

# Public Document Pack



## AYLESBURY VALE DISTRICT COUNCIL

### Democratic Services

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3 December 2015

### FINANCE AND SERVICES SCRUTINY COMMITTEE

A meeting of the Finance and Services Scrutiny Committee will be held at **6.30 pm on Thursday 17 December 2015** in **The Jubilee Room, Aylesbury Vale District Council, The Gateway, Gatehouse Road, Aylesbury, HP19 8FF**, when your attendance is requested.

**Membership:** Councillor M Rand (Chairman); Councillors B Chapple OBE (Vice-Chairman), J Bloom, J Chilver, B Everitt, A Huxley, S Lambert, E Sims, M Smith, M Stamp and M Winn

Contact Officer for meeting arrangements: Craig Saunders; [csaunders@aylesburyvaledc.gov.uk](mailto:csaunders@aylesburyvaledc.gov.uk);

### AGENDA

**1. APOLOGIES**

**2. TEMPORARY CHANGES TO MEMBERSHIP**

Any changes will be reported at the meeting.

**3. MINUTES** (Pages 1 - 18)

To approve as a correct record the Minutes of the meeting held on 16 November 2015, copy attached as an appendix.

**4. DECLARATION OF INTEREST**

Members to declare any interests.

**5. PUBLIC SECTOR EQUALITY DUTY** (Pages 19 - 34)

To consider the report attached as an appendix.

Contact Officer: Tamsin Ireland (01296) 585004

**6. BUDGET PLANNING 2016/17 AND BEYOND (INITIAL PROPOSALS)** (Pages 35 - 72)

**Councillor Mordue**  
**Cabinet Member for Finance, Resources and Compliance**

To consider the report attached as an Appendix.

Contact Officer: Andrew Small (01296) 585507.



**7. WORK PROGRAMME** (Pages 73 - 78)

To consider the attached work programme.

Contact Officer: Craig Saunders (01296) 585043

## FINANCE AND SERVICES SCRUTINY COMMITTEE

16 NOVEMBER 2015

**PRESENT:** Councillor M Rand (Chairman); Councillors J Chilver, B Everitt, S Lambert, E Sims, M Smith, M Stamp and M Winn.

**IN ATTENDANCE:** Councillor Mordue.

**APOLOGIES:** Councillors B Chapple OBE, J Bloom and A Huxley.

### 1. MINUTES

RESOLVED –

That the minutes of the meeting held on 12 October, 2015, be approved as a correct record.

### 2. WATERSIDE NORTH PHASE 1 - APPOINTMENT OF A DEVELOPMENT PARTNER

AVDC's strategy on the redevelopment of the Aylesbury town centre had three key aims, namely:

- To improve the attractiveness of the town centre through developments which acted as a catalyst for further investment by the private sector and other public sector partners for the overall benefit of the town and the economy. An example of this was the theatre which had attracted a range of new restaurants to the town and was underpinning interest in the Waterside North Phase 1 development.
- To use its own developments to directly generate new jobs and new wealth in the local economy - Waitrose and Travelodge have collectively delivered 200 new jobs.
- To create a revenue stream for the council from the rental generated by tenants of the buildings constructed by AVDC.

AVDC was committed to the successful delivery of the Waterside North masterplan as the next development to help meet these aims. A masterplan had been worked up in consultation with a number of stakeholders including Buckinghamshire County Council (BCC) who owned land adjacent to the current temporary Exchange Street car park owned by AVDC. The plan had received widespread public endorsement through a public consultation process in May 2014.

The Committee received a report that had been considered by Cabinet at its meeting on 10 November, 2015, and that had provided an update on the current marketing process (which had commenced in Autumn 2014) to seek a suitable Development Partner for the delivery of Phase 1 of the Waterside North Scheme. Cabinet had considered the report, as well as a separate confidential appendix which provided a detailed financial appraisal of the scheme, and had recommended to full Council (meeting to be held on 2 December, 2015) that:-

- (i) Developer A be appointed as the Council's development partner.
- (ii) £4.1m be included in the Capital Programme in order to acquire the commercial element of the development.

- (iii) Expenditure of £3.3m be approved for the public realm element of the Scheme (also included in the Capital Programme) on the basis that this money was expected to be reimbursed by the South East Midlands Local Enterprise Partnership (SEMLEP).

In addition to the recommendations to Council, the Cabinet report set out the next steps to be taken to deliver the scheme including the procurement process and explained that the submission was not complete so further work would need to be done with the development partner to progress the scheme to detailed design as well as finessing the draft Development Agreement which formed the detailed contract between AVDC and the developer for the delivery of the scheme. The report also included information on the financial and legal implications, on construction finance, on the public space area that would wrap around the scheme, the impacts on car parking and an assessment on the rental income the commercial space provided was likely to achieve.

The major risks faced in progressing the scheme had been considered and a Risk and Mitigation statement was attached as Appendix 3 to the Committee report.

If Council approval was given to the appointment of Developer A, along with associated Capital Programme expenditure, then the anticipated timeline for progression of the scheme was:-

- December 2015 – Risk workshop and formulation of the AVDC / Development Partner delivery team
- January 2016 – Legal agreements including the Development Agreement completed.
- January 2016 – Formal pre-application submission.
- Spring 2016 – Referred matters planning application.
- Autumn 2016 – Start on site.
- Spring 2017 – Completion.

Members sought further information and were advised:-

- (a) that while there would be a permanent loss of 90 car parking spaces in the Exchange Street north car park resulting from this phase of the development, there was still ample parking provision for the Town Centre. The County Council would also be providing a new temporary car park to the rear of their old offices that would replace the majority of the permanent spaces lost. A Parking Strategy would also be commissioned to ensure that all car parking issues could be considered and addressed for both this and future phases of the development.
- (b) that it was not expected that everyone who bought the residential units would own a car. Developer A had proposed that an integral car park was not the best parking solution and, as such, residents would be expected to purchase a parking permit.
- (c) that the Council was working with the letting agents (Strutt and Parker) regarding marketing and pre-letting the café/restaurant space. It was currently estimated that the Town Centre was 15-20 eating places short of capacity so there was no danger of this space plus 2-3 eating establishments at the university campus leading to an oversaturation of the market.
- (d) that in recognition that it could borrow at significantly lower costs than the developers, the Council had indicated to both developers that it would cash-flow up to 75% of the development partner's costs (beyond the unconditional stage). By capping lending to 75% and requesting security over the partially completed

asset, as a lenders charge, together with a parent company guarantee, the Council's financial interests would be protected whilst at the same time ensuring that the cost to the Council of the development partner financing the scheme were minimised. It was also confirmed that any loans would be subject to an independent valuation of completed work.

- (e) that progression of the scheme was not dependent on the neighbouring development that the County Council was undertaking on their old offices.
- (f) that it had not been viable to provide affordable housing as a part of the residential element of the scheme.
- (g) that the overage payment arrangements for the residential element would be 30/70 in favour of the development partner, which was normal for these type of schemes. It was anticipated that the Town Centre developments, that had been led and initiated by AVDC, would positively influence the value of the Phase 1 scheme.
- (h) on the legal arrangements regarding the draft Development Agreement, which were still being finessed. It was explained that the development site would be given on licence to the developer during the construction stage so AVDC would retain the freehold.
- (i) that AVDC had been informed by SEMLEP that £3.3m in Government Growth Funding had been awarded to fund the public realm that would wrap around the scheme and complete the area between Walton Street, the County Council's buildings and the existing Odeon complex. In the event that Government reneged on this commitment then funding could still be provided for from within the capital programme.
- (j) that part of the arches at the bottom end of Market Square (that abutted the scheme) would be kept as they also supported the Court building.
- (k) that AVDC was still awaiting news from Government on any New Homes Bonus (NHB) allocation for 2016/17, which would impact on the capital programme and this scheme. However, if NHB was not forthcoming due to changes in Government policy then funding would be provided in the first instance from within the overall capital programme, or from the Public Works Loan Board as a last resort.

Members also commented:-

- that the Waterside North development was a good news story for the Council that would allow future income generated from the retail element of the scheme to help provide core services for residents.
- that it would be important for the public to be kept informed of the scheme as it progressed.

RESOLVED –

- (1) That the Scrutiny Committee supports Cabinet's three recommendations to full Council, regarding the delivery of Phase 1 of the Waterside North scheme.
- (2) That Council be asked to take into the account scrutiny's comments in approving Developer A as the Council's development partner.

### 3. CAPITAL PROGRAMME

The Council maintained an integrated strategic capital programme that was divided into three sections.

- Major Projects – that have the largest and highest profile.
- Housing Schemes – for housing enabling and housing grant based schemes.
- Other Projects – being all the other schemes included within the capital programme.

Details of the capital programme available resources and proposed capital spend for the period up until 2019/20 was included at Appendix A to the Committee report. The programme was reviewed annually with the current programme last being approved and adopted at Council in March 2014.

The Committee received a report that had been considered by Cabinet at its meeting on 10 November, 2015, and that had provided an updated position with respect to forecast receipts, a revised position (as necessary) regarding current schemes and also seeks the inclusion of future new major investment proposals.

The economy was continuing to grow despite the wider European problems, which in turn was having a positive impact on the construction industry and, in particular, housing. House prices had increased by 8.6% compared to last year. However, this appeared to have had a negative impact on the appetite for home ownership amongst former Council House tenants. As such, anticipated income from Right to Buy, one of the Council's major sources of capital income, was likely to be down on the level received over the last couple of years. This was despite the Government increasing the available discount for tenants from £38,000 to £75,000 in April 2012.

Any decrease in anticipated resources effectively reduced the level of resources available to fund new schemes and so increased the possibility of borrowing and this had to be factored into the programme as follows:-

- 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 20 for 2015/16, with the same number being forecast for 2016/17.
- Asset Sales - these are sums released from the disposal of Council-owned assets, mainly land or property. The majority of these disposals are for housing development schemes. Existing assumptions around timing and values have been reviewed on the basis of the current state of the housing market.
- Capital Contribution – This relates to the contribution from the New Homes Bonus reserve allocated to Capital Schemes by Council.
- Revenue Contributions –These include New Homes Bonus and use of Repair Reserves.

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

	<b>Current Resources April 2015 £'000s</b>	<b>Resources Projection March 2020 £'000s</b>
Share of Right to Buy Receipts	2,793	7,793
VAT Share (Ends 2016)	428	1,428
Asset Sales	6,815	9,523
Capital Contributions	839	839
Lottery and Section 106	0	3,900
Revenue Contributions	0	6,547
Prudential Borrowing (UCAV)	0	6,419
<b>Total</b>	<b>10,875</b>	<b>36,049</b>

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

The Major Projects section of the Capital Programme comprised the University Campus Aylesbury Vale (UCAV), the Waterside development and the Swan Pool re-development. The £2.7m Swan Pool re-development remained on budget and target to be completed in January 2016. The business case for the development of restaurant outlets and housing on part of the Exchange Street carpark was included as a separate agenda item to the meeting.

In 2011/12 Cabinet had recognised the need to purchase the Pembroke Road Depot (Unit 17/18), Unit 19 (existing Sita/John O'Connor building) and units 12-16 south of the site to allow for the expansion of the depot. Expansion was required based primarily due to operational limitations relating to vehicle parking and waste storage capacity, but business opportunities around development of a new workshop for our own HGV's and MOTs were also a consideration. The specific factors requiring the acquisition were set out in more detail in the report.

Aylesbury Vale Estates (AVE) had indicated their willingness to sell the land at Pembroke Road for the book valuation, but as the land required encompassed  $\frac{3}{4}$  of the available land at Pembroke Road, AVE would wish to dispose of the entire site as any residual land in their ownership would have little operational value to them.

The entire site was valued at £2.2 million and was independently assessed as representing a fair value. Because of the nature of the ownership of AVE, half of the payment would ultimately be returned to AVDC through higher returns from AVE.

The additional land, beyond the Council's minimum requirements to deal with the operational issues, presented an income generation opportunity from an enhanced workshop and Authorised Testing Facility, and secured the Council's place in the market as the Vehicle and Driver Standards Agency was currently closing existing Authorised Testing Facilities and pushing the work to the private sector.

The main element of Housing Schemes related to the Council's housing enabling function. The Strategic Housing team negotiated with private developers and

Registered Providers, (housing associations), to help deliver a policy compliant level of affordable housing. It was often essential to contribute a level of grant to help this and ensure the best mix of units was brought forward. The Council continued to be successful in delivering affordable housing projects over the period of recession. No changes were being proposed to the funding provision for housing projects.

The provision for other projects within the capital programme remained unchanged, other than carrying forward unspent sums on schemes, many of which had been delayed for reasons outside of the Council's control. The programme included a provision to replace some of the Refuse and Recycling fleet. A number of vehicles will be replaced in March with the balance being rolled forward into next year.

Information was provided on new schemes, a Compulsory Purchase Order in respect of a long term property in Albion Street, Aylesbury, and the disposal of the Elmhurst Community Centre, although the anticipated sale receipt had yet to be finalised.

Members sought additional information and were informed:-

- (i) on the circumstances regarding the purchase of the Pembroke Road site and on the Depot upgrade.
- (ii) that the Council leased the majority of its refuse vehicles, particularly due to the wear and tear on them when dropping refuse to the Calvert landfill site. However, the Council also bought some refuse vehicles where it was considered economically advantageous to do so.
- (iii) that the provision for the Waterside North (Exchange Street) major project was actually £4.1m, that would need to be updated in Appendix A. While it was slightly higher than the figure indicated in Appendix A, it did not impact on the overall programme.

RESOLVED –

That Council be recommended to approve the capital programme and proposed capital spend, as detailed in the updated Appendix A to the Committee report, for the period up until 2019/20.

#### **4. BUDGET PLANNING 2016/17**

The Scrutiny Committee received a report that set out the high level issues facing the Council when developing budget proposals for 2016/17, and also impacted on updating the Medium Term Financial Plan (MTFP). The report also set out a proposed timetable in order to agree the budget and set the Council tax prior to the end of February 2016. The report had already been considered by Cabinet on 10 November 2015.

The current MTFP for 2016/17 had been agreed by Council in February 2015 and predicted the need to identify £0.7 million of savings in order to balance the budget for 2016/17 based upon the information available at that time and a set of assumptions around key variables within the budget. These key assumptions needed to be revisited and reviewed as part of the budget planning and preparation process for 2016/17 and for the future MTFP period.

The Council had responded to large reductions in funding support over the past 5 years whilst managing the expectations of the Vale's residents and was now awaiting for the new Spending Review which would provide direction and the shape of funding for the next 5 years. However, the Government was committed to balancing the budget within



this 5 year planning period and, therefore, continued efficiency, income generation and potentially cut backs for local government were likely to continue.

The results of the Spending Review were expected on 25 November, 2015, with Councils then informed of their grant allocations in late December 2015. Unfortunately, this was after the date when Cabinet would have published its initial budget proposals for 2016/17. As such, the report proposed a strategy for resolving the budget within this wider uncertainty, provided an update on the key assumptions / risks and also considered the options and alternative approaches available for resolving these.

### **Government Grant**

Since 2010/11 the Council had seen its Government support (Grant) reduced from an equivalent of £13 million to £6 million in 2015/16. Given that the Government grant in 2010/11 had funded 58% of services, the impact of the reduction had been far reaching. The Council had reacted through increased efficiency, higher charges in some areas, new money making initiatives and through the reduction and the cessation of some services. However, against this backdrop the majority of services survive and in many cases the quality of service provided had improved.

Since April 2013, Government Grant comprised two elements, Revenue Support Grant and Retained Business Rates. The system of Business Rate Retention allowed councils to benefit (or lose) from changes in the amount of business rates collected in their area and thus each council would be incentivised to promote economic expansion. Core to the Council's financial planning was the assumption that all Government Grant support, including that represented by Retained Business Rates, would end by 2020/21.

Whilst it is believed, that the Government might not actually remove the retained element of business rates, it had been assumed that they would capture value associated with it through other means, i.e. by removing another funding stream, by introducing a new charge or by passing on a new unfunded responsibility. The Chancellor's statement to his Party's conference in October 2015, that all business rates would be retained by councils in 2020, did not directly contradict these assumptions.

### **Chancellor's Statement and its Potential Implications**

In October 2015, the Chancellor had announced plans to hand over, by 2020, 100% of business rates revenues - currently worth £26bn a year, to local government. The aim of this 'devolution revolution' reform was to ensure all income from local taxes was then spent on funding local services.

There would be far reaching consequences of this major shake up of the system of financing local government including abolishing the Uniform Business Rate and instead allowing local authorities to set business rates in their areas and benefit by retaining 100% of growth in business rates as a reward for promoting growth.

As revenue support grant and other funding streams such as New Homes Bonus were funded from the 50% of all business rates that was received by the Government it was likely that these would be phased out, with local government possibly asked also to take on additional (as yet unnamed) responsibilities, to ensure that the reforms were fiscally neutral.

There was considerable detail that would need to be explained before the true nature of the announcement and its implications for individual councils could be understood, for example, the allocation of growth between tiers, the baseline allocation of resources across the country (currently Aylesbury Vale collected £46 m but only keeps £3.5mm) and what safety nets might exist for areas overly dependent on a single employer.

The council would continue to remain vigilant and explore all options through the budget planning process as they become clearer.

### **Determination of Grant Numbers for Provisional Budget Planning**

The Government had pre announced indicative settlement figures for 2015/16 in 2014/15 so the Council was able to plan with a degree of certainty for the reductions in funding. However, there was still uncertainty regarding the scale of any changes to core grant funding over the coming years. Over the past 3 or 4 years the reduction for AVDC had been fairly consistently and averaged £1.2m – £1.3m per annum. The reduction for 2015/16 was £1,176,380. In the absence of any clearer information it was proposed to base Medium Term Financial Planning on the continuation of this trend with grant funding being completely removed by 2020.

The actual Grant reduction numbers were not expected to be announced until late December 2015 that would again impact upon the Council's ability to consider its budget planning proposals in good time.

### **Business Rates Growth Retention**

One of the key features of the new system of government funding was the introduction of local Business Rates Retention, i.e. retention of a proportion of growth or losses. In practice, after levies and tariffs (needs based assessments) were applied AVDC would keep only 20% of any real growth after inflation, and only 6% of the total business rates collected. Conversely, the Council had to meet 40% of the cost of business rate losses or reductions including 40% of the entire cost of backdated appeals (refunds) back to 2005 or 2010 where a valuation was appealed and won.

Officers have been carefully monitoring actual Business Rates collection performance during the first 2.5 years of the scheme's operation to better understand the impact on the Council's finances. It had been concluded that business rates retention produced volatile outcomes but on balance appeared to be producing real growth in the Vale. There are some significant caveats to this, not least of which was that the outstanding appeals associated with the highest value retail properties (the large supermarkets) still had the potential to significantly reduce the value of rates paid.

The Cabinet report contained information on the actual outturn for 2014/15 which showed a £0.151m gain in retained business rates. However, due to the uncertainties that had been described, the Council had to be cautious in either forecasting, or utilising any predicted gains from the business rates retention system.

An appeals reserve had been created against this inherent volatility and an appeals provision existed within the business rates collection account that could be drawn upon to smooth out the volatility. Looking forward, once the largest and highest risk appeals had been resolved, there was a high level of confidence that the Vale could produce business rate growth and then be able to draw gain from the system.

### **Business Rate Pooling**

Aylesbury Vale, together with partner authorities, had submitted an expression of interest in pooling in each of the previous three years, only to subsequently withdraw the application due to shared concerns over the potential downside risks linked to the outstanding appeals.

The respective finance officers of the Buckinghamshire councils had again been working on the options for submitting a potential pooling application this October, although they

were still awaiting for the Government to publish a Pooling prospectus for 2016/17. The situation would continue to be reported and an update provided when the position became clearer.

### **Council Tax Freeze Grant**

A Council Tax freeze grant had been offered for each of the last 5 years to Councils that did not implement a Council tax increase. The Council's MTFP assumed the ending of core grant by 2017/18, and with it any benefit derived from accepting the freeze grant in any previous year.

The Government had not signalled its attitude towards Council tax for this Parliamentary term but it was likely that it would continue to cap any annual increase at 2%, above which a referendum of the electorate had to be held. Because of the absence of any lasting benefit from accepting freeze grant and the massive financial challenges presented by the reductions in grant, the Council Tax strategy adopted has broadly been to increase Council Tax, at least in line with inflation, up to the Council Tax referendum threshold.

This Strategy was reviewed annually, taking into account revised assumptions around grant levels, retained business rates, the level of savings / new income generated and the anticipated impact of any reduction in service provision caused by any predicted unfunded budget gap.

### **Aylesbury Vale Council Tax Base Changes**

The Tax Base was a measure of the number of households that were liable to pay Council Tax in the area in a given year. It also took into account the banding (size) of the property and the entitlement to discounts of the occupiers. Growth of the tax base had increased significantly above historic trends in recent years although increases in the amount available to deliver services was tempered by the increasing demands for infrastructure and services.

It was estimated that the combination of these factors would result in tax base growth in excess of 2% in 2016/17 (3% in 2015/16).

### **New Homes Bonus**

Members were informed that the gap in funding for infrastructure and services caused by growth had in part been met by the Government through its introduction of New Homes Bonus (NHB). However, NHB funds had been created through top slicing Council's grant funding. As such, the Council was using a proportion of NHB in the revenue budget to compensate for this loss and to ensure that a standard level of service was provided to the new homes built in the Vale.

Crucially, the Council's revenue budget was not dependent on NHB (or new house building) and the vast majority of NHB was set aside for infrastructure projects sponsored by both the District and parishes. If New Homes Bonus ended, the resources tied up within the scheme would be returned to local government in the proportion with which they were contributed.

The MTFP for 2016/17 assumed a 6th NHB adjustment payment based on growth delivered in 2015/16. However, for the reasons already highlighted relating to the 'devolution revolution' reform there was a significant risk in relying on NHB monies as a part of future budget planning.

### **Inflation, Pay and other Economic Pressures**

The Council's current MTFP assumed a gradual improvement in the economic outlook over the next few years, although the rate of inflation was likely to remain low. As a result, the assumptions for Pay and Inflation in the MTFP were, if anything, slightly overstated but would be reviewed and refined through the budget development process.

The introduction of the Living Wage was not expected to impact the Council over the MTFP period regarding the Council's workforce but the higher costs of contractors (paying the Living Wage and operating costs) would likely be passed on to AVDC through contract re-tendering exercises.

The Government's Pension reforms would also impact in 2016/17 as the National Insurance reduction for contracted out pension arrangements would end. This would mean higher National Insurance contributions and higher costs to both employers and employees. The next tri-annual pension fund revaluation would take place in March 2016 and impact on the budget from 2017/18 onwards. All of these matters had been known for some time and were factored into the MTFP.

### **Capital Investment**

The Committee was informed that a report and information on the capital programme was included as a separate agenda item to the meeting.

### **Aylesbury Vale Estates**

The annual Business Plan for AVE has not yet been scrutinised or approved by Cabinet. However, the financial models for the next 3 years (including the current year) were well developed and these will be used as the basis for the MTFP.

The proposed Business Plan included two scenarios, a base (or central) case and an enhanced case. The enhanced case set out higher predicted returns for the investors, but was more dependent on events not directly under AVE's control. The base (lower risk/return) case would be used for budget planning.

Returns from AVE to the Council had not grown over previous as had been expected, but this was largely due to reasons outside AVE's direct control. The Council was hopeful that the benefits and gains promised when the vehicle had been established would be realised over the coming years. Officers would continue to work with the AVE Board and the Asset Manager to achieve this and report back to Members through the budget development process.

### **Service Based Budgetary Pressures**

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

### **Savings and Transformational Efficiencies.**

The Council had been committed to savings, new income generation and transformational programmes for the past few years in light of the national funding position continuing to deteriorate. These programmes were known as the "New Business Model" (NBM), with the income/savings achieved over the last five years amounting to more than £11m.

The NBM programmes were looking to developing new income streams, rationalise existing services and cease providing services that were not valued by residents.

Through this approach the Council had thus far been able to avoid crude cost cutting exercises. Around a third of the savings were being achieved from new income sources, with the remainder being from efficiencies.

The NBM had to date provided the bulk of predicted savings and been supplemented by opportunistic savings wherever possible. There was only so far that such an approach could achieve before more major structural changes were needed to achieve the further savings required by the reduction in Government grant, which was the point that the Council was fast approaching. To this end, the senior management team had developed a wholesale restructuring plan for the entire organisation, known as “Sustainable AVDC”. This programme was based upon the founding elements of the NBM programme, and applied this to the entire organisation. In summary, its aim were to:-

- React to the increasingly challenging financial position of the Council.
- Deliver automated and more cost efficient forms of service delivery including self serve, aligning the Council with most of the other service providers that residents used in their day to day lives.
- Create greater value and income from more commercial operations to cross subsidise those areas of the Council which could not cover their own costs.
- Focus on the customer at the heart of everything the Council did.

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

- overall, a more commercial approach and understanding of the Council’s business needed to be taken.
- moving staff from a silo arrangements into a more generic approach to fulfilling customers’ demands whilst at the same time retaining specialism where it was needed to meet customer demands.
- separating management responsibility from professional expertise, recognising that good management did not always come with specific technical expertise.
- becoming more flexible in the way the Council worked and served customers, which would enable staff, processes and the structure to be more responsive to customer demands and communities.
- widening the spans of managers’ responsibilities so that they focussed more on corporate rather than departmental issues.

In its simplest form, AVDC needed to be:-

- orientated around the customer, fulfilling their demands and delivering what they want.
- providing a speedy response to customer demands, similar to commercial organisations and, more particularly when customers want it.
- Within a cost effective delivery model – at a cost that customers would pay.

To kick start and enable this change, the entire structural model of AVDC would be changing. Conceptually, the new AVDC would do away with the historical departmental structure and replace it with a five part, more flexible and universal structure based around five structural elements:-

as illustrated below:-

<b>Structural Element</b>	<b>Summary Function</b>	<b>Example Current Functions</b> (not exhaustive)
<b>Community Fulfilment</b>	Forming and Delivery of Economic, Community and Growth Strategies to deliver the long term success of the Vale	Forward Plans Strategic Housing Economic Development

<b>Commercial</b>	To create value and profit to sustain the delivery of services long term	Major Capital Programmes Capital Asset Management Commercial Ventures
<b>Customer Fulfilment</b>	To deliver repetitive and predictable services to customer as quickly and efficiently as possible	All services that are requested by customers
<b>Business Strategy &amp; Governance</b>	To strategically steer and guide the development of the AVDC and its affiliates	Legal & Monitoring officer Democratic Services Audit & Compliance Strategic Finance
<b>Business Delivery, Support &amp; Enablement</b>	To operationally support the council in achieving its goals	Day to day transactional support services

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

- “lift and shift” staff to the new structure – this would in the main be simple management realignment to move whole teams or sections into the new structure. The aim of this stage was to deliver the new structural layout of the Council as soon as possible. This was likely to take place in early 2016.
- A service review and service change – this stage would consider the work that was done in each part of the new structure, assess the level of demand, the best way to service this, the level of resources required and to deliver a refined new structure within each element of the Council. This stage would take some time to complete. Planning for these reviews would be undertaken between now and November, but indicatively it was anticipated that the review of services across the Council would extend into 2017.
- Implement the above service review changes – delivering efficiencies over the end of 2016/2017 and into 2017/2018. At this stage it was envisaged that this would reap somewhere in the order of £3m once fully implemented. It was envisaged that this would be mainly through a combination of automation, service efficiency and staff reduction.

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

### **Process for Resolving the Budget for 2016/17**

It was hoped that the budget for 2016/17 could be resolved using the reorganisation and income generating strategies set out within the Cabinet report and without the need for a crude or simplistic cuts exercise. As such, work would continue on refining the budget process making assumptions about the range of outcomes and aiming for the worst case scenario where appropriate.

The Council had Working Balances in excess of its stated minimum and these would allow the Council to push forward with new investment initiatives or to flex savings targets from one year to the next in the event of unexpected funding pressures or new

windfalls. As such, use of or adding to balances would likely form part of the strategy for balancing of the budget for 2016/17.

An initial budget position and Cabinet proposals for the 2016/17 budget would be submitted to Cabinet in December, as well as be subject to scrutiny by the Finance and Services Scrutiny Committee, before then being submitted to the February 2016 Council meetings.

Members sought additional information on the budget setting process and were informed:-

- (i) that the graph on page 35 of the Committee report assumed that the Council would retain the current level of business rates, approximately £3.5m p.a., up until 2020/21, although this could be subject to change by the Government.
- (ii) that AVDC currently collected £46m p.a. in business rates, of which the Council only retained £3.5m.
- (iii) that AVDC had received £6.7m NHB in 2015/16 and would receive approximately £8m in 2016/17 if the current scheme continued. However, the Council was still awaiting for news over the coming months of any proposed changes to the scheme.
- (iv) that there was still uncertainty as to whether councils would be given the option this year to pool business rates income in order to reduce the amount of payments (levies) as the DCLG had not published a prospectus. It was possible that an announcement on pooling would be made by the Chancellor later this year.
- (v) that while it was still unclear what percentage of business rates the Council might retain under the new system, this had to be tempered against the outstanding appeals associated with the highest value retail properties as these had the potential to significantly reduce the value of rates paid.

RESOLVED –

That the planning approach being taken by the Council in developing the 2016/17 budget be noted.

## **5. QUARTERLY FINANCE DIGEST: APRIL TO SEPTEMBER 2015**

The Committee received the report on the Council's financial performance for the period 1 April 2015 to 30 September 2015. The current position after the second quarter point of the year was that there was a predicted year-end position for an additional contribution to balances of £1.076m. Copies of the latest Quarterly Finance Digest had been circulated separately and Members referred to this document whilst considering the report.

The Council had spent £634,856 less on the provision of services during the first six months on 2015/16 than allowed in the budget. This position resulted from increased income in some areas and reduced expenditure in other areas. Page 3 of the digest outlines the main issues and showed the Top Five Over and Under Activities as well as the areas where budget holders' had re-forecast their expected outturn position due to activity changes in the second quarter.

The majority of the forecast related to reduced expenditure, mainly salary related, following a number of section reviews. The savings summarised on a portfolio basis were:-

- Economic Development delivery – salary savings of £71,000, which were offset by redundancy and agency costs of £48,000 and the cost of replacing the microphones in the Oculus, £60,000.
- Environment and Waste – within the Waste Service salary savings, £100,000, and reduced fuel costs, £100,000 have been offset by reduced recycling credits of £170,000.
- Finance, Resources and Compliance – there had been salary savings of £50,000 within the Finance and People & Payroll Services.
- Growth Strategy – £90,000 salary savings had been identified within the Development Control and Planning Services areas.
- Leader – £32,000 of savings had been identified within the Members' Allowances budget.
- Leisure, Communities and Civic Amenities – following service reviews, salary savings of £146,000 had been realised from Housing Services, £100,000 from Leisure Administration and £115,000 from within Parks & Open Spaces. Other savings have been identified within the Grants budget, £26,000 and the Car Parking budget, £70,000. There have been some areas of additional expenditure, Community Centres, £13,000, the cost of continuing the funding of the Jonathan Play Centre, £16,000 and on Waterside Public Realm, £16,000.

As reported throughout last year, budget holders' are asked continually to review all of their areas and to reforecast their budgets both positively and negatively in order to have as accurate a year end position as possible for the December Digest.

The New Homes Bonus schedule had been updated to reflect the contribution to be received in 2015/16 and shows the commitments against the resources. Everything else remains the same as reported in the June Digest.

As well as the revenue budget the digest, on page 14, also reports the level of reserves and provisions and any movements that have been made during the quarter. So far this year there have been no transfers in or out of any reserve. For the majority of the reserves any movement tends to be in the last quarter so the position shown in this digest is not unexpected.

On page 16 there was information on the level of investments and borrowings during the second quarter. No new long term borrowing had been taken out during the quarter so the current level of borrowing remained at £28.5m.

The council had £47.25 million invested at the end of the quarter, which was split between banks, UK and foreign, Building Societies and MMF (Money Market Funds).

RESOLVED –

That the content of the Quarterly Finance Digest for the period April to September 2015, be noted.

## **6. TREASURY MANAGEMENT - MID YEAR UPDATE**

The Council had agreed the Treasury Management Strategy for 2015/16 and the Action Plan for monitoring performance against the strategy in April 2015. The authority's Treasury Management Policy required a mid year report to be brought to scrutiny prior to going to Council. This met the needs of the Prudential Code by ensuring the capital programme and other indicators were monitored.



The objectives and main activities for the Treasury Management team for 2015/16 in monitoring the Action Plan were:-

- To maintain the security of the Council's deposits by only depositing with trusted financial institutions and limiting the size and length of deposit with each organisation.
- To directly manage a range of deposits in order to provide sufficient flexibility to meet day to day operational needs.
- To only undertake new long term borrowing where justified by a business case.

The underlying economic environment for the Council remained difficult, foremost because of the continued challenging concerns over counterparty risk. This challenge encouraged the Council to continue maintaining investments short term (less than six months) and with as high a quality counterparties as possible. The downside of such a policy is that investment returns remain low.

The Bank of England had elected in October 2015 to keep interest rates at 0.5%, with any predicted rise not now happening before June 2016, and then rates would only rise very gradually.

Inflation had also continued to fall below the Government's 2% target and was unlikely to return to 2% until early in 2017. The headline figure, CPI, fell to 0% in August from 0.1% in July. This was mainly due to a fall in oil prices since the start of the year.

The 2015/16 revised budget for capital expenditure was significantly higher than the 2015/16 original budget. The majority of the increase was the carry forward of the underspend on the University Campus Aylesbury Vale (UCAV) of £6.42m and the second phase of the depot alterations of £1.83m. The increase was also due to the Swan Pool Improvement scheme that had been agreed after the capital programme had been last approved.

The additional expenditure would be financed either from capital, revenue or borrowing reserves as follows:-

<b>Financing</b>	<b>Original – £'000</b>	<b>Revised – £'000</b>
Capital receipts	1,321	5,418
Capital grants	645	2,229
Capital reserves	0	0
Borrowing	0	6,419
<b>Total</b>	<b>1,966</b>	<b>14,066</b>

Another prudential indicator was the Council's Capital Financing Requirement (CFR). This was a measure of the Council's underlying need to borrow. The CFR did not increase indefinitely, as the minimum revenue provision (MRP) was a statutory annual revenue charge which broadly reduced the borrowing need in line with assets life. The latest CFR projections were:-

<b>CFR</b>	<b>Original - £'000</b>	<b>Revised - £'000</b>
Total CFR	44,985	37,365
External Borrowing	28,418	23,418
<b>Under/(Over) Borrowing</b>	<b>16,567</b>	<b>13,947</b>

The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget would have an

ongoing impact on investments unless resources were supplemented each year from new resources (asset sales).

Estimates of the year end balances for each resource and anticipated day to day cash flow balances were:-

<b>Year End Resources</b>	<b>2015/16 Original - £'000</b>	<b>2015/16 Revised - £'000</b>
General Fund balance	3,332	3,115
General Fund reserves	27,766	25,835
Revenue provisions	1,816	1,816
Capital receipts	9,609	3,816
Other	1,267	1,267
<b>Total Core Funds</b>	<b>44,223</b>	<b>35,849</b>

Members were also informed that AVDC was no longer debt free with loans ranging from 5 to 36 years having been taken to fund the capital programme. A short term loan was due to be repaid in December 2015. The actual external debt was split between the Public Works Loan Board (£18m) and from other local authorities (£5m revised, versus the original estimate of £10m).

The Council was maintaining an under-borrowed position. This means that the Council's borrowing need had not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow had been used as a temporary measure. This was considered a prudent strategy as investment returns were low and counterparty risk was relatively high.

In accordance with the Code, the Council's priority was to ensure the security of capital and liquidity and to obtain an appropriate level of return which is consistent with the Council's risk appetite, despite having to operate in a difficult investment market with historic low interest rates.

During the year new regulations had lowered the likelihood of Government (sovereign) support in the event banks get into trouble in the future. The result of this was that a large number of banks saw their credit rating lowered, not due to their underlying credit position but due to regulatory reform and revision by credit agencies. Resultantly, some of the Council's minimum credit ratings no longer apply, as most banks, both UK and foreign, were no longer AAA rated. It was, therefore, recommended that the minimum rating for UK and Foreign banks be set at AA.

The strategy currently sets a maximum investment period of 364 days which was sufficient for the current interest rate regime. However, it was possible that a particular investment opportunity could arise that would benefit from a longer period. It was recommended that the maximum investment period be increased to three (3) years. The Council held £47.25m of investments as at 30 September 2015 spread over the following counter party groups.

<b>Counter Party Sector</b>	<b>Country</b>	<b>£'000</b>
Banks	UK	16,000
Banks – Overseas	Sweden	2,000
Building Societies	UK	23,000
Money Market Funds	UK	6,250
<b>Total</b>		<b>47,250</b>

It was expected that the interest target for the year will be met. The budgets and income to date for the interest received from all investments, fixed term, variable and MMFs were detailed as follows:-

<b>Investment Interest</b>	<b>2015 - Original</b>	<b>Received to 30 September</b>	<b>2015 - Revised</b>
Income – Fixed Term	£215,000	£84,312	£200,000
Income – Variable	£18,000	£16,205	£33,000
<b>Total</b>	<b>£233,000</b>	<b>£100,517</b>	<b>£233,000</b>

During the year a couple of 'Notice Accounts' have been opened with Handelsbanken and Santander UK, one a 35 day notice and the other a 95 day notice. These currently offered slightly higher interest rates than the MMFs and some longer term fixed investments so it was hoped that more variable rate interest would be generated.

No consideration had been made of investing in a property based fund. Although, the returns are currently higher than normal investments, any investment would have to be for a minimum period of five (5) years in order to maximise the return.

Members sought additional information and were informed:-

- (i) that while a large number of banks had seen their credit rating lowered from a AAA rating to a AA rating this had not been as a result of their underlying credit but due to regulatory reform and revision by the credit agencies. As such, the council would not be exposing itself to greater risk by investing with these banks.
- (ii) that it would only ever be the intention to lock up a small percentage of overall investments for period up to 3 years.
- (iii) that the council had undertaken some risk assessment on the new 'bail-in' arrangements with the council's credit advisers and could include information with future Finance Digests.
- (iv) that while investments in property based funds would offer the council greater returns, there was also the risk of making losses if property prices fell.

RESOLVED –

- (1) That performance against the Treasury Management Action Plan for 2015/16 be noted.
- (2) That council be recommended to approve the minimum rating for Foreign Banks which may be used at 'AA' and to increase the maximum investment period from one year to three years.

## **7. WORK PROGRAMME**

The Committee considered their work programme for the period up until April 2016. It was agreed that the date of the next meeting should be changed from Monday 14 December, 2015, to Thursday 17 December, 2015.

The agenda items for future meetings would be:-

- (i) 17 December 2015 meeting
  - Budget Scrutiny – Cabinet's initial budget proposals for 2016/17.

- Public Sector Equality Duty.
- (ii) 8 February 2016 and 5 April 2016 meetings  
No items as yet.

RESOLVED –

That the work programme be agreed, as discussed at the meeting.

## PUBLIC SECTOR EQUALITY DUTY

### 1 Purpose

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

### 2 Recommendations/for decision

- |  |
|--|
| <p>2.1 The Scrutiny Committee is asked to consider the contents of AVDC's Equality performance assessment for 2014-15 and highlight any issues that it wishes Cabinet to consider prior to approving its publication (to meet the Council's statutory duty.</p> <p>2.2 The Scrutiny Committee is asked to consider the Equality Objectives for 2016-2020 and highlight any issues that it wishes Cabinet to consider prior to approving its publication (to meet the Council's statutory duty.</p> |
|--|

### 3 Supporting information

- 3.1 Section 149 of the Equality Act 2010, the Public Sector Equality Duty (PSED), came into force on 5 April 2011. The objective behind the duty is to ensure that consideration of equality issues forms part of the routine, day-to-day decision making and operational delivery of public authorities. In summary, requires that the District Council must, in the exercise of its functions, have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Equality Act
  - Advance equality of opportunity between people who share a relevant protected characteristic and those who do not by:
    - Removing or minimising disadvantage that people in the protected groups suffer because its connected to that protected characteristic
    - Take steps to meet the needs of people from the protected groups where these differ to those of other people
    - Encourage participation from protected groups in public life or other activity where their participation is disproportionately low
  - Foster good relations between persons who share a relevant protected characteristic and those who do not by:
    - Tackling prejudice
    - Promoting understanding
- 3.2 The protected characteristics are age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity status, race, religion or belief, sex, sexual orientation.
- 3.3 The Equality Act 2010 (Specific Duties) Regulations 2011 came into force on 10 September 2011. In summary they require the District Council to
- By not later than 6 April 2012, prepare and publish one or more equality objectives that are specific and measurable to be achieved within a four year

time frame. (This is an ongoing requirement to be met within 4 years from the last date of publication.)

- By not later than 31 January 2012, and annually thereafter, publish information to demonstrate its compliance with the general Equality Duty and this information must include:
    - information relating to persons who share relevant protected characteristic who are its employees and other persons affected by our policies and practices (such as service users)
  - Publish information in such a manner that it is accessible to the public, including within another published document.
- 3.4 The Government Equalities Office has stated that these regulations are designed to ensure that public bodies are transparent about their compliance with the Equality Duty. And, that by publishing information about their equality performance and objectives, public bodies will be accountable to the people and communities they serve.
- 3.5 Attached at Appendix 1 is the equality Monitoring Report for the council. The report includes information about the population of the district, information about our staff and what we have been doing to meet the equalities duty.
- 3.6 This report will be considered by Cabinet in January 2016. The Scrutiny Committee is asked to consider the contents of AVDC's Equality Monitoring Report for 2014-15 and highlight any issues that it wishes Cabinet to consider prior to approving its publication (to meet the Council's statutory duty).
- 3.7 We are also refreshing our Equality Objectives and these can be found in Appendix 2. These have been produced in consultation with the Equalities Steering Group.

#### **4 Options considered**

- 4.1 None this is a statutory requirement.

#### **5 Resource implications**

- 5.1 None

Contact Officer  
Background Documents

Tamsin Ireland 01296 585004  
None



# Equality Report

## 2014 - 15

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# Introduction

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

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

1. Eliminate discrimination, harassment, victimisation
2. Promote equality of opportunity for everyone
3. Encourage good relations between people of different backgrounds

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

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

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

We have developed new equality objectives for 2016 - 2020 and these can be found in appendix 1.

# Section 1: Our Residents

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

## Population

There are around 185,000 people living in Aylesbury Vale; making it the third largest district in the country.

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

The following information is taken from the 2011 Census.

## Health

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

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

## Religion

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

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

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

## Ethnic Group

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

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<sup>1</sup> In 2011 this question was structured differently to 2001 and therefore can only be considered as broadly comparable between Census years

the White ethnic group (86%) in 2011.

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

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

#### Usual residents born outside of the UK

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

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

#### Household language

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

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

#### Sexual Orientation

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

- In 2014, 1.6% of adults in the UK identified their sexual identity as lesbian, gay or bisexual.
- The likelihood of an adult identifying as lesbian, gay or bisexual decreased with age. Around 2.6% of adults aged 16 to 24 years identified themselves as lesbian, gay or bisexual. This decreased to 0.6% of adults aged 65 and over.
- Around 0.5% of adults identified themselves as bisexual, with women (0.7%) being twice as likely as men to do so (0.3%).
- London had the highest percentage of adults identifying themselves as lesbian, gay or bisexual at 2.6%

## Section 2: Our Staff

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### Establishment

As of 31 March 2015, AVDC employed 484 people (507 last year), a reduction of 23 people over the year and 103 people less than four years ago. Additionally, over the last year Full Time Equivalent (FTE) posts decreased from 478 to 460.

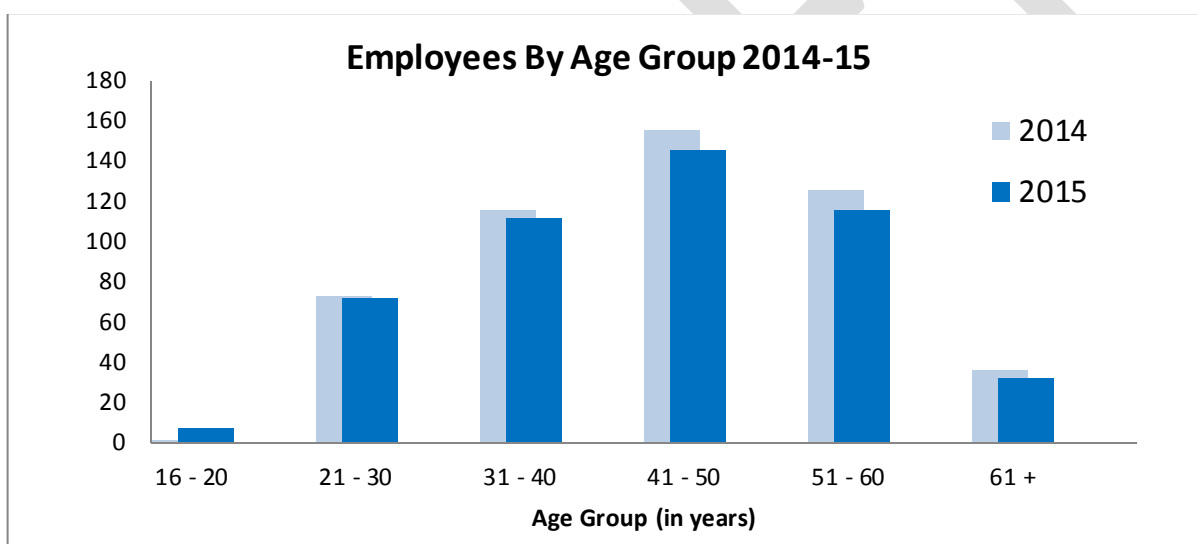
Casual workers, agency staff, apprentices and volunteers are not included in this report.

### Flexible Working

The number of people working full-time reduced from 406 to 383, whilst the number of part-time employees remained approximately the same from 100 to 101. Part-time working accounts for more than a quarter (26.4%) of the workforce.

### Age Profile

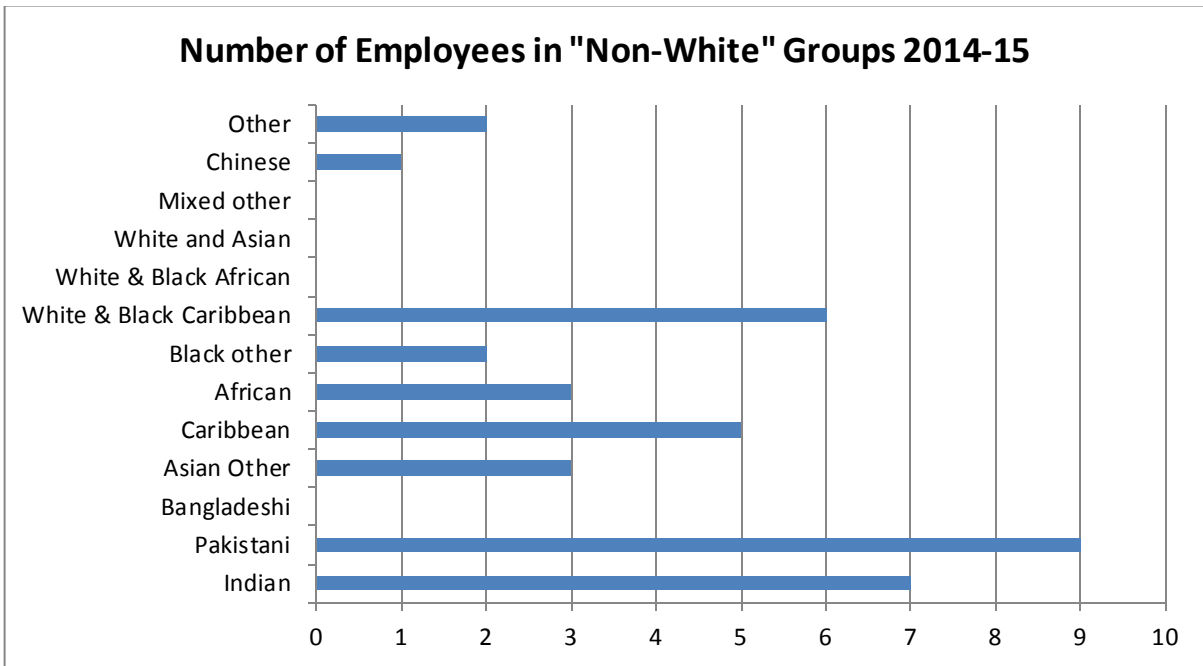
At the end of March 2015 the age profile of employees followed a natural distribution, with fewer people employed at the upper age range than last year.



The age profile is similar to last year, with the reduction in over-all figures reflecting a number of voluntary redundancies in the older age groups.

### Ethnicity

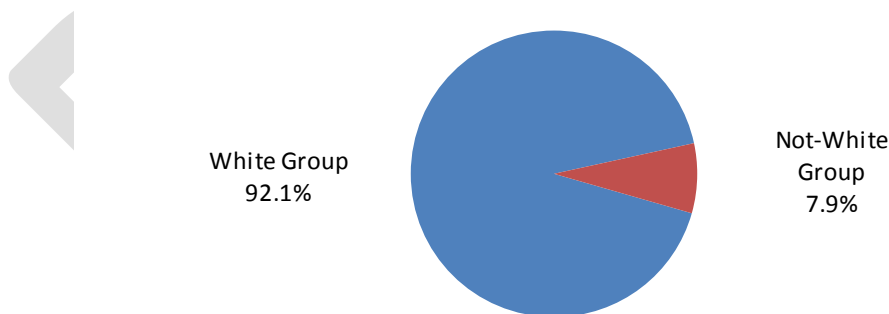
In March 2015, of 484 employees, 436 (92.1%) declared themselves to be “white”, white other, white Irish or were un-stated. The remaining 7.9% have defined themselves to be from one or other of various recognized minority ethnic groups. This has changes slightly over the last year; in March 2014 469 employees (92.5%) declared themselves to be “white”, white other and / or white Irish and 7.5% declared themselves to be from one or other of various recognised minority ethnic groups.



The 2011 Census indicates that White British make up 85% of the local Aylesbury Vale population, with the national (English) average at 80%. The broader “white group” (White, White Other and White Irish) nationally makes up 90% of the community; slightly lower than that group of AVDC employees (92.1%).

The following chart, graphically, indicates the percentage (7.9%) of “not-white” minority groups employed by AVDC in 2015.

### Minority Groups (AVDC) 2015



#### Disability

At 31 March 2015, there were 15 employees (18 in 2014) who considered themselves to have a disability under the provisions of The Equalities Act 2010, which represents 3.1% of the workforce (3.6% last year).

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

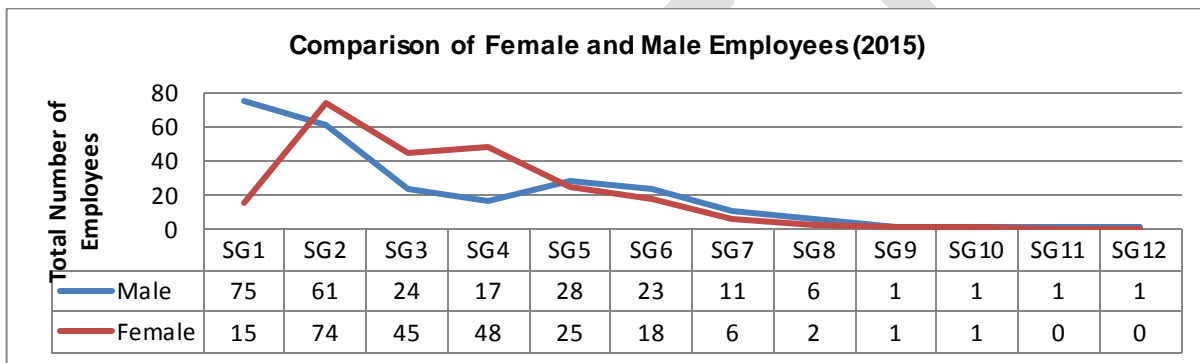
As at 31 <sup>st</sup> March	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>Percentage</b>	5.0%	4.6%	4.3%	4.3%	4.5%	4.2%	3.6%	3.1%

## Gender

At 31 March 2015, the Council employed 484 people, of which 235 (48.5%) were female and 249 (51.5%) were male.

Essentially, AVDC has a 50/50 gender profile, which can fluctuate, but as can be seen from the following chart for 2015, generally there were more females in the lower grades and less in the very senior roles.

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



## Training

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

<b>1st April 2013 to 9 November 2015</b>	
<b>Learning Activity</b>	<b>Attendees</b>
Deaf Awareness Training	16
Dementia Information and Awareness	11
Difference Matters	16
Disability Awareness for Front Line Staff	8
Equalities at AVDC	34
Equality & Respect Training for Recycling	78
Equality and Diversity (eLearning)	34

In the last 18 months we have developed a series of bitesize sessions for Recycling and Waste staff based at our depot which include some session on Equalities. This has been integrated into the induction programme for staff and is also being rolled out to existing depot staff members as shown in the table above.

# Section 3: Our Equalities Progress

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Over the last year we have been working to address the aims of the public sector equality duty and some of the actions we have taken are detailed below.

## Facilities Management

We invited Action for Hearing Loss to give advice on how we can improve our services for people with hearing loss and we are hoping to get their Charter Mark in the near future. Deaf awareness training has been delivered to front line staff and we have arranged regular servicing of the loop system. We have introduced a new procedure for people with hearing loss in case of fire on both receptions and in our conference facilities.

We have also addressed the needs of our staff by making changes to ensure that wheelchair users are able to work in a safe manner and supplying different types of working environments for staff e.g. different height desks and chairs.

A push button door has been installed in the customer service centre and staff have been trained in the use of the evacuation lift in the event of a fire.

## Housing

Over the last year our housing team has continued to gather equalities monitoring information from its customers. This information is used to produce the annual Housing Equalities Monitoring Report.

We have produced an Internet Access and Literacy Report which looked at the implications of the introduction of Universal Credit for local residents who have limited internet access and/or literacy issues. The report identified older people as more likely to have limited internet access and made recommendations for staff to alleviate the problem.

A Health and Housing report has been produced which profiles the wards within Aylesbury Vale. It was found that Aylesbury Central ward had the highest proportion of overcrowded households in the district, against a proportionately lower rate of households in very bad health. This ward has a predominantly younger age profile, in fact the highest proportion of people aged between 20 and 39 across all wards in the district. A younger population may contribute to proportionately fewer households suffering from very bad health.

## Communities Team

- We provide Ladies' only swimming sessions; this is an ongoing initiative.
- We have supported Buckinghamshire Disability Services (BuDS') to raise awareness about abuse of disabled parking (campaign to target AVDC car parks) – currently running
- Britain Accessible Challenge 2014: inclusive play areas, Fair4All taxi scheme, Paralympics legacy, staying put scheme, safe places scheme
- Health and Wellbeing event at Fairford Leys – promotion of disabled access (BuDS) Shopmobility promoted their scooters. Food diabetic, gluten free etc. – Oct 2015

- Grant funding to a range of organisations supporting young people, older people, advice services, etc.
- Sportivate activities for disabled people included two rounders' projects
- Six week cricket project for disabled people with Harding House School

## Environmental Health and Licensing

### Fair4All

Fair4All is a collaborative scheme designed by Bucks Disability Services and AVDC to promote fairer treatment of disabled passengers in local taxis and private hire vehicles.

Launched by MP Mark Harper in 2014 as part of the "Challenge Britain" initiative, the Fair4all scheme promoted those taxi companies that invested time and money into developing a better transportation system for those with disability. In Aylesbury Vale there were a total of 3 companies which provided drivers for training and were able to provide a range of vehicles to accommodate varying needs.

Additional training was organised and run for many drivers and terms of service were written to ensure equitable treatment of all customers.

The full launch is still in the pipeline as there are online developments still happening; however the scheme is live with companies now providing a more robust service for all of our residents.

### Staying Put Service

The aim of the Staying Put Service is to help people remain in their own homes. We do this mainly through Disabled Facilities Grants (DFGs), which involves adapting the homes of people with disabilities in order that they can continue to live at home. We deal with people of all ages and all disabilities, not just physical problems. We also offer Flexible Home Improvement Loans specifically to the over 60s. These are loans to cover all aspects of home improvement which are low-interest and need not be repaid until the property is sold.

We make home visits in every case and offer help with completing paperwork, drawing up plans, project managing work and advising on alternative sources of funding when applicants do not qualify for a 100% grant, all in order that every person assessed as needing a home adaptation has equal access to its provision. Recognizing that some of our clients have specific needs, we have undergone specialist training in understanding and communicating with clients with dementia, as well as safeguarding awareness. We work jointly with the County Council's Occupational Therapy and Social Care teams when our clients have more complex needs and with local voluntary organisations when necessary (for example, when interpretation services are required).

### Taxi Tokens Scheme

The Taxi Tokens Scheme continues to be a valued service by residents of the Vale. Tokens are issued to people of pensionable age or to those with disabilities as defined by the Equality Act 2010. Tokens are issued to help recipients make essential journeys where they are unable to access local bus services.



### **HMO Licensing**

A large number of vulnerable people are housed in the private rented sector, and many of these people rent rooms in large shared houses (these are known as Houses in Multiple Occupation – HMO's). Local Authorities are required to license large HMO's (those over 3 storeys, housing 5 or more occupants who form more than 1 household). At Aylesbury Vale District Council we have adopted the 'Additional HMO' licensing powers which mean that almost all properties housing at least 3 tenants forming more than 1 household must now be licensed.

Licensing of these properties enables us to inspect these properties to ensure that those responsible for managing these HMO's are 'fit and proper' persons and that the houses are safe places to live with all appropriate fire safety measures, kitchen facilities and bathrooms in place. By doing this, those residents living in what is often the cheapest end of the market are protected from rogue landlords and poor housing standards.

### **Accessibility to Services**

We have completed a detailed Equality Impact Assessment looking at the impact of our new website and the move to providing more services online. Actions to address these issues have been identified and are being monitored regularly by the project team.

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## Equality Objectives 2016 - 2020

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# Equality Objectives

## Introduction and Background

Aylesbury Vale District Council is committed to promoting equality, recognising and valuing diversity and respecting the principles of human rights. We believe that our residents have the right to be safe and protected from harm, to be treated fairly and with dignity, to live the life of choice and to take an active part in their community.

These Equality Objectives present our vision and approach to working towards equal life chances for all and are consistent with the Equality Act 2010 and the Equality Framework for Local Government (2012).

## Purpose of Equality Objectives

The Equality Objectives will help us to focus on our most important equality issues. We will then be able to deliver real improvements in our policy making, our service delivery, our employment and our resource allocation.

## The Equality Act 2010

The Equality Act 2010 is made up of a **General Equality Duty**, which is set out in the Act itself, and **Specific Duties**, which are imposed by regulations.

We must make sure that all of our policies, strategies, services, functions and activities have given proper consideration to equalities.

The **General Equality Duty** (GED) sets out three aims. We must have due regard to:

- Eliminate discrimination, harassment, and victimisation;
- Advance equality of opportunity (this means for example, removing or minimizing disadvantage, taking account of disability, meeting different people's needs, encouraging people to participate in public life);
- Foster good relations (this means tackling prejudice and promoting understanding).

The **Specific Duties** require us to:

- Prepare and publish our Equality Objectives (by 6 April 2012);
- Ensure that our Objectives are specific and measurable;
- Make sure that our Objectives are in an accessible format.

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

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

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

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

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

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

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

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

## BUDGET PLANNING 2016-2017

### 1 Purpose

- 1.1 At the November meeting, the Scrutiny Committee received a copy of the budget report submitted to Cabinet on 10 November 2015, and that set out the high level issues facing the Council when developing the budget proposals for 2016/17. The comments made by scrutiny on 17/11/2014 were reported back to Cabinet and the Cabinet Member for Finance, Resources and Compliance, for consideration in putting together the initial set of budget proposals for 2016/17 together with the Medium Term Financial Plan.
- 1.2 The Scrutiny Committee is now asked to consider the report that will be submitted to Cabinet on 15 December 2015 – attached as an appendix – and that sets out the initial set of budget proposals for 2016/17 together with the Medium Term Financial Plan.
- 1.3 The outcomes of the December Cabinet meeting and any proposed changes agreed at that meeting that impact on the initial budget proposals will be reported verbally to the meeting.
- 1.4 The Scrutiny Committee is now asked to review the initial budget proposals for 2016/17 and identify comments and feedback to be reported to Cabinet, for its consideration in making recommendations to Council on the final budget proposals for 2016/17.

### 2 Recommendations/for decision

- |  |
|--|
| 2.1 The Scrutiny Committee is requested to indicate any comments that it wishes Cabinet to take into consideration in finalising the budget proposals for 2016-2017. |
|--|

### 3 Executive summary

- 3.1 Cabinet will consider a report to its meeting on 15 December 2015 on the initial set of budget proposals for 2016/17 together with the Medium Term Financial Plan (MTFP). Any proposed changes agreed at that meeting that impact on the initial budget proposals for 2016/17 will be reported verbally to the scrutiny meeting.
- 3.2 A copy of the Cabinet report is attached to the agenda.
- 3.3 The Scrutiny Committee is requested to consider the report and indicate any comments that it wishes to be passed to Cabinet.

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**BUDGET PLANNING 2016/17 AND BEYOND - INITIAL PROPOSALS**

**Councillor Mordue**

**Cabinet Member for Finance, Resources and Compliance**

**1 Purpose**

- 1.1 The report presents the initial budget proposals for 2016/17 for Cabinet's consideration (Appendix A).
- 1.2 The recommendations of Cabinet will then be considered by Finance and Services Scrutiny Committee on the 17<sup>th</sup> December 2015.

**2 Recommendations/for decision**

- 2.1 Cabinet are requested to consider the report and the initial set of budget proposals for 2016/17 together with the Medium Term Financial Plan and then agree;
  - a. To take into budget planning the £1.953 million of realised savings as set out within paragraph 4.6 to this report;
  - b. To increase Council Tax by an annual amount equal to £2.71 for a Band D property, equivalent to 1.99% from 1<sup>st</sup> April 2016;
  - c. To agree to use or contribute to balances any difference created within the budget arising from the Government's grant settlement figures being different from that assumed within this report;
  - d. To agree the revised list of Fees and Charges attached as Appendix E to this report;
  - e. To recommend the initial budget proposals to Finance and Services Scrutiny Committee for consideration and comment.
- 2.2 Cabinet are also advised to recommend holding the level of the Band D Special Expenses charge for 2016/17 as part of their initial budget proposals.
- 2.3 Cabinet are further advised to recommend that a sum of £600,000 is ring fenced from General Working Balances to fund the AVDC change programme and that delegation be given to the Cabinet Member for Finance, Resources and Compliance to approve a budgetary framework and allocations out of this sum.

**3 Background**

- 3.1 The report to Cabinet on 10 November 2015 set out the context for 2016/17 budget planning and explained the significant difficulty created by a variety of high value factors. The greatest of which being those associated with retained business rates, further reductions in Government Grant and New Homes Bonus.
- 3.2 This report therefore seeks to bring together an indication of those factors which can be predicted with some certainty and proposes a strategy for dealing with those factors which reasonably cannot.

- 3.3 This report has been written just after the Chancellor's Spending Review Statement (23<sup>rd</sup> November) but prior to the announcement of detailed grant allocations for councils.
- 3.4 The report divides the main elements of budget planning between pressures, savings, Government Grant, Business Rates and then discusses the proposals for Council Tax.
- 3.5 Work will continue on refining the elements of uncertainty between now and the Cabinet's final budget proposal. This will be informed by Finance and Services Scrutiny Committee's comments, the latest projected position on Business Rate Growth and the initial proposed grant numbers from Government expected mid to late December 2015.

#### **4 Savings and Income Identification Options**

- 4.1 As set out in the report to Cabinet in November the approach adopted for setting the budget for 2016/17 is similar to that followed in recent years and relies primarily on capitalising on the savings delivered via reorganisation, income generation and restructuring during 2015/16 in anticipation of the Government Grant reductions.
- 4.2 Since the prospect of greatly reduced Government Grant was first mooted in 2010/11 the Council has devoted considerable effort and resources to identifying and delivering a smaller net budget requirement. This has been achieved by reconsidering what it does, what it could do and who should pay for the services provided. This work has been badged as New Business Model and members of the Council will be familiar with the term.
- 4.3 As has been emphasised, thus far this has not specifically been about income generation but has instead been a review of what customers want and need, who is best placed to provide these services, the most efficient and effective way of delivery, who should pay for the service and how much and potentially for some services, whether they need to be provided at all.
- 4.4 The work undertaken over the past 12 months in recognition of the forecast financial pressures has delivered significant savings and many of these are already accruing in the current financial year, thereby contributing in part to the current forecast underspend for 2015/16. This work has been carried out with the expectation that these transformational and efficiency measures will replace the need for a crude annual cuts exercise. This planned response to budget reductions represents a cornerstone of the budget development process.
- 4.5 In addition to the major transformation exercises a number of other savings have been generated as a result of service managers reviewing budgets for efficiencies and taking the chance to restructure as and when the opportunities present themselves through natural staff turnover.
- 4.6 A list of the significant savings to be incorporated into budget planning is set out in Appendix C to this report.
- 4.7 These savings total £1.953 million in 2016/17. Of this sum, £1.4 million is attributed to service redesign, restructuring, new income generation or service



cessation delivered as part of work undertaken under the umbrella of New Business Model.

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

## **5 Pressures**

- 5.1 Expected pressures relating to 2016/17 were identified in the MTFP back in February. The assumptions which determined the sums to be provided have been reconsidered and new pressures have been identified. The revised sums to be included are set out within Appendix D to this report.
- 5.2 A number of new spending pressures have materialised since February, primarily associated with waste disposal, and these have been reflected in the initial budget proposals based on anticipated amounts.
- 5.3 The total service based pressures within this report sum to £2.227 million of which (£559,000) represents a general provision for inflation and pay.
- 5.4 At the point of writing, negotiations on any pay award are yet to conclude. Members will be updated during the budget development process if a conclusion is reached.

## **6 Government Grant**

- 6.1 As highlighted earlier in this report and at some length in the budget scene setting report to Cabinet in November, the predicted reductions in Grant support are presently unknown but expected to be severe and are likely to be on-going over the life of the MTFP.
- 6.2 The actual impact for 2016/17 won't be available until mid to late December 2015 (believed to be 23<sup>rd</sup> December), this being the date when detailed grant allocations are messaged to individual councils.
- 6.3 The Chancellor's Spending Review Statement on the 25<sup>th</sup> November 2015 gave clues as to the Government's anticipated policy stance towards local government funding but how the sums announced translate into allocations between tiers of local government and regions won't be known until the detailed allocations are made public.
- 6.4 What has been indicated is that there will be further deep cuts in support for local government (in excess of 50% of the remaining core grants), however, within this is new protection for Adult Social Care budgets. This all points to reductions in support being concentrated on non protected elements of local government funding, with districts likely to feel the brunt of reductions.
- 6.5 There are further references which indicate that the funding system will be reviewed to switch priority towards those councils with responsibility for the provision of Adult Social Care. Whilst unspecific at this time, the risk is that the current 80:20 split of Business Rate Growth and New Homes Bonus might be changed, or even reversed completely, in favour of upper tier councils.
- 6.6 Without clarity over the impact of these proposals the initial budget presented here and the MTFP have been prepared on an expected reduction in

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

- 6.7 Government Grant now comprises two elements: Revenue Support Grant and Retained Business Rates. The Business Rates Retention element is dealt with in more detail under the next section.
- 6.8 In 2015/16 the Council received £6.3 million in grant support, including Retained Business Rates. This represents the rolling in and blurring of numerous previously separate grant streams, including the 90% funding for what was formerly Council Tax Benefit and Council Tax Freeze Grants.
- 6.9 The draft budget presented here assumes an allocation for 2016/17 of £5.1 million. However, there is very little certainty that this is the correct amount at this stage in budget planning.
- 6.10 Without the clarity of a clear Government statement, the Medium Term Financial Plan assumes that Grant will continue to reduce at the same rate experienced over the past 5 years (approximately £1.2 million per annum) and on this basis the Council will receive no Revenue Support Grant by 2017/18.
- 6.11 Thereafter, the Plan assumes that the Government will gradually recoup the Council's element of Retained Business Rates until an absolute level of zero Government Support is reached in 2020/21.
- 6.12 Considerable uncertainty exists around the exact timing of the point where this Council will reach zero Government support, or what happens thereafter. Much of this will depend on how the Government's Spending Review translates into Grant Reductions for individual councils, but the potential for zero Grant to be reached even earlier than currently predicted is a real and serious risk with budget planning.
- 6.13 Confirmation of the actual Grant allocation for 2016/17 is now expected only to be known in the week before Christmas. This again allows no time to significantly change the detail of budget plans, with the budget timetable requiring that the Cabinet's Final Budget proposals be published only a week after the expected announcement.
- 6.14 However, with a Spending Review announced covering the entire Parliamentary period, it is hoped that the Grant announcement in December will include some indications of future allocations which could be used to better inform future budget planning.
- 6.15 Because of the timetable for the publication of the final budget proposal and of the Grant announcement there will only be time to reflect but not react to the final numbers and therefore, as with previous years, it is proposed to amend the final budget by making an adjustment to, or from, Working Balances if the numbers vary from those assumed here.

## **7 Retained Business Rates**

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

- 7.2 The report to Cabinet in November explained in more detail the background to this funding stream, the difficulties in accurately predicting business rate growth and, more importantly, potential reductions through appeals.
- 7.3 The position on appeals continues to represent a significant risk, as these have twice the impact on the budget as growth. The payment and the backdating of refunds potentially further increases the downside risk in any given year by a factor of four but, what is believed to be, an adequate reserve has now been established.
- 7.4 A further year of operating within this new system and the creation of an Appeals Provision has helped reduce some of the inherent risks and uncertainty within the system, but it is likely that the product of the system will always remain highly volatile.
- 7.5 For initial budget planning purposes a cautious extrapolation of current changes has been projected forward to arrive at a starting position for 2016/17. This reflects some uplift through the annual RPI adjustment (0.8%) in the Business Rates Multiplier (as determined by Central Government) but assumes that Growth will exceed Appeals during the next year.
- 7.6 Whilst some growth is suggested by the planning work it is, for the reasons given, far from certain and so it is considered imprudent to build a budget proposal which significantly relies on this in 2016/17.
- 7.7 Avoidance of any significant dependency on Business Rate Growth is further justified by the Government's announcement that it intends to consult on changing the split of local government resourcing in favour of those councils responsible for Adult Social Care. Given that there has been tension between tiers over the 80:20 split of Business Rate Growth in favour of districts since it was introduced, it is feared that that this distribution may be targeted for review and any benefit to lower tier councils significantly reduced.
- 7.8 In light of these concerns, it is proposed that any gain (outside of that generated through Pooling, discussed later in this report) or loss achieved in the year will be managed through the Business Rate Equalisation Reserve in 2016/17. If at that point any growth is considered to be sustainable and the longer term position in relation to the retention of gains is clarified, then it will be captured in the budget beyond 2016/17.
- 7.9 An update on the position in relation to outstanding appeals and the implications of any Government consultation on the distribution of Business Rates gain will be provided to Cabinet at the point it must make its final budget recommendation in January.
- 7.10 The budgetary projection includes the extension to various Rate Reliefs (notably Small Business Rates Relief) through 2015/16 and 2016/17 announced in the Chancellor's Spending Review statement. This reduces the amount of rates collectable and the Government compensates the Council based upon the amount of actual Relief given.
- 7.11 The Government has established a fair compensatory mechanism for its changes to the Business Rates system and so the impact is assumed to be revenue neutral to this Council.

## **8 Equalisation Fund for Business Rates Losses**

- 8.1 As discussed earlier, in response to the volatility inherent in the new system the Council created an Equalisation Reserve to smooth out some of the unexpected results produced by the system.
- 8.2 This has already proved useful with the Council contributing in excess of £1,600,000 to the Reserve in 2013/14 with the expectation that the majority of this will be drawn back out again in 2014/15. In practice a further smaller contribution was made to the Reserve when the final position was known for 2014/15, resulting in a balance of just over £1.9 million.
- 8.3 Whilst this is potentially higher than required in order to establish a sustainable position, the biggest risk factors in the prediction of the on-going benefit likely to be achieved from the Business Rate system have yet to be resolved. These being the outstanding appeals lodged by the largest supermarkets and the potential redistribution of benefit between the tiers of local government.
- 8.4 Only when these are resolved will it be possible to determine a sustainable level of Business Rate gain to build into the base revenue budget.
- 8.5 The budget proposal for 2016/17 assumes that the reserve will again be used to manage uncertainty. As a clearer picture emerges, as to the appropriate size of the Reserve, a review will be undertaken to determine how much can be taken into the Revenue budget in following years. However, given the size of the Reserve it is considered that £476,000 of Business Rate gain could be safely taken into the budget planning proposals.
- 8.6 As long as the system continues to produce volatile results and until such time as to who gets the benefit is finally resolved, it is likely that the Equalisation Reserve will continue to prove both necessary and prudent. The balance on the Reserve will be monitored and reviewed annually as part of the Budget Planning process.

## **9 Business Rates Pooling**

- 9.1 As reported to Cabinet in November, the Council submitted a Business Rate Pooling application to the Government for 2016/17, even though the Government never actually formally invited any proposals.
- 9.2 With no clear statement contained within the Chancellor's Spending Review it is assumed that Pooling will not be offered in 2016/17 and that instead this will be wrapped into the wider review of local government funding that will include the Government's stated intention for councils to retain 100% of business rates by 2020.
- 9.3 If, in the unlikely event, that a Pooling scheme is announced within the detailed grant proposals in December then the relative merits will be discussed in the final budget report to Cabinet in January.

## **10 Investments / Net Borrowing**

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

- 10.2 As identified last year, the on-going low Bank Base Rate is creating financial pressure. Since 2010 the shortfall in investment earnings, which has arisen from the record low base rate, have been smoothed via the use of the Interest Rate Equalisation Reserve. This Reserve was created from excess interest earnings in times when the Base Rate was considerably higher than its present level.
- 10.3 This Reserve has been used effectively over the past few years to smooth the budget pressure created by the lower interest rates in the realistic expectation that rates would recover.
- 10.4 Whilst Rates are now forecast to potentially start increasing, this will be gradual and the timeframe is expected to be lengthy.
- 10.5 Therefore, any further ongoing use of the Reserve is unsustainable and, as previously identified, the Council's reliance on the Interest Equalisation Reserve will need to be curtailed.
- 10.6 Consequently, a reduction has been factored in to the Medium Term Financial Plan, bringing the recognition of investment income down to what is considered to be a sustainable ongoing level. Last year, as part of that budget planning exercise, it was proposed that a zero use of the Reserve should be achieved by 2017/18.
- 10.7 After reviewing the Balance on this particular Reserve it is deemed that the move to zero usage could be pushed out a further year and that no further reduction is required in 2016/17, but that reductions should instead take place in 2017/18 and 2018/19.

## **11 New Homes Bonus**

- 11.1 Council agreed a New Homes Bonus Strategy on the 5<sup>th</sup> December 2012. Within this there is an adjustment for the loss of grant associated with the introduction of the Bonus.
- 11.2 The Council agreed not to use the majority of the New Homes Bonus in support of the revenue budget, firstly because it denied the potential use of the Bonus on schemes to mitigate the impacts of growth, such as East West Rail, but secondly because it risked the revenue budget becoming overly dependant on a grant stream whose long term funding was far from certain.
- 11.3 The Policy does however allow for an adjustment to reflect the proportional grant loss associated with the on-going national top slicing of the local government funding settlement in order to pay for higher New Homes Bonus payments in those years.
- 11.4 In accordance with this policy a further adjustment had been proposed in 2016/17, being the 6<sup>th</sup> and final adjustment. That adjustment being calculated based upon a reported increase in the total properties in the Vale over the past 12 months (including the reduction in long term empty properties) equal to 1,600 dwellings.
- 11.5 The Chancellor's Spending Review Statement outlined his intention for a review of this scheme to be consulted upon as part of the detailed Grant

announcement in December. Specifically, the following comment was included in the Chancellor's Blue Book Statement;

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

- 11.6 The total annual cost of New Homes Bonus is currently around £1.5 Billion and so the target reduction represents a significant diminution of the benefit from the scheme and as the District with the highest growth in new homes in the Country, any change to the scheme will impact this Council more than any other.
- 11.7 Further, it is speculated that the 80:20 split of New Homes Bonus in favour of planning authorities might also be targeted as an area to be reviewed or changed in favour of upper tier councils. Whether this is the reference to Social Care within the Chancellor's Statement or, whether this is separate and in addition is currently open to speculation.
- 11.8 Either way, the statement raises serious concerns over the extent to which the Council can rely on this income and justifies the policy stance adopted thus far. It also calls into question the intention to build a 6<sup>th</sup> adjustment into budget planning in 2016/17 and with the considerable uncertainty hanging over this funding stream, the budget presented has factored out any further reliance for now.
- 11.9 This position might be re-visited once the detailed grant figures for consultation are announced.

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

- 12.1 As a response to the financial impact on councils of introducing Localised Council Tax Discounts (the replacement for Council Tax Benefits) the Government also gave extra freedoms to change other Discounts and Exemptions within the Council Tax system in 2013.
- 12.2 These mainly related to empty property discounts and the Council used these freedoms to review the extent of discounts offered. These changes complemented the Council's objective of bringing empty properties back into use as quickly as possible, thereby reducing the need for new housing.
- 12.3 The impact of these changes has been to reduce the discounts given and thereby increase the Council Tax payable. The measure of Council Tax payable is the Council Tax base and this has seen a further significant increase. This partly relates to the changes in Discounts and Exemptions and partly the on-going growth in housing numbers across the Vale.
- 12.4 The combined financial impact has been to increase the estimated amount of Council Tax collectable by £205,500 in 2016/17.

- 12.5 In relation to the review of the Council Tax Reduction Scheme and the limits within it, these are usually aligned to those used in the wider national Welfare schemes. With these being under threat of reform it has not been possible to carry out a detailed review within a suitable consultation timeframe because of the uncertainty over the Government's proposed changes.
- 12.6 Ultimately, the Government announced within the Spending Review its decision not to proceed with some of its proposed changes, notably around changes to Tax Credits, but this came too late to effect any significant review of the local system.
- 12.7 In the absence of a full review, the decision would normally be the only update local factor in line with inflation. However, as CPI was effectively zero in September it is recommended that no changes are made to existing limits this year, other than to those which the Government determines nationally.
- 12.8 With a clearer direction as to the Government's policy in relation to Welfare Reform a full review of the Local scheme can now be undertaken during the forthcoming year so as to better inform decision making for 2017/18.

### **13 Aylesbury Vale Estates**

- 13.1 The Budget Planning report to Cabinet in November explained the current position with regards to Aylesbury Vale Estates.
- 13.2 A business plan for the current year has yet to be agreed by the Board of AVE. This has primarily been to allow the revised Board membership on the AVDC side to understand the business pressures facing the vehicle and to seek proposals for improving the financial performance to a position more in line with the original expectations.
- 13.3 A business plan is being developed and it is expected that this will be presented to both Cabinet and Scrutiny early in 2016.
- 13.4 Dividend payments are forecast within the developing version of the AVE Business Plan for 2016/17 and in keeping with the realistic expectation that these will be delivered they have been reflected within the budget proposal presented here.

### **14 Council Tax**

- 14.1 The Government has yet to announce its policy on Council Tax increases, but signals from the Spending Review indicate that whilst a threshold is still likely to exist at the same level as in previous years, it might not be underpinned by a Council Tax Freeze grant offer.
- 14.2 As reported to Cabinet in November, the current MTFP assumed that Council Tax would rise in each of the years of the Medium Term Financial Plan from 2016/17.
- 14.3 The purpose of the increase was twofold, firstly to offset the impacts of inflation within services and secondly, to partially mitigate the impact of Government Grant reductions.
- 14.4 Whilst headline inflation remains low for now, there is a difference between the headline rate and the actual rate of inflation experienced by different organisations. The actual rate of inflation for AVDC is therefore higher than the headline rate.

- 14.5 However, the larger consideration and principal justification is the reduction in support from the Government. Members will be aware that the cost of services to residents is current met £93.08 by the Government and £136.35 by the residents themselves through Council Tax (calculated at a Band D property equivalent).
- 14.6 In 2016/17 support from the Government will further reduce to £75.40 per property, a reduction in spending power of £17.68.
- 14.7 Without action by the Council, the lower support from the Government would equate to a straight reduction in services received by residents. This ignores the higher costs of delivering services through the impacts of inflation, which only serves to compound the problem.
- 14.8 Because of Government controls over the level of Council Tax increases Council Tax could not be used to replace the entirety of the lost income, and even if there were no controls then the Council's priority would be to use all other means to avoid doing so.
- 14.9 However, a modest increase in Council Tax is still valuable in terms of partially mitigating the impacts of Grant loss and in the preservation of core services to residents.
- 14.10 Whilst the value of annual increases might seem minimal, the cumulative effect over the plan period is significant and is vital, as part of a package of actions, in terms of protecting services that residents expect.
- 14.11 As Council Tax is a non progressive tax, to hold it at the same level actually reduces its buying power in real terms as the action of inflation erodes its worth. In real terms, a decision to freeze Council Tax would actually represent a cut.
- 14.12 For these reasons, it is the recommendation of this report that Council Tax is increased to a point just below the expected Council Tax Referendum threshold limit of 2%.
- 14.13 Since the Government's austerity programme began the reduction in Government Grant support has been equal to £105 per resident.
- 14.14 Against this backdrop, it would be unreasonable for residents to continue to expect to receive the same services without something changing, such as the level of tax paid or the ability of the Council to generate new income through other means.
- 14.15 In practice the Council has focused on efficiency measures and new income generation / income maximisation as a way of preserving valued services. To a lesser extent, where it was evident that existing services were no longer valued, some of these have also been stopped.

## **15 Reserves**

- 15.1 Earmarked reserves represent the prudent saving of sums against the recognition of future financial events which, if not prepared for, would be difficult to deal with at the point they occur. In short, earmarked reserves are an essential part of sound financial planning.
- 15.2 As part of the development process for 2016/17 the Cabinet member for Finance, Resources and Compliance is undertaking the annual full review of the Council's Reserves and Provisions.



- 15.3 With the national focus on the reduction in resources and continuing media interest it is unfortunate that the Council's earmarked reserves position has shown a considerable jump as this belies the reality of the situation the Council is facing.
- 15.4 The principal explanation behind the increase is the sizeable amounts of New Homes Bonus being received by the Council on the back of the significant housing growth in the Vale and the difficulty in delivering infrastructure schemes in a short timeframe. The consequence of this is the ring fencing of these sums in Reserves pending the delivery of the schemes.
- 15.5 If these sums are excluded then the findings of the review are likely to show that whilst the overall level of the Council's reserves have remained broadly constant, there was a significant use of reserves in 2014/15 which was largely offset by the extra provision for the local plan development process and the defence of planning decisions against appeals.
- 15.6 The vast majority of reserves held are for legitimate reasons and that the balances are reasonable given a fair assessment of the budgetary pressures that they are held against.
- 15.7 The total balance held in reserves is expected to dip significantly over the next 2 years as the pressures against which they are held materialise and the infrastructure schemes for which New Homes Bonus is held are delivered.
- 15.8 Where the revenue budget is dependent upon the use of funding from reserves, reliance is being reduced to the point where the budget is deemed to be sustainable.

## **16 Review of Fees and Charges**

- 16.1 As part of budget planning for 2015/16 the Cabinet reintroduced an annual review of all the Council's Fees and Charges as a core part of the process.
- 16.2 This was introduced in accordance with the wider transparency agenda to enable any proposed changes to be debated and discussed in an open forum.
- 16.3 Prior to that, Fees and Charges were reviewed at various times during the year.
- 16.4 The review of charges for 2016/17 is included as Appendix E to this report.
- 16.5 In terms of significant revisions there are relatively few with most being held or increased by less than 2%. The only significant exceptions are leisure pitch fees at Bedgrove and Meadowcroft , and the introduction of new Pre Application Advice tariffs in Planning.
- 16.6 Environmental Health has also had to respond to new legislative requirements around the Smoke and Carbon Monoxide Alarm (England) Regulations 2015 which came into force on the 1<sup>st</sup> October 2015. The regulations place a duty on local housing authorities to serve remedial notices on private sector landlords who breach their duties under the regulations which require them to install smoke and carbon monoxide alarms (where appropriate) in their rental properties. Regulation 8 allows the local housing authority, where it is

satisfied that a landlord has breached a remedial notice, to require the landlord to pay a penalty charge that must not exceed £5,000.

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

## **17 Balances**

- 17.1 The Council holds general working balances as insurance against unexpected financial events. This includes failure to generate expected income as well as financial claims against the Council.
- 17.2 The current minimum assessed level of balances is £2.5 million which has been arrived at based upon a risk and probability assessment of potential budgetary factors during 2016/17. This remains unchanged on the previous year and is a reflection of the massive uncertainty surrounding the impact of the Government's changes to the Grant system and the impacts of Business Rates plus the financial concerns over the size of the change agenda in response to this uncertainty.
- 17.3 The September Quarterly Digest projected savings against budget for the year in excess of £1,000,000. Some of this represents "one off" additional income such as that relating to property income, but a significant element is attributed to work undertaken by officers and Portfolio holders to deliver savings targets.
- 17.4 With the cost of developing the VALP and defending hostile planning applications being of particular concern at the moment, it is considered prudent to set aside excess Planning income from 2015/16 in a specific reserve held for this purpose. A review will take place at the year end to see how much funding is likely to be required and how much could be set aside for that purpose.
- 17.5 Current projections indicate that working balances might end 2015/16 at around £4 million after appropriations for specific projects. This is significantly above the assessed minimum level.
- 17.6 The holding of excess balances presents the Council with opportunities to offset the upfront costs of change initiatives that will payback and deliver ongoing savings in later years.
- 17.7 One such example was the funding last year of the Website and E-Commerce project (Right Here, Right Now) leading to the recent website relaunch and the forthcoming automation of many of the Council's existing processes. It is expected that this will deliver considerable efficiencies in the organisation

through allowing customers to self serve and these efficiencies will contribute towards balancing the budgets in future years.

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

## **18 Sustainable AVDC**

- 18.1 To address the wider challenge a fundamentally different approach to service delivery is required and the outline of this was presented to Cabinet in November.
- 18.2 This is a universal change to the whole management of the council, the most significant since the inception of the council in 1974. Moving from a silo organisation to an enterprise organisation is a fundamental change, and requires careful but significant investment
- 18.3 However the rewards are a sustained organisation which without the investment and the transformation would fail at some point in the very near future. That is fail to deliver services that local people expect, rely on and value. It is not being over dramatic to state this and it is possible to point to recent examples of councils which have failed to do this and as a consequence are under severe financial pressure and in imminent danger of collapse.
- 18.4 The early recognition of the need to reform and then backing this up with on-going investment in the process of reform are the key elements of the organisation's success thus far in dealing with the financial imperative.
- 18.5 As we are no more than halfway towards the final expected position, it is essential that the organisation continues to adequately invest in resolving this challenge in order that there is a continual delivery of future savings so as to protect service delivery.
- 18.6 This proposed sustainability programme is built upon the founding elements of the NBM programme, and applies this to the entire organisation. In short its aim is to:
- React to the increasingly challenging financial position of the council
  - Deliver automated and more cost efficient forms of service delivery including self serve, aligning us with most of the other service providers that our residents use in their day to day life
  - Create greater value and income from more commercial operations to cross subsidise those areas of the council which can not cover their own costs
  - Focus on the customer at the heart of everything we do
- 18.7 In achieving these aims there are a number of changes to the way in which we are organised, and how our staff work. In summary:
- Overall a need for a much more commercial approach and understanding of our business
  - Remove the silo arrangement of staff, moving them into a more generic approach to fulfilling customers demands (without losing specialism where these are needed to meet customer demands)

- Detach management responsibility from professional expertise – recognising that good management does not always come with specific technical expertise
  - Become more flexible in the way we work, and the way we serve customers, enable staff, process and structure to react to new demands from our communities
  - Wider spans of responsibility for managers, and a more corporate as opposed to departmental orientation
- 18.8 In the simplest form, AVDC need to be:
- Orientated around the customer, fulfilling their demands – delivering what customers want
  - Speedy in response to customer demands, similar to commercial organisations – when customers want it
  - Within a cost effective delivery model – at a cost customers will pay
- 18.9 To kick start and enable this change, the entire structural model of AVDC will be changing. This is in recognition of the above context and sets AVDC on a new footing to deal with the future challenges ahead. Conceptually, the new AVDC will do away with the historical departmental structure and to replace it will be a five part, more flexible and universal structure.
- 18.10 This will then enable a full business review of all current activities with a view to understanding and maximising income opportunities and rationalising the organisation of resources in the most efficient way so as to deliver the right products at the lowest cost.
- 18.11 To deliver change on this scale requires considerable resources on an invest to save basis, with core objective of delivering an organisation at the end of which is able to function, survive and even thrive within the funding resources available to it at that point in time.
- 18.12 To do this properly requires the secondment of a number of key individuals from within the organisation in order to work solely on the restructuring and review of processes. Until such time as their work delivers benefits, these individuals will require backfill and project management direction and support.
- 18.13 To achieve this, whilst ensuring the continued delivery of core services to residents, it will require the Council to invest and resource the exercise properly and so it is proposed that £600,000 of the Council's General Fund working balance is ring fenced for this specific purpose.
- 18.14 As the project is in the early stages of development a detailed budget requirement cannot reasonably be presented and so to ensure that the proper governance and accountability is maintained for the allocation of this funding it is recommended that the authority to determine the allocation and to commit this budget is delegated to the Cabinet member for Finance, Resources and Compliance. If agreed by Council, this will bring down the estimated level of Working Balances taken into 2017/18 to nearer £3½ million.
- 18.15 The projected position in respect of Working Balances is presented as Appendix B to this report.

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

- 19.1 The report to Cabinet in November set out the rationale for the core assumptions used in the Medium Term Financial Plan. In summary, the single biggest issue remains the ongoing and severe reductions in Government Grant, and the uncertainty as to how these will be applied to individual councils.
- 19.2 The reality of continued public sector austerity through this Parliamentary term has been confirmed within the recent Spending Review document. The only question remains around how much and how quickly for individual councils.
- 19.3 The Medium Term Financial Plan set out here is predicated on reductions at the same rate as experienced over the last 5 years through to 2020. At that point the Council will receive no support towards services from the Government. Ahead of the Government's consultation on Grant allocations, estimated mid to late December, it is not possible to refine this prediction.
- 19.4 However, there may be some limited opportunity to finesse the assumptions in the Final Budget proposals to Cabinet in January based upon the information contained within the consultation document.
- 19.5 Whatever messages that contains, it remains likely that lower tier councils, such as this, will fair less well as the reduced resources available to local government are targeted more towards Audit Social Care. This potentially creates a double hit, however, is probably no worse than the "no grant" spectre being used as the core planning assumption used in recent years. This message is also that which has driven the savings agenda and therefore the focus of the Council over the past 5 years.
- 19.6 Thus far the Council's strategy has been effective, in that by the end of 2016/17 the cumulative annual savings, additional income and efficiency measures achieved will exceed £13 million.
- 19.7 The strategy for balancing the next 5 years represents a shift away from the New Business Model to a more holistic and all embracing solution that builds upon the success of New Business Model but which searches for deeper efficiencies and a clearer, greater focus on understanding and delivering what the customer wants.
- 19.8 Not excluded from this will be the ongoing investigation into new models for local government and public services generally. This may extend to neighbouring councils and beyond the boundaries of Buckinghamshire

## **20 Special Expenses**

- 20.1 This report normally seeks to include a recommendation on the Special Expenses budget for Aylesbury Town.
- 20.2 Work is progressing to develop this budget and initial indications are that a review of costs and service charged into this area are likely to result in the Tax in Aylesbury remaining frozen at its current level.
- 20.3 The draft budget under development is attached as Appendix F.

**21 Options Considered**

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

**22 Recommendations**

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

**23 Resource Implications**

23.1 These are covered within the body of the report.

Contact Officer

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## APPENDIX A1

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

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

## APPENDIX A2

### SUMMARY OF CHANGES

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



## APPENDIX B

### Budget Proposal - 2016/17 to 2020/21

#### GENERAL FUND REVENUE BALANCES

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

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

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

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

## Budget Pressures Identified in 2016/17 Budget Planning

Portfolio	Service Area	2016/17 £	2017/18 £	2018/19 £	2019/20 £	2020/21 £	Pressure	Assessment
Leisure, Communities and Civic Amenities	Additional Night time Security Patrols in Car Parks	53,000					Provision of additional security patrols in and around car parks in the centre of Aylesbury to stop anti social behaviour	
Environment and Waste	Bucks County Council withdrawal from Inter Authority Agreement	200,000					Bucks CC termination of the Inter Authority Agreement over the sharing of savings accruing from avoided disposal costs associated with new waste and recycling collection arrangement introduced in 2012	
	Recycling and Waste (Garden Waste)	110,000					BCC change to tipping location for garden Waste Disposal	Increase fuel, vehicle, and staffing costs to the garden waste service
	Recycling and Waste	75,000	0	-75,000			BCC change to tipping location for Food Waste Disposal	After 2 years there will be an opportunity to reconfigure the way we collect waste due to vehicle lease expiry
Page 58	Recycling and Waste	400,000					Increase in Mainline Collection rounds to accommodate changes in BCC disposal location for EfW	Ongoing £400k increase to domestic Waste collection
	Recycling and Waste		200,000				District Population growth	Every four years there will be an increase in Mainline collection rounds due to district population growth (£200K per additional round) 2016/17 will see an increase in 1 round over and above changes to EFW and Bio Waste tipping locations.
	Recycling and Waste	200,000	0	200,000	0		Provision for loss of income from UPM. UPM have proposed a decrease in the amount paid per tonne for the remainder of the contract.	In 2017 procurement of the new recycling MRF will need to commence. Current markets show a cost (Gate fee) to AVDC of £30 per tonne. This would be the equivalent of minimum 500K cost to AVDC, base on existing tonnages.
	Recycling and Waste	186,000	0	0	0		Reduction in the Recycling credits @ 45 per tonne.	Based on 18,000 tonnes of recycle largely remaining static over the next 4 years due to light weighting of materials and potential service changes
Finance, Resources and Compliance	Payroll and Human Resources	70,000					Loss of the Dacorum Payroll contract	
	National Insurance	350,000					Single State Pensions changes will mean no Employer NI reductions from SERPS	

1,644,000	200,000	125,000	0	0
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## APPENDIX E

### FEES AND CHARGES

	2014/15	2015/16	2016/17
<b>Democratic Services</b>			
DVD of Webcasting Council Meetings	£85.00	£85.00	£85.00
<b>Electoral Registration</b>			
Sale of Full Register and the Notices of Alteration			
<ul style="list-style-type: none"> <li>• in data format, plus £1.50 for each 1,000 entries (or remaining part of 1,000 entries) in it</li> <li>• in printed format, plus £5 for each 1,000 entries (or remaining part of 1,000 entries) in it</li> </ul>	£20.00	£20.00	£20.00
<ul style="list-style-type: none"> <li>• in data format, plus £1.50 for each 100 entries (or remaining part of 100 entries) in it</li> <li>• in printed format, plus £5 for each 100 entries (or remaining part of 100 entries) in it</li> </ul>	£10.00	£10.00	£10.00
For sale of the list of overseas electors:			
<ul style="list-style-type: none"> <li>• in data format, plus £1.50 for each 100 entries (or remaining part of 100 entries) in it</li> <li>• in printed format, plus £5 for each 100 entries (or remaining part of 100 entries) in it</li> </ul>	£20.00	£20.00	£20.00
<ul style="list-style-type: none"> <li>• in printed format, plus £5 for each 100 entries (or remaining part of 100 entries) in it</li> </ul>	£10.00	£10.00	£10.00
Certain individuals/parties may purchase the <b>marked register</b> following an election			
<ul style="list-style-type: none"> <li>• plus £2 for printed and £1 for data versions per 1,000 entries.</li> </ul>	£10.00	£10.00	£10.00
<b>Leisure</b>			
<b>Pitches / All Weather Pitches</b>			
<b>All Weather Pitch - Bedgrove</b>			
Football Seniors Large Court	£19.00	£19.00	£20.00
Football Juniors Large Court	£11.00	£11.00	£11.50
Floodlights - Large Court	£7.50	£7.50	£8.00
Floodlights - Netball Court	£4.00	£4.00	£4.50
Netball - Senior per court	£11.50	£11.50	£12.50
Netball - Junior per court	£5.50	£5.50	£5.80
Junior Netball League- Season	£590.00	£590.00	£620.00
<b>All Weather Pitch - MEADOWCROFT</b>			
Peak Time-1/3rd area per hour	£21.63	£22.50	£24.50
Peak Time-2/3rd area per hour	£43.26	£44.99	£49.00
Peak Time-full area per hour	£64.90	£67.50	£73.00
Off peak time-1/3rd area per hour	£16.22	£16.87	£18.50
Off peak time-2/3rd area per hour	£32.45	£33.75	£37.00
Off peak time-full area per hour	£48.67	£50.62	£55.50
Flood lights-1/3rd area per hour	£10.82	£11.25	£12.25
Flood lights-2/3rd area per hour	£16.22	£16.87	£18.50
Flood lights-full area per hour	£27.04	£28.12	£30.00
<b>Football Pitches Grass</b>			
Adult pitch - per match at Fairford Leys	£73.74	£76.79	£83.50
Adult pitch - per match at all other venues	£62.40	£64.90	£70.50
Juniors aged 14 to 17 years inclusive, playing on an adult pitch - per match at Fairford Leys	£51.64	£53.71	£58.00

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

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

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



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

	2014/15	2015/16	2016/17
Administration Fee.			
Deed of Rectification	£450.00	£450.00	£450.00
Deed of Release	£450.00	£450.00	£450.00
Notice of Assignment of Lease of Mortgage	£50.00	£50.00	£50.00
Open Space Deed	£850.00	£850.00	£850.00
Deed Concerning: Grant of Release, Assignment of Lease, Licence for change of use, Licence to Occupy, Wayleave, Access to realty, Easement and Deed of Variation.	£450.00	£450.00	£450.00
Sale of Land	£450.00	£450.00	£450.00
<b>Planning</b>			
Monitoring and Administering S.106 Agreements			
Pre-commencement Contribution, if below £40,000	£400.00	£400.00	£400.00
Pre-commencement Contribution, above £40,000	£600.00	£600.00	£600.00
Payment at later date, multiple payments or on-site provision of affordable housing	£600.00	£600.00	£600.00
Provision of on-site open space: <ul style="list-style-type: none"> <li>• Not to be adopted</li> <li>• To be adopted (*)</li> </ul> (*) if a bond is lodged, a bond fee is required.	Per acre £1,000.00 £2,500.00 £200.00	Per acre £1,000.00 £2,500.00 £200.00	Per acre £1,000.00 £2,500.00 £200.00
<b>Pre-Application Advice – Householder &amp; General Enquires</b>			
Do I need planning permission?	£50.00	£50.00	£60.00
Will I get planning permission?	£50.00	£50.00	£60.00
Do I need & Will I get permission	n/a	n/a	£90.00
Planning History Check	£50.00	£50.00	£60.00
<b>Validation Application</b>			
Invalid Charge* <ul style="list-style-type: none"> <li>- Planning application householder</li> <li>- Planning application – other</li> </ul>	n/a n/a	n/a n/a	£25.00 £50.00
Validity Check	£25.00	£25.00	£25.00
Invalid check LDO	n/a	£29.00	£30.00
Invalid Charge * - where an application fails to meet requirement of our validation checklist and additional information is not received within the specified period the application will be disposed and charge levied.			
<b>Pre-Application Advice – New Dwellings</b>			
1 dwelling <ul style="list-style-type: none"> <li>• written advice</li> <li>• office based meeting followed by written advice</li> <li>• subsequent meeting with follow up (additional charge)</li> </ul>	£200.00 n/a £350.00	£200.00 n/a £350.00	£200.00 £350.00 £350.00
2-4 dwellings <ul style="list-style-type: none"> <li>• written advice</li> <li>• office based meeting followed by written advice</li> <li>• subsequent meeting with follow up (additional charge)</li> </ul>	£300.00 n/a £450.00	£300.00 n/a £450.00	£300.00 £450.00 £450.00
5-10 dwellings <ul style="list-style-type: none"> <li>• written advice</li> <li>• office based meeting followed by written advice</li> <li>• subsequent meeting with follow up (additional charge)</li> </ul>	£400.00 n/a £600.00	£400.00 n/a £600.00	£400.00 £600.00 £600.00
11-24 dwellings <ul style="list-style-type: none"> <li>• written advice</li> </ul>	£600.00	£600.00	£600.00

	2014/15	2015/16	2016/17
<ul style="list-style-type: none"> <li>office based meeting followed by written advice</li> <li>subsequent meeting with follow up (additional charge)</li> </ul>	n/a £800.00	n/a £800.00	£800.00 £800.00
25 or more dwellings <ul style="list-style-type: none"> <li>written advice</li> <li>office based meeting followed by written advice</li> <li>subsequent meeting with follow up (additional charge)</li> </ul>	10% of full planning fee.	10% of full planning fee.	Relevant flat fee now stated
25-29 dwellings <ul style="list-style-type: none"> <li>written advice</li> <li>office based meeting followed by written advice</li> <li>subsequent meeting with follow up (additional charge)</li> </ul>	n/a n/a n/a	n/a n/a n/a	£800.00 £1,000.00 £1,000.00
30-39 dwellings <ul style="list-style-type: none"> <li>written advice</li> <li>office based meeting followed by written advice</li> <li>subsequent meeting with follow up (additional charge)</li> </ul>	n/a n/a n/a	n/a n/a n/a	£1,200.00 £1,400.00 £1,400.00
40-49 dwellings <ul style="list-style-type: none"> <li>written advice</li> <li>office based meeting followed by written advice</li> <li>subsequent meeting with follow up (additional charge)</li> </ul>	n/a n/a n/a	n/a n/a n/a	£1,500.00 £1,700.00 £1,700.00
Over 50 dwellings	n/a	n/a	Bespoke or PPA
<b>Pre-Application Advice – Other Proposals</b>			
0-100m <sup>2</sup> <ul style="list-style-type: none"> <li>written advice</li> <li>office based meeting followed by written advice</li> <li>subsequent meeting with follow up (additional charge)</li> </ul>	£50.00 n/a £50.00	£50.00 n/a £50.00	£60.00 £90.00 £60.00
101-500m <sup>2</sup> <ul style="list-style-type: none"> <li>written advice</li> <li>office based meeting followed by written advice</li> <li>subsequent meeting with follow up (additional charge)</li> </ul>	£300.00 n/a £450.00	£300.00 n/a £450.00	£300.00 £450.00 £450.00
501-1,000m <sup>2</sup> <ul style="list-style-type: none"> <li>written advice</li> <li>office based meeting followed by written advice</li> <li>subsequent meeting with follow up (additional charge)</li> </ul>	£400.00 n/a £600.00	£400.00 n/a £600.00	£400.00 £400.00 £600.00
1,000-1,999m <sup>2</sup> <ul style="list-style-type: none"> <li>written advice</li> <li>office based meeting followed by written advice</li> <li>subsequent meeting with follow up</li> </ul>	£400.00 n/a £400.00	£400.00 n/a £400.00	£400.00 £600.00 £600.00
Over 2,000m <sup>2</sup>			Bespoke or PPA
<b>Historic Buildings Pre Purchase Advice and Compliance Checking</b>			
Level 1 – Meeting on site with Historic Buildings Officer <ul style="list-style-type: none"> <li>Initial Request Fee (first hour of officer time)</li> <li>Additional officer time</li> </ul>	£180.00 £60.00	£180.00 £60.00	£180.00 £60.00
Level 2 – Urgent site meeting with Historic Buildings Officer (within maximum of 10 working days) <ul style="list-style-type: none"> <li>Initial Request Fee (first hour of officer time)</li> <li>Additional officer time</li> </ul>	£240.00 £60.00	£240.00 £60.00	£300.00 Flat Fee

	2014/15	2015/16	2016/17
<b>Listed Buildings Repairs and Design Advice for Alterations and Extensions</b>			
Level 1 – Written advice only, based upon attached submitted material <ul style="list-style-type: none"> <li>Initial Request Fee (first hour of officer time)</li> <li>Additional officer time</li> </ul>	£60.00 £60.00	£60.00 £60.00	£60.00 £60.00
Level 2 – Meeting at the AVDC offices to discuss works with the Historic Buildings officer <ul style="list-style-type: none"> <li>Initial Request Fee (first hour of officer time)</li> <li>Additional officer time</li> </ul>	£60.00 £60.00	£60.00 £60.00	£60.00 £60.00
Level 3 – Site Meeting to discuss works with the Historic Buildings officer <ul style="list-style-type: none"> <li>Initial Request Fee (first hour of officer time)</li> <li>Additional officer time</li> </ul>	£90.00 £60.00	£90.00 £60.00	£180.00 Flat Fee
Level 4 – Urgent Site Meeting to discuss works with the Historic Buildings officer (within maximum of 10 working days) <ul style="list-style-type: none"> <li>Initial Request Fee (first hour of officer time)</li> <li>Additional officer time</li> </ul>	£150.00 £60.00	£150.00 £60.00	£300.00 Flat Fee
<b>Biodiversity &amp; Trees</b>			
Screening visit to advise whether an ecological assessment required	£50.00	£50.00	£70.00
Specialist tree advice relating to planning	n/a	n/a	£70.00
<b>Enhanced Copy Document Service Charges</b>			
Pre Application/Appeal <ul style="list-style-type: none"> <li>First A3/A4 side</li> <li>Each additional side up to a maximum of 30 sides</li> <li>A0, A1 or A2 plan</li> </ul>	£14.00 £0.70 £19.00	£14.00 £0.70 £19.00	£14.00 £0.70 £19.00
<b>Premium Service for fast track advice where appropriate</b>	n/a	n/a	Bespoke
<b>Parking Services</b>			
Exchange St, Upper Hundreds, Waterside, Coopers Yard and Hale Street (1 hour max)			
30 minutes (Exchange Street only)	£0.50	£0.80	£0.80
Up to 1 hour	£1.00	£1.50	£1.50
Up to 2 hours (Waterside Levels 1&2 only, max stay 2 hours)	£2.00	£2.00	£2.00
Up to 3 hours	£2.00	£2.50	£2.50
Up to 4 hours	£3.50	£3.50	£3.50
Up to 5 hours	£5.00	£5.00	£5.00
Up to 24 hours	£8.00	£8.00	£8.00
Hampden House, Whitehall Street, Friarscroft, Walton Green, Walton Street, Aqua Vale and Swan Pool		Aqua Vale only	Aqua Vale only
Up to 2 hours (Aqua Vale and Swan Pool only)	£1.00	£2.00	£2.00
Up to 4 hours (Aqua Vale and Swan Pool only)	£3.00	£6.00	£6.00
Up to 5 hours (Whitehall St, Hampden House and Walton St)	£2.50	£2.50	£2.50
Up to 24 hours (Friarscroft and Walton Green)	£3.00	£3.00	£3.00
Up to 24 hours (Hampden House, Walton St and Whitehall St)	£4.00	£4.00	£4.00
Up to 24 hours (Aqua Vale and Swan Pool)	£6.00	£10.00	£10.00
Anchor Lane (Blue Badge Holders Only)	Free	Free	Free
Sunday and Public Holidays	£1.00	£1.50	£1.50
Evening Charge (Aylesbury car parks)	£1.00	n/a	n/a

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

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

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

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



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

**AYLESBURY SPECIAL EXPENSES - SUMMARY BUDGET 2016/17**

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

**FINANCE AND SERVICES SCRUTINY COMMITTEE – 2015/2017 WORK PROGRAMME**

Date of meeting	Item	Scrutiny Indicator *	Requested by	Purpose of Review (Responsible Officer / Member)	Expected Outcome	Relevant Cabinet Member
Reported quarterly	Quarterly Finance Digest	1, 2	Committee (standing item)	To monitor expenditure (variances to date, expected outturn) against the in-year budget (Tony Skeggs)	To monitor the current budgetary position & make recommendations, as appropriate.	Varies according to the Service area
Considered at all meetings	Work Programme planning	NA	Committee	To discuss and prioritise items for inclusion on the future work programme.	To put together the future work programme for the next 12-18 months	Dependent upon the service / issue being scrutinised
16/11/2015 14/12/2015	Budget Planning & Draft budget 2016/17	1	Committee, Cabinet	To look at draft budget proposals and feed back comments to Cabinet (Andrew Small)	To make recommendations to Cabinet	Cabinet (collectively)
16/11/2015	Capital Programme review	1	Committee, Cabinet	Annual review of the capital programme (Andrew Small)	To make recommendations to Cabinet / Council	Cabinet (collectively)

\* Scrutiny Indicator Key

1: Holding to account	2: Performance management	3: Policy review	4: Policy development	5: External scrutiny
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Date of meeting	Item	Scrutiny Indicator *	Requested by	Purpose of Review (Responsible Officer / Member)	Expected Outcome	Relevant Cabinet Member
12/10/2015	Review of contract for management of the Aylesbury Waterside theatre	1, 2	Committee	To review the arrangements for renewing the contract (Paul Marston Weston)	To make recommendations to Cabinet, as appropriate	Cabinet Member for Finance, Resources and Compliance.
12/10/2015	Health, Safety and Well-Being Strategy 2015-18	4	Committee	To comment upon the draft strategy (David Thomas)	To make recommendations to the Cabinet Member, as appropriate	Cabinet Member for Environment and Waste
TBC	Business Rates	1, 2, 3	Committee	Update report, including on rate relief available, how the Council can help local businesses (Andrew Small)	To monitor and comment upon the current position	Cabinet Member for Finance, Resources and Compliance
2015, following pilot in 2015	Funding for further Broadband rollout in Aylesbury Vale – Results of the pilot scheme <b>NOTE: Broadband issues are being reported to the Economy &amp; BD Scrutiny as a part of ED activities.</b>	1	Committee	As agreed by Council on 3/12/2014, to review the pilot scheme results to enable an assessment to be made of the business case before proceeding with the continued rollout	To make recommendations to Cabinet, as appropriate	Cabinet Member for Resources

\* Scrutiny Indicator Key

1: Holding to account	2: Performance management	3: Policy review	4: Policy development	5: External scrutiny
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Date of meeting	Item	Scrutiny Indicator *	Requested by	Purpose of Review (Responsible Officer / Member)	Expected Outcome	Relevant Cabinet Member
16/11/2015 8/2/2016	Treasury Management Review 2015-16 and Strategy 2016-17	1, 2	Committee	Review the Treasury Management Policy (Andrew Small)	Comment upon the performance of the Policy over the last 12 months	Cabinet Member for Finance, Resources and Compliance.
TBC	Business Case for Aylesbury Vale unitary status	1, 2, 3	Committee	Update report, particularly re. new working arrangements (Andrew Grant)	To monitor the current position	Cabinet Member for Finance, Resources and Compliance
14/12/2015	Public Sector Equality Duty	1, 2, 3	Committee	Update report, particularly re. new working arrangements (Alan Evans)	To monitor the current position and comment on the latest PSED report.	Cabinet Member for Leisure, Communities and Civic Amenities
Reported in 2013 & 2014, Next review date TBC	Cloud computing	1, 2, 3	Committee	Update report, particularly re. new working arrangements (Alan Evans)	To monitor the current position	Cabinet Member for Finance, Resources and Compliance
Reviewed in 2013 & 2014 Next review date TBC	Sickness absence management in AVDC	2	Committee	Annual performance monitoring of staff sickness (Bob Matthews)	To monitor the position & make recommendations, as appropriate.	Cabinet Member for Finance, Resources and Compliance

\* Scrutiny Indicator Key

1: Holding to account	2: Performance management	3: Policy review	4: Policy development	5: External scrutiny
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Date of meeting	Item	Scrutiny Indicator *	Requested by	Purpose of Review (Responsible Officer / Member)	Expected Outcome	Relevant Cabinet Member
Reviewed in 2013 & 2014 Next review date TBC	Performance management of staff at AVDC	2	Committee	Monitor progress made in embedding arrangements over the last 2 years (Bob Matthews)	To monitor the position & make recommendations, as appropriate.	Cabinet Member for Finance, Resources and Compliance
Reviewed on 30/6/2015  2016 review date TBC	Leisure Management Contract – Year 2 Review 2014/2015	2, 3	Committee	To review the contract after the third year of operation (Paul Marston-Weston)	To review and comment upon contract arrangements after the second year of operations	Cabinet Member for Leisure, Communities and Civic Amenities
Reviewed in 2014 Next review date TBC	Horticultural / street cleansing contract (monitoring)	1, 2	Committee	To review the contract after the third year of operation (Gareth Bird)	To make recommendations, as appropriate	Cabinet Member for Leisure, Communities and Civic Amenities

\* Scrutiny Indicator Key

1: Holding to account	2: Performance management	3: Policy review	4: Policy development	5: External scrutiny
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Date of meeting	Item	Scrutiny Indicator *	Requested by	Purpose of Review (Responsible Officer / Member)	Expected Outcome	Relevant Cabinet Member
TBC	Review of advice services in Aylesbury Vale / Access to Customer Services	2, 3, 5	Councillor Winn Councillor Stuchbury	<ol style="list-style-type: none"> <li>1. Review of activities</li> <li>2. Highlight any AVDC service delivery issues that have come across in casework.</li> <li>3. Review impact on customers after 12 months of new arrangements for accessing AVDC services</li> </ol>	To make recommendations, as appropriate	Cabinet Member for Community Matters

\* Scrutiny Indicator Key

1: Holding to account	2: Performance management	3: Policy review	4: Policy development	5: External scrutiny
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