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AYLESBURY VALE DISTRICT COUNCIL

Democratic Services

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29 December 2016

CABINET

A meeting of the **Cabinet** will be held at **6.30 pm** on **Tuesday 10 January 2017** in **Brill Church of England School, The Firs, Brill, Aylesbury, Bucks HP18 9RY**, 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 3 - 24)

To approve as a correct record the Minutes of the meeting held on 13 December, 2016, attached as an appendix.

3. DECLARATIONS OF INTEREST

Members to declare any interests.

4. DRAFT BUDGET PROPOSALS FOR 2017/18 (Pages 25 - 40)
Councillor Mordue
Cabinet Member for Finance, Resources and Compliance

To consider the attached report.

Contact Officer: Andrew Small (01296) 585507

5. TECHNOLOGY STRATEGY 2017-2022 (Pages 41 - 86)
Councillor Mrs J Blake
Cabinet Member for Business Transformation

To consider the attached report.

Contact Officer: Maryvonne Hassall (01296) 585663

6. PUBLIC SECTOR EQUALITY DUTY (Pages 87 - 102)
Councillor Mrs Macpherson
Cabinet Member for Leisure, Communities and Civic Amenities

To consider the attached report.

Contact Officer: Andy Barton (01296) 585430

CABINET

13 DECEMBER 2016

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

1. MINUTES

RESOLVED –

That the Minutes of 8 November, 2016, be approved as a correct record.

2. BUDGET PLANNING 2017/18 AND BEYOND - INITIAL PROPOSALS

The report to Cabinet on 8 November, 2016, had explained the context for 2017/18 budget planning and had highlighted the difficulties created by a number of high value factors, the greatest of which being those associated with retained business rates, further reductions in Government Grant and new homes bonus. The report now before Members sought to bring together those elements that could be predicted with some certainty and proposed a strategy for dealing with those which were difficult to forecast.

Work would continue on refining the elements of uncertainty between this meeting and consideration of Cabinet's final budget proposals in January, 2017. This would be informed by any views that might be expressed by the Finance and Services Scrutiny Committee, the latest projected position on business rate growth and the initial proposed grant numbers, expected to be announced by the Government in mid to late December.

Because of the greater than usual number of uncertainties, it was appreciated that there would be a greater chance of amendments being required to the proposals to be submitted to Cabinet in January, 2017.

As had been set out in the November Cabinet report, the approach adopted for setting the budget for 2017/18 was similar to that followed in previous years and relied primarily on capitalising the savings delivered via reorganisation, income generation and restructuring during 2015/16 and 2016/17.

Since the prospect of greatly reduced Government Grant had first been mooted in 2010/11, the Council had devoted considerable effort and resources to identifying and delivering a smaller net budget requirement. This had been achieved by the Council reconsidering what it did, what it could do and who should pay for the services provided. This work had been badged "Commercial AVDC".

This had not specifically been about income generation but had instead involved a review of what customers want and need, who was best placed to provide those 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 needed to be provided at all.

The work over the past twelve months in recognition of the forecast financial pressures had delivered significant savings, and many of these were already accruing in the current financial year. This work had been carried out with the expectation that these transformational and efficiency measures would replace the need for a crude annual

cuts exercise. This planned response to budget reductions represented a cornerstone of the budget development process.

The Council was currently undertaking a full structural review and assessment centre process in order to shape the future organisation. It was expected that the rationalisation of Council involving the removal of duplication, the breaking down of departmental silos and the reductions in unnecessary layers would deliver significant savings across the medium term planning period. However, as some of these revisions were currently subject to a statutory consultation process, it was not possible at this stage to indicate specifically what these savings represented.

In some areas it had been necessary to give an indicative view of the savings likely to accrue from the rationalisation, based upon the initial work undertaken. Because of the added uncertainty created by this approach, a higher contingent provision had been included in the budget proposals for 2017/18.
In addition to the major transformation exercises, a number of other savings had been generated as a result of service managers reviewing budgets for efficiencies and taking the chance to restructure as and when the opportunities presented themselves through natural staff turnover. A schedule of the significant savings to be incorporated into budget planning had been appended to the Cabinet report.

Some expected pressures relating to 2017/18 had been identified in the Medium Term Financial Plan (MTFP) back in February, 2016. The assumptions which had determined the sums to be provided for had been reconsidered and new pressures had been identified. The revised sums had also been appended to the Cabinet report.

A number of new spending pressures had materialised since February, the main one being an expected increase in the employers pension cost contribution. Based upon indicative numbers provided by the pension fund actuaries, it was believed that AVDC would be required to pay an additional 2%, which equated to £280,000. Whilst the overall scheme deficit had reduced over the previous three years, the expectations over future investment performance, taking into account the uncertainty surrounding the UK economy, had led the actuaries to conclude that the employer contribution would need to increase. At present the Council was still awaiting specific numbers and the financial model which calculated the impact of making lump sum contributions towards the scheme deficit.

There was a possibility that this sum could be reduced by the Council making a lump sum payment towards its overall deficit. The advance payment would be invested by the fund thereby generating income, which again reduced the deficit. However, as mentioned above, the impact of this could not be modelled until the Council had received the necessary information from the actuaries. The lump sum payment would be made from the new homes bonus reserve, which would be repaid annually from the savings made by not making the lower contribution into the pension fund. It was reported that for now, the budget proposals had been prepared ignoring this opportunity, but this would be modelled and presented to Cabinet as part of the final proposals report if a valid case could be made for doing so.

Other pressures included:-

- Increased costs relating to the HB Law legal contract where the demand on the service had been higher than anticipated in the areas of environmental health and property.

- An allowance for an additional costs following the strategic finance review.

- Payment of the new apprenticeship levy plus additional costs of hosting new IT servers and systems.

- The business rates paid on Council owned properties, particularly car parks.

The total service based pressures amounted to £1.483 million, of which £463,000 represented a general provision for inflation and pay. In respect of the latter, negotiations were yet to start. Members would be updated as the budget process progressed. There was also a potential pressure that had not been included for reasons of uncertainty. This related to the Council's asbestos liability on ex Council houses transferred to the Vale of Aylesbury Housing Trust (VAHT). VAHT was reaching the threshold where its liability ended and AVDC became responsible for the future costs of removal. Current indications were that the cost could potentially be as high as £300,000 per annum. Officers were currently working closely with VAHT to assess the position and to ensure that all expenditure since the date of transfer had been properly incurred and recorded. If, ultimately, there was a call on the Council, then the amount would be met from General Fund balances.

The revenue consequences of projects included within the Capital Programme (referred to elsewhere in these Minutes) were also appended to the Cabinet report on the budget proposals.

The Finance and Services Scrutiny Committee had at its meeting on 1 December, 2016, received a report on the Council's future IT strategy. When the strategy had been approved by Council, the revenue consequences would be fully scoped and built into the MTFP.

Members recalled that last year the Government had offered a multi year financial settlement to those councils who wished to accept it. Along with a majority of councils countrywide, AVDC had decided to accept the offer in view of the certainty it offered. (The Government had confirmed that the Council qualified for this offer).

The following table set out the elements of grant covered by the four year settlement. Currently, only the Revenue Support Grant element had been confirmed, as the baseline funding level related to the retained benefit the Council received from the business rates it collected:-

	2016-17 £M	**2017-18 £M**	**2018-19 £M**	**2019-20 £M**
Settlement Funding Assessment	5.22	4.30	3.83	3.26
of which:				
Revenue Support Grant	1.57	0.58	0.00	0.00
Baseline Funding Level	3.65	3.72	3.83	3.95
Tariff/Top-Up	-16.16	-16.47	-16.96	-17.50
Tariff/Top-Up adjustment				-0.69

The amount of business rates collectable from 1 April, 2016, was presently uncertain as the first national revaluation of business rates would come into effect on that date. The revaluation exercise was intended to be neutral across the country as a whole, and in order to achieve this, the Government would need to redistribute the gains and losses experienced at a local level. It would achieve this by adjusting the baseline funding level.

The Chancellor of the Exchequer's Autumn Statement was the precursor to the Government making detailed announcements in relation to local government funding,

but the exact timing of its announcement of the finance settlement had yet to be made public. The Government had indicated that it intended to make the announcement before the end of November, but this was still awaited. It might well be that the detailed numbers would not be known until mid December and therefore, they could not be included within the initial budget plans.

However, the Government's intention was that the impact should be neutral and any reduction in the baseline should be matched by an increase in the business rates collectable. Therefore for the purposes of the draft budget proposals, it had been assumed that there was no impact, and the existing numbers had been used.
Whilst this assumption had been made, and in practice there was little else that could be assumed, there was complexity in the adjustment calculation which might still have an impact. Namely, the eligibility of businesses which had experienced a change in their rates payable, to mandatory relief from business rates. The assumption used in the initial budget proposals was that any impact would be neutral, but this was still an area of risk.

As with the Grant position, the business rates revaluation also clouded the position on the amount of gain the Council might expect to achieve from business rates growth within the Vale. However, the trends that sat below the revaluation were largely expected to continue through 2017/18.

The Council was gaining from its retained share of the business rates growth being achieved in the Vale and was on target to deliver the £476,000 figure included in the budget for 2016/17. Monitoring information available at the point of preparing the Cabinet report only covered the first seven months of the year, up to and including October, and much could still impact during the remaining five months, which might undermine the position. The situation would be kept under review as the detailed budget formulation process progressed, so that the final position could be informed by the latest information available at that time.

By way of mitigation, the Council had created a business rates revaluation reserve alongside the introduction of business rates retention, in order to smooth any significant year on year fluctuation caused by the volatility inherent in the business rates system. It was expected that this would enable the Council to achieve the budgeted gains from the business rates system in 2016/17 and 2017/18.

In 2016/17, Aylesbury Vale had entered into a business rates pooling arrangement with Bucks County Council, Bucks Fire and Rescue, Chiltern District Council and South Bucks District Council. This arrangement, if successful, allowed these authorities to retain a greater proportion of business rates growth, by reducing the amount the Government would ordinarily capture.

At the halfway point through the first year of operation, the gains from the pool across the whole pooling area amounted to approximately £1.4 million. It was expected that this would decrease (as was usually the case), but there should still be tangible gains for AVDC at the end of the year. For indicative purposes, if the current position was replicated at the year end, then the gain for AVDC would be slightly in excess of £300,000.

No account had been taken of any anticipated gain in the draft budget proposals, but given the uncertainty which existed in other areas, it was considered that not to do so represented a prudent position for now. The pool created would continue to operate until and if any of the organisations that were a party to it, notified the Government that they wished to exit from the arrangement. For 2017/18, all parties had agreed to continue on the same basis, subject to seeing the final Government numbers contained in the finance settlement.

Should any of the parties become unhappy with the position contained within the settlement, they would have a window of 28 days to withdraw (from the date of the settlement being published). Such a decision by any of the parties would result in the pool being disbanded.

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

As had been identified last year, the on-going low bank base rate was creating financial pressure. Since 2010, the shortfall in investment earnings, which had arisen from the record low base rate, had been smoothed via the use of the interest equalisation reserve. This reserve had been created from excess interest earnings in times when the base rate had been considerably higher than it was at present. The reserve had 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.

In August, the bank base rate had been cut to 0.25%, which had increased the pressure on investment returns. Interest rates were not expected to rise until 2018 at the earliest and it appeared that the Council would need to make use of the interest equalisation reserve again. Therefore as part of this year's budget planning exercise it was proposed to make a contribution of £80,000 from the reserve in 2017/18.

In last year's spending review the Chancellor of the Exchequer had signalled his intention to review the operation and distribution of new homes bonus (NHB). This had been followed up with the publication of a consultation paper. The consultation proposed both a reduction in the benefit by reducing the time it was payable and a sharpening of the scheme's focus. It was reported that there was some speculation within the local government community that the extent of the Government's likely changes could be more far reaching than had been suggested in the consultation document. The consultation had sought views on the following:-

- Limiting the benefit from six to four years, or even possibly to two years.
- Reducing or removing the bonus on developments initially rejected by councils.
- Reducing or removing the bonus from those councils without a local plan.
- Setting an element of targeted growth.
- Transitional protection for those councils impacted by the greatest amounts.

The Government's stated intention was to reduce the amount of NHB payable. Consequently, as the District receiving the greatest amount of NHB, all of the proposals had a proportionately greater impact on this Council. The modelling accompanying the consultation projected allocations to this Council dropping away significantly from current levels.

Given the uncertainty surrounding its future, this Council had agreed not to increase the contribution from NHB into the revenue budget. The consultation had closed on 10 March, 2016, and as yet no formal response had been published by the Government. Because of its significance to many councils, it was expected that the Government would include its response within the finance settlement which was imminent.

Many councils relied heavily on NHB to balance their revenue budgets and so it was expected that the Government was unlikely to make any significant changes to the modelled allocations contained within the consultation document and the spending power measures included in last year's finance settlement data. However, as mentioned above the changes could be more far reaching than had been anticipated.

Reflecting this, the initial budget proposals contained unaltered assumptions in terms of NHB during the MTFP period. Once the finance settlement data had been released the assumptions would be re-tested and any changes required would be reported back to Cabinet (and Scrutiny, if timing permitted), as part of the consideration of final budget proposals.

Following the publication of the Government's consultation response, Cabinet would need to review the on-going policy in relation to how the Council used the amounts it received. For example, should the Council continue to take the same amounts into revenue and should it allocate the same proportion to Parishes? However, Cabinet could not reasonably do this until after the Government had published its final consultation response. The Parish scheme was currently being held in abeyance pending the outcome of the Government's review.

The AVE Business Plan for 2017/18 was currently being developed as referred to elsewhere in these Minutes. Dividend payments had been forecast within the developing central version of the AVE Business Plan for 2017/18 and these had been reflected in the initial budget proposals. The Plan also included a worst case scenario (excluding a dividend payment). This had been recognised as a budgetary risk and account had been taken of this also in determining the appropriate level of working balances to be held this year. As indicated later during the meeting, when considering the Business Plan, Members agreed some specific monitoring arrangements to ensure that the performance targets were being met, or if not, the reasons why.

The Government had yet to announce its policy on council tax increases (to be contained within the finance settlement), but it had been signalled that a threshold was still likely to apply at the same level as had been introduced for this year. The national policy had now shifted away from the desire to see council tax levels frozen, to an acceptance of minimal tax increases. Contained within last year's settlement was an assumption that each council would increase its council tax by the maximum permissible amount, short of requiring a referendum.

Consequently, the Government had reduced the amount of Grant it intended to award each council by an equivalent amount. Therefore any council not increasing their council tax by the assumed amount would, effectively be worse off than the Government intended. The maximum allowable increase had also been flexed last year for certain types of councils, with an additional 2% above the existing 1.99% being made available to councils with responsibility for adult social care. Further flexibility had also been given to district councils, thereby acknowledging the huge disparity in individual levels of council tax and consequently the maximum gain achievable by a percentage increase. For district councils, the maximum increase had been changed to 1.99% or £5, whichever was the greater.

It was noted that in allocating Grant reductions in the four year settlement, the Government had assumed that each qualifying council would take maximum advantage of this additional council tax increase threshold and had reduced Grant by an additional amount equivalent to the extra council tax it expected councils to generate. Implicit within this was a new Government assumption that more of the burden of funding council services would be transferred to the tax payer. Any council not wishing to pass this on to the taxpayer would consequently be worse off, as the Government would have reduced their Grant, assuming that they had.

Given this, the initial budget proposals included the assumed maximum that the £5 increase would be adopted in order to ensure that the Council was no worse off than the Government had assumed. A £5 increase at Band D would represent a 3.59% increase, equivalent to just under ten pence per week, and would increase the Band D council tax for Aylesbury Vale District Council to £144. 06.

Since the Government's austerity programme had begun the reduction in Government Grant support had been equal to £105 per resident. 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.

Earmarked reserves represented 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 occurred. Earmarked reserves were an essential part of sound financial planning. As part of the budget development process for 2017/18, the Cabinet Member for Finance, Resources and Compliance was undertaking a full review of the Council's reserves and provisions.

With the national focus on the reduction in resources and continuing media interest, it was unfortunate that the Council's earmarked reserves position had shown a considerable leap, as this belied the reality of the situation that the Council was actually facing. The principal explanation behind the increase was the sizeable amounts of NHB still being received by the Council on the back of the significant housing growth in the Vale and the difficulty in delivering infrastructure schemes in a short timeframe. The consequence of this was the ring fencing of these sums in reserves pending the delivery of schemes.

The vast majority of reserves held were for legitimate reasons and the balances were considered reasonable given a fair assessment of the budgetary pressures that they were being held against. The size of the reserves and the different time spans over which they would be required presented an opportunity to mitigate some of the increase in the Pension Fund contributions (referred to elsewhere in this Minute). This would be explored as soon as detailed modelling was made available.

The total balance held in reserves was expected to dip significantly over the next two years as the pressures against which they were being held materialised, and the infrastructure schemes for which the NHB funds were held, were delivered. Where the revenue budget was dependent on the use of funding from reserves, reliance was being reduced to the point where the budget was deemed to be sustainable.

Attached to the Cabinet report was a schedule of those fees and charges that had been reviewed as part of the budget process and which it was proposed to make changes.

The Council held general working balances as insurance against unexpected financial events. This included failure to generate expected income as well as financial claims against the Council. The current minimum assessed level of balances was £2.5 million which had been arrived at based upon a risk and probability assessment of potential budgetary factors during 2017/18.

Whilst the Government's four year settlement was a factor that might justify a reduction in this level of balances, it remained unchanged on the previous year, which was a reflection of the considerable uncertainty surrounding the impact of the Government's changes to the Grant numbers and the impacts of business rates revaluation, together with the numerous other issues identified within this Minute.

The September quarterly digest had projected a net contribution from balances of £238,000. This was made up of additional income/savings of £868,000, offset by a contribution to a new reserve of £1,106,000 to meet the costs of the commercial AVDC programme. Current indications were that working balances might end 2016/17 at around £3.6 million which was above the assessed minimum level.

The holding of excess balances presented the Council with opportunities to offset the upfront costs of change initiatives that would pay back and deliver on-going savings in later years. One such example was the funding during the current year of the commercial AVDC programme. It was expected that the change programme would continue to deliver efficiencies in the organisation. These efficiencies, some of which had already been included within the initial budget proposals, would contribute towards balancing the budgets in future years.

In accordance with good practice, the Council recorded and considered the significant risks it believed existed as an organisation which might hinder, or indeed prevent the Council, from delivering its statutory duties or core objectives. These risks were captured within the Council's risk register, together with mitigating factors. The risk register was reviewed regularly by the Audit Committee.

At its last meeting the Committee had commented on the value of this document and recommended that it be reviewed also by Cabinet as part of the budgetary process. Accordingly, the Cabinet report incorporated a copy of the document which had been included in the part of the confidential agenda. Members had noted the contents.

The Council's approach to balancing its finances over the MTFP was contained within the commercial AVDC programme. This could be summarised as follows:-

- Initiated in 2015 to manage the process of balancing the budget in the run up to a predicted total loss of Government Grant.

- The adoption of a two pronged approach of achieving savings by the consolidation of services, use of digital and reducing or eliminating duplication, whilst at the same time generating income through commercial activities.

- Commercial activities being orientated around the customer, fulfilling their demands and delivering services that they wanted; being speedy in response to customer demands; and cost effective service provision at a price customers were prepared to pay.

The overall programme had been based on a risk management approach. Whilst it was anticipated that the level of profit on the income generated by commercial activities would ultimately exceed the level of savings that could be made in the Council's core operations, the actual future level of profits was nevertheless a prediction and not yet bankable. While the activities were underway to establish likely customer demands for commercial services and the best way to fulfil them, in parallel, the Council was undertaking a major internal change programme to deliver savings which would ensure that it had the breathing space to develop the required level of profits from the commercial ventures.

It was the delivery of the major internal change programme which made up the majority of the savings and efficiencies shown in the Appendices to the Cabinet report. Whilst the new income streams from the Council's new operations were expected to make significant contributions in later years, at this stage they were developing and it was not considered sufficiently certain to build these into future years' planning just yet.

The report to Cabinet in November had set out the rationale for the core assumptions used in the MTFP. In summary, the single biggest issue remained the on-going and severe reductions in Government Grant, and the uncertainty (notably around business rates and new homes bonus) as to how these would be applied to individual councils. The reality of continued public sector austerity through this Parliamentary term had been confirmed within the four year funding settlement. Further, the Chancellor had announced within his Autumn statement that he expected the austerity agenda to continue into the next Parliamentary term, thereby potentially spanning six more years.

The MTFP was predicated on reductions in Grant at the same rate as had been experienced over the last five years through to 20121.

Last year the Government had introduced the concept of negative Grant and it was expected that this would become a feature of local government financing over the Council's financial planning period. This was consistent with the historic planning assumption that the Council had been using over the past six years and the Council's strategy for balancing its budget had been predicated on this continuing. In this respect, the strategy around commercialism and efficiency was considered to remain the correct strategy to deal with the financial challenges facing the Council.

The additional freedom around council tax increases would help to soften the challenges marginally, although new pressures, such as those associated with inflation, were likely to absorb any respite offered by them. Because of the various factors identified in the Cabinet report, it was expected that there might be a need to make material changes in the final proposals which would be presented to Cabinet in January, 2017. Where uncertainty existed, this had been identified, along with the assumptions and any mitigation strategy which existed.

Cabinet's initial proposals would be considered by the Finance and Services Scrutiny Committee, when it was hoped that there might be some more information available.

Finally, it was reported that work was progressing to develop the Aylesbury Special Expenses budget. Initial indications were that a review of costs and services charged into this area were likely to result in the tax in Aylesbury remaining frozen at its current level.

RESOLVED –

That for the purposes of scrutiny approval be given to the following initial budget proposals for 2017/18 and the Medium Term Financial Plan:-

(a) That £2.2 million of savings as set out in paragraph 4.6 of the Cabinet report be taken into budget planning.

(b) That council tax be increased by an annual amount equal to £5 (3.59%) for a Band D property (equivalent to less than 10 pence per week) with effect from 1 April, 2017.

(c) That work be continued on the development of the budget proposals and for any net variance resulting to be either added to, or deducted from General Balances.

(d) That the revised list of fees and charges shown on the schedule attached to the Cabinet report be approved.

(e) That the Band D Aylesbury Special Expenses charge for 2017/18 be held at the current level.

3. CAPITAL PROGRAMME

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 – These being all other schemes included in the Capital Programme.

The Programme was reviewed annually and consideration was given to a report setting out the latest position.

The UK economy was still settling down after the decision to leave the European Union and would continue to do so for the foreseeable future. Whilst the value of the pound had fallen, there had been a boost to exports, and with the recent cut in interest rates to a record low of 0.25%, the housing market was still taking time to react, which meant that the demand for land and its value might decrease.

House prices had fallen in July and August, 2016, which meant that the annual growth had fallen to 6.9%, the lowest level for more than a year. This slow down had affected the anticipated income from Right to Buy sales, which was one of the Council's major sources of capital income, to the point that actual receipts could be down on the level received over the past couple of years.

The number of house sale completions over the last couple of years had dropped below the 40 mark which was being achieved prior to 2014/15. Last year, the Vale of Aylesbury Housing Trust (VAHT) were anticipating house completions to be only 20, but the final figure for 2015/16 was 33, which had boosted the level of receipts to £2,309,000. For 2016/17, the number of applications was running at the same level as 2015/16 and so VAHT had increased their estimate for completions to 34, which would maintain the level of receipts AVDC could expect to receive.

During 2016/17, the final payments of the VAT shelter would be received, thus ending the ten year agreement put in place when the Council's housing stock had been transferred to VAHT. Whilst the amounts received had reduced over the years, they had been a valuable source of capital income.

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 increased the possibility of more borrowing. The changes in anticipated resources which needed to be factored into the Programme were as follows:-

- Share of house sale 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 34 for 2016/17, with the same number being forecast for 2017/18.
- Asset sales – These were sums released from the disposal of Council-owned assets, mainly land or property.

- Lottery, grants and section 106 payments – these related to external resources not associated with asset sales.

- Revenue contributions – Currently there were not expected to be any contributions from revenue to supplement existing capital resources other than a contribution from the new homes bonus fund.

The following table set out the available resources at the beginning of 2016/17 and the projected resources at the end of 2017/18, before any expenditure had been taken into account:-

	Current Resources April 2016 £'000s	**Resources Projection March 2018 £'000s**
Current Resources	**8,587**	**11,556**
Share of Right to Buy Receipts	2,000	2,000
Asset Sales	823	910
VAT Shelter	20	0
Lottery, Grants and Section 106	126	3,000
Revenue Contributions (NHB)	0	5,000
Total End of Year	**11,556**	**22,466**

The Council was at the stage where the generation of sizeable capital receipts in the future would no longer be possible as its asset base had been reduced to small land holdings and the Council's operational buildings i.e. offices, leisure facilities, public conveniences etc. This meant that the funding would have to be met from external sources, either through borrowing or third party contributions.

- **Major Projects**

  Included in the major projects section were the Waterside development, Pembroke Road depot, Silverstone racing circuit and the provision of a loan facility for a commercial property in Aylesbury. The Capital Programme included the latest forecast costs for these projects.

  At its meeting on 14 September, 2016, Council had received a report outlining the current position with the Waterside scheme. Work was now at the viability stage. There were a number of conditions that still needed to be signed off and the commercial outlet pre-lets needed to be confirmed, but it was hoped that work would start on site during early 2017.

  The expenditure and funding for the scheme had been built into the Capital Programme at last year's review of the Programme.

At its meeting on 26 October, 2016, Council had agreed to a scheme to develop the existing waste and recycling depot at Pembroke Road.

The total cost would be £9.2 million, of which £1.9 million would only be required if there was sufficient evidence of the demand and take up for the proposed expanded vehicle testing facilities. The business case was predicated on the cost of the scheme being met from borrowing, whilst recognising that the amount might be reduced if there were additional capital resources received during the year. (Borrowing was not usually earmarked for individual purposes but instead to cover any gap between spending and income).

- **Silverstone Racing Circuit**

At its meeting on 14 September, 2016, Council had agreed to be part of a joint funding arrangement for a new Silverstone Heritage Centre by contributing £2 million by way of a loan facility. Since that meeting, the promoters of the scheme had confirmed that they had secured £9.3 million Heritage Lottery Funding. This had been achieved on the basis that the surrounding councils and LEPs would provide a maximum loan facility of approximately equal value and this had been achieved.

Even though this was a loan, the advance counted as capital expenditure for accounting purposes and therefore had to be provided for within the Capital Programme. The Council's resources would be replenished by the repayments of principal.

- **Loan Facility for Commercial Property in Aylesbury**

The General Purposes Committee at its meeting on 21 November, 2016, had agreed to make a loan facility for £5.2 million available in connection with a commercial property in Aylesbury. The loan facility replaced a commercial offer and the terms would be similar to that offer and would be at a commercial rate of interest.

- **Housing Schemes**

The main element of funding within this category related to the Council's housing enabling function.

The Council continued to be successful in the delivery of affordable housing projects over the early period of the recession. However, housing associations were now having to review their business plans in the light of a change in the level of rents that they could charge. Consequently, new schemes had been delayed. The Housing Team would continue to work with the housing associations to deliver as many houses as possible within their resources. Other than carrying forward sums committed but unspent from previous years, it was not proposed that any change should be made to the funding position for these projects.

- **Other Projects**

The provision for these schemes remained unchanged, other than carrying forward unspent sums on those schemes that had been delayed, e.g. the Wendover Car Park extension.

Project managers were currently looking at the current Wendover Car Park configuration and reviewing the best and most cost effective way of undertaking the redevelopment involving the provision of additional parking bays. The size of the car park would remain the same. However, an examination of how to make the

optimum use of the space available was still taking place. No indicative costs had yet been formulated and it was not therefore possible to assess the impact on the Capital Programme.

The Programme already included a provision to replace some of the refuse and recycling vehicle fleet. However, with the bulk of the fleet coming to the end of the current lease period, it had been agreed by Council that new vehicles should be purchased outright rather than leased. The purchase cost would be around £3.6 million and this amount had been included in the Capital Programme. If the cost could not be met from within existing resources it would be necessary to borrow the sum required.

In December, 2014, Council had agreed to a Compulsory Purchase Order in respect of a long term empty property in Aylesbury. The necessity to purchase was currently being reviewed as the status of the property might have changed. The funding allocated for this purpose would be carried forward and the need to spend this money would be reviewed when the investigations had been completed. It was hoped that the situation could be resolved before the start of the 2017/18 financial year.

RESOLVED –

That the updated Capital Programme be approved for the purposes of scrutiny.

4. AYLESBURY TOWN CENTRE PLAN

The Aylesbury Town Plan had been published in April, 2014. It represented the shared vision and commitment of partners to continue to improve the town centre, building upon the multi-million pound investment that had already been made. In summary, the vision was that Aylesbury:-

- Would be a high profile sub-regional centre for entertainment and the arts, which added a distinctive edge to its market town heritage.

- Would be a distinctive “best in class” modern market town which was attractive, sustainable, safe and accessible.

- Would provide a quality day and evening environment in terms of leisure, retail and food and drink, which would attract and bring together people of all ages and communities from within its catchment.

The Plan also set out the challenges facing the town centre and the guiding principles to steer its future development. AVDC, Aylesbury Town Council and Buckinghamshire County Council had developed the Plan, supported by a range of partners from the private and public sectors, who would not only be involved in helping to deliver the identified actions or improvements, but would also be mindful of the guiding principles when considering proposals for their own assets. A summary brochure of the full Plan had been widely distributed. The Plan continued to be an important document, particularly as at the time of publication, the existing but dated Local Plan (2004), was still being used to determine planning applications relating to the town centre.

The Town Centre Plan, whilst not a binding document in terms of planning policy, had been used very effectively as a reference point for comments (both positive and negative) made by, for example, the Aylesbury Town Partnership on planning applications. It had also been widely used both by AVDC and private sector partners to help promote the town centre and attract new operators and investors.

Cabinet was advised that in recent months, the opportunity had been taken to ensure that the Aylesbury town centre policies in the draft Vale of Aylesbury Local Plan (VALP) reflected the ethos of the Aylesbury Town Centre Plan. The guiding principles and vision had also been included within the VALP, aligning the Local Plan and the Town Centre Plan for the first time. In drafting the text for the VALP, the challenges, vision and guiding principles had all been reviewed. However, only minor changes had been made to the challenges to reflect the effects of the growth of the internet on traditional retail space.

The subsequent Aylesbury Town Centre Growth Opportunity Assessment Study carried out by the Retail Group to provide supporting evidence for the VALP, had confirmed that no other significant changes were needed. The detail of this Study, which also covered an update on the catchment area of Aylesbury town and the catchment's socio-economic profile, would be brought to a subsequent Cabinet meeting.

In January, 2017, AVDC planned to publish an update to the Town Centre Plan, identifying how the actions listed therein had been progressed. These covered all areas of the town centre and had each been categorised as one of the following:-

- Green – Work which could begin or be completed within current budgets and operational arrangements.

- Amber – Work which could be undertaken within current operational arrangements but revenue or capital funding was needed to deliver it.

- Red – Longer term aspirations which required significant operational and funding capacity.

Some 75 actions had been listed in the original Plan, broken down by areas of the town centre, with each having its own mini vision. In addition, a number of actions applied across the whole town centre. Progress had been made on 60 actions. Of the remaining 15, 13 actions continued to be classed as priorities with differing timescales, and 2 were no longer required because legislation had been passed enabling new powers to address these issues. A detailed commentary on the progress made against each of the actions was submitted, together with an excerpt from a consultation document on the Aylesbury Transport Strategy, detailing planned transport improvements which would be relevant to a number of important actions in the Aylesbury Town Centre Plan.

Progress had been made on a range of activities varying from small actions to larger long term schemes as follows:-

- Improvements to the market to include its appearance, the quality of products sold, the range of market types and making it easier for stall holders to pay their rents.

- Improvements to Walton Street through planting, with plans for more major changes as part of the conversion of the old County offices to apartments with associated pedestrian friendly space.

- Forming a stakeholder group to engage Kingsbury landlords and tenants in improving its appearance, making use of the links to the Roald Dahl childrens' gallery at the County Museum.

- Tackling parking issues in Kingsbury through the introduction of new parking controls.

- Protecting buildings in Church Street/Parsons Fee from damage by large vehicles by installing bollards.

- Bringing empty buildings such as AVDC's former High Street offices back into use.

- Installing new equipment in the Vale Park skate park

- The opening of the brand new University Campus Aylesbury Vale in the autumn of 2015 by the canal basin.

- Working with landowners and partners to plan the ambitious next step in the Waterside North development, co-ordinating parking plans and the conversion of existing buildings and construction of complementary new buildings. Work on phase 1 (restaurants, apartments and a public square) would commence in January, 2017).

- Making it easier for people with disabilities to use taxis through the "Fare4all" team in partnership with the Taxi Association and Bucks Disability Service.

- Increasing the scale and profile of town centre events to attract more people and encourage them to spend more time in the town. For example, the Roald Dahl Festival was now an all day event celebrating childrens' literature, and the Vale Park had hosted a bigger event to celebrate the lighting of the Heritage Flame at the start of the Rio Paralympics.

- Making use of the strong brands now present in the town centre including Waitrose, Nando's, Wagamania, Travelodge and the Gourmet Burger Kitchen, to attract interest from other food and beverage suppliers.

The Plan update also included some new actions suggested by Aylesbury town stakeholders. These had all been considered by the Aylesbury Town Centre Steering Group which comprised officer representation from AVDC, Aylesbury Town Council and Buckinghamshire County Council. Those which would appear in the updated Plan would be those which supported the guiding principles. The guiding principles were:-

- Principle 1 – Position the town correctly.

- Principle 2 – Be different, rather than a clone, but base it on reality.

- Principle 3 – Offer what the market is seeking to capitalise on the town's enviable retail catchment.

- Principle 4 – Encourage social interaction.

- Principle 5 – Build community spirit.

- Principle 6 – Take a connected, whole town approach.

- Principle 7 – Appeal to all different town centre users.

The format of the published update would be;-

- A full updated Aylesbury Town Centre Plan, including the vision for the future of the town centre, background information, a summary of achievements in recent years since the inception of the original Plan, guiding principles and Aylesbury's position. This document would also list all of the action points from the 2014 Plan, showing progress against each.

- A summary document (as before) with key points on the above, highlighting the important progress that had been made and the plans for the future, as well as developments that the Plan was responding to since its original publication.

As each action in the Town Centre Plan was progressed, the resources required would be taken into consideration. To date a variety of sources of finance had been used to progress actions. These had included Section 106 monies, the redeployment of the monies previously invested in the Visitor Information Centre and AVDC's Capital Programme. Any that could not be met within identified resources would be submitted for consideration with an accompanying business plan evidencing how the funding required could be obtained.

This matter had been considered by the Economy and Business Development Scrutiny Committee, whose Chairman attended the Cabinet meeting to elaborate upon the Committee's deliberations. Overall the Committee had supported the prosed update methodology.

Cabinet was impressed with the progress made and endorsed the approach to the update. During the course of discussions reference was made to the possibility of making Aylesbury a "wi-fi town", and officers were asked to explore how this vision might be funded and implemented.

RESOLVED –

That the progress on actions included in the Aylesbury Town Centre Plan since its original publication be noted and in particular which of those continued to be a priority, which of those would be carried forward into the updated Plan to be published in January, 2017, and which of those were no longer considered to be a priority.

5. AYLESBURY VALE ESTATES BUSINESS PLAN 2017/2018

The Council and the Akeman Partnership LLP (Akeman) had established Aylesbury Vale Estates (AVE) as a limited liability partnership in October, 2009, following a competitive procurement exercise, to manage, improve and develop the Council's commercial property portfolio, and provide an income stream to the Council. On completion of the agreement, the Council had sold the majority of its industrial and commercial estate to AVE LLP at market value.

The Partnership was governed by a formal Members' agreement and managed by a Partnership Board, on which the Council had three representatives. Akeman had produced a draft Partnership Business Plan as part of their bid which had been approved by the Council in June 2009. The final version of the Plan had formed part of the completion documentation approved in October, 2009. The Board met on a regular basis to review progress made with the Business Plan and to monitor the performance of the Asset Manager, Akeman Asset Management LLP.

The Members' Agreement required AVE to prepare a new Business Plan before the end of their accounting year (which now mirrored the Council's financial year), and to circulate this to the Council and Akeman for approval. The Agreement also provided that the Council and Akeman would use all reasonable endeavours to agree the Business Plan within 90 working days. The Business Plan was a critical document. The

Members' Agreement required the Business Plan to set out AVE's objectives for the life of the Partnership (i.e. 20 years), and the annual overarching objectives for each accounting period. In particular, the Plan had to include a statement to the effect that AVE's business should be operated with a view to producing the best risk adjusted profit obtainable, and to maximise the adjusted rate of return to the Council and Akeman. Subject to agreement between AVE, Akeman and the Council, the Plan was also expected to include the following matters, based upon a three year projection, where appropriate:-

- Strategic business objectives and targets.
- Gross and net rental income projections, including an assessment of operating costs, rental voids, rent arrears and any other losses and receipts.
- Annual portfolio valuation prepared to a standard acceptable for AVDC financial reporting purposes.
- Confirmation that the financial covenants regarding loan to value and interest cover were being maintained.
- Projections of estimated receivable rent and confirmation of compliance with maintaining portfolio income levels.
- Proposals for working capital budget, any new capital investments and re-investments plus any distributions to partners.
- Performance against key indicators and targets and levels of achievement.

Once approved, the Business Plan provided the framework within which the AVE Board should work, similar in effect to the Budget and Policy Framework set by the Council for Cabinet. Accordingly, if the Board wished to pursue any substantive action which was not provided for in the Business Plan, they had to obtain specific authority from the Council (either by Cabinet itself, or via a Cabinet Member Decision) and Akeman.
The draft 2017/18 Business Plan was submitted, as set out in full in the confidential section of the Cabinet agenda. In the past, AVDC had retrospectively approved the Business Plan, but the timetable for the 2017/18 Plan had been brought forward to enable any forecast distributions or other financial implications for AVDC to be reflected in the 2017/18 budget (which indeed they had). References to performance or issues occurring were therefore only up to the end of September, 2016.

The confidential Appendix included the cash flow for AVE and the Hale Leys Business cash flow position.

The Business Plan necessarily included a range of assumptions about the future behaviour of tenants and the wider market. Some of these might come to pass and some might not. Section three of the Financial and Investment Strategy included a "what if" sensitivity analysis which had been undertaken to assess the impact of both an upside and downside situation on each of the key assumptions in the cash flow based on the 2019/20 financial position.

Over the last twelve months the following progress had been made:-

Distributions

- During the 2016/17 financial year, a distribution was made as a result of the Pembroke Road sale to AVDC and a further smaller distribution had been

forecast to occur before the end of the financial year. However, before authorising this further distribution, the Board would need to be confident that sufficient progress had been made on the major projects included in this Business Plan.

Assets/Developments

- Signed contracts to develop a turnkey office building for the Kennel Club headquarters on the Gateway site resulting in a profitable land sale and developer's profit. So far the project was ahead of budget and would be delivered to the Kennel Club on time.

- The phase 1 Gateway affordable housing development by VAHT was still not completed, but work was again progressing after a change of contractors.

- Commissioned roofing works at Edison Road and Bessemer Crescent to improve the stock for existing tenants and reduce vacancies.

- 26 – 28 High Street, Winslow – A full planning application for a change of use was being progressed.

Key Performance Targets

- The vacancy across the whole portfolio as at 30 September, 2016, was 11.8% down from 13.3% at the end of the previous financial year. The portfolio remained on track to hit its 2016/17 financial year end vacancy target of 9.2%.

- The total return of the portfolio over the twelve months to 31 March, 2016, was 8%. Since inception, investors had received an annual return of 14.7% (assuming set up costs were spread evenly over the period of the joint venture).

- Total budgeted portfolio income for the financial year ending 31 March, 2016, represented a variance to budget of less than 1% which was well within the KPT limit of +/- 10%. For the first six months of 2016/17, actual income received had been ahead of budget.

- Bad debts written off in the 2015/16 financial year, equated to 1.0% of total rent collected against the KPT limit of 0.2%.

- The three month collection rate for the portfolio for the September, 2016 quarter had been 95%. This had outperformed the three month KPI of 90% but had fallen slightly short of hitting the twelve month KPT of 100%.

- The loan to value as at 31 March, 2016, had been 72.19%, below the maximum limit of 75%.

Looking Forward

- There was an opportunity to dispose of non-income producing sites and together with income expected from other asset management projects, to use the receipts to help grow the portfolio and increase revenue flows through re-investment. The three year Business Plan had been designed to take the portfolio to a position where these revenue flows could cover all running costs, asset arrangements and amortisation, and leave a surplus for distribution to members on an on-going basis.

- The proposal was to re-invest AVE capital alongside new commercial debt to secure new assets. All new investment had been assumed to deliver a net 8% income return on equity.

- The delivery of an on-going annual distribution of £400,000 to members was one of the key aims of the Business Plan. The quantum and timing of distributions in the short term might need to be flexible to achieve the long term aim of a robust positive net income stream and sustained annual distribution.

- Target forecast vacancy for the portfolio at the end of 2017/18 financial year was 8.1%, which was a significant improvement on the vacancy position as at 30 September, 2016 of 11.8%. Akeman was confident this forecast reduction could be achieved as the portfolio benefitted from the asset improvements made to the portfolio during the 2016/17 financial year. The Rabans Lane area now had the best broadband in the town, better CCTV security and a vibrant tenant line up whilst still having the lowest estate charge and competitive rental levels.

- The key focus of Hale Leys over the coming three years was to achieve 100% occupancy with longer term leases and strategic lease renewals, and to continue to increase the rental income and reduce debt write-off.

- The financial target was to generate enough surplus annual income which, after all costs and amortisation, could be used to cover distributions to members. The AVE Board would review other cash needs within the portfolio and set distributions each year at a level that did not hamper portfolio performance.

- As part of an on-going review of expenditure, fees to external consultants would be benchmarked against other market providers.

- Section seven of the Business Plan set out the key performance indicators and targets for AVE. The indicators were a fixed part of the Members' Agreement and were not subject to amendment. However, it was possible to add/amend the targets and a review of the current targets would take place. Once finalised, they would be attached to the Plan as an addendum.

It was reported that a number of important asset management initiatives were now underway, including the refurbishment of parts of the Rabans Lane multi-let industrial estate. These works were essential both to retain tenants and to compete with other unit providers so that all units could in time be fully let at market rents. The impact of the work had already been felt with demand for units increasing. Other improvements to the site, e.g. broadband and CCTV, had been exceptionally well received.

Two other schemes, namely the new headquarters for the Kennel Club and the VAHT affordable housing scheme – both at the Gateway – were progressing and when completed, would result in income receipts to AVE. There was however, some outgoing expenditure related to these sites in the form of Section 106 payments.

The question of whether a distribution to members would be made as proposed in the 2016/17 Business Plan (over and above the one expected as a result of the sale of Pembroke Road) was not yet clear. It would be disappointing if this did not materialise, as generating an annual distribution for members was one of the key objectives when the Partnership had been formed. However, operating costs, interest, amortisation and the costs of completing the improvement works, would all have to be covered first.

Whilst there were many positive points, the future financial prospects were now heavily dependent on the sale and re-investment of receipts and new income producing assets.

This dependency and the lack of liquidity in the partnership did give cause for concern and the risks had been reflected in the downside case in the Business Plan. Should this materialise, the Council's prospect of receiving a return would be adversely affected.

The Economy and Business Development Scrutiny Committee had received a similar report to that submitted to Cabinet and the Committee Chairman attended to elaborate upon the Committee's discussions. In summary the Committee had made the following principal points:-

- The Committee had expressed concern that re-investment seemed to be slow and that this issue came up year after year.

- Concerns had also been expressed about sales not being realised and the loss of rental income from vacant properties.

- The Committee had been of the view that perhaps the Business Plan was too reliant on specific future developments and sales taking place.

- The Committee had felt that progress made with the Business Plan should be monitored more regularly.

However, on balance, the Scrutiny Committee had been of the view that it was in the Council's best interests to approve the draft Business Plan.

Representatives of the Board attended the meeting and were tested by Members on a number of the assumptions made in the draft Business Plan for 2017/18 and indeed also those made previously in relation to the 2016/17 Plan.

RESOLVED –

(1) That the AVE Business Plan for 2017/18 be endorsed and that progress made against the key performance indicators be reviewed in six months time.

(2) That in conjunction with the above report and at the conclusion of the finalisation/audit of AVE's accounts, a commentary be submitted that would enable Cabinet to compare performance made with the 2016/17 Business Plan against the key performance targets for that financial year.

6. EXCLUSION OF THE PUBLIC

RESOLVED –

That under Section 100(A)(4) of the Local Government Act, 1972, the public be excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as defined in the Paragraphs indicated in Part 1 of Schedule 12A of the Act:-

Budget Planning 2017/18 and beyond – Risk Management Plan. (Category – Paragraph 3)

AVE Business Plan for 2017/2018.(Category – Paragraph 3)

The public interest in maintaining the exemptions outweighed the public interest in disclosing the information because the reports contained information relating to the financial or business affairs of organisations (including the Authority holding that in

formation) and disclosure of commercially sensitive information would prejudice negotiations for contracts and land disposals/transactions.

7. BUDGET PLANNING 2017/18 AND BEYOND - INITIAL PROPOSALS

In determining the draft budget proposals for 2017/18 and beyond, consideration was given to the Council's Risk register.

8. AYLESBURY VALE ESTATES BUSINESS PLAN 2017/2018

In reaching the decision in relation to AVE's Business Plan for 2017/18, Cabinet received and considered a full copy of the Plan.

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Cabinet
10 January 2017

BUDGET PLANNING 2017/18 AND BEYOND
Councillor Howard Mordue
Cabinet Member for Finance, Resources and Compliance

1 Purpose

1.1 Cabinet considered its initial budget proposals on the 13 December 2016. These were referred to, and then considered by Finance and Services Scrutiny on 9 January 2017.

1.2 This report enables Cabinet to update its draft proposals in light of the views received from Scrutiny (updated verbally) and to take into account the Government's provisional announcement of Grant allocations following the Finance Settlement on 15 December 2016.

1.3 Based upon this, Cabinet is requested to make a final recommendation on next year's budget to Council.

2 Recommendations / for decision

2.1 Cabinet is requested to:

a. Consider the comments received from Finance and Services Scrutiny Committee in relation to the budget proposals and make any changes as deemed appropriate.

b. In relation to Council Tax, decide whether to proceed with its previous recommendation of increasing Council tax by £5.00 (3.59%), the maximum allowable for lower tier councils.

c. Subject to any amendments Members wish to make, recommend to Council the budget for 2017/18 and the Medium Term Financial Plan as set out in summary form in the table at Appendix A.

d. Recommend Council to approve Aylesbury Special Expenditure totalling £845,800 supported by a precept of £45.00, which again represents a Council Tax freeze for Special Expenses (as set out in Appendix F).

e. Agree the proposed Fees and Charges as set out in Appendix E.

3 Background

3.1 The report to Cabinet on 13 December 2016 presented a set of initial budget proposals for Cabinet's consideration.

3.2 The report highlighted that there was still uncertainty around a number of issues, particularly retained business rates, further reductions in Government Grant and New Homes Bonus due to the late publication of the grant figures.

3.3 In the few weeks since the initial proposals were considered, work has continued to refine the budget assumptions contained within that report.

3.4 In practice, little has materially changed at a service level and so the significant elements of the final budget proposals are around the impact of the proposed Government Grant numbers and changes to other centrally funded support.

3.5 The revised and Final Recommended budget is attached to this report as Appendix A1. A summary of the changes, savings and pressures which have been used to arrive at the summary position are attached as Appendices A2, C and D.

4 Government Grant Update

4.1 The Government announced the draft Grant settlement for councils in the draft Finance Settlement on 15th December 2016.

4.2 Despite indications that there might be significant changes, to reflect ongoing pressures on the wider local government sector, the Government largely honoured its commitments contained within the 4 year settlement and left the pre-announced Grant numbers mostly unchanged.

4.3 The important numbers of Revenue Support Grant and Baselined Business Rates were identical to those announced for 2017/18 last year within the 4 year settlement.

4.4 The only significant change was to the Business Rates Tariff (the proportion of the locally collected Business Rates which has to be paid to Central Government).

4.5 It was acknowledged that this figure would need to change in order to reflect the Business Rates revaluation, effective 1 April 2017. Each Council will have either gained business rates income or seen a reduction as a result of the revaluation. To ensure councils neither gain nor lose by virtue of this national re-basing exercise the net effect of the revaluation in captured through the system of Tariffs and Top-ups.

4.6 The Government has also taken the opportunity to baseline into the system the impact of some of its more recent national policy changes to Business Rates.

4.7 Notably, where the Government extended small business rates relief, the cost of this decision (in terms of lost business rates retained by local councils) was compensated through a separate Grant. This Grant is now being rolled into the Top-up and Tariff adjustments numbers for individual councils.

4.8 Combined together, the consequence of the revaluation, the impact of the revaluation on the amount of mandatory relief entitlement, the scope of the transitional relief scheme (for those affected) and the impact of rolling in the compensating grants, make determining the true impact of the revaluation difficult to accurately assess.

4.9 The Government's methodology has been validated, and this seems reasonable, but the tangible impact on rates payable locally is difficult to accurately calculate until such time as the Council's software supplier has reflected these changes in the computer system. Only at this point can the new rates payable from 1st April be calculated.

4.10 The final budget, therefore, continues to assume the impact of all these changes is neutral, as the Government intended it should be.

4.11 The Council maintains a Business Rates Equalisation Reserve to protect and cushion the budget against volatility and fluctuation in its business rates income it receives. Should the impact of the revaluation, and other factors, ultimately prove not to be neutral, against that intended, then the Reserve will be utilised to smooth the impact on the budget.

4.12 As a consequence, the net impact of the Finance Settlement on the revenue budget proposals is assumed to be nil.

5 New Homes Bonus

5.1 The major concern, in terms of potential changes to the 4 year settlement, was associated with New Homes Bonus.

5.2 The Government consulted on sharpening the incentive back at the start of the year, with the aim of reducing its generosity (in order to divert resources in to Adult Social Care) and utilising it to penalise poor planning performance.

5.3 Since the consultation closed the Government has made no comment on the feedback it received, nor on how it was minded to reflect these in the final settlement.

5.4 With the absence of any significant additional funding being announced in the Autumn Statement for Adult Social Care, concern grew that New Homes Bonus might be raided by an even greater amount in order to provide additional finance for this area.

5.5 Ultimately, the Finance Settlement announced that the Government would increase the take from New Homes Bonus by a further £240 million, but the impact on allocations, as a consequence, were less significant than had been feared.

5.6 In addition to a reduction in the amount made available for the scheme nationally, the Government made some significant changes to how the scheme will work. The principal elements being;

- Payment of Bonus being reduced to 5 years from 2017/18 and then to only 4 years from 2018/19
- A new assumed annual amount of baseline growth of 0.4%, with NHB only paid on growth above this
- NHB to be withheld on Growth approved following a Planning appeal
- Penalties for areas where Planning performance fails to meet targets

5.7 The table below sets out the indicative numbers for New Homes Bonus included in last years 4 year settlement, compared against the revised numbers included in this year's draft Finance Settlement.

	2016-17 £M	2017-18 £M	2018-19 £M	2019-20 £M
2016 NHB - 4 Year Settlement	8.3	8.3	5.2	5.0
2017 NHB - Finance Settlement	8.3	7.9	6.1	5.8
Change (+ =Gain , - = Reduction)	-	-0.4	+0.9	+0.8

5.8 Actual numbers will still depend upon actual housing growth in those years and so these must only be seen as indicative. However, it does provide sufficient certainty to validate the revenue contribution assumption included within the Medium Term Financial Plan.

5.9 The changes to the New Homes Scheme at a national level also present an opportunity to review the Parish New Homes Bonus Scheme. Having now been operational for 4 bidding rounds any announcement to parishes about the continuation of this scheme have been delayed pending the outcome of the Government's review.

5.10 It is therefore proposed that a separate paper be brought back to Cabinet in the New Year reviewing whether the scheme has achieved its objectives thus far, whether it needs to be re-focused and whether the resources allocated to it are appropriate given the future reductions in national funding for the Bonus.

6 Business Rates Pooling

6.1 Following the release of the draft Finance Settlement in December, a decision needs to be made on whether to continue with the current pooling arrangements for 2017/18.

6.2 Unless one of the Pool members choses to withdraw within 28 days following the announcement of the draft Finance Settlement on 15 December 2016, the Pool automatically continues into 2017/18. Should any member choose not to accept the Pool numbers, then the entire Pool will be dissolved.

6.3 The membership of the pool will continue to be Aylesbury Vale along with Bucks County Council, Bucks Fire and Rescue, Chiltern District Council and South Bucks District Council. The Pool composition can no longer be varied for 2017/18.

6.4 Based upon experience gained, thus far, during 2016/17 it is believed that the Council should continue as a member of the Pool during 2017/18 as the Pool is, on balance, likely to produce material gain for the Pool members.

7 Pension Fund

7.1 As reported in the initial budget proposals and based upon indicative numbers provided by the Pension Fund Actuary, it was believed that AVDC would be required to pay an additional 2% of employer's pension contributions following the Pension Schemes last revaluation. This would equate to £280,000 and provision has been made in the initial Budget proposals.

7.2 The final numbers for Aylesbury Vale increased marginally to £320,000, but include some options which employers may exercise and which might reduce this number back down. This increase will be managed within the total employers provision for pension contributions and annual fluctuations in that budget caused through restructuring.

7.3 As reported in the initial proposals, whilst the overall scheme deficit has reduced over the previous 3 years, expectations over future investment performance, taking into account the uncertainty surrounding the UK economy, take up of pensions and changing life expectancy, has lead the Actuary to conclude that the employer contribution needed to increase.

7.4 An opportunity exists to make lump sum payments to reduce the deficit outstanding and the benefit of doing so outweighs the advantage the Council can achieve by investing surplus balances in cash deposits.

7.5 The scheme Actuary has provided a model which shows the reduction in employer pension contributions which can be achieved by making lumps sum contributions prior to the 31 March 2016.

7.6 The Council holds balances for many specific purposes (earmarked) reserves and these amounts total in excess of £30 million. Some of these reserves are used annually whilst some are held for future events, which might not be required for many years hence, (e.g. East West Rail).

7.7 As these sums represent tied up cash balances, it is proposed that a sum from these Reserves is paid towards the Pensions Fund deficit prior to the 31 March 2017. The resultant reduction in the Employers Pension Contribution will then be captured and used to repay the Reserves whose balances have been temporarily applied.

7.8 Exactly how much of the Council's reserves could be used is likely to depend on the acceleration timeframe for East West Rail and when the Council's commitment is likely to be required as a consequence. Clarification on this issue is expected in the next few weeks and the final decision on application is proposed to be left to the Council's Section 151 officer in consultation with the Resources Portfolio holder.

7.9 Work continues with the Actuary in order to finalise the actual numbers payable over the next 3 years, but they will be no greater than the numbers shown here.

8 Fees and Charges

8.1 The Council's review of those Fees and Charges, which was felt needed to be changed, was consolidated into a single list for consideration by Cabinet in December.

8.2 Any comments received from Finance and Services Scrutiny on the proposed charges will be reported verbally at the meeting and so the proposals are re-produced again, almost un-amended, from those presented in December.

8.3 The one charge which was reported as requiring confirmation within that report was the charge for collection of Green Waste and it is now proposed that this has an inflationary increase rounded up to the nearest pound, equating to an increase of £1 in 2017/18.

8.4 These numbers are now included in Appendix E to this report for Cabinet's consideration and decision.

9 Implications for Council Tax Strategy

9.1 The initial Budget Proposals proposed by Cabinet recommended increasing Council Tax by the assumed maximum expected amount of £5.00 (3.59%).

9.2 The Finance Settlement confirmed the Council's ability to increase its Tax by this amount and so, for the reasons justified by Cabinet in December (i.e. as a means of partially mitigating the reductions in Government Grant and thereby protecting services valued by residents and businesses in the Vale), it is proposed that this increase be implemented from 1 April 2017.

9.3 The value of Government Grant lost in 2017/18 is £0.9 million.

9.4 A Council Tax increase of £5.00 would generate £355,000 per annum and would represent an increase equivalent to 10 pence per week and will increase the Band D Council Tax for Aylesbury Vale District Council to £144.06.

10 Impact on the Budget Proposals

10.1 The initial Budget Proposal presented to Cabinet in December considered the options for balancing the budget in the event that the final budget numbers differed from those contained in the initial proposals.

10.2 The numbers announced in the draft Finance Settlement in December were (in so far that they affect revenue resources) the same as those assumed in the Cabinet's Initial Budget proposals. Consequently, there is no impact arising from the draft Finance Settlement to reflect here.

10.3 Cabinet considered the developing central version of the AVE Business Plan for 2017/18 at its last meeting and this identified a Dividend distribution of £200,000 next year. This is consistent with the number already reflected within the budget proposal.

10.4 The AVE Business Plan also includes a downside Business Case, as part of their scenario planning, which does not include a dividend payment. Whilst this is recognised, the budget plan has been developed using the Central Case assumptions and the Downside Case is instead recognised as a budgetary risk and account is taken of this in determining the appropriate level of Working Balances to be held this year.

11 Reserves

11.1 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.

11.2 As part of the development process for 2017/18 the Cabinet member for Finance, Resources and Compliance undertook the annual review of the Council's Reserves and Provisions. This included an holistic consideration of the total cash balances tied up within these reserves and whether the cash is being held effectively.

11.3 The sizeable balance on the New Homes Bonus Reserve (in excess of £10 million), which includes the sum set aside for East West Rail, distorts the Council's overall Reserves Provision. In practice, the entire balance on this reserve is committed, but as discussed in previous sections, the timeframe for delivery on elements is drawn out.

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

11.5 It is expected that 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 the New Homes Bonus is held, are delivered.

12 Balances

12.1 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.

12.2 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 2017/18.

12.3 Current projections indicate that working balances might end 2016/17 at around £3.6 million. This is above the assessed minimum level.

12.4 Given the uncertainty surrounding the scale of organisational change, together with both internal and external factors impacting upon the finances of the organisation it is not recommended that the assessed minimum level of balances is reduced this year.

12.5 The holding of excess balances presents the Council with opportunities to offset the upfront costs of change initiatives, (such as redundancy), that will payback and deliver ongoing savings in later years.

12.6 One such example was the funding during the current year of the Commercial AVDC change programme. It is expected that the change programme will continue to deliver considerable efficiencies in the organisation. These efficiencies, some of which are already included within this report, will contribute towards balancing the budgets in future years.

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

13.1 The report to Cabinet in November 2016 set out the rationale for the core assumptions used in the Medium Term Financial Plan.

13.2 Whilst some of the uncertainty surrounding the Government Settlement and the future of News Homes Bonus has now diminished following the publication of the draft Settlement in December, there are still multiple uncertainties and risk factors which will need to be managed.

13.3 The single biggest issue that is likely to remain is the ongoing and severe impact of the reductions in Government Grant and how public sector austerity continues to impact upon local government, as a whole, and the demands of the communities it serves and the services it provides.

13.4 The reality of continued public sector austerity through this Parliamentary term has been confirmed within the 4 Year Funding Settlement. Further, the Chancellor announced within his Autumn Statement that he expects the austerity agenda to continue into the next Parliamentary term, thereby potentially spanning 6 further years.

13.5 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 2021.

13.6 Last year the Government introduced the concept of Negative Grant and it is expected that this will become a feature of local government financing over the planning period.

13.7 This is consistent with the historic planning assumption that the Council has been using over the past 6 years and the Council's strategy for balancing its

budget was predicated on this continuing. In this respect, the Strategy around commercialism and efficiency is considered to remain the right strategy to deal with the financial challenges facing the Council.

13.8 The additional freedom around Council Tax increases will help soften the challenges marginally, although new pressures, such as those associated with inflation, are likely to absorb any respite offered by them.

14 Scrutiny of the Initial Budget Proposals

14.1 Because the Cabinet's meeting in January 2017 and the review of these draft proposals by Finance and Services Scrutiny Committee are only separated by a single day. Cabinet will need to be updated on the views of the Scrutiny Committee verbally at its meeting.

14.2 However, the fall of the meeting does allow for Scrutiny to receive a copy of this report and therefore understand the impact of the draft Finance Settlement in terms of reducing the uncertainty is the initial budget proposals.

15 Special Expenses

15.1 This report also includes a recommendation on the Special Expenses budget for Aylesbury Town.

15.2 The work undertaken since the initial indications has confirmed that the Tax in Aylesbury should remain frozen at its current level.

16 Options Considered

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

17 Recommendations

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

18 Resource Implications

18.1 These are covered within the body of the report.

Contact Officer Andrew Small Tel: 01296 585507
Background papers

APPENDIX A1

Medium Term Financial Plan – 2016/17 to 2020/21 – Final Proposals

Classification	2016/17 Base	2017/18	2018/19	2019/20	2020/21	2021/22
	£	£	£	£	£	£
Business Transformation	256,800					
Economic Development Delivery	-1,472,000					
Environment & Waste	5,410,900					
Finance, Resources & Compliance	714,000					
Growth Strategy	1,329,100					
Leader	5,898,200					
Leisure, Communities & Civic Amnts	6,473,600					
Plus: Inflation, Savings / Growth	0	-717,500	-225,200	185,800	-8,100	870,100
Less: Savings Still Required	0	0	0	0	-11,100	-909,000
Service Spend Total	18,610,600	17,893,100	17,667,900	17,853,700	17,834,500	17,795,600
Contingency Items	63,500	137,700	137,700	137,700	137,700	137,700
Financing & Asset Charges	-1,346,400	-1,048,800	-1,048,800	-1,048,800	-1,048,800	-1,048,800
Transfers to / (from) Reserves	135,600	70,100	70,100	70,100	70,100	70,100
Investment Interest	-245,000	-165,000	-165,000	-165,000	-165,000	-165,000
Cost of Borrowing	2,365,700	2,532,000	2,494,000	2,456,000	2,456,000	2,456,000
AVE Interest	-1,983,000	-2,136,000	-2,123,000	-2,113,000	-2,113,000	-2,113,000
Use of Balances	-90,900	0	242,500	27,900	0	0
Plus: Special Expenses	-844,400	-857,100	-878,500	-900,500	-923,000	-946,100
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	0	0	0	0	0	0
Less: Parish LCTS Payment	70,600	0	0	0	0	0
Funding Requirement	15,081,600	14,771,300	14,742,200	14,663,400	14,593,800	14,531,800
Funded By						
Government Grant	-5,219,300	-4,300,000	-3,809,500	-3,261,400	-2,713,300	-2,165,200
Collection Fund Transfer	-210,000	-228,000	-228,000	-228,000	-228,000	-228,000
AVDC Council Tax	9,652,300	10,243,300	10,704,700	11,174,000	11,652,500	12,138,600
Council Tax Base	69,409	71,107	71,818	72,536	73,261	73,994
Council Tax	**£ 139.06**	**£ 144.06**	**£ 149.05**	**£ 154.05**	**£ 159.05**	**£ 164.05**
Percentage Increase	1.99%	3.59%	3.47%	3.35%	3.25%	3.14%

APPENDIX A2

Medium Term Financial Plan – 2017/18 to 2021/22

SUMMARY OF CHANGES

Classification	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	£	£	£	£	£	£
Plus:		0	0	0	0	0
Unavoidable Pressure		848,000	200,000	0	0	0
Inflation, Pay and Increments		463,000	676,000	786,000	805,000	928,000
Impact of Major Projects		171,500	275,000	275,000	-57,900	-57,900
Total	0	1,482,500	1,151,000	1,061,000	747,100	870,100
Less:						
New Income and Efficiency Proposals(17/18)		-2,200,000	-1,376,200	-875,200	-755,200	0
Major Projects						
Total	0	-2,200,000	-1,376,200	-875,200	-755,200	0
Total Pressures & Efficiencies Identified	**0**	**-717,500**	**-225,200**	**185,800**	**-8,100**	**870,100**
Change in Available Resources						
Reduction / (Increase) in Investment Interest		80,000	0	0	0	0
Reduction / (Increase) in Contribution From Reserves		-65,500	0	0	0	0
Reduction / (Increase) in Capital Financing		297,600	0	0	0	0
(Reduction) / Increase in Borrowing Costs		166,300	-38,000	-38,000	0	0
(Growth) / Reduction in AVE Interest Payment		-153,000	13,000	10,000	0	0
(Growth) / Reduction in AVE Dividends		0	0	0	0	0
(Increased) / Reduced Use of Balances		90,900	242,500	-214,600	-27,900	0
(Reduction) in Contingency Provision		74,200	0	0	0	0
Reduction in Collection Fund Surplus		-18,000	0	0	0	0
(Additional) / Lower Government Grant - RSG		919,300	490,500	548,100	548,100	548,100
Additional / Lower Business Rate Growth		0	0	0	0	0
New Homes Bonus		0	0	0	0	0
Tax Base Growth		-236,000	-98,900	-103,500	-108,100	-112,900
Additional Council Tax		-355,000	-362,500	-365,800	-370,400	-373,200
Government Funding for Council Tax Freeze		0	0	0	0	0
(Increase) / Decrease in Special Expenses		-12,700	-21,400	-22,000	-22,500	-23,100
Decrease in Parish Grant		-70,600	0	0		
Total Increase in Resources	**0**	**717,500**	**225,200**	**-185,800**	**19,200**	**38,900**
Savings Required	**0**	**0**	**0**	**0**	**-11,100**	**-909,000**
Net Change in Resources	**0**	**0**	**0**	**0**	**0**	**0**

APPENDIX B

Budget Proposals – 2016/17 to 2020/21
General Fund Revenue Balances

Classification	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	£,000s	£,000s	£,000s	£,000s	£,000s	£,000s
Balance brought forward	3,765,000	3,975,000	3,646,100	3,646,100	3,646,100	3,646,100
Windfall Gains & Special Applications of Balances						
- HS2	0	0	0	0	0	0
- Website and E-Commerce Programme	0	0	0	0	0	0
- Commercial AVDC Change Project	0	(1,106,000)	0	0	0	0
Restated Balance Position	3,765,000	2,869,000	3,646,100	3,646,100	3,646,100	3,646,100
Forecast (Overspend) / underspend assumption	210,000	868,000	0	0	0	0
Planned (Use) / Addition to Balances	0	(90,900)	0	0	0	0
Net (Use) of Balances	210,000	777,100	0	0	0	0
Balance carried forward	3,975,000	3,646,100	3,646,100	3,646,100	3,646,100	3,646,100

APPENDIX C

Budget Savings Identified in 2017/18 Budget Planning

Service Area	2017/18 £	2018/19 £	2019/20 £	2020/21 £	Proposal
Customer Fulfilment					
Green Spaces	46,700	0	23,400	0	Deletion of Vacant Green Spaces Officer Post
Development Management	250,000	150,000	125,000	0	Increase of income from planning applications received.
Operational Parking	55,400	0	0	0	Deletion of Parking Services Manager Post
Operational Housing	52,700	0	0	0	Deletion of Senior Housing Options Officer Post
Building Control	37,300	0	0	0	Deletion of Vacant Engineering Technician Post
Staying Put	200,000	50,000	0	0	Funding structure to be a "Contingency Fund" arrangement
Contract Services	85,900	0	0	0	Delete 3 Vacant Driver posts
Revenues & Benefits	130,700	0	30,100	60,200	Deletion of Supervisor Post
Contact Review	98,700	98,700	30,100	0	Deletion of Supervisor Posts
Customer Fulfilment Overall	132,600	73,500	53,200	240,000	Customer Fulfilment Sector Review
Casework / Other Reviews	72,600	240,400			Casework Review
Waste Services	99,000	19,000	19,000	20,000	Increase Garden Waste Charge
Development Management	0	0	82,900	0	Removal of Development Management Reserve
Business Strategy					
Business Strategy	25,700	0	0	0	IT Review
Business Strategy	56,000	0	0	0	Surcharge on Credit Card Payments
Business Strategy	0	64,900	25,000	0	Democratic Services Review
Business Strategy	0	44,000	0	0	Business Assurance Review
Business Strategy	0	100,000	200,000	300,000	Procurement and Contract Management Review
Community Fulfilment					
Housing Strategy	60,000	0	0	0	Fees From Preferred Development Partners
Communities	64,600	0	0	0	Communities Review of Budgets
Communities	237,000	0	0	0	Communities Review
Communities	0	290,000	0	0	Community Fulfilment Review
Communities	0	0	164,000	0	Community Fulfilment Review
Business Support					
Payroll	38,300	43,200	0	0	Deletion of Vacant Posts
Finance, Recoveries & HR	0	37,500	37,500	0	Finance, Recoveries and Human Resources Review
IT Team	0	100,000	0	0	IT Review
Commercial Property					
Property Services	349,800	65,000	85,000	135,000	Review of Income From AVDC Properties.
Property Services	67,000	0	0	0	Savings from review of Visitors Information Centre
Commercial AVDC	40,000	0	0	0	Savings in Management Roles
	2,200,000	1,376,200	875,200	755,200	

APPENDIX D

Budget Pressures Identified in 2017/18 Budget Planning

Portfolio	Service Area	2017/18 £	2018/19 £	Pressure	Assessment
Finance, Resources & Compliance	Information Technology	60,000		Cloud Server Hosting and Licence Fees	
Finance, Resources & Compliance	Legal Services	125,000		HB Law Contract Costs	Call on the HB Law contract higher than anticipated.
Finance, Resources & Compliance	Strategic Finance	90,000		Additional cost of Senior Level post following Review	
Finance, Resources & Compliance	Payroll	58,000		New Apprenticeship Levy	Could be reduced if apprentices employed by AVDC
Finance, Resources & Compliance	Debt Management	15,000		Additional Cost of Hosting Adelante (debit / credit payments system)	
Environment & Waste	Recycling and Waste	0	200,000	Provision for loss of income. Contractor has proposed a decrease in the amount paid per tonne for the remainder of the contract and this was reflected in the budget for 2016/17.	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. The sum here is the anticipated additional cost
Leader	Central Staff Costs	280,000		Increased Employers Pension Costs (2% of £14m)	Revised cost is £320,000, but the £40,000 difference will be managed within the total Pension costs budget
Economic Development	Gateway Office and Conference Centre	20,000		Reduced income from NHS re service charge	
Economic Development	AVDC Properties	200,000		Business Rates of AVDC assets	Increases in Rates from revaluation, primarily Exchange Street car park
		848,000	**200,000**		

APPENDIX E

FEES AND CHARGES	2015/16	2016/17	2017/18
Leisure			
Pitches / All Weather Pitches			
All Weather Pitch - MEADOWCROFT			
Peak Time-1/3rd area per hour	£22.50	£24.50	£25.00
Peak Time-2/3rd area per hour	£44.99	£49.00	£50.00
Peak Time-full area per hour	£67.50	£73.00	£75.00
Off peak time-1/3rd area per hour	£16.87	£18.50	£19.00
Off peak time-2/3rd area per hour	£33.75	£37.00	£38.00
Off peak time-full area per hour	£50.62	£55.50	£56.00
Flood lights-1/3rd area per hour	£11.25	£12.25	£12.50
Flood lights-2/3rd area per hour	£16.87	£18.50	£18.90
Flood lights-full area per hour	£28.12	£30.00	£31.00
Football Pitches Grass			
Adult pitch - per match at all venues	£64.90	£70.50	£77.00
Juniors aged 14 to 17 years inclusive, playing on an adult pitch - per match at all venues	£45.43	£49.00	£54.00
Juniors aged 13 years and under, playing on a junior pitch - per match at all venues	£41.32	£44.50	£47.00
Cricket Square			
Adult-afternoon-per match (14:00 - 19:00)	£82.60	£90.00	£92.00
COMMUNITY CENTRES			
Alfred Rose Park, Bedgrove Park, Prebendal Farm, Southcourt and Hawkslade Farm			
All Community Bookings include Churches, Car Boots, Bazaars and Bank Holidays			
Saturday and Sunday			
8.00 - 13.00	£31.00	£33.00	£33.50
13.30 - 17.15	£31.00	£33.00	£33.50
Private and Commercial Events include Adult and Children's Parties and Bank Holidays			
Monday to Thursday			
8.00 - 13.00	£60.00	£65.00	£67.00
13.30 - 17.15	£60.00	£65.00	£67.00
Contract Services	**2015/16**	**2016/17**	**2017/18**
Garden Waste	£38.00	£40.00	£41.00
Garden Waste administration fee for non direct debit payers	£4.50	£4.50	£0.00

AYLESBURY SPECIAL EXPENSES - SUMMARY BUDGET 2017/18

	2015/16 Actual £	2016/17 Original Budget £	2016/17 Forecast £	2017/18 Estimate Budget £
Aylesbury Market	4,355	9,700	2,800	(2,200)
Parks and Recreation Grounds				
Parks Administration	208,718	235,700	235,700	237,800
Alfred Rose Park	39,689	41,100	41,100	41,500
Bedgrove Park	64,343	62,700	62,700	63,200
Edinburgh Playing Fields	51,645	50,200	50,200	50,500
Meadowcroft Playing Fields	50,690	65,200	65,200	65,800
Vale Ground	27,194	14,900	14,900	15,200
Walton Court Sports Ground	34,145	44,200	44,200	44,500
Fairford Leys Sports Ground	68,253	83,100	83,100	83,700
	544,677	597,100	597,100	602,200
Community Centres				
Management	-	72,700	74,300	74,400
Bedgrove	57,521	54,600	45,400	55,700
Southcourt	99,666	49,200	56,100	50,200
Alfred Rose	50,889	48,400	49,400	49,500
Prebendal Farm	46,915	40,700	46,900	41,700
Quarrendon & Meadowcroft	68,811	41,600	41,600	41,700
Elmhurst	5,405	-	6,400	-
Haydon Hill	-	4,900	4,900	4,900
	329,209	312,100	325,000	318,100
Asset Rental Adjustment	(72,150)	(72,300)	(72,300)	(72,300)
Impairment Recharge	-			
Repair and Maintenance Adjustment	-	-	-	-
Total Net Expenditure	806,090	846,600	852,600	845,800
General Reserve - XF100				
Balance Brought Forward	(504,347)	(425,117)	(503,501)	(468,801)
Expenditure in Year	806,090	846,600	852,600	845,800
Precept - Band D	(802,700)	(815,500)	(815,500)	(828,100)
Balance Carried Forward	(500,957)	(394,017)	(466,401)	(451,101)
Interest on Balances	(2,544)	(2,200)	(2,400)	(2,300)
Balance Carried Forward	**(503,501)**	**(396,217)**	**(468,801)**	**(453,401)**
Precept - Band D	£45.00	£45.00	£45.00	£45.00
Tax Base	17,838.50	18,122.50	18,122.50	18,403.02

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Cabinet
10 January 2017

CONNECTED KNOWLEDGE – TECHNOLOGY STRATEGY 2017-2022

Councillor Mrs J Blake
Cabinet Member for Business Transformation

1 Purpose

1.1 This report and the accompanying document set out the vision and strategic aims Aylesbury Vale District Council has for its future use of technology and data.

1.2 The Strategy was submitted to the Finance and Services Scrutiny Committee on 1 December 2016 and the comments from the meeting are attached as Appendix 1.

2 Recommendations/for decision

2.1 That Cabinet consider the contents of the Connected Knowledge – Technology Strategy 2017-2022, as well as scrutiny's comments, and subject to any comments recommend to Council to approve the Connected Knowledge – Technology Strategy 2017-2022.

3 Supporting information

3.1 The attached report was submitted to the Finance and Services Scrutiny Committee on 1 December 2016 and sets out a robust technology strategy for AVDC for 2017-2022. It is designed to be the catalyst for technological innovation and change, propelling the Council into the future.

3.2 Extensive work was done with the senior management team to understand the Council's future direction and requirements. An initial vision was produced and agreed priority to the full strategy document being created.

3.3 The comments made by Members at the Scrutiny Committee are set out at Appendix 1. Most of these comments relate to the implementation of the strategy and not the direction or approach set out within the document. Members were assured that before implementing any of the changes the issues raised would or already were in hand to ensure that they were satisfactorily addressed - for example, work had commenced on developing an Information Management Strategy which would address the issues around ensuring data security and regarding how data and knowledge will be shared within teams. The final strategy presented to Council would be reworded in some areas to make the content more clear. The impacts of the strategy were well understood by staff and unions as it had formed the main driver behind the recently agreed restructure proposals within the IT teams.

3.4 Cabinet is asked to consider the contents of the Connected Knowledge – Technology Strategy 2017-2022, as well as scrutiny's comments and subject to any comments recommend to Council to approve the strategy.

4 Options considered

4.1 None.

Contact Officer Maryvonne Hassall 01296 585663
Background Documents

Appendix 1

Finance and Services Scrutiny Committee
Extract from Minutes of meeting held on 1 December 2016
Members comments on the Technology Strategy

PRESENT: Councillor M Rand (Chairman); Councillors B Chapple OBE (Vice Chairman), C Adams (in place of A Huxley), J Bloom, A Christensen (in place of M Smith), S Lambert and M Stamp. Councillor Mordue attended also.

Following an initial presentation from the Computer Services Manager, Members expressed concerns on a number of issues that would need to be considered further in finalising the Strategy, including:-

- on occupational and health issues associated with home working and remote working.
- on ensuring there wasn't a loss of collective knowledge caused when teams were disaggregated and people worked from home for the majority of the time.
- that staff should be provided with the equipment they needed to do their job, rather than being required to use their own equipment.
- that the security of data held in the cloud was of utmost importance.
- that the Strategy contained a number of buzz words/phrases that needed to be spelt out in plain English to make the Strategy more understandable.
- that while they were supportive of the strategic approach for Years 1 and 2 of the Strategy, it would be important to ensure that staff and the unions were fully cognisant of the impacts from Years 3 and 4.

Members requested further information and were informed:-

(i) that the Strategy covered 5 years and aimed to provide a direction of travel for the Council and enable people to work properly from home, should they wish. It was acknowledged that a policy on people using their own devices for work would need to be agreed, including covering issues such as using it for work and private use.

(ii) that data security and compliance was of paramount importance to the Council, and no digital aims would be pursued without first gaining assurance of the security controls in place.

(iii) that it would be possible to put together a plainer English summary of the Strategy.

(iv) that while the Council was committed to ensuring that staff were properly trained, it was anticipated that the experience for customers and Councillors accessing Council services on-line would be as easy as accessing services such as Amazon.

(v) that all Council data would be held in the cloud, which would make dealing with freedom of information requests a relatively straightforward task.

(vi) that the Strategy was aiming to move to simpler solutions in the future, which would include replacing the current Citrix user computing environment with a lower cost, lower maintenance alternative.

RESOLVED –

(1) That the Computer Services Manager be thanked for attending the meeting and explaining the Strategy.

(2) That Cabinet and Council be recommended to consider the concerns and feedback from the Scrutiny Committee in finalising the Connected Knowledge – Technology Strategy 2017-2022 for the future use of technology and data by Aylesbury Vale District Council.

(3) That the Scrutiny Committee would like to receive update reports on the Strategy as it was further developed and implemented.

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Finance and Services Scrutiny Committee
1 December 2016

CONNECTED KNOWLEDGE – TECHNOLOGY STRATEGY 2017-2022

1 Purpose

1.1 This document sets out the vision and strategic aims Aylesbury District Council (AVDC) has, for its future use of technology and data.

2 Recommendations/for decision

2.1	We seek approval for this report to move to next approval stage. The technology strategy will be published online once Cabinet and Council have approved it.

3 Executive summary

3.1 This document sets out a robust technology strategy for AVDC.

3.2 Designed to be the catalyst for technological innovation and change, propelling our organisation into the future.

3.3 Supporting us with the necessary tools, policies and people, within an environment that further enhances the commercial mind-set and company culture. For which we are already widely acknowledged as championing, as a public sector organisation.

3.4 The advances we made with our previous five year cloud strategy have created a strong foundation for the next five years. Enabling us to think bigger and more creatively about the challenges and opportunities and how we are best positioned to benefit from them. Primarily we are working to ensure the future happens for us, not to us.

3.5 This strategy and its accompanying roadmap sets out in the necessary detail, the guiding principles and objectives. It contains the key achievements we will meet. Ensuring critically important and interdependent milestones are managed to completion. This Includes:

3.6 The creation of the Connected Knowledge platform, a platform data and intelligent systems enabling properly integrated and automated transactions for all our customers.

3.7 The introduction of artificial intelligence (AI) and AI powered voice control, which over time will serve increasingly complex customer demands.

3.8 Being 100% cloud software based. Meaning a simplified, lower maintenance Information Communication and Technology (ICT) landscape.

3.9 A more strategic approach - to what we do, the services we provide, who we work with and what we buy.

3.10 In year 1 of this strategy we will have; moved more key systems to cloud based software-as-a-service (SaaS), published new policies and guidance on the use of ICT at the council, selected partners for the running of the network and telephony, established strong governance for the execution of this

strategy and roadmap and replaced the current Citrix user computing environment with a lower cost, lower maintenance alternative.

3.11 In year 2 we will have; a single payroll, Human Resources (HR) and finance system, phased-out desk based telephony with a more mobile solution, created a data and information hub and our staff are consuming all council systems via an Internet browser instead of being dependant on software installed on their computers.

3.12 In year 3 we will have; decommissioned remaining ICT assets, in favour of more agile cloud consumption models. Used AI and digital voice-control for multiple scenarios, provided commercial services to peers and private sector organisations and considerably reduced the number of software applications we use and have successfully integrated the remaining ones.

3.13 In year 4 and beyond we will have; made home working and remote working the 'new normal' for the majority of staff the majority of the time, become one of the smallest tenants of The Gateway Centre We have positioned our staff to deal with high-complexity-high-value demand while AI solutions meet the rest. Created opportunities, yet unforeseen, because of the preparatory work on better management and exploitation of our data.

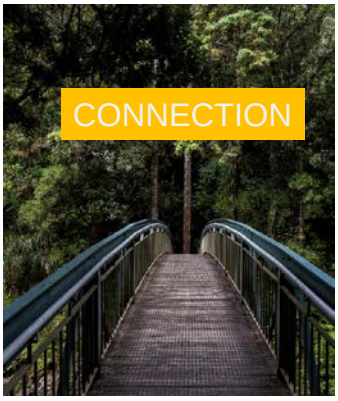
4. Supporting information

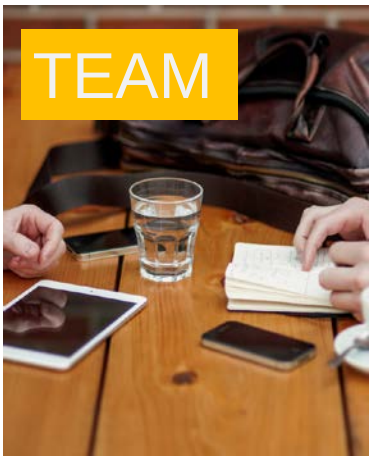
4.1 Extensive work was done with the senior team to understand the council future direction and requirements. An initial vision document was produced and agreed priority to the full strategy document being created.

5. Options considered

5.1 None.

Contact Officer: Maryvonne Hassall (01296) 585663
Background documents;





AYLESBURY VALE DISTRICT COUNCIL

Aylesbury Vale District Council

Connected Knowledge

Technology Strategy 2017-2022

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Contents

Table of Figures

1 Introduction

This document sets out the vision and strategic aims Aylesbury District Council (AVDC) has, for its future use of technology and data.

The document supports the strategic aims of the organisation as a whole. For that reason it is not simply an IT strategy. It is intended as a detailed narrative that describes how we (AVDC) will make full use of technology to meet our organisational aims, at the same time creating commercial opportunities for this council so we can continue to thrive amidst increasing budgetary pressures.

This document should also be read in conjunction with the accompanying AVDC Digital and Technology Roadmap 2016.

For clarity when we refer to 'customers' we refer to both external customers and AVDC staff and members alike.

Note: Where product and/or vendor logos and names are referred to, they are used **for example only**. This is to better illustrate a concept and not to commit to their use, now or in the future.

CUSTOMERS

Customers will include businesses, residents, parishes, members, partners and staff.

1.1 Scope

The scope of this strategy is Aylesbury Vale District Council.

However, its subsidiaries, such as Vale Commerce, can now make an informed decision on whether to adhere to this strategy, entirely, in part or not at all.

2 Executive Summary

This document sets out a robust technology strategy for AVDC.

Designed to be the catalyst for technological innovation and change, propelling our organisation into the future. Supporting us with the necessary tools, policies and people, within an environment that further enhances the commercial mind-set and company culture. For which we are already widely acknowledged as championing, as a public sector organisation.

The advances we made with our previous five year cloud strategy have created a strong foundation for the next five years. Enabling us to think bigger and more creatively about the challenges and opportunities and how we are best positioned to benefit from them.

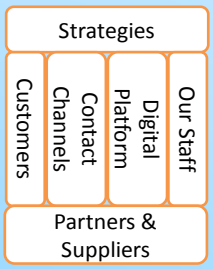
Primarily we are working to ensure the future happens for us, not to us.

This strategy and its accompanying roadmap sets out in the necessary detail, the guiding principles and objectives. It contains the key achievements we will meet. Ensuring critically important and interdependent milestones are managed to completion. This Includes:

- **The creation of the Connected Knowledge platform**, a platform of integrated data and intelligent systems enabling properly integrated and automated transactions for all our customers.
- **The introduction of artificial intelligence (AI) and AI powered voice control**, which over time will serve increasingly complex customer demands

CONNECTED KNOWLEDGE

We see the future as an interconnected world with staff, customers, partners all engaging with the digital technology to deliver the Councils Strategy.



See detailed connected knowledge landscape further on.

- **Being 100% cloud software based.** Meaning a simplified, lower maintenance Information Communication and Technology (ICT) landscape
- **A more strategic approach** - to what we do, the services we provide, who we work with and what we buy.

In year 1 of this strategy we will have; moved more key systems to cloud based software-as-a-service (SaaS), published new policies and guidance on the use of ICT at the council, selected partners for the running of the network and telephony, established strong governance for the execution of this strategy and roadmap and replaced the current Citrix user computing environment with a lower cost, lower maintenance alternative.

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3 Vision

Empowering customers. Collective knowledge, through **Connected Knowledge**.

A unified, nationally recognised, digital customer experience. Powered by the information we hold and the technology we automate.

A digital service platform. We exploit technology to enable maximum business flexibility and offer seamless automated transactions for all. Exceeding the expectations of both public and staff.

A market leading digital business service, which enables maximum flexibility, support for continuous improvement and value creation.

Our staff are our business experts and understand our organisation needs. Supported by our transformed technology function, they are equipped with the relevant skills and are empowered to continuously improve, finding opportunities and implementing solutions that can be measured using real-time information to provide better, faster and cheaper outputs.

3.1 Key Messages of the Vision

- Provide the same digital experience and channel shift for our customer internally and externally

- Recognising that data collection, storage and analysis is key to achieving our organisational aims
- The resilience of our platform becomes a measure of the resilience of our business
- Traditional IT cost base becomes indiscernible from the ongoing cost of serving our customers
- Staff become experts in our business, its customers and the use of our platform
- Specialised staff become experts in our data turning our data into information we can use
- Create, promote and support commercial opportunities
- Technology choices, in line with our strategy, are appraised and informed by the needs of our customers
- Our data and information becomes a commercial opportunity for both our organisation and the district.
- Security controls are transparent and evident from the start, with the focus on visibility not deniability

Self-Serve

Self-Serve also known as Web self-service is a type of electronic transaction that allows customers to access information and perform routine tasks over the Internet, without requiring any interaction with a member of staff

4 Our Mission

To operate an exemplary digital business service experience within a smarter, data driven council.

The main aims of our mission are to focus on serving customers not maintaining assets. To drive up mobility in the workforce and increase the level of organisational expertise while reducing the need for individual specialist IT expertise.

We will build on the past successes and drive up staff skillsets by integrating and automating SaaS solutions and reducing the reliance on Infrastructure and traditional IT skills.

Making the most of data will be a key aim of specialist staff using architecture, repeatable standards and exploitation of data to add value to all and supporting the business as a whole.

We will use the same solution for all that we do. This singularity of purpose (diagram below) will be achieved by closing the gap between external and internal demand types, closing the gap between the tools, platforms and skills as we rise to meet demand from inside and outside.

Our customers are empowered, can see their own data and self-serve.

4.1 Business Value

Three key business outcomes this strategy will create are:

1. A leaner, better and more unified customer experience
2. Improved access to information, enabling better and faster decision making for all
3. Commercial opportunities from both our innovation and the recognition it receives (from partners, industry and our peers)

5 Key Technology Outcomes

Key practical outcomes of this strategy will be:

- Being 100% Software-as-a-Service (SaaS) consumers
- Creation of a data and technology architecture team/function
- Creation of a data and information hub for internal and external customers
- Introduction of machine learning predictions and artificial intelligence
- Practising strategic partner management and recruiting the staff it requires
- Enabling 100% of staff to work flexibly
- Enhanced network resilience and flexibility
- Enhanced security controls
- Reduction in number of suppliers, increase in number of partners
- Reduction in narrow applications, increase in number of consolidated functions
- Single Identities & authentication management, consolidated into the cloud
- Retiring the use of Windows Server operating system(s) and Active Directory (see Identity box for explanation)
- Retiring the use of the Citrix (the current technology used to provide virtual desktops for staff, rather than using desktop PCs or laptops) desktops.
- Use of email reduced significantly, replaced by in-app messaging functions
- An organisation wide strategic technology awareness programme

Machine Learning

Machine learning is a type of artificial intelligence (AI) that provides computers with the ability to learn without being explicitly programmed. Machine learning focuses on the development of computer programs that can teach themselves to grow and change when exposed to new data

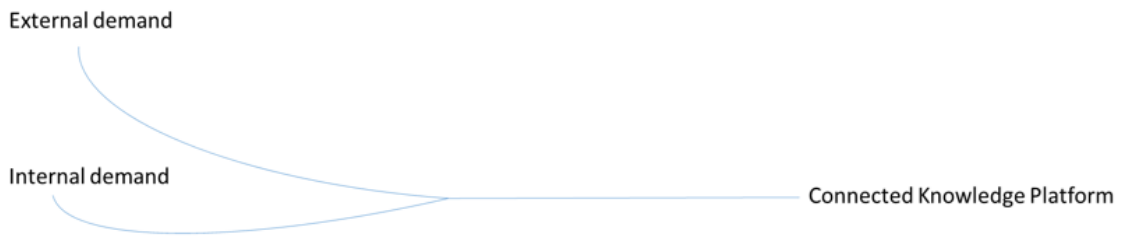
(source Google)

THE CITRIX desktops have served us well in enabling greater flexibility, including hot desking. However they are becoming less useful in our SaaS world, and do require extensive day-to-day management.

5.1 Singularity of purpose

Use the same tools, platforms and skills to meet demand from inside and outside. A single platform to manage all demand:

Figure 1 - Demand Confluence



As we move from the left of this diagram to the right, time moves forward. Today there is a big gap between the external demand from our external customers and the internal demand from staff. For example, a resident may want to know when they will receive their next benefit payment and a member of staff may want to see their pay slip. Today different solutions deliver these functions. Over time the same solution will deliver both requests in a similar way, via a self service real time applications.

Similarly, today the IT costs are distinct from other council costs. As time moves forward these costs will align so that IT costs will be part of the cost of doing business. Each member of staff will have costs which will include the cost of any IT provision. Singularity enables cost visibility, predictability and better control.

Figure 2 - Cost Confluence

6 Strategic Technology Objectives

In-line with the overall stated strategic objectives of AVDC, the objectives for digital and technology use are:

- Provide an always-on, 24x7x365 public service, available to customers whenever and wherever.
- Continuing to drive up engagement with our customers, through digital channels
- Digital services become the primary means of better understanding our customer needs (through data collection and analysis in a standardised way)
- IT as we know it disperses, to become a self-sustaining digital services team
    - Eliminating ICT asset ownership
    - Enabling AVDC to meet the needs of the district
- Making technology a profit centre and not a cost centre
- Technology is maximised to meet the commercial aims of AVDC.
- Transforming from hybrid-cloud IaaS (Infrastructure as a Service) and SaaS to pure cloud SaaS

7 Measuring Success

There are three key measures of success for this strategy

1. Receiving outstanding customer feedback
2. Achieving 100% software-as-a-service (SaaS)
3. All staff having ease of access to management information and data they can make use of to improve our services

Other measures include:

- Our ability to execute high-priority aspects of the published roadmap
- The positive use of data to create and successfully launch new services and measurable improvements to existing services
- Presentation of actionable information to internal and external audiences
- Increased registrations, voluntary enrolment onto the digital offers by both consumers and businesses
- Our platform being nationally recognised as a model of ‘commercial-for-public-good’
- Our platform being further used by other organisations, as opposed to building their own (thus extending the benefit outside AVDC to benefit those living and working in the district.

- Our ability to rapidly adapt the platform to accommodate new channels e.g. voice-as-a-channel.

8 Principles

Overall principles that guide what we do and the decisions we make

- Understand that data underpins value
- Every purchase needs a champion
- Deliver configuration not customisation
- Be the customer
- Drive collaboration
- Be commercial-for-public-good
- Solve the hard problems to create strong opportunities

Design principles:

- One identity, one customer record
- Browser based, will run on any computer system
- Cost control and visibility
- Seamlessly interlinking services not websites
- Iteration is good
- Design for customer needs
- Security visibility as standard
- Open interfaces
- Customer to prefer to use digital
- Self service
- Upfront payment
- Identify upsell opportunities
- Digital not paper
- Process cost transparency
- Automation is the way

9 Connected Knowledge

Our strategic focus and a culture of striving for singular purpose will be enhanced by our customer's ability to use a common platform that joins all business areas providing a single customer view and experience. This platform will, overtime, be indiscernible from, and even merge into, the one used to currently provide digital services to our external customers, such will be the similarity of demand types.

Equal access to the organisations data through the Connected Knowledge platform will drive up commercial behaviours, such as data driven decision making and the need for measuring throughput and output.

Connected Knowledge also ensures the initial work is completed to enable the business to make swift use of its information assets when, not if, the opportunities arise in the near future. For example, data collected on common demand types will enable greater automation. This will include the use of chat robots, also known as 'chat bots', can also be more easily fed into a machine learning environment for purposes of making predictions and commercial modelling.

The focus of the team(s) tasked with maintaining Connected Knowledge will be;

- Open data access
- Interoperability/integration
- Process automation
- Standards and continuous improvement.

Rather than; individual asset management, lifecycles and commodity management, as these functions are inherent to and duties of the cloud SaaS provider.

9.1 The Rise of the Customer

We are well positioned to bring value to our customers.

Our proven agility, innovative and commercially minded company culture and success of our last five year technology strategy, aligns well to what the market are calling 'the age of the customer'.

The diagram Figure 3 shows alignment to the demands of today's customer and their high expectations of a digital first experience. Complex needs (on right of picture) are met by our expert staff, but increasingly more efficient way of doing this is with voice activated services, artificial intelligence (AI) using our data, backed up by our people (our expertise).

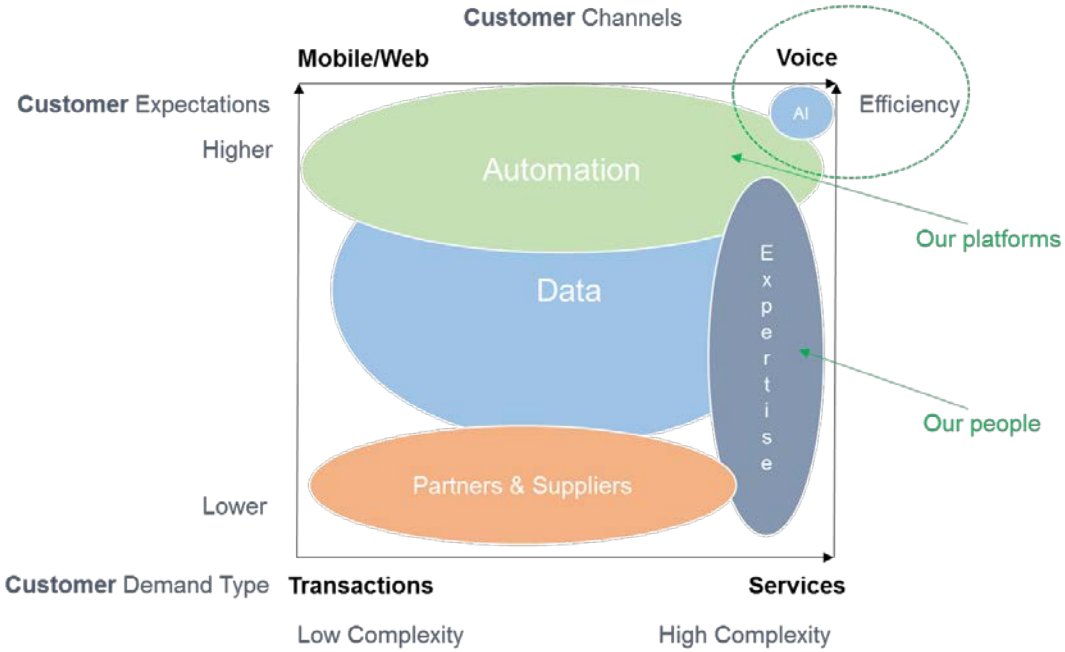
Basic transactional demands / simple needs (on left of picture) are automated, but customers still have high expectations of these. As our customer expectations increase (at the top of the picture) increasingly more complex services (top right) will be delivered by people and AI, through a combination of online and automated chat and AI powered voice control. Whereas simple transactions (top left) will be served through mobile and web automation. Voice can also serve transactional needs.

Ultimately, AI & voice-as-a-channel will drive the highest level of efficiency (circled in dotted green below).

THE AGE OF THE CUSTOMER

It's all about the customer. People have more access to technology today in the form of smart phones, technology enhanced home appliances, and the internet where you can see and buy anything. Customers expect things to be available all of the time, and expect clever, fast delivery of information. The rise of the customer is about ensuring we are ready to meet the increasing customer demands fast enough, and being able to deal with complex queries well.

Figure 1 – Customer Expectations, Demands & Channels



The orange sphere (bottom) is where partners add value. We will utilise partners to either co-create value directly impacting customers but for less-visible, but still important, activities. An example of this would be providing Wi-Fi hotspots in our towns.

9.2 The Platform

In this case, the platform is a term used to describe a range of software solutions sitting on a pool of connected data. Cloud SaaS products provide these solutions, which have been evaluated by AVDC and integrated with the assistance of partners.

The platform value is enabled by the ability of all systems to work seamlessly together, ease of access, ease of use and continuous improvement.

Continuous improvement efforts will be focused on the ever present need to automate business processes, not on laboured customisation, building and bespoke tailoring.

- Both public and community cloud SaaS types will be considered for use in the platform
- The platform spans the entire organisation and can even be extended to partners where necessary
- AVDC will take on the roles of business as usual (**BAU**) platform customer support, architecture, data use/analytics, standards and policy.
- 3rd parties will be used for the roles of initial Application Programme Interface (**API**) integration and detailed technical escalations.

9.2.1 Strategic Purchases

Making technology purchases in line with this strategy is an important discipline, because this strategy aligns to pre-set organisational goals.

Straying from what this strategy defines, will have a long term impact on the businesses ability to execute the roadmap in a timely way.

1. Purchasing criteria will stipulate minimum levels that each software (software-as-a-service (SaaS)) purchase should confirm to. These criteria will need to be formulated.
2. All technology purchases will be reviewed by the technology strategy owner.
3. ll existing purchases will be reviewed against this new criteria. Not to cause disruption or to prompt a re-procurement, but instead for the business to have fuller understanding of its current digital landscape and if it's in keeping with this strategy.
4. Tracking adherence to this standard (and the gaps, if any) will be the responsibility of the new data and technology architecture function. This enables informed decision making and drives up use and understanding of purchases.

In addition, Strategic technology purchases will each be successful when a virtual team is formed, comprising of stakeholders across the business, which will include:

- Procurement
- Partner management
- Data and architecture
- Project management

Figure 2 - Virtual Purchasing Team

Purchases will follow the summarised pattern below, as well as the principles set out in previous sections:

- **Business and financial needs being met**
  - Having a champion who understands the business need
  - Pricing model (i.e. a transparent, cloud pricing model in keeping with cost visibility)
  - Contracts compliant to the new contract clauses (data and intellectual property ownership)
  - Meets service level minimums (availability, performance, modes of support)
- **Technical needs being met**
  - Product is entirely SaaS
  - Use of well documented API's
  - Compatibility of API's with our platform(s), including the information hub
  - Browser based
  - No code or low code, absolute clarity on skill requirements
- **Security and compliance**
  - Compatibility with our chosen identity and authentication providers
  - Compatible with activity visibility and reporting mechanisms
  - Assurance level and controls in place proportionate to its use
  - General Data Protection Regulation (GDPR) impact
- **Strategic**
  - Complies with principles
  - Can't be done with existing tools
  - Enables us to consolidate other tools into it
  - Is purchased with our customers in mind
  - Doesn't require tailoring such that the real total cost of ownership (**TCO**) defeats the business case
- **Procurement**
  - G-Cloud will be the default route
  - Contract length

With criteria in place, the business can yet again ensure business decisions are/were made based on data. Even where a system does not meet some of the criteria, it may still be chosen, but is done so based on the business being aware of and accepting of its shortcomings.

The practical process of evaluation being followed ensures record keeping and continuity at important times, such as contract renewal points.

Proving Value

We will run short proof of concept demos using examples from the real world to test that they deliver the value we require.

9.2.2 Applications

We currently make use of cloud software-as-a-service (SaaS) as well as cloud infrastructure-as-a-service (IaaS) for legacy applications. Legacy applications are hosted on a range of servers in the Amazon Web Services (AWS) cloud virtual tenancy. The legacy applications are presented to users via a Citrix virtual desktop environment also in our AWS tenancy.

- The Citrix environment and the legacy applications create a significant challenge for AVDC due to the resources they consume. E.g. maintaining optimum running conditions, supporting users, supporting the infrastructure and importantly maintaining security and compliance.
- One significant other legacy application exists on premise (software installed and running on computers in the Council's building).

The need for rationalisations and consolidation

- We have 179 applications, from over 100 software vendors. Including those which are cloud SaaS related titles.
    - 60 of these have 10 or less users.
    - 18 are available to all users
    - 16 are available to 100 – 254 users
    - 35 are true cloud SaaS applications, accessed on the internet via a web browser
    - 66 are delivered through Citrix
    - 20 legacy applications are considered to be mission critical

(see Appendices 1 - Current Application Estate for detail)

We will:

- Use the criteria to replace legacy applications
    - Wherever possible consolidate application use cases (the list of actions and interactions between a customer and a system) into an existing or future cloud SaaS purchase
        - This could include asking partners to develop applications with narrow uses cases, to exist on an existing SaaS platform e.g. Salesforce.
- Seek off-the-shelf SaaS replacements for legacy applications where we cannot consolidate the functionality
- Seek to maximise returns on existing investments in SaaS while maintaining a balance between being seen to get better value from technology and customer need.
    - I.e. we won't use SaaS just because it's there, we will appraise each use case on its merits.
- Gradually introduce bring-your-own-device (BYOD) and over time phase out council supplied desktops, laptops, tablet computers.

9.2.3 API Management

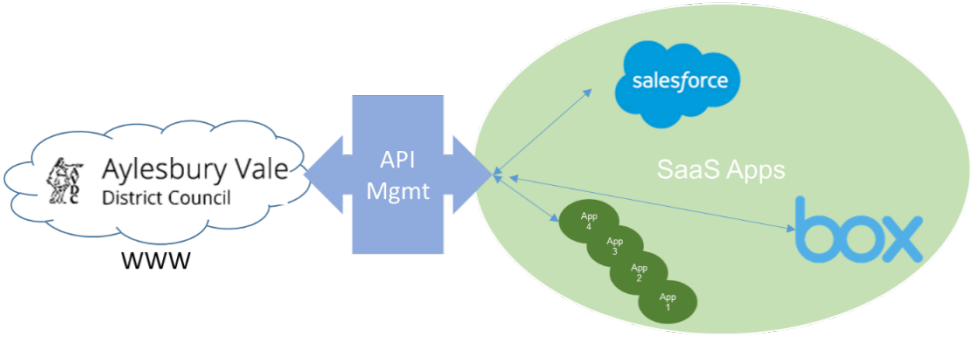
Our platform will depend on the ability of all systems to work seamlessly together to enable good integrations, which in turn creates a catalyst for process automation.

Any change to technology architecture should result in solved problems. We will have a number of SaaS applications in use, and we will need application programme interface (API) management. This is a requirement today, but will increase in scale as more applications are connected together. A better level of visibility, orchestration and policy management over how our SaaS purchases integrate is now needed. This need will only grow, to do this seamlessly and in a standardised way API management becomes a necessity.

We will:

- Create a “proof of value” trial with real world use cases
- Based on a successful outcome of the above, commission the design of an API architecture aligned to this strategy
    - This will include the selection of cloud SaaS API management tooling and the implementation of such tooling
    - This will include a final decision on whether to include legacy applications or not.

Figure 3 - API Management Use Case



Challenges to this hypothesis

Whilst it is prudent to plan for API management being required it is possible it may not be needed if all the SaaS integrations co-exist on a common platform with a common API or where no-code/low-code use cases are presented on mass. E.g. Salesforce.

9.3 Data

The management and use of data becomes a critical factor in the execution of this strategy and therefore meeting the stated organisational aims.

- We will use controls to keep OFFICIAL data within the European economic area (EEA) wherever it is possible to do so and where it is necessary to do so.
- Data is the most important and most sensitive asset we hold.

Our data is, and will continue to be, geographically dispersed on account of the distributed cloud infrastructure and SaaS architecture we are pursuing.

Previous efforts have been focused on migrating to cloud services and the use of virtual desktops infrastructure (VDI). Those now being completed, enables us to embark on the next evolution which is focused on the data in the cloud.

Creating a cloud data and information hub will enable AVDC to access its most valuable asset. This is done separately and discretely from the applications that have primacy over the data and also enables a standard toolset. This toolset will be used as the basis for data visualisations, presentation to customers via dashboards, exporting information and mining collectively.

Early value realisation will be achieved with 'proof of value' exercises being run with sample data sets. A key test of the value will be internal management information being made readily available to our stakeholders, and encouraging their input into its ongoing development. It will enable delivery of Business Intelligence to the organisation.

Key to achieving this are the following:

- Selection of SaaS Business Intelligence solution
- Formation of permanent Data and Platforms Team (described in later sections)
- Integration into existing data repositories/applications
- Internal discovery exercises with sector leads and managers into their reporting needs
- Agile and extensive data analysis

The enhanced use of data, turning it into information or knowledge we can use, will mark a significant milestone. It reflects the commitment and execution of more practical aspects of the commercial mind-set of AVDC and a tangible and visible outcome for AVDC to exhibit.

9.4 Security & Trust

We will set security visibility into the platform, with the emphasis being on knowing the data is secure, and not saying no. This enables informed decision making, saying 'no' restricts agility, innovation and business advantage.

The security policy will introduce a level of self-assurance into application usage, with clear guidance being published by AVDC for its staff. Staff will be accountable for their own actions in line with the policy. Agility is key to a sustainable business, meaning security must support this. We continue to use risk management and threat profiling to protect our data. Our level of real-time visibility will increase over time, meaning we can make better informed decisions with (more) real data.

Our staff will have one online identity, which will enable seamless transference from one application to another, via our new cloud-access-security-broker (CASB) portal and application.

Staff will only have access to business applications based on their role.

Security

As our solutions will be supported by 3rd parties, our role will be to check their security is of a high enough level, not do to our own internal checks.

9.4.1 Trust

Trust will be enhanced by a stronger commitment to security transparency, vulnerability scanning by accredited 3rd parties, cross cloud boundary checking and spot checking will take place., ensuring we are able to not only evidence the effectiveness of our security visibility internally, but also to interested parties.

Until then the annual checking will be carried out as per the existing routines.

The integrated API SaaS design enables internal and external security testing to be more easily planned and executed .Most importantly, any remediation activities from these tests will

thus be limited to a smaller set of components. This approach enables a significantly narrower scope to that of a traditional ICT operation which would have included; physical and virtual servers, storage systems, more complex networking, applications, hypervisors and other operating systems and appliances (and more).

9.4.2 SaaS Identity and Access Management

Security and compliance is of paramount importance to AVDC and no digital aims will be pursued without first being assured of the security controls in place.

Our cloud access security strategy includes:

- A SaaS identity management service
- A cloud-access-security-broker(s) (CASB)
    - This function acts a gateway for all internal users to gain access to all AVDC applications
    - Built-in to this will be security dashboards, capable of visual reporting on a per user/per app basis
    - Essential to this will be role based access control i.e. internal customers only see applications they need for their role
    - It is transparent to the users once authentication has taken place
- Multi-factor authentication for all internal customers (staff)
    - This will be based on the principle of the things you have and the things you know. I.e. a username, password and a one-time password delivered to a device, such as a pre-registered mobile phone.
- A level of mobile device and end user device management, which provides the council with assurance balanced against the risk and in view of the benefits of a more mobile and flexible workforce
- A review of the customer end user agreements, such as the Acceptable Use Policy, in-line with new strategy

Cloud Access Arbitration

Internal customers will access the platform through the CASB application on their smartphone and/or tablet and from their PC/laptop via their internet browser.

They will be authenticated against the new cloud identity service, which also requires them to provide the multi-factor authentication. This is likely to be delivered to their mobile phone via text message, but the system can also generate a ‘onetime’ password.

Once authenticated, the user will be presented with the councils cloud SaaS applications based on their role, defined using the rules about who can access what. The system brokers their connection to the SaaS applications, enabling visibility and therefore reporting/alerting on a detailed and granular basis.

There will be legacy applications incompatible with the CASB initially, but still compatible with the identity service. Shown immediately below as ‘Phase 1’, these applications (apps) will be phased out in line with the roadmap. Over time only fully compatible applications will remain, shown in the ‘Phase 2’ illustration.

Figure 4 - SaaS Access Arbitration Phase 1

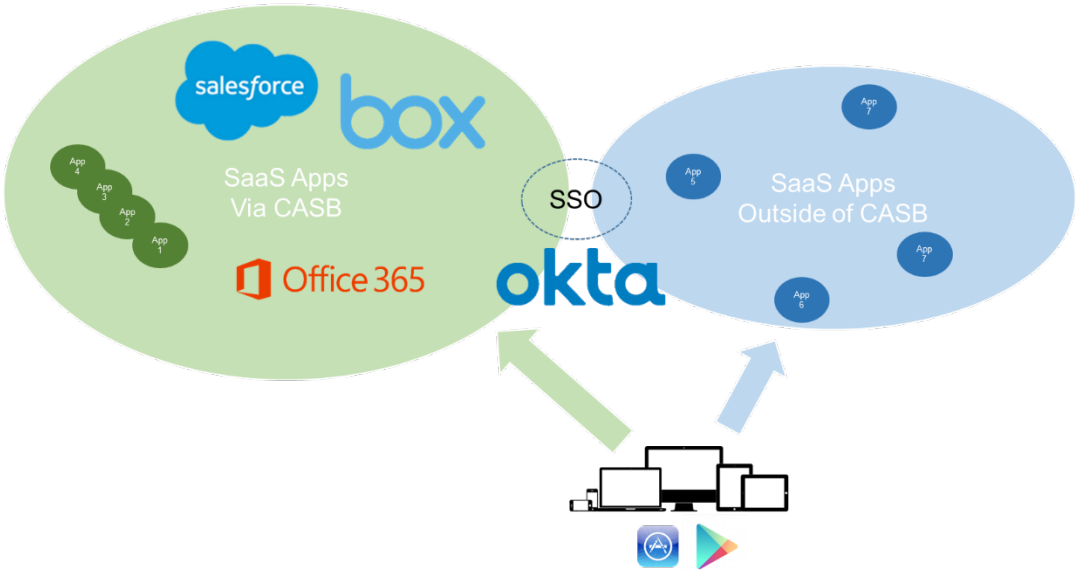
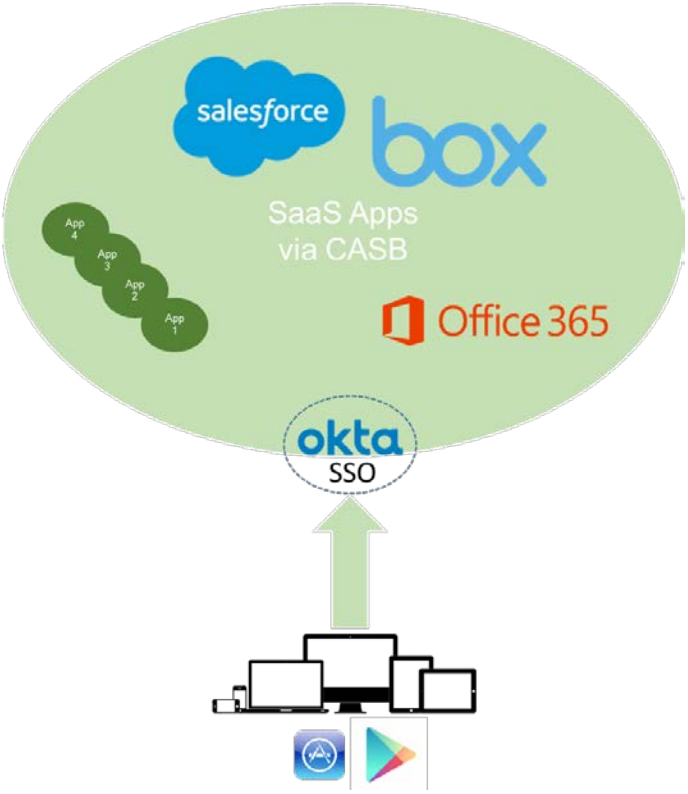


Figure 5 - SaaS Access Arbitration Phase 2



9.5 Server Infrastructure

The use of physical and virtual server assets that currently underpin the platform will be phased out.

This will be made possible as the applications are transferred to SaaS.

- Currently the council maintains Citrix and Windows application server environments hosted in virtual datacentres, in Amazon Web Services (AWS).

These will be transformed / transferred into SaaS services, in line with the key outcomes set out by this strategy.

We will:

- Phase out the Windows Server operating system
- Phase out use of Citrix desktops and servers, which may mean finding a cloud platform alternative in the short-medium term, as an interim solution.
    - This will reduce the burden of maintaining Citrix infrastructure, but the burden of application maintenance mostly remains during this interim period.
- Phase out Active Directory. Once it is only being used a means of authentication for users and no services or servers rely on it, the identities can be fully migrated to the yet be to be chosen SaaS identity management service

9.6 Connectivity, Telecoms & PSN

We will re-procure and redesign our wide area network, to better meet the needs of this strategy.

The PSN network connectivity we make use of is part of the existing contract, as are some other bundled services.

Todays issues include:-

- The current cost is competitive only when compared to services that also do not meet our needs.
- We need better resilience
- We need a partner to first take ownership of transition and then design our new dis-aggregated network (and implement it).

We will:

- Replace the Internet connectivity with dis-aggregated model, placing less reliance on the current hub and spoke layer 3 network model, focusing instead on providing the shortest, fastest path to the internet. For internal customers.
    - This means a far less complex WAN, with less dependency on our neighbours and their chosen providers
    - Seek a supplier who can suitably provide PSN Assured connectivity, Internet filtering, and resilient Internet connectivity. Which is suitable for mission critical Internet based services.
- Retain our LAN infrastructure in key locations but seek to renew and/or re-procure the LAN management contract on a fully managed basis

Network

Currently our IT network is made up of a Wide Area Network (WAN) that connects all our sites together, and, Local area networks (LAN) at each of our sites. Today to work we sit in the Gateway, access a desktop in Dublin, connect back to London, over the Bucks network to the internet.

Going forward, we will just connect via a browser over the internet to the applications we need to access.

- The LAN could, in time, be used solely for the tenants of the Gateway Centre
- End-of-life equipment will be replaced with the cheapest supportable equivalent, that still meets security and compliance requirements but does not need to be as 'fully featured' as the current equipment. As AVDC has a reducing set of network requirements. In line with this strategy

- Move to wireless-by-default model, to better accommodate bring-your-own-device (BYOD), mobile telephony and reduce the need for wires to desks
- Continue to be PSN Assured compliant, but reduce the scope over time, as PSN use cases become more narrow and discreet.
- Phase out AWS Direct Connect. However it will be renewed/re-procured in the short term and later phased out. As our need for it reduces in line with the server estate in AWS reducing.
- Enable workers to take and make calls at times and from places they deem appropriate and from their own devices.
    - •I.e. make it a necessity to have connectivity to carry out such tasks, but not dictate that such connectivity requires a desk in The Gateway Centre or other council locations.
- Continue to provide free Guest Wireless access, but re-evaluate the current provision against the backdrop of growing demand for wireless, by internal customers.

Figure 6 - Current High Level Hub and Spoke

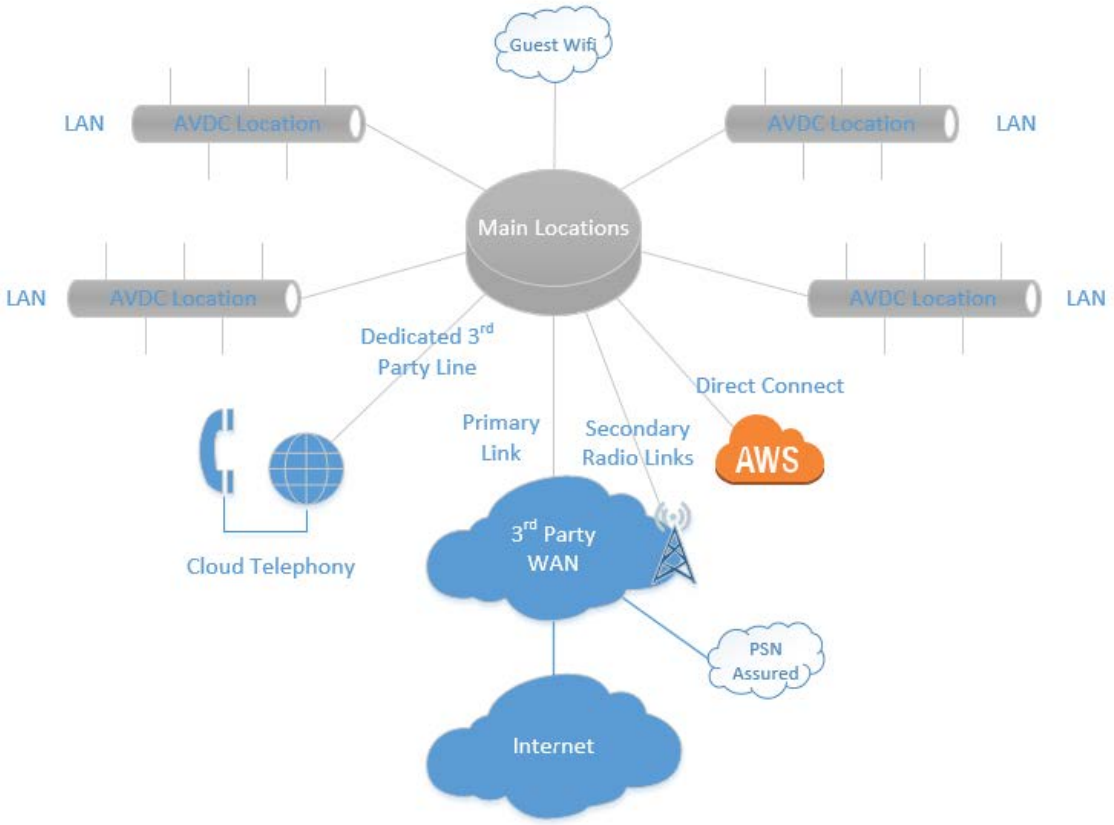
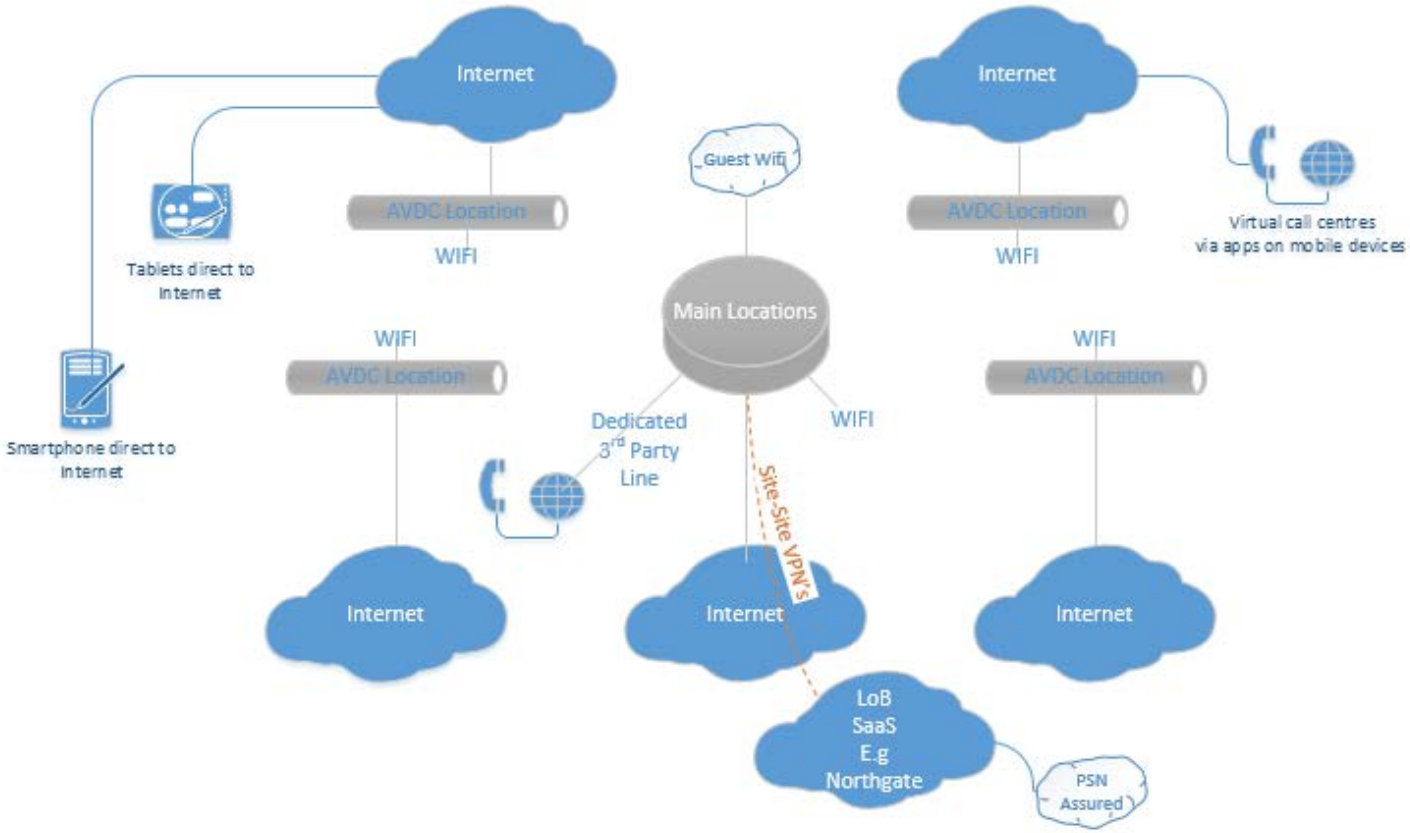


Figure 7 - Dis-aggregated Internet Access Model & No LAN



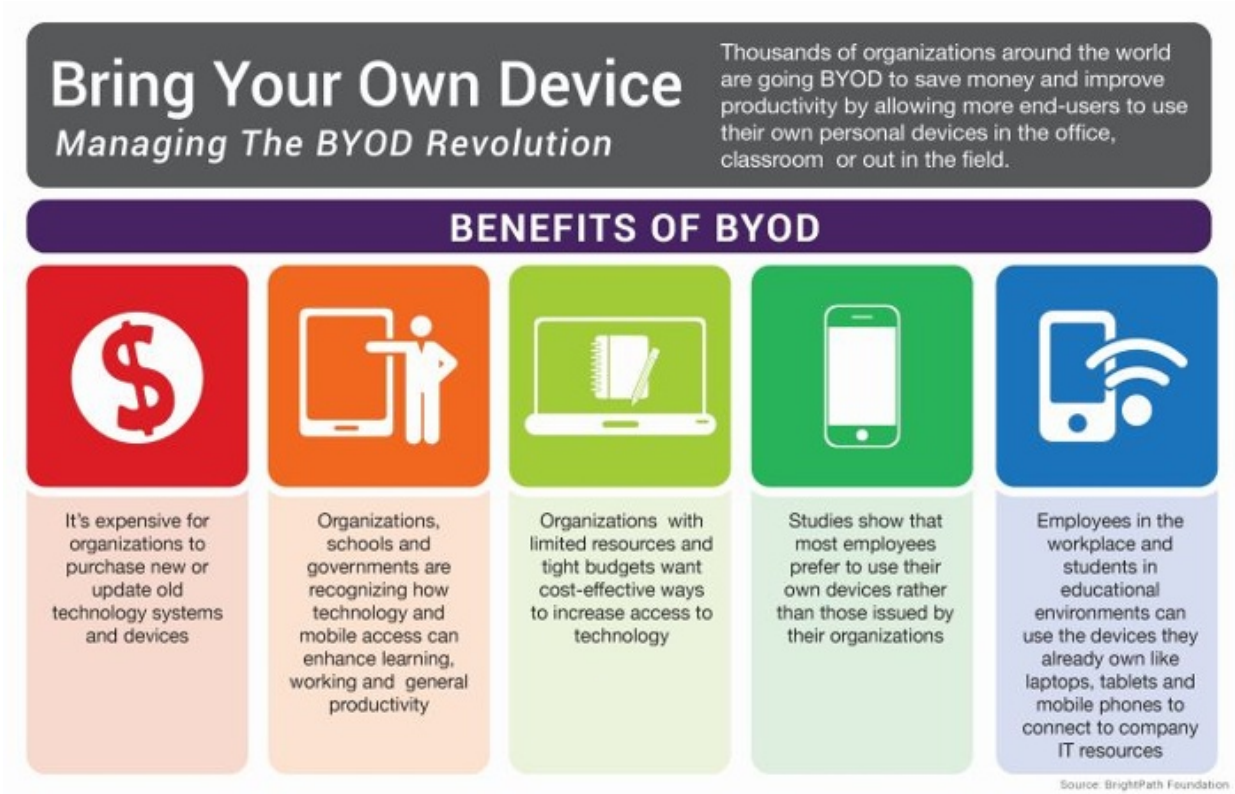
9.6.1 Mobile Telephony

We encourage a more mobile workforce, with this comes the need for a telephony solution that supports and encourages mobility.

Our new BYOD policy will extend to mobile phones. All staff that require a dedicated number/extension will have the (yet to be) chosen software phone (softphone app) loaded onto their devices. This will enable the same functionality, if not more, which staff currently expect from in the office.

Thus further enabling a seamless experience, regardless of location, as long as Internet connectivity is available.

- **BYOD** for mobiles will be a gradual, “phased approach”, introduced over a period of 1-2 years.
- No new investments in hardware desk phones
- All council calls will be routed in and out of the cloud telephony solution, via council numbers that are only available while the softphone apps are online
    - This enables (personal) number privacy



(Source: Bay Computing : BYOD and Your Business: Why BYOD Policies Are Key to Success by Lisa Meleney on May 8,2015)

We will:

- **Use cloud based telephony solution** which support this activity natively i.e. with little or no customisation for call centre and other staff
- **Encourage and even incentivise the use of own phones** (as part of the BYOD policy)
- **Over time, only supply smartphones by exception**, i.e. in a small number of situations, to be laid out in the forthcoming BYOD policy
    - Supply a phone where we know there is requirement for a permanent phone number, for emergency use.
    - Retain a small stock of temporary 'loan' devices. For such things as temporary workers and unforeseen eventualities
- **Not renew the current mobile phone contract**. Instead allow it to rollover for a period of no more than 6mths from this documents publish date
- **Use technology that allows 'secure hand-off' of payment details** to assured payment systems
    - Thus ensuring payments are not taken over the phone
    - Provide new guidance to staff, on the types of activities and behaviours we expect
- **Investigate the viability of providing a level of subsidy for the cost of the bandwidth (an incentive to use own device)**

One outcome of this telephony strategy is that mobile telephony becomes the new normal and that phones are no longer synonymous with a person's own desk or the need to be in the 'office. Home working will be encouraged

Bring your own device

"the practice of allowing the employees of an organization to use their own computers, smartphones, or other devices for work purposes."

With BYOD staff will use their own devices, such as phones, tablets, laptops chromebooks, MACS, whatever comes along, supporting their own devices and replacing their own devices.

Staff will use their own device working from anywhere, whether in the office, at home or in the field.

(Source: Google)

9.7 Non-Strategic Systems

Some systems exist that do not warrant the time, effort and expense required to transform them. This is because these systems are functioning to meet a narrow need, not related to our strategic aims. Two examples of such systems are:

- CCTV Systems
- Door Access Systems

In these cases suppliers will be sought to take ownership of the daily operation, maintenance and upkeep of such systems. These systems will not be 'transformed' by AVDC, instead they will continue operating but in the hands of suppliers who are selected based on competitive tender.

The example systems are required to securely run physical sites owned by the council such as the Gateway and are closely aligned to day-to-day running of that that facility. It is possible that in the future that the Gateway facilities management was also outsourced or run at 'arm's length' and that space and services would be bought back by the council.

- The desired outcome is that we are able to better focus on meeting organisational aims. Using suppliers on fixed price, fixed term contracts to operate systems not-aligned to our strategic aims.

10 Strategic Technology Operating Model

We must create teams, roles and make data driven decisions that reflect the organisational aims.

We will gradually re-organise our existing ICT delivery teams, as related roadmap milestone items are achieved. This means, the creation of new teams and roles.

A two phased approach will be taken to this transformation of the ICT functions.

- **Phase 1** – Changes to role descriptions and reporting lines, this is to be completed in first calendar quarter (CQ1) 2017.
- **Phase 2** – Detailed below, will be completed as and when dependant aspects of the technology roadmap are completed. I.e. Phase 2 can only happen upon successful completion of **Phase 1** and subsequent completion of various linked items on the roadmap.

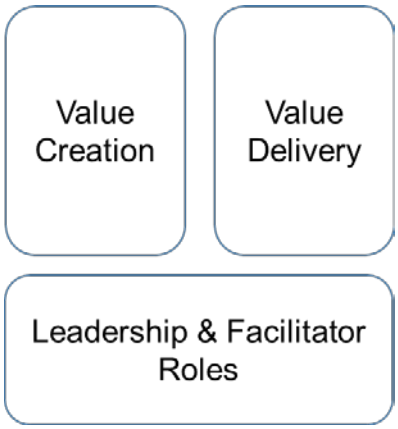
Phase 2 Summary:

This strategy outlines the need for;

- A new role, reporting to the Executive Team, to oversee the execution of this strategy
- The creation of two new digital and technology teams
    - A Digital Support Team and
    - A Digital Data and Platforms Team
- The creation of a Strategic Partner Management Role within this new structure

Within the new teams, staff are assigned by their primary customer value. Either Value Creation or Value Delivery.

Figure 8 - Value Creation & Delivery

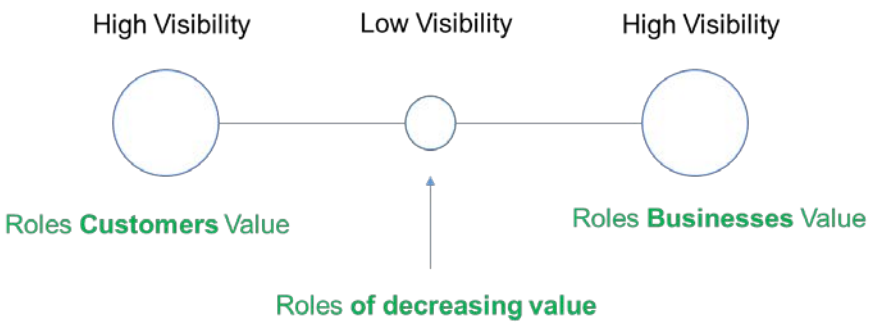


- The Digital Data and Platforms Team will concern itself with the standards, design, use of data and roadmap for the Connected Knowledge platform. This will be the value creation team.
- The Digital Support Team will arbitrate, broker and support customers through the benefits of the digital experience. This will be the value deliver team.

AVDC will invest in roles that create and deliver value to customers. Roles that are highly visible to customers and the business, rather than roles pre-occupied with the need to maintain assets and infrastructure, these roles are not typically visible to either end of the spectrum (figure 11).

As key milestones are achieved in the technology strategy, legacy Infrastructure support roles (and others) can be transformed and better aligned to the two teams above. The new leadership role leading and commanding the authority is required to execute the ambitious aims of the technology strategy, core to this is the need for strategic partner management with which AVDC can integrate high value commercial capability into its offer.

Figure 9 - High Visibility, High Value Roles



10.1 Model

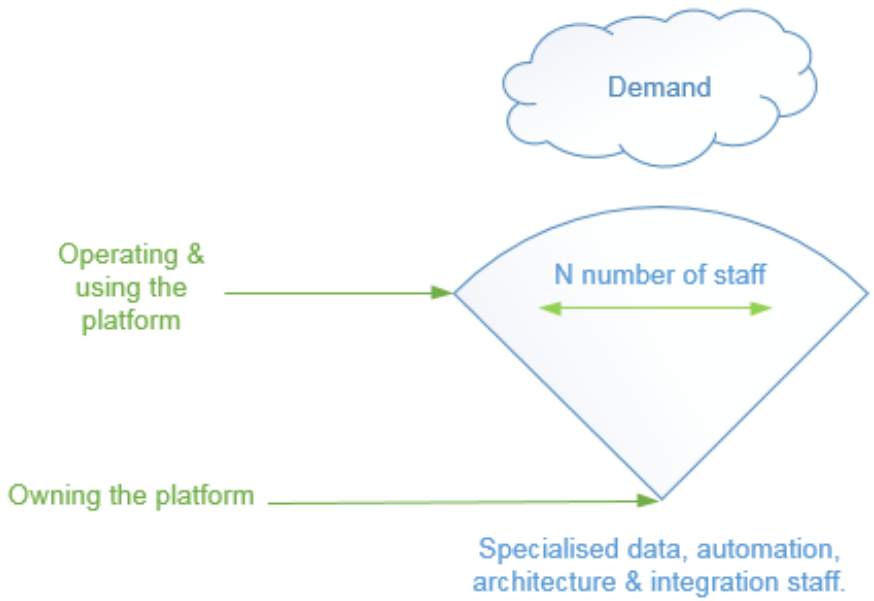
There is no appetite to build an in-house, hands-on, technically led ICT function. There will be no assets to service in future, only the data the authority holds and the SaaS it is using to deliver the platform and vision. The figure below shows the new structure interacting with partners, peers and wider AVDC.

The figure 12, below illustrates that there should always be a greater number of staff focused on meeting customer demand (at the front-end) versus the number of staff at the back-end working on incremental development of data and product integrations. These two activities and

their respective staff must however be tightly integrated culturally and practically, to create a high value feedback loop.

The strategy AVDC already employ is about meeting customer demand rapidly and increasing the number of request types being resolved ‘right-first-time’, whilst striving for more self-service requests being met through digital means.

Figure 10 - FTE Ratios



Front Office & Back Office

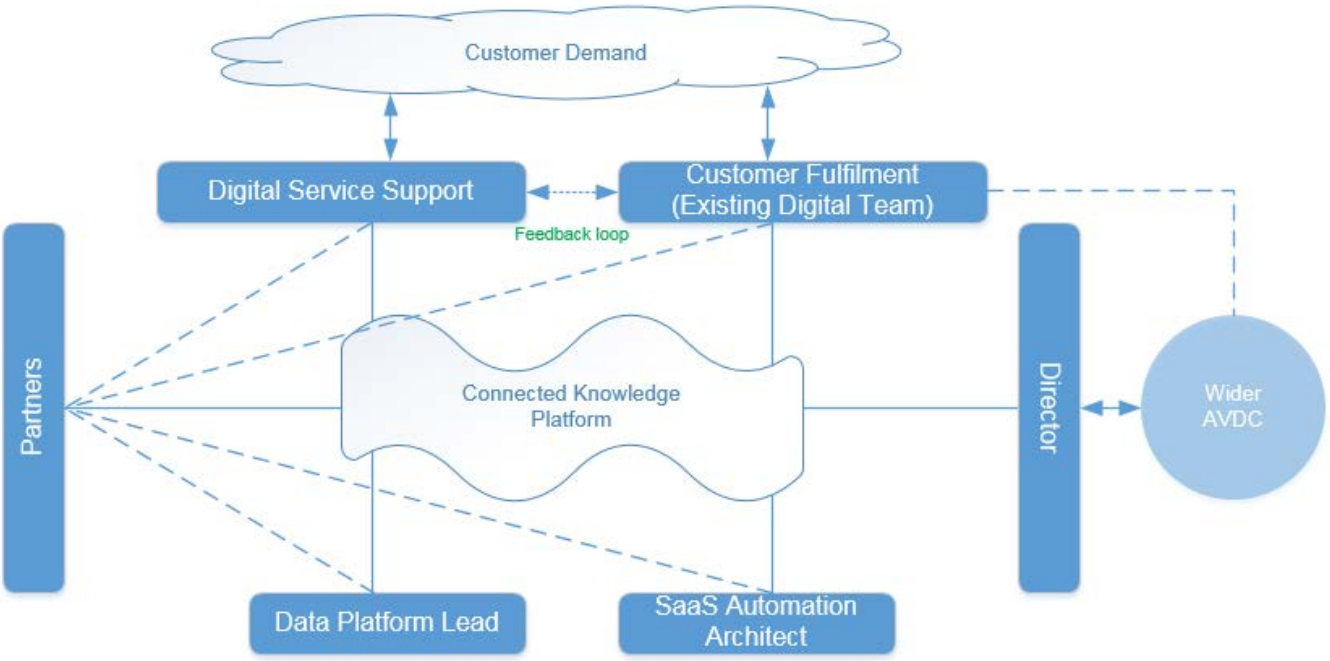
For instance you could have a ratio of 2.5 : 1 between front officer staff and back officer staff to meet customer demand

The figure below illustrates digital support staff working in parallel with existing Customer Fulfilment digital staff. Over time, harmonising customer demand types, the tools they use and other working practices where relevant and not arbitrarily. There is clear potential for these teams to merge in the future, dependant on some major milestones being completed in the wider technology strategy.

As the vision takes shape a dotted line (arrowed feedback loop below) enables pooling of knowledge and the two functions get closer both logically and practically as the organisation and its customers change and adapt to a singular digital experience.

Partners (left on the figure) are small in number but key to the mission. Front-line teams and back-end teams are in regular contact with them, however the request types are different in nature, from support issues on the front-line to integration and interoperability queries for the back-end. Escalations and strategic decisions are fed back to AVDC either through the new structures reporting lines or in the case of Customer Fulfilment through the existing Head of Customer Fulfilment. Regular forums and communications will take place where processes, successes and failures are discussed and replayed to ensure iteration is not just possible but baked into continuous improvement and again to ensure no gulf is created between front and back-end roles.

Figure 11 - Logical Model



10.2 Key Operating Model Outcomes

The key outcomes of this transformed operating model are:

- Functional roles better aligned to strategic aims
- Roles aligned to demand types and value forms *e.g. Creation or Delivery of Value*
- Ownership of technical strategy and its execution
- Less visible roles are transformed to highly valued and visible roles, over time.
- Creation of roles responsible for horizon scanning, architecture, standards and automation.
- Creation of roles responsible for collection, processing and presentation of data
- Partners and suppliers are managed and selected strategically
- Partners and suppliers are used for low value, low visibility commodity and asset servicing, the need for which reduces over time.
- Partners are preferred for strategic aspects
- Customer Fulfilment and Digital Support become one, in due course.

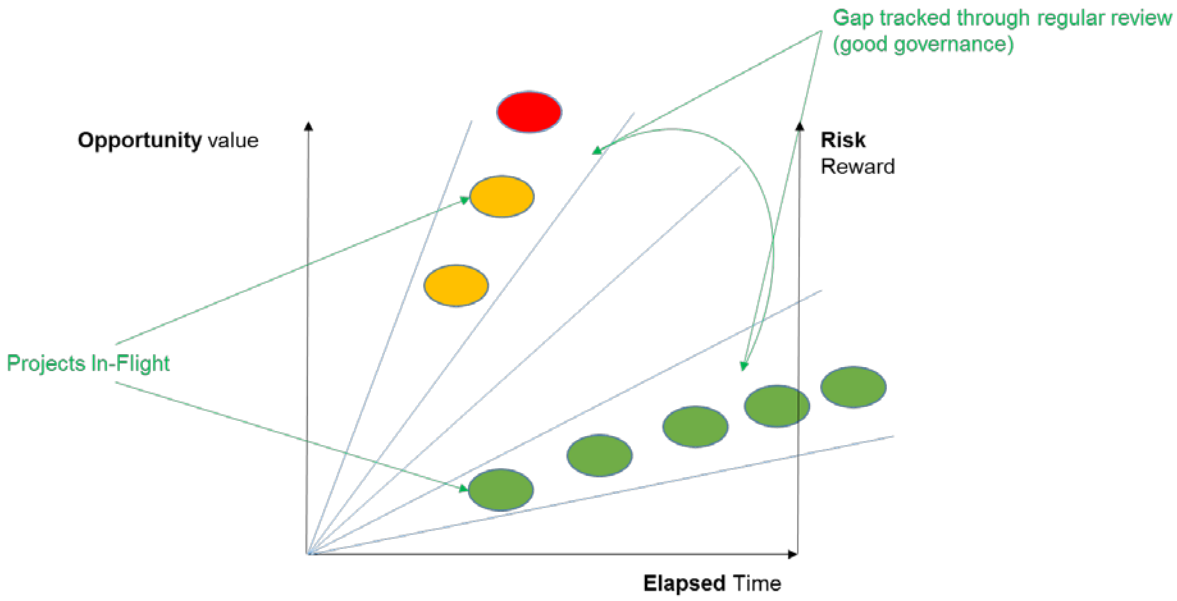
10.3 Leadership

AVDC must pursue both commercial and efficiency opportunities. Technology facilitates both aims.

The approach must be consistent both in tone and methodology. For this to be executed as such, an authoritative position should be present to lead the transformed IT function and its commitments. A role shall be created to reflect these responsibilities and fill the current gap. The figure below illustrates a scenario, whereby a leadership role is required to appraise value, risk and opportunity in technological advances in relation to our strategic and tactical aims. It shows the gap existing between high-value-high-risk opportunities to exploit a product or technology and the planned projects on the published roadmap.

Managing this gap and finding the right balance between risk and reward will be a key responsibility of the leadership team and any new leadership roles.

Figure 12 - Bridging the Gap



The following regular activities will be initiated:

- **Horizon scanning**
  - Regular briefings from presenters; including peers from the public sectors, commercial enterprises, vendors and thought leaders. Helping to understand trends, market conditions and opportunities.
- **User engagement**
  - Inviting more voluntary participation, feedback sessions, trials and piloting
- **Opportunity tracking**
  - Closely related to horizon scanning activities, the team will maintain a list of technology opportunities. For the purposes of tracking, and possible inclusion on the roadmap.

11 Opportunities in Technology

The technology areas identified for immediate/regular review are:

- Open data,
- Information hubs and data analytics,
- Artificial intelligence,
- Co-created intellectual property,
- IoT and Smart Cities, and
- Any technology that enables better use of existing data and its presentation to consumers. E.g. augmented reality via smart phones and other information overlays.

Technology initiatives already underway:

Artificial Intelligence (AI) - Types of AI are in use today, both in enterprise and the home. These are however narrow applications of AI, e.g. an online chat robot (also known as 'chat bots') used to answer frequently asked questions, this example aligns well to some AVDC customer transactions. There are likely to be more.

- For the reason stated, AI will be chosen as a key area for further research with the specific aim of producing a proposal on its possible uses, against specific pre-defined AVDC use cases.

Shifting channels – It is possible that 'the web' becomes a legacy form of digital presentation, and that the Internet becomes nothing more than a means to transmit/transit data. This will happen as new means of accessing services, like voice control, gain popularity. Voice control is a means by which our customers may wish to engage with us in the mid-long term. For this reason we are expecting in 3+ years, technologies like Amazon Echo and Apple Siri to be a viable platform by which we can meet some demand types.

Figure 13 - Amazon Echo with AVDC App. 'Voice-as-a-channel'

12 Connected Knowledge Landscape

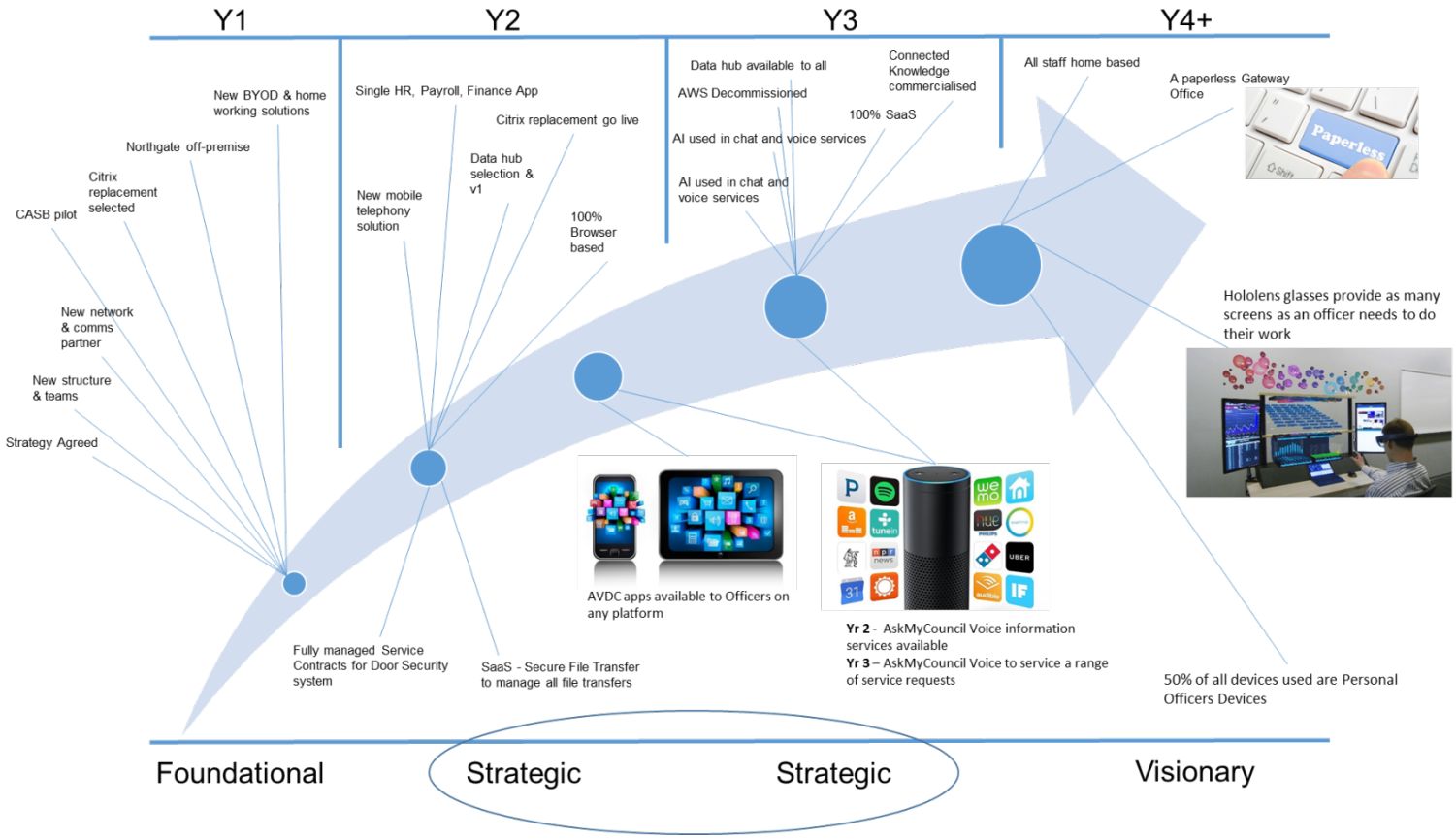
Figure 14 - Connected Knowledge Landscape

This is the framework that we envisage how all the elements of Connected Knowledge are grouped and joined

13 High Level Roadmap

Figure 15 - High Level Roadmap

These are some of the key elements on the future roadmap that will make up the delivery of this strategy



14 Appendices

14.1 Appendices 1 - Current Application Estate

Application Name	Application Version	Type	Hosted by
7Zip	7Zip	On Premise - AWS	AVDC
8x8 Directory	8x8 Directory	SaaS	8x8
Abintegro	Abintegro	SaaS	Abintegro
Acorn Profiler		On Premise - AWS	AVDC
Active Directory		On Premise - AWS, AVDC	AVDC
ActiveSync		SaaS	Microsoft
ADFS		On Premise - AWS	AVDC
Adobe	Creative Studio 6	On Premise - AWS	AVDC
Adobe	Creative Cloud Applications	On Premise - AWS	AVDC
Adobe	Photoshop Elements 9	On Premise - AWS	AVDC
Adobe	Acrobat 10	On Premise - AWS	AVDC
Adobe	Reader 10	On Premise - AWS	AVDC
Adobe	Acrobat Pro		
Adobe	Photoshop 64Bit		
Adviser Net		On Premise - AWS	AVDC
AirWatch		End of life	End of life
Amazon Administration		IaaS	AWS
Amazon Web Services		IaaS	AWS
Appsense	Environment Manager	On Premise - AWS	AVDC
Appsense	Administration	On Premise - AWS	AVDC
Aptos (Data only)		End of life	End of life
Arc Cataloge	9.3	On Premise - AWS	AVDC
Arc Cataloge	10.3	On Premise - AWS	AVDC
Arc Map 10.3	10.3	On Premise - AWS	AVDC
ArcGIS Desktop			
ArcGIS Desktop Admin			
ArcMap 9	9.3	On Premise - AWS	AVDC
Ash	e-Go Recovery	On Premise - AWS	AVDC
Ash	Administration - Security	On Premise - AWS	AVDC
Authoring Tool NEW		On Premise - AWS	AVDC
Autocad		On Premise - AVDC	AVDC
AVDC-VERINT			
Balvin (Fuel pump system)			
Bartec R12	Bartec R12		
Bill Analyser (BT)		On Premise - AWS	AVDC
BOX (Edit)		PaaS	BOX
BOX (MS Office Plugin)		PaaS	
Business Objects (ITrent)			
Business Objects (Northgate)		On Premise - AWS	AVDC
CD View		On Premise - AWS	AVDC
Chrome for Business		On Premise - AWS	AVDC
Citrix	Citrix XenAPP 6.5	On Premise - AWS	AVDC
Citrix	Citrix XenDesktop 7.6	On Premise - AWS	AVDC
Citrix	Citrix XenAPP 5.0	On Premise - AWS, AVDC	AVDC
Citrix	AppCentre	On Premise - AWS	AVDC
Citrix	Studio	On Premise - AWS	AVDC
Citrix	Director	On Premise - AWS	AVDC
Citrix	XenServer 6.2		
Citrix	XenCentre		
Cloudbridge (Arcus Box)			
Collective (Bartec)	Bartec R6	On Premise - AWS	AVDC
Condeco		SaaS	Condeco
Connect		SaaS	Axis12

CoreFTP		On Premise - AVDC	AVDC
Corel Draw		End of life	End of life
Crystal Report Writer 2013		On Premise - AWS	AVDC
Dameware		On Premise - AWS, AVDC	AVDC
Dashboard Powerpoint 2010			
DCTM		On Premise - AWS	AVDC
Desksmart	Intranet Payment	On Premise - AWS	AVDC
DHCP			
DNS	External		
DNS	Internal		
Energy Manager (Systemslink Energy)		On Premise - AWS	AVDC
Energy Manager folder			
Enterprise Car Club			
Express	Management	On Premise - AWS	AVDC
Express	Register	On Premise - AWS	AVDC
Ezytreev		On Premise - AWS	AVDC
Fibutex PC			
File-Aid		End of life	End of life
Fimms		End of life	End of life
FTP			
Galileo		End of life	End of life
Gandlake		End of life	End of life
GCSx Firewall			
Geocoder 63			
Harvest		SaaS	Harvest
HelioXD		SaaS	Annodata
Hornbill		SaaS	Hornbill
ICE Chat		On Premise - AVDC	AVDC
Iclipse	Back End Database	On Premise - AVDC	AVDC
Iclipse	Front End Client	On Premise - AVDC	AVDC
Idea		On Premise - AWS, AVDC	AVDC
IDOX CICO		On Premise - AWS	AVDC
IDOX EDMS		SaaS	IDOX
Internet Explorer		On Premise - AWS, AVDC	AVDC
iTrent		SaaS	Midland HR
iWorld		On Premise - AVDC	AVDC
IWS		On Premise - AWS	AVDC
Java		On Premise - AWS	AVDC
Kalamazoo		SaaS	Vendor
Kantech		On Premise - AWS, AVDC	AVDC
Kitty		End of life	End of life
Landlord Portal			
Laserform		On Premise - AWS	AVDC
Learning Pool		PaaS	learningpool
Lisson Grove QBC			
LocalView General - Mavis			
Locata		SaaS	Locata
LogSmart	External - Payments	On Premise - AWS	AVDC
LogSmart	Internal - Payments	On Premise - AWS	AVDC
LogSmart	Administrators	On Premise - AWS	AVDC
LSS 3D Vantage			
LSS Elite			
McAfee Antivirus		On Premise - AWS, AVDC	AVDC
Metrel PatLink		On Premise - AWS	AVDC
Microsoft ISA			
Microsoft Office	Visio	On Premise - AWS	AVDC
Microsoft Office	Access	On Premise - AWS	AVDC
Microsoft Office	Excel	On Premise - AWS	AVDC
Microsoft Office	Outlook	On Premise - AWS	AVDC
Microsoft Office	Powerpoint	On Premise - AWS	AVDC

Microsoft Office	Project	On Premise - AWS	AVDC
Microsoft Office	Word	On Premise - AWS	AVDC
Microsoft Office	Word 2010		
Microsoft Office	Project 2013		
Microsoft Office 365	OWA	SaaS	Microsoft
Microsoft Office 365	Intune	SaaS	Microsoft
Microsoft Office 365	Administration	SaaS	Microsoft
Microsoft SharePoint		End of life	End of life
Microsoft SQL Server		On Premise - AWS	AVDC
Microsoft Windows	7 Professional	On Premise - AVDC	AVDC
Microsoft Windows	Server 2012 R2	On Premise - AWS	AVDC
Microsoft Windows	Server 2008 R2	On Premise - AWS	AVDC
Milestone Protect CCTV		On Premise - AVDC	AVDC
Netcall			Netcall
Netsweeper		SaaS	Updata
NEW ASH TEST			
One Drive		SaaS	AVDC
Oracle		On Premise - AVDC	AVDC
OrgPlus 2012		On Premise - AWS	AVDC
OS Mastermap Data Converter			
Outlook for Ezytreev			
P11D		On Premise - AWS	AVDC
Pencil Project		On Premise - AWS	AVDC
Performance Plus	Standard	On Premise - AWS	AVDC
Performance Plus	Admin	On Premise - AWS	AVDC
PGP Encryption		On Premise - AVDC	AVDC
Planning Portal		SaaS	PlanningPortal
Policy Hub		SaaS	Hiteclabs
Productivity Suite License Manager			
ProSteel,Super Beam,EuroBeam		On Premise - AWS	AVDC
Public Access		SaaS	IDOX
Quark Express 7		End of life	End of life
RAG			
Reach SMS		SaaS	Reach
Remote Desktop			
Renovator		On Premise - AWS	AVDC
Repliweb			
Safend		On Premise - AVDC	AVDC
Safenet Management		SaaS	Safenet
Salesforce	Customer Fullfillment Team	PaaS	Salesforce
Salesforce	myaccount	PaaS	Salesforce
SFTP			
Shaw Forms		On Premise - AWS	AVDC
Skeddly		SaaS	Skeddly
Sketch Up		On Premise - AVDC	AVDC
Skype		On Premise - AWS	Microsoft
Smart Sheet		SaaS	Smartsheet
SMTP			
Spur Parking		SaaS	Xerox
Steve Grimmer DTI			
Symantec Backup Exec			
Systemslink Energy (Energy Manager)		On Premise - AWS	AVDC
TeamViewer		SaaS	AVDC
Tech One		SaaS	technologyonecorp
TEST ArcMap			
Timebase	Admin	SaaS	Timebase
Timebase	User	SaaS	Timebase
Uniflow	MomClient	SaaS	Annodata
Uniflow	Admin	SaaS	AVDC
Uniform		SaaS	IDOX

VisionApp		On Premise - AWS	AVDC
Vodafone mail			
VPN			
VT Multiclient		On Premise - AWS	AVDC
Websmart	AWS-ITWSRV01	On Premise - AWS	AVDC
Winzip		On Premise - AWS	AVDC

SUMMARY INFORMATION

Total Apps	Known Types	Count	AVDC Hosted
	SaaS	32	#
	On Premise - AWS	67	
	On Premise - AWS, AVDC	7	
	On Premise - AVDC	12	
	IaaS	2	
	PaaS	5	
	End of life	10	
	Awaiting Assessment	44	
179		**179**	**88**

14.2 Appendices 2 - Commercial and IT Principles

Commercial Principles

- Work in a Commercial Way based on AVDC Behaviours Framework
- Utilise knowledge of our customer to provide services across the organisation and ensure services are designed from the customers perspective
- Provide a single and informed view of our customers
- Own the customer relationship regardless of customer delivery model
- Support organisational flexibility from start up to maturity
- Create empowered and appropriately skilled and equipped staff and teams
- Enable and encourage upsell opportunities
- Encourage ‘up front’ payment
- Understand demand and cost of delivery
- Maximise self-service and automation for all processing

Commercial IT Principles

- Provide anytime, anywhere end user focused, easy to use services and systems for customers and staff
- Automate customer interaction, test with end users and enable continuous improvement
- Remove complexity
- Provide standard solutions
- Be consistent in design
- Ensure service management, not equipment provision
- Provide standard, predictable, user based costs
- Provide a scalable, agile platform for the future and be horizon scanning
- Consolidate suppliers into a small set
    - Consider the benefit of whole, and minimise specialist solutions
    - Each project doesn’t require a financial case, but must have a business case
- Buy not build, sourcing expertise from the market and internal resources
- Ensure systems have open interfaces
- Ensure solutions meet security standards
- Ensure good information management and provide single, logical data model

14.3 Appendices 3 - AVDC Objectives and Principles

Aylesbury Vale District Council

Our Vision

"To secure the economic, social and environmental wellbeing of the people and businesses in the area"

Aylesbury Vale District Council

Customer Principles & AVDC Values

We will:

Provide a great service every time, meaning:

- *We will listen to our customers, treat them as we would want to be treated and recognise individual needs.*
- *We will always leave the customer with a good impression of ourselves and the Council*
- *We will deliver our promises on time and keep the customer informed of progress on their enquiry.*

Be open, trustworthy, innovative and efficient, meaning:

- *We will go the extra mile for customers and take personal responsibility for making things happen.*
- *We will communicate clearly with our customers, in line with our customer care standards and make it easy for them to contact us and get the services they need.*
- *We will be open and honest in our dealings with customers, and willing to learn from mistakes.*
- *We will look for better and more cost effective ways of doing things and be open to ideas and challenge.*
- *We will look for opportunities to involve local people and communities in decisions where appropriate.*

Aylesbury Vale District Council

Strategic Objectives

- Create brilliant commercial offerings, which our customers value, in order to profitably generate income
- Understand our customer needs and use every opportunity to gain a better understanding of them
- Make the difference, and be trusted, reliable and respected by our communities
- Make our core services as efficient as we can, bridging the £5m gap in funding
- Be an ambitious, innovative and efficient customer focused organisation, available online 24 x 7 x 365

Aylesbury Vale District Council

Commercial Principles

- Work in a Commercial Way based on AVDC Behaviours Framework
- Utilise knowledge of our customer to provide services across the organisation and ensure services are designed from the customers perspective
- Provide a single and informed view of our customers
- Own the customer relationship regardless of customer delivery model
- Support organisational flexibility from start up to maturity
- Create empowered and appropriately skilled and equipped staff and teams
- Enable and encourage upsell opportunities
- Encourage 'up front' payment
- Understand demand and cost of delivery
- Maximise self service and minimise automation for all processing

Aylesbury Vale District Council

Commercial IT Principles

- Provide anytime, anywhere end user focused, easy to use services and systems for customers and staff
- Automate customer interaction, test with end users and enable continuous improvement
- Remove complexity
- Provide standard solutions
- Be consistent in design
- Ensure service management, not equipment provision
- Provide standard, predictable, user based costs
- Provide a scalable, agile platform for the future and be horizon scanning
- Consolidate suppliers into a small set
  - Consider the benefit of whole, and minimise specialist solutions
  - Each project doesn't require a financial case, but must have a business case
- Buy not build, sourcing expertise from the market and internal resources
- Ensure systems have open interfaces
- Ensure solutions meet security standards
- Ensure good information management and provide single, logical data model

15 External References

None used.

16 Glossary of Terms

PSN: Public Services Network, the framework for delivering secure connectivity for (and on behalf of) public sector organisations and suppliers

SSO: Single sign-on, the ability to use one identity to access many applications and in this case sign-in once per session to access the applications offered as part of the platform.

VDI: Virtual desktop infrastructure, a type of thin computing, whereby the desktop operating system exists in the cloud and is typically accessed using a more discreet user terminal.

VR: Virtual reality, an immersive experience, taking place entirely within a digitised environment where all artefacts and persons are digital representations. I.e. not reality, even though what is said and exchanged has meaning, hence its possible value in terms of communication.

AR: Augmented reality, a less immersive experience where digital information is overlaid onto real or digital artefacts. E.g. digital camera images with information transposed onto them. For example Google Maps satellite images with hints about your nearest points of interest (restaurants, cash machines etc.)

Partners and Suppliers: We are purposefully distinguishing between partners and suppliers. Partners are those whom support our strategic aims through co-creating products and services, helping us sell products and services and help us execute our roadmap. Suppliers are those whom sell to us, and those which are supplying commodity items or less strategic services. Such as, water, power and facilities management.

Community cloud: A cloud type, with similar functionality to public cloud but is used only by a community of like-minded and/or similar organisation types. In this context community cloud is likely to be local government customers using a common platform, such as a cloud software solution which is exclusive to the public sector.

CASB: Cloud access security broker(s), commercially available products/technology which arbitrates access to cloud resources. E.g. software applications. CASB’’’s allow better control, visibility and management of access to applications through a ‘‘‘portal like’’’ experience.

PUBLIC SECTOR EQUALITY DUTY
Councillor Macpherson
Cabinet Member for Leisure, Communities and Civic Amenities

1 Purpose

1.1 This report provides an assessment of the council's performance against the Public Sector Equality Duty and to meet the requirements of Regulation 2 of the Equality Act 2010 (Specific Duties) Regulations 2011.

2 Recommendations/for decision

2.1 Cabinet is asked to consider the contents of AVDC's Equality Report for 2016, along with any comments made by the Scrutiny Committee, and approve its publication so as to meet the Council's statutory duty.

3 Supporting information

3.1 The attached report was submitted to the Finance and Services Scrutiny Committee on 9 January 2017 and provides information about the work that AVDC has done over the last year to meet our equality duty. The Council aims to place equality and diversity at the heart of everything it does. Any comments made at the scrutiny meeting will be reported verbally.

3.2 The Council is in the process of completing a full review against the requirements of the Public Sector Equality duty to re-evaluate all of the work that AVDC does as an organisation. A status update on the progress is included in Section 3 of the attached report. It is expected that a full report will be shared once the work is completed early in 2017.

3.3 Cabinet is asked to consider the contents of the Equality Report for 2016 and to then approve its publication.

4 Options considered

4.1 None, this is a statutory requirement.

5 Resource implications

5.1 None

Contact Officer	Andy Barton 01296 585
Background Documents	None

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Finance and Services Scrutiny Committee
9 January 2017

PUBLIC SECTOR EQUALITY DUTY

1 Purpose

1.1 This report provides an assessment of the Council's performance against the Public Sector Equality Duty and meets the requirements of Regulation 2 of the Equality Act 2010 (Specific Duties) Regulations 2011.

2 Recommendations/for decision

2.1 The Scrutiny Committee is asked to consider the contents of the Equality Report 2016 and highlight any issues that it wishes Cabinet to consider prior to approving its publication (to meet the Council's statutory duty).

3 Supporting information

3.1 Section 149 of the Equality Act 2010, the Public Sector Equality Duty (PSED), came into force on 5 April 2011. The objective behind the duty is to ensure that consideration of equality issues forms part of the routine, day-to-day decision making and operational delivery of public authorities. In summary, requires that the District Council must, in the exercise of its functions, have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Equality Act
- Advance equality of opportunity between people who share a relevant protected characteristic and those who do not by:
  - Removing or minimising disadvantage that people in the protected groups suffer because its connected to that protected characteristic
  - Take steps to meet the needs of people from the protected groups where these differ to those of other people
  - Encourage participation from protected groups in public life or other activity where their participation is disproportionately low
- Foster good relations between persons who share a relevant protected characteristic and those who do not by:
  - Tackling prejudice
  - Promoting understanding

3.2 The protected characteristics are age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity status, race, religion or belief, sex, sexual orientation.

3.3 The Equality Act 2010 (Specific Duties) Regulations 2011 came into force on 10 September 2011. In summary they require the District Council to:

- Prepare and publish one or more equality objectives that are specific and measurable. This is an ongoing requirement to be met within 4 years from the last date of publication.
- Publish annually information to demonstrate its compliance with the general Equality Duty and this information must include:

- information relating to persons who share relevant protected characteristic who are its employees and other persons affected by our policies and practices (such as service users)

- Publish information in such a manner that it is accessible to the public, including within another published document.

3.4 The Government Equalities Office has stated that these regulations are designed to ensure that public bodies are transparent about their compliance with the Equality Duty. And, that by publishing information about their equality performance and objectives, public bodies will be accountable to the people and communities they serve.

3.5 Attached at Appendix 1 is the Equality Report 2016. The report includes information about the population of the district, information about our staff and what we have been doing to meet the equalities duty.

3.6 We are in the process of completing a full review against the requirements of the Public Sector Equality duty to re-evaluate all of the work that we do as an organisation. A status update on our progress in included in Section 3 of the attached report and it is expected a full report will be shared once the work is complete early in 2017.

3.7 This report will be considered by Cabinet in January 2017. The Scrutiny Committee is asked to consider the contents of AVDC's Equality Report 2016 and highlight any issues that it wishes Cabinet to consider prior to approving its publication (to meet the Council's statutory duty).

4 Options considered

4.1 None this is a statutory requirement.

5 Resource implications

5.1 None

Contact Officer	Andy Barton 01296 585430
Background Documents	None

Aylesbury Vale District Council

Equality Report

2016

Contents

Introduction

This document provides information about the work that Aylesbury Vale District Council has done over the last year to meet our equality duty. The Council aims to place equality and diversity at the heart of everything it does.

The Equality Act 2010 requires the Council to pay due regard to the way it can:

1. Eliminate unlawful discrimination, harassment, victimisation
2. Advance equality of opportunity between people who share a protected characteristic and people who do not share it
3. Foster good relations between people who share a protected characteristic and people who do not share

These are called the three aims of the public sector duty.

These aims are supported by specific duties intended to improve performance on the general duty. These specific duties require us to publish our equality objectives at least every four years and equality data annually to show:

1. How the authority has paid due regard to the 3 aims of the public sector duty.
2. That the authority consciously thought about the 3 aims of the public sector duty in its decision making.
3. Data relating to our employees, as we have over 150 employees within our organisation.
4. Information relating to people affected by our policies and service.

Last year we set out our equality objectives for 2016 - 2020 and these can be found in Appendix 1. We are in the process of completing a full review against the requirements of the Public Sector Equality duty to re-evaluate all of the work that we do as an organisation. A status update on our progress in included in Section 3 and it is expected a full report will be shared once the work is complete early in 2017.

Section 1: Our Residents

Aylesbury Vale is situated 40 miles west of London and 65 miles south east of Birmingham. It is 350 square miles of leafy Buckinghamshire countryside. It is within an hour's drive of Heathrow, Gatwick, Luton and Stansted airports. It is also home to the world-famous National Spinal Injuries Centre at Stoke Mandeville hospital and is the birthplace of the Paralympic movement.

Population

There are around 189,000 people living in Aylesbury Vale; making it one of the largest districts in the country.

- We have slightly more women (51%) than men (49%) living in the district.
- 16% of our population are over 65 years of age, slightly less than the UK figure (18%).
- 19% of our population are under 15 years of age, slightly higher than the UK as a whole (18%)

The following information is taken from the 2011 Census.

Health and Disability

In 2011, almost nine out of every ten (86%) residents of Aylesbury Vale described themselves as being in good or very good health (81% in England and Wales). In 2011, 11% of residents described themselves as being of fair health with 3% and 1% describing themselves as being of bad and very bad health respectively.

Nearly one in seven residents (14%) described themselves as having a long-term health problem or disability that limits their day-to-day activities, which had lasted, or was expected to last, at least 12 months - a 12% increase since 2001.[1]

Religion

Those affiliated with the Christian religion remained the largest group; 62% of Aylesbury Vale (59% of England and Wales). However, the number of residents who stated that their religion was Christian in 2011 was fewer than in 2001. This followed the national trend; the size of this group decreased by 12% to 62% of the Aylesbury Vale population in 2011, down from 74% in 2001. Nationally for England and Wales, the size of the Christian group decreased 13% points to 59% in 2011, down from 72% in 2001.

The size of the group who stated that they had no religious affiliation has increased by 71% since 2001, from 16% in 2001 to 26% in 2011. There was a 25% increase in this group for England and Wales.

Other religions accounted for 6% of the Aylesbury Vale population in 2011. The largest group being those who stated they were of the Muslim religion (4%). Those who did not state a religion accounted for 7%.

Ethnic Group

Most residents of Aylesbury Vale belonged to the White ethnic group 90% in 2011, decreasing from 94% of the population in 2001. Nationally in England and Wales, most residents belonged to

[1] In 2011 this question was structured differently to 2001 and therefore can only be considered as broadly comparable between Census years

the White ethnic group (86%) in 2011.

The Non-White Ethnic Group population increased by 83% in Aylesbury Vale and accounts for 10% of the population. In the non-white resident population; 2.2% were of Mixed or Multiple ethnic groups, 5.8% were from the Asian or Asian British (including Chinese) group, 1.9% were from the Black or Black British group and a further 0.4% were from Other ethnic groups (including Arabs in 2011, but not including Chinese in 2001 or 2011).

Within Aylesbury Vale 10% of households (12% in England and Wales) had partners or household members of different ethnic groups in 2011, a 51% increase since 2001.

Usual residents born outside of the UK

On the 27th March 2011, 11% of Aylesbury Vale residents stated they were born outside of the UK, with just under half (44%) arriving in the last 10 years (4.7% of Aylesbury Vale's population). This is similar to England and Wales where just over 13% of residents were born outside of the UK and just over half arrived in the last 10 years.

The nine most reported countries of birth of foreign born usual residents for Aylesbury Vale account for just over half of all residents born outside of the UK (51%). The most reported countries of birth for Aylesbury Vale are; Pakistan (1.3%), India (0.7%), Poland (0.7%), Ireland (0.7%), South Africa (0.5%), Germany (0.5%), The Caribbean (0.4%), United States (0.3%), South-East Asia excluding the Philippines (0.4%), and all other countries of birth (excluding the UK) 5.3%.

Household language

The 2011 Census collected information for the first time on main language and English language skills. In 2011, all usual residents in 94% of households spoke English as a main or preferred language. This is slightly higher than the average for England and Wales at 91%.

In 3.4% of households, at least one adult (16+) spoke English as their main or preferred language and in 0.5% of households no adults but at least one child spoke English as a main or preferred language. In the remaining 2.2% of households there were no residents who had English as a main or preferred language. It should be noted these statistics cannot be taken as a measure of English speaking proficiency, rather as a resident's preferred or main language.

Sexual Orientation

Questions on sexual orientation were not included in the 2011 census so figures for Aylesbury Vale are not available. The Office for National Statistics has produced figures for sexual orientation from its Annual Population Survey for the UK as a whole.

- In 2015, 1.7% of adults in the UK identified their sexual identity as lesbian, gay or bisexual (LGB).
- More males (2.0%) than females (1.5%) identified themselves as LGB in 2015.
- The population who identified as LGB in 2015 were most likely to be single, never married or civil partnered, at 68.2%.
- Around 3.3% of adults aged 16 to 24 years identified themselves as LGB in 2015. This decreased to 0.6% of adults aged 65 and over.
- Around 0.6% of adults identified themselves as bisexual, with women (0.7%) being more likely than men to do so (0.5%).
- London had the highest percentage of adults identifying themselves as LGB at 2.6%, while there were 1.9% of adults identifying themselves as LGB in the South East.

Section 2: Our Staff

Establishment

As of 31 March 2016, AVDC employed 471 people (484 last year), a reduction of 13 people over the year and 52 people less than four years ago. Additionally, over the last year Full Time Equivalent (FTE) posts decreased from 460 to 443.

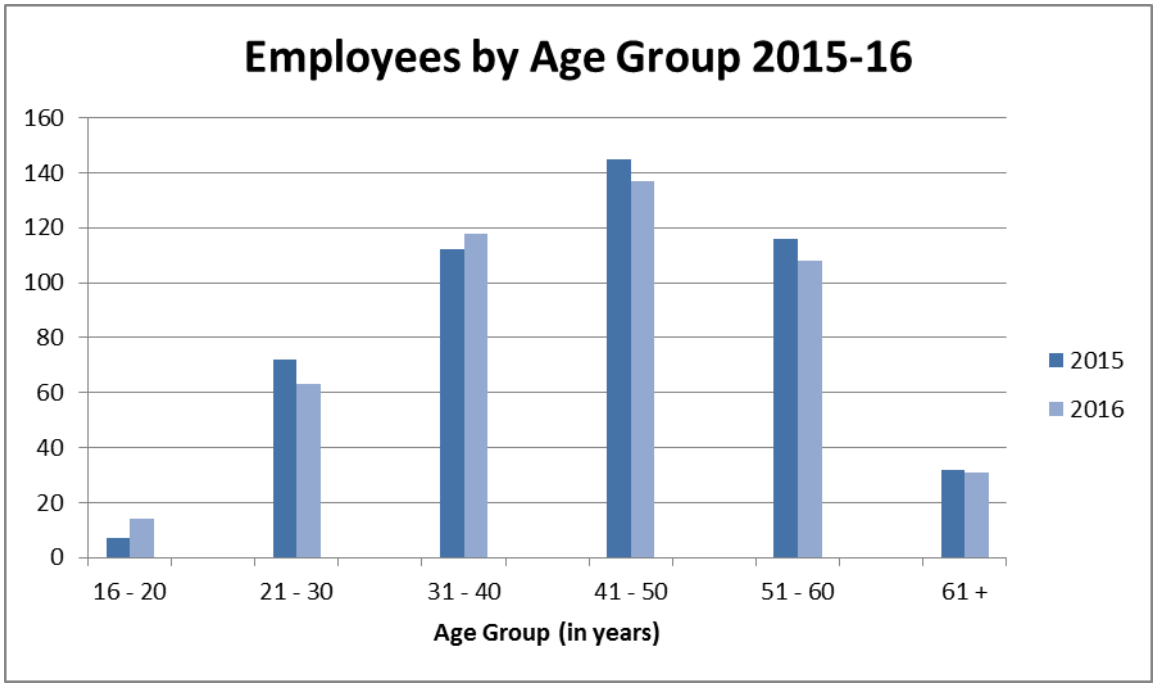
Casual workers, agency staff, apprentices and volunteers are not included in this report.

Flexible Working

The number of people working full-time reduced from 383 to 363, whilst the number of part-time employees increased slightly from 101 to 108. Part-time working accounts for more than a fifth (22.9%) of the workforce.

Age Profile

At the end of March 2016 the age profile of employees followed a natural distribution, with similar number of people employed at the upper age range than last year.

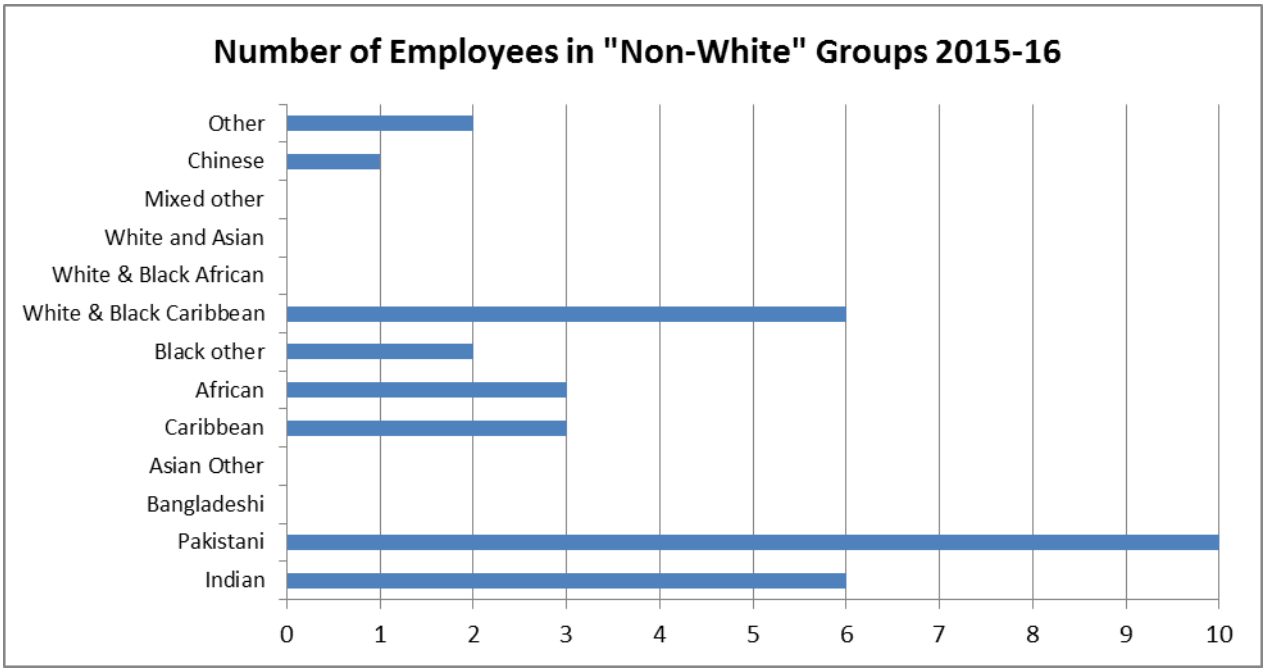


The age profile is similar to last year.

Ethnicity

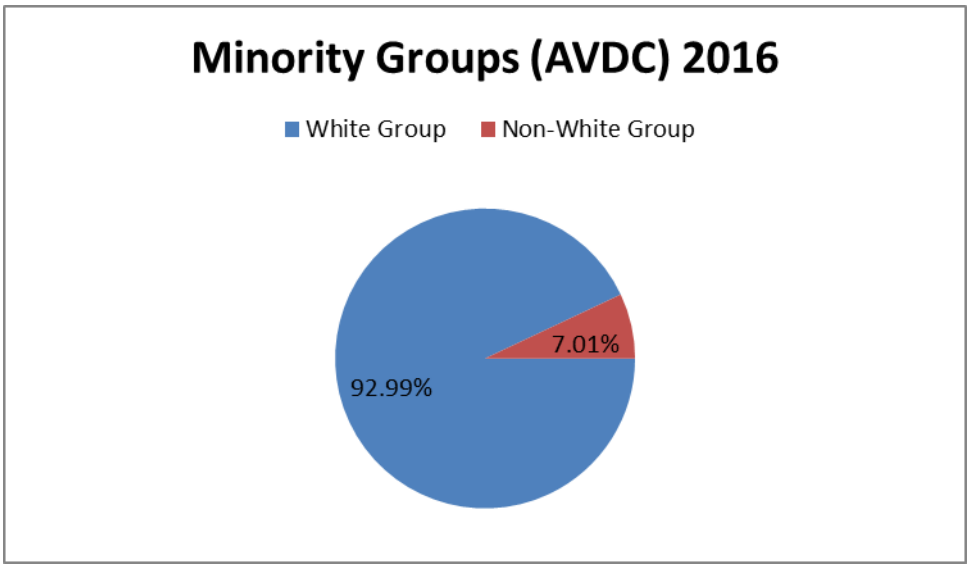
In March 2016, of 471 employees, 438 (92.99%) declared themselves to be “white”, white other, white Irish or were un-stated. The remaining 7.01% have defined themselves to be from one or other of various recognized minority ethnic groups. This has changes slightly over the last year; in March 2015 484 employees (92.1%) declared themselves to be “white”, white other and / or white

Irish and 7.9% declared themselves to be from one or other of various recognised minority ethnic groups.



The 2011 Census indicates that White British make up 85% of the local Aylesbury Vale population, with the national (English) average at 80%. The broader “white group” (White, White Other and White Irish) nationally makes up 90% of the community; slightly lower than that group of AVDC employees (92.99%).

The following chart, graphically, indicates the percentage (7.01%) of “not-white” minority groups employed by AVDC in 2015.



Disability

At 31 March 2016, there were 16 employees (15 in 2015) who considered themselves to have a disability under the provisions of The Equalities Act 2010, which represents 3.3% of the workforce (3.1% last year).

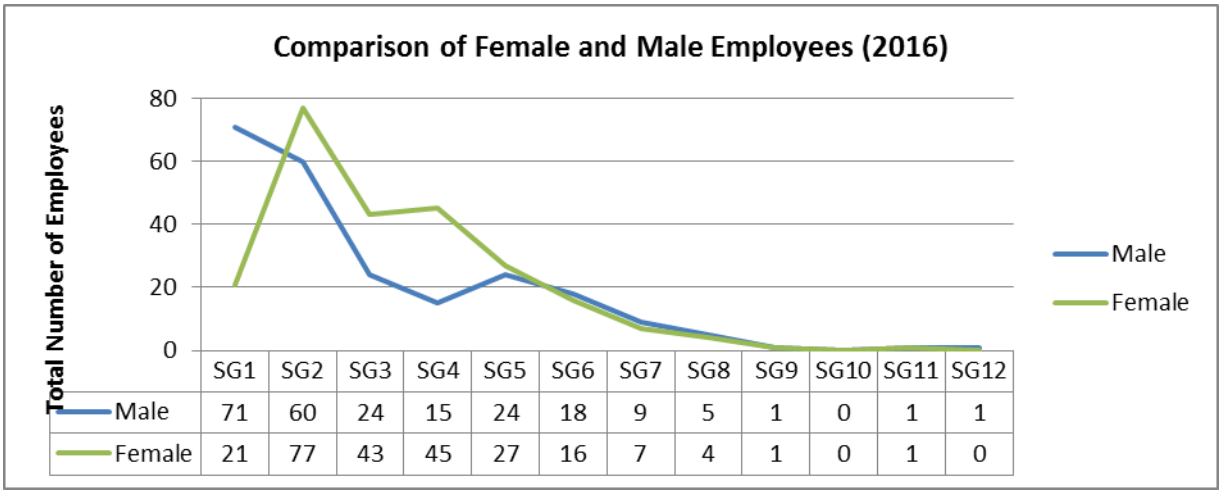
Previously, between 2008 and 2013 the number of employees with a self-declared disability had remained fairly constant at between 4% and 5%. Over the past three years, the numbers (as a percentage) have declined; the following table provides a more specific indication:

As at 31st March	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**
Percentage	5.0%	4.6%	4.3%	4.3%	4.5%	4.2%	3.6%	3.1%	3.3%

Gender

At 31 March 2016, the Council employed 471 people, of which 242 (51.3%) were female and 229 (48.6%) were male. Essentially, AVDC has a 50/50 gender profile, which can fluctuate, but as can be seen from the following chart for 2016, generally there were more females in the lower grades and less in the very senior roles.

The very high proportion of males at the lowest grade are employed within Recycling and Waste and reflects an inability to attract sufficient females in the roles of Loader and Driver.



	SG1	SG2	SG3	SG4	SG5	SG6	SG7	SG8	SG9	SG10	SG11	SG12
Male	71	60	24	15	24	18	9	5	1	0	1	1
Female	21	77	43	45	27	16	7	4	1	0	1	0

Training

AVDC continues to train staff on Equalities issues. All new starters complete an eLearning module and attend a half day face to face training course where the legislation is put into the work context. We also deliver additional support training for staff when needed. The table below illustrates the courses that have been delivered since April 2013 and the numbers of staff who have attended this training.

1st April 2013 to 31 March 2016	
Learning Activity	**Attendees**
Deaf Awareness Training	23
Dementia Information and Awareness	14
Difference Matters	26
Disability Awareness for Front Line Staff	10
Equalities at AVDC	40
Equality & Respect Training for Recycling	100
Equality and Diversity (eLearning)	72

We continue to deliver a series of bitesize sessions for Recycling and Waste staff based at our depot which include some session on Equalities. This has been integrated into the induction programme for staff and is also being rolled out to existing depot staff members as shown in the table above.

Section 3: Our Equality Progress

We are in the process of completing a full review against the requirements of the Public Sector Equality duty to re-evaluate all of the work that we do as an organisation. Early indications show that there are a number of key areas that the Council is working in including:

Information and Data Sharing

- The increased corporate use of Census and Health Inequality Data
- An on-going corporate project focusing on Business Intelligence and Customer Insight. There are currently various pilot schemes taking place. The objective is to map all available data sources.
- A Bucks wide Data sharing agreement is in place. Individual agreements are in place between specific partners.

Equality Impact Assessments

- Use of a Corporate Guidance/ toolkit for Equality Impact Assessments.
- EIAs prepared for all major projects. Findings are shared where they are completed and mitigating actions identified as appropriate.
- EIAs have been used to assess community needs and impact before removal of some AVDC services in the communities team
- Equality analysis and impact assessment has informed decision-making and facilitated different, tailored services that have improved outcomes in various services, e.g. Inclusive Play area and Fair4All taxi

Community Engagement

- Various engagement activities have been held in different venues and they have been designed to encourage everyone to participate.
- We offer variations to standard services for people with protected characteristics e.g. assisted and clinical waste collection services. We offer an assisted collection for the disabled or the elderly and short-term arrangements for other groups e.g. pregnancy/recovering from ops
- Protected groups are engaged via Independent Advisory Group (IAG) quarterly meetings
- We are aware of different communities and their different needs and is evidenced by different collection methods, e.g. bags, bins as appropriate
- We launched the Hate Crime eLearning module in December 2016
- We offered Community Chest grants to Calibre Audio Library
- We organised ladies only swimming and ladies only fitness sessions
- We designed leaflets/ posters/ communications/ events to promote positive relations. E.g. Play in the park (Aug 3rd, 2016)
- We engaged communities through events, consultations, public meetings etc. For example IAG, Landlords forums and other partnership opportunities
- IAG's have been held in people's own environment/venues when possible. When using AVDC venue's we have ensured that these are inclusive venues (hearing aid, light

adjustments etc) e.g. Paralympic Flame celebration

- We are aware that vulnerable people/ communities are participating more in events e.g. Schools in CSE awareness projects, Women's group linking with Women's Aid/TVP, Supporting disability (BuDS) projects, Local Conversation initiative in Southcourt and HCN
- Adult Learning (BCC) have encouraged our elderly community to be more familiar with online engagement platforms
- The Aylesbury Vale Times is now available in large print or CD (on request)
- We are also aware that protected groups are participating across a wider range of specific activities. e.g. solid wall insulation activities within the Asian community

Appendix 1: Equality Objectives 2016-2020

Equality Objective 1 – Ensure equality is always considered as part of our decision making process.

- Assess the impact on equalities when we make decisions that are likely to affect people
- Publish Equality Analysis documents on our website
- Report progress on our Equality Objectives

Equality Objective 2 - Promote diversity and general understanding of the Equalities Act 2010

- Carry out analysis of published data (2011 Census, IMD 2015)
- Communicate our responsibilities under the equality act to Staff and Members.
- Communicate regularly on equality issues, in particular hate crimes and their impact to community cohesion.

Equality Objective 3 - To ensure Council services are accessible to all

- Commit to producing easy to read documents
- Ensure that customer's access needs are met at the first point of contact
- Continue to monitor the accessibility of our website and address access for those at risk of digital exclusion.
- Aim to be a dementia-friendly organisation in the workplace and for our customers.
- Provide mandatory training to all front line staff to ensure customer best practice is intrinsic throughout the council i.e. awareness sessions on deafness and dementia.

Equality Objective 4 – Promote equality of opportunity as an employer.

- Ensure equality analysis is undertaken from an employment perspective for all restructures and reorganisations.
- Ensure managers are aware of fair recruitment and issues such as reasonable adjustments.