented to both Cabinet and Scrutiny early in 2016.

13.4 Dividend payments are forecast within the developing version of the AVE Business Plan for 2016/17 and in keeping with the realistic expectation that these will be delivered they have been reflected within the budget proposal presented here.

14 Council Tax

14.1 The Government has yet to announce its policy on Council Tax increases, but signals from the Spending Review indicate that whilst a threshold is still likely to exist at the same level as in previous years, it might not be underpinned by a Council Tax Freeze grant offer.

14.2 As reported to Cabinet in November, the current MTFP assumed that Council Tax would rise in each of the years of the Medium Term Financial Plan from 2016/17.

14.3 The purpose of the increase was twofold, firstly to offset the impacts of inflation within services and secondly, to partially mitigate the impact of Government Grant reductions.

14.4 Whilst headline inflation remains low for now, there is a difference between the headline rate and the actual rate of inflation experienced by different organisations. The actual rate of inflation for AVDC is therefore higher than the headline rate.

14.5 However, the larger consideration and principal justification is the reduction in support from the Government. Members will be aware that the cost of services to residents is current met £93.08 by the Government and £136.35 by the residents themselves through Council Tax (calculated at a Band D property equivalent).

14.6 In 2016/17 support from the Government will further reduce to £75.40 per property, a reduction in spending power of £17.68.

14.7 Without action by the Council, the lower support from the Government would equate to a straight reduction in services received by residents. This ignores the higher costs of delivering services through the impacts of inflation, which only serves to compound the problem.

14.8 Because of Government controls over the level of Council Tax increases Council Tax could not be used to replace the entirety of the lost income, and even if there were no controls then the Council's priority would be to use all other means to avoid doing so.

14.9 However, a modest increase in Council Tax is still valuable in terms of partially mitigating the impacts of Grant loss and in the preservation of core services to residents.

14.10 Whilst the value of annual increases might seem minimal, the cumulative effect over the plan period is significant and is vital, as part of a package of actions, in terms of protecting services that residents expect.

14.11 As Council Tax is a non progressive tax, to hold it at the same level actually reduces its buying power in real terms as the action of inflation erodes its worth. In real terms, a decision to freeze Council Tax would actually represent a cut.

14.12 For these reasons, it is the recommendation of this report that Council Tax is increased to a point just below the expected Council Tax Referendum threshold limit of 2%.

14.13 Since the Government's austerity programme began the reduction in Government Grant support has been equal to £105 per resident.

14.14 Against this backdrop, it would be unreasonable for residents to continue to expect to receive the same services without something changing, such as the level of tax paid or the ability of the Council to generate new income through other means.

14.15 In practice the Council has focused on efficiency measures and new income generation / income maximisation as a way of preserving valued services. To a lesser extent, where it was evident that existing services were no longer valued, some of these have also been stopped.

15 Reserves

15.1 Earmarked reserves represent the prudent saving of sums against the recognition of future financial events which, if not prepared for, would be difficult to deal with at the point they occur. In short, earmarked reserves are an essential part of sound financial planning.

15.2 As part of the development process for 2016/17 the Cabinet member for Finance, Resources and Compliance is undertaking the annual full review of the Council's Reserves and Provisions.

15.3 With the national focus on the reduction in resources and continuing media interest it is unfortunate that the Council's earmarked reserves position has shown a considerable jump as this belies the reality of the situation the Council is facing.

15.4 The principal explanation behind the increase is the sizeable amounts of New Homes Bonus being received by the Council on the back of the significant housing growth in the Vale and the difficultly in delivering infrastructure schemes in a short timeframe. The consequence of this is the ring fencing of these sums in Reserves pending the delivery of the schemes.

15.5 If these sums are excluded then the findings of the review are likely to show that whilst the overall level of the Council's reserves have remained broadly constant, there was a significant use of reserves in 2014/15 which was largely offset by the extra provision for the local plan development process and the defence of planning decisions against appeals.

15.6 The vast majority of reserves held are for legitimate reasons and that the balances are reasonable given a fair assessment of the budgetary pressures that they are held against.

15.7 The total balance held in reserves is expected to dip significantly over the next 2 years as the pressures against which they are held materialise and the infrastructure schemes for which New Homes Bonus is held are delivered.

15.8 Where the revenue budget is dependent upon the use of funding from reserves, reliance is being reduced to the point where the budget is deemed to be sustainable.

16 Review of Fees and Charges

16.1 As part of budget planning for 2015/16 the Cabinet reintroduced an annual review of all the Council's Fees and Charges as a core part of the process.

16.2 This was introduced in accordance with the wider transparency agenda to enable any proposed changes to be debated and discussed in an open forum.

16.3 Prior to that, Fees and Charges were reviewed at various times during the year.

16.4 The review of charges for 2016/17 is included as Appendix E to this report.

16.5 In terms of significant revisions there are relatively few with most being held or increased by less than 2%. The only significant exceptions are leisure pitch fees at Bedgrove and Meadowcroft , and the introduction of new Pre Application Advice tariffs in Planning.

16.6 Environmental Health has also had to respond to new legislative requirements around the Smoke and Carbon Monoxide Alarm (England) Regulations 2015 which came into force on the 1st October 2015. The regulations place a duty on local housing authorities to serve remedial notices on private sector landlords who breach their duties under the regulations which require them to install smoke and carbon monoxide alarms (where appropriate) in their rental properties. Regulation 8 allows the local housing authority, where it is satisfied that a landlord has breached a remedial notice, to require the landlord to pay a penalty charge that must not exceed £5,000.

16.7 It is recommended that Aylesbury Vale District Council, in line with other Buckinghamshire Local Authorities, determined that the penalty charge be £5,000 and that there be no reduction in penalty for early repayment. This is because once a remedial notice is served the landlord has a period of 28 days in which to comply and avoid the penalty. The smoke and carbon monoxide alarms that are required to be fitted are readily available in high street shops at low cost and can be fitted easily in most properties without requiring technical expertise. The consequences of there not be a working smoke or carbon monoxide alarm in a property are potentially extremely serious and could result in fatalities in the event of a fire or carbon monoxide incident. It is therefore believed that imposing the maximum £5000 fine is justified when remedial notices under these regulations are breached.

17 Balances

17.1 The Council holds general working balances as insurance against unexpected financial events. This includes failure to generate expected income as well as financial claims against the Council.

17.2 The current minimum assessed level of balances is £2.5 million which has been arrived at based upon a risk and probability assessment of potential budgetary factors during 2016/17. This remains unchanged on the previous year and is a reflection of the massive uncertainty surrounding the impact of the Government's changes to the Grant system and the impacts of Business Rates plus the financial concerns over the size of the change agenda in response to this uncertainty.

17.3 The September Quarterly Digest projected savings against budget for the year in excess of £1,000,000. Some of this represents "one off" additional income such as that relating to property income, but a significant element is attributed to work undertaken by officers and Portfolio holders to deliver savings targets.

17.4 With the cost of developing the VALP and defending hostile planning applications being of particular concern at the moment, it is considered prudent to set aside excess Planning income from 2015/16 in a specific reserve held for this purpose. A review will take place at the year end to see how much funding is likely to be required and how much could be set aside for that purpose.

17.5 Current projections indicate that working balances might end 2015/16 at around £4 million after appropriations for specific projects. This is significantly above the assessed minimum level.

17.6 The holding of excess balances presents the Council with opportunities to offset the upfront costs of change initiatives that will payback and deliver ongoing savings in later years.

17.7 One such example was the funding last year of the Website and E-Commerce project (Right Here, Right Now) leading to the recent website relaunch and the forthcoming automation of many of the Council's existing processes. It is expected that this will deliver considerable efficiencies in the organisation through allowing customers to self serve and these efficiencies will contribute towards balancing the budgets in future years.

17.8 However, this project represents only a fraction of the wider organisational change required in order to ensure the Council is sustainable in the future, against a backdrop of projected falls in funding.

18 Sustainable AVDC

18.1 To address the wider challenge a fundamentally different approach to service delivery is required and the outline of this was presented to Cabinet in November.

18.2 This is a universal change to the whole management of the council, the most significant since the inception of the council in 1974. Moving from a silo organisation to an enterprise organisation is a fundamental change, and requires careful but significant investment

18.3 However the rewards are a sustained organisation which without the investment and the transformation would fail at some point in the very near future. That is fail to deliver services that local people expect, rely on and value. It is not being over dramatic to state this and it is possible to point to recent examples of councils which have failed to do this and as a consequence are under severe financial pressure and in imminent danger of collapse.

18.4 The early recognition of the need to reform and then backing this up with on-going investment in the process of reform are the key elements of the organisation's success thus far in dealing with the financial imperative.

18.5 As we are no more than halfway towards the final expected position, it is essential that the organisation continues to adequately invest in resolving this challenge in order that there is a continual delivery of future savings so as to protect service delivery.

18.6 This proposed sustainability programme is built upon the founding elements of the NBM programme, and applies this to the entire organisation. In short its aim is to:

- React to the increasingly challenging financial position of the council
- Deliver automated and more cost efficient forms of service delivery including self serve, aligning us with most of the other service providers that our residents use in their day to day life
- Create greater value and income from more commercial operations to cross subsidise those areas of the council which can not cover their own costs
- Focus on the customer at the heart of everything we do

18.7 In achieving these aims there are a number of changes to the way in which we are organised, and how our staff work. In summary:

- Overall a need for a much more commercial approach and understanding of our business
- Remove the silo arrangement of staff, moving them into a more generic approach to fulfilling customers demands (without losing specialism where these are needed to meet customer demands)

- Detach management responsibility from professional expertise – recognising that good management does not always come with specific technical expertise
- Become more flexible in the way we work, and the way we serve customers, enable staff, process and structure to react to new demands from our communities
- Wider spans of responsibility for managers, and a more corporate as opposed to departmental orientation

18.8 In the simplest form, AVDC need to be:

- Orientated around the customer, fulfilling their demands – delivering what customers want
- Speedy in response to customer demands, similar to commercial organisations – when customers want it
- Within a cost effective delivery model – at a cost customers will pay

18.9 To kick start and enable this change, the entire structural model of AVDC will be changing. This is in recognition of the above context and sets AVDC on a new footing to deal with the future challenges ahead. Conceptually, the new AVDC will do away with the historical departmental structure and to replace it will be a five part, more flexible and universal structure.

18.10 This will then enable a full business review of all current activities with a view to understanding and maximising income opportunities and rationalising the organisation of resources in the most efficient way so as to deliver the right products at the lowest cost.

18.11 To deliver change on this scale requires considerable resources on an invest to save basis, with core objective of delivering an organisation at the end of which is able to function, survive and even thrive within the funding resources available to it at that point in time.

18.12 To do this properly requires the secondment of a number of key individuals from within the organisation in order to work solely on the restructuring and review of processes. Until such time as their work delivers benefits, these individuals will require backfill and project management direction and support.

18.13 To achieve this, whilst ensuring the continued delivery of core services to residents, it will require the Council to invest and resource the exercise properly and so it is proposed that £600,000 of the Council's General Fund working balance is ring fenced for this specific purpose.

18.14 As the project is in the early stages of development a detailed budget requirement cannot reasonably be presented and so to ensure that the proper governance and accountability is maintained for the allocation of this funding it is recommended that the authority to determine the allocation and to commit this budget is delegated to the Cabinet member for Finance, Resources and Compliance. If agreed by Council, this will bring down the estimated level of Working Balances taken into 2017/18 to nearer £3½ million.

18.15 The projected position in respect of Working Balances is presented as Appendix B to this report.

19 Medium Term Financial Plan (2017/18 and After)

19.1 The report to Cabinet in November set out the rationale for the core assumptions used in the Medium Term Financial Plan. In summary, the single biggest issue remains the ongoing and severe reductions in Government Grant, and the uncertainty as to how these will be applied to individual councils.

19.2 The reality of continued public sector austerity through this Parliamentary term has been confirmed within the recent Spending Review document. The only question remains around how much and how quickly for individual councils.

19.3 The Medium Term Financial Plan set out here is predicated on reductions at the same rate as experienced over the last 5 years through to 2020. At that point the Council will receive no support towards services from the Government. Ahead of the Government's consultation on Grant allocations, estimated mid to late December, it is not possible to refine this prediction.

19.4 However, there may be some limited opportunity to finesse the assumptions in the Final Budget proposals to Cabinet in January based upon the information contained within the consultation document.

19.5 Whatever messages that contains, it remains likely that lower tier councils, such as this, will fair less well as the reduced resources available to local government are targeted more towards Audit Social Care. This potentially creates a double hit, however, is probably no worse than the "no grant" spectre being used as the core planning assumption used in recent years. This message is also that which has driven the savings agenda and therefore the focus of the Council over the past 5 years.

19.6 Thus far the Council's strategy has been effective, in that by the end of 2016/17 the cumulative annual savings, additional income and efficiency measures achieved will exceed £13 million.

19.7 The strategy for balancing the next 5 years represents a shift away from the New Business Model to a more holistic and all embracing solution that builds upon the success of New Business Model but which searches for deeper efficiencies and a clearer, greater focus on understanding and delivering what the customer wants.

19.8 Not excluded from this will be the ongoing investigation into new models for local government and public services generally. This may extend to neighbouring councils and beyond the boundaries of Buckinghamshire

20 Special Expenses

20.1 This report normally seeks to include a recommendation on the Special Expenses budget for Aylesbury Town.

20.2 Work is progressing to develop this budget and initial indications are that a review of costs and service charged into this area are likely to result in the Tax in Aylesbury remaining frozen at its current level.

20.3 The draft budget under development is attached as Appendix F.

21 Options Considered

21.1 The report provides a commentary on the key elements of choice within the budget proposals and outlines the reasons for the recommendations.

22 Recommendations

22.1 These are set out within the report and summarised in paragraph 2.

23 Resource Implications

23.1 These are covered within the body of the report.

Contact Officer Andrew Small Tel: 01296 585507

APPENDIX A1

Medium Term Financial Plan – 2016/17 to 2019/20 – Initial Proposals

Classification	2014/15 Base	2015/16	2016/17	2017/18	2018/19	2019/20
	£	£	£	£	£	£
Business Transformation	416,800					
Economic Development Delivery	-602,900					
Environment & Waste	4,711,600					
Finance, Resources & Compliance	576,900					
Growth Strategy	1,779,800					
Leader	5,232,900					
Leisure, Communities & Civic Amnts	7,138,300					
Plus: Inflation, Savings / Growth	0	-606,300	856,000	842,000	840,000	860,000
Less: Savings Still Required	0	0	-1,894,400	-1,946,100	-1,784,500	-1,682,400
Service Spend Total	19,253,400	18,647,100	17,608,700	16,504,600	15,560,100	14,737,700
Contingency Items	371,500	216,200	216,200	216,200	216,200	216,200
Financing & Asset Charges	-1,346,400	-1,346,400	-1,346,400	-1,346,400	-1,346,400	-1,346,400
Transfers to / (from) Reserves	135,600	135,600	135,600	135,600	135,600	135,600
Investment Interest	-436,700	-436,700	-336,700	-236,700	-236,700	-236,700
Cost of Borrowing	2,191,000	2,365,700	2,357,700	2,312,700	2,266,700	2,266,700
AVE Interest	-1,806,000	-1,983,000	-1,955,000	-1,877,500	-1,849,000	-1,849,000
Use of Balances	0	0	0	0	0	0
Plus: Special Expenses	-836,700	-836,700	-849,300	-870,500	-892,300	-914,600
New Homes Bonus	-1,178,000	-1,178,000	-1,178,000	-1,178,000	-1,178,000	-1,178,000
Retained Business Rates	-476,700	-476,700	-476,700	-476,700	-476,700	-476,700
Council Tax Freeze Grant	-82,100	-82,100	-82,100	-82,100	-82,100	-82,100
Less: Parish LCTS Payment	141,300	70,600	0	0	0	0
Funding Requirement	15,930,200	15,095,600	14,094,000	13,101,200	12,117,400	11,272,700
Funded By						
Government Grant	-6,320,400	-5,233,300	-3,941,200	-2,649,100	-1,357,000	-194,800
Collection Fund Transfer	-351,500	-210,000	-210,000	-210,000	-210,000	-210,000
AVDC Council Tax	9,258,300	9,652,300	9,942,800	10,242,100	10,550,400	10,867,900
Council Tax Base	67,902	69,409	70,104	70,805	71,513	72,228
Council Tax	**£ 136.35**	**£ 139.06**	**£ 141.83**	**£ 144.65**	**£ 147.53**	**£ 150.47**
Percentage Increase	0.00%	1.99%	1.99%	1.99%	1.99%	1.99%

APPENDIX A2

SUMMARY OF CHANGES

Classification	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£	£	£	£	£	£
Plus:						
Unavoidable Pressure		1,644,000	200,000	125,000	0	0
Inflation, Pay and Increments		559,000	627,000	708,000	831,000	860,000
Impact of Major Projects		24,000	48,000	28,000	28,000	0
Total	0	2,227,000	875,000	861,000	859,000	860,000
Less:						
New Income and Efficiency Proposals(16/17)		-1,953,300	-19,000	-19,000	-19,000	0
Major Projects		-880,000	0	0	0	0
Total	0	-2,833,300	-19,000	-19,000	-19,000	0
Total Pressures & Efficiencies Identified	**0**	**-606,300**	**856,000**	**842,000**	**840,000**	**860,000**
Change in Available Resources						
Reduction / (Increase) in Investment Interest		0	100,000	100,000	0	0
(Reduction) / Increase in Borrowing Costs		174,700	-8,000	-45,000	-46,000	0
(Growth) / Reduction in AVE Interest Payment		23,000	28,000	77,500	28,500	0
(Growth) / Reduction in AVE Dividends		-200,000	0	0	0	0
(Increased) / Reduced Use of Balances		0	0	0	0	0
(Reduction) in Contingency Provision		-155,300	0	0	0	0
Reduction in Collection Fund Surplus		141,500	0	0	0	0
(Additional) / Lower Government Grant - RSG		1,087,100	1,292,100	1,292,100	1,292,100	1,162,200
Additional / Lower Business Rate Growth		0	0	0	0	0
New Homes Bonus		0	0	0	0	0
Tax Base Growth		-205,500	-96,500	-99,400	-102,400	-105,500
Additional Council Tax		-188,500	-194,000	-199,900	-205,900	-212,000
Government Funding for Council Tax Freeze		0	0	0	0	0
(Increase) / Decrease in Special Expenses		0	-12,600	-21,200	-21,800	-22,300
Decrease in Parish Grant		-70,700	-70,600	0	0	0
Total Increase in Resources	**0**	**606,300**	**1,038,400**	**1,104,100**	**944,500**	**822,400**
Savings Required	**0**	**0**	**-1,894,400**	**-1,946,100**	**-1,784,500**	**-1,682,400**
Net Change in Resources	**0**	**0**	**0**	**0**	**0**	**0**

APPENDIX B

Budget Proposal - 2016/17 to 2020/21

GENERAL FUND REVENUE BALANCES

Classification	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	£	£	£	£	£	£
Balance brought forward	3,765,000	4,191,000	3,591,000	3,591,000	3,591,000	3,591,000
Windfall Gains & Special Applications of Balances						
- HS2	0	0	0	0	0	0
- Website and E-Commerce Programme	-650,000	0	0	0	0	0
- Commercial AVDC – Change Project	0	-600,000	0	0	0	0
Restated Balance Position	3,115,000	3,591,000	3,591,000	3,951,000	3,591,000	3,591,000
Forecast (Overspend) / Underspend	1,076,000	0	0	0	0	0
Planned Contribution / (Application)	0	0	0	0	0	0
Net (Use) of Balances	1,076,000	0	0	0	0	0
Balance carried forward	4,191,000	3,591,000	3,591,000	3,591,000	3,591,000	3,591,000

APPENDIX C

Savings, Efficiencies and Income as Part of 2016/17 Budget Planning

Portfolio	Service Area	2016/17 £	2017/18 £	2018/19 £	2019/20 £	2020/21 £	Proposal	Impact Assessment
Leisure, Communities and Civic Amenities	Parking Services - Vacant posts	59,000					Currently vacant posts being removed from the establishment	
	Service Charges for Waitrose and Travelodge on Waterside South	100,000					Income for service charges on these sites which is currently not reflected in the budgets, whilst the expenditure is.	None
	Shopmobility Buckingham	12,500					Intended transfer to Buckingham Town Council	
	Exchange Street car park - income over budget	120,000					Reflecting the higher income currently being achieved from this site.	Impact of the County Council's car park opening next door is unknown as yet.
	Community Development Manager	60,000					Post Restructured out of the organisation in January 2015	
	Grants Unit - Admin Support	5,400						
	Community Engagement - HP Project	5,100					Reduction in Project Funding based upon previous actual spend	
	Housing Restructure	156,000					Savings achieved following the 2015 review of the Housing structure	
	Grant Funding of Voluntary Organisations	111,000					Reductions in funding for Voluntary Organisations recommended by the Informal Grants Panel as part of the regular review process. Subject to Cabinet Member decision.	
Growth Strategy	Planning- DM restructuring	54,600					Staffing restructuring following review of DM application teams and business support	savings arising from restructuring to ensure that DM is self financing, whilst ensuring a more streamlined, cost effective service which should still safeguard the service delivery for customers and residents
	Planning DM heritage restructuring	56,700					Staff savings achieved from Heritage team restructuring introduced July 2015	Savings arising from restructuring to provide a more streamlined, cost effective service which should still safeguard the service delivery for customers and residents
	Planning Fee Income	257,000					Reflecting actual levels of higher income currently being received in this area.	
	Pre Application Fee Income	20,000					Reflecting actual levels of higher income currently being received in this area.	
	Planning Performance Agreement Income	100,000					Reflecting actual levels of higher income currently being received in this area.	
Leader	Deputy Chief Executive	70,000					Saving achieved from not replacing the Deputy Chief Executive, less the cost of alternative arrangements to cover his functions.	
Environment and Waste	Senior Technical Officers	78,000					Vacant posts from April 2015 following restructuring of the Environmental Health Department	
	Recycling and Waste (Commercial Waste)	50,000					Move 20% of Trade waste customers to Trade recycling reducing disposal costs	

Portfolio	Service Area	2016/17 £	2017/18 £	2018/19 £	2019/20 £	2020/21 £	Proposal	Impact Assessment
	Recycling and Waste	20,000					Income being achieved from Bulky Waste Sales	
	Recycling and Waste	120,000					Income being achieved from the sale of new bins to developers	
	Recycling and Waste	138,000	19,000	19,000	19,000		Additional income due to increase in garden waste charges partially offsetting the increased collection and disposal costs in the delivery of this service. Proposed £2 increase in 2016/17, followed by inflationary uplifts of £1 in subsequent years.	
	Recycling and Waste	100,000					Savings in the cost of Fuel because of low oil prices	
Finance, Resources and Compliance	Legal	90,000					Savings achieved from the restructuring of the Legal department and the procurement of legal services from HB Law	
	Recovery - Court Cost Income	100,000					Reflection of higher Court Cost income being received in excess of the budgeted sum	
	Payroll and Human Resources	70,000					Restructuring of Payroll and HR following the loss of the Dacorum payroll contract	
		1,953,300	19,000	19,000	19,000			

APPENDIX D

Budget Pressures Identified in 2016/17 Budget Planning

Portfolio	Service Area	2016/17 £	2017/18 £	2018/19 £	2019/20 £	2020/21 £	Pressure	Assessment
Leisure, Communities and Civic Amenities	Additional Night time Security Patrols in Car Parks	53,000					Provision of additional security patrols in and around car parks in the centre of Aylesbury to stop anti social behaviour	
Environment and Waste	Bucks County Council withdrawal from Inter Authority Agreement	200,000					Bucks CC termination of the Inter Authority Agreement over the sharing of savings accruing from avoided disposal costs associated with new waste and recycling collection arrangement introduced in 2012	
	Recycling and Waste (Garden Waste)	110,000					BCC change to tipping location for garden Waste Disposal	Increase fuel, vehicle, and staffing costs to the garden waste service
	Recycling and Waste	75,000	0	-75,000			BCC change to tipping location for Food Waste Disposal	After 2 years there will be an opportunity to reconfigure the way we collect waste due to vehicle lease expiry
	Recycling and Waste	400,000					Increase in Mainline Collection rounds to accommodate changes in BCC disposal location for EfW	Ongoing £400k increase to domestic Waste collection
	Recycling and Waste		200,000				District Population growth	Every four years there will be an increase in Mainline collection rounds due to district population growth (£200K per additional round) 2016/17 will see an increase in 1 round over and above changes to EFW and Bio Waste tipping locations.
	Recycling and Waste	200,000	0	200,000	0		Provision for loss of income from UPM. UPM have proposed a decrease in the amount paid per tonne for the remainder of the contract.	In 2017 procurement of the new recycling MRF will need to commence. Current markets show a cost (Gate fee) to AVDC of £30 per tonne. This would be the equivalent of minimum 500K cost to AVDC, base on existing tonnages.
	Recycling and Waste	186,000	0	0	0		Reduction in the Recycling credits @ 45 per tonne.	Based on 18,000 tonnes of recyclate largely remaining static over the next 4 years due to light weighting of materials and potential service changes
Finance, Resources and Compliance	Payroll and Human Resources	70,000					Loss of the Dacorum Payroll contract	
	National Insurance	350,000					Single State Pensions changes will mean no Employer NI reductions from SERPS	
		1,644,000	200,000	125,000	0	0		

APPENDIX E

FEES AND CHARGES

	2014/15	2015/16	2016/17
Democratic Services			
DVD of Webcasting Council Meetings	£85.00	£85.00	£85.00
Electoral Registration			
Sale of Full Register and the Notices of Alteration			
• in data format, plus £1.50 for each 1,000 entries (or remaining part of 1,000 entries) in it • in printed format, plus £5 for each 1,000 entries (or remaining part of 1,000 entries) in it	£20.00 £10.00	£20.00 £10.00	£20.00 £10.00
For sale of the list of overseas electors: • in data format, plus £1.50 for each 100 entries (or remaining part of 100 entries) in it • in printed format,plus £5 for each 100 entries (or remaining part of 100 entries) in it	£20.00 £10.00	£20.00 £10.00	£20.00 £10.00
Certain individuals/parties may purchase the **marked register** following an election • plus £2 for printed and £1 for data versions per 1,000 entries.	£10.00	£10.00	£10.00
Leisure			
Pitches / All Weather Pitches			
All Weather Pitch - Bedgrove			
Football Seniors Large Court	£19.00	£19.00	£20.00
Football Juniors Large Court	£11.00	£11.00	£11.50
Floodlights - Large Court	£7.50	£7.50	£8.00
Floodlights - Netball Court	£4.00	£4.00	£4.50
Netball - Senior per court	£11.50	£11.50	£12.50
Netball - Junior per court	£5.50	£5.50	£5.80
Junior Netball League- Season	£590.00	£590.00	£620.00
All Weather Pitch - MEADOWCROFT			
Peak Time-1/3rd area per hour	£21.63	£22.50	£24.50
Peak Time-2/3rd area per hour	£43.26	£44.99	£49.00
Peak Time-full area per hour	£64.90	£67.50	£73.00
Off peak time-1/3rd area per hour	£16.22	£16.87	£18.50
Off peak time-2/3rd area per hour	£32.45	£33.75	£37.00
Off peak time-full area per hour	£48.67	£50.62	£55.50
Flood lights-1/3rd area per hour	£10.82	£11.25	£12.25
Flood lights-2/3rd area per hour	£16.22	£16.87	£18.50
Flood lights-full area per hour	£27.04	£28.12	£30.00
Football Pitches Grass			
Adult pitch - per match at Fairford Leys	£73.74	£76.79	£83.50
Adult pitch - per match at all other venues	£62.40	£64.90	£70.50
Juniors aged 14 to 17 years inclusive, playing on an adult pitch - per match at Fairford Leys	£51.64	£53.71	£58.00

	2014/15	2015/16	2016/17
Juniors aged 14 to 17 years inclusive, playing on an adult pitch - per match at all other venues	£43.68	£45.43	£49.00
Juniors aged 13 years and under, playing on a junior pitch - per match at Fairford Leys	£43.68	£45.43	£49.50
Juniors aged 13 years and under, playing on a junior pitch - per match at all other venues	£39.73	£41.32	£44.50
Mini-Soccer pitch - used by 10 year olds and under (2 hour booking)	£20.44	£21.26	£23.00
Mini-Soccer pitch - used by 10 year olds and under (1 hour booking). 50% cost of above	£10.22	£10.63	£11.50
Off-pitch - space adjacent to pitches and changing room facilities.	£35.72	£37.15	£40.00
Cricket Square			
Adult-afternoon-per match (14:00 - 19:00)	£79.42	£82.60	£90.00
Insurance			
Insurance for any pitch hire	£1.50	£1.56	£2.50
Community Centres			
Alfred Rose Park, Bedgrove Park, Hawkslade Farm, Prebendal Farm and Southcourt			
All Community Bookings include Churches, Car Boots, Bazaars and Bank Holidays			
Monday to Friday			
8.00 - 13.00	£28.50	£28.50	£30.00
13.30 - 17.15	£28.50	£28.50	£30.00
17.45 - Close	£46.00	£46.00	£48.00
Saturday and Sunday			
8.00 - 13.00	£31.00	£31.00	£33.00
13.30 - 17.15	£31.00	£31.00	£33.00
17.45 - Close	£58.00	£58.00	£62.00
Private and commercial events include adult and children's parties and bank holidays			
Monday to Thursday			
8.00 - 13.00	£60.00	£60.00	£65.00
13.30 - 17.15	£60.00	£60.00	£65.00
17.45 - Close	£140.00	£140.00	£145.00
Friday Saturday and Sunday			
8.00 - 13.00	£60.00	£60.00	£65.00
13.30 - 17.15	£60.00	£60.00	£65.00
17.45 - Close (Friday and Saturday)	£162.50	£162.50	£185.00
17.45 - Close (Sunday Only)	£140.00	£140.00	£145.00
Committee Room at Alfred Rose			
Monday to Friday			
8.00 - 13.00	£22.00	£22.00	£22.50
13.30 - 17.15	£22.00	£22.00	£22.50
17.45 - Close	£31.00	£31.00	£31.50
Saturday and Sunday			
8.00 - 13.00	£22.00	£22.00	£22.50
13.30 - 17.15	£22.00	£22.00	£22.50
17.45 - Close	£43.50	£43.50	£44.50

	2014/15	2015/16	2016/17
Committee Room at Alfred Rose (parties)			
Monday to Thursday			
8.00 - 13.00	£28.00	£28.00	£29.00
13.30 - 17.15	£38.00	£38.00	£29.00
17.45 – Close	£67.00	£67.00	£68.50
Friday, Saturday and Sunday			
8.00 - 13.00	£28.00	£28.00	£29.00
13.30 - 17.15	£38.00	£38.00	£39.00
17.45 - 23.30 (Friday and Saturday)	£67.00	£67.00	£68.50
17.45 - 22.30 (Sunday Only)	£56.50	£56.50	£58.00
Bank Holidays - as rates above other than New Years Eve			
New Years Eve	£270.00	£270.00	£280.00
2 Hour Mon - Fri 9.00-17.30 promotion rate	£18.00	£18.00	£20.00
New Alfred Rose Committee Room. (If Main Hall is booked, hire committee room for just an additional £10.00 per session)	n/a	n/a	£10.00
Public Liability Insurance for voluntary groups, individuals and private parties	£7.50	£7.50	£8.00
Play Services (VAT exempt)			
Holiday Playscheme - 8.00 - 6.30	£28.00	£28.00	£30.00
Holiday Playscheme - 8.30 - 3.30	£20.00	£20.00	£22.50
Holiday Playscheme - 8.00 - 12.30	£15.00	£15.00	£16.00
Holiday Playscheme - 12.30 - 5.00	£15.00	£15.00	£16.00
After School Club - 3 - 6.00	£8.00	£8.00	£8.50
School Escort Service on Foot (daily charge)	£1.00	£1.00	£1.50
School Escort Service by Minibus (cost for 5 days)	£18.00	£18.00	£18.00
School Escort Service by Taxi (Buckingham Park)	n/a	£3.00	£3.00
School Escort Service by Taxi (Elmhurst)	n/a	£2.00	£2.00
Jonathan Page Play Centre - All Community Bookings - Main Hall			
Monday to Friday			
17.45 - Close	£45.00	£45.00	£45.00
Saturday, Sunday & Bank Holiday			
8.00 - 13.00	£40.00	£40.00	£40.00
13.30 - 17.15	£40.00	£40.00	£40.00
17.45 - Close	£70.00	£70.00	£70.00
Local Authority / Commercial Bookings - Main Hall			
Monday to Friday			
8.00 - 13.00	n/a	n/a	n/a
13.30 - 17.15	n/a	n/a	n/a
17.45 - Close	£130.00	£130.00	£130.00
Saturday, Sunday & Bank Holiday			
8.00 - 13.00	£65.00	£65.00	£65.00
13.30 - 17.15	£65.00	£65.00	£65.00

	2014/15	2015/16	2016/17
17.45 - Close	£150.00	£150.00	£150.00
All PRIVATE parties, not organised by companies, clubs where Public Liability insurance is not in place.	£7.00	£7.00	£7.00
Events on AVDC Land (See Notes below)	Per Week	Per Week	Per Week
Regular Activity i.e. Commercial Fitness trainer / personal trainer 1 or 2 sessions per week.	£10.00	£10.00	£12.00
Regular Activity - 3 or 4 sessions per week.	n/a	n/a	£18.00
Regular Activity - 5 or more sessions per week.	n/a	n/a	£24.00
	Per Day	Per Day	Per Day
Birthday party with only a small bouncy castle or small gazebo (for individuals looking to hire a park for a family party excluding 18th or 21st parties). This fee is not eligible for charity or public sector discount.	n/a	n/a	£30.00
Birthday party with a large bouncy castle, marquee or other equipment (for individuals looking to hire a park for a family party excluding 18th or 21st parties). This fee is not eligible for charity or public sector discount.	n/a	n/a	£60.00
Small event (i.e. expected attendance up to 300 people per day)	£240.00	£240.00	£240.00
Medium sized event (expected attendance of up to 999 per day)	£330.00	£330.00	£330.00
Fair or major ticketed event and also other events with expected attendance over 1000 per day.	£300.00	£400.00	£480.00
Get in/out days (for events which require the use of the land on days either side of the event day to set up and /or clear down)	£120.00	£120.00	£120.00
A discount may be applied for charitable “not for profit” events.			
Terms and conditions apply as per event booking agreement.			
1. Terms and conditions apply to all event organisers.			
2. A discount may apply for registered charitable and not for profit community activities.			
3. The Council may require a refundable deposit to be paid in advance of an event as security. Any unused deposit will be refunded as soon as practicable following the event. However if the Council incurs costs and expenses arising from the event the deposit or a part thereof will be retained by the Council in payment or part payment of the amount owing. In the event of any shortfall between the deposit and the actual costs and expenses, the applicant will remain liable for payment of the balance on demand. Any additional costs or reinstatement costs including grounds maintenance, cleaning, litter picking or any other associated costs arising from the event which the Council incurs in the granting of this permission will be charged by the Council on an hourly rate for Officer time and any contractor costs will be passed to the event organiser e.g. clearance of litter after the event/reinstatement of land damaged as part of the event.			
4. Expected attendance numbers are included as a guideline to the size and extent of your event only. No refund will be provided if attendance numbers are lower than expected at your event. See events on AVDC land application pack for further details.			
5. Any event will be charged on a half day or whole day basis i.e. up to 12.00 is half day. There is no allowance for charging by the hour. Event organisers must therefore be off site by 12.00 or they will be charged the full day rate.			
6. Fees and deposit will be payable no later than 2 weeks before the event date. Once the event pack application has been completed and returned and signed off by AVDC officers, payment must be provided with the completed signed event agreement.			
7. If fees and deposit are not received by the deadline set, AVDC will not give permission for the event to proceed and access to the site will not be granted.			
Green Spaces Team			
Bioversity Screening of Properties for Protected Species	£50.00	£50.00	£70.00
Dog Bin and Installation	£369.85	£379.10	£386.00

	2014/15	2015/16	2016/17
Dog Bin Relocation	£144.00	£147.60	£150.00
Dog Bin Empty	£1.33	£1.37	£1.40
Litter Bins	£58.36	£59.81	£61.00
Removal of waste from private land	£57.60	£59.04	£60.00
Town Centre Management			
Letting of Space in the Town Centre to Commercial Promoters	£50.00-£100.00	£50.00-£100.00	£50.00-£100.00
Fee for Town Centre Partnership	£30.00-£3,000.00	£30.00-£3,000.00	£30.00-£3,000.00
Market Traders Pitch Fee (Depends upon day / trader)	£14.30-£28.60	£14.30-£28.60	£14.30-£28.60
Housing			
Advertising on Bucks Home Choice	£65.00	£65.00	£65.00
Advertising on Bucks Home Choice (Direct Access to System)	£52.00	£52.00	£52.00
Preferred Development Partners	0	£7,500	£7,500
Legal and Local Land Charges			
Full Official Search Fee	£99.00	£99.00	£99.00
LLC1 Form -			
Search in: the whole of the register	£20.00	£20.00	£20.00
Search in: any one part of the register	£2.50	£2.50	£2.50
Search in: additional parcel of land	£5.00	£5.00	£5.00
CON29R – Required enquiries – One parcel of land only	£79.00	£79.00	£79.00
CON29R – Required enquiries – Additional parcels of land	£16.00	£16.00	£16.00
(Made up of LLC1 charge £5.00 and CON29R charge £11.00)			
CON29O – Optional enquiries – Numbers 5-21 only	£12.00	£12.00	£12.00
Optional Enquiry Number 22	£16.00	£16.00	£16.00
Planning Radius Enquiry	£12.00	£12.00	£12.00
Local Land Charges (Fees are prescribed by the Lord Chancellor)			
Registration of a charge in Part 11 of the register (light obstruction notices)	£67.00	£67.00	£67.00
Filing a definitive certificate of the Lands Tribunal under rule 10(3)	£2.50	£2.50	£2.50
Filing a judgment, order or application for the variation or cancellation of any entry in Part 11 of the register (light obstruction charges)	£7.00	£7.00	£7.00
Inspection of documents filed under rule 10 in respect of each parcel of land	£2.50	£2.50	£2.50
* Personal search in the whole or in part of the register in respect of one parcel of land	n/a	n/a	n/a
* In respect of each additional parcel, subject to a maximum of £16.00 (previously £13.00)	n/a	n/a	n/a
Official search (including issue of official certificate of search) in respect of one parcel of land:			
(a) in any one part of the register	£2.50	£2.50	£2.50
(b) in the whole of the register -			
(i) where the requisition is made by electronic means in accordance with rule 16; and	£20.00	£20.00	£20.00
(ii) in any other case	£20.00	£20.00	£20.00
(iii) in respect of each additional parcel of land	£5.00	£5.00	£5.00
Office copy of any entry in the register (not including a copy or extract of any plan or document filed pursuant to these Rules)	£0.40	£0.40	£0.40
Property and Contracts Section			
DS1 (Mortgage vacating) and DS3 (for part of land in a charge).	£50.00	£50.00	£50.00

	2014/15	2015/16	2016/17
Administration Fee.			
Deed of Rectification	£450.00	£450.00	£450.00
Deed of Release	£450.00	£450.00	£450.00
Notice of Assignment of Lease of Mortgage	£50.00	£50.00	£50.00
Open Space Deed	£850.00	£850.00	£850.00
Deed Concerning: Grant of Release, Assignment of Lease, Licence for change of use, Licence to Occupy, Wayleave, Access to realty, Easement and Deed of Variation.	£450.00	£450.00	£450.00
Sale of Land	£450.00	£450.00	£450.00
Planning			
Monitoring and Administering S.106 Agreements			
Pre-commencement Contribution, if below £40,000	£400.00	£400.00	£400.00
Pre-commencement Contribution, above £40,000	£600,00	£600.00	£600.00
Payment at later date, multiple payments or on-site provision of affordable housing	£600.00	£600.00	£600.00
Provision of on-site open space: • Not to be adopted • To be adopted (*) (*) if a bond is lodged, a bond fee is required.	Per acre £1,000.00 £2,500.00 £200.00	Per acre £1,000.00 £2,500.00 £200.00	Per acre £1,000.00 £2,500.00 £200.00
Pre-Application Advice – Householder & General Enquires			
Do I need planning permission?	£50.00	£50.00	£60.00
Will I get planning permission?	£50.00	£50.00	£60.00
Do I need & Will I get permission	n/a	n/a	£90.00
Planning History Check	£50.00	£50.00	£60.00
Validation Application			
Invalid Charge* - Planning application householder - Planning application – other	 n/a n/a	 n/a n/a	 £25.00 £50.00
Validity Check	£25.00	£25.00	£25.00
Invalid check LDO	n/a	£29.00	£30.00
Invalid Charge * - where an application fails to meet requirement of our validation checklist and additional information is not received within the specified period the application will be disposed and charge levied.			
Pre-Application Advice – New Dwellings			
1 dwelling • written advice • office based meeting followed by written advice • subsequent meeting with follow up (additional charge)	 £200.00 n/a £350.00	 £200.00 n/a £350.00	 £200.00 £350.00 £350.00
2-4 dwellings • written advice • office based meeting followed by written advice • subsequent meeting with follow up (additional charge)	 £300.00 n/a £450.00	 £300.00 n/a £450.00	 £300.00 £450.00 £450.00
5-10 dwellings • written advice • office based meeting followed by written advice • subsequent meeting with follow up (additional charge)	 £400.00 n/a £600.00	 £400.00 n/a £600.00	 £400.00 £600.00 £600.00
11-24 dwellings • written advice	 £600.00	 £600.00	 £600.00

	2014/15	2015/16	2016/17
• office based meeting followed by written advice • subsequent meeting with follow up (additional charge)	n/a £800.00	n/a £800.00	£800.00 £800.00
25 or more dwellings • written advice • office based meeting followed by written advice • subsequent meeting with follow up (additional charge) 25-29 dwellings • written advice • office based meeting followed by written advice • subsequent meeting with follow up (additional charge) 30-39 dwellings • written advice • office based meeting followed by written advice • subsequent meeting with follow up (additional charge) 40-49 dwellings • written advice • office based meeting followed by written advice • subsequent meeting with follow up (additional charge) Over 50 dwellings	10% of full planning fee. n/a n/a n/a n/a n/a n/a n/a n/a n/a n/a	10% of full planning fee. n/a n/a n/a n/a n/a n/a n/a n/a n/a n/a	Relevant flat fee now stated £800.00 £1,000.00 £1,000.00 £1,200.00 £1,400.00 £1,400.00 £1,500.00 £1,700.00 £1,700.00 Bespoke or PPA
Pre-Application Advice – Other Proposals			
0-100m^2 • written advice • office based meeting followed by written advice • subsequent meeting with follow up (additional charge)	£50.00 n/a £50.00	£50.00 n/a £50.00	£60.00 £90.00 £60.00
101-500m^2 • written advice • office based meeting followed by written advice • subsequent meeting with follow up (additional charge)	£300.00 n/a £450.00	£300.00 n/a £450.00	£300.00 £450.00 £450.00
501-1,000m^2 • written advice • office based meeting followed by written advice • subsequent meeting with follow up (additional charge)	£400.00 n/a £600.00	£400.00 n/a £600.00	£400.00 £400.00 £600.00
1,000-1,999m^2 • written advice • office based meeting followed by written advice • subsequent meeting with follow up Over 2,000m2	£400.00 n/a £400.00	£400.00 n/a £400.00	£400.00 £600.00 £600.00 Bespoke or PPA
Historic Buildings Pre Purchase Advice and Compliance Checking			
Level 1 – Meeting on site with Historic Buildings Officer • Initial Request Fee (first hour of officer time) • Additional officer time	£180.00 £60.00	£180.00 £60.00	£180.00 £60.00
Level 2 – Urgent site meeting with Historic Buildings Officer (within maximum of 10 working days) • Initial Request Fee (first hour of officer time) • Additional officer time	£240.00 £60.00	£240.00 £60.00	£300,00 Flat Fee

	2014/15	2015/16	2016/17
Listed Buildings Repairs and Design Advice for Alterations and Extensions			
Level 1 – Written advice only, based upon attached submitted material • Initial Request Fee (first hour of officer time) • Additional officer time	£60.00 £60.00	£60.00 £60.00	£60.00 £60.00
Level 2 – Meeting at the AVDC offices to discuss works with the Historic Buildings officer • Initial Request Fee (first hour of officer time) • Additional officer time	£60.00 £60.00	£60.00 £60.00	£60.00 £60.00
Level 3 – Site Meeting to discuss works with the Historic Buildings officer • Initial Request Fee (first hour of officer time) • Additional officer time	£90.00 £60.00	£90.00 £60.00	£180.00 Flat Fee
Level 4 – Urgent Site Meeting to discuss works with the Historic Buildings officer (within maximum of 10 working days) • Initial Request Fee (first hour of officer time) • Additional officer time	£150.00 £60.00	£150.00 £60.00	£300.00 Flat Fee
Biodiversity & Trees			
Screening visit to advise whether an ecological assessment required	£50.00	£50.00	£70.00
Specialist tree advice relating to planning	n/a	n/a	£70.00
Enhanced Copy Document Service Charges			
Pre Application/Appeal • First A3/A4 side • Each additional side up to a maximum of 30 sides • A0, A1 or A2 plan	£14.00 £0.70 £19.00	£14.00 £0.70 £19.00	£14.00 £0.70 £19.00
Premium Service for fast track advice where appropriate	n/a	n/a	Bespoke
Parking Services			
Exchange St, Upper Hundreds, Waterside, Coopers Yard and Hale Street (1 hour max)			
30 minutes (Exchange Street only)	£0.50	£0.80	£0.80
Up to 1 hour	£1.00	£1.50	£1.50
Up to 2 hours (Waterside Levels 1&2 only, max stay 2 hours)	£2.00	£2.00	£2.00
Up to 3 hours	£2.00	£2.50	£2.50
Up to 4 hours	£3.50	£3.50	£3.50
Up to 5 hours	£5.00	£5.00	£5.00
Up to 24 hours	£8.00	£8.00	£8.00
Hampden House, Whitehall Street, Friarscroft, Walton Green, Walton Street, Aqua Vale and Swan Pool		Aqua Vale only	Aqua Vale only
Up to 2 hours (Aqua Vale and Swan Pool only)	£1.00	£2.00	£2.00
Up to 4 hours (Aqua Vale and Swan Pool only)	£3.00	£6.00	£6.00
Up to 5 hours (Whitehall St, Hampden House and Walton St)	£2.50	£2.50	£2.50
Up to 24 hours (Friarscroft and Walton Green)	£3.00	£3.00	£3.00
Up to 24 hours (Hampden House, Walton St and Whitehall St)	£4.00	£4.00	£4.00
Up to 24 hours (Aqua Vale and Swan Pool)	£6.00	£10.00	£10.00
Anchor Lane (Blue Badge Holders Only)	Free	Free	Free
Sunday and Public Holidays	£1.00	£1.50	£1.50
Evening Charge (Aylesbury car parks)	£1.00	n/a	n/a

	2014/15	2015/16	2016/17
Cornwalls Meadow, Wendover and Winslow Market Square. Up to 1 hour (Wendover and Winslow Market Square) Up to 2 hours (Winslow Market Square) Up to 2 hours (Wendover only) Up to 3 hours (Wendover only) Up to 4 hours Up to 5 hours Up to 24 hours (Cornwalls Meadow) Up to 24 hours (Wendover) Western Avenue, Stratford Fields and Greyhound Lane	 Free £0.20 £0.50 £0.70 £1.00 £1.50 £2.50 £4.00 Free	 Free £0.20 £0.50 £0.70 £1.00 £1.50 £2.50 £4.00 Free	 Free £0.20 £0.50 £0.70 £1.00 £1.50 £2.50 £4.00 Free
Annual Permits • Exchange Street, Upper Hundreds and Waterside Level 3 • Coopers Yards and Whitehall Street • Hampden House • Walton Street, Friarscroft and Walton Green	 £1,400.00 £900.00 £700.00 £600.00	Walton St only £700.00	 £1.400.00 £900.00 £700.00 £800.00
Equipment Hire per day • Wheelchair • Scooter	 £3.00 £5.00	 £3.00 £5.00	 £3.00 £5.00
ENVIRONMENT AND HEALTH			
Dog Warden Fee Dog Warden Administration Costs	£25.00 £25.00	£25.00 £25.00	£25.00 £50.00
Enforcement Activity			
Environmental Information Requests (per hour)	£25.00	£25.00	£25.00
Food Health Export Certificates	£31.00	£31.00	£32.00
Food Health Export Certificates – Witnessed	£81.00	£81.00	£83.00
Acupuncture Licence	£142.00	£142.00	£145.00
Electrolysis Licence	£142.00	£142.00	£145.00
Piercing Licence	£142.00	£142.00	£145.00
Tattooing Licence	£25.00	£25.00	£145.00
Variation or change of name on licence	£50.00	£50.00	£26.00
Smoking in the workplace or work vehicle (£25.00 if paid in 15 days)	£50.00	£50.00	£50.00
Failure to display no smoking signs (£150.00 if paid in 15 days)	£200.00	£200.00	£200.00
Penalty for failure to comply with notice under the Smoke Alarm and Carbon Monoxide (England) Regulation 2014	n/a	n/a	£5,000.00
Public Heath			
Dog Fouling Fixed Penalty Notice	£50.00	£50.00	£50.00
Provision of No Fouling Signage to Parishes (adhesive) (10 signs)	n/a	n/a	£8.00
Provision of No Fouling Signage to Parishes (metal)	£6.00	£6.00	£7.00
Water Sampling – Check monitoring for one location and risk assessment	£230.77	£230.77	£235.00
Water Sampling – Check monitoring for one location	£152.68	£152.68	£156.00
Water Sampling – Each additional location	£43.48	£43.48	£45.00
Water Sampling – Audit monitoring only up to	£500.00	£500.00	£500.00
Water Sampling – Risk assessment only – no water sampling	£129.13	£129.13	£132.00
Premises Licensing			
Personal Licence Application	£37.00	£37.00	£37.00
Copy Personal Licence	£10.50	£10.50	£10.50
Change of name or address notification for Personal Licence	£10.50	£10.50	£10.50
Premises / Club Premises Licence new application	R.V.	R.V.	R.V.
Premises Licence annual fee including club premises	R.V.	R.V.	R.V.
Application for a copy of premises licence or summary on theft, loss	£10.50	£10.50	£10.50
Change of name or address notification for Premises Licence	£10.50	£10.50	£10.50
Application to vary specified individual as premises supervisor	£23.00	£23.00	£23.00

	2014/15	2015/16	2016/17
Application to Transfer a Premises Licence	£23.00	£23.00	£23.00
Interim Authority Licence	£23.00	£23.00	£23.00
Club Premise – Application for a provisional statement	£315.00	£315.00	£315.00
Temporary Event Notice	£21.00	£21.00	£21.00
Miscellaneous Licensing			
Riding Establishment Licence Fee (fee plus £15.00 per horse/pony)	£270.00	£270.00	£270.00
Animal Boarding Establishment Licence Fee (New)	£107.00	£107.00	£450.00
Animal Boarding Establishment Licence Fee (Renewal)	n/a	n/a	£110.00
Home Boarding Establishment (New)	n/a	n/a	£140.00
Home Boarding Establishment (Renewal)	n/a	n/a	£100.00
Breeding of Dogs Licence Fee (New)	£83.00	£83.00	£450.00
Breeding of Dogs Licence Fee (Renewal)	n/a	n/a	£110.00
Pet Shop Licence Fee (New)	£103.00	£103.00	£230.00
Pet Shop Licence Fee (Renewal)	£26.00	£26.00	£125.00
Dangerous Wild Animals Licence Renewal Fee (plus vet fee)	£211.00	£211.00	£370.00
Zoo Licence (New) (plus vet fee)	£344.00	£344.00	£600.00
Zoo Licence (Renewal) (plus vet fee)	£344.00	£344.00	£600.00
Administration Fee – replacement licence, change of address etc.	£25.00	£25.00	£25.00
Street Trading			
Consent Daytime	£6,642.00	£6,642.00	£6,775.00
Consent Evening	£4,163.00	£4,163.00	£4,246.00
Consent Wendover	£2,079.00	£2,079.00	£2,121.00
Kingsbury Pavement licence application fee	£600.00	£600.00	£600.00
Kingsbury Pavement licence application fee – annual renewal fee	£100.00	£100.00	£600.00
Sex Establishment licence (New/Variation/Transfer)	£2,200.00	£2,200.00	£2,244.00
Non Contested Sex Establishment licence (Renewal)	n/a	n/a	£480.00
Contested Sex Establishment Renewal	n/a	n/a	£2,020.00
Gambling Act			
Premises licence – new application	£1,764.00	£1,764.00	£1,800.00
Premises licence – annual fee	£233.00	£233.00	£238.00
Premises licence – application to vary	£633.00	£633.00	£646.00
Premises licence – application to transfer	£613.00	£613.00	£625.00
Premises licence – application for re-instatement	£619.00	£619.00	£631.00
Premises licence – application for provisional statement	£1,764.00	£1,764.00	£1,800.00
Premises licence – application (provisional statement holders)	£619.00	£619.00	£631.00
Copy of Gaming Act licence	£15.00	£15.00	£15.50
Notification of change of circumstances	£25.00	£25.00	£25.50
Unlicensed family entertainment centre – new application or renewal	£300.00	£300.00	£306.00
Small Society Lottery – new application	£40.00	£40.00	£41.00
Small Society Lottery – annual renewal fee	£20.00	£20.00	£20.50
Club Gaming Permit – new application	£200.00	£200.00	£204.00
Club Gaming Permit – annual fee	£50.00	£50.00	£51.00
Club Gaming Permit – renewal fee	£200.00	£200.00	£204.00
Club Gaming Machine Permit (renewable after 10 years)	£200.00	£200.00	£204.00
Alcohol Licensed Premises Gaming Machine Notification (2 or less)	£50.00	£50.00	£51.00
Alcohol Licensed Premises Gaming Machine Notification Transfer(2 or less)	£25.00	£25.00	£25.50
Alcohol Licensed Premises Gaming Machine Notification (more than 2)	£150.00	£150.00	£153.00
Alcohol Licensed Premises Notification Annual Fee (more than 2)	£50.00	£50.00	£51.00
Alcohol Licensed Premises Notification Transfer Fee (more than 2)	£25.00	£25.00	£25.50
Prize Gaming Permit – new application	£300.00	£300.00	£306.00
Prize Gaming Permit – renewal	£300.00	£300.00	£306.00
Prize Gaming Permit – variation	£100.00	£100.00	£102.00
Administration Fee – replacement licence, change name etc.	£25.00	£25.00	£25.50

	2014/15	2015/16	2016/17
Miscellaneous fees – copy of permit	£15.00	£15.00	£15.50
Scrap Metal			
Scrap Metal site – new application (3 year licence)	£600.00	£600.00	£612.00
Scrap Metal site – renewal (3 year renewal)	£350.00	£350.00	£357.00
Scrap Metal Collectors – new application (3 year licence)	£310.00	£310.00	£316.00
Scrap Metal Collectors – renewal (3 year licence)	£115.00	£115.00	£117.00
Variation of licence type i.e. change from site to collector	£145.00	£145.00	£148.00
Variation of licence i.e. name, site address, named site managers	£63.00	£63.00	£64.00
Reprint of licence	£35.00	£35.00	£36.00
Vehicle window cards	£60.00	£60.00	£61.00
Application assistance	£75.00	£75.00	£76.50
HMO Licensing			
Mandatory licence fee – application	£550.00	£550.00	£561.00
Mandatory licence fee – assistance with application (per hour)	£50.00	£50.00	£51.00
Mandatory licence fee – application administration fee (per 30 minutes)	£10.00	£10.00	£10.50
Additional licence fee – application (Year 1 of scheme)	£385.00	£385.00	£393.00
Additional licence fee – application (Years 2 to 5 of scheme)	£550.00	£550.00	£561.00
Additional S257 licence fee – application (Year 1 of scheme) (to 27/06/15)	£385.00	£385.00	£393.00
Additional S257 licence fee – application (Year 2 to 5 of scheme)	£550.00	£550.00	£561.00
Additional S257 licence fee – assistance with application (per hour)	£50.00	£50.00	£51.00
Additional licence fee – application administration fee (per 30 minutes)	£10.00	£10.00	£10.50
Taxi Licensing Hackney Carriage			
Annual licence fee including one test (vehicle under 6 years old)	£331.00	£331.00	£331.00
Annual licence fee including two tests (vehicle over 6 years old)	£372.00	£372.00	£372.00
Annual licence fee (vehicle 9 months to 10 years old)	£279.00	£279.00	£279.00
Annual licence fee (vehicle 6 months to 10 years old)	£186.00	£186.00	£186.00
Annual licence fee (vehicle 3 months to 10 years old)	£93.00	£93.00	£93.00
Replacement vehicle to expire on original licence date	£70.00	£70.00	£70.00
Insurance replacement vehicle	£200.00	£200.00	£200.00
Change of vehicle licence owner	£16.00	£16.00	£16.00
Taxi Licensing Private Hire			
Annual licence fee including one test (vehicle under 6 years old)	£303.00	£303.00	£303.00
Annual licence fee including two tests (vehicle over 6 years old)	£342.00	£342.00	£342.00
Annual licence fee (vehicle 9 months to 10 years old)	£256.00	£256.00	£256.00
Annual licence fee (vehicle 6 months to 10 years old)	£171.00	£171.00	£171.00
Annual licence fee (vehicle 3 months to 10 years old)	£85.00	£85.00	£85.00
Replacement vehicle to expire on original licence date	£70.00	£70.00	£70.00
Insurance replacement vehicle	£200.00	£200.00	£200.00
Change of vehicle licence owner	£16.00	£16.00	£16.00
Operator's licence – annual fee	£203.00	£203.00	£203.00
Miscellaneous			
Executive plate	£54.00	£54.00	£54.00
Replacement vehicle licence plate with bracket	£30.00	£30.00	£30.00
Replacement vehicle licence plate only	£22.00	£22.00	£22.00
Replacement bracket only	£8.00	£8.00	£8.00
Replacement vehicle window card	£20.00	£20.00	£20.00
Replacement door signs (each)	£16.00	£16.00	£16.00
Replacement drivers badge	£25.00	£25.00	£25.00
Replacement drivers lanyard	£6.00	£6.00	£6.00
Reprint of licence (driver, vehicle or operator) to be posted	£16.00	£16.00	£16.00
Reprint of licence (driver, vehicle or operator) to be emailed	£12.00	£12.00	£12.00
Replacement hackney carriage laminated tariff card and wallet	£10.00	£10.00	£10.00
Vehicle re-test within 14 days	£28.00	£28.00	£28.00

	2014/15	2015/16	2016/17
Vehicle re-test after 14 days of first test	£41.00	£41.00	£41.00
Non attendance at a vehicle inspection without 24 hours notice	£75.00	£75.00	£75.00
Drivers licence renewal (before previous licence expires)	£135.00	£135.00	£135.00
Drivers licence for one year (including knowledge test)	£79.00	£79.00	£79.00
Drivers licence for three years (including knowledge test)	£156.00	£156.00	£156.00
Knowledge test – retest	£24.00	£24.00	£24.00
Criminal Records Bureau check (enhanced) on line	£44.00	£44.00	£44.00
Criminal Records Bureau check (enhanced) via email	£60.00	£60.00	£60.00
LAPPC (Local Authority Pollution Prevention and Control)			
Application fee – standard process (includes solvent emission)	£1,579.00	£1,579.00	£1,579.00
Additional fee for operating without a permit	£1,337.00	£1,337.00	£1,337.00
PVR I, SWOBS and dry cleaners	£148.00	£148.00	£148.00
PVR I & II combined	£246.00	£246.00	£246.00
VRs and other reduced fee activities	£346.00	£346.00	£346.00
Reduced fee activities – additional fee for operating without a permit	£68.00	£68.00	£68.00
Mobile plant	£1,579.00	£1,579.00	£1,579.00
Mobile plant for the third to seventh applications	£943.00	£943.00	£943.00
Mobile plant for the eighth and subsequent applications	£477.00	£477.00	£477.00
If application is for a combined part B and waste application add extra	£297.00	£297.00	£297.00
Annual Subsistence – standard process low	£739.00	£739.00	£739.00
Annual Subsistence – standard process medium	£1,111.00	£1,111.00	£1,111.00
Annual Subsistence – standard process high	£1,672.00	£1,672.00	£1,672.00
Annual Subsistence – PVR I, SWOBS and Dry Cleaners Low	£76.00	£76.00	£76.00
Annual Subsistence – PVR I, SWOBS and Dry Cleaners Medium	£151.00	£151.00	£151.00
Annual Subsistence – PVR I, SWOBS and Dry Cleaners High	£227.00	£227.00	£227.00
Annual Subsistence – PVR I & II combined Low	£108.00	£108.00	£108.00
Annual Subsistence – PVR I & II combined Medium	£216.00	£216.00	£216.00
Annual Subsistence – PVR I & II combined High	£326.00	£326.00	£326.00
Annual Subsistence – VRs and other reduced fees Low	£218.00	£218.00	£218.00
Annual Subsistence – VRs and other reduced fees Medium	£349.00	£349.00	£349.00
Annual Subsistence – VRs and other reduced fees High	£524.00	£524.00	£524.00
Annual Subsistence – Mobile plant for first and second permits Low	£618.00	£618.00	£618.00
Annual Subsistence – Mobile plant for first and second permits Medium	£989.00	£989.00	£989.00
Annual Subsistence – Mobile plant for first and second permits High	£1,484.00	£1,484.00	£1,484.00
Annual Subsistence – Mobile plant for third to seventh permits Low	£368.00	£368.00	£368.00
Annual Subsistence – Mobile plant for third to seventh permits Medium	£590.00	£590.00	£590.00
Annual Subsistence – Mobile plant for third to seventh permits High	£884.00	£884.00	£884.00
Annual Subsistence – Mobile plant for eighth &subsequent permits Low	£189.00	£189.00	£189.00
Annual Subsistence – Mobile plant for eighth &subsequent permits Med	£302.00	£302.00	£302.00
Annual Subsistence – Mobile plant for eighth &subsequent permits High	£453.00	£453.00	£453.00
Late payment fee	£50.00	£50.00	£50.00
Transfer and Surrender – Standard process	£162.00	£162.00	£162.00
Transfer and Surrender – Standard process partial transfer	£476.00	£476.00	£476.00
New operator at low risk fee activity	£75.00	£75.00	£75.00
Reduced fee activities – partial transfer	£45.00	£45.00	£45.00
Temporary transfer – first transfer	£51.00	£51.00	£51.00
Temporary transfer – repeat following enforcement or warning	£51.00	£51.00	£51.00
Substantial change – standard process	£1,005.00	£1,005.00	£1,005.00
Substantial change – where change results in a new PPC activity	£1,579.00	£1,579.00	£1,579.00
Substantial change – reduced fees activities	£98.00	£98.00	£98.00
Contract Services	**2014/15**	**2015/16**	**2016/17**
Garden Waste	£38.00	£38.00	£40.00
Garden Waste administration fee for non direct debit payers	£4.50	£4.50	£4.50
Waste Sacks (50 sacks)	£90.00	£90.00	£90.00

	2014/15	2015/16	2016/17
Recycling Sacks (100 sacks)	£85.00	£85.00	£85.00
MOT Licence (Taxi)	£43.00	£43.00	£43.00
MOT Licence (External)	£40.00	£40.00	£40.00

AYLESBURY SPECIAL EXPENSES - SUMMARY BUDGET 2016/17

	2014/15 Actual £	2015/16 Original Budget £	2015/16 Forecast £	2016/17 Estimate Budget £
Aylesbury Market	29,671	8,800	4,500	9,700
Parks and Recreation Grounds				
Parks Administration	151,193	234,200	234,200	235,700
Alfred Rose Park	38,392	40,900	39,800	41,100
Bedgrove Park	58,018	62,300	60,300	62,700
Edinburgh Playing Fields	48,451	49,900	49,100	50,200
Meadowcroft Playing Fields	46,826	65,000	63,200	65,200
Vale Ground	29,633	14,700	12,600	14,900
Walton Court Sports Ground	36,663	44,000	41,400	44,200
Fairford Leys Sports Ground	68,377	82,700	81,100	83,100
	477,553	593,700	581,700	597,100
Community Centres				
Management	-	71,700	72,500	72,700
Bedgrove	(201,810)	54,000	57,600	54,600
Southcourt	28,377	48,600	58,100	49,200
Alfred Rose	24,107	47,800	48,300	48,400
Prebendal Farm	19,220	40,100	46,900	40,700
Quarrendon & Meadowcroft	53,480	41,600	39,200	41,600
Elmhurst	54,200	-	4,900	-
Haydon Hill	-	4,900	5,100	4,900
	(22,425)	308,700	332,600	312,100
Asset Rental Adjustment	(72,542)	(72,300)	(72,300)	(72,300)
Impairment Recharge	318,484	-	-	-
Repair and Maintenance Adjustment	-	-	-	-
Total Net Expenditure	730,741	838,900	846,500	846,600
General Reserve				
Balance Brought Forward	(471,407)	(455,207)	(518,666)	(477,366)
Expenditure in Year	730,741	838,900	846,500	846,600
Precept - Band D	(775,500)	(802,700)	(802,700)	(815,500)
Balance Carried Forward	(516,166)	(419,007)	(474,866)	(446,266)
Interest on Balances	(2,500)	(2,200)	(2,500)	(2,300)
Balance Carried Forward	**(518,666)**	**(421,207)**	**(477,366)**	**(448,566)**
Precept - Band D	£45.00	£45.00	£45.00	£45.00
Tax Base	17,233.49	17,838.50	17,838.50	18,122.50