AYLESBURY VALE DISTRICT COUNCIL

Democratic Services

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

9 February 2017

COUNCIL

A meeting of the Aylesbury Vale District Council will be held at **6.30 pm** on **Wednesday 22 February 2017** in **The Oculus, Aylesbury Vale District Council, The Gateway, Gatehouse Road, Aylesbury, HP19 8FF**, when your attendance is requested.

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

WEBCASTING NOTICE

Please note: This meeting may be filmed for subsequent broadcast via the Council's internet site – at the start of the meeting the Chairman will confirm if all or part of the meeting is being filmed.

You should be aware that the Council is a Data Controller under the Data Protection Act. Data collected during this webcast will be retained in accordance with the Council's published policy.

Therefore by entering the meeting room, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.

If you have any queries regarding this, please contact the Monitoring Officer on 01296 585032.

AGENDA

1. **APOLOGIES**

2. **MINUTES** (Pages 5 - 8)

   To approve as a correct record the Minutes of the meeting of the Council held on 1 February, 2017, attached as an appendix.

3. **DECLARATIONS OF INTEREST**

   Members to declare any interests.

4. **ANNOUNCEMENTS**

   By the Chairman of the Council.
   By the Leader/Cabinet Members.

5. **PETITIONS/DEPUTATIONS (IF ANY)**

6.   **WRITTEN QUESTIONS**

No written questions were submitted by Members during January 2017.

Previous Members' Written Questions and Answers can be accessed at
http://democracy.aylesburyvaledc.gov.uk/ieListMeetings.aspx?CommitteeId=441

7.   **QUESTION TIME**

There will be an opportunity for Members to ask questions of individual Cabinet
Members and Committee Chairmen.

8.   **COUNCIL TAX SETTING REPORT 2017-18** (Pages 9 - 26)
Councillor Mordue
Cabinet Member for Finance, Resources and Compliance

To consider the report attached as an appendix.

9.   **CAPITAL PROGRAMME** (Pages 27 - 34)
Councillor Mordue
Cabinet Member for Finance, Resources and Compliance

To consider the report attached as an appendix.

10.   **TECHNOLOGY STRATEGY** (Pages 35 - 94)
Councillor Mrs Blake
Cabinet Member for Business Transformation

To consider the report attached as an appendix.

11.   **TREASURY MANAGEMENT STRATEGY** (Pages 95 - 116)
Councillor Mordue
Cabinet Member for Finance, Resources and Compliance

To consider the attached report.

12.   **AVDC STANDARDS REGIME: APPOINTMENT OF INDEPENDENT PERSONS** (Pages
117 - 118)
Councillor Mordue
Chairman of the Standards Committee

To consider the attached report.

13.   **COUNCIL'S PAY POLICY** (Pages 119 - 130)
Councillor N Blake
Leader of the Council and Chairman of the General Purposes Committee

To consider the attached report.

14.   **STAFF PAY AWARD 2017** (Pages 131 - 132)
Councillor N Blake
Leader of the Council and Cabinet Member for Major Projects

To consider the attached report.

MINUTES OF THE PROCEEDINGS OF A MEETING OF
THE AYLESBURY VALE DISTRICT COUNCIL

1 FEBRUARY 2017

This meeting was webcast. To review the detailed discussions that took place please see the webcast which can be found at:
http://www.aylesburyvaledc.publici.tv/core/portal/home

PRESENT: Councillor J Bloom (Chairman); Councillors S Renshell (Vice-Chairman), B Adams, C Adams, P Agoro, M Bateman, J Blake, N Blake, A Bond, S Bowles, C Branston, B Chapple OBE, S Chapple, J Chilver, A Christensen, A Cole, S Cole, M Collins, M Edmonds, B Everitt, B Foster, N Glover, M Hawkett, K Hewson, T Hunter-Watts, T Hussain, A Huxley, P Irwin, S Jenkins, R Khan, R King, S Lambert, A Macpherson, T Mills, L Monger, G Moore, H Mordue, C Paternoster, G Powell, M Rand, E Sims, M Smith, Sir Beville Stanier Bt, R Stuchbury, D Town, J Ward, W Whyte and M Winn

APOLOGIES: Councillors J Brandis, P Cooper, P Fealey, A Harrison, N Lewis, C Poll, B Russel, A Southam, M Stamp and P Strachan.

WEBCASTING

Prior to the start of the meeting, the Chairman reminded everyone present that the meeting would be broadcast live to the internet and be capable of repeated viewing.

Members of the audience who did not wish to be on camera were invited to move to a marked area at the side of the chamber.

1. **MINUTES**

   RESOLVED –

   That the Minutes of the meeting of Council held on 16 January, 2017, be approved as a correct record.

2. **ANNOUNCEMENTS**

   The Leader of the Council

   The Leader of the Council informed Members that following an extensive selection process the following Assistant Director appointments had recently been made:-
   • Customer Fulfilment – Jeff Membery.
   • Community Fulfilment – Will Rysdale.
   • Business Support and Enablement – Isabel Edgar Briancon.
   • Business Strategy and Digital – Andy Barton.
   • Commercial Property and Regeneration – Teresa Lane.

3. **BUDGET 2017/18 AND THE MEDIUM TERM FINANCIAL PLAN**

   Council received a report, similar to that submitted to Cabinet on 10 January, 2017, summarising the rationale behind Cabinet's budget proposals for 2017/18 and beyond. The report also contained the Chief Financial Officer's report on the robustness of the budget proposals and the adequacy of reserves. Both the Cabinet report and the Council report had been posted on the Council's website. The report covered:-

- The detail of Cabinet's budget proposals and budget recommendation.

- The position with Government Grant.

- The New Homes Bonus position, including information on how the scheme would now work for the next 3-4 years.

- Retained Business Rates.

- Business Rates Pooling – to continue with the arrangement that had benefited the Council in the last financial year

- Budget Pressures (including information at Appendix E).

- Pension Fund.

- Aylesbury Vale Estates.

- Fees and charges changes (including information at Appendix F).

- Savings and Income identification options (including information at Appendix D).

- The position with reserves and working balances.

- The approach being taken regarding Commercial AVDC.

- The Medium Term Financial Plan (MTFP): 2018/19 and after (including information at Appendices B1 and B2).

- Council Tax Strategy.

- Aylesbury Special Expenses (including information at Appendix G)..

- Risk Assessment and Scrutiny on budget proposals.

The Council report updated Members on the national policy regarding Council tax which had shifted away from the desire to see Council tax levels frozen to an acceptance of minimal tax increases. The 4 year settlements offered to Councils now assumed that Council tax would be increased by Councils by the maximum permissible amount, short of requiring a referendum, and Government was reducing the amount of grant awarded to Councils by an equivalent amount.

While Councils with responsibility for adult social care were able to precept for an additional 2% above the existing 1.99%, District Councils had been given the flexibility to increase Council tax by 1.99% or £5, whichever was the greater. The budget proposal included for a £5 increase at Band D, which represented a 3.59% increase in the Band D Council tax for AVDC to £144.06.

Having outlined the rationale behind the budget proposals, the Cabinet Member for Finance, Resources and Compliance proposed the adoption of the recommendations contained in the Council report. This was seconded by Councillor Mrs Glover.

In accordance with Council Procedure Rules, each of the Leaders of the political groups represented on the Council made a statement in connection with the budget proposals after which the budget proposal was opened up for debate. Councillor Hunter-Watts spoke on behalf of the Independent Group in the absence of Councillor Cooper.

Before the budget recommendations were opened up to debate Members were informed that Council Procedure Rules required the names of Members voting for, against or abstaining from voting on any decision at a budget meeting of the Council, including amendments, to be recorded in the Minutes.

It was thereupon proposed by Councillor Lambert and seconded by Councillor Stuchbury that the following recommendation be added to the budget recommendations:-

"That a report be prepared for this Council to end the Parish Special Expenses precept by handing the assets and precept to Aylesbury Town Council."

The additional recommendation was then debated, at the conclusion of which it was put to the meeting and declared to be **LOST**. Voting was as follows:-

FOR: Councillors B Adams, C Adams, Agoro, Bateman, Christensen, Hunter-Watts, Hussain, Huxley, Khan, Lambert, Monger, Smith and Stuchbury.

AGAINST: Councillors J Blake, N Blake, Mrs Bloom, Bond, Bowles, Branston, B Chapple OBE, Mrs S Chapple, Chilver, A Cole, S Cole, Collins, Edmonds, Everitt, Foster, Mrs Glover, Hawkett, Hewson, Irwin, Mrs Jenkins, King, Mrs Macpherson, Mills, Moore, Mordue, Mrs Paternoster, Powell, Rand, Mrs Renshell, Sims, Sir Beville Stanier, Mrs Ward, Whyte and Winn.

ABSTENTION: Councillor Town

It was then proposed by Councillor C Adams and seconded by Councillor Huxley that the following recommendation be added to the budget recommendations:-

"That Members' allowances be reduced by 10% for the forthcoming year."

The additional recommendation was then debated, at the conclusion of which it was put to the meeting and declared to be **LOST**. Voting was as follows:-

FOR: Councillors B Adams, C Adams and Huxley.

AGAINST: Councillors Agoro, J Blake, N Blake, Mrs Bloom, Bond, Bowles, Branston, B Chapple OBE, Mrs S Chapple, Chilver, Christensen, A Cole, S Cole, Collins, Edmonds, Everitt, Foster, Mrs Glover, Hawkett, Hewson, Hunter-Watts, Hussain, Irwin, Mrs Jenkins, Khan, Lambert, Mrs Macpherson, Mills, Monger, Moore, Mordue, Mrs Paternoster, Powell, Rand, Mrs Renshell, Sims, Smith, Sir Beville Stanier, Town, Mrs Ward and Whyte.

ABSTENTIONS: Councillors Bateman, Stuchbury and Winn.

The original budget recommendations were then debated, at the conclusion of which they were put to the meeting and declared to be **CARRIED**. Voting was as follows:-

FOR: Councillors J Blake, N Blake, Mrs Bloom, Bond, Bowles, Branston, B Chapple OBE, Mrs S Chapple, Chilver, A Cole, S Cole, Collins, Edmonds, Everitt, Foster, Mrs Glover, Hawkett, Hewson, Hunter-Watts, Irwin, Mrs Jenkins, Mrs Macpherson, Mills, Moore, Mordue, Mrs Paternoster, Powell, Rand, Mrs Renshell, Sims, Sir Beville Stanier, Town, Mrs Ward, Whyte and Winn.

AGAINST: Councillors B Adams, C Adams, Agoro, Bateman, Christensen, Mrs Harrison, Huxley, Khan, Lambert, Monger and Smith.

ABSTENTIONS: There were none.

Accordingly it was,

RESOLVED –

(1)   That the content of the Statement of the Chief Financial Officer, attached as an Appendix to the Council report, be noted.

(2)   That in respect of the General Fund Budget and associated issues:-

(a)   Council Tax be increased by the maximum permissible £5.00 (3.59%) at Band D for District Councils with effect from 1 April, 2017.

(b)   Approval be given to a General Fund Budget package that will result in net expenditure of £14,771,300 and a District Precept of £10,243,300.

(c)   Approval be given to expenditure totalling £845,800 and a precept of £828,100 in respect of Aylesbury Special Expenses, giving an unchanged Band D Special Expense Council Tax of £45 for 2017/18.

(3)   That the following General Fund net expenditure be used for the years indicated as the basis of future budget planning:-

*   2018/19: £14,742,200
*   2019/20: £14,663,400
*   2020/21: £14,593,800
*   2021/22: £14,531,800

(4)   That approval be given to the Director with responsibility for finance, in consultation with the Cabinet Member for Finance, Resources and Compliance, to use revenue working balances in 2017/18, should a potential adjustment be necessary following the final Grant numbers expected to be announced in mid February 2017.

(5)   That approval be given to the Director with responsibility for finance, after consultation with the Cabinet Member for Finance, Resources and Compliance, to make a lump sum contribution towards the Pensions Fund deficit prior to 31 March 2017, with an appropriate proportion of the resultant reductions in Employers Pension Contributions then repaid to Reserves.

Council
22 February 2017

AYLESBURY VALE DISTRICT COUNCIL AMOUNTS OF COUNCIL TAX 2017/18
Councillor Mordue
Cabinet Member for Finance, Resources and Compliance

1   Purpose

1.1   This report presents the amount of Council Tax that will be payable by residents of the District during 2017/18 based upon the approved budgets set by the Councils, Police and Fire Authority that make up the Council Tax bill.

1.2   The information contained in the report is based upon a District precept of £10,243,300 resulting in a District Council Tax of £144.06.

1.3   At the time of issuing this report only the Police and Crime Commission, of the major precepting bodies, had formally agreed their precepts. Therefore, because Bucks County Council and Bucks & Milton Keynes Fire precepts are unresolved, the figures in this report are provisional and may be subject to change.

2   Background

2.1   The tax base for 2017/18 is again based upon actual levels of council tax discount and housing growth. The result being that the tax base has increased by 2.45%.

2.2   The revenue estimates for 2017/18 were determined by Council at its meeting on 1 February 2017. That resulted in a precept requirement for District expenditure of £10,243,300 and for Aylesbury Special Expenses of £828,100.

2.3   The following amounts for the year 2017/18 have been determined under delegated authority in accordance with regulations made under Section 31B(3) of the Local Government Finance Act 1992:-

   (a)   the Council Tax Base for 2017/18 for the whole Council Area as 71,106.59, being the amount calculated by the Council in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992.

   (b)   The amounts calculated by the Council in accordance with Regulation 6 of the Regulations, as the amounts of its Council Tax Base for the year for dwellings in those parts of its area to which one or more special items relate are detailed in appendix B.

3.   MEMBERS ARE RECOMMENDED TO RESOLVE:

3.1   The following amounts calculated for the year 2017/18 in accordance with Sections 31 to 36 of the Local Government and Finance Act 1992 (as amended by the Localism Act 2011):-

   (a)   £69,752,832.20   being the aggregate of the amounts of expenditure which the Council estimates for the items set out in Section 31A (2) of the Act.

   (b)   £53,342,858.20   being the aggregate of the amounts of income which the Council estimates for the items set out in Section 31A (3) of the Act.

(c) £16,409,974.00 being the amount by which the aggregate at 3.1(a) above exceeds the aggregate at 3.1(b) above, calculated by the Council, in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year. (Item R in the formula in Section 31B of the Act).

(d) £230.78 being the amount at 3.1(c) above (Item R), all divided by the amount at 2.3(a) above, calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year (including parish precepts and special expenses).

(e) £6,166,674.00 being the aggregate amount of all special items (including parish precepts and special expenses) referred to in Section 34(1) of the Act.

(f) £144.06 being the amount at 3.1(d) above less the result given by dividing the amount at 3.1(e) above by the amount at 2.3(a) above, calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish precept or special item relates.

(g) Appendix A sets out those amounts which are calculated by adding to the amount at 3.1(f) above, the amounts of the special item or items relating to dwellings in those parts of the Council's area divided in each case by the amount at 2.3(b) above, calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its council tax for the year for dwellings in those parts of its area to which one or more special items relate.

(h) Appendix B sets out those amounts which are calculated by multiplying the amounts at 3.1(f) and 3.1(g) (see Appendix A) by the number which, in the proportion set out in Section 5 of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

3.2 That it be noted that for the year 2017/18 Buckinghamshire County Council, Buckinghamshire and Milton Keynes Fire Authority and the Police and Crime Commissioner for Thames Valley have indicated the following amounts as precepts to be issued to the Council, in accordance with section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:-

Valuation Band	A	B	C	D	E	F	G	H
Proportion of Band D Tax	6/9	7/9	8/9	1	11/9	13/9	15/9	2
Bucks County Council	£812.05	£947.40	£1,082.74	£1,218.08	£1,488.76	£1,759.45	£2,030.13	£2,436.16
Bucks and MK Fire Authority	£40.59	£47.35	£54.12	£60.88	£74.41	£87.94	£101.47	£121.76
Police and Crime Commissioner for Thames Valley	£113.52	£132.44	£151.36	£170.28	£208.12	£245.96	£283.80	£340.56

3.3   That, having calculated the aggregate in each case of the amounts at 3.1(h) (see Appendix B) and 3.2 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the following amounts shown at Appendix C as the amounts of council tax for the year 2017/2018 for each of the categories of dwellings shown.

Note : where disabled persons relief is granted the tax chargeable drops one band, in the case of properties in Band A the reduced charge is calculated as 5/9 of the Band D tax.

Appendix D gives brief notes to clarify the definitions used in paragraph 3 of the resolution and to illustrate the local impact of the council tax proposals.

Contact Officer   Tony Skeggs 01296 585273
Background Documents   Budget 2017/18 and the Medium Term Financial Plan

Parish, Town Council and District Council Tax Change

Parish	2016/17 £	2017/18 £	% Change	Parish	2016/17 £	2017/18 £	% Change
Aylesbury Vale District Council	139.06	144.06	3.60%				
Addington	139.06	144.06	3.60%	Dorton	139.06	144.06	3.60%
Adstock	196.35	204.80	4.30%	Drayton Beauchamp	146.82	152.47	3.85%
Akeley	187.59	198.90	6.03%	Drayton Parslow	242.27	257.62	6.34%
Ashendon	200.65	260.00	29.58%	Dunton	139.06	144.06	3.60%
Aston Abbotts	208.83	217.81	4.30%	East Claydon	230.10	252.19	9.60%
Aston Clinton	244.55	252.87	3.40%	Edgcott	219.71	223.68	1.81%
Aston Sandford	139.06	144.06	3.60%	Edlesborough, Dagnall & Northall	215.67	224.71	4.19%
Aylesbury Town	239.53	244.52	2.08%	Fleet Marston	139.06	144.06	3.60%
Barton Hartshorn	139.06	144.06	3.60%	Foscote	139.06	144.06	3.60%
Beachampton	156.19	161.37	3.32%	Gawcott with Lenborough	178.15	185.62	4.19%
Biddlesden	139.06	144.06	3.60%	Granborough	224.61	230.43	2.59%
Bierton with Broughton	169.56	175.27	3.37%	Great Brickhill	202.86	215.29	6.13%
Boarstall	155.09	161.86	4.37%	Great Horwood	196.88	208.43	5.87%
Brill	217.59	222.10	2.07%	Grendon Underwood	185.57	190.57	2.69%
Buckingham Park	253.95	261.01	2.78%	Haddenham	275.04	282.06	2.55%
Buckingham Town	280.07	291.45	4.06%	Halton	199.53	219.23	9.87%
Buckland	223.26	233.88	4.76%	Hardwick	215.28	221.51	2.89%
Calvert Green	209.06	226.71	8.44%	Hillesden	181.97	197.99	8.80%
Charndon	253.32	271.16	7.04%	Hoggeston	139.06	144.06	3.60%
Chearsley	194.31	255.59	31.54%	Hogshaw	139.06	144.06	3.60%
Cheddington	229.47	243.61	6.16%	Hulcott	197.81	201.27	1.75%
Chetwode	139.06	144.06	3.60%	Ickford	190.86	197.06	3.25%
Chilton	155.43	161.31	3.78%	Ivinghoe	227.92	239.71	5.17%
Coldharbour	230.81	239.15	3.61%	Kingsey	139.06	144.06	3.60%
Creslow	139.06	144.06	3.60%	Kingswood	139.06	144.06	3.60%
Cublington	182.88	203.56	11.31%	Leckhampstead	161.41	165.87	2.76%
Cuddington	194.45	217.62	11.92%	Lillingstone Dayrell with Luffield Abbey	139.06	144.06	3.60%
Dinton with Ford & Upton	190.21	197.77	3.97%	Lillingstone Lovell	139.06	144.06	3.60%

Appendix A1

Parish, Town Council and District Council Tax Change

Parish	2016/17 £	2017/18 £	% Change	Parish	2016/17 £	2017/18 £	% Change
Little Horwood	189.76	198.62	4.67%	Stoke Hammond	204.17	210.00	2.86%
Long Crendon	225.14	238.42	5.90%	Stoke Mandeville	189.48	199.43	5.25%
Ludgershall	191.58	197.30	2.99%	Stone with Bishopstone & Hartwell	208.73	215.34	3.17%
Maids Moreton	214.41	225.49	5.17%	Stowe	163.90	218.89	33.55%
Marsh Gibbon	188.83	195.06	3.30%	Swanbourne	198.15	206.05	3.99%
Marsworth	191.03	194.31	1.72%	Thornborough	201.07	206.05	2.48%
Mentmore	196.82	204.24	3.77%	Thornton	139.06	144.06	3.60%
Middle Claydon	165.77	173.48	4.65%	Tingewick	199.46	203.43	1.99%
Mursley	167.62	172.79	3.08%	Turweston	201.98	207.33	2.65%
Nash	198.84	201.89	1.53%	Twyford	198.36	211.58	6.66%
Nether Winchendon	157.85	164.43	4.17%	Upper Winchendon	139.06	144.06	3.60%
Newton Longville	226.80	256.66	13.17%	Waddesdon	275.73	282.41	2.42%
North Marston	212.58	220.41	3.68%	Watermead	212.67	219.88	3.39%
Oakley	176.38	182.87	3.68%	Water Stratford	164.97	168.91	2.39%
Oving	243.11	256.70	5.59%	Weedon	206.33	211.32	2.42%
Padbury	188.30	197.32	4.79%	Wendover	217.82	227.82	4.59%
Pitchcott	139.06	144.06	3.60%	Westbury	219.65	229.78	4.61%
Pitstone	208.89	216.95	3.86%	Westcott	205.82	212.14	3.07%
Poundon	139.06	144.06	3.60%	Weston Turville	191.88	199.71	4.08%
Preston Bissett	169.64	175.24	3.30%	Whaddon	204.16	211.26	3.48%
Quainton	179.72	185.54	3.24%	Whitchurch	190.86	195.86	2.62%
Berryfields	169.22	179.04	5.80%	Wing	206.06	215.06	4.37%
Radclive cum Chackmore	189.66	195.32	2.98%	Wingrave with Rowsham	206.57	205.75	-0.40%
Shabbington	187.89	196.52	4.59%	Winslow Town	230.68	241.28	4.60%
Shalstone	139.06	144.06	3.60%	Woodham	139.06	144.06	3.60%
Slapton	220.74	232.47	5.31%	Worminghall	165.70	170.93	3.16%
Soulbury	210.23	213.26	1.44%	Wotton Underwood	148.41	153.94	3.73%
Steeple Claydon	246.70	248.22	0.62%				
Stewkley	188.48	193.44	2.63%				

Appendix A2

Parish, Town Council and District Council Tax by Bands

2016/17	2017/18	Band D	Band D	Parish	PARISH, TOWN COUNCIL and DISTRICT COUNCIL TAX BY BANDS								
Precept &	Precept &	Equiv. Tax	Equiv		Band @	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
& Special	Special	Base	Tax		£	£	£	£	£	£	£	£	£
Expenses	Expenses				5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9
0.00	0.00	68.16	0.00	Addington	80.03	96.04	112.05	128.05	144.06	176.07	208.09	240.10	288.12
9,500.00	10,050.00	165.46	60.74	Adstock	113.77	136.53	159.29	182.04	204.80	250.31	295.83	341.33	409.60
10,500.00	12,000.00	218.82	54.84	Akeley	110.50	132.60	154.70	176.80	198.90	243.10	287.30	331.50	397.80
7,465.00	14,250.00	122.91	115.94	Ashendon	144.44	173.33	202.23	231.11	260.00	317.77	375.56	433.33	520.00
13,499.00	14,240.00	193.08	73.75	Aston Abbotts	121.00	145.21	169.41	193.61	217.81	266.21	314.62	363.02	435.62
176,700.00	185,537.00	1,705.08	108.81	Aston Clinton	140.48	168.58	196.68	224.77	252.87	309.06	365.26	421.45	505.74
0.00	0.00	26.24	0.00	Aston Sandford	80.03	96.04	112.05	128.05	144.06	176.07	208.09	240.10	288.12
		18,403.02		Aylesbury Town	135.84	163.01	190.19	217.35	244.52	298.85	353.20	407.53	489.04
1,005,180.00	1,020,610.00		55.46	Aylesbury Town Council									
815,500.00	828,100.00		45.00	Special Expenses									
0.00	0.00	39.42	0.00	Barton Hartshorn	80.03	96.04	112.05	128.05	144.06	176.07	208.09	240.10	288.12
1,370.00	1,370.00	79.13	17.31	Beachampton	89.65	107.58	125.51	143.44	161.37	197.23	233.09	268.95	322.74
0.00	0.00	52.94	0.00	Biddlesden	80.03	96.04	112.05	128.05	144.06	176.07	208.09	240.10	288.12
26,230.00	33,500.00	1,073.38	31.21	Bierton with Broughton	97.37	116.85	136.32	155.79	175.27	214.22	253.17	292.12	350.54
1,112.00	1,200.00	67.41	17.80	Boarstall	89.92	107.91	125.89	143.87	161.86	197.83	233.80	269.77	323.72
41,000.00	41,000.00	525.36	78.04	Brill	123.39	148.07	172.75	197.42	222.10	271.45	320.81	370.17	444.20
95,375.00	99,566.00	851.34	116.95	Buckingham Park	145.00	174.01	203.01	232.01	261.01	319.01	377.02	435.02	522.02
671,567.00	739,070.00	5,014.41	147.39	Buckingham Town	161.91	194.30	226.69	259.06	291.45	356.21	420.99	485.75	582.90
32,252.00	34,080.00	379.44	89.82	Buckland	129.93	155.92	181.91	207.89	233.88	285.85	337.83	389.80	467.76
28,582.40	33,584.00	406.32	82.65	Calvert Green	125.95	151.14	176.33	201.52	226.71	277.09	327.47	377.85	453.42
14,000.00	16,000.00	125.89	127.10	Charndon	150.64	180.77	210.91	241.03	271.16	331.41	391.68	451.93	542.32
16,000.00	32,000.00	286.92	111.53	Chearsley	141.99	170.39	198.80	227.19	255.59	312.38	369.19	425.98	511.18
64,310.00	71,000.00	713.20	99.55	Cheddington	135.34	162.41	189.48	216.54	243.61	297.74	351.88	406.02	487.22
0.00	0.00	43.79	0.00	Chetwode	80.03	96.04	112.05	128.05	144.06	176.07	208.09	240.10	288.12
2,080.00	2,200.00	127.50	17.25	Chilton	89.61	107.54	125.47	143.38	161.31	197.15	233.01	268.85	322.62
163,118.00	172,000.00	1,808.89	95.09	Coldharbour	132.86	159.43	186.01	212.57	239.15	292.29	345.44	398.58	478.30
0.00	0.00	6.15	0.00	Creslow	80.03	96.04	112.05	128.05	144.06	176.07	208.09	240.10	288.12
7,400.00	10,000.00	168.06	59.50	Cublington	113.09	135.71	158.33	180.94	203.56	248.79	294.03	339.27	407.12
16,000.00	21,000.00	285.50	73.56	Cuddington	120.90	145.08	169.26	193.44	217.62	265.98	314.34	362.70	435.24
22,910.00	23,857.00	444.19	53.71	Dinton with Ford & Upton	109.87	131.85	153.82	175.79	197.77	241.72	285.67	329.62	395.54
0.00	0.00	77.68	0.00	Dorton	80.03	96.04	112.05	128.05	144.06	176.07	208.09	240.10	288.12

Parish, Town Council and District Council Tax by Bands

2016/17	2017/18	Band D	Band D	Parish	PARISH, TOWN COUNCIL and DISTRICT COUNCIL TAX BY BANDS								
Precept &	Precept &	Equiv. Tax	Equiv		Band @	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
& Special	Special	Base	Tax		£	£	£	£	£	£	£	£	£
Expenses	Expenses				5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9
650.00	680.00	80.87	8.41	Drayton Beauchamp	84.70	101.65	118.59	135.53	152.47	186.35	220.24	254.12	304.94
27,730.00	30,860.00	271.75	113.56	Drayton Parslow	143.12	171.75	200.37	228.99	257.62	314.87	372.12	429.37	515.24
0.00	0.00	45.27	0.00	Dunton	80.03	96.04	112.05	128.05	144.06	176.07	208.09	240.10	288.12
16,000.00	19,000.00	175.71	108.13	East Claydon	140.10	168.13	196.15	224.17	252.19	308.23	364.28	420.32	504.38
9,000.00	9,000.00	113.04	79.62	Edgcott	124.26	149.12	173.98	198.82	223.68	273.38	323.10	372.80	447.36
96,390.00	103,000.00	1,277.07	80.65	Edlesborough, Dagnall & Northall	124.84	149.81	174.78	199.74	224.71	274.64	324.58	374.52	449.42
0.00	0.00	22.84	0.00	Fleet Marston	80.03	96.04	112.05	128.05	144.06	176.07	208.09	240.10	288.12
0.00	0.00	19.51	0.00	Foscote	80.03	96.04	112.05	128.05	144.06	176.07	208.09	240.10	288.12
13,000.00	14,000.00	336.89	41.56	Gawcott with Lenborough	103.12	123.75	144.37	164.99	185.62	226.87	268.12	309.37	371.24
22,000.00	22,000.00	254.71	86.37	Granborough	128.01	153.62	179.23	204.82	230.43	281.63	332.85	384.05	460.86
26,310.00	29,910.00	419.92	71.23	Great Brickhill	119.60	143.53	167.45	191.37	215.29	263.13	310.98	358.82	430.58
25,685.00	28,590.00	444.12	64.37	Great Horwood	115.79	138.95	162.12	185.27	208.43	254.74	301.07	347.38	416.86
19,000.00	19,385.00	416.80	46.51	Grendon Underwood	105.87	127.05	148.22	169.39	190.57	232.92	275.27	317.62	381.14
302,520.00	314,840.00	2,281.39	138.00	Haddenham	156.70	188.04	219.38	250.72	282.06	344.74	407.42	470.10	564.12
21,720.00	27,000.00	359.17	75.17	Halton	121.79	146.15	170.52	194.87	219.23	267.94	316.67	365.38	438.46
11,275.00	11,275.00	145.57	77.45	Hardwick	123.06	147.67	172.29	196.89	221.51	270.73	319.96	369.18	443.02
4,400.00	5,613.00	104.07	53.93	Hillesden	109.99	131.99	154.00	175.99	197.99	241.98	285.99	329.98	395.98
0.00	0.00	51.37	0.00	Hoggeston	80.03	96.04	112.05	128.05	144.06	176.07	208.09	240.10	288.12
0.00	0.00	28.28	0.00	Hogshaw	80.03	96.04	112.05	128.05	144.06	176.07	208.09	240.10	288.12
3,000.00	3,000.00	52.44	57.21	Hulcott	111.81	134.18	156.55	178.90	201.27	245.99	290.73	335.45	402.54
16,500.00	16,830.00	317.55	53.00	Ickford	109.47	131.37	153.27	175.16	197.06	240.85	284.65	328.43	394.12
36,850.00	39,000.00	407.75	95.65	Ivinghoe	133.17	159.81	186.44	213.07	239.71	292.98	346.25	399.52	479.42
0.00	0.00	73.44	0.00	Kingsey	80.03	96.04	112.05	128.05	144.06	176.07	208.09	240.10	288.12
0.00	0.00	38.07	0.00	Kingswood	80.03	96.04	112.05	128.05	144.06	176.07	208.09	240.10	288.12
2,000.00	2,000.00	91.71	21.81	Leckhampstead	92.15	110.58	129.01	147.44	165.87	202.73	239.59	276.45	331.74
0.00	0.00	50.99	0.00	Lillingstone Dayrell with Luffield Abbey	80.03	96.04	112.05	128.05	144.06	176.07	208.09	240.10	288.12
0.00	0.00	70.59	0.00	Lillingstone Lovell	80.03	96.04	112.05	128.05	144.06	176.07	208.09	240.10	288.12
11,870.00	13,000.00	238.29	54.56	Little Horwood	110.34	132.41	154.49	176.55	198.62	242.75	286.90	331.03	397.24
98,600.00	107,500.00	1,139.20	94.36	Long Crendon	132.45	158.95	185.44	211.93	238.42	291.40	344.39	397.37	476.84
10,000.00	10,000.00	187.82	53.24	Ludgershall	109.61	131.53	153.46	175.37	197.30	241.14	284.99	328.83	394.60
26,330.00	28,702.00	352.46	81.43	Maids Moreton	125.27	150.33	175.38	200.43	225.49	275.60	325.71	375.82	450.98

Parish, Town Council and District Council Tax by Bands

2016/17	2017/18	Band D	Band D		PARISH, TOWN COUNCIL and DISTRICT COUNCIL TAX BY BANDS								
Precept &	Precept &	Equiv. Tax	Equiv	Parish	Band @	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
& Special	Special	Base	Tax		£	£	£	£	£	£	£	£	£
Expenses	Expenses				5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9
21,570.00	22,400.00	439.19	51.00	Marsh Gibbon	108.36	130.04	151.72	173.38	195.06	238.40	281.76	325.10	390.12
15,950.00	16,400.00	326.37	50.25	Marsworth	107.95	129.54	151.13	172.72	194.31	237.49	280.67	323.85	388.62
13,040.00	13,521.00	224.68	60.18	Mentmore	113.46	136.16	158.86	181.54	204.24	249.62	295.02	340.40	408.48
2,000.00	2,200.00	74.78	29.42	Middle Claydon	96.37	115.65	134.93	154.20	173.48	212.03	250.59	289.13	346.96
8,740.00	8,740.00	304.25	28.73	Mursley	95.99	115.19	134.40	153.59	172.79	211.18	249.59	287.98	345.58
12,500.00	12,500.00	216.14	57.83	Nash	112.16	134.59	157.03	179.45	201.89	246.75	291.62	336.48	403.78
1,500.00	1,618.00	79.42	20.37	Nether Winchendon	91.35	109.62	127.89	146.16	164.43	200.97	237.51	274.05	328.86
65,500.00	85,000.00	754.86	112.60	Newton Longville	142.59	171.11	199.63	228.14	256.66	313.69	370.73	427.77	513.32
24,000.00	24,960.00	326.90	76.35	North Marston	122.45	146.94	171.43	195.92	220.41	269.39	318.37	367.35	440.82
17,690.00	18,620.00	479.72	38.81	Oakley	101.59	121.91	142.24	162.55	182.87	223.50	264.15	304.78	365.74
24,000.00	25,500.00	226.39	112.64	Oving	142.61	171.13	199.66	228.17	256.70	313.74	370.79	427.83	513.40
17,000.00	18,500.00	347.35	53.26	Padbury	109.62	131.55	153.47	175.39	197.32	241.17	285.02	328.87	394.64
0.00	0.00	28.17	0.00	Pitchcott	80.03	96.04	112.05	128.05	144.06	176.07	208.09	240.10	288.12
86,750.00	90,600.00	1,242.94	72.89	Pitstone	120.52	144.63	168.74	192.84	216.95	265.16	313.38	361.58	433.90
0.00	0.00	55.56	0.00	Poundon	80.03	96.04	112.05	128.05	144.06	176.07	208.09	240.10	288.12
4,080.00	4,243.00	136.10	31.18	Preston Bissett	97.35	116.83	136.30	155.77	175.24	214.18	253.13	292.07	350.48
23,960.00	24,490.00	590.35	41.48	Quainton	103.07	123.69	144.31	164.92	185.54	226.77	268.01	309.23	371.08
45,000.00	64,000.00	1,829.86	34.98	Berryfields	99.46	119.36	139.26	159.14	179.04	218.82	258.62	298.40	358.08
6,000.00	6,000.00	117.06	51.26	Radclive cum Chackmore	108.51	130.21	151.92	173.61	195.32	238.72	282.13	325.53	390.64
11,500.00	12,500.00	238.29	52.46	Shabbington	109.17	131.01	152.85	174.68	196.52	240.19	283.87	327.53	393.04
0.00	0.00	59.21	0.00	Shalstone	80.03	96.04	112.05	128.05	144.06	176.07	208.09	240.10	288.12
20,580.00	22,638.00	256.06	88.41	Slapton	129.15	154.98	180.81	206.64	232.47	284.13	335.79	387.45	464.94
25,000.00	25,000.00	361.26	69.20	Soulbury	118.47	142.17	165.87	189.56	213.26	260.65	308.05	355.43	426.52
93,690.00	91,940.00	882.69	104.16	Steeple Claydon	137.90	165.48	193.06	220.64	248.22	303.38	358.54	413.70	496.44
40,290.00	40,530.00	820.83	49.38	Stewkley	107.46	128.96	150.46	171.94	193.44	236.42	279.42	322.40	386.88
28,500.00	37,500.00	568.70	65.94	Stoke Hammond	116.66	140.00	163.34	186.66	210.00	256.66	303.34	350.00	420.00
116,420.00	128,060.00	2,312.62	55.37	Stoke Mandeville	110.79	132.95	155.12	177.27	199.43	243.74	288.07	332.38	398.86
78,000.00	81,120.00	1,137.97	71.28	Stone with Bishopstone & Hartwell	119.63	143.56	167.49	191.41	215.34	263.19	311.05	358.90	430.68
3,750.00	11,250.00	150.35	74.83	Stowe	121.60	145.93	170.25	194.57	218.89	267.53	316.18	364.82	437.78
10,000.00	10,500.00	169.38	61.99	Swanbourne	114.47	137.37	160.26	183.15	206.05	251.84	297.63	343.42	412.10
18,000.00	18,210.00	293.77	61.99	Thornborough	114.47	137.37	160.26	183.15	206.05	251.84	297.63	343.42	412.10

Appendix B5

Parish, Town Council and District Council Tax by Bands

2016/17	2017/18	Band D	Band D	Parish	PARISH, TOWN COUNCIL and DISTRICT COUNCIL TAX BY BANDS								
Precept &	Precept &	Band D	Band D		Band @	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
& Special	Special	Equiv. Tax	Equiv		£	£	£	£	£	£	£	£	£
Expenses	Expenses	Base	Tax		5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9
0.00	0.00	57.22	0.00	Thornton	80.03	96.04	112.05	128.05	144.06	176.07	208.09	240.10	288.12
27,000.00	30,200.00	508.67	59.37	Tingewick	113.01	135.62	158.23	180.82	203.43	248.63	293.85	339.05	406.86
7,000.00	7,000.00	110.64	63.27	Turweston	115.18	138.22	161.26	184.29	207.33	253.40	299.48	345.55	414.66
12,164.00	14,164.00	209.76	67.52	Twyford	117.54	141.05	164.57	188.07	211.58	258.59	305.62	352.63	423.16
0.00	0.00	37.96	0.00	Upper Winchendon	80.03	96.04	112.05	128.05	144.06	176.07	208.09	240.10	288.12
95,320.00	97,250.00	702.91	138.35	Waddesdon	156.89	188.27	219.66	251.03	282.41	345.16	407.93	470.68	564.82
71,000.00	73,125.00	964.48	75.82	Watermead	122.15	146.59	171.02	195.45	219.88	268.74	317.61	366.47	439.76
1,500.00	1,600.00	64.39	24.85	Water Stratford	93.84	112.61	131.38	150.14	168.91	206.44	243.98	281.52	337.82
13,613.00	13,680.00	203.40	67.26	Weedon	117.40	140.88	164.36	187.84	211.32	258.28	305.24	352.20	422.64
264,100.00	283,282.00	3,382.07	83.76	Wendover	126.56	151.88	177.20	202.50	227.82	278.44	329.08	379.70	455.64
16,788.50	17,139.00	199.95	85.72	Westbury	127.65	153.19	178.72	204.25	229.78	280.84	331.91	382.97	459.56
11,160.00	11,450.00	168.19	68.08	Westcott	117.85	141.43	165.00	188.57	212.14	259.28	306.43	353.57	424.28
72,600.00	78,410.00	1,409.09	55.65	Weston Turville	110.95	133.14	155.33	177.52	199.71	244.09	288.47	332.85	399.42
15,000.00	15,500.00	230.64	67.20	Whaddon	117.36	140.84	164.32	187.78	211.26	258.20	305.16	352.10	422.52
22,500.00	22,635.00	436.97	51.80	Whitchurch	108.81	130.57	152.34	174.09	195.86	239.38	282.91	326.43	391.72
69,840.00	76,930.00	1,083.52	71.00	Wing	119.47	143.37	167.27	191.16	215.06	262.85	310.65	358.43	430.12
44,710.00	40,710.00	659.91	61.69	Wingrave with Rowsham	114.30	137.17	160.03	182.89	205.75	251.47	297.20	342.92	411.50
172,953.00	185,960.00	1,912.81	97.22	Winslow Town	134.04	160.85	187.67	214.47	241.28	294.89	348.52	402.13	482.56
0.00	0.00	23.47	0.00	Woodham	80.03	96.04	112.05	128.05	144.06	176.07	208.09	240.10	288.12
6,850.00	6,850.00	254.90	26.87	Worminghall	94.96	113.95	132.95	151.93	170.93	208.91	246.90	284.88	341.86
800.00	850.00	86.07	9.88	Wotton Underwood	85.52	102.63	119.73	136.83	153.94	188.15	222.36	256.57	307.88
5,802,388.90	6,166,674.00	71,106.59	54.36										

Appendix B6

Total Council Tax by Bands

2016/17	2017/18	Band D	Band D	Parish	TOTAL COUNCIL TAX BY BANDS								
Precept &	Precept &	Equiv. Tax	Equiv		Band @	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
& Special	Special	Base	Tax		£	£	£	£	£	£	£	£	£
Expenses	Expenses				5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9
0.00	0.00	68.16	0.00	Addington	885.16	1,062.20	1,239.24	1,416.27	1,593.30	1,947.36	2,301.44	2,655.50	3,186.60
9,500.00	10,050.00	165.46	60.74	Adstock	918.90	1,102.69	1,286.48	1,470.26	1,654.04	2,021.60	2,389.18	2,756.73	3,308.08
10,500.00	12,000.00	218.82	54.84	Akeley	915.63	1,098.76	1,281.89	1,465.02	1,648.14	2,014.39	2,380.65	2,746.90	3,296.28
7,465.00	14,250.00	122.91	115.94	Ashendon	949.57	1,139.49	1,329.42	1,519.33	1,709.24	2,089.06	2,468.91	2,848.73	3,418.48
13,499.00	14,240.00	193.08	73.75	Aston Abbotts	926.13	1,111.37	1,296.60	1,481.83	1,667.05	2,037.50	2,407.97	2,778.42	3,334.10
176,700.00	185,537.00	1,705.08	108.81	Aston Clinton	945.61	1,134.74	1,323.87	1,512.99	1,702.11	2,080.35	2,458.61	2,836.85	3,404.22
0.00	0.00	26.24	0.00	Aston Sandford	885.16	1,062.20	1,239.24	1,416.27	1,593.30	1,947.36	2,301.44	2,655.50	3,186.60
		18,403.02		Aylesbury Town	940.97	1,129.17	1,317.38	1,505.57	1,693.76	2,070.14	2,446.55	2,822.93	3,387.52
1,005,180.00	1,020,610.00		55.46	Aylesbury Town Council									
815,500.00	828,100.00		45.00	Special Expenses									
0.00	0.00	39.42	0.00	Barton Hartshorn	885.16	1,062.20	1,239.24	1,416.27	1,593.30	1,947.36	2,301.44	2,655.50	3,186.60
1,370.00	1,370.00	79.13	17.31	Beachampton	894.78	1,073.74	1,252.70	1,431.66	1,610.61	1,968.52	2,326.44	2,684.35	3,221.22
0.00	0.00	52.94	0.00	Biddlesden	885.16	1,062.20	1,239.24	1,416.27	1,593.30	1,947.36	2,301.44	2,655.50	3,186.60
26,230.00	33,500.00	1,073.38	31.21	Bierton with Broughton	902.50	1,083.01	1,263.51	1,444.01	1,624.51	1,985.51	2,346.52	2,707.52	3,249.02
1,112.00	1,200.00	67.41	17.80	Boarstall	895.05	1,074.07	1,253.08	1,432.09	1,611.10	1,969.12	2,327.15	2,685.17	3,222.20
41,000.00	41,000.00	525.36	78.04	Brill	928.52	1,114.23	1,299.94	1,485.64	1,671.34	2,042.74	2,414.16	2,785.57	3,342.68
95,375.00	99,566.00	851.34	116.95	Buckingham Park	950.13	1,140.17	1,330.20	1,520.23	1,710.25	2,090.30	2,470.37	2,850.42	3,420.50
671,567.00	739,070.00	5,014.41	147.39	Buckingham Town	967.04	1,160.46	1,353.88	1,547.28	1,740.69	2,127.50	2,514.34	2,901.15	3,481.38
32,252.00	34,080.00	379.44	89.82	Buckland	935.06	1,122.08	1,309.10	1,496.11	1,683.12	2,057.14	2,431.18	2,805.20	3,366.24
28,582.40	33,584.00	406.32	82.65	Calvert Green	931.08	1,117.30	1,303.52	1,489.74	1,675.95	2,048.38	2,420.82	2,793.25	3,351.90
14,000.00	16,000.00	125.89	127.10	Charndon	955.77	1,146.93	1,338.10	1,529.25	1,720.40	2,102.70	2,485.03	2,867.33	3,440.80
16,000.00	32,000.00	286.92	111.53	Chearsley	947.12	1,136.55	1,325.99	1,515.41	1,704.83	2,083.67	2,462.54	2,841.38	3,409.66
64,310.00	71,000.00	713.20	99.55	Cheddington	940.47	1,128.57	1,316.67	1,504.76	1,692.85	2,069.03	2,445.23	2,821.42	3,385.70
0.00	0.00	43.79	0.00	Chetwode	885.16	1,062.20	1,239.24	1,416.27	1,593.30	1,947.36	2,301.44	2,655.50	3,186.60
2,080.00	2,200.00	127.50	17.25	Chilton	894.74	1,073.70	1,252.66	1,431.60	1,610.55	1,968.44	2,326.36	2,684.25	3,221.10
163,118.00	172,000.00	1,808.89	95.09	Coldharbour	937.99	1,125.59	1,313.20	1,500.79	1,688.39	2,063.58	2,438.79	2,813.98	3,376.78
0.00	0.00	6.15	0.00	Creslow	885.16	1,062.20	1,239.24	1,416.27	1,593.30	1,947.36	2,301.44	2,655.50	3,186.60
7,400.00	10,000.00	168.06	59.50	Cublington	918.22	1,101.87	1,285.52	1,469.16	1,652.80	2,020.08	2,387.38	2,754.67	3,305.60
16,000.00	21,000.00	285.50	73.56	Cuddington	926.03	1,111.24	1,296.45	1,481.66	1,666.86	2,037.27	2,407.69	2,778.10	3,333.72
22,910.00	23,857.00	444.19	53.71	Dinton with Ford & Upton	915.00	1,098.01	1,281.01	1,464.01	1,647.01	2,013.01	2,379.02	2,745.02	3,294.02
0.00	0.00	77.68	0.00	Dorton	885.16	1,062.20	1,239.24	1,416.27	1,593.30	1,947.36	2,301.44	2,655.50	3,186.60
650.00	680.00	80.87	8.41	Drayton Beauchamp	889.83	1,067.81	1,245.78	1,423.75	1,601.71	1,957.64	2,313.59	2,669.52	3,203.42

Appendix C7

Total Council Tax by Bands

2016/17	2017/18	Band D	Band D	Parish	TOTAL COUNCIL TAX BY BANDS								
Precept &	Precept &	Equiv. Tax	Equiv		Band @	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
& Special	Special	Base	Tax		£	£	£	£	£	£	£	£	£
Expenses	Expenses				5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9
27,730.00	30,860.00	271.75	113.56	Drayton Parslow	948.25	1,137.91	1,327.56	1,517.21	1,706.86	2,086.16	2,465.47	2,844.77	3,413.72
0.00	0.00	45.27	0.00	Dunton	885.16	1,062.20	1,239.24	1,416.27	1,593.30	1,947.36	2,301.44	2,655.50	3,186.60
16,000.00	19,000.00	175.71	108.13	East Claydon	945.23	1,134.29	1,323.34	1,512.39	1,701.43	2,079.52	2,457.63	2,835.72	3,402.86
9,000.00	9,000.00	113.04	79.62	Edgcott	929.39	1,115.28	1,301.17	1,487.04	1,672.92	2,044.67	2,416.45	2,788.20	3,345.84
96,390.00	103,000.00	1,277.07	80.65	Edlesborough, Dagnall & Northall	929.97	1,115.97	1,301.97	1,487.96	1,673.95	2,045.93	2,417.93	2,789.92	3,347.90
0.00	0.00	22.84	0.00	Fleet Marston	885.16	1,062.20	1,239.24	1,416.27	1,593.30	1,947.36	2,301.44	2,655.50	3,186.60
0.00	0.00	19.51	0.00	Foscote	885.16	1,062.20	1,239.24	1,416.27	1,593.30	1,947.36	2,301.44	2,655.50	3,186.60
13,000.00	14,000.00	336.89	41.56	Gawcott with Lenborough	908.25	1,089.91	1,271.56	1,453.21	1,634.86	1,998.16	2,361.47	2,724.77	3,269.72
22,000.00	22,000.00	254.71	86.37	Granborough	933.14	1,119.78	1,306.42	1,493.04	1,679.67	2,052.92	2,426.20	2,799.45	3,359.34
26,310.00	29,910.00	419.92	71.23	Great Brickhill	924.73	1,109.69	1,294.64	1,479.59	1,664.53	2,034.42	2,404.33	2,774.22	3,329.06
25,685.00	28,590.00	444.12	64.37	Great Horwood	920.92	1,105.11	1,289.31	1,473.49	1,657.67	2,026.03	2,394.42	2,762.78	3,315.34
19,000.00	19,385.00	416.80	46.51	Grendon Underwood	911.00	1,093.21	1,275.41	1,457.61	1,639.81	2,004.21	2,368.62	2,733.02	3,279.62
302,520.00	314,840.00	2,281.39	138.00	Haddenham	961.83	1,154.20	1,346.57	1,538.94	1,731.30	2,116.03	2,500.77	2,885.50	3,462.60
21,720.00	27,000.00	359.17	75.17	Halton	926.92	1,112.31	1,297.71	1,483.09	1,668.47	2,039.23	2,410.02	2,780.78	3,336.94
11,275.00	11,275.00	145.57	77.45	Hardwick	928.19	1,113.83	1,299.48	1,485.11	1,670.75	2,042.02	2,413.31	2,784.58	3,341.50
4,400.00	5,613.00	104.07	53.93	Hillesden	915.12	1,098.15	1,281.19	1,464.21	1,647.23	2,013.27	2,379.34	2,745.38	3,294.46
0.00	0.00	51.37	0.00	Hoggeston	885.16	1,062.20	1,239.24	1,416.27	1,593.30	1,947.36	2,301.44	2,655.50	3,186.60
0.00	0.00	28.28	0.00	Hogshaw	885.16	1,062.20	1,239.24	1,416.27	1,593.30	1,947.36	2,301.44	2,655.50	3,186.60
3,000.00	3,000.00	52.44	57.21	Hulcott	916.94	1,100.34	1,283.74	1,467.12	1,650.51	2,017.28	2,384.08	2,750.85	3,301.02
16,500.00	16,830.00	317.55	53.00	Ickford	914.60	1,097.53	1,280.46	1,463.38	1,646.30	2,012.14	2,378.00	2,743.83	3,292.60
36,850.00	39,000.00	407.75	95.65	Ivinghoe	938.30	1,125.97	1,313.63	1,501.29	1,688.95	2,064.27	2,439.60	2,814.92	3,377.90
0.00	0.00	73.44	0.00	Kingsey	885.16	1,062.20	1,239.24	1,416.27	1,593.30	1,947.36	2,301.44	2,655.50	3,186.60
0.00	0.00	38.07	0.00	Kingswood	885.16	1,062.20	1,239.24	1,416.27	1,593.30	1,947.36	2,301.44	2,655.50	3,186.60
2,000.00	2,000.00	91.71	21.81	Leckhampstead	897.28	1,076.74	1,256.20	1,435.66	1,615.11	1,974.02	2,332.94	2,691.85	3,230.22
0.00	0.00	50.99	0.00	Lillingstone Dayrell with Luffield Abbey	885.16	1,062.20	1,239.24	1,416.27	1,593.30	1,947.36	2,301.44	2,655.50	3,186.60
0.00	0.00	70.59	0.00	Lillingstone Lovell	885.16	1,062.20	1,239.24	1,416.27	1,593.30	1,947.36	2,301.44	2,655.50	3,186.60
11,870.00	13,000.00	238.29	54.56	Little Horwood	915.47	1,098.57	1,281.68	1,464.77	1,647.86	2,014.04	2,380.25	2,746.43	3,295.72
98,600.00	107,500.00	1,139.20	94.36	Long Crendon	937.58	1,125.11	1,312.63	1,500.15	1,687.66	2,062.69	2,437.74	2,812.77	3,375.32
10,000.00	10,000.00	187.82	53.24	Ludgershall	914.74	1,097.69	1,280.65	1,463.59	1,646.54	2,012.43	2,378.34	2,744.23	3,293.08
26,330.00	28,702.00	352.46	81.43	Maids Moreton	930.40	1,116.49	1,302.57	1,488.65	1,674.73	2,046.89	2,419.06	2,791.22	3,349.46
21,570.00	22,400.00	439.19	51.00	Marsh Gibbon	913.49	1,096.20	1,278.91	1,461.60	1,644.30	2,009.69	2,375.11	2,740.50	3,288.60
15,950.00	16,400.00	326.37	50.25	Marsworth	913.08	1,095.70	1,278.32	1,460.94	1,643.55	2,008.78	2,374.02	2,739.25	3,287.10

Appendix C8

Total Council Tax by Bands

2016/17	2017/18	Band D	Band D	Parish	TOTAL COUNCIL TAX BY BANDS								
Precept &	Precept &	Equiv. Tax	Equiv		Band @	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
& Special	Special	Base	Tax		£	£	£	£	£	£	£	£	£
Expenses	Expenses				5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9
13,040.00	13,521.00	224.68	60.18	Mentmore	918.59	1,102.32	1,286.05	1,469.76	1,653.48	2,020.91	2,388.37	2,755.80	3,306.96
2,000.00	2,200.00	74.78	29.42	Middle Claydon	901.50	1,081.81	1,262.12	1,442.42	1,622.72	1,983.32	2,343.94	2,704.53	3,245.44
8,740.00	8,740.00	304.25	28.73	Mursley	901.12	1,081.35	1,261.59	1,441.81	1,622.03	1,982.47	2,342.94	2,703.38	3,244.06
12,500.00	12,500.00	216.14	57.83	Nash	917.29	1,100.75	1,284.22	1,467.67	1,651.13	2,018.04	2,384.97	2,751.88	3,302.26
1,500.00	1,618.00	79.42	20.37	Nether Winchendon	896.48	1,075.78	1,255.08	1,434.38	1,613.67	1,972.26	2,330.86	2,689.45	3,227.34
65,500.00	85,000.00	754.86	112.60	Newton Longville	947.72	1,137.27	1,326.82	1,516.36	1,705.90	2,084.98	2,464.08	2,843.17	3,411.80
24,000.00	24,960.00	326.90	76.35	North Marston	927.58	1,113.10	1,298.62	1,484.14	1,669.65	2,040.68	2,411.72	2,782.75	3,339.30
17,690.00	18,620.00	479.72	38.81	Oakley	906.72	1,088.07	1,269.43	1,450.77	1,632.11	1,994.79	2,357.50	2,720.18	3,264.22
24,000.00	25,500.00	226.39	112.64	Oving	947.74	1,137.29	1,326.85	1,516.39	1,705.94	2,085.03	2,464.14	2,843.23	3,411.88
17,000.00	18,500.00	347.35	53.26	Padbury	914.75	1,097.71	1,280.66	1,463.61	1,646.56	2,012.46	2,378.37	2,744.27	3,293.12
0.00	0.00	28.17	0.00	Pitchcott	885.16	1,062.20	1,239.24	1,416.27	1,593.30	1,947.36	2,301.44	2,655.50	3,186.60
86,750.00	90,600.00	1,242.94	72.89	Pitstone	925.65	1,110.79	1,295.93	1,481.06	1,666.19	2,036.45	2,406.73	2,776.98	3,332.38
0.00	0.00	55.56	0.00	Poundon	885.16	1,062.20	1,239.24	1,416.27	1,593.30	1,947.36	2,301.44	2,655.50	3,186.60
4,080.00	4,243.00	136.10	31.18	Preston Bissett	902.48	1,082.99	1,263.49	1,443.99	1,624.48	1,985.47	2,346.48	2,707.47	3,248.96
23,960.00	24,490.00	590.35	41.48	Quainton	908.20	1,089.85	1,271.50	1,453.14	1,634.78	1,998.06	2,361.36	2,724.63	3,269.56
45,000.00	64,000.00	1,829.86	34.98	Berryfields	904.59	1,085.52	1,266.45	1,447.36	1,628.28	1,990.11	2,351.97	2,713.80	3,256.56
6,000.00	6,000.00	117.06	51.26	Radclive cum Chackmore	913.64	1,096.37	1,279.11	1,461.83	1,644.56	2,010.01	2,375.48	2,740.93	3,289.12
11,500.00	12,500.00	238.29	52.46	Shabbington	914.30	1,097.17	1,280.04	1,462.90	1,645.76	2,011.48	2,377.22	2,742.93	3,291.52
0.00	0.00	59.21	0.00	Shalstone	885.16	1,062.20	1,239.24	1,416.27	1,593.30	1,947.36	2,301.44	2,655.50	3,186.60
20,580.00	22,638.00	256.06	88.41	Slapton	934.28	1,121.14	1,308.00	1,494.86	1,681.71	2,055.42	2,429.14	2,802.85	3,363.42
25,000.00	25,000.00	361.26	69.20	Soulbury	923.60	1,108.33	1,293.06	1,477.78	1,662.50	2,031.94	2,401.40	2,770.83	3,325.00
93,690.00	91,940.00	882.69	104.16	Steeple Claydon	943.03	1,131.64	1,320.25	1,508.86	1,697.46	2,074.67	2,451.89	2,829.10	3,394.92
40,290.00	40,530.00	820.83	49.38	Stewkley	912.59	1,095.12	1,277.65	1,460.16	1,642.68	2,007.71	2,372.77	2,737.80	3,285.36
28,500.00	37,500.00	568.70	65.94	Stoke Hammond	921.79	1,106.16	1,290.53	1,474.88	1,659.24	2,027.95	2,396.69	2,765.40	3,318.48
116,420.00	128,060.00	2,312.62	55.37	Stoke Mandeville	915.92	1,099.11	1,282.31	1,465.49	1,648.67	2,015.03	2,381.42	2,747.78	3,297.34
78,000.00	81,120.00	1,137.97	71.28	Stone with Bishopstone & Hartwell	924.76	1,109.72	1,294.68	1,479.63	1,664.58	2,034.48	2,404.40	2,774.30	3,329.16
3,750.00	11,250.00	150.35	74.83	Stowe	926.73	1,112.09	1,297.44	1,482.79	1,668.13	2,038.82	2,409.53	2,780.22	3,336.26
10,000.00	10,500.00	169.38	61.99	Swanbourne	919.60	1,103.53	1,287.45	1,471.37	1,655.29	2,023.13	2,390.98	2,758.82	3,310.58
18,000.00	18,210.00	293.77	61.99	Thornborough	919.60	1,103.53	1,287.45	1,471.37	1,655.29	2,023.13	2,390.98	2,758.82	3,310.58
0.00	0.00	57.22	0.00	Thornton	885.16	1,062.20	1,239.24	1,416.27	1,593.30	1,947.36	2,301.44	2,655.50	3,186.60
27,000.00	30,200.00	508.67	59.37	Tingewick	918.14	1,101.78	1,285.42	1,469.04	1,652.67	2,019.92	2,387.20	2,754.45	3,305.34
7,000.00	7,000.00	110.64	63.27	Turweston	920.31	1,104.38	1,288.45	1,472.51	1,656.57	2,024.69	2,392.83	2,760.95	3,313.14

Appendix C9

Total Council Tax by Bands

2016/17 Precept & & Special Expenses	2017/18 Precept & Special Expenses	Band D Equiv. Tax Base	Band D Equiv Tax	Parish	TOTAL COUNCIL TAX BY BANDS								
					Band @ £ 5/9	Band A £ 6/9	Band B £ 7/9	Band C £ 8/9	Band D £ 9/9	Band E £ 11/9	Band F £ 13/9	Band G £ 15/9	Band H £ 18/9
12,164.00	14,164.00	209.76	67.52	Twyford	922.67	1,107.21	1,291.76	1,476.29	1,660.82	2,029.88	2,398.97	2,768.03	3,321.64
0.00	0.00	37.96	0.00	Upper Winchendon	885.16	1,062.20	1,239.24	1,416.27	1,593.30	1,947.36	2,301.44	2,655.50	3,186.60
95,320.00	97,250.00	702.91	138.35	Waddesdon	962.02	1,154.43	1,346.85	1,539.25	1,731.65	2,116.45	2,501.28	2,886.08	3,463.30
71,000.00	73,125.00	964.48	75.82	Watermead	927.28	1,112.75	1,298.21	1,483.67	1,669.12	2,040.03	2,410.96	2,781.87	3,338.24
1,500.00	1,600.00	64.39	24.85	Water Stratford	898.97	1,078.77	1,258.57	1,438.36	1,618.15	1,977.73	2,337.33	2,696.92	3,236.30
13,613.00	13,680.00	203.40	67.26	Weedon	922.53	1,107.04	1,291.55	1,476.06	1,660.56	2,029.57	2,398.59	2,767.60	3,321.12
264,100.00	283,282.00	3,382.07	83.76	Wendover	931.69	1,118.04	1,304.39	1,490.72	1,677.06	2,049.73	2,422.43	2,795.10	3,354.12
16,788.50	17,139.00	199.95	85.72	Westbury	932.78	1,119.35	1,305.91	1,492.47	1,679.02	2,052.13	2,425.26	2,798.37	3,358.04
11,160.00	11,450.00	168.19	68.08	Westcott	922.98	1,107.59	1,292.19	1,476.79	1,661.38	2,030.57	2,399.78	2,768.97	3,322.76
72,600.00	78,410.00	1,409.09	55.65	Weston Turville	916.08	1,099.30	1,282.52	1,465.74	1,648.95	2,015.38	2,381.82	2,748.25	3,297.90
15,000.00	15,500.00	230.64	67.20	Whaddon	922.49	1,107.00	1,291.51	1,476.00	1,660.50	2,029.49	2,398.51	2,767.50	3,321.00
22,500.00	22,635.00	436.97	51.80	Whitchurch	913.94	1,096.73	1,279.53	1,462.31	1,645.10	2,010.67	2,376.26	2,741.83	3,290.20
69,840.00	76,930.00	1,083.52	71.00	Wing	924.60	1,109.53	1,294.46	1,479.38	1,664.30	2,034.14	2,404.00	2,773.83	3,328.60
44,710.00	40,710.00	659.91	61.69	Wingrave with Rowsham	919.43	1,103.33	1,287.22	1,471.11	1,654.99	2,022.76	2,390.55	2,758.32	3,309.98
172,953.00	185,960.00	1,912.81	97.22	Winslow Town	939.17	1,127.01	1,314.86	1,502.69	1,690.52	2,066.18	2,441.87	2,817.53	3,381.04
0.00	0.00	23.47	0.00	Woodham	885.16	1,062.20	1,239.24	1,416.27	1,593.30	1,947.36	2,301.44	2,655.50	3,186.60
6,850.00	6,850.00	254.90	26.87	Worminghall	900.09	1,080.11	1,260.14	1,440.15	1,620.17	1,980.20	2,340.25	2,700.28	3,240.34
800.00	850.00	86.07	9.88	Wotton Underwood	890.65	1,068.79	1,246.92	1,425.05	1,603.18	1,959.44	2,315.71	2,671.97	3,206.36
5,802,388.90	6,166,674.00	71,106.59	Totals		Band @ £	Band A £	Band B £	Band C £	Band D £	Band E £	Band F £	Band G £	Band H £
				2017-18									
				Aylesbury Vale District Council	80.03	96.04	112.05	128.05	144.06	176.07	208.09	240.10	288.12
				Buckinghamshire County Council	676.71	812.05	947.40	1,082.74	1,218.08	1,488.76	1,759.45	2,030.13	2,436.16
				Police & Crime Commissioner Thames Valley	94.60	113.52	132.44	151.36	170.28	208.12	245.96	283.80	340.56
				Bucks & Milton Keynes Fire Authority	33.82	40.59	47.35	54.12	60.88	74.41	87.94	101.47	121.76
				TOTAL COUNCIL TAX	885.16	1,062.20	1,239.24	1,416.27	1,593.30	1,947.36	2,301.44	2,655.50	3,186.60

COUNCIL TAX RESOLUTION 2017/18 – EXPLANATORY NOTES

The Council Tax Resolution item entitled "Amounts of Council Tax 2017/18 is written in a formal style to comply with the relevant statutory requirements. The following brief notes and table are intended to clarify the definitions used in paragraph 3 of the resolution and to illustrate local impact of the proposals.

2.1(a)   £69,752,832.20

This is the total General Fund gross expenditure of the District Council, including Special Expenses, added to the total of Parish and Town Council precepts.

2.1(b)   £53,342,858.20

This is the total General Fund gross income of the District, including Special Expenses related income and any transfers from Balances.

2.1(c)   £16,409,974.00

This is the net expenditure (Council Tax Requirement) of the Council being gross expenditure (2.1(a)) less gross income (2.1(b)).

2.1(d)   £230.78

This amount results from net expenditure 2.1(c) divided by the tax base 2.3(a), and represents the simple average Council Tax for District and Parish expenditure.

2.1(e)   £6,166,674.00

This figure is the total of the Aylesbury Special Expenses precepts, and the Parish and Town Council precepts.

2.1(f)   £144.06

This is the Council Tax for District expenditure only, excluding Parishes and Special Expenses

2.1(g) and 2.1(h) – **Appendices A and B**

Appendix A shows the Band D Council Tax and percentage change for District, Special Expenses and Parish precepts only, excluding the County Council, the Buckinghamshire & Milton Keynes Fire Authority and Police & Crime Commissioner for Thames Valley, where these taxes vary from the basic tax (2.1(g)). Appendix B shows this information over Bands A to H.

Appendix C shows the total Council Tax including, Buckinghamshire County Council, Buckinghamshire and Milton Keynes Fire Authority and Police & Crime Commissioner for Thames Valley over Bands A to H.

The base Council Tax for the combined District, County Council, Buckinghamshire & Milton Keynes Fire Authority and Police & Crime Commissioner for Thames Valley requirements will be an increase against the 2016/17 figure. This is before the addition of Parish and Town precepts and Special Expense requirements, which will produce

different tax levels for each local precepting area. Appendix E shows the percentage changes over 2016/17, at parish level, for the total Council Tax.

It must be recognised that charges to individuals will be subject to change where exemptions and discounts apply.

Appendix E shows the percentage change for the whole council tax by parish.

Appendix F shows the tax base for each parish

Total Tax Change

Parish	2016/17 £	2017/18 £	% Change	Parish	2016/17 £	2017/18 £	% Change
Aylesbury Vale District Council	139.06	144.06					
Buckinghamshire County Council	1,160.19	1,218.08					
Thames Valley Police Authority	166.96	170.28					
Bucks & Milton Keynes Fire Authority	59.70	60.88					
Addington	1,525.91	1,593.30	4.42%	Dorton	1,525.91	1,593.30	4.42%
Adstock	1,583.20	1,654.04	4.47%	Drayton Beauchamp	1,533.67	1,601.71	4.44%
Akeley	1,574.44	1,648.14	4.68%	Drayton Parslow	1,629.12	1,706.86	4.77%
Ashendon	1,587.50	1,709.24	7.67%	Dunton	1,525.91	1,593.30	4.42%
Aston Abbotts	1,595.68	1,667.05	4.47%	East Claydon	1,616.95	1,701.43	5.22%
Aston Clinton	1,631.40	1,702.11	4.33%	Edgcott	1,606.56	1,672.92	4.13%
Aston Sandford	1,525.91	1,593.30	4.42%	Edlesborough, Dagnall & Northall	1,602.52	1,673.95	4.46%
Aylesbury Town	1,626.38	1,693.76	4.14%	Fleet Marston	1,525.91	1,593.30	4.42%
Barton Hartshorn	1,525.91	1,593.30	4.42%	Foscote	1,525.91	1,593.30	4.42%
Beachampton	1,543.04	1,610.61	4.38%	Gawcott with Lenborough	1,565.00	1,634.86	4.46%
Biddlesden	1,525.91	1,593.30	4.42%	Granborough	1,611.46	1,679.67	4.23%
Bierton with Broughton	1,556.41	1,624.51	4.38%	Great Brickhill	1,589.71	1,664.53	4.71%
Boarstall	1,541.94	1,611.10	4.49%	Great Horwood	1,583.73	1,657.67	4.67%
Brill	1,604.44	1,671.34	4.17%	Grendon Underwood	1,572.42	1,639.81	4.29%
Buckingham Park	1,640.80	1,710.25	4.23%	Haddenham	1,661.89	1,731.30	4.18%
Buckingham Town	1,666.92	1,740.69	4.43%	Halton	1,586.38	1,668.47	5.17%
Buckland	1,610.11	1,683.12	4.53%	Hardwick	1,602.13	1,670.75	4.28%
Calvert Green	1,595.91	1,675.95	5.02%	Hillesden	1,568.82	1,647.23	5.00%
Charndon	1,640.17	1,720.40	4.89%	Hoggeston	1,525.91	1,593.30	4.42%
Chearsley	1,581.16	1,704.83	7.82%	Hogshaw	1,525.91	1,593.30	4.42%
Cheddington	1,616.32	1,692.85	4.73%	Hulcott	1,584.66	1,650.51	4.16%
Chetwode	1,525.91	1,593.30	4.42%	Ickford	1,577.71	1,646.30	4.35%
Chilton	1,542.28	1,610.55	4.43%	Ivinghoe	1,614.77	1,688.95	4.59%
Coldharbour	1,617.66	1,688.39	4.37%	Kingsey	1,525.91	1,593.30	4.42%
Creslow	1,525.91	1,593.30	4.42%	Kingswood	1,525.91	1,593.30	4.42%
Cublington	1,569.73	1,652.80	5.29%	Leckhampstead	1,548.26	1,615.11	4.32%

Total Tax Change

Parish	2016/17 £	2017/18 £	% Change	Parish	2016/17 £	2017/18 £	% Change
Cuddington	1,581.30	1,666.86	5.41%	Lillingstone Dayrell with Luffield Abbey	1,525.91	1,593.30	4.42%
Dinton with Ford & Upton	1,577.06	1,647.01	4.44%	Lillingstone Lovell	1,525.91	1,593.30	4.42%
Little Horwood	1,576.61	1,647.86	4.52%	Stewkley	1,575.33	1,642.68	4.28%
Long Crendon	1,611.99	1,687.66	4.69%	Stoke Hammond	1,591.02	1,659.24	4.29%
Ludgershall	1,578.43	1,646.54	4.32%	Stoke Mandeville	1,576.33	1,648.67	4.59%
Maids Moreton	1,601.26	1,674.73	4.59%	Stone with Bishopstone & Hartwell	1,595.58	1,664.58	4.32%
Marsh Gibbon	1,575.68	1,644.30	4.35%	Stowe	1,550.75	1,668.13	7.57%
Marsworth	1,577.88	1,643.55	4.16%	Swanbourne	1,585.00	1,655.29	4.43%
Mentmore	1,583.67	1,653.48	4.41%	Thornborough	1,587.92	1,655.29	4.24%
Middle Claydon	1,552.62	1,622.72	4.51%	Thornton	1,525.91	1,593.30	4.42%
Mursley	1,554.47	1,622.03	4.35%	Tingewick	1,586.31	1,652.67	4.18%
Nash	1,585.69	1,651.13	4.13%	Turweston	1,588.83	1,656.57	4.26%
Nether Winchendon	1,544.70	1,613.67	4.46%	Twyford	1,585.21	1,660.82	4.77%
Newton Longville	1,613.65	1,705.90	5.72%	Upper Winchendon	1,525.91	1,593.30	4.42%
North Marston	1,599.43	1,669.65	4.39%	Waddesdon	1,662.58	1,731.65	4.15%
Oakley	1,563.23	1,632.11	4.41%	Watermead	1,599.52	1,669.12	4.35%
Oving	1,629.96	1,705.94	4.66%	Water Stratford	1,551.82	1,618.15	4.27%
Padbury	1,575.15	1,646.56	4.53%	Weedon	1,593.18	1,660.56	4.23%
Pitchcott	1,525.91	1,593.30	4.42%	Wendover	1,604.67	1,677.06	4.51%
Pitstone	1,595.74	1,666.19	4.41%	Westbury	1,606.50	1,679.02	4.51%
Poundon	1,525.91	1,593.30	4.42%	Westcott	1,592.67	1,661.38	4.31%
Preston Bissett	1,556.49	1,624.48	4.37%	Weston Turville	1,578.73	1,648.95	4.45%
Quainton	1,566.57	1,634.78	4.35%	Whaddon	1,591.01	1,660.50	4.37%
Berryfields	1,556.07	1,628.28	4.64%	Whitchurch	1,577.71	1,645.10	4.27%
Radclive cum Chackmore	1,576.51	1,644.56	4.32%	Wing	1,592.91	1,664.30	4.48%
Shabbington	1,574.74	1,645.76	4.51%	Wingrave with Rowsham	1,593.42	1,654.99	3.86%
Shalstone	1,525.91	1,593.30	4.42%	Winslow Town	1,617.53	1,690.52	4.51%
Slapton	1,607.59	1,681.71	4.61%	Woodham	1,525.91	1,593.30	4.42%
Soulbury	1,597.08	1,662.50	4.10%	Worminghall	1,552.55	1,620.17	4.36%
Steeple Claydon	1,633.55	1,697.46	3.91%	Wotton Underwood	1,535.26	1,603.18	4.42%

Council Tax Base by Parish

Parish	Tax Base	Parish	Tax Base	Parish	Tax Base
Addington	68.16	Granborough	254.71	Quainton	590.35
Adstock	165.46	Great Brickhill	419.92	Berryfields	1,829.86
Akeley	218.82	Great Horwood	444.12	Radclive cum Chackmore	117.06
Ashendon	122.91	Grendon Underwood	416.80	Shabbington	238.29
Aston Abbotts	193.08	Haddenham	2,281.39	Shalstone	59.21
Aston Clinton	1,705.08	Halton	359.17	Slapton	256.06
Aston Sandford	26.24	Hardwick	145.57	Soulbury	361.26
Aylesbury Town	18,403.02	Hillesden	104.07	Steeple Claydon	882.69
Barton Hartshorn	39.42	Hoggeston	51.37	Stewkley	820.83
Beachampton	79.13	Hogshaw	28.28	Stoke Hammond	568.70
Biddlesden	52.94	Hulcott	52.44	Stoke Mandeville	2,312.62
Bierton with Broughton	1,073.38	Ickford	317.55	Stone with Bishopstone & Hartwell	1,137.97
Boarstall	67.41	Ivinghoe	407.75	Stowe	150.35
Brill	525.36	Kingsey	73.44	Swanbourne	169.38
Buckingham Park	851.34	Kingswood	38.07	Thornborough	293.77
Buckingham Town	5,014.41	Leckhampstead	91.71	Thornton	57.22
Buckland	379.44	Lillingstone Dayrell with Luffield Abbey	50.99	Tingewick	508.67
Calvert Green	406.32	Lillingstone Lovell	70.59	Turweston	110.64
Charndon	125.89	Little Horwood	238.29	Twyford	209.76
Chearsley	286.92	Long Crendon	1,139.20	Upper Winchendon	37.96
Cheddington	713.20	Ludgershall	187.82	Waddesdon	702.91
Chetwode	43.79	Maids Moreton	352.46	Watermead	964.48
Chilton	127.50	Marsh Gibbon	439.19	Water Stratford	64.39
Coldharbour	1,808.89	Marsworth	326.37	Weedon	203.40
Creslow	6.15	Mentmore	224.68	Wendover	3,382.07
Cublington	168.06	Middle Claydon	74.78	Westbury	199.95
Cuddington	285.50	Mursley	304.25	Westcott	168.19
Dinton with Ford & Upton	444.19	Nash	216.14	Weston Turville	1,409.09
Dorton	77.68	Nether Winchendon	79.42	Whaddon	230.64
Drayton Beauchamp	80.87	Newton Longville	754.86	Whitchurch	436.97
Drayton Parslow	271.75	North Marston	326.90	Wing	1,083.52
Dunton	45.27	Oakley	479.72	Wingrave with Rowsham	659.91
East Claydon	175.71	Oving	226.39	Winslow Town	1,912.81
Edgcott	113.04	Padbury	347.35	Woodham	23.47
Edlesborough, Dagnall & Northall	1,277.07	Pitchcott	28.17	Worminghall	254.90
Fleet Marston	22.84	Pitstone	1,242.94	Wotton Underwood	86.07
Foscote	19.51	Poundon	55.56		
Gawcott with Lenborough	336.89	Preston Bissett	136.10	**Aylesbury Vale District Council Tax Base**	**71,106.59**

Council
22 February 2017

CAPITAL PROGRAMME UPDATE 2016/17 TO 2020/21
Councillor Mordue
Cabinet Member for Finance, Resources and Compliance

1.   Purpose

1.1   To give Council an update on the Capital Programme for the current year and on the position going forward to 2020/21.

2.   Recommendations

2.1   That the updated Capital Programme for 2017/18 onwards be approved.

3.   Supporting Information

3.1   The attached report was considered by Cabinet on 13 December, 2016 and by the Finance and Services Scrutiny Committee on 9 January, 2017. The report covers the position in relation to capital resources from 2017/18 to 2020/21. It explains the situation in connection with the three main elements that make up the Capital Programme, namely, major projects, housing schemes and other projects, within the context of both the national and local economic climate. As mentioned, the report was considered subsequently by the Finance and Services Scrutiny Committee. The Committee commented on a number of specific issues, including the business case for the Silverstone Heritage Experience, the loan facility made available in respect of a commercial property in Aylesbury, the treatment of New Homes Bonus and on the development of Pembroke Road Depot. However, the Committee was satisfied with the information provided in response to its comments and endorsed the Capital Programme overall.

3.2   Accordingly the Capital Programme is recommended for approval By Council.

4.   Reasons for Recommendation

4.1   These are detailed in the attached report.

Contact Officer: Andrew Small (01296) 585507
Background Documents: None

Report submitted to Cabinet on 13 December 2016 and Finance and Services Scrutiny Committee on 9 January 2017

CAPITAL PROGRAMME UPDATE 2016/17 TO 2020/21
Councillor H Mordue
Cabinet Member for Finance, Resources and Compliance

1   Purpose

1.1   This report gives an update on the capital programme for the current year and sets out an updated programme for 2017/18 onwards. The Cabinet's comments will be passed to the Finance and Services Scrutiny Committee for review as required under policy framework requirements. After consideration of the review by scrutiny, Cabinet will be required to make formal proposals to Council.

2   Recommendations

The cabinet is recommended to:

2.1   Consider the updated capital programme for 2017/18 onwards as set out in Appendix A and if in agreement.

2.2   Request the Finance and Services Scrutiny Committee review and comment on the programme prior to Cabinet making its final recommendations to Council.

3   Background

3.1   The Council maintains an integrated strategic capital programme which is divided into three sections.

- Major Projects – These being the largest and highest profile.

- Housing Schemes – Being the housing enabling and housing grant based schemes.

- Other Projects – Being all the other schemes included within the capital programme.

3.2   The programme is reviewed annually with the current programme being last approved and adopted at Council in November 2015.

3.3   Since then, the programme has been altered and amended on several occasions in response to organisational pressures.

3.4   This report provides an updated position with respect to forecast receipts and the position with regards to current and future major investment projects. It also incorporates changes made since November 2015 and reflects these in the overall resources projections.

4   Capital Resources Update

4.1   The UK economy is still settling down after the decision to leave the European Union and will continued to do so. Whilst, the pound has fallen, there has been a boost to exports and with the recent cut in interest rates to a record low of 0.25%, the housing market is still taking time to react, which means the demand for land and its value may decrease.

4.2   The price of houses fell in July and August 2016, which meant that the annual growth has fallen to 6.9%, the lowest level for more than a year. This slowdown has had an affect on the anticipated income from Right to Buy sales, which is 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 last couple of years.

4.3   The number of house sale completions over the last couple of years has dropped below the 40 mark which was being achieved prior to 2014/15. Last year, VAHT were anticipating house completions to be only 20 but the final figure for 2015/16 was 33, which boosted the level of receipts to £2,309,000. For 2016/17, the number of applications is running at the same levels as 2015/16 and so VAHT have upped their estimate for completions to 34, which will maintain the level of receipts AVDC can expect to receive.

4.4   During 2016/17 the final payments of the VAT shelter will be received, this will end the 10 year agreement that was put in place when the Council's housing stock was transferred to VAHT. Whilst the amounts received reduced over the years it was still a valuable source of capital resources.

4.5   These factors do have a bearing on the available resources for the capital programme. Any decrease in anticipated resources effectively reduces the level of resources available to fund new schemes and so increases the possibility of more borrowing and so this needs to be factored into the programme.

4.6   The changes in anticipated resources which need to be factored into the programme are as follows:

        a.)   Share of house sale receipts from VAHT - these flow from the stock transfer agreement and run for 25 years from the transfer date. The number of sales has been forecast to be 34 for 2016/17, with the same number being forecast for 2017/18.

        b.)   Asset Sales - these are sums released from disposal of Council-owned assets mainly land or property.

        c.)   Lottery, Grants & Section 106 – This relates to external resources not related to asset sales.

        d.)   Revenue Contribution – Currently there are not expected to be any contributions from revenue to supplement existing capital resources other than a contribution from the New Homes Bonus pot.

4.7   The table below sets out the available resources at the beginning of 2016/17 and projected resources at the end of 2017/18 before any expenditure has 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**

4.8 We are at the stage where the generation of sizeable capital receipts in the future will no longer be possible as our asset base has been reduced to small land holdings and our operational buildings i.e. offices, leisure facilities, public conveniences etc. This means that future commitment to projects can only be given on the understanding that the funding will have to be met from external sources either borrowing or third party contributions.

5   Capital Expenditure

5.1 The capital programme is attached as Appendix A. As it is split into three sections, Major Projects, Housing Schemes and Other Projects, these are covered separately.

6   Major Projects

6.1 The following are listed under the Major Projects section – Waterside Development, Pembroke Road depot, Silverstone Racing Circuit and the provision of a loan facility for a commercial property in Aylesbury.

6.2 The capital programme includes the latest forecast costs for the individual schemes and reflects the position reported to the Major Projects Sub Committee details of which are summarised in the following paragraphs.

Waterside North and Public Realm North of Exchange Street

6.3 At its meeting on the 14th September 2016 Council received a report outlining the current position with this scheme.

6.4 This report outlined the six areas of preparatory work that would need to be commissioned to enable the scheme to progress. Work is now at the viability stage. There are a number of conditions that still need to be signed and the commercial outlet pre-lets need to be confirmed but it is hoped that work will start on site during early 2017.

6.5 The expenditure and funding for this scheme were built in to the Capital Programme during the annual review last year.

Depot - Pembroke Road

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

6.7 The total scheme 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 expanded vehicle testing facilities.

6.8 The report and business case was predicated on the cost of scheme being met from borrowing, whilst recognising that the amount might be reduced if there are additional capital resources received during the year.

6.9 The review of resources undertaken within this report balances the Council's need to invest in schemes with the anticipated unallocated resources available to it. Borrowing is not usually earmarked for individual purposes but instead intended to cover any gap between spending and income.

Silverstone Racing Circuit

6.10 At its meeting on the 14th September Council 2016 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.

6.11 Since the meeting the Silverstone Heritage Centre have confirmed that they have secured the £9.3 million Heritage Lottery funding that they had applied for. This was achieved on the basis that the surrounding councils and LEPS provided a maximum loan facility of approximately equal value. This has been achieved.

6.12 Even though this is a loan, the advance counts as capital expenditure for accounting purposes and must, therefore, be included within the capital programme review. The Council's resources will be replenished by the repayments of principal.

Provision of a Loan Facility for a Commercial Property in Aylesbury

6.13 General Purposes Committee met on 21st November 2016 to consider the provision of a loan facility for £5.2 million to an entity to enable them to secure a commercial property in Aylesbury.

6.14 Because of commercial sensitivity, the Committee met in closed session and agreed unanimously to make available the loan facility. Similarly to the loan to Silverstone Heritage Centre, the provision of this loan counts as capital expenditure.

6.15 The loan facility replaces a commercial offer and the terms will be similar to that commercial offer, thereby demonstrably being at a commercial rate if interest.

6.16 The sums included within the capital programme represent the estimated cost of the schemes and the assumption that they will be met from existing resources.

7. Housing Schemes

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

7.2 The Council continued to be successful in its delivery of affordable housing projects over the early period of the recession. However, currently housing associations have had to review their business plans in light of a change in the level of rents that they can charge, so potential new schemes have been delayed. Housing will continue to work with the housing associations to deliver as many houses as possible within their resources.

7.3 So other than carrying forward sums committed but unspent from previous years, no change is proposed to the funding provision for these projects.

8. Other Projects

8.1 Provision for these schemes remains unchanged, other than carrying forward unspent sums on schemes, which have been delayed for reasons outside of the Council's control, examples being Wendover car park extension.

8.2 Project managers are currently looking at the current Wendover car park configuration and reviewing the best and most cost effective way of undertaking the redevelopment to provide additional parking bays. The size of the car park will not change, however the project managers are being tasked with making the most of the space available to ease parking pressures. No indicative project costs have yet been formulated and so the impact on the capital programme at the time of writing this report is unknown.

8.2 The programme already includes a provision to replace some of the Refuse and Recycling fleet. However, with the bulk of the fleet coming to the end of its lease period a proposal was agreed at Council, alongside the Depot enhancement project on the 26th October 2016, whereby the new vehicles are purchased rather than leased.

8.3 The cost of purchasing the fleet would be around £3.6 million, this amount has been included in the attached programme. If the cost cannot be met from within existing resources then borrowing will have to be undertaken.

8.4 Members approved funding in December 2014 to a Compulsory Purchase Order (CPO) in respect of a long term property in Albion Street, Aylesbury. The necessity of this purchase is currently under review as the status of the property may have changed and this is being investigated. If it is determined that the property can no longer be categorised as a long term empty property then the purchase will not go ahead. The funding allocated for the purchase will be carried forward until officers are able to confirm whether it is still required. It is hoped that this can be resolved before the start of the 2017/18 financial year.

9 Options considered

9.1 The proposed capital programme represents the allocation of anticipated resources in accordance with corporate priorities.

10 Reasons for Recommendation

10.1 The Council is required to set a capital budget for the coming financial year and proper financial management incorporates a longer term view of capital activity. Regular review and updating of resource availability and capital

investment plans is essential especially when a number of major schemes are running in parallel.

11   Resource implications

11.1   Each of the additions of the Capital Programme made since the last formal reviews were accompanied by a detailed Business Case. These reviews included the detail revenue implications, both of the detailed proposal and any financing costs assumes within it.

11.2   The revenue costs are incorporated into the initial Budget Planning report included elsewhere on this agenda.

12   Response to Key Aims and Objectives

None.

Contact Officer   Tony Skeggs 01296 585273
Background Documents   Capital Programme 2015/16 to 2019/20
                           Cabinet November 2015

Capital Programme					2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
					£'000s	£'000s	£'000s	£'000s	£'000s
					Planned	Planned	Planned	Planned	Planned
Capital Resources									
Base Available Resources	8,587				8,587				
Add Contributions from New Homes Bonus	5,000					5,000			
Add Contributions from NHB Affordable Housing	1,864				466	466	466	466	
Add New Receipts and Contributions (Estimated)	11,827				5,969	2,910	1,460	1,488	0
FORECAST RESOURCE AVAILABILITY	27,277				15,021	8,376	1,926	1,954	0
Add Prudential Borrowing	12,800					12,800			
TOTAL FORECAST RESOURCE AVAILABILITY	40,077				15,021	21,176	1,926	1,954	0
Capital Spend	**SCHEME TOTAL**		**SCHEME COSTS TO DATE**						
Major Projects	£'000s		£'000s						
Waterside North (Exchange St) **(via part NHB)**	4,100	0	0			4,100			
Public Realm Waterside North (Exchange St)	3,300	0	0			3,300			
Pembroke Road Depot Upgrade **(via Borrowing)**	11,305	0	2105			9,200			
Silverstone **(via NHB)**	2,000	0				2,000			
Provision of Loan Facility	5,000	0			5,000				
		0							
Major Project Expenditure Total	25,705		2,105		5,000	18,600	0	0	0
		0							
Housing									
Disabled Facility Grants	1,939	0	1,233		306	100	100	100	100
Enabling schemes	33,000	0	25,750		1,069	1,500	1,500	1,500	1,681
Housing Expenditure Total	34,939		26,983		1,375	1,600	1,600	1,600	1,781
		0							
Other projects in current programme									
Car Park Improvements	800	0				600	200		
Refuse Vehicle Replacements	4,100	0	215		285	3,600			
Compulsory Purchase Albion Street	300	0			300				
Community Centre Improvements	400	0			150	250			
Play Area Replacement Programme	420	0				140	140	140	
Other Projects Total	6,020		215		735	4,590	340	140	0
		0							
WHOLE PROGRAMME TOTAL SPEND	66,664		29,303		7,110	24,790	1,940	1,740	1,781
		0							
Cumulative Balance Remaining	(- = overdrawn)				8,587	7,911	4,297	4,283	4,497
Net Spend (-) / Income For the Year.					-675	-3,614	-14	214	-1,781
Uncommitted Balance as at 31 March	(- = overdrawn)				7,911	4,297	4,283	4,497	2,716

Council
22 February 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. The comments made at that meeting had then been considered by Cabinet, along with the report and accompanying document, on 10 January 2017, in making a recommendation to Council.

2   Recommendations/for decision

2.1   That Council approve the Connected Knowledge – Technology Strategy 2017–2022.

3   Supporting information

3.1   The attached report was submitted to Cabinet on 10 January 2017 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 report and Strategy had previously been considered by the Finance and Services Scrutiny Committee on 1 December 2016 and the comments made at that meeting were reported to the Cabinet meeting in January. Cabinet noted that most of scrutiny's comments related to the implementation of the strategy and not the direction or approach set out within the document. Members of the Scrutiny Committee had been assured that before implementing any of the changes the issues raised would be addressed or were in fact in hand, to ensure that they were satisfactorily resolved. For example, it had been indicated that work had commenced on developing an Information Management Strategy which would address the issues around data security and regarding how data and knowledge would be shared within teams. The impacts of the strategy were also 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   Council is asked to consider the contents of the Connected Knowledge – Technology Strategy 2017-2022, with a view to adopting it.

4   Options considered

4.1   None.

Contact Officer   Maryvonne Hassall 01296 585663
Background Documents

Submitted to Finance and Services SC on 1/12/2016 & Cabinet on 10/1/2017

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

Connected Knowledge

Technology Strategy 2017-2022

Page 36

AVDC

AYLESBURY VALE
DISTRICT COUNCIL

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. Additionally, we are purposefully distinguishing between partners and suppliers. Partners are those who 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 who sell to us, and those which are supplying commodity items or less strategic services, such as water, power and facilities management.

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.

0.1. 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.

This strategy is designed to be the catalyst for technological innovation and change, propelling our organisation into the future. This will be achieved by 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 (storing and accessing data and programmes over the internet rather than on local hard drives and servers) 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 digital platform that pulls together integrated data and intelligent systems enabling us to properly integrate and automate transactions for all our customers.

- The introduction of artificial intelligence (AI) and AI powered voice control, which over time will automate responses to increasingly complex customer demands, reducing the time staff spend resolving the queries.

- Being 100% cloud software based, meaning a simplified, lower maintenance Information Communication and Technology (ICT) model.

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

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.
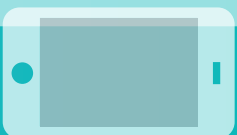
In year 1 of this strategy we will have; moved more key systems to cloud based software-as-a-service (SaaS – where software is licensed on a subscription basis and held for us by an external partner), published new policies and guidance on the use of ICT at the council, selected partners for the running of the network and telephony, established strong governance for the execution of this strategy and roadmap, and implemented a Cloud Access Security Broker (CASB – a software tool or service that sits between our customer devices such as PCs, tablets and phones, and the cloud provider's infrastructure allowing us to extend the reach of our security policies beyond our own infrastructure).

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

In year 3 we will have; decommissioned remaining ICT assets (such as scanners, network switches, in favour of more agile cloud consumption models, by using 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.

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, positioned our staff to deal with high-complexity-high-value demand while AI solutions meet the rest. Created opportunities, yet unforeseen, as a result of the preparatory work on better management and exploitation of our data.

SaaS

Software as a Service is a software licensing and delivery model in which software is licensed on a subscription basis and is centrally hosted.

SaaS is typically accessed by users using a web browser

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, our 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

Channel Shift

Moving customer contact away from face to face and telephony to online channels including website, My Account, Social media, messaging apps (e.g. skype) and self service.

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 (Connected Knowledge Platform)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 applications with a narrow function, increase in number with consolidated functions
- Single identities and authentication management, consolidated into the cloud
- Retiring the use of Windows Server operating system(s) and Active Directory (see 'identity' box for more details)
- 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

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.

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)

Identity

Identity and access management (IAM) is the security and business discipline that "enables the right individuals to access the right resources at the right times and for the right reasons".

AVDC currently use Microsoft Active Directory for basic identity 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

External demand

Internal demand

Connected Knowledge platform

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 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

IT Cost

Other costs

Converged cost of singularity
Connected Knowledge platform

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.

- Continue 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 Infrastructure as a Service (IaaS – providing virtual computing resources over the internet) 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 that they can use 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 and 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 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 (engaging with us through voice-controlled methods).

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 over time, 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 our 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 us to make swift use of our 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' (computers that can listen to customer queries, recognise the question, search the internal information and provide a spoken answer to the customer.), this 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
- Inter-operability/ integration
- Process automation
- Standards and continuous improvement

Rather than; individual asset management, lifecycles and commodity management, as these functions are the responsibility 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).

Figure 1 – Customer Expectations, Demands & Channels
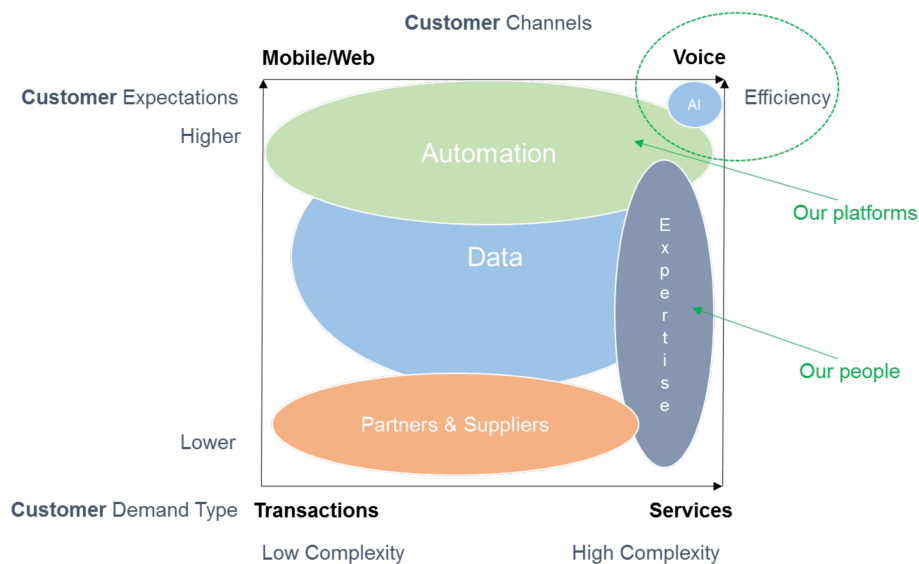
The orange sphere (bottom) is where partners add value. We will utilise partners to co-create value directly impacting customers but for less-visible, but still important, activities. An example of this would be providing Wi-Fi hotspots in our towns.

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.

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 – a set of routines, protocols and tools for building software applications) integration and detailed technical escalations.

Types of Cloud

Clouds provide computing capability without the need to have all the infrastructure such as physical servers. A public cloud is open to all, for example Microsoft or Google email. Anyone can use it. A community cloud is where people with common interests share some computing capacity e.g. sharing parking data across Aylesbury Vale.

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 (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. All existing purchases will be reviewed against this new criteria. Not to cause disruption or to prompt a re-procurement, but instead for us to have fuller understanding of our 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**
  - ◆ Government Cloud Computing (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 its shortcomings.

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

9.9.2 Applications

We currently make use of cloud software-as-a-service (SaaS) as well as cloud infrastructure-as-a-service (IaaS) for legacy (outdated) 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 our premises (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 fewer 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

We need systems that can talk to each other. Well designed systems have good interfaces that allow them to easily talk to other systems. We will need to manage these interfaces.

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 trial, commission the design of an API architecture aligned to this strategy
    - ◆ This will include the selection of cloud SaaS API management products 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
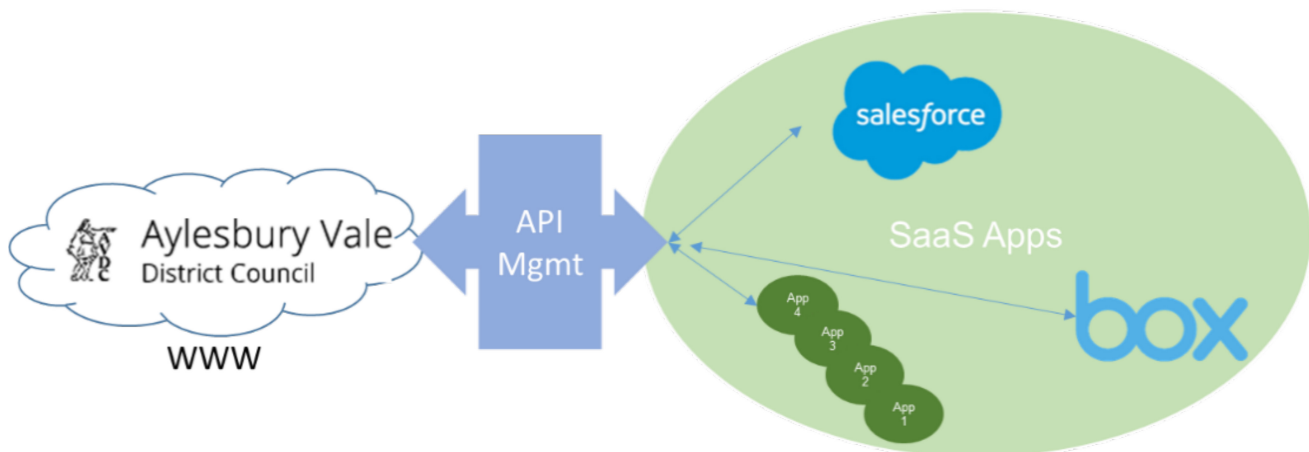
Challenges to this hypothesis

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

Currently our data is in many different places and is not connected together. Going forward we will have easy ways of accessing information, and being able to report on it and use it for making decisions.

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 - a type of thin computing, whereby the desktop operating system exists in the cloud and is typically accessed using a more discreet user terminal). Now that this is being completed, we can start on the next evolution, focusing on the data in the cloud.

Creating a cloud data and information hub (Connected Knowledge Platform) will enable us to access our 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.

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).

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.
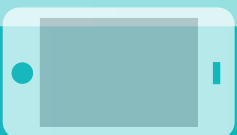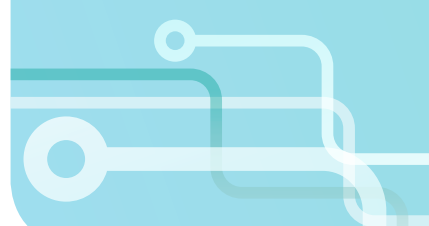
9.4.2 SaaS Identity and Access Management

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

27
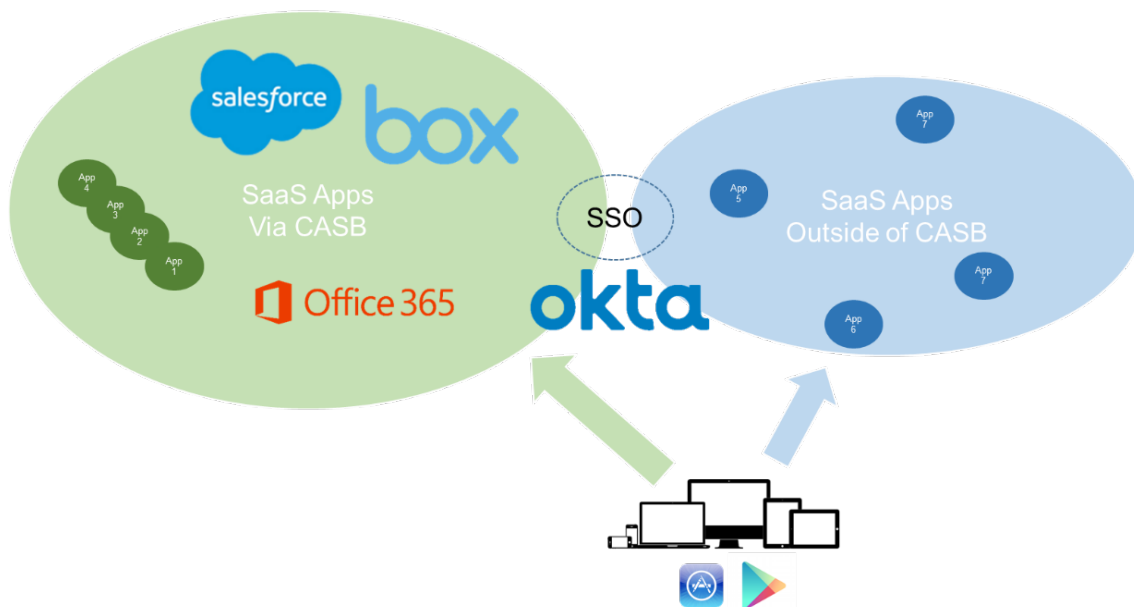
Figure 5 - SaaS Access Arbitration Phase 2
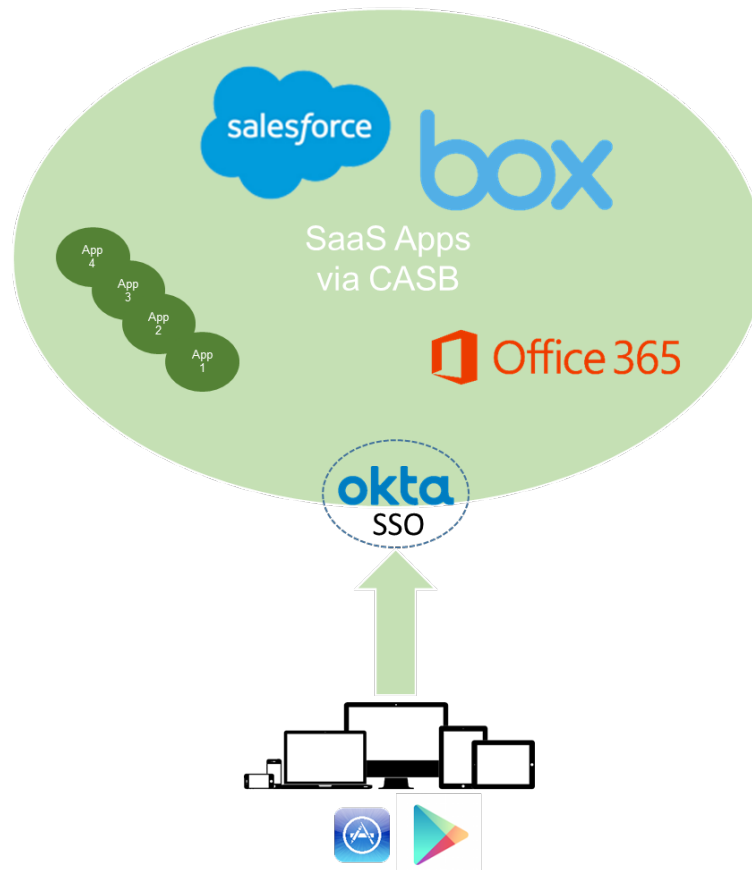
9.5   Server Infrastructure

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).

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.

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
  - 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.

Page 65

Figure 6 - Current High Level Hub and Spoke
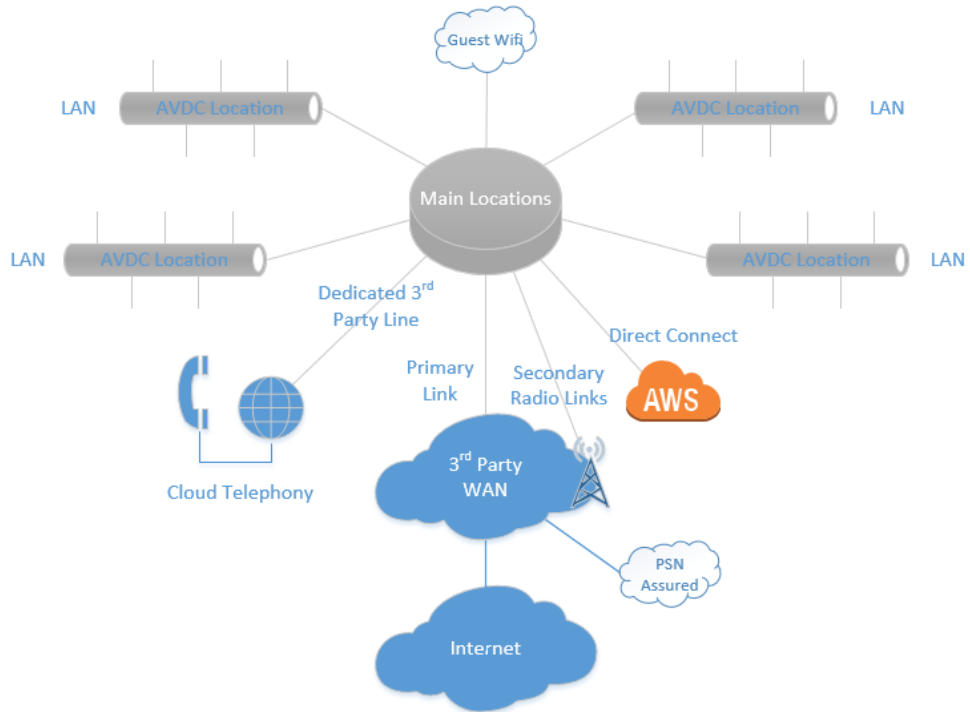
Figure 7 - Dis-aggregated Internet Access Model & No LAN

Page 66
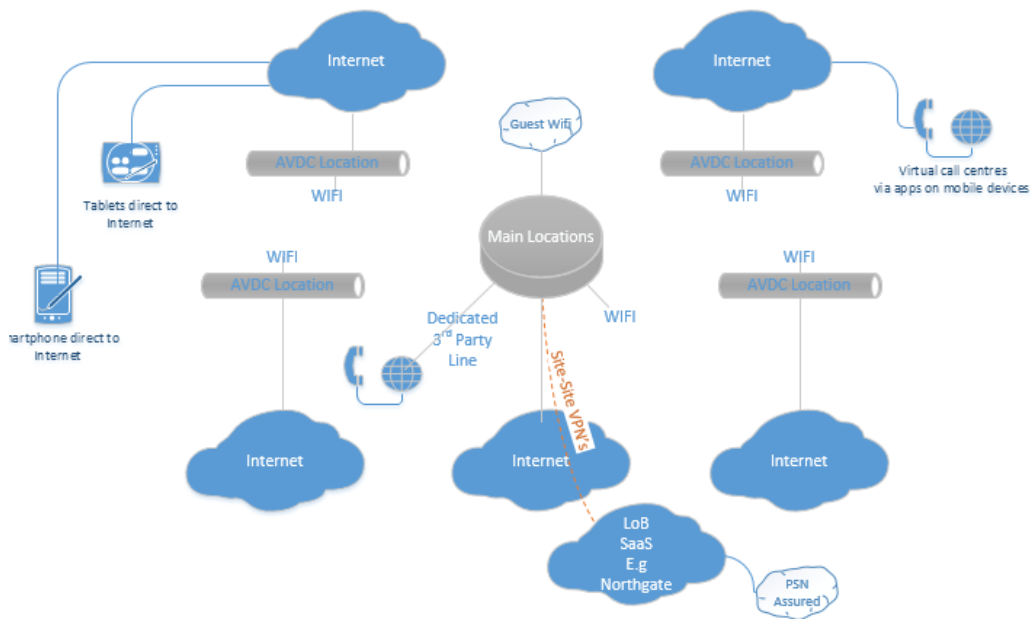
9.6.1 Mobile Telephony

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

Bring your own device (BYOD) is the practice of allowing the employees of an organisation 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.

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

Bring Your Own Device
Managing The BYOD Revolution

Thousands of organizations around the world are going BYOD to save money and improve productivity by allowing more end-users to use their own personal devices in the office, classroom or out in the field.

BENEFITS OF BYOD

It's expensive for organizations to purchase new or update old technology systems and devices

Organizations, schools and governments are recognizing how technology and mobile access can enhance learning, working and general productivity

Organizations with limited resources and tight budgets want cost-effective ways to increase access to technology

Studies show that most employees prefer to use their own devices rather than those issued by their organizations

Employees in the workplace and students in educational environments can use the devices they already own like laptops, tablets and mobile phones to connect to company IT resources

Source: BrightPath Foundation

(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 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 document's 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.

Page 68

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

Value Creation	Value Delivery

Leadership & Facilitator Roles
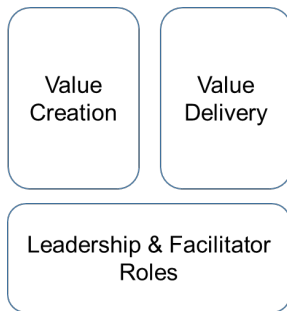
- The Digital Data and Platforms Team will concern itself with the standards, design, use of data and roadmap for the Connected Knowledge platform. This will be the value creation team.

- 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 our council 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

High Visibility   Low Visibility   High Visibility

Roles **Customers** Value   Roles **Businesses** Value

Roles **of decreasing value**
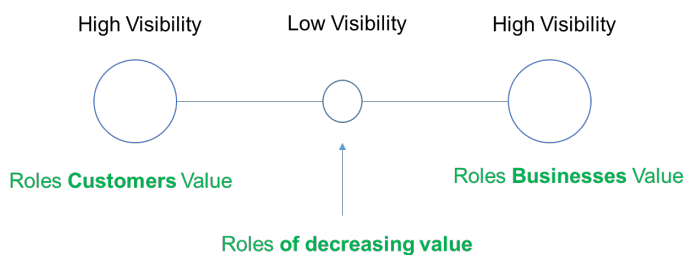
10.1 Model

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.

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 we 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
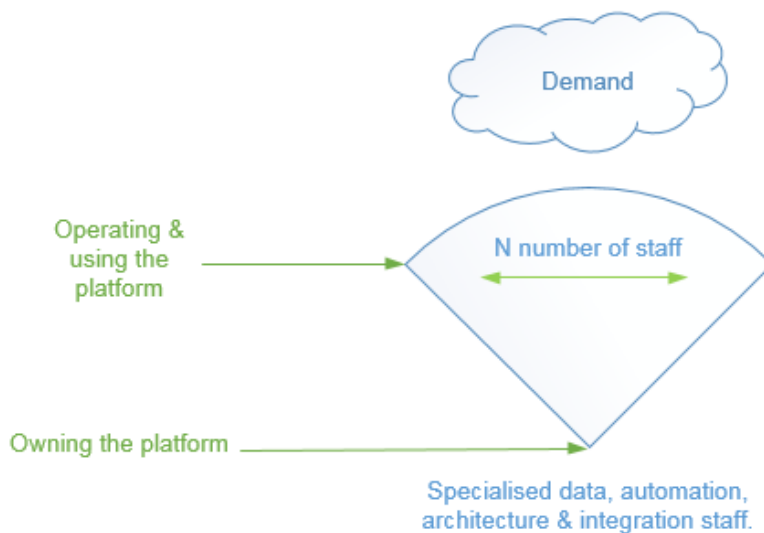
Figure 10 below illustrates digital support staff working in parallel with existing Customer Fulfilment digital staff. Over time, harmonising customer demand types, the tools they use and other working practices where relevant and not arbitrarily. There is clear potential for these teams to merge in 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.

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
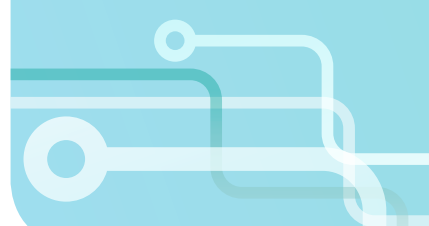
Partners (left on the figure) are small in number but key to the mission. Front-line teams and back-end teams are in regular contact with them, however the request types are different in nature, from support issues on the front-line to integration and interoperability queries for the back-end. Escalations 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
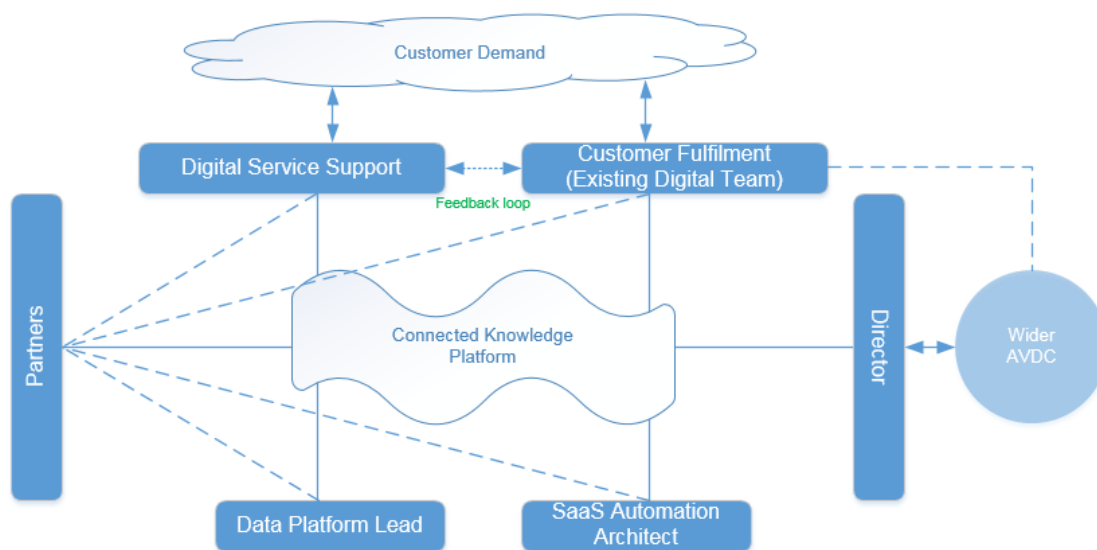
10.2 Key Operating Model Outcomes

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.

Figure 12 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

Opportunity value · Risk Reward · Elapsed Time · Gap tracked through regular review (good governance) · Projects In-Flight
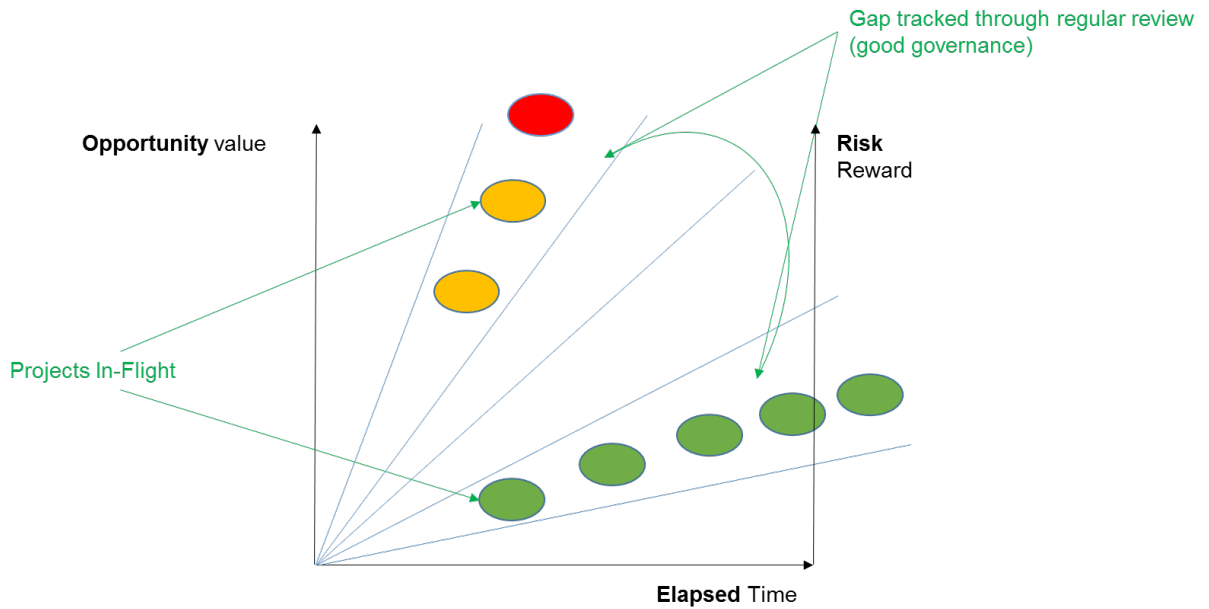
The following regular activities will be initiated:

- **'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 (Internet of Things) 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

| Y1 | Y2 | Y3 | Y4+ |

Y1 (Foundational):
- CASB pilot
- Citrix replacement selected
- Northgate off-premise
- New BYOD & home working solutions
- New network & comms partner
- New structure & teams
- Strategy Agreed
- Fully managed Service Contracts for Door Security system

Y2 (Strategic):
- Single HR, Payroll, Finance App
- Citrix replacement go live
- New mobile telephony solution
- Data hub selection & v1
- 100% Browser based
- SaaS - Secure File Transfer to manage all file transfers
- AVDC apps available to Officers on any platform
- Yr 2 - AskMyCouncil Voice information services available
- Yr 3 - AskMyCouncil Voice to service a range of service requests

Y3 (Strategic):
- Data hub available to all
- AWS Decommissioned
- AI used in chat and voice services
- AI used in chat and voice services
- Connected Knowledge commercialised
- 100% SaaS

Y4+ (Visionary):
- All staff home based
- A paperless Gateway Office
- Hololens glasses provide as many screens as an officer needs to do their work
- 50% of all devices used are Personal Officers Devices

Foundational — Strategic — Strategic — Visionary

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

Page 80

45

Application name	Application version	Type	Hosted by
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			

Application name	Application version	Type	Hosted by
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			

Page 82
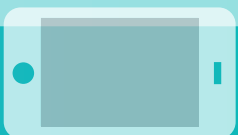
Application name	Application version	Type	Hosted by
Safend		On Premise - AVDC	AVDC
Safenet Management		SaaS	Safenet
Salesforce	Customer Fullfillment Team	PaaS	Salesforce
Salesforce	myaccount	PaaS	Salesforce
SFTP			
Shaw Forms		On Premise - AWS	AVDC
Skeddly		SaaS	Skeddly
Sketch Up		On Premise - AVDC	AVDC
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	

4.2   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

Our Vision

Aylesbury Vale District Council

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

© Aylesbury Vale District Council 2016

Customer Principles & AVDC Values

Aylesbury Vale District Council

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.

Strategic Objectives

Aylesbury Vale District Council

- 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 2016

Commercial Principles

Aylesbury Vale District Council

- 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 2016

Commercial IT Principles

Aylesbury Vale District Council

- 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

© Aylesbury Vale District Council 2016

15 | External References

None used.

16 | Glossary of Terms

Active Directory: Identity and access management (IAM) is the security and business discipline that 'enables the right individuals to access the right resources at the right times and for the right reasons'. AVDC currently use Microsoft Active Directory for basic identity management.

API management: 'Application programme interface' - a set of routines, protocols and tools for building software application interfaces. These interfaces will need to be managed to ensure that the data is moving effectively between the applications.

Augmented reality (AR): 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.)

Bring your own device (BYOD): the practice of allowing the employees of an organization to use their own computers, smartphones, or other devices for work purposes

Cloud strategy: storing and accessing data and programmes over the internet rather than on local hard drives and servers

Cloud Access Security Broker (CASB): a software tool or service that sits between our on-premises infrastructure and the cloud provider's infrastructure allowing us to extend the reach of our security policies beyond our own infrastructure. CASBs allow better control, visibility and management of access to applications through a 'portal like' experience.

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.

Connected Knowledge platform: a digital platform that pulls together into one place or 'hub' integrated data and intelligent systems enabling us to properly integrate and automate transactions for all our customers. Also know as 'data and information hub'.

Digital landscape: the framework within which we envisage all the elements of Connected Knowledge are grouped and joined

Infrastructure as a Service (IaaS): a form of cloud computing that provides virtualized computing resources over the Internet

Legacy applications: applications that are outdated and need to be phased out

Machine learning: 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

Platform: a range of software solutions sitting on a pool of connected data, usually online

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

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

Software-as-a-service (SaaS): where software is licensed on a subscription basis and held for us by an external partner

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.

Voice as a channel: an emerging way of communicating where customers will use voice control to engage with us
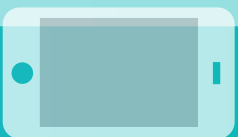
This page is intentionally left blank

Council
22 February 2017

TREASURY MANAGEMENT STRATEGY 2017-18
Councillor Mordue
Cabinet Member for Finance, Resources and Compliance

1   Purpose

1.1   This report is being presented as the Council is required to approve the Treasury Management Policy Statement, Treasury Management Strategy Statement and the Annual Investment Strategy. These Statements and Strategy are attached in appendix A.

2   Recommendations/for decision

2.1   To approve the Treasury Management strategy for 2017/18 as detailed in Appendix A2-4.

2.2   To approve the Prudential Indicators as detailed in Appendix A5.

2.3   To approve the Minimum Revenue Provision policy statement as detailed in Appendix A6.

3   2017/18 Treasury Management Strategy

3.1   The annual Treasury Management Strategy is attached as Appendix A and includes the Prudential Indicators that are used as part of the self governance framework. The paragraphs below highlight the Prudential Indicators that need to be determined along with some changes to the strategy.

3.2   The limits and indicators that the Authority is required to determine by the code are:

Capital and Debt Indicators

Capital Expenditure -   Represents the agreed Capital Programme and sets out the planned capital expenditure over the next three years.

Affordability Index -   This is the proportion of the Authority's income which is taken up by loan repayments and interest. The more the Authority borrows the less is available for delivering services.

Capital Financing
Requirement -   The amount the Authority needs to borrow in order to deliver its Capital Expenditure plans.

Authorised Limit -   The combined maximum amount the Authority can take in borrowing to finance its capital expenditure plans and its day to day cash flow purposes

Operational Limit -   The amount the Authority realistically expects to borrow and represents the figure that the Authority would not expect to exceed on a day to day basis.

Treasury Management Indicators
Exposure to Interest
Rate Risk -   The maximum proportion or borrowing which can be on either fixed or variable interest rates. By setting a maximum proportion a limit is placed on the amount

by which the Authority's finances will be affected by movements in base rates.

Maturity Profile -   The maximum length of time over which borrowing can be taken. Authorities can borrow for any length providing that they can afford to do so.

3.3   There has been a couple of changes to the 2017/18 strategy to take account of the changes to the Capital Programme and the need to increase the number of potential counter parties.

3.4   The Capital Programme now includes the scheme to refurbish the Pembroke Road depot, the cost of which is to be met from borrowing. As a result there is a need to increase both the Operational and Authorised Limits otherwise the total borrowing will exceed the current limits. Increasing the limits also allows for any short term borrowing that may be required as a result of changes in cash flow. It is not envisaged that there will be a need to take any short term borrowing in 2016/17 and 2017/18.

3.5   The table below shows the increase in limits.

£'000s	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Authorised Limit	50,000	70,000	70,000	70,000
Operational Boundary	35,000	50,000	50,000	50,000
Capital Financing Requirement	35,321	50,500	49,277	47,827
External Debt	23,080	35,705	30,525	30,340
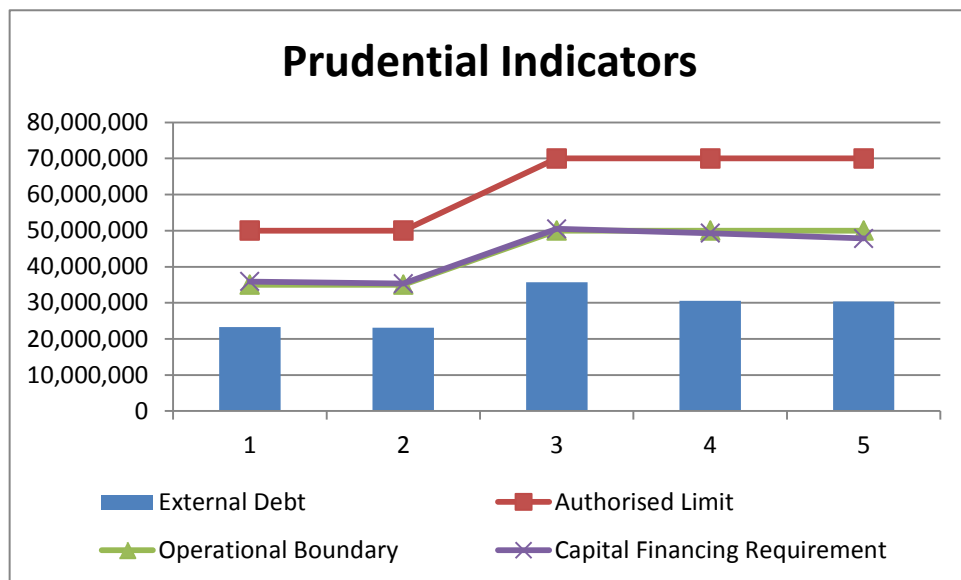
3.6   The strategy has been updated to allow the Council to lend to parish councils. Parish councils expenditure has grown in recent years and an increasing number make use of Money Market Funds for investing their surplus cash. So in the future there may be a need for them to borrow short term to meet their cash flow requirements. The strategy has set a £500,000 and six month limit, if the opportunity arose.

4   Interest Rate Forecast

4.1   The Council's treasury advisor, Capita Asset Services, as part of their service provide a view on the future forecast rates for Base Rate and PWLB:

	Q1 17	Q2 17	Q3 17	Q4 17	Q1 18
Base Rate	0.25%	0.25%	0.25%	0.25%	0.25%
PWLB - 5yr Rate	1.60%	1.60%	1.60%	1.60%	1.70%
PWLB - 10yr Rate	2.30%	2.30%	2.30%	2.30%	2.30%
PWLB - 25yr Rate	2.90%	2.90%	2.90%	3.00%	3.00%
PWLB – 50yr Rate	2.70%	2.70%	2.70%	2.80%	2.80%

4.2   The Monetary Policy Committee, (MPC), cut the Base Rate from 0.50% to 0.25% on the 4th August in order to counteract what it forecast was going to be a sharp slowdown in growth in the second half on 2016. It also gave a strong steer that it was likely to cut the Base Rate again by the end of the year. However, economic data since August has indicated much stronger growth in the second half of 2016 than that forecast, also, inflation forecasts have risen substantially as a result of a continuation of the sharp fall in the value of sterling since early August. Consequently, the Base Rate was not cut again in December and, on current trends, it now appears unlikely that there will be another cut in the near future. It isn't until 2019 that rates are expected to move again.

4.3   Interest rate forecasting remains difficult with so many external influences weighing on the UK. The above forecasts will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

4.4   The overall longer trend is for PWLB rates to rise, albeit gently. PWLB rates have been experiencing exceptional levels of volatility that have been highly correlated to geo-political, sovereign debt crisis and emerging market developments. It is likely that these exceptional levels of volatility could continue to occur in the foreseeable future.

5   MiFID 2

5.1   The EU is introducing legislation to regulate firms who provide services to clients linked to financial instruments and the way they are traded. The "Markets in Financial Instruments Directive" (MIFID 2) is set to commence on the 3rd January 2018.

5.2   Within the directive there is a key change that affects Local Authorities. Under the new regime, Local Authorities will be deemed "Retail" clients by default as opposed to "Professional" that they are now. By classifying Local Authorities as "Retail" reduces the ability to invest funds in certain products and so could reduce, further, interest achieved through investments.

5.3 There will be an option to opt-up to "Professional" but in order to do this there will be a number of qualitative and quantitative test criteria to satisfy. The opt-up process is not a one off exercise. It will need to be undertaken with every counter party / fund manager that the council deals with. One of the tests is that councils will need to have £15m or more in their investment portfolio, which currently Aylesbury Vale would meet.

5.4 Until it is clear what investment options are available under each status, it is too early to say which of the counter parties / fund managers would require the opt-up exercise to be undertaken. Although, the majority of local authorities' investment is through bank and building society deposits and so falls outside the scope of the directive.

5.5 Our treasury advisors, Capita Assets, the Local Government Association (LGA) and other financial institutions are responding to the consultation from the Financial Conduct Authority (FCA), arguing that Local Authorities must be able to continue to invest as they do now and that the classification should not be applied.

5.6 The consultation process is still on going. If there are any significant changes these will be reported to members at the earliest opportunity.

6   Property Funds

Last year the use of Property Funds was included within the strategy as an alternative long term deposit to the use of Fund Managers. During the year there was no proposal to invest in a property fund, if there was a report would be brought to this committee for consideration.

7   Scrutiny

Finance and Services Scrutiny Committee now receive the Treasury Management Strategy prior to Council. However, as the next Finance and Services scrutiny committee is not until the 4th April and because of the requirement to agree this Strategy before the 1st April, they will receive the strategy for review at that meeting.

8   Reasons for Recommendation

Under the terms of the Statutory Code of Practice for Treasury Management, the Council is required to receive an annual strategy statement prior to the 1st April on its Treasury Management function. This report represents the fulfilment of that requirement.

9   Resource implications

9.1 The authority operates an Interest Equalisation Reserve to smooth out fluctuations in interest rates.

9.2 As a result of the level of sums managed by the Council during 2016/17 and the continuing low interest rate, the interest generated, although low, was in line with the budget.

9.3 This means that at the end of 2016/17, the interest equalisation reserve is estimated to be £2.834 million.

9.4 The phased use of the balance on the Interest Equalisation Reserve forms part of the annual budget setting exercise. Following the last budget setting exercise, it was agreed that the current balance on the reserve was a prudent

amount to hold in light of there being no expected change in interest rates in the short term.

9.5   The Medium Term Financial Plan also recognises the Council's use of capital and other balances in delivering its plans and the impact that this will have on interest earnings. The plan is, therefore, gradually reducing the Council's reliance on interest earnings over time, so as to manage the remaining balance on the interest equalisation reserve.

Contact Officer   Tony Skeggs 585273
Background Documents   Treasury Management Action Plan 2016/17
                                                Capita Services Treasury Management Update
                                                CIPFA Prudential Code
                                                Statutory Code of Practice for Treasury Management

Treasury Management Strategy Statement

Annual Investment Strategy, Performance Indicators and Minimum Revenue Provision.

Aylesbury Vale District Council
2017/18

1   INTRODUCTION

1.1   Background

The Council is required to operate a balanced budget. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.

The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning to ensure that the Council can meet its capital spending obligations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses.   On occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.

CIPFA defines treasury management as:

"The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

1.2   Reporting requirements

The Council is required to receive and approve, as a minimum, three main reports each year, which incorporate a variety of policies, estimates and actuals.

Prudential and treasury indicators and treasury strategy (this report) - The first, and most important report covers:
- the capital plans (including prudential indicators);
- a minimum revenue provision (MRP) policy (how capital expenditure is charged to revenue over time);
- the treasury management strategy (how the investments and borrowings are to be organised) including treasury indicators; and
- an investment strategy (the parameters on how investments are to be managed).

A mid year treasury management report – This will update members with the progress of the capital position, amending prudential indicators as necessary, or whether any policies require revision. In addition to this report, borrowing and deposit positions are reported in the Quarterly Financial Digest.

An annual treasury report – This provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

Scrutiny
The above reports are required to be adequately scrutinised before being recommended to the Council. This role is undertaken by the Finance and Services Scrutiny Committee.

The Director of Finance will report on Treasury Management activity / performance as follows:

Report to	Frequency
Council	
Treasury Management Strategy / Annual Investment Strategy and MRP Policy	Annually before the start of the year (1st April)

Treasury Management Strategy / Annual Investment Strategy and MRP Policy	Annually mid year (September/October)
Treasury Outturn Report	Annually after the year end and by the 30 September
Finance and Services Scrutiny	
Receives each of the above reports in advance of Council (where applicable) and makes recommendations as appropriate	In advance of year/mid-year/after year end and by 30 September
Receives confirmation of Treasury transactions have complied with the Strategy	Quarterly by way of the Financail Digest.

1.3   Treasury Management Strategy for 2017/18

The strategy for 2017/18 covers two main areas:

Treasury management issues
- the current treasury position;
- treasury indicators which limit the treasury risk and activities of the Council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy; and
- policy on use of external service providers.

Capital issues
- the capital plans and the prudential indicators;
- the minimum revenue provision (MRP) policy.

These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, CLG MRP Guidance, the CIPFA Treasury Management Code and CLG Investment Guidance.

1.4   Treasury management consultants

The Council uses Capita Asset Services, Treasury solutions as its external treasury management advisors.

The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

2   TREASURY MANAGEMENT POLICY STATEMENT

This Council defines its treasury management activities as:

The management of the authoritiy's investments and cash flow, its banking, money market and capital market transactions; the effective control of the risks associated with those risks; and the pursuit of optimum performance consistent with those risks.

This Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.

This Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.

The investment policy objective of this Council is the prudent investment of its treasury balances. The Council's investment priorities are the security of capital and liquidity of its investments so that funds are available for expenditure when needed. Both the CIPFA code and DCLG guidance require the Authority to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return or yield. The generation of investment income to support the provision of local authority services is important, but secondary, objective.

The Council's borrowing objectives are to minimise the revenue costs of debt whilst maintaining a balanced loan portfolio. The Council will set an affordable borrowing limit each year in compliance with the Local Government Act 2003 and will have regard to the CIPFA Prudential Code for Capital Finance in Local Authorities when setting that limit.

3   TREASURY MANAGEMENT STRATEGY STATEMENT

3.1   Current Portfolio Position

The Council's treasury portfolio position as at 31 December 2016 comprise:

Borrowing

Fixed Rate Funding: £23.417m. Average Rate: 3.22%.

Investments

Fixed Rate and Notice Account Investments: £59.500m. Average Rate: 0.54%.

3.2   Prospects for Interest Rates

The Council has appointed Capita Asset Services as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. The following table gives our central view.

Quarter Dates	Bank Rate %	PWLB Borrowing Rates % (including certainty rate discount)		
		5 year	25 year	50 year
Mar 2017	0.25	1.60	2.90	2.70
Jun 2017	0.25	1.60	2.90	2.70
Sep 2017	0.25	1.60	2.90	2.70
Dec 2017	0.25	1.60	3.00	2.80
Mar 2018	0.25	1.70	3.00	2.80
Jun 2018	0.50	1.70	3.00	2.80

Sep 2018	0.50	1.70	3.10	2.90
Dec 2018	0.50	1.70	3.10	2.90

The current economic outlook and structure of market interest rates and government debt yields have several key treasury management implications:

• The Eurozone continues to cause concern, as Eurozone sovereign debt difficulties have not gone away. Greece, Spain and Italy still pose major concerns as a combination of further bail outs, unstable Governments and bank under capitalisation provide uncertainty added to this some German banks are under capitalised. EU rules state that national governments are forbidden to provide state aid to bail out vulnerable banks. Counterparty risks therefore remain elevated. This continues to suggest the use of higher quality counterparties will continue for the foreseeable future.

• Investment returns are likely to remain relatively low during 2017/18 and beyond;

• Borrowing interest rates have been on a generally downward trend during most of 2016 up to mid August, they fell sharply to historically low levels after the referendum and then even further after the MPC meeting of 4th August when a new package of quantitative easing purchasing of gilts was announced. Gilt yields have risen sharply due to a rise in concerns around a 'hard Brexit', the fall in the value of sterling and an increase in inflation expectations. The ploicy of avoiding new borrowing by running down spare cash balances, has served well over the last few years. However, this needs to be carefully reviewed to avoid incurring higher borrowing costs in later times when authorities will not be able to avoid new borrowing to finance capital expenditure and/or to refinance maturing debt.

• There will remain a cost of carry to any new long-term borrowing which causes a temporary increase in cash balances as this position will, most likely, incur a revenue cost – the difference between borrowing costs and investment returns.

3.3   Borrowing Strategy

The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is relatively high.
Against this background and the risks within the economic forecast, caution will be adopted with the 2017/18 treasury operations. The Director of Finance will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

• *if it was felt that there was a significant risk of a sharp FALL in long and short term rates* (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.

• *if it was felt that there was a significant risk of a much sharper RISE in long and short term rates than that currently forecast,* perhaps arising from a greater than expected increase in the anticipated rate to US tapering of asset purchases, or in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised with the likely action that fixed rate funding will be drawn whilst interest rates are still lower than they will be in the next few years.

Any decisions will be reported to the appropriate decision making body at the next available opportunity.

3.4   Policy on Borrowing in Advance of Need

The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

3.5 Debt Rescheduling

As short term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred).

The reasons for any rescheduling to take place will include:
- the generation of cash savings and / or discounted cash flow savings;
- helping to fulfil the treasury strategy;
- enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt.

All rescheduling will be reported to Council, at the earliest meeting following its action.

4   ANNUAL INVESTMENT STRATEGY

4.1   Investment policy

The Council's investment policy has regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Council's investment priorities will be:

- Achieving first of all security first (protecting the capital sum from loss)
- And then liquidity (keeping the money readily available for expenditure when needed)
- Once proper levels of security and liquidity are determined, it will then be reasonable to consider what yield can be obtained consistent with those priorities..

In accordance with the above guidance from the CLG and CIPFA, and in order to minimise the risk to investments, the Council has below clearly stipulated the minimum acceptable credit quality of counterparties for inclusion on the lending list. The creditworthiness methodology used to create the counterparty list fully accounts for the ratings, watches and outlooks published by all three ratings agencies with a full understanding of these reflect in the eyes of each agency. Using our ratings service potential counterparty ratings are monitored on a real time basis with knowledge of any changes notified electronically as the agencies notify modifications.

Further, the Council's officers recognise that ratings should not be the sole determinant of the quality of an institution and that it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To this end the Council will engage with its advisors to maintain a monitor on market pricing such as "credit default swaps" and overlay that information on top of the credit ratings.

Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

The aim of the strategy is to generate a list of highly creditworthy counterparties which will also enable divesification and thus avoidance of concentration risk.

The intention of the strategy is to provide security of investment and minimisation of risk.

4.2   Creditworthiness policy

The primary principle governing the Council's investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration. After this main principle, the Council will ensure that:

- It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the specified and non-specified investment sections below; and

- It has sufficient liquidity in its investments. For this purpose it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.

The Director of Finance will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Council for approval as necessary. These criteria

are separate to that which determines which types of investment instrument are either specified or non-specified as it provides an overall pool of counterparties considered high quality which the Council may use, rather than defining what types of investment instruments are to be used.

The criteria for providing a pool of high quality investment counterparties (both specified and non-specified investments) is:

	Good Credit Quality with a minimum agency credit rating (where rated).	Minimum Ratings
BANKS		
1.1	Are UK banks	A
1.2	Are non-UK and domiciled on a country which has a minimum sovereign long term rating of	AAA
1.3	Short Term	F1+
1.4	Long Term	AA
2.1	Part nationalised UK banks – Lloyds Banking Group and Royal Bank of Scotland. These banks can be included if they continue to be part nationalized or they meeting the ratings in Banks 1 above.	n/a
3.1	The Council's own banker for transactional purposes if the bank falls below the above criteria, although in this case balances will be minimised (wherever possible) in both monetary size and time.	
BUILDING SOCITIES	The Council will use all societies within the top 20 that have assets over £½ billion. See time and amount restrictions below.	n/a
MMF	The Council will use Money Market Funds.	AAA
GOV'T		
1.1	The Council will use the UK Government (including gilts and the Debt Management Agency).	AAA
1.2	Local Authorities and Parish Councils	n/a
FOREIGN		
1.1	Due care will be taken to consider the country, group and sector exposure of the Council's investments. In part, the country selection will be chosen by the credit rating of the sovereign state in Banks 1 above. In addition:	AA
1.2	no more than 25% will be placed with any non-UK country at any time	
1.3	limits in place above will apply to a group of companies	
1.4	sector limits will be monitored regularly for appropriateness	

Use of additional information other than credit ratings.

Additional requirements under the Code require the Council to supplement credit rating information. Whilst the above criteria relies primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use, additional operational market information will be applied before making any specific investment decision from the agreed pool of counterparties. This additional market information (for example Credit Default Swaps, negative rating watches/outlooks) will be applied to compare the relative security of differing investment counterparties.

Time and monetary limits applying to investments.

The time and monetary limits for institutions on the Council's counterparty list are as follows (these will cover both specified and non-specified investments):

	Fitch Long term Rating (or equivalent)	Money and / or % Limit	Time Limit
Banks 1 higher quality	AAA	£7.5m	1 year
Banks 1 medium quality	AA	£5m	1 year
Banks 1 lower quality	A	£3m	6 months
Banks 2 – part nationalised	N/A	£7.5m	1 year
Banks 3 – Council's Banker (not meeting Banks 1)	XXX	£2.5m	1 month
Building Societies < £1 billion	N/A	£1m	6 months
Building Societies > £1 billion	N/A	£3m	1 year
Money Market Funds	AAA	£7.5m	liquid
Debt Management Agency	AAA	unlimited	6 months
Local Authorities	N/A	£5m	1 year
Local Authorities Parishes	N/A	£500,000	6 months
Foreign	AA	£5m	1 year
Other institutions Limit	-	£2.5m	6 months

4.3   Country limits

The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AAA from Fitch. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy. The current list of appropriate countries is:

Australia	Canada
Denmark	Germany
Netherlands	Singapore
Sweden	Switzerland

4.4   Investment strategy

In-house funds.
Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).

Investment returns expectations.
Bank Base Rate is forecast to remain unchanged at 0.25% for the next 24 months before starting to rise from quarter 2 of 2019. Bank Rate forecasts for financial year ends (March) are:

    2016/17 - 0.25%   2017/18 - 0.25%   2018/19 - 0.50%

The suggested budgeted investment earnings rates for returns on investments placed for periods up to 100 days during each financial year for the next three years are as follows:

    2016/17 - 0.55%   2017/18 - 0.45%   2018/19 - 0.45%

For its cash flow generated balances, the Council will seek to utilise its money market funds (overnight to 100 days) in order to benefit from the compounding of interest.

Core funds and expected investment balances

The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales etc.).

Detailed below are estimates of the year end balances for each resource and anticipated day to day cash flow balances.

Year End Resources £'000s	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Fund balances / reserves	32,120	21,120	18,500	18,500	18,500
Capital receipts	6,362	3,000	3,000	3,000	3,000
Provisions	1,931	1,931	1,931	1,931	1,931
Other	1,950	1,950	0	0	0
Total core funds	**42,363**	**30,849**	**23,431**	**23,431**	**23,431**
Working capital	-3,975	-3,500	-3,500	-3,500	-3,500
Under/ -over borrowing	12,635	18,570	17,164	15,628	14,092
Expected investments	**8,660**	**15,070**	**13,664**	**12,128**	**10,592**

4.5   Investment Liquidity

In consultation with the external treasury advisors, the Council will review its balance sheet position, level of resrves and cash requirements in order to determine the length of time for which investments can be prudently committed. Investments will be placed at a range of maturities, including having money on-call in order to maintain adequate liquidity.

4.6   End of year investment report

At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

4.7   External Fund Managers

The Council now has no funds externally managed.

4.8   Property Fund Managers

As an alternative to cash based investments, property offers a long term investment opportunity. Investment is made within a diversified property fund, which over the long term delivers a good return when compared to traditional cash based funds.

5 THE CAPITAL PRUDENTIAL INDICATORS 2017/18 – 2019/20

5.1 Indicators for Affordability

Ratio of financing costs to net revenue stream

This indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream.

	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
General Fund	-6.82%	-6.16%	-6.20%	-6.24%

The table above shows the impact of borrowing costs and reduced investment interest from 2016/17 onwards against the budget requirement. A negative figure means that there is a net investment position when compared to the budget requirement. This will become positive when borrowing costs exceed investment interest received.

Incremental impact of capital investment decisions on council tax

This indicator identifies the revenue costs associated with proposed changes to the capital programme compared to the Council's existing approved commitments and current plans. When the capital programme is reviewed, there will incremental impact on the Band D Council Tax of the capital investment decisions.

This indicator shows the increase to its Council tax as a direct result of its capital investment decisions. As the revenue impact is considered as part of the annual budget process any impact is considered alongside other pressures and savings.

	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Council tax - band D	£2.39	£7.20	£7.13	£7.13

5.2 Indicators for Prudence

The Council's Borrowing Need and Capital Financing Requirement

This prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. Any capital expenditure, which has not immediately been paid for, will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the borrowing need in line with each assets life.

The table shows the actual external debt (the treasury management operations), against the underlying capital borrowing need (the Capital Financing Requirement - CFR), highlighting any over or under borrowing.

£'000s	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
External Debt					
Debt at 1 April	28,418	23,250	23,080	35,705	30,525
Expected change in Debt	-5,168	-170	12,625	-5,180	-185
Actual gross debt at 31 March	**23,250**	**23,080**	**35,705**	**30,525**	**30,340**
The Capital Financing Requirement	**35,883**	**35,321**	**50,499**	**49,277**	**47,827**
Under / (over) borrowing	**12,633**	**12,241**	**14,794**	**18,752**	**17,487**

5.3 Indicators for Capital Expenditure

Capital Expenditure

This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle.

The capital expenditure plans provide details of the service activity of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of approporiate borrowing facilities.

Capital expenditure £'000s	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Leisure	2,412	150	390	140	140
Economic Development	6,071	5,000	9,400	0	0
Opportunity Purchase	0	300	0	0	0
Car Parking	0	0	600	200	0
Refuse Vehicles	0	285	3,600	0	0
Depot Replacement	12	0	9,200	0	0
Total General Fund	**8,495**	**5,735**	**23,190**	**340**	**140**
Disabled Facility Grants	637	306	100	100	100
Enabling Programme	385	1,069	1,500	1,500	1,500
TOTAL	**9,517**	**7,110**	**24,790**	**1,940**	**1,740**

The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need.

Capital expenditure £'000s	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Total	9,517	7,110	24,790	1,940	1,740
Financed by:					
Capital receipts	5,841	6,069	2,100	1,500	1,500
Capital grants	417	306	100	100	100
Capital reserves	3,039	735	740	340	140
Revenue	220	0	6,550	0	0
Net financing need for the year	**0**	**0**	**15,300**	**0**	**0**

5.4 Indicators for External Debt

Operational Boundary

This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt.

Operational boundary £'000s	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
External Debt	35,000	50,000	50,000	50,000

Authorised Limit

A further key prudential indicator represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

Authorised limit £'000s	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Debt	50,000	70,000	70,000	70,000

Upper and Lower Limits for Maturity Structure

It is recommended for any borrowing that the Authority takes that it sets an upper and lower limit for the maturity structure.   The Authority is no longer debt free with loans ranging from 5 to 36 years taken to fund the capital programme. A current maturity limit of less than 1 year is the lower limit and the upper limit will be extended to no more than 40 years. The maturity structure within this range will vary according to the income streams generated by investment decisions but will be determined to maintain a positive cash flow.

Maturity Structure	Lower Limit	Upper Limit
	1 year	40 years

5.5 Indicators for Treasury Management

Adoption of CIPFA's Treasury Management in the Public Services: Code of Practice.

The aim is to ensure that treasury management is led by a clear and intergrated forward treasury management strategy, and a recognition of the pre-existing structure of the Council's borrowing and investment portfolios.

Upper Limit on Fixed Interest Rate Exposure

This indictor shows the Council's upper limit of the net exposure to fixed interest rates. Currently all borrowing is at a fixed rate if interest.

Indicator	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Upper limit on fixed interest rate exposure	100%	100%	100%	100%	100%

Upper Limit on Variable Interest Rate Exposure

This indictor shows the Council's upper limit of the net exposure to variable interest rates.

Indicator	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Upper limit on variable interest rate exposure	20%	20%	20%	20%	20%

Maturity Structure of Fixed Rate Borrowing

This shows the repayment profile of fixed rat borrowing. All loans are repayable on maturity.

Indicator	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Under 12 months	18%	0%	0%	0%	0%
12 months & within 24 months	0%	0%	0%	0%	0%
24 months & within 5 years	18%	21%	21%	0%	0%
5 years & within 10 years	0%	0%	0%	0%	27%
10 years & within 20 years	18%	21%	21%	27%	0%
20 years & within 30 years	0%	0%	0%	0%	0%
30 years & within 40 years	46%	58%	58%	73%	73%

Total Principal Sums Invested for Periods Longer than 364 Days

The purpose of this indicator is for the Council to contain its exposure to the possibilty of loss that might arise as a result of its having to seek early repayment or redemption of principal sums invested. The Council may seek to invest for periods longer than 364 days with other Local Authorities. This will be kept under review in light of economic conditions and advice from the treasury management advisors.

Indicator	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Total principal sums invested for periods longer than 364 days (£'000)	0	0	5,000	5,000	5,000

Credit Risk

The duration of any investment with a counterparty will be restricted by an assessment based on credit ratings provided by the major agencies, as well as advice from our treasury management advisors.

6   MINIMUM REVENUE PROVISION (MRP) POLICY STATEMENT

The Council is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (the minimum revenue provision - MRP).

Regulation 28 of the 2003 Regulations (as amended by regulation 4 of the 2008 Regulations) requires a local authority to calculate for the current financial year an amount of MRP, which it considers to be prudent. The Secretary of State recommends that, for purposes of regulation 4 the prudent amount of provision should be determined in accordance with one of four options, one of which was agreed by members in 2013/14 and is outlined below. Regulations have, also, been issued which require the full Council to approve an **MRP Statement** in advance of each year.

The broad aim of a prudent provision is to ensure that debt is repaid over a period that is reasonably commensurate with that over the capital expenditure provides benefits (asset life).

Asset Life Method

Since 1 April 2014, where capital expenditure on an asset is financed wholly or partly by borrowing or credit arrangements, MRP is to be determined by reference to the life of the asset, based on an equal instalment method. This amount is expected to be £1,7m for 2017/18.

Where assets have been purchased utilising capital grants or revenue contributions no MRP calculation is required. Only assets purchased utilising borrowing require an MRP charge.

The asset life method calculation requires estimated useful lives of assets to be input in to the calculations. These life periods will be determined by the Director of Finance, with regard to the statutory guidance and advice from professional valuers.

This page is intentionally left blank

Council
22 February, 2017

AVDC STANDARDS REGIME: APPOINTMENT OF INDEPENDENT PERSONS
Councillor Mordue
Chairman of the Standards Committee

1	**Purpose**

1.1   To seek approval to extend the terms of office of the existing Independent Persons who assist with the work of the Council's Standards Committee.

2	**Recommendation**

2.1   That the terms of office of the existing Independent Persons, namely, Caryl Billingham and Dr. Sadie Reynolds be extended until September 2020.

(This will enable new Members appointed to the Standards Committee after the District and Parish Council elections in May, 2019, to have the benefit of the experience and expertise of the Independent Persons for at least twelve months pending a new recruitment exercise).

3	**Supporting information**

3.1   Section 28 of the Localism Act requires the Council to have arrangements in place for dealing with allegations that District/Parish Councillors had breached their respective Codes of Conduct. These arrangements have to include the appointment of at least one Independent Person.

3.2   Although no longer a statutory requirement, this Council decided that a Standards Committee should be appointed to emphasise the Authority's firm commitment to the promotion of high ethical standards in public life and to deal with complaints according to an open and transparent complaints procedure. In addition to their role specified in the Localism Act (see paragraph 3.4 below), the Independent Persons attend meetings of the Standards Committee in a non voting capacity, representing a non partisan view on complaints.

3.3   The Independent Persons participate in all of the training arrangements made for Members of the Standards Committee.

3.4   The Localism Act provides that the Independent Person(s) have to be consulted by the Authority following formal investigations before it can make a finding as to whether or not a Councillor has failed to comply with the Code of Conduct, or failure to comply with any of the standards provisions contained within the Localism Act.

3.5   The Independent Persons may be consulted by the Authority in respect of standards complaints and may also be consulted by individual Councillors who are the subject of complaints.

3.6   When the current Independent Persons were appointed, only three applications were received, following an extensive advertising process and subsequent interviews. The interviews were undertaken by the Senior Officers Appointments Committee.

3.7   All three candidates were appointed, having met the specified criteria. During the course of this year, one of the Independent Persons resigned as he relocated to another part of the country. (Interestingly that individual has been appointed as an Independent Person for the authority in whose area he now lives). The Monitoring Officer and the Chairman of the Standards Committee were consulted and both were satisfied that having just two

Independent Persons would not have a detrimental affect on the work of the Standards Committee. This has proved to be the case.

3.8   The terms of Office of the existing Independent Persons will expire in May,2017, but it was felt that rather than wait until then, it would be better in the interests of efficiency and continuity for options for the future to be examined well in advance.

3.9   Starting a new recruitment process could be costly in terms of Officer/Member time and there is no guarantee that individuals with the necessary attributes will apply. Re-advertisement could extend the recruitment process and hence increase the costs further.

3.10   Both Caryl and Sadie are familiar with the local standards regime and have built up a great deal of knowledge in relation to the Code of Conduct. They have indicated that they would be happy to continue in the role of Independent Persons and the Monitoring Officer recommends this approach.

3.11   The appointments have to be approved formally by full Council.

4.   Reasons for recommendations

4.1   The Council is required by statute to have Independent Persons in place as part of its standards regime. The extension of the terms of office of the existing individuals would mean retention of the wealth of knowledge and experience built up over the past few years, as well as ensuring continuity/consistency of approach.

5.   Alternative Options/Resource Implications

5.1   To commence a wholescale recruitment process which could be costly and which has no guarantee of success. The approach suggested above would have no immediate resource requirements.

Contact Officer: Bill Ashton (01296) 585040

Background Documents: None

Council
22 February 2017

PAY POLICY 2017
Councillor N Blake
Leader of the Council and Chairman of the General Purposes Committee

1.   Purpose

1.1   To approve the 2017 Pay Policy

2.   Recommendations

2.1   That the updated Pay Policy 2017, attached to this report, be approved.

3.   Supporting Information

3.1   The attached report was considered by the General Purposes Committee on 24 January, 2017. As the report explains, the Council is statutorily required to publish an annual Pay Policy Statement. This statement must articulate the Authority's own policies towards a range of issues relating to the pay of its workforce, particularly its senior staff and its lowest paid employees.

3.2   The attached report summarises the information that has to be included within the Pay Policy Statement and defines the term "remuneration" as set out in the relevant legislation. The updated pay policy Statement has been discussed with the trades unions who suggested a minor amendment in relation to any apprenticeship scheme that the Council might introduce and the General Purposes Committee felt that this was eminently sensible. The attached Pay Policy Statement reflects this decision. The Committee commended the Statement for adoption by the Council.

4.   Reasons for Recommendation
4.1   These are detailed in the attached report.

Contact Officer: Alison Caldwell-Nichols (01296) 585017
Background Documents: None

AYLESBURY VALE DISTRICT COUNCIL – PAY POLICY 2017

1   Purpose

1.1   The Localism Act introduced responsibilities for local authorities to publish an annual pay policy statement. These statements must articulate an authority's own policies towards a range of issues relating to the pay of its workforce, particularly its senior staff (or 'chief officers') and its lowest paid employees.

1.2   The Council first published its Pay Policy in April, 2012, although the guidance states that pay policy statements must be prepared for each financial year and approved by full Council.

2   Recommendation for decision

2.1   General Purposes Committee consider AVDC's Pay Policy as attached and recommend any changes before it proceeds to full Council.

3.   Supporting information

3.1   The Localism Act requires local authority pay policies to be openly approved by democratically elected councillors. The Act was formally enshrined in law in November, 2011.

3.2   The associated guidance, 'Openness and accountability in Local Pay' sets out the requirement for councils to publish their remuneration arrangements, including for chief officers and approve large salary packages in an open session of full council.

3.3   Ministers explicitly say in the 2013 Supplementary Guidance that the pay vote ceiling should be set at £100,000. This includes publicly justifying any big bonuses, and above inflation annual pay rises, or hiring a person already in receipt of retirement or severance money. Authorities should have an explicit policy in their pay statement on whether or not they permit such practices.

3.4   At a time when the public are tightening their belts and all parts of the public sector are looking to make savings Ministers think taxpayers should have the opportunity to see whether value for money has been considered when setting pay policies.

3.5   The guidance states: "Taxpayers should rightly expect that their interests are being protected including when senior staff move posts within the public sector, particularly when those moves could be seen to have the effect of driving up average pay levels across the sector."

3.6   The guidance does not specify that a Council must establish a pay ratio or pay multiple between highest to lowest paid or highest to median salary. Even where it may choose to do so, the Hutton review of Fair Pay in the public sector published in March, 2011 does not recommend a single ratio between highest and lowest paid, or highest and median salary, as there are too many differences in sizes and roles within public sector organisations, so a single ratio does not make sense. Hutton recommended that authorities should be required to publish pay multiples between top pay and median pay and this is published annually, together with senior pay

information, as part of AVDC's data transparency obligations. In 2015/16 the multiple between top pay and median pay was 5.47.

3.7   The pay policy statement must include the authority's policies relating to:

   a.   the level and elements of remuneration for each chief officer
   b.   remuneration of chief officers on recruitment
   c.   increases and additions to remuneration for each chief officer
   d.   the use of performance related pay for chief officers
   e.   the use of bonuses for chief officers
   f.   the approach to the payment of chief officers on their ceasing to hold office under or to be employed by the authority, and
   g.   the publication of and access to information relating to remuneration of chief officers.

3.8   The pay policy has previously been circulated to the Trade Unions and Employee Representatives for comment.

3.9   The term 'remuneration' covers:

   a.   the chief officer's salary or, in the case of a chief officer engaged by the authority under a contract for services, payments made by the authority to the chief officer for those services
   b.   any bonuses payable by the authority to the chief officer
   c.   any charges, fees or allowances payable by the authority to the chief officer
   d.   any benefits in kind to which the chief officer is entitled as a result of the chief officer's office or employment
   e.   any increase in or enhancement of the chief officer's pension entitlement (this could include "pension strain") where the increase or enhancement is as a result of a resolution of the authority, and
   f.   any amounts payable by the authority to the chief officer on the chief officer ceasing to hold office under or be employed by the authority, other than amounts that may be payable by virtue of any enactment.

4.   **Options considered**

4.1   None. It is a statutory requirement to publish the Council's pay policy on an annual basis.

5.   **Reasons for Recommendation**

5.1   To meet the Council's statutory requirements and to be demonstrate transparency in the determination and payment of remuneration rates to the taxpayer.

6.   **Resource implications**

6.1   Officer time in compiling and publishing the information.

7.   **Response to Key Aims and Objectives**

7.1   None.   As this is a statutory requirement.

Contact Officer   Alison Caldwell-Nichols, Organisational Development and Human Resources Manager, 01296 585017

AVDC Pay Policy 2017

1.   How pay is determined

1.1   AVDC has local pay arrangements. All pay is decided locally between Members and the Trade Unions/ Employee representatives. The AVDC Pay Negotiating Team is comprised of the Leader of the Council and up to 2 Cabinet Members. This Panel is supported by 2 officers; the Director responsible for Finance and a People and Payroll Manager.

1.2   All employed officers at AVDC are on single salary spine grades (1 to 12) with the exception of Entry-level apprentices (See paragraph 1.5) . All roles within any of the grades are subject to the Hay Job Evaluation criteria. That is, all jobs are assessed on the same criteria and the differential in grade is determined by the responsibilities and competencies of the role. It is not possible to conduct a direct comparison with the nationally negotiated pay scales as job roles and grades in AVDC have, since 1988, been determined locally.

1.3   The current salary and grading system was introduced in 1988 as a negotiated collective agreement. This was to ensure a fair and equitable approach to job grading and salary distribution. AVDC worked with Hay to structure the grades and the steps within each grade and the differential salary between grades. Originally, there was a fixed differential (%age) between each of the grades, however, over the years this has eroded due to merging of pay grades, shortening of pay spines and differential pay awards being granted, explained below. The differentials between grades now vary between 14% at the middle grades, 20-26% at the lower end of the payscale and 31% difference between SG11 and SG12.

1.4   All staff are subject to performance related incremental progression within their grade. A copy of the current salary rates can be found at Appendix 1.

1.5   AVDC may directly employ apprentices as part of a recognised apprenticeship scheme. Where any such role is an entry level role (not in lieu of a substantive post) which does not fall within one of AVDC's established grades , the apprentice will be paid a rate which is above the national minimum wage for apprentices in their first year of training.   This rate is initially set at £4.00 per hour on appointment and may be uplifted with exceptional progress.   Where the apprentice is in their second year of training the rate of £4.00 per hour or the minimum wage for the relevant age group will apply (if this is higher).

1.6   Employees who have been transferred in to AVDC will be paid in accordance with their personal terms and conditions as protected by the Transfer of Undertakings (Protection of Employment) Regulations (as amended), which includes, for example, arrangements for any annual pay award.

1.7   In 2004, Council approved a 4 year pay strategy which aimed to ensure that all AVDC salaries were based on benchmarks for comparative work. The strategy outlined that

the aim was over the 4 year period to bring the median point of each salary grade to 100% of the median salary determined by the Hay market place benchmarking data.

1.8 Whilst that pay strategy formally ended in 2008, the Council has continued to apply the principles, using the benchmark data from Hay as a starting point for annual pay negotiations with Unions and Employee Representatives. However, a number of years of significant financial constraints, resulting in low or zero pay awards, have seen all grades move away from their benchmark medians.

1.9 AVDC's Commercial AVDC transformation programme has led to a number of people related strategies designed to deliver the Council's commercial aspirations. As part of this transformation, there as an intention to revisit the pay, reward and recognition strategy with a view to negotiating appropriate mechanisms to reward employees in a modern, commercial environment. This review may include changes to the pay policy as it is described in this document. The review will take place during 2017 and will actively involve trade union and employee representatives.   Any revised pay policy will be subject to approval by the Council.

2. Definition of lowest paid and highest paid and the relationship between them

2.1 AVDC defines its lowest paid employees as those at Grade 1, currently comprising 19% of the total full time equivalent staffing numbers(as at October 2016) or any entry level apprentices (see paragraph 1.5). The highest paid is defined as the Chief Executive at grade 12. The relationship between the lowest and highest paid is defined by the single salary spine and grading structure which was established in 1998.

2.2 There is no mechanism in the current pay policy to determine a maximum difference between the salary of the lowest graded worker (Grade 1) and the most senior (Grade 12).

3. Remuneration for senior officers including performance related pay

3.1 As defined in The Accounts and Audit Regulations 2015, a senior employee is an employee whose salary is £150,000 or more per year, or an employee whose salary is £50,000 per year (pro-rata for part-time employees) and who is either:

1. head of paid service (or a chief officer, as defined)
2. head of staff, or
3. a person who has responsibility for the management of a major activity, with power to direct and control the expenditure of money (paraphrased)

3.2 For the purposes of this policy, senior employees refers to officers graded SG7 and above and who are a manager in charge of a service area.

3.3 In 2004, Council approved a performance pay element for the role of Chief Executive. This element was used as part of the recruitment attraction package when the role of Chief Executive was advertised in 2006. This was a three year arrangement which

ceased in 2010. This element of salary (which is an aggregation over performance related pay payments over 3 years) was permanently consolidated into the Chief Executive's remuneration in 2010, and is contractually binding. Since that date, this amount is not subject to any further increase, except any cost of living increases applicable to all staff.

3.4   At this time, no other officers have performance related pay as part of their remuneration package.

3.5   All salaries at AVDC, regardless of grade or gender, are considered collectively as part of an overall grading and single salary spine and no additional or special pay arrangements put in place for senior salaries. The contractual consolidated performance element of the Chief Executive's pay is in addition to this arrangement, but is fixed and only subject to cost of living increases. Senior salaries are considered alongside all other grades when determining appropriate levels of pay award, including Grade 12 which is the substantive grade of the Chief Executive.

3.6   There is no guarantee that the performance related pay element will be incorporated in any future recruitment of senior officers. If the circumstance arose which necessitated the need for a recruitment process to be commenced, it will be discussed and considered at that time, and be subject to Council approval.

3.7   In 2016, following the departure and decision not to replace the Deputy Chief Executive, the salaries of the two Corporate Directors were reviewed and, in recognition of the additional commercial and strategic transformation responsibilities required in the role, it was deemed appropriate for them to be remunerated in accordance with Grade 11. The incremental scale points for grade 11 extend beyond £100,000, the level requiring Council approval, and when the two Directors progress incrementally, they will ultimately exceed the £100,000 remuneration threshold.

3.8   There may be occasions where it is necessary to pay a market premia in addition to the substantive pay in order to attract a candidate/s of suitable quality, particularly if there are skills shortages in the labour market. This may apply either for fixed term (interim) or permanent appointments. Where the market supplement does not take the total annual salary package beyond £100,000, this market premia may be determined by a Director in consultation with the Chief Executive and the relevant Cabinet Member. Where the proposed market supplement takes the total annual salary package beyond £100,000 this would be subject to full Council approval. The conditions surrounding the payment of market premia will apply in accordance with section 8 of the Hay Agreement, 2000 (updated 2009).

3.9   Where market premia is not justified, but external recruitment to a particular role is deemed to require additional financial incentive, the council may consider offering a one-off or staged payment in addition to normal salary within the first 12 months of employment. Payments of this type will require approval by a Director in consultation with the relevant cabinet member. If the proposed payment in addition to salary exceeds £100,000 this will require approval from Council.

3

4. Additional responsibility allowances and honorarium

4.1 Where staff, of any grade, undertake duties of a higher graded responsibility, they may be eligible for the payment of a responsibility allowance. The allowance reflects the difference between their current salary and normally the lowest spinal point of the grade into which the employee is temporarily undertaking higher level duties. All responsibility allowances are to be paid for specific temporary periods of time, normally restricted to a maximum of 12 months and will be limited to a maximum difference of 2 grades.

4.2 Where an employee undertakes part of the responsibilities of a higher graded role, they receive a proportionate payment.

4.3 The Council's policies also allow for the payment of honoraria. These are normally one off payments, or a series of monthly payments (normally up to 12), where it is appropriate to acknowledge exceptional performance of a particular task/project. These are approved at Director Level and are paid from service area budgets.

4.4 Honoraria requests are directed through People and Payroll Services who aim to ensure that the levels of payments of honoraria are relatively consistent across grades and service areas. There is no limit on the maximum amount paid in an honorarium.

4.5 Variations to the honoraria and additional responsibility payments may be approved by a Director in exceptional circumstances.

4.5 If payment of such an allowance takes the total annual remuneration package above £100,000 then payment will be subject to approval by full Council. This shall, however, only apply if the arrangement endured for six months or more. Group Leaders will be kept advised of any such temporary arrangements.

5. Payment for electoral duties

5.1 Where employees undertake electoral duties they receive payment for those duties, normally undertaken in work time, in addition to salary. Although it should be noted that the electoral duties undertaken are not in connection with their employment at the Authority*.

5.2 Aylesbury Vale District Council is required to appoint a Returning Officer by virtue of the Representation of the People Act 1983. Whilst appointed by the District Council, the role of the Returning Officer is one which involves and incurs personal responsibility and accountability and is statutorily separate from their duties as an employee of the District Council.

5.3 The fees for national elections and referendums are determined by the Government. The local election fees are reviewed annually on a County basis in conjunction with the other District Councils and Milton Keynes Council and are approved by the Chief

Executive. The local fees are kept as comparable as possible to those which apply for the national elections and any updating has regard to both the budget and pay situation across the authorities. The fees for any particular election are based on various prescribed calculations relating to for example the size of the electorate, quantity of postal votes and the number of seats contested to reflect the complexity and workload involved. The amount paid to staff assisting the Returning Officer depends on the role they undertake.

   *note: electoral duties (including electoral registration canvas) are undertaken by some substantive AVDC employees and payments are made in the form of overtime, paid alongside their normal pay.

6.   Other remuneration

6.1   A small number of employees have lease cars for operational reasons, as part of the enterprise car scheme. The lease car is deemed to be a benefit in kind, and is included in the definition of remuneration. In 2016 the Chief Executive was provided with a lease car with a view to supporting his business and increased travel commitments in pursuing commercial opportunities nationally and beyond.

6.2   Some employees are eligible to receive contractual or non-contractual overtime payments in accordance with the locally negotiated scheme. Overtime is not payable to employees on SG7 and above.

6.3   Eligible employees within the recycling and waste service receive some additional productivity related payments in accordance with the locally negotiated scheme and conditions of work. No such payments are in place for senior officers.

6.4   From April, 2012, a new recognition scheme was introduced which provides small and mainly non-financial rewards to staff for outstanding or exceptional performance as determined by an employee's regular performance reviews. The recognitions vary in value from non-financial to a maximum of £20 and were introduced to complement the Council's performance management processes. The scheme applies to all staff, regardless of grade.

6.5   There are no other additional elements of the remuneration package for senior officers other than those outlined above.

7.   Approach to the payment of senior officers on their ceasing to hold office under or to be employed by the authority

7.1   AVDC's redundancy policy applies to all staff regardless of grade and awards redundancy payment at 1.73 of actual weekly salary. The amount payable depends on the employee's age and length of service and is consistent with the statutory table of calculating redundancy pay. The maximum amount payable under this scheme is equivalent to almost 12 months salary.

5

7.2 The payment of pension strain directly to the LGPS as part of a redundancy payment, which enables the payment of an unreduced pension, is non-discretionary and is determined on an individual basis, by the pension administrator. The cost of redundancy is set against on-going annual salary and employment on-costs (at 35%), typically recovered within two years. Each redundancy decision is approved at Chief Executive level in consultation with the relevant Cabinet Member.

7.3 Employer discretions exist, under the Local Government Pension Scheme, to enhance other pension entitlement upon termination. Any such awards require approval by the Chief Executive and Leader, such awards are rarely made.

7.4 Where an employee accepts voluntary redundancy and an unreduced pension, enabled by the payment of the pension strain they will not be re-employed directly by the Council except in accordance with the Council's Redundancy Procedure.

7.5 Where there exists a dispute between an employee and the Council, the Council reserves the right to consider an ex-gratia payment as part of a severance package. This is subject to the Chief Executive's approval in consultation with the Leader. Such arrangements will be legally protected by a formal Settlement Agreement arranged through the Council's solicitors.

7.6 These arrangements are subject to the Government's proposed reforms on such payments which are due to be implemented during 2017. No detail has been provided on the implementation, however, it is expected that the new rules will limit (cap) payments and/or change the way such payments are calculated. AVDC will be required to comply with the new rules, when they are implemented, and will consult with trade union and employee representatives when more details become available.

8. Transparency - Senior Employee's Salary Information.

8.1 Each year, the Council publishes the salaries of all senior employees, as described at Section 3.2 of this policy. A copy of the publication is available at view as Appendix 2.

9. **Revisions**

9.1 Section 3.2 revised to more accurately define the meaning of the term "senior employee" (Nov 2015).
9.2 Section 1.5 added to include pay for entry level apprentices
9.3 Section 1.3 updated with current figures (Dec 2016)
9.4 Section 1.8 describes the plan to revisit the pay policy and remuneration strategy during 2017 (Dec 2016)
9.5 Section 3.7 added to reflect salaries of Corporate Directors. (Dec 2016)
9.6 Section 3.9 added in respect of additional recruitment incentives (Dec 2016)
9.7 Section 6.1 revised to include additional remuneration for the Chief Executive (Dec 2016)
9.8 Section added to explain the implications of the Government's exit payments reforms. (Dec 2016)

AVDC's Salary Spine as at 1 April 2016

	Salary April '16			Salary April '16
SG1				
508	15,204	**SG7** **672**		50,220
509	15,948	**673**		51,096
510	16,740	**674**		51,996
512	17,628	**675**		52,956
513	18,576	**676**		53,868
SG2				
517	20,892	**SG8** **682**		57,180
518	21,540	**683**		58,152
519	22,164	**684**		59,160
520	22,848	**685**		60,228
521	23,472	**686**		61,308
SG3				
524	25,764	**SG9** **692**		64,824
525	26,520	**693**		65,976
526	27,324	**694**		67,140
527	28,140	**695**		68,340
528	29,004	**696**		69,540
SG4				
641	32,352	**SG10** **903**		74,664
642	33,000	**904**		76,008
643	33,660	**905**		77,352
644	34,308	**906**		78,720
645	34,968	**907**		80,136
SG5				
652	36,744	**SG11** **952**		95,244
653	37,500	**953**		96,948
654	38,244	**954**		98,664
655	38,976	**955**		100,416
656	39,756	**956**		102,240
SG6				
662	43,116	**SG12** **992**		125,028
663	43,860	**993**		127,284
664	44,628	**994**		129,576
665	45,396	**995**		131,904
666	46,188	**996**		134,268

Senior Salary information

Financial year 2016/17 – as at 31/10/16

Job title	Service Area	FTE	Responsible for: (aggregated budget/ no.of staff)	Pay Band (FTE)	Other remuneration #
Chief Executive		1		£125,028 - £145,247	Car
Director	Business Strategy & Governance Business Enablement & Support Leap Business Strategy, Governance & Support Commercial - Property	1	£5,127,700 125	£95,244 – 102,240	None
Director	Community Fulfilment Customer Fulfilment	0.8	£13,482,900 315	£76,195 - £81,792	None
Head of Transformation		1	19	£64,824 - £69,540	None
Sector Lead	Commercial Property	1	-£1,436,400 35	£64,824 - £69,540	None
Sector Lead	Customer Fulfilment	1	£10,220,30 272	£57,180 - £61,308	None
Sector Lead	Business Enablement & Support	1	£459,600 39	£57,180 - £61,308	None
Sector Lead	Community Fulfilment	1	£3,262,600 43	£57,180 - £61,308	None
Sector Lead	Commercial – People / IP	1	£434,400 3	£57,180 - £61,308	None
Sector Lead	Business Strategy & Governance	1	£3,553,300 29	£57,180 - £61,308	None
Partnership Director	Leap	1	£1,246,400 14	£57,180 - £61,308	None
Operations Manager	Recycling & Waste	1	£5,516,800 119	£57,180 - £61,308	None
Business Assurance Manager	Business Assurance	0.92	£32,400 3	£52,605 - £56,403	None
Finance Manager	Finance	1	Nil 5	£50,220 - £53,868	None
Building Control & Access	Building Control	1	£51,300 10	£50,220 - £53,868	None

Manager					
Planning Manager	Planning	1	£820,800 35	£50,220 - £53,868	£250 pm allowance undertaking additional responsibilities
Forward Plans Team Leader	Forward Plans	1	£855,800 13	£50,220 - £53,868	None
Environmental Health Services Manager	Environmental Health	1	£1,255,100 22	£50,220 - £53,868	None
Estates & Facilities Manager	Estates & Facilities	1	-£1,474,600 20	50,220 - £53,868	None
Partnership & Projects Manager	Commercial Property	1	£1,134,700 9	£50,220 - £53,868	None
Licensing Manager	Environmental Health & Licensing	1	£56,100 9	£50,220 - £53,868	None

Other remuneration (overtime, bonuses, allowances, benefits in kind)

The pay multiple between median pay to highest pay is 5.47.
The total number of employees whose annual FTE pay is more than £50,000 is 28

Council
22 February 2017

PAY AWARD FOR STAFF - 2017
Councillor N Blake
Leader of the Council and Cabinet Member for Major Projects

1.   Purpose

1.1   To inform Members of the discussions between the Member Pay Negotiating Team and the Joint Unions and Employee Representatives with regard to a pay award for staff with effect from 1st April 2017.

2.   For Decision

2.1   Council is asked to approve the pay award as set out 3.5 below with effect from the 1st April 2017 for all staff on Hay salary grades, with further approval for the recommended pay award being implemented on 1st April 2018.

3.   Supporting Information

3.1.   The Member and the Joint Unions and Employee Representatives Pay Negotiating Team met during January 2017 to discuss and to recommend a pay award for staff with effect from 1st April 2017.

3.2   A pay claim had been received from the Joint Union/Employee representatives, and a pay award of 2.25% across all grades was sought. With consideration of the Hay market data, and affordability concerns, the Pay Negotiating Team were unable to support this proposal but offered a 1.0% pay increase. This was in line with the national public sector pay cap. However, this was rejected by the Joint Unions and Employee Representatives.

3.3   Both sides agreed that a fundamental review of the pay and reward framework at the council is now required. Given that the current scheme was introduced in 1988, it is now appropriate to revisit the local scheme and ensure that any new framework is aligned with the Council's commercial and cultural aspirations. It was agreed to proceed with the proposed review during 2017.

3.4   In this context the Joint Union/Employee representatives proposed a two year pay award. They proposed an award of 1% on all grades/scale points from 1st April 2017, followed by a 2% award on all grades/scale points from 1st April 2018.

3.5   The Members Pay Negotiating team considered the proposal and concluded that this represented a fair but affordable pay award in this current period of significant uncertainty. It was therefore agreed that the Joint Union/Employee Representatives would ballot staff on a proposed pay award for 2017 of 1% for all grades and a further pay award for 2018 of 2%. Adequate provision has been made for this award in the 2017/18 budget proposals. Certainty over the 2018 award will aid budget planning for 2018/19.

3.6   Staff were balloted on the pay proposals and accepted the 2 year offer.

4.   Options Considered

4.1.   The proposed pay award is a result of discussions between the Members and the Joint Unions and Employee Representatives. The proposed pay award is recommended as a continuation of the Council's aspiration to retain skills and talent within the Council, recognise the goodwill of staff who have continued to deliver quality services at a time of great uncertainty.

5.   Reasons for Recommendation

5.1   To agree a pay award for all staff on Hay salary grades with effect from 1st April 2017 and a subsequent award from 1st April 2018.

6.   Resource implications

6.1   As highlighted earlier within this report the cost of the proposed pay award has been built into 2017/18 budget proposals to be agreed by Council in February 2017.

7.   Response to Key Aims and Outcomes

7.1   The implementation of the recommendation in this report will contribute to the overall aim of Aylesbury Vale being the best possible place to live and work and to continue to ensure staff have good pay and conditions and the Council has the means by which to recruit and retain the very best people.

Contact Officer: Alison Caldwell-Nichols (01296) 585017