



AYLESBURY VALE DISTRICT COUNCIL

Democratic Services

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28 December 2017

FINANCE AND SERVICES SCRUTINY COMMITTEE

A meeting of the Finance and Services Scrutiny Committee will be held at **6.30 pm on Monday 8 January 2018** in **The Olympic Room, Aylesbury Vale District Council, The Gateway, Gatehouse Road, Aylesbury, HP19 8FF**, when your attendance is requested.

Membership: Councillor M Rand (Chairman); Councillors B Everitt (Vice-Chairman), J Bloom, J Chilver, S Lambert, R Newcombe, E Sims, M Smith, M Stamp, R Stuchbury and M Winn

Contact Officer for meeting arrangements: Craig Saunders; csaunders@aylesburyvaledc.gov.uk;

AGENDA

1. APOLOGIES

2. TEMPORARY CHANGES TO MEMBERSHIP

Any changes will be reported at the meeting.

3. MINUTES (Pages 3 - 18)

To approve as a correct record the Minutes of the meeting held on 28 November, 2017, copy attached as an appendix.

4. DECLARATION OF INTEREST

Members to declare any interests.

5. CONNECTED KNOWLEDGE INVESTMENT PROPOSAL (Pages 19 - 36)

To consider the attached report.

Contact Officer: Maryvonne Hassall (01296) 585663

6. DRAFT BUDGET PROPOSALS FOR 2018/19 (Pages 37 - 64)

To consider the attached report.

Contact Officer: Nuala Donnelly (01296) 585164

7. CAPITAL PROGRAMME REVIEW (Pages 65 - 74)

To consider the attached report.

Contact Officer: Andy Barton (01296) 585430

8. PUBLIC SECTOR EQUALITY DUTY (Pages 75 - 88)

To consider the attached report.

Contact Officer: Andy Barton (01296) 585430

9. WORK PROGRAMME

To consider the future work programme. Meetings are scheduled as follows:-

5 February 2018

1. Treasury Management Strategy
2. Quarterly Finance Digest

4 April 2018

1. Quarterly Finance Digest

9 July 2018

1. Leisure Centres Management Contract
2. Quarterly Finance Digest

FINANCE AND SERVICES SCRUTINY COMMITTEE

28 NOVEMBER 2017

PRESENT: Councillor M Rand (Chairman); Councillors B Everitt (Vice-Chairman), J Bloom, J Chilver, R Newcombe, M Smith, M Stamp, R Stuchbury and M Winn. Councillor J Ward attended also.

APOLOGIES: Councillors S Lambert and E Sims.

1. MINUTES

RESOLVED –

That the minutes of the meeting held on 5 September 2017 be approved as a correct record.

2. LEISURE MANAGEMENT CONTRACT - AQUA VALE SWIM AND FITNESS CENTRE, AYLESBURY

The Committee received an update from Everyone Active, the Council's leisure management contractor, on the actions and measures that had been implemented over the last six months and on other plans for the future and that would continue to improve the standard of cleanliness and hygiene at Aqua Vale Swim and Fitness Centre, Aylesbury.

The leisure management contract for the management and operation of the council's two leisure centres (Aqua Vale Swim and Fitness centre, Aylesbury and Swan Pool and Leisure Centre, Buckingham) had been awarded to Sport and Leisure Management Ltd, trading as Everyone Active (EA) from April 2013 for an initial period of ten years with an option to extend the contract, by mutual agreement for up to a further five years. EA paid the Council approximately £510,000 each year to manage the council's leisure centres.

EA managers had attended the Scrutiny Committee meeting in April 2017 following reports of poor standards of cleanliness at Aqua Vale and had acknowledged that the overall standards at Aqua Vale had not been up to scratch or as they would expect to provide and that they should have been more proactive in responding to issues that had arisen. The Committee had been informed on the arrangements in place to manage and monitor the contract and been informed by EA that a number of changes had been made including changes to the senior staffing structure, and the cleanliness and maintenance regimes.

Formal contract monitoring was undertaken by the AVDC client officer by way of a monthly contract meeting with EA Contract managers and site visit together with ad-hoc contract meetings with the Regional Director of EA. In addition, any complaints received by the Council were followed up with EA to ensure that they were resolved in a satisfactory manner. Furthermore, AVDC Environmental Health Officers reviewed the water quality test results obtained by EA if there were any concerns regarding the water quality.

Since the last meeting, the standards of cleanliness at Aqua Vale had continued to improve greatly and much had been done by EA to address concerns raised by Members. There was, of course, room for further improvement and EA remained committed to raising standards of cleanliness now and going forward. EA had produced a report which was circulated at the Scrutiny Committee meeting highlighting the actions and improvements made. The Cabinet Member for Civic Amenities informed Members

that she had met with EA managers and had toured the centre to see first hand the improvements made.

Everyone Active representatives attended the meeting and provided members with a Service Standards Report which contained comprehensive information on the Service Improvement Plan that had been actioned over the last 12 months. Key areas within the plan included cleaning, maintenance and staff levels (in particular, relating to lifeguard recruitment). The EA representatives, together with the Contracts Performance, Funding and Partnerships Development Manager, provided Members with further information as follows:-

- **Aqua Vale attendance** – overall attendance had increased by 4,222 in the first half of 2017/18 compared to 2016/17. There had been a decrease in the number of pre-paid fitness members from 2,310 to 2,083 over the last year which was attributable to the growing number of budget gyms that had recently opened in Aylesbury.

The number of people participating in the swimming scheme had increased by 3 people, which reflected that the scheme was at a mature stage and there was little scope to increase the amount of swimming lessons without a significant change to the overall programme.

- **Cleaning** – a specialist cleaning contractor, DMC Facility Management, had been appointed in February 2017 tasked with the day to day cleaning of the centre. There had been a significant increase in the amount of weekly cleaning hours and the contract had been launched with a number of overnight deep cleans.

To reach the next level in terms of cleanliness and presentation, a new contract had recently been agreed with Rapid Clean, who were a much larger company who provided cleaning services at various EA centres.

In addition to the contract cleaning services, an additional focus had been placed on in house cleaning regimes:-

- the lifeguard team focussed on the swimming pools and pool sides.
- the food and beverage team focussed on the café.
- the fitness team focussed on the gym and fitness equipment.

Cleaning schedules were reviewed within all areas to ensure that they were as comprehensive as possible with daily, weekly, monthly, quarterly, 6 monthly and annual schedules. The day to day cleaning processes were driven by the Duty Managers who were supported by a Contract Operations Manager and the General Manager who all completed daily spot checks and inspections to check standards.

Furthermore, the Contract Manager undertook regular cleaning inspections to review the schedules, task completion and standards achieved. AVDC's Contracts Performance, Funding and Partnerships Development Manager also undertook regular announced and unannounced cleaning inspections.

All of this had ensured that cleaning standards had dramatically improved at Aqua Vale since December 2016. This was supported by customer feedback and observations from inspections.

- **Complaints** – information was provided that showed that the total amount of feedback received had increased while at the same time the number of complaints per 10,000 visits had reduced by two-thirds.

- **Staffing** – to resolve the lifeguard staffing issues that had been highlighted at the previous meeting, the following changes had been made at Aqua Vale in addition to the changes at senior management level:
 - lifeguard pay had been increased.
 - more free NPLQ courses had been run, which trained people to become lifeguards.
 - improved development opportunities were being provided through progression to Team Leader and Duty Manager.
 - the culture amongst lifeguard teams had been improved, which had assisted with staff retention.

The lifeguard team was now fully staffed in terms of full-time, permanent team members.

- **Maintenance** – a number of changes had been made to operational processes and additional training provided for the Duty Management and operational teams to minimise maintenance and technical issues that had been impacting service provision. The Planned Preventative Maintenance undertaken at Aqua Vale was detailed which included information on items, when work was due and when it had been completed, the frequency of work and the contractors that undertook the work.

Additional information was provided of large reactive maintenance works and any capital expenditure investments that had been completed between April and September 2017. These items were as a result of remedial works from inspections or servicing as well as capital investments and upgrades.

- **Additional Service Improvements at Aqua Vale** – in addition to the senior management changes, changes had also been made to the Front of House Manager, and the Food and Beverage Manager, as part of improving standards in those areas. This included:-
 - Improvements to the Queue Management Systems – a previously under utilised room in the reception area had been transformed into an additional reception serving point and was used during peak times to deal with enquiries and to reduce queuing for transactions, in particular for processing car park refunds.
 - Car parking arrangements – EA had proposed an alternative car parking arrangement to the council, suggesting the implementation of a A.N.P.R. (Automatic Number Plate Recognition) camera system, which would remove the need for everyone to obtain a ticket from an machine and then visit the centre's reception to obtain a refund. Work was ongoing on the practical implementation of this scheme.
 - Gym Refurbishment – in September a refurbishment of the gym facilities at Aqua Vale, with a particular focus on free weights, had been completed at a cost of £17,000.
 - UK Active Code of Practice – Aqua Vale had been randomly selected by UK Active as one of 5 centres to be assessed against its code of practise. The review had been primarily health and safety focussed and included risk assessments, safe systems of work, COSHH, pool water quality, pool plant operations, fire safety and colleague training and qualifications. Aqua Vale had passed this assessment, scoring 100%.
- **Swan Pool** – had seen significant growth in attendance in the first half of 2017/18 compared to the previous year, following the refurbishment. In particular, the number of pre-paid fitness members had increased by 25% to

2,055 members and the number of people learning to swim had increased by 4.2% to 1,191.

- **Community Development Highlights** – in addition to managing the centres, EA had supported and been involved in a number of community events throughout Aylesbury Vale over the last six months including Live in the Park and Play in the Park.

Members sought additional information and were informed:-

- (i) that an issue at Swan Pool regarding a local school having priority use of the centre which clashed with a popular aqua swim session had been satisfactorily resolved.
- (ii) that people using gym equipment were given an induction on how to use the equipment and asked to exercise within their limits. Assistants were also present in gyms to assist people, if required.
- (iii) that should the number of people using the centres increase dramatically, in line with the projected housing growth, then staffing numbers could be adjusted accordingly.
- (iv) further on how EA had been proactive to seek information / complaints from customers and to respond to the feedback.
- (v) that a number of other Councils in the country had been able to introduce an A.N.P.R. camera system for car parking arrangements so it was hoped that an arrangement could also be implemented for Aqua Vale.
- (vi) that fast tracking how customers were refunded their car parking charge would considerably improve the customer experience at Aqua Vale. 500,000 refunds were processed every year. Creative options were being explored to improve the car parking situation, although the Council was also aware that it received £40,000 p.a. (£25K car parking charges, £15K penalty charges) from the car park.
- (vii) by AVDC's Contracts Performance, Funding and Partnerships Development Manager on the frequency of his announced and unannounced visits. While any complaints were followed up with EA, they had been proactive over the last year in dealing with any issues.

RESOLVED –

- (1) That the representatives from EA be thanked for attending the meeting and for the positive progress that had been made in managing the Council's leisure centres.
- (2) That EA be invited to provide a further update report to the July 2018 scrutiny committee meeting regarding the Leisure Centres management contract.

3. BUDGET PLANNING 2018-19

The Committee received a report that had been submitted to Cabinet on 8 November and which set out the high level issues facing the Council in developing budget proposals for 2018/2019 and in updating the Medium Term Financial Plan (MTFP).

The current MFTP for 2018/19 had been agreed by Council in February, 2017. This had predicted the need to identify £1.4 million of savings in order to balance the budget for 2018/19, based upon the information available at that time and a set of assumptions around key variables within the budget. These assumptions would be revisited and reviewed as part of the budget planning for 2018/19 and the following four years which made up the MTFP.

Local government, and most of the public sector, had been managing the consequences of the Government's balancing of the public sector funding equation over the last seven years, whilst at the same time managing the expectations of residents. With the recent General Election and the ongoing uncertainty surrounding Brexit and its impact, there had been some softening of the Government's stance on austerity. As a consequence, the Government's long term targets for balancing the budget had been extended and there had been some new funding for some nationally high profile issues. However, it was still considered unlikely that this would have any material impact on the targets that had been set for local government for the period up to 2019/20. All indications were that austerity would continue well beyond this timeframe.

The Chancellor of the Exchequer had announced in the Autumn budget on 22 November a focus on issues such as housing growth and a re-prioritising of the Government's agenda that might have far reaching implications for local government. However, the Government appeared committed to the four year settlement, so core funding seemed likely to be unaffected, but there remained many other mechanisms by which local government could be affected. The tone of the report to Cabinet had therefore been primarily focused around the delivery of efficiency savings and new income generation, as identified last year, but with an eye to the wider budgetary risks potentially facing the Council.

The report identified some of the key issues and areas that would need to be considered as part of the review and update process and set out the timetable for scrutinising and agreeing the budget and the MTFP. The proposed timetable broadly followed the same format as in previous years and this was summarised in the report.

The ongoing work of officers and Cabinet Members under the wider commercial AVDC programme meant that the process could be condensed. This should be achievable, as any strategic choices relating to the level or means of service delivery had already been debated and scrutinised throughout the year. The restructuring programme recently completed had been the single largest facet of the commercial AVDC programme during the last 12 months.

The Commercialisation programme was being delivered as an ongoing four year programme of co-ordinated works and service reviews and not as four separate annual decision making rounds. Through this approach Members would avoid being presented with multiple, unpalatable service cut choices. This also minimised the amount of decision making required as part of the annual refresh and update of the MTFP.

Government funding and the Wider landscape

The 2015 spending review had outlined a multi-year settlement offer for local authorities, which 97% of councils had accepted. The settlement for 2018/19 represented the third year. The figures contained in the settlement were as follows:-

	2016-17 £M	2017-18 £M	2018-19 £M	2019-20 £M
Settlement Funding Assessment	5.22	4.30	3.83	3.26
of which:				

Revenue Support Grant	1.57	0.58	0.00	0.00
Baseline Funding Level	3.65	3.72	3.83	3.95
Tariff/Top-Up	-16.16	-16.47	-16.96	-17.50
Tariff/Top-Up adjustment				-0.69

In 2018/19 the Council would effectively receive no Government Revenue Support Grant. However, it would continue to receive funding from other Government allocations and was allowed to retain the business rates baseline number set out above.

The Government was currently consulting on elements of the wider settlement but had signalled, barring exceptional circumstances, its intention not to vary this key element of the settlement package. The settlement included:-

- Revenue Support Grant.
- Business Rates Tariffs and Top-up Payments.
- Rural Service Delivery Grants and Transition Grants.

Other elements of the consultation included proposals around tightening eligibility to New Homes Bonus and the Government's proposals for Council Tax Referendum Principles in 2018/19.

Council Tax

The Government had signalled its intention to hold the broad referendum principles from the last two years. Specifically for Districts, this meant a maximum increase of 2% or £5 whichever was the greater. Aylesbury Vale had chosen to increase Council tax by £5 last year, the maximum possible, representing an increase of 3.59%. The MTFP assumed a further increase of £5 in 2018/19, representing an increase of 3.47% in that year.

Against a backdrop of increasing inflation, a 2% increase was increasingly looking low and the Government would come under pressure from the sector to set a threshold which at least kept pace with the real growth in costs. Inflation was currently 2.8% as measured by CPI and 3.9% using RPI, with concern that currency weakness might push this still higher. The assumptions around the proposed increase in Council tax would be tested as part of the budget development process.

In relation to Town/Parish Councils, the consultation had stated that it expected to see clear evidence that these bodies were exercising restraint. It seemed unlikely, given the Government had thus far resisted implementing controls on this tier, that it would introduce them this year.

New Homes Bonus (NHB)

Last year the Government had consulted on "sharpening the incentive" which had resulted in the introduction of a growth baseline target which needed to be exceeded in order to attract NHB, and a reduction in the number of years for which the Bonus was paid from 6 years to 5, to 4 years in 2018/19. The Government had held back from imposing some more radical changes, but had promised to keep these under review.

This year, the consultation was seeking to revisit these. The areas of main concern were proposals to increase the base level and to withhold NHB where development was permitted on appeal.

The Council had responded to the consultation, highlighting that even councils committed to housing growth would sometimes need to reject applications where they were opportunist and where they were inconsistent with the location of growth in the local neighbourhood plans, or with the provision of infrastructure. The Council was keen to support residents' wishes enshrined in neighbourhood plans and the consultation proposals were a financial disincentive to do this.

The Council was still holding a considerable reserve of NHB funds against commitments awarded out of previous allocations. The budget proposals would need to consider how expected future allocations might be utilised, but given uncertainty over the changes the Government might implement, it would need to be more cautious over what future commitments it proposed to enter into.

Business Rates Pooling and 100% Retention

From 1 April, 2013, Government Grant was now made up of two elements – Revenue Support Grant and Retained Business Rates. The system of Business Rates Retention allowed Councils to benefit (or lose) from changes in the amount of business rates collected in their area and thus each council would be incentivised to promote economic expansion.

The Council's ability to gain from business rates growth was limited in practice, but it still generated some tangible gains over the four years that the current system had been in place.

Appeals against the amount of business rates payable continued to present an issue. Thus far, these appeals had been successfully managed through an appeals provision. However, appeals against a number of the largest properties in the Vale were still unresolved and therefore presented a potential risk. The current assumption was that these could be managed within the existing appeals provision but this would need to be kept under review.

The revaluation of all business rates had taken place on 1 April 2017 and, as had been predicted, this had impacted some groups of businesses within the Vale. The Government had announced funding for discretionary relief for small businesses and pubs, and this relief had been designed into the local scheme and had been distributed.

In 2016/17, Aylesbury Vale had entered into a business rates pooling arrangement with Bucks County Council, Bucks Fire and Rescue, Chiltern District Council and South Bucks District Council. This allowed the pool to retain a proportion of business rates growth that would normally be paid to the Government. Across Buckinghamshire this had resulted in a pooling gain in excess of £1million during 2016/17 and this had been distributed amongst the partners in accordance with a memorandum of understanding signed by each of them. In anticipation of a further gain, the pool had opted to continue the arrangement into 2017/18. It was proposed to continue again for 2018/19.

The Government had consulted last year on proposals to allow local government to retain all business rates growth. This had resulted in a set of detailed and complicated proposals which it had intended to take through the Parliamentary process. However, the General Election and the resultant change in the Government's overall majority had meant that the Government no longer considered progressing the full proposals as one of its priorities. However, the Government remained committed to the concept and it was piloting ways in which to achieve the broad ambitions of its policy intention without the need for primary or secondary legislation.

As part of the settlement process for 2018/19 the Government had sought expressions of interest in acting as one of the pilots. There were a number of existing pilots in

operation, mainly around the mayoral based combined authority deals. The DCLG was now keen to widen the pilots to include two tier areas.

As part of any submission, the Government wanted to see a focus on functional economic areas, with business rates retention being seen as a means to deliver economic growth in these areas, as well as dealing with local government sustainability considerations.

Buckinghamshire was made up of more than a single functional economic area with twin focuses, looking north and south. Aylesbury Vale had a strong economic focus towards the SEMLEP geographical area and this was supported by the Government's promotion of the East-West Corridor. Aylesbury Vale featured prominently in the central area of the corridor and business rates growth was seen as an important funding mechanism in terms of infrastructure delivery.

As a purely Buckinghamshire focused pilot would detract from progressing a wider retention proposal, and because of the narrow bidding window, no submission had been submitted. The time gained would be used to try to develop a wider area proposal in time for any future pilot opportunities.

Inflation and Pay

The MTFP agreed in February 2017 had been based around a number of assumptions on inflation and pay, having regard to the economic trends at that time. In practice, the looming Brexit was having unpredictable effects on the economy as markets reacted to the uncertainty this issue was causing. Much of this would be determined and resolved by the Government's final agreed approach to exit from the European Union. It was still far from clear as to what kind of agreement the Government could achieve or how global markets would react to this.

For now, it appeared that continued uncertainty would weaken the pound and push inflation higher in the short term. Seemingly, this would now hasten higher interest rates. However, the situation was volatile and provided an uncertain environment in which to plan. This would need to be kept under review, but it seemed unlikely that any great clarity would emerge during the Council's budget planning cycle. It therefore seemed probable that this would become one of those issues that would necessitate continual review and a higher level of contingency.

Last year the Staff Side and Trade Unions had agreed a two year pay settlement with 1% being awarded in 2017/18 and 2% in 2018/19. This agreement had been built into the MTFP assumptions. The Council had also committed to a pay review and work was continuing on this. The results would need to be considered in the context of budget planning and the consideration of budget pressures.

Brexit

Officers continued to keep a watching brief on negotiations. The practical implications were however extremely difficult to assess at this stage because of the uncertainty around terms. The Council did not receive any direct funding from the European Commission. However the indirect impacts were hard to anticipate. The Council had relatively few direct employees from the EU, and so the situation was not of such significance as for those councils that had care responsibilities. However a number of this Council's contractors did rely on EU employees and this might put pressure on future contract costs.

The impact of workforce availability, tariffs, exchange rates and borrowing might all potentially push prices up. This would be reflected in the headline rates of inflation.

Currently there was some upward pressure in this respect, but this was mainly the result of uncertainty. Once there was more clarity in relation to the exit terms, there might be additional costs as the market digested these and priced them in.

The Council now received a proportion of all business rates collected in the Vale. Brexit would certainly have some impact on local businesses, but this was hard to determine at this point. Businesses might choose to relocate within the EU or import tariffs might make UK production more attractive to the domestic market. There might be business rate losses or gains depending upon the nature of the final agreement. However, it seemed probable that whatever the actual impact turned out to be, its full implications would not truly be determined for a very long time. Brexit would remain a consideration for at least the length of this MTFP.

AVDC Commercial Interests

The Council now had a number of commercial holdings, each at different stages of maturity. In line with the overarching governance approach adopted by Council earlier this year, each of these interests would present an annual business plan for consideration and scrutiny alongside the budget development process. The financial implications of the agreed business plans would be reflected in the developing budget.

Commercial AVDC

The Council's approach to balancing its finances over the period of the MTFP had been based on the Commercial AVDC Programme.

In summary, the Programme had been developed as the response to addressing the budget challenges following changes to Government funding and the desire to develop a more commercial response to the delivery of services (traditional and new) for existing and new customers. A programme of continual change and innovation had been put in place over recent years, with the last year being largely focused on a complete top to bottom rebuild of the internal structures of the Council, as well as the delivery of key innovations in service delivery.

During the last twelve months the Council's staff had been put through a behavioural led process to ensure that the Council was fit for the future. At the same time, the Council had completely rebuilt the structure and all roles had been developed to fit with the behaviours and the more commercial approach to business. As far as could be ascertained, AVDC was the first Council to undertake this type of programme whilst at the same time redesigning and recruiting its entire staff and keeping services running seamlessly. The following headlines were of particular note:-

- Delivery of a newly designed business delivery structure fit for the 21, aligned to commercial behaviours making the Council fit for the future and ready to address the other issues set out in the MTFP.
- Exceeding the £6 million target set for the programme by 2020 – achieving £2.2million in 2017/18 and delivery of £3.8million by 2021.
- Head count reduction from 471 to 426 (approximately 10%).
- 250 of the above roles had been filled by existing staff, (drivers and loaders had undertaken a different development behavioural process and were excluded from this figure). This had left 110 roles to be filled externally (around a third of all posts in the new structure, excluding loaders and drivers).

- Aylesbury Vale had managed to attract a very high calibre of applicants externally, including applicants from local government, other public services and the commercial world. This indicated that the programme overall was succeeding in bringing a more commercial mind set and approach to the Council's activities.
- To date, 88 individuals had left the Council during the course of the Commercial AVDC Programme, comprising 25 settlements, 38 voluntary redundancies, 23 compulsory redundancies and 2 resignations. Settlement/redundancy payments had been in excess of £2million and the cost of the behavioural assessments and accompanying programme had cost in excess of £1million. It was however expected that these measures would lead to ongoing salary savings of £2million p.a., representing a pay back of approximately 1.5 years.
- The new structure meant that AVDC had a fit for purpose workforce that would enable the Council to operate within its means, although there would continue to be cost pressures.
- The equalities statistics for the workforce remained broadly the same post restructure, with an overall reduction in all age groups (small increase in 31-40). Ethnicity and disability percentages were broadly the same, with the Council's gender profile also broadly similar, although there had been a slight growth in the number of female employees in senior management roles.
- Additional benefits of the restructure had already been proved, e.g., increased flexibility within the senior structure to re-allocate responsibilities and projects, the opportunity to have amore commercial focus across all sectors which should increase income streams and clarity on development requirements, recruitment branding and succession planning.

During this time the Council had also achieved a number of significant achievements exhibiting the commercial approach:-

- The first Council to deliver comprehensive and delivery focused Alexa voice skills, enabling new ways for customers to interact with the Council.
- The first public body (as far as could be ascertained) to pilot artificial intelligence to assist with handling customer enquiries, freeing up time to spend with those customers who need personal attention.
- Through the Vale Lottery, the Council had generated around £80,000 worth of new income for communities in Aylesbury Vale, as well as the delivery of seven lotteries across the country. This had increased income for AVDC, whilst also helping the wider sector and 173 communities across the country to raise funds for their areas.
- Organising and speaking at numerous conferences sharing AVDC best practice and that of the Council's partners and colleagues, as well as providing consultancy services to other public service providers enabling them to work in a more commercial way, whilst delivering income to the Council.
- The Council had moved more customer fulfilment functions onto the Salesforce platform, thereby helping staff to provide customers with a better, more efficient and faster service, and reducing complex IT legacy systems.

- The Council was midway through building “The Exchange”, a new restaurant and residential development in Aylesbury town centre, and had agreed a £100million commercial property investment strategy. These, along with the Council’s other strategic commercial assets would enable the Authority to continue to support its aims over the medium and long term.
- The Council was part way through the building of a new depot at Pembroke Road, Aylesbury, and was on target to launch the commercial workshop later in 2018.
- The waste team would be retiring the old HGVs and bringing in a new fleet that would be built to the latest EURO6 emission standards. This would improve emissions for the 500,000 miles the fleet travelled each year and would reduce fuel consumption as well.

Connected Vision

In 2018/19, it was proposed to build upon the progress and achievements already made, focusing on ensuring the long term delivery of public service. Work had commenced on bringing together the different strands of the Commercial AVDC Programme and other external and internal objectives into a single statement of objectives. This had been termed “Connected Vision”.

In developing Connected Vision, there had been no attempt to challenge the already clearly set objectives of the Council, namely “To secure the economic, social and environmental wellbeing of the Vale”. However, what had been finessed over recent months was the mission i.e. the driver of how the vision would be delivered. The mission as part of Connected Vision was “...to make AVDC the best social enterprise business in the UK – providing world class support for those who need it”.

A social enterprise was an organisation that by selling goods and services in the open market, could re-invest the money it made back into its business or the local community. This allowed it to tackle social problems, improve people’s life chances, support communities and help the environment. This approach added to the direction the Council was taking in terms of commercialisation, but not for its own sake, rather with an end of achieving social improvement and wellbeing of residents, businesses and environment.

The Connected Vision document sought to bring all the existing strands of work together in an attempt to demonstrate how they nested within the Council’s wider vision and the milestones which would need to be passed on the way in order to ensure its achievement. This would help with the understanding of where individual actions sat and how they inter-related. It would also help the organisation manage and direct its resources in the delivery of the vision.

The Connected vision had been expressed in a number of themes which created a framework for the delivery of the wider vision. The four themes were:-

- Financially fit (ensuring that the Council had the funds to fulfil the vision and use them wisely).
- Customer focus and innovation (ensuring that the customer was at the heart and that the Council continued to innovate for them).
- Community focused (ensuring that the Council delivered for the community at large).

- Commercially minded (ensuring that the Council fulfilled the overall social enterprise model).

These aims did not diverge from the existing direction. Clarification in this way helped to ensure that the organisation was better aligned as well as being clear about why it was developing in this way. It was intended to publish a Connected Vision update annually, communicating progress at appropriate intervals. The first iteration of this was submitted in diagrammatic form. More detail on the monitoring and reporting framework behind Connected Vision would be published at the beginning of the new financial year.

Connected Knowledge

In January, 2017, the Council had considered a technology strategy known as “Connected Knowledge”. This had been endorsed as the right direction of travel for improved customer services and the main driver for efficiency over the next five years.

As part of the budget process, an initial allocation of funding had been awarded to progress the first year’s work. This had been accomplished by undertaking to provide a progress report towards the end of the first year. Dependent upon this, authority would be sought for a further tranche of funding once the scope and costs of the next stage had been clarified.

Connected Knowledge had been designed to be the catalyst for technological innovation and change, thereby propelling the organisation into the future. The programme was intended to support the Council with the necessary tools, policies, people and environment that would further enhance the commercial mind set and company culture. The Council was already widely acknowledged as championing this agenda within the public sector. Connected Knowledge built upon the advances made over the previous five year cloud strategy.

This strategy and the accompanying road map had been set out in the guiding principles and objectives. The key achievements included:-

- The creation of the Connected Knowledge platform – a platform of integrated data and intelligent systems enabling properly integrated and automated transactions for all the Council’s customers.
- The introduction of artificial intelligence (AI) and AI powered voice control, which over time would serve increasingly complex customer demands. The Council viewed the future as an integrated world, with staff, customers and partners all engaging with the digital technology to deliver the Council’s strategy.
- Being 100% cloud software based, meaning a simplified lower maintenance information communication and technology landscape.
- A more strategic approach to what the Council did, the services it provided, who the Council worked with and what the Council bought.

In the MTFP the Connected Knowledge programme represented a major area of investment as the driver of a significant element of the planned efficiency savings across the next four years. It was intended to provide a detailed update on the programme to Cabinet in December, alongside the initial budget proposals.

Council Tax Base

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

With the growth of the Vale over recent years the tax base had increased above its historic growth trends, resulting in more council tax being collected. Whilst useful, in terms of the additional council tax generated, the reality was that the housing growth which had resulted in the tax base growth often contributed to more cost by way of demands for infrastructure and services.

It was estimated that the combination of these factors would result in actual tax base growth of just below 2% (1.97%) in 2018/19, compared to the existing 1% assumed in the MTFP. This was a slight reduction from the 2.4% achieved in 2017/18.

Capital Planning and the Impact of Spending Decisions

The revenue financing implications arising from the decisions taken by Council over the past few meetings, such as the property investment strategy and schemes at Silverstone, would now need to be factored into the budget for 2018/19 and beyond. This, along with the impacts of any other new decisions, would also need to be modelled alongside the position on capital resources.

The Capital Programme would be considered in a parallel process to that of revenue budget development and the revenue impacts of any funding decisions taken would need to be considered and built into revenue planning as part of the approval process. Where the Council had held spare cash balances, it had been used in lieu of borrowing. This had reduced the need to take long term borrowing and the Council had received the lender's return.

Utilising spare cash in this way was especially advantageous during periods of low interest rates. It was generally predicted that the Bank of England would begin to increase rates during 2017, but this was still heavily dependent on external factors and any increase was likely to be small and gradual. An increase in interest rates had recently been announced by the Bank of England.

The impact on investment income, the cost of borrowing and the returns from savings from investment decisions had therefore to be considered together in order to understand the actual effects of these decisions. The final impact of completed and planned investment decisions were still being modelled and would be set out in more detail in subsequent reports.

Process for Resolving the Budget for 2018/2019

As had been highlighted in previous years, the Council's strategy for balancing the budget had been an ongoing process and not an annual exercise purely undertaken at this time of the year. This had been driven by a desire to balance the budget through reorganisation, efficiency and income generating strategies already set in motion and without the need for a crude or simplistic cuts exercise.

The reorganisation recently completed and the Connected Knowledge Programme were both central elements of this approach. It was therefore proposed to continue to work on refining the budget, making assumptions about the range of outcomes and aiming for the worst case scenario where appropriate.

The Council had working balances broadly in line with its stated minimum. These allowed the Council to drive forward and invest in new savings initiatives with confidence. Balances (adding to or use of) were likely therefore to form part of the strategy for concluding the balancing of the budget for 2018/19.

As had been identified, the focus remained on restructuring and new income generation and not upon lists of potential cuts. If a specific proposal required a Cabinet decision or Scrutiny consideration, it would have already been taken through the democratic process at the appropriate time, or be separately identified for debate as part of the budget development process. This again would make the process lighter and avoid the need to take lists of potential service cuts through the Scrutiny Committees. The initial budget position would be presented to Cabinet in December and would be the subject of scrutiny by the Finance and Services Scrutiny Committee in January 2018.

Members sought further information and were informed:-

- (i) that the Chancellor had mentioned the National Infrastructure Commission (Cambridge-MK-Oxford corridor) in the Autumn budget. A report would be submitted to Cabinet in December.
- (ii) that Bucks Business First was doing work to assess the impact of Brexit on the local economy. The reduction in migration was impacting on the hospitality and care sectors in particular. AVDC had reserves and balances that would be used to help smooth future impacts.
- (iii) that the Council was unsure of the baseline funding level of business rates (currently £4m) that AVDC would be able to retain from 2020 onwards.
- (iv) that the Council was holding a considerable reserve of NHB funds against commitments including the Parishes Grants scheme, Silverstone Heritage Experience, £5m commitment to East-West rail and the development of the north side of Exchange Street.
- (v) that while there was a current reliance on consultants / agency staff in some areas of the Council, active recruitment was ongoing to recruit permanent staff to all posts in the new structure so this reliance could be minimised.

Members were informed that there was a nationwide shortage of qualified planners which was exacerbating recruitment in this area. The Council was also employing some agency staff for Housing Benefits work as there was likely to be changed requirements for staffing when Universal Credit was introduced locally in 2018.

- (vi) that the Council had set up a review group to monitor compliance with the IR35 (Intermediaries legislation). Part of this work would also look at how the Council might encourage agency staff to become full time employees.

RESOLVED – That the current approach being taken to develop the budget proposals for 2018/19 and in terms of updating the Medium Term Financial Plan be noted.

4. QUARTERLY FINANCE DIGEST (APRIL - SEPTEMBER 2017)

The Committee received the report on the Council's financial performance for the period 1 April 2017 to 30 September 2017. The current position at the half way point of the year was showing an overspend against budgets of £1.290m. The latest Quarterly Finance Digest had been included as an appendix to the Committee report and Members referred to this document whilst considering the report.

The financial position was largely being driven by budgeted levels of staff costs in relation to the reorganisation of the Council. Over the past 12 months, the Council has undertaken a series of business reviews in order to position itself as a more commercial organisation. It was anticipated that the financial benefit of doing this would be realised through significant savings in staff costs in the future.

During the first 6 months of the year, £0.672m of salary savings had been made as a result of business reviews and vacancies. These vacant posts were, however, being filled by temporary staff (agency and consultants) at a premium cost. For the first six months of the financial year, agency costs were reported as being £1.290m above budgeted levels. It was anticipated that the reliance on temporary staff would reduce during the year as vacant posts were filled.

The forecast for the financial period to the end of March 2018 was now expected to be an overspend of £0.496m. This overall figure included redundancy costs of £1.7m and temporary staff costs of £2.9m, offset by full year salary savings of £1.8m in excess of the salary savings requirement.

The cost of redundancies would be funded from reserves. The use of reserves to meet redundancy costs had previously been agreed to fund these exceptional costs of reorganisation. The council anticipated the pay back of costs incurred through staff savings over the next few years.

Detail of the reserves and provisions held by the Council were detailed on page 13 of the Digest. After allowing for known movements, the balance of reserves was forecast to be £35.817m at 31 March 2018.

As well as the revenue budget the digest, on page 14, it had also been reported on the level of capital spend to 30 September 2017. Whilst the year to date spend of £0.78m represented only 6% of the total anticipated spend, there was no perceived risk on the delivery of the schemes and it was anticipated that expenditure would increase in line with plans over the second half of the year.

Page 15 of the Digest detailed information on the level of investments and borrowings during the first six months of the financial year. No new borrowing has been taken out during the year and so the current level remains at £23.5m. The council had £54.8m invested at the end of September, in a combination of banks, building societies and money market funds.

Budget holders' were continually asked during the year 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.

Members sought further information and were informed:-

- (i) that the current forecast overspend of £0.496m for the year as well as the redundancy costs of £1.7m would be paid from balances, leaving year end expected outturn for the General Fund Statement of Balances of £1.924m.
- (ii) on the current position regarding the use of consultants and agency staff, as had been explained during the budget planning agenda item. Members were informed that a review of pay in the waste services area was being undertaken, to assess whether any changes could be made to reduce the high turnover of loaders and drivers.

- (iii) that, from an accountancy perspective, the difference between Revenue Reserves and provisions and balances was that reserves were held for a specific purpose in the future and usually related to a known risk, while balances were a contingency held against unexpected future events. It was expected that some of the NHB Reserves would be moved this year to show against specific schemes.
- (iv) that the information on the Commercialisation and Business Transformation portfolio represented the half-yearly position. Where expenditure for the first 6 months of the year was greater than the yearly commitment then the position would continue to be monitored, managed and reported in future digests.
- (v) that the Council would be recompensed for some costs relating to work undertaken in relation to HS2, e.g. employing additional planning staff.
- (vi) that a report would come to a future meeting looking at how the format of the Quarterly Finance Digest might be improved to assist Members in monitoring financial information. This could include looking at relevant key performance indicators.

Members commented that they would like to see a greater level of detail provided with the financial digest reporting so that they were able to identify impacts within their individual Wards. For example, the information on the Civic Amenities portfolio, Public Conveniences, did not specify which conveniences these related to. Members who had particular concerns were informed that they could ask for feedback at any time by submitting questions on the Question Sheet at the back of the Quarterly Finance Digest or by contacting the Strategic Finance team.

RESOLVED –

That the content of the Quarterly Finance Digest for the period April to September 2017, be noted.

5. WORK PROGRAMME

The Committee considered their work programme for the period up until April 2018.

The agenda items for future meetings would be:-

- (i) 8 January 2018 – Budget scrutiny, Capital Programme Review, Public Sector Equality Duty, Connected Knowledge
- (ii) 5 February 2018 – Quarterly Finance Digest, Treasury Management Strategy, Vale Commerce Business Plan.
- (iii) 4 April 2018 – No items as yet.

RESOLVED –

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

CONNECTED KNOWLEDGE INVESTMENT PROPOSAL

1 Purpose

- 1.1 Cabinet received a report (attached as an appendix) on 20 December 2017, in relation to the investment proposal for the delivery of Phase 2 of the Connected Knowledge strategy starting in April 2018.
- 1.2 The Scrutiny Committee is asked to review the report and indicate any comments / feedback that it wishes Cabinet to take into consideration in finalising the budget proposals for 2018/19. These will be reported verbally to Cabinet on 9 January 2018.

2 Recommendations/for decision

- | |
|--|
| 2.1 The Scrutiny Committee is requested to indicate any comments it has on the Connected Knowledge Investment Proposal that it wishes Cabinet to take into consideration in finalising the budget proposals for 2018/19. |
|--|

3 Executive summary

- 3.1 The Connected Knowledge Investment Proposal report to Cabinet on 20 December 2017 recommended that the budget proposals for 2018/19 include for the provision of £1.53m from the unallocated balance of 2017/18 New Homes Bonus funding for the investment specified in Section 1.0 of Appendix B of the Cabinet report. A copy of the Cabinet report is attached.
- 3.2 Cabinet agreed these proposals and they have now been incorporated into the budget setting report that will be considered by Cabinet on 9 January 2018.
- 3.3 The Scrutiny Committee is requested to indicate any comments it has on the Connected Knowledge Investment Proposal that it wishes Cabinet to take into consideration in finalising the budget proposals for 2018/19. These comments will be reported verbally to Cabinet on 9 January 2018.

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CONNECTED KNOWLEDGE INVESTMENT PROPOSAL

Councillor Mrs Blake

Cabinet Member for Commercialisation and Business Transformation

1 Purpose

- 1.1 The purpose of this document is to present the investment proposal for Phase 2 for the delivery of Connected Knowledge (CK) strategy starting in April 2018. The full Connected Knowledge Technology Strategy 2017-2022 was agreed at the Feb 2017 Council meeting, and Phase 1 funding was agreed in May 2017. It is still proposed that the strategy is implemented in a phased manner which will give the opportunity for the inevitable learning from the early phases. The phase 1 progress was presented in November 2017, and it is envisaged that phase 2 will also be presented back 6 months after kick off in April 2018.
- 1.2 In line with the original recommendation that a further set of funding would be required this paper sets out the information to support a decision to approve the funding for the second phase based on presentation of both the costs and expected benefits to be achieved.

2 Recommendations/for decision

- | |
|---|
| <ol style="list-style-type: none">2.1 Cabinet is recommended to include within its budget proposals to Council provision for £1.53 million from the unallocated balance of 2017/18 New Homes Bonus funding for the investment specified in Section 1.0 of Appendix B. This funding being required so that work can continue on delivering a leading edge, forward thinking platform to enable AVDC to develop customer first processes, a streamlined internal operation and a framework for increased opportunities for external commercial sales. |
|---|

3 Executive summary

- 3.1 The delivery of the Connected Knowledge strategy is central to enabling AVDC to continue to make savings in the delivery of services, to remain at the vanguard of innovative thinking and to the delivery of excellent Customer Service. It also provides the opportunity to generate income by both supporting general commercial opportunities and also by providing consultancy services to other Councils keen to emulate the approach being taken by AVDC.
- 3.2 The strategy will be delivered over a 5 year period, with benefits being achieved in a phased manner. The first phase of this programme is coming to an end and this paper provides an update on phase1 achievements and covers the delivery of phase 2 to the end of 2018 financial year. Inevitably there will be valuable learning from the first phase which has been factored in to the proposals for future phases. An update was provided to Cabinet in November 2017, and a request for further funding will be taken to Cabinet, Scrutiny and Council in December 2017 and January 2018.
- 3.3 AVDC continues to have a good track record of delivering large scale, strategic programmes of this type. The Commercial AVDC, 'Right Here Right Now' and Phase 1 of the Connected Knowledge Programme are leading edge, high profile, transformation programmes that have been successfully delivered.

- 3.4 The focus on the customer and staff experience, the culture of innovation, the leaning of processes, the security of the data, and the exploration of new technologies are all part of the forward thinking approach to change the council model and become more commercial.
- 3.5 Phase 2 requires investment across these three key areas
- Innovation - the introduction of innovative new solutions such as voice recognition and artificial intelligence for call handling and decision making
 - Transformational - the rollout of internal process automation and customer self service
 - Legacy reduction - the removal of legacy technology and introduction of more flexible systems that will further support integration of data to enable customer needs to be anticipated.
- 3.6 Experience in previous major change programmes indicates that strong governance processes are required both to ensure that the programme delivers on time and to budget and that any variations to scope (and cost) are closely scrutinised, appropriately approved and that benefits realisation is tracked.
- 3.7 The release of the funds during the programme (and the benefits realisation) will be closely monitored by the governance board to ensure ongoing value for money. With any major change programme of this type there will be inevitable changes as circumstances change, lessons are learned and customer needs evolve.

4 Supporting information

- 4.1 Details of the full Connected Knowledge Strategy can be found on the AVDC website.
- <https://www.aylesburyvaledc.gov.uk/technology-strategy>

5 Resource implications

- 5.1 A programme of this size, scale and complexity requires dedicated people to ensure focus on delivery is maintained throughout the lifecycle and ensuring successful programme delivery. Specifically;
- Programme Manager (1) – To manage, and control, the overall programme and the outcome it delivers.
 - Project Managers (4) – To deliver individual projects, outputs, within the programme. It is envisaged that one of these will be a senior project manager.
 - Business Analysts (3) – To complete detailed analysis into current process(es), costs, technology solutions and resources. To assist in project delivery.
 - Data Scientist (1) – To complete detailed analysis into the data ADVC currently has, to match to external data sources, to identify potential improvements or opportunities. To assist in project delivery.
 - AVDC staff (if/where available) will be used to fill programme roles and will be supplemented by external resource where a) there is insufficient

internal resource, b) there is a requirement for a specific skillset which is not available internally within AVDC. Project support resource will need to be provided.

- Additional [non dedicated] resource will also be required from other internal teams such as Communications and Marketing, Project office support, Sales, Finance, Legal.
- 5.2 Member involvement will be essential to assist with the direction and benefits realisation of the programme.
 - 5.3 Further resourcing details can be found in Appendix B.
 - 5.4 The total investment funding required in 2018/19 is calculated as £1.53 million.
 - 5.4 The Connected Knowledge strategy is central to the many of the efficiencies that the Council is trying to deliver in order to balance future budgets and produce a financially sustainable, customer focused organisation in the face of a growing customer base.
 - 5.5 Whilst the whole programme is designed to achieve efficiencies and reduce costs, these savings are required to balance future budgets and can therefore not be used to support the capital borrowing that would be required to enable this programme to continue.
 - 5.6 It is therefore proposed that part of the currently unallocated 2017/18 balance of New Homes Bonus is allocated to fund this programme through 2018/19 as, if successful, the programme will be vital to the delivery of a financially sustainable council, able to serve the needs of a growing community.
 - 5.7 If agreed, part of the programme of works proposed here includes meeting the new data handling compliance requirements associated with the European General Data Protection Requirements (GDPR) directive. Some of this is new cost to the Council and sits outside of the efficiency work. The revenue cost of this is estimated at £100,000 per annum and a pressure has been included in the draft Budget proposals also include on this Cabinet's agenda.

Contact Officer
Background Documents

Maryvonne Hassall (01296) 585663
<https://www.aylesburyvaledc.gov.uk/technology-strategy>

Connected Knowledge

Technology Strategy 2017-2022 Delivery

Phase 2 Investment Proposal

Appendix A

Version: 2.0

Date: 28th Nov 2017

Authors: Maryvonne Hassall

Andrew Small

1.0 Purpose

The purpose of this document is to present the investment proposal for Phase 2 for the delivery of Connected Knowledge (CK) strategy starting in April 2018. The full Connected Knowledge Technology Strategy 2017-2022 was agreed at the Feb 2017 Council meeting, and Phase 1 funding was agreed in May 2017. It is still proposed that the strategy is implemented in a phased manner which will give the opportunity for the inevitable learning from the early phases. The phase 1 progress was presented in November 2017, and it is envisaged that phase 2 will also be presented back 6 months after kick off in April 2018.

In line with the original recommendation that a further set of funding would be required this paper sets out the information to support a decision to approve the funding for the second phase based on presentation of both the costs and expected benefits to be achieved.

2.0 Recommendations

1. That the investment specified in Section 1.0 of Appendix B be approved and funded so that work can continue on delivering a leading edge, forward thinking platform to enable AVDC to develop customer first processes, a streamlined internal operation and a framework for increased opportunities for external commercial sales.

3.0 Executive Summary

The delivery of the Connected Knowledge strategy is enabling AVDC to continue at the vanguard of innovative thinking, delivering excellent Customer Service, and making savings in delivering services. It provides the opportunity to generate income by both supporting general commercial opportunities and also by providing consultancy services to other Councils keen to emulate the approach being taken by AVDC.

The strategy will be delivered over a 5 year period, with benefits being achieved in a phased manner. The first phase of this programme is coming to an end and this paper provides an update on phase 1 achievements and covers the delivery of phase 2 to the end of 2018 financial year. Inevitably there will be valuable learning from the first phase which has been factored in to the proposals for future phases. An update was provided to Cabinet in November 2017, and a request for further funding will be taken to Cabinet, Scrutiny and Council in December 2017 and January 2018.

AVDC continues to have a good track record of delivering large scale, strategic programmes of this type. The Commercial AVDC, Right Here Right Now and Phase 1 of the Connected Knowledge Programme are leading edge, high profile, transformation programmes that have been successfully delivered. The focus on the customer and staff experience, the culture of innovation, the leaning of processes, the security of the data, and the exploration of new technologies are all part of the forward thinking approach to change the council model and become more commercial.

Phase 2 requires investment across these three key areas

- Innovation - the introduction of innovative new solutions such as voice recognition and artificial intelligence for call handling and decision making
- Transformational - the rollout of internal process automation and customer self service

- Legacy reduction - the removal of legacy technology and introduction of more flexible systems that will further support integration of data to enable customer needs to be anticipated.

Experience in prior major change programmes indicates that strong governance processes are required both to ensure that the programme delivers on time and to budget and that any variations to scope (and cost) are closely scrutinised, appropriately approved and that benefits realisation is tracked.

The release of the funds during the programme (and the benefits realisation) will be closely monitored by the governance board to ensure ongoing value for money. With any major change programme of this type there will be inevitable changes as circumstances change, lessons are learned and customer needs evolve.

4.0 Background

AVDC’s success in delivering our previous five year ‘cloud’ strategy (storing and accessing data and programmes over the internet rather than on local hard drives and servers) has been recognised in the local government world with many other councils looking to emulate the changes made by AVDC and in the winning of a number of awards.

The advances we have made have created a strong foundation for the next five years, enabling us to think bigger and more creatively about the challenges and opportunities and how we are best positioned to benefit from them.

Our customers (residents, businesses, parishes, members, staff) continue to make more use of the internet and expect the council to be able to deliver on line services that deliver real value. Internet usage has increased across all age ranges, and access to internet services has improved.

Internet usage is on the increase



Data provided by Office for National Statistics (ONS)

Councils can gain significant benefits by shifting from traditional and expensive channels to ones that allow the citizen to self-serve.

5.0 Connected Knowledge (CK) Programme

The programme consists of a number of projects which build on previous deliveries to enable AVDCs future vision of improved access to services, and increased levels of customer self service, through the use of better technology.

The programme will enhance customer experience and deliver solutions which underpin a flexible, modern working environment. It will streamline IT within the council, resulting in a reduction in the number of applications and associated licencing and support costs.

It will also deliver the technology service which delivers significant savings and is required to support the councils future commercial ambitions.

It will enable AVDC to move away from reliance on proprietary IT services such as Microsoft's Windows system and to a service which enables staff and Customers to access services using any device using a web browser.



5.1 Phase 1 Delivery

Phase 1 has delivered a series of projects and has raised the council's commercial profile by showcasing our innovative deliverables and transformational processes.

The programme is delivering

- the first council to have an Alexa skill
- use of Artificial intelligence in customer services
- a new corporate network with improved resilience
- a new public wifi network with capacity for staff usage
- new licensing and environmental health system on an integrated platform
- new building control system on an integrated platform



- new planning and land charges system on an integrated platform
- more resilient Revenues and Benefits system

The following benefits have been delivered

- reduced processing time by staff in areas such as customer fulfilment
- improved online services for customers
- voice activated services which improves accessibility for customers
- improved customer access with webchat
- reduced loss of working hours due to systems outages
- office footprint reduction enabling floor space letting opportunities

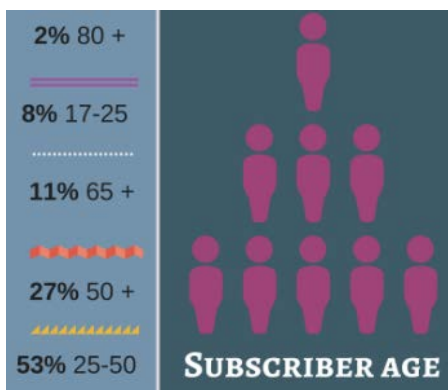
Commercial opportunities

- Increased interest in commercial council offerings
- Hosted a Digital By Design conference in June
- Engaged with multiple councils
- Presented Digital journey at Conferences such as Socitm, AWS Transformation Day, Council of the Future, AI / Bots, Nesta

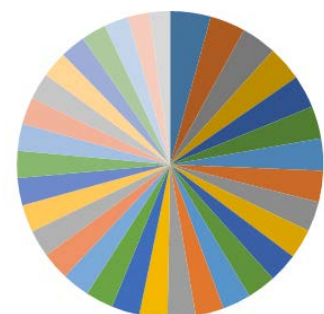


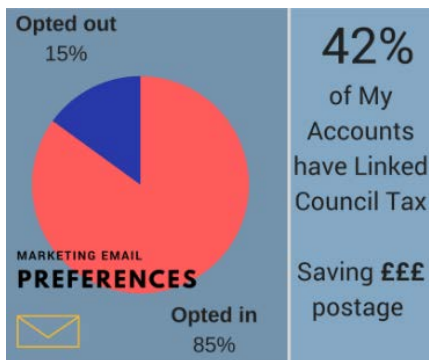
5.2 MyAccount Results so far

This section shows the results of the analysis of the current MyAccount. The information is designed to be representative at a snap shot in time as the information continually changes. The MyAccount data has been correlated against the Acorn socio demographic data which has shown the profile of accounts to be representative of the cross section of population across the Vale. The number of MyAccount users continues to rise. As at November 2017 there were 46,000 accounts. The usage of MyAccount has increased, with more people logging in more often. Usage is spread across the age groups and across the Vale.



% of population across the Vale using MyAccount (shown right). Each ward is represented by a different colour. The segments are roughly equal in size representing the fact that at the MyAccount usage per ward as a percentage of population is roughly equal.

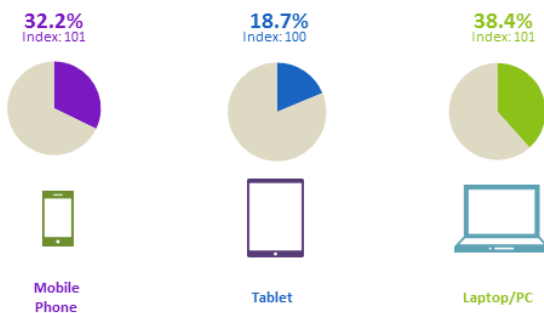




The majority of the MyAccount residents have not opted out of marketing which suggests this would be a good platform for future marketing activity. There are also a significant number of residents who have linked to their council tax record which is more convenient for the resident and saves the council money.

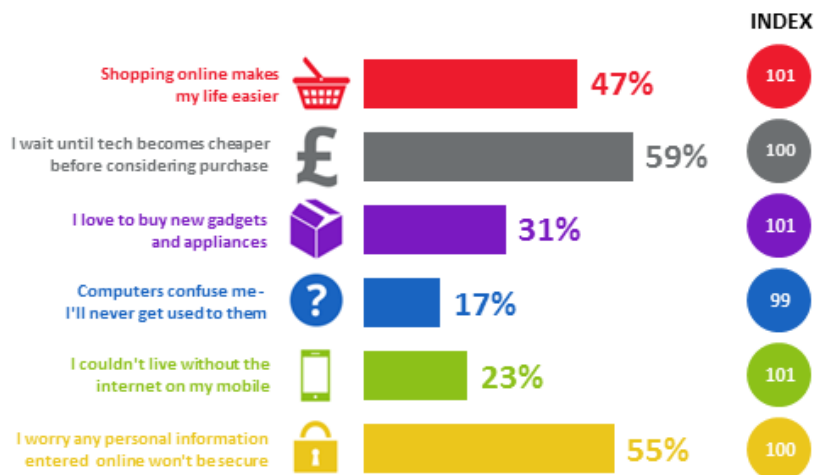
In terms of device types and use of Digital the following two graphics represent the MyAccount residents across the Vale.

SOCIAL NETWORK DEVICE TYPE



DIGITAL & SOCIAL MEDIA

ATTITUDES



5.2 Phase 2 delivery elements

Phase 2 will build on phase 1 and will deliver a further series of projects and initiatives.

Phase 2 will deliver

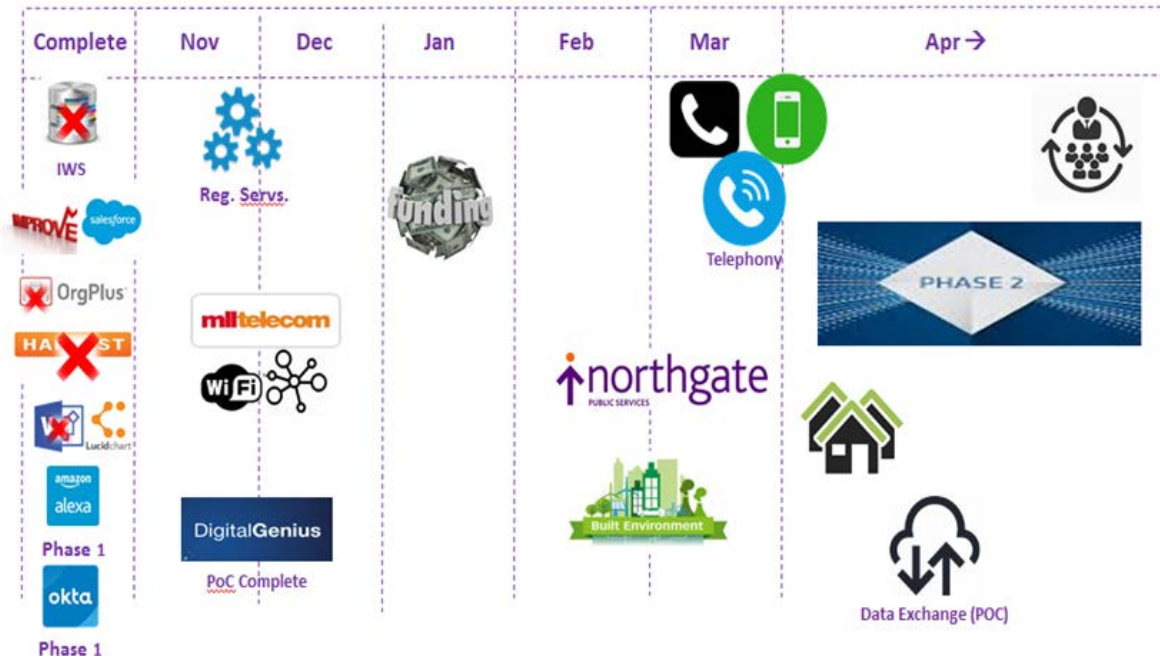
- Further voice controlled services for customers
- Improved MyAccount functionality based on customer insight and targetted marketing
- Improved waste management services based on common platform
- Improved financial processes
- More on line booking services
- Enhanced data protection
- Improved staff systems
- Improved connected working for staff

The following benefits will be delivered

- increased breadth and depth of on line services for customers leading to increased self service
- further reduction in processing time by staff in areas such as customer fulfilment
- voice activated and artificial intelligence services which improves customer accessibility
- improved staff connected working to allow greater agility
- improved systems resilience leading to less downtime and greater staff productivity

6.0 Timescales

Connected Knowledge 2017/2018 Roadmap



Phase 2 Key Milestones [indicative timescales]

Dec 2017 – Cabinet

Jan 2018 – Scrutiny and Cabinet and Council

Feb 2018 - Detailed planning work

Mar 2018 – Mobilisation of team

April 2018 – Phase 2 commences

7.0 People Required to implement the Strategy

A programme of this size, scale and complexity requires dedicated people to ensure focus on delivery is maintained throughout the lifecycle and ensuring successful programme delivery.

Programme Manager (1) – To manage, and control, the overall programme and the outcome it delivers.

Project Managers (4)– To deliver individual projects, outputs, within the programme. It is envisaged that one of these will be a senior project manager.

Business Analysts (3) – To complete detailed analysis into current process(es), costs, technology solutions and resources. To assist in project delivery.

Data Scientist (1) – To complete detailed analysis into the data ADVC currently has, to match to external data sources, to identify potential improvements or opportunities. To assist in project delivery.

AVDC staff (if/where available) will be used to fill programme roles and will be supplemented by external resource where a) there is insufficient internal resource, b) there is a requirement for a specific skillset which is not available internally within AVDC. Project support resource will need to be provided.

Additional [non dedicated] resource will also be required from other internal teams such as Communications and Marketing, Project office support, Sales, Finance, Legal.

Member involvement will be essential to assist with the direction and benefits realisation of the programme.

Further resourcing details can be found in Appendix B.

8.0 Programme Governance

The programme governance has been set up as part of Phase 1 and currently takes the following form. It is envisaged that this governance framework will continue.



The existing Strategic Board will be reported into on a quarterly basis.

The programme board will meet monthly and ad hoc as required, and will be comprised of senior members and Officers from both AVDC and our senior delivery partner.

The board will have overall responsibility for the success of the Programme to deliver the strategy and ensure that the promised benefits of the programme are fed back into the wider Council.

Fundamentally the Programme Board will ensure that the right things are done in the right way at the right time and that risks to the programme are being appropriately managed at all times.

Specifically the board will:

- ensure that a comprehensive risk register is established and maintained and that risks are managed appropriately at all stages of the programme.
- agree and approve the overall programme delivery plan.
- allocate project budget and tolerances
- agree any overspend over project tolerance
- ensure that controls and processes are in place to ensure that promised benefits from the programme are
- review progress reports from all ongoing projects
- approve projects for inclusion into the pipeline
- agree gain share credits with the supplier for each projects, and the mechanisms for their applications
- receive reports on sales activities and sales pipeline
- resolve all issues arising or escalated to the board
- approve annual gain share amounts, following reports / audits as appropriate commitment.

The role of the board, and individuals on the board, will be further defined as part of the Programme mobilisation.

The programme board will report into the AVDC Strategic Board and will be supported by the central AVDC Project Management Office.

9.0 Costs, Benefits and Funding

See also Appendix B.

The majority of the investment is required to be spent in 2018, with the bulk of [cashable] benefits being delivered from year 2 onwards.

Benefits will be realised, primarily, via the following:

- [Reduction in headcount] due to the automation of processes
- Reduction of operational IT costs: licences, system retirement, desk phones, , amazon web services, general maintenance
- Reduced office footprint for AVDC staff as a result of modern, flexible working which enables rental of office space to third parties to generate income
- Commercial income: Commission from suppliers selling services based on AVDC expertise
Conferences, Consultancy provided by AVDC to other organisations.

It is worth noting that there are a number of [non-cashable] benefits which will also be delivered by the programme, these include:

- An agile modern network with increased reliability.
- With flexible working enabled across AVDC through the delivery of the connected working programme, a productivity gain across the workforce could be experienced. East Riding council experienced a 20% uplift in productivity as a result of introducing flexible working.
- Improved disaster recovery capability. A flexible workforce ensures service levels can be maintained in the event of a disaster scenario where employees cannot use, or attend, Aylesbury Vale offices. Scenarios include fire, weather incidents, bird flu pandemic, fuel strike, terrorism
- Environmental benefits, reduction in CO2 emissions due to less employee commuting,
- Delivery of this programme will maintain AVDC's position as an innovative leader within local government
- Provides a canvas from which to market commercial propositions to other local authorities/councils to generate sustainable sales and income

10.0 Programme Risks

Risk	Mitigation
1.0 Programme may not deliver the benefits detailed within the approved business case	Robust governance will be in place to monitor benefits, with reviews taking place at regular intervals throughout the programme lifecycle. Responsibility for benefit management, post programme completion, will be handed over to a named individual.
2.0 Programme Costs might increase	Robust governance will be in place to monitor budgets and spend, with reviews taking place at regular intervals throughout the programme lifecycle. A named individual from finance will work alongside the programme manager to ensure programme spend remains within tolerance, and to ensure any variation to forecast is noticed, and addressed, at the earliest opportunity.
3.0 Programme may not deliver to timescales	AVDC has a history of successful programme and project delivery, with large deliveries being broken up into smaller delivery components to reduce complexity and aid rapid delivery. Delivery of these components is spread across the duration of the programme and, when combined with robust governance, ensures delivery is achieved within agreed timescales
4.0 External suppliers may not deliver	AVDC will select suppliers that have a proven track record and will carefully govern delivery. Output based deliverables will be used at milestones.
5.0 External factors may impact programme	There are many external factors that will impact this programme such as the Unitary decision. These factors will be monitored as they develop and the impact evaluated at each decision point.
6.0 Internal resources not allocated to or are lost from the project	This programme is strategically significant for AVDC to enable delivery of the commercial future. The programme will ask through the corporate programme office for the right internal skills and try to ensure upskilling of internal staff takes priority over external staff.

12. Appendix B

Investment for Phase 2

The investment proposal requires an investment of £1.53m to deliver the first phase of the Connected Knowledge programme in the period April 2018 to March 2019. This phase will be funded in the large part by a proposed use of New Homes Bonus.

	Cost	Ongoing Revenue impact
Innovation	340K	20K
Transformation	470K	60K
Legacy Reduction	220K	125K
Resourcing	500K	N/A
Total	1.53m	205K

	Benefit 2018	Benefit 2019
Efficiencies	60K	270K
Cost Down		10K
Cost Avoidance	30K	40K
Income Generation	40K	100K
Total	130K	420K

The summary revenue savings and costs are built in to the Budget Planning report for 2018/19. The investment drives much of the organisational change programmes anticipated over the next few financial planning years and enables the Authority to deliver a significant element of the proposed savings. Some savings are directly attributable, specifically those identified above, but others indirectly result from the Connected Knowledge programme and are harder to quantify.

DRAFT BUDGET PROPOSALS 2018/19

1 Purpose

- 1.1 The Scrutiny Committee is asked to review the attached report on the draft budget proposals for 2018/19 (that will be considered by Cabinet on 8 January) and indicate any comments / feedback that it wishes Cabinet to taken into account in recommending to full Council the budget for 2018/19 and the Medium Term Financial Plan, as set out in summary form in the table at Appendix A to the Cabinet report.
- 1.2 Scrutiny's comments will be reported to the Cabinet meeting on 9 January, 2018, with Cabinet's recommendations for the budget for 2018/19, MTFP and proposed level of Council Tax then submitted to the full Council meeting on 31 January 2018.

2 Recommendations/for decision

- | |
|--|
| 2.1 The Scrutiny Committee is requested to indicate any comments it has on the draft budget proposals for 2018/19 that it wishes Cabinet to take into account in making final recommendations for full Council to approve. |
|--|

3 Executive summary

- 3.1 Cabinet on 9 January 2018 will be considering the draft budget for 2018/19 which includes the Medium Term Financial Plan, the proposed level of Council Tax, and proposed fees and charges for 2018/19. A copy of the Cabinet report and the background information used in putting together the draft budget is attached.
- 3.2 The Scrutiny Committee is requested to indicate any comments it has on the draft budget proposals for 2018/19 that it wishes Cabinet to take into account in making final recommendations for full Council to approve.

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BUDGET PLANNING 2018/19 AND BEYOND
Councillor Mordue
Cabinet Member for Finance, Resources and Compliance

1 Purpose

- 1.1 Cabinet considered its initial budget proposals on the 20 December 2017. These were referred to, and then considered by Finance and Services Scrutiny on 8 January 2018.
- 1.2 This report enables Cabinet to update its draft proposals in light of the views received from Scrutiny (updated verbally) and to take into account the Government's provisional announcement of Grant allocations following the Finance Settlement on 19 December 2017.
- 1.3 Based upon this, Cabinet is requested to make a final recommendation on next year's budget to Council.

2 Recommendations / for decision

- 2.1 Cabinet is requested to:
 - a. Consider the comments received from Finance and Services Scrutiny Committee in relation to the budget proposals and make any changes as deemed appropriate.
 - b. In relation to Council Tax, decide whether to proceed with its previous recommendation of increasing Council tax by £5.00 (3.48%), the maximum allowable for lower tier councils.
 - c. Subject to any amendments Members wish to make, recommend to Council the budget for 2018/19 and the Medium Term Financial Plan as set out in summary form in the table at Appendix A.
 - d. To approve the use of £1.53m of New Homes Bonus to meet the costs of the Connected Knowledge Programme in 2018-19
 - e. Agree the proposed Fees and Charges as set out in Appendix E
 - f. Council are also advised to recommend the level of the Band D Special Expenses charge for 2018/19. This is unchanged from the initial budget proposals (as set out in Appendix F).

3 Background

- 3.1 The report to Cabinet on 20 December 2017 presented a set of initial budget proposals for Cabinet's consideration.
- 3.2 The report highlighted that there was still uncertainty around a number of issues particularly further reductions in Government Grant, retained business rates and the New Homes Bonus
- 3.3 In the few weeks since the initial proposals were considered, work has continued to refine the budget assumptions contained within that report.

- 3.4 In practice, little has materially changed at a service level and so the significant elements of the final budget proposals are around the impact of the proposed Government Grant numbers and changes to other centrally funded support.
- 3.5 As set out in the draft proposals, the Connected Knowledge programme will be supported through the use of Council NHB reserves. The programme underpins many of the components of Service delivery and Commercial AVDC and therefore the ability to meet the financial agenda for the Council over the coming years.
- 3.6 The Final Recommended budget is attached to this report as Appendix A1. A summary of the changes, savings and pressures which have been used to arrive at the summary position are attached as Appendices A2, C and D.

4 Government Grant Update

- 4.1 The Government announced the draft Grant settlement for councils in the draft Finance Settlement on 19th December 2017.
- 4.2 Despite some indications that there might be significant changes, to reflect ongoing pressures on the wider local government sector, the Government largely honoured its commitments contained within the 4 year settlement and left the pre-announced Grant numbers mostly unchanged.
- 4.3 The Government did however provide a 1% increase in the Council Tax referendum thresholds across all councils.
- 4.4 The important numbers of Revenue Support Grant and Baseline Business Rates were virtually the same as those announced for 2018/19 last year within the 4 year settlement. In the Settlement 2018/19 represents year 3 of the 4 year settlement.
- 4.5 In his statement on funding for local authorities the Secretary of State for Communities and Local Government announced a formal consultation on a review of relative needs and resources. The current formula of budget allocations has been in place for a number of years but it is believed a revised allocation is required to allow authorities to meet the challenges of the future.
- 4.6 A new system, based on its findings, will be introduced in 2020 to 2021.
- 4.7 Alongside the new methodology, in 2020 to 2021, a new phase for business rates retention programme will also be introduced. The aim is for local authorities to retain 75% of business rates growth from 2020 to 2021, and this is intended to be a lever and incentive for local authorities to grow their local economies.
- 4.8 The mechanism for this will be through incorporating existing grants into business rate retention including the Revenue Support Grant, and the Public Health Grant.
- 4.9 Local authorities will be able to keep that same share of growth on their baseline levels from 2020 to 2021, when the system is reset.

- 4.10 From 2020 to 2021 business rates will be redistributed according to the outcome of the new needs assessment, subject to suitable transitional measures.
- 4.11 In 2016/17, the Government introduced the concept of Negative Revenue Support Grant and this remains an issue for some Councils. As more councils are impacted by this change the Government has come under pressure to review this aspect of the Grant system. The Secretary of State announced that he will ask his team to relook at this element during the forthcoming year, but warned that any solution will need to be found from within the existing Local Government funding system.
- 4.12 For the remainder of the 4 year settlement the Finance Settlement announcement signals little change to the current planning assumptions. However, beyond this the announcement heralds the most fundamental change to the settlement formula since business rates retention was introduced. However, with no more funding in the system it seems likely that the historic downwards trend will continue.
- 4.13 For AVDC, reductions to grant funding have been a factor underlying historic planning assumptions and the Council's strategy for balancing its budget was predicated on this continuing. In this respect, the Strategy around commercialism and efficiency is considered to remain the right strategy to deal with the financial challenges facing the Council.
- 4.14 The additional freedom around Council Tax increases will soften the challenges marginally, although new pressures, such as those associated with inflation, are likely to absorb any respite offered by them.
- 4.15 The final funding allocation for 2018 to 2019 settlement will be laid before the House of Commons in February 2018.

5 **New Homes Bonus**

- 5.1 The major concern, in terms of potential changes to the 4 year settlement, was associated with New Homes Bonus.
- 5.2 In the draft budget settlement, it has been confirmed that there will be no new changes to the way New Homes Bonus operates. The Government said it has listened to the comments received and decided, for the sake of continuity, not to make any of the proposed changes.
- 5.3 The New Homes Bonus baseline growth will remain fixed at 0.4%, with NHB only paid on growth above this.
- 5.4 The draft budget settlement also confirmed that local authorities will be able to increase planning fees by 20% where they commit to investing the additional income in planning services. This is as outlined in the housing White Paper.
- 5.5 Ultimately, the Finance Settlement announced that the Government would make NHB bonus payments nationally of £946m in 2018-19. £6.3m will be received in 2018/19 for AVDC which includes previous year's delivery.
- 5.6 Actual numbers for future years will still depend upon actual housing growth in those years. However, the decision not to make changes does provide

sufficient certainty to validate the revenue contribution assumption included within the Medium Term Financial Plan.

6 Business Rates Pooling

- 6.1 In 2016/17, Aylesbury Vale entered into a Business Rates Pooling arrangement with Bucks County Council, Bucks Fire and Rescue, Chiltern District Council and South Bucks District Council around the retention of the Disproportionate Growth Levy.
- 6.2 As part of the Finance Settlement the Government has confirmed that this Pool will continue into 2018/19, unless any of the Pooling members notify that they wish to withdraw within 28 days of the Provisional Finance Settlement being announced.
- 6.3 Whilst it is difficult to anticipate the value of any gain from the Pooling arrangement, it is believed with sufficient confidence that there will be a gain and therefore it is recommended that we opt to continue with the Pooling arrangement into 2018/19.
- 6.4 For 2018/19 planning purposes, no account has been taken of any anticipated gain in this budget proposal. This presents a prudent position given the uncertainty as to how much will be generated. Any gain achieved will therefore be placed in the Business Rates Equalisation Reserve and decisions on how to apply it will be brought forward once the actual gain is known.
- 6.5 Nationally, a number of Local Authorities are participating in 100% retention pilots in relation to business rates. The Government announced a number of further County pilot areas as part of the Finance Settlement and has said that it might invite further pilots in 2019/20. The relationship between the 100% retention pilots and the Government's intention to deliver a 75% system by 2020 are still to be understood.

7 Fees and Charges

- 7.1 Fees and charges are reviewed as part of the annual budget setting review process.
- 7.2 Appendix E details proposed fees and charges to be levied by the Council for 2018/19.
- 7.3 Work continues on reviewing fees and charges. A significant review is planned during the forthcoming financial year of the car parking charges and, in particular, season ticket prices. Any proposed changes to income levels may potentially be implemented in year. This additional income is not currently factored into the financial plan.
- 7.4 The fees and charges in relation to Taxi Licensing are subject to the review of the Licensing Committee and are excluded, at this time, from the proposed list of charges.

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

8 Implications for Council Tax Strategy

- 8.1 The initial Budget Proposals proposed by Cabinet recommended increasing Council Tax by the assumed maximum expected amount of £5.00 (3.48%).
- 8.2 The finance settlement gives councils the ability to increase their Core Council Tax requirement by an additional 1% without the need for a local referendum.
- 8.3 For District councils, the maximum increase is now changed to 2.99% or £5, whichever is the greatest.
- 8.4 The Finance Settlement confirmed the Council's ability to increase its Tax by this amount and so, for the reasons justified by Cabinet in December (i.e. as a means of partially mitigating the reductions in Government Grant and thereby protecting services valued by residents and businesses in the Vale), it is proposed that this maximum increase be implemented from 1 April 2018.
- 8.5 A Council Tax increase of £5.00 would generate £362,400 per annum and would represent an increase equivalent to 10 pence per week and will increase the Band D Council Tax for Aylesbury Vale District Council to £149.06.
- 8.6 In the finance settlement announcement, Government also confirmed they intend to defer the setting of referendum principles for town and parish councils for 3 years.

9 Impact on the Budget Proposals

- 9.1 The initial Budget Proposal presented to Cabinet in December considered the options for balancing the budget in the event that the final budget numbers differed from those contained in the initial proposals.
- 9.2 The numbers announced in the draft Finance Settlement in December were (in so far that they affect revenue resources) only very marginally different to those assumed in the Cabinet's Initial Budget proposals.
- 9.3 The Revenue Support Grant for 2018/19 has provisionally been set at £3,826,500 for 2018/19. This is £12,700 less than was previously assumed. Consequently, the MTFP has been amended to reflect this by adjusting the proposed contribution to balances in 2018/19.

10 Reserves and Balances

- 10.1 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.
- 10.2 The reserves are held for legitimate reasons and the balances are reasonable given a fair assessment of the budgetary pressures that they are held against.

- 10.3 It is expected that the total balance held in reserves is expected to dip significantly over the next 2 years as the pressures against which they are held materialise and the infrastructure schemes, for which the New Homes Bonus is held, are delivered.
- 10.4 The Council also 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.
- 10.5 The current minimum assessed level of balances is £2.0 million which has been arrived at based upon a risk and probability assessment of potential budgetary factors during 2018/19.

11 **Medium Term Financial Plan (2018/19 and After)**

- 11.1 The report to Cabinet in November 2017 set out the rationale for the core assumptions used in the Medium Term Financial Plan.
- 11.2 Whilst some of the uncertainty surrounding the Government Settlement and the future of New Homes Bonus has now diminished following the publication of the draft Settlement in December, there are still multiple uncertainties and risk factors which will need to be managed beyond 2020.
- 11.3 The single biggest issue that is likely to remain is the ongoing and severe impact of the reductions in Government Grant and how public sector austerity continues to impact upon local government, as a whole, and the demands of the communities it serves and the services it provides.
- 11.4 The reality of continued public sector austerity through this Parliamentary term has been confirmed within the 4 Year Funding Settlement. Further, the Chancellor announced within his Autumn Statement that he expects the austerity agenda to continue into the next Parliamentary term, thereby potentially spanning 6 further years.

12 **Scrutiny of the Initial Budget Proposals**

- 12.1 Because the Cabinet's meeting in January 2018 and the review of these draft proposals by Finance and Services Scrutiny Committee are only separated by a single day, Cabinet will need to be updated on the views of the Scrutiny Committee verbally at its meeting.
- 12.2 However, the fall of the meeting does allow for Scrutiny to receive a copy of this report and therefore understand the impact of the draft Finance Settlement in terms of reducing the uncertainty in the initial budget proposals.

13 **Special Expenses**

- 13.1 This report also includes a recommendation on the Special Expenses budget for Aylesbury Town (Appendix F).

13.2 Work is progressing to develop this budget. From an initial review of costs and service charged into this area, a marginal reduction in budget of £2,000 is anticipated thereby the planned use of balances. It is anticipated that Band D Council Tax can remain the same in this area.

14 **Options Considered**

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

15 **Recommendations**

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

16 **Resource Implications**

16.1 These are covered within the body of the report.

Contact Officer

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Classification	2017/18 Base	2018/19	2019/20	2020/21	2021/22	2022/23
	£	£	£	£	£	£
Civic Amenities	740,400					
Commercialisation & Business Transformati	971,100					
Communities	3,430,400					
Economic Development & Regeneration	(1,447,300)					
Environment & Waste	6,297,800					
Growth Strategy	885,000					
Leader	3,339,000					
Resources, Governance & Compliance	3,308,700					
Plus: Inflation and known Savings / Growth	0	(26,600)	166,700	(345,500)	234,300	955,000
Less: Unidentified Savings Still Required	0	0	0	0	0	(1,006,800)
Service Spend Total	17,525,100	17,498,500	17,665,200	17,319,700	17,554,000	17,502,200
Contingency Items	104,900	104,900	104,900	104,900	104,900	104,900
Financing & Asset Charges	(1,048,800)	(1,048,800)	(1,048,800)	(1,048,800)	(1,048,800)	(1,048,800)
Transfer to Reserves	713,400	713,400	713,400	713,400	713,400	713,400
Transfer from Reserves	(357,000)	(357,000)	(357,000)	(357,000)	(357,000)	(357,000)
Net Transfers to Reserves	356,400	356,400	356,400	356,400	356,400	356,400
Investment Interest	(165,000)	(330,000)	(364,100)	(364,100)	(404,900)	(404,900)
Interest on Long Term Borrowing	2,655,500	2,447,300	2,429,800	2,421,500	2,412,800	2,404,100
AVE Receivables	(2,136,000)	(2,053,900)	(1,971,800)	(1,929,500)	(1,885,600)	(1,839,800)
Contribution to/(Use of) Balances	0	240,000	0	278,800	25,400	25,400
Less: Special Expenses	(866,100)	(864,700)	(886,300)	(908,500)	(931,200)	(954,500)
New Homes Bonus	(1,178,000)	(1,178,000)	(1,178,000)	(1,178,000)	(1,178,000)	(1,178,000)
Retained Business Rate Growth	(476,700)	(476,700)	(476,700)	(476,700)	(476,700)	(476,700)
Funding Requirement	14,771,300	14,695,000	14,630,600	14,575,700	14,528,300	14,490,300
Funded By:						
Government Grant	(4,300,000)	(3,826,500)	(3,288,400)	(2,750,300)	(2,212,200)	(1,674,100)
Collection Fund Transfer	(228,000)	(61,000)	(61,000)	(61,000)	(61,000)	(61,000)
AVDC Council Tax	10,243,300	10,807,500	11,281,200	11,764,400	12,255,100	12,755,200
Council Tax Base	71,106	72,507	73,232	73,964	74,704	75,451
Council Tax	£ 144.06	£ 149.06	£ 154.05	£ 159.05	£ 164.05	£ 169.05
Percentage Increase	3.59%	3.48%	3.34%	3.25%	3.14%	3.05%

Medium Term Financial Plan – 2018/19 to 2022/23

SUMMARY OF CHANGES						
Classification	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	£	£	£	£	£	£
Plus:						
<i>Unavoidable Pressure</i>		1,655,000	200,000	0	0	0
<i>Inflation, Pay and Increments</i>		676,000	786,000	805,000	928,000	955,000
<i>Major Projects</i>		275,000	275,000	(57,900)	(57,900)	0
Total	0	2,606,000	1,261,000	747,100	870,100	955,000
Less:						
<i>New Income and Efficiency Proposals</i>		(2,632,600)	(1,094,300)	(1,092,600)	(635,800)	0
<i>Major Projects</i>						
Total	0	(2,632,600)	(1,094,300)	(1,092,600)	(635,800)	0
Total Budgetary Pressure & Efficiencies Identified	0	(26,600)	166,700	(345,500)	234,300	955,000
Change in Available Resources						
(Increase)/Decrease in Investment Interest		(165,000)	(34,100)	0	(40,800)	0
Decrease in Contribution From Reserves		0				
Decrease in Capital Financing		0				
Decrease in Borrowing Costs		(208,200)	(17,500)	(8,300)	(8,700)	(8,700)
Decrease in AVE Interest Payment		82,100	82,100	42,300	43,900	45,800
Increase in AVE Dividends		0	0	0	0	0
Decrease/(Increase) in Use of Balances		240,000	(240,000)	278,800	(253,400)	0
Decrease in Contingency Provision		0	0	0	0	0
Decrease in Collection Fund Surplus		167,000	0	0	0	0
Lower Government Grant - RSG		473,500	538,100	538,100	538,100	538,100
Lower Government Grant - NNDR		0	0	0	0	0
Tax Base Growth		(201,800)	(108,100)	(112,800)	(117,600)	(122,600)
Additional Council Tax		(362,400)	(365,600)	(370,400)	(373,100)	(377,500)
Decrease/(Increase) in Special Expenses		1,400	(21,600)	(22,200)	(22,700)	(23,300)
Total Decrease/(Increase) in Resources	0	26,600	(166,700)	345,500	(234,300)	51,800
Savings (Required)/Achieved	0	0	0	0	0	(1,006,800)
Net Change in Resources	0	0	0	0	0	0

Budget Proposals – 2017/18 to 2022/23
General Fund Revenue Balances

Classification	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	£,000s	£,000s	£,000s	£,000s	£,000s	£,000s
Balance Brought Forward	2,873,000	1,924,000	2,114,000	2,114,000	2,392,800	2,418,200
Windfall Gains & Special Applications of Balances						
- HS2	(2,000)	0	0	0	0	0
- Website and E-Commerce Programme	0	0	0	0	0	0
- Commercial AVDC Change Project	(450,000)	0	0	0	0	0
- Vale Commerce Ltd	0	(50,000)	0	0	0	0
Restated Balance Position	2,421,000	1,874,000	2,114,000	2,114,000	2,392,800	2,418,200
Forecast (Overspend)/Underspend Assumption	(497,000)	0	0	0	0	0
Planned Addition to/(Use of) Balances	0	240,000	0	278,800	25,400	25,400
Net (Use of)/Contribution to Balances	(497,000)	240,000	0	278,800	25,400	25,400
Balance Carried Forward	1,924,000	2,114,000	2,114,000	2,392,800	2,418,200	2,443,600

Service Area	2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	Proposal
Green Spaces	46,700	0	0	0		Delete post of Green Spaces Officer (Bio-Div)
Development Management	250,000	150,000	125,000	0	82,900	Increase estimate of income received through volume of planning applications received. Removal of DM Reserve 21/22
Operational Parking	55,400	0	0	0		Reduction In Various Running Expenses and part removal of post
Operational Housing	52,700	0	0	0		Removal of posts
Building Control	37,300	0	0	0		Delete post of Engineering Technician
Revenues & Benefits	130,700	0	0	0		Delete post of System Supervisors & Project Officer
Staying Put	200,000	0	0	0		Amend AVDC funding structure to a "contingency fund" arrangement
Refuse	85,900	0	0	0		Delete 3 vacant Driver posts
Shop Mobility	24,200	0	0	0		Delete post of Admin/Support Officer
Admin Review	48,400	0	0	0		Delete two further posts of Admin/Support officer
Open Spaces	0	0	23,400	0		Delete 0.5 post of Green Spaces Officer (Trees)
Contact Review	98,700	98,700	30,100	0		Staff review and deletion of no of posts
CF overall	132,600	73,500	53,200	240,000		Rolling programme of CF staff changes
Benefits - Universal Credit			30,100	60,200		Delete 3 SG2 Posts
Casework Review		210,400				Removal of number of posts
Waste Services	99,000	20,000	20,000	25,000		Increase Garden Waste Charge
Commercial Services		150,000				PPA & BC Fees - Business Opportunities & Fees Increase
Commercial Services		250,000	150,000	150,000	43,900	Garden & Commercial Waste - Service Reviews
Waste Services		864,000				Removal Of Vehicle Leasing Budgets - Now Purchased
Data Security	25,700		0	0		removal of substantive CCP Post
Finance Services	56,000					2% surcharge on credit card transactions. Debit cards not included.
Commercial Solutions		100,000				Commercial & Business Strategy Income Streams
Contract Management		100,000	100,000	100,000	100,000	contract management procurement and delivery efficiencies 18-19 - Insurance Reduction
Housing Strategy	60,000	7,500				Preferred Development Partner
Communities	301,600	35,000				Review of staff budgets and non pay expenditure
Strategy & Partnership		50,000				Reduction In Employee Costs Following Review
Democratic Services				54,900	25,000	Removal of Democratic Service Manager Post
Forward Plans		103,500			164,000	Reduction In Employee Costs Following Review and removal of FP reserve in 21/22
Economic Development		50,000				Reduction In Employee Costs Following Review
Payroll	38,300					Removal of posts
Rating & Recovery		50,000	50,000	50,000	50,000	Enforcement Recovery - Local Authority Training, Cost Income
Sale of Transactional Services			20,000	20,000	20,000	Sale of Payroll, Finance, (Any Transactional Service)
Finance, Recoveries & HR			37,500	37,500		Reduction Of 2 Posts - Different Grades - Increasing Efficient Processes & Automation
Legal Services		100,000				Reduction In HB Law Contract Hours
IT Team		50,000	50,000			Removal Of Roles - Different Grades - Increasing Efficient Processes & Automation
Waterside Theatre	108,500	55,000	25,000	25,000		ATG Contract Review - Reduction Management Fee
Offices	20,000	0	30,000	30,000		Conference Centre Lettings - Increase To Current Income Stream & Review Future Charges
Properties	50,000	80,000				Service Charges For Waitrose & Travelodge - Increase To Charge Level
Strategic Parking					50,000	Gateway Parking - P&D Income One Level
Properties	67,000		100,000	200,000	50,000	Review of Visitor Centre/ Exchange North - Potential Rental Income
Rentals and service charges	171,300					Increase income generation
Residential Assets Management Income		35,000	50,000	50,000	50,000	
Crematorium			150,000			Partner Dividend
M&E Contract			50,000	50,000		Reduction In Reactive Maintenance
Leadership Review	40,000					Net saving in Post reduction
Total	2,200,000	2,632,600	1,094,300	1,092,600	635,800	

Budget Pressures Identified in 2017/18 Budget Planning

Service Area	2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	Proposal
Waste Services		560,000				Loan Repayment for Vehicle Leases - 7 Years
Waste Services		200,000				Round Review & Staff Contract Renegotiations
Waste Services		350,000	200,000			UPM Contract - Recycling Credits
Strategic Finance		70,000				Strategic Finance Review - Corporate Accountant
Parking Strategy		150,000				Exchange St - Loss Of Income - Exchange Street North Development
M&E Contract		150,000				M&E Contract Renewal
Legal Services		75,000				Funding Requirement for Lawyer Specialist Projects
Connected Knowledge		100,000				Additional costs associated with GDPR
		1,655,000	200,000			

FEES AND CHARGES
APPENDIX E

Democratic Services	2016/17	2017/18	2018/19
DVD of Webcasting Council Meetings	£85.00	£85.00	£85.00
Electoral Registration	2016/17	2017/18	2018/19
Sale of Full Register and the Notices of Alteration			
<ul style="list-style-type: none"> in data format, plus £1.50 for each 1,000 entries (or remaining part of 1,000 entries) in it 	£20.00	£20.00	£20.00
<ul style="list-style-type: none"> in printed format, plus £5 for each 1,000 entries (or remaining part of 1,000 entries) in it 	£10.00	£10.00	£10.00
For sale of the list of overseas electors:			
<ul style="list-style-type: none"> in data format, plus £1.50 for each 100 entries (or remaining part of 100 entries) in it 	£20.00	£20.00	£20.00
<ul style="list-style-type: none"> in printed format, plus £5 for each 100 entries (or remaining part of 100 entries) in it 	£10.00	£10.00	£10.00
Certain individuals/parties may purchase the marked register following an election			
<ul style="list-style-type: none"> plus £2 for printed and £1 for data versions per 1,000 entries. 	£10.00	£10.00	£10.00
Leisure	2016/17	2017/18	2018/19
Pitches / All Weather Pitches			
All Weather Pitch – Bedgrove – This facility has now closed			
Football Seniors Large Court	£20.00	£20.00	N/A
Football Juniors Large Court	£11.50	£11.50	N/A
Floodlights - Large Court	£8.00	£8.00	N/A
Floodlights - Netball Court	£4.50	£4.50	N/A
Netball - Senior per court	£12.50	£12.50	N/A
Netball - Junior per court	£5.80	£5.80	N/A
Junior Netball League- Season	£620.00	£620.00	N/A
All Weather Pitch - MEADOWCROFT			
Peak Time-1/3rd area per hour	£24.50	£25.00	£26.00
Peak Time-2/3rd area per hour	£49.00	£50.00	£52.00
Peak Time-full area per hour	£73.00	£75.00	£78.00
Off peak time-1/3rd area per hour	£18.50	£19.00	£20.00
Off peak time-2/3rd area per hour	£37.00	£38.00	£39.00
Off peak time-full area per hour	£55.50	£56.00	£58.00
Flood lights-1/3rd area per hour	£12.25	£12.50	£13.00
Flood lights-2/3rd area per hour	£18.50	£18.90	£20.00
Flood lights-full area per hour	£30.00	£31.00	£32.00
Football Pitches Grass			
Adult pitch - per match at Fairford Leys	£83.50	£83.50	N/A
Adult pitch - per match at all other venues (includes Fairford Leys from 2018/19)	£70.50	£77.00	£80.00
Juniors aged 14 to 17 years inclusive, playing on an adult pitch - per match at Fairford Leys	£58.00	£58.00	N/A
Juniors aged 14 to 17 years inclusive, playing on an adult pitch - per match at all other venues (includes Fairford Leys from 2018/19)	£49.00	£54.00	£56.00
Juniors aged 13 years and under, playing on a junior pitch - per match at Fairford Leys	£49.50	£49.50	N/A

Juniors aged 13 years and under, playing on a junior pitch - per match at all other venues (includes Fairford Leys from 2018/19)	£44.50	£47.00	£49.00
Mini-Soccer pitch - used by 10 year olds and under (2 hour booking)	£23.00	£23.00	£24.00
Mini-Soccer pitch - used by 10 year olds and under (1 hour booking). 50% cost of above	£11.50	£11.50	£12.00
Off-pitch - space adjacent to pitches and changing room facilities.	£40.00	£40.00	£42.00
Cricket Square			
Adult-afternoon-per match (14:00 - 19:00)	£90.00	£92.00	£96.00
Insurance			
Insurance for any pitch hire	£2.50	£2.50	£3.00
Community Centres			
Alfred Rose Park, Bedgrove Park, Hawkslade Farm, Prebendal Farm and Southcourt			
All Community Bookings include Churches, Car Boots, Bazaars and Bank Holidays			
Monday to Friday			
8.00 - 13.00	£30.00	£30.00	£30.50
13.30 - 17.15	£30.00	£30.00	£30.50
17.45 - Close	£48.00	£48.00	£48.00
Saturday and Sunday			
8.00 - 13.00	£33.00	£33.50	£34.50
13.30 - 17.15	£33.00	£33.50	£34.50
17.45 - Close	£62.00	£62.00	£63.00
Private and commercial events include adult and children's parties and bank holidays			
Monday to Thursday			
8.00 - 13.00	£65.00	£67.00	£70.00
13.30 - 17.15	£65.00	£67.00	£70.00
17.45 - Close	£145.00	£145.00	£145.00
Friday Saturday and Sunday			
8.00 - 13.00	£65.00	£65.00	£70.00
13.30 - 17.15	£65.00	£65.00	£70.00
17.45 - Close (Friday and Saturday)	£185.00	£185.00	£185.00
17.45 - Close (Sunday Only)	£145.00	£145.00	£145.00
Committee Room at Alfred Rose			
Monday to Friday			
8.00 - 13.00	£22.50	£22.50	£22.50
13.30 - 17.15	£22.50	£22.50	£22.50
17.45 - Close	£31.50	£31.50	£31.50
Saturday and Sunday			
8.00 - 13.00	£22.50	£22.50	£22.50
13.30 - 17.15	£22.50	£22.50	£22.50
17.45 - Close	£44.50	£44.50	£44.50

Committee Room at Alfred Rose (parties) – from 2018/19 charges as per above			
Monday to Thursday			
8.00 - 13.00	£29.00	£29.00	N/A
13.30 - 17.15	£29.00	£29.00	N/A
17.45 – Close	£68.50	£68.50	N/A
Friday, Saturday and Sunday			
8.00 - 13.00	£29.00	£29.00	N/A
13.30 - 17.15	£39.00	£39.00	N/A
17.45 - 23.30 (Friday and Saturday)	£68.50	£68.50	N/A
17.45 - 22.30 (Sunday Only)	£58.00	£58.00	N/A
Bank Holidays - as rates above other than New Years Eve			
New Years Eve	£280.00	£280.00	£285.00
Adhoc Prices			
2 Hour Mon - Fri 9.00-17.30 promotional rate	£20.00	£20.00	£20.00
2 Hour Mon – Fri early evening promotional rate	N/A	N/A	£31.00
Alfred Rose Committee Room. (If Main Hall is booked, hire committee room for just an additional £10.00 per session)	£10.00	£10.00	£10.00
Public Liability Insurance for voluntary groups, individuals and private parties	£8.00	£8.00	£8.00
Play Services (VAT exempt) – This facility has now closed			
Holiday Playscheme - 8.00 - 6.30	£30.00	£30.00	N/A
Holiday Playscheme - 8.30 - 3.30	£22.50	£22.50	N/A
Holiday Playscheme - 8.00 - 12.30	£16.00	£16.00	N/A
Holiday Playscheme - 12.30 - 5.00	£16.00	£16.00	N/A
After School Club - 3 - 6.00	£8.50	£8.50	N/A
School Escort Service on Foot (daily charge)	£1.50	£1.50	N/A
School Escort Service by Minibus (cost for 5 days)	£18.00	£18.00	N/A
School Escort Service by Taxi (Buckingham Park)	£3.00	£3.00	N/A
School Escort Service by Taxi (Elmhurst)	£2.00	£2.00	N/A
Jonathan Page Play Centre - All Community Bookings - Main Hall			
Monday to Friday			
17.45 - Close	£45.00	£45.00	N/A
Saturday, Sunday & Bank Holiday			
8.00 - 13.00	£40.00	£40.00	N/A
13.30 - 17.15	£40.00	£40.00	N/A
17.45 - Close	£70.00	£70.00	N/A
Local Authority / Commercial Bookings - Main Hall			
Monday to Friday			
8.00 - 13.00	N/A	N/A	N/A
13.30 - 17.15	N/A	N/A	N/A
17.45 - Close	£130.00	£130.00	N/A
Saturday, Sunday & Bank Holiday			
8.00 - 13.00	£65.00	£65.00	N/A
13.30 - 17.15	£65.00	£65.00	N/A
17.45 - Close	£150.00	£150.00	N/A

All PRIVATE parties, not organised by companies, clubs where Public Liability insurance is not in place.	£7.00	£7.00	N/A
Regular Activities			
Tuesday / Thursday Club	£6.00	£6.00	N/A
Doorways	£5.00	£5.00	N/A
Energise Gold	£5.00	£5.00	N/A
Events on AVDC Land (See Notes below)			
	Per Week	Per Week	Per Week
Regular Activity i.e. Commercial Fitness trainer / personal trainer 1 or 2 sessions per week.	£10.00	£10.00	£12.00
Regular Activity - 3 or 4 sessions per week.	£18.00	£18.00	£23.00
Regular Activity - 5 or more sessions per week.	£24.00	£24.00	£30.00
	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 th or 21 st parties). This fee is not eligible for charity or public sector discount.	£30.00	£30.00	£37.00
Birthday party with a large bouncy castle, marquee or other equipment (for individuals looking to hire a park for a family party excluding 18 th or 21 st parties). This fee is not eligible for charity or public sector discount.	£60.00	£60.00	£74.00
Small event (i.e. expected attendance up to 300 people per day)	£240.00	£240.00	£299.00
Medium sized event (expected attendance of up to 999 per day)	£330.00	£330.00	£412.00
Fair or major ticketed event and also other events with expected attendance over 1000 per day.	£480.00	£480.00	£599.00
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	£150.00
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.			
Biodiversity and Trees	2016/17	2017/18	2018/19
Biodiversity Screening of Properties for Protected Species	£70.00	£70.00	£74.00
Specialist Tree Advice Relating to Planning	£70.00	£70.00	£74.00

Town Centre Management	2016/17	2017/18	2018/19
Letting of Space in the Town Centre to Commercial Promoters	£50.00- £100.00	£50.00- £100.00	£40.00- £110.00
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- £35.70	£14.30- £35.70	£14.30- £35.70
Sponsorship	£100.00- £2,000.00	£100.00- £2,000.00	£100.00- £2,000.00
Pedlars at Christmas Events	£30.00	£30.00	£30.00
Funfair at Christmas Events	£1,200.00	£1,200.00	£1,200.00
Housing	2016/17	2017/18	2018/19
Advertising on Bucks Home Choice	£65.00	£65.00	£69.00
Advertising on Bucks Home Choice (Direct Access to System)	£52.00	£52.00	£55.00
Preferred Development Partners	£7,500.00	£7,500.00	£7,948.00
Legal and Local Land Charges	2016/17	2017/18	2018/19
Full Official Search Fee	£99.00	£112.90	£112.90
LLC1 Form -			
Search in: the whole of the register	£20.00	£24.10	£24.10
Search in: any one part of the register	£2.50	£2.50	£2.50
Search in: additional parcel of land	£5.00	£6.00	£6.00
CON29R – Standard enquiries – One parcel of land only	£79.00	£88.80	£88.80
CON29R – Required enquiries – Additional parcels of land (Made up of LLC1 charge £6.00 and CON29R charge £16.80)	£16.00	£22.80	£22.80
CON29 – Optional enquiries			
- 4 Road proposals by private bodies	£0.00 ¹	£0.00 ¹	£0.00 ¹
- 5 Advertisements	£7.20	£7.20	£7.20
- 6 Completion notices	£7.20	£7.20	£7.20
- 7 Parks & countryside	£9.60	£9.60	£9.60
- 8 Pipelines	£12.00	£12.00	£12.00
- 9 Houses in multiple occupation	£15.60	£15.60	£15.60
- 10 Noise abatement	£15.60	£15.60	£15.60
- 11 Urban development areas	£7.20	£7.20	£7.20
- 12 Enterprise zones, local development order & bids	£9.60	£9.60	£9.60
- 13 Inner urban improvement areas	£7.20	£7.20	£7.20
- 14 Simplified planning zones	£7.20	£7.20	£7.20
- 15 Land maintenance notices	£7.20	£7.20	£7.20
- 16 Mineral consultation and safeguarding areas	£12.00 ²	£12.00 ²	£12.00 ²
- 17 Hazardous substance consents	£7.20	£7.20	£7.20
- 18 Environmental & pollution notices	£15.60	£15.60	£15.60
- 19 Food safety notices	£15.60	£15.60	£15.60
- 20 Hedgerow notices	£7.20	£7.20	£7.20
- 21 Flood defence & land drainage consents	£12.00 ²	£12.00 ²	£12.00 ²
- 22 Common land & town or village green	£15.60 ²	£15.60 ²	£15.60 ²
¹ Please note this Authority is unable to respond to enquiry 4. If the enquiry is requested a standard response reflecting this will be given.			
² The actual fee is subject to change to reflect any increase in search fees levied by the County Council			
Planning Radius Enquiry	£12.00	£7.20	£7.20

Local Land Charges (Fees are prescribed by the Lord Chancellor)	2016/17	2017/18	2018/19
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	£24.10	£24.10
(ii) in any other case	£20.00	£24.10	£24.10
(iii) in respect of each additional parcel of land	£5.00	£6.00	£6.00
Office copy of any entry in the register (not including a copy or extract of any plan or document filed pursuant to these Rules)	£0.40	£0.40	£0.40
Property and Contracts Section	2016/17	2017/18	2018/19
DS1 (Mortgage vacating) and DS3 (for part of land in a charge). Administration Fee.	£50.00	£50.00	£50.00
Deed of Rectification	£450.00	£450.00	£450.00
Deed of Release	£450.00	£450.00	£450.00
Notice of Assignment of Lease of Mortgage	£50.00	£50.00	£50.00
Open Space Deed	£850.00	£850.00	£850.00
Deed Concerning: Grant of Release, Assignment of Lease, Licence for change of use, Licence to Occupy, Wayleave, Access to realty, Easement and Deed of Variation.	£450.00	£450.00	£450.00
Sale of Land	£450.00	£450.00	£450.00
Planning	2016/17	2017/18	2018/19
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"> • Not to be adopted • To be adopted (*) (*) if a bond is lodged, a bond fee is required.	Per acre £1,000.00 £2,500.00 £200.00	Per acre £1,000.00 £2,500.00 £200.00	£1,000.00 £2,500.00 £200.00
Pre-Application Advice – Householder & General Enquires			
Do I need planning permission?	£60.00	£60.00	£64.00
Will I get planning permission?	£60.00	£60.00	£64.00
Do I need & Will I get permission	£90.00	£90.00	£95.00
Planning History Check	£60.00	£60.00	£64.00
Validation Application			
Invalid Charge* <ul style="list-style-type: none"> - Planning application householder - Planning application – other 	£25.00 £50.00	£25.00 £50.00	£26.00 £53.00
Validity Check	£25.00	£25.00	£26.00

Invalid check LDO	£30.00	£30.00	£32.00
Invalid Charge * - where an application fails to meet requirement of our validation checklist and additional information is not received within the specified period the application will be disposed and charge levied.			
Pre-Application Advice – New Dwellings			
1 dwelling <ul style="list-style-type: none"> • written advice • office based meeting followed by written advice • subsequent meeting with follow up (additional charge) 	£200.00 £350.00 £350.00	£200.00 £350.00 £350.00	£212.00 £371.00 £371.00
2-4 dwellings <ul style="list-style-type: none"> • written advice • office based meeting followed by written advice 	£300.00 £450.00	£300.00 £450.00	£318.00 £477.00

<ul style="list-style-type: none"> subsequent meeting with follow up (additional charge) 	£450.00	£450.00	£477.00
5-10 dwellings <ul style="list-style-type: none"> written advice office based meeting followed by written advice subsequent meeting with follow up (additional charge) 	£400.00 £600.00 £600.00	£400.00 £600.00 £600.00	£424.00 £636.00 £636.00
11-24 dwellings <ul style="list-style-type: none"> written advice office based meeting followed by written advice subsequent meeting with follow up (additional charge) 	£600.00 £800.00 £800.00	£600.00 £800.00 £800.00	£636.00 £848.00 £848.00
25 or more dwellings <ul style="list-style-type: none"> written advice office based meeting followed by written advice subsequent meeting with follow up (additional charge) 	Relevant flat fee now stated	Relevant flat fee now stated	Relevant flat fee now stated
25-29 dwellings <ul style="list-style-type: none"> written advice office based meeting followed by written advice subsequent meeting with follow up (additional charge) 	£800.00 £1,000.00 £1,000.00	£800.00 £1,000.00 £1,000.00	£848.00 £1,060.00 £1,060.00
30-39 dwellings <ul style="list-style-type: none"> written advice office based meeting followed by written advice subsequent meeting with follow up (additional charge) 	£1,200.00 £1,400.00 £1,400.00	£1,200.00 £1,400.00 £1,400.00	£1,272.00 £1,484.00 £1,484.00
40-49 dwellings <ul style="list-style-type: none"> written advice office based meeting followed by written advice subsequent meeting with follow up (additional charge) 	£1,500.00 £1,700.00 £1,700.00	£1,500.00 £1,700.00 £1,700.00	£1,590.00 £1,802.00 £1,802.00
Over 50 dwellings	Bespoke or PPA	Bespoke or PPA	Bespoke or PPA
Pre-Application Advice – Other Proposals			
0-100m² <ul style="list-style-type: none"> written advice office based meeting followed by written advice subsequent meeting with follow up (additional charge) 	£60.00 £90.00 £60.00	£60.00 £90.00 £60.00	£64.00 £95.00 £64.00
101-500m² <ul style="list-style-type: none"> written advice office based meeting followed by written advice subsequent meeting with follow up (additional charge) 	£300.00 £450.00 £450.00	£300.00 £450.00 £450.00	£318.00 £477.00 £477.00

501-1,000m² <ul style="list-style-type: none"> written advice office based meeting followed by written advice subsequent meeting with follow up (additional charge) 	£400.00 £400.00 £600.00	£400.00 £400.00 £600.00	£424.00 £424.00 £636.00
1,000-1,999m² <ul style="list-style-type: none"> written advice office based meeting followed by written advice subsequent meeting with follow up 	£400.00 £600.00 £600.00	£400.00 £600.00 £600.00	£424.00 £636.00 £636.00
Over 2,000m²	Bespoke or PPA	Bespoke or PPA	Bespoke or PPA
Historic Buildings Pre Purchase Advice and Compliance Checking			
Level 1 – Meeting on site with Historic Buildings Officer <ul style="list-style-type: none"> Initial Request Fee (first hour of officer time) Additional officer time 	£180.00 £60.00	£180.00 £60.00	£191.00 £64.00
Level 2 – Urgent site meeting with Historic Buildings Officer (within maximum of 10 working days)			

<ul style="list-style-type: none"> Initial Request Fee (first hour of officer time) Additional officer time 	£300.00 £60.00	£300.00 £60.00	£318.00 £64.00
Listed Buildings Repairs and Design Advice for Alterations and Extensions			
Level 1 – Written advice only, based upon attached submitted material			
<ul style="list-style-type: none"> Initial Request Fee (first hour of officer time) Additional officer time 	£60.00 £60.00	£60.00 £60.00	£64.00 £64.00
Level 2 – Meeting at the AVDC offices to discuss works with the Historic Buildings officer			
<ul style="list-style-type: none"> Initial Request Fee (first hour of officer time) Additional officer time 	£60.00 £60.00	£60.00 £60.00	£64.00 £64.00
Level 3 – Site Meeting to discuss works with the Historic Buildings officer			
<ul style="list-style-type: none"> Initial Request Fee (first hour of officer time) Additional officer time 	£180.00 £60.00	£180.00 £60.00	£191.00 £60.00
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"> Initial Request Fee (first hour of officer time) Additional officer time 	£300.00 £60.00	£300.00 £60.00	£318.00 £64.00
Biodiversity & Trees			
Screening visit to advise whether an ecological assessment required	£70.00	£70.00	£74.00
Specialist tree advice relating to planning	£70.00	£70.00	£74.00
Enhanced Copy Document Service Charges			
Pre Application/Appeal			
<ul style="list-style-type: none"> First A3/A4 side Each additional side up to a maximum of 30 sides A0, A1 or A2 plan 	£14.00 £0.70 £19.00	£14.00 £0.70 £19.00	£15.00 £1.00 £20.00
Premium Service for fast track advice where appropriate	Bespoke	Bespoke	Bespoke

Parking Services	2016/17	2017/18	2018/19
Exchange St, Upper Hundreds, Waterside, Coopers Yard and Hale Street (1 hour max)			
30 minutes (Exchange Street only)	£0.80	£0.80	£0.80
Up to 1 hour	£1.50	£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	£2.50	£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			
Up to 2 hours (Aqua Vale and Swan Pool only)	£2.00	£2.00	£2.00
Up to 4 hours (Aqua Vale and Swan Pool only)	£6.00	£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)	£10.00	£10.00	£10.00
Anchor Lane (Blue Badge Holders Only)	Free	Free	Free
Sunday and Public Holidays	£1.50	£1.50	£1.50
Evening Charge (Aylesbury car parks)	N/A	N/A	N/A
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			
• Exchange Street, Upper Hundreds and Waterside Level 3	£1,400.00	£1,400.00	£1,400.00
• Coopers Yards and Whitehall Street	£900.00	£900.00	£900.00
• Hampden House	£700.00	£700.00	£700.00
• Walton Street, Friarscroft and Walton Green	£800.00	£800.00	£800.00
Equipment Hire per day			
• Wheelchair	£3.00	£3.00	£3.50
• Scooter	£5.00	£5.00	£5.50
ENVIRONMENT AND HEALTH	2016/17	2017/18	2018/19
Dog Warden Fee	£25.00	£25.00	£25.00
Dog Warden Administration Costs	£50.00	£50.00	£50.00
Enforcement Activity			
Environmental Information Requests (per hour)	£25.00	£25.00	£25.00
Food Health Export Certificates	£32.00	£32.00	£34.00
Food Health Export Certificates posted plus scanned copy	N/A	N/A	£38.00
Food Health Export Certificates – Witnessed	£83.00	£83.00	£88.00
Acupuncture Licence	£145.00	£145.00	£154.00
Electrolysis Licence	£145.00	£145.00	£154.00
Piercing Licence	£145.00	£145.00	£154.00
Tattooing Licence	£145.00	£145.00	£154.00
Variation or change of name on licence	£26.00	£26.00	£28.00
Smoking in the workplace or work vehicle (£25.00 if paid in 15 days)	£50.00	£50.00	£53.00

Failure to display no smoking signs (£150.00 if paid in 15 days)	£200.00	£200.00	£212.00
Penalty for failure to comply with notice under the Smoke Alarm and Carbon Monoxide (England) Regulation 2014	£5,000.00	£5,000.00	£5,299.00
Public Heath			
Dog Fouling Fixed Penalty Notice	£50.00	£50.00	£50.00
Provision of No Fouling Signage to Parishes (adhesive) (10 signs)	£8.00	£8.00	£8.00
Provision of No Fouling Signage to Parishes (metal)	£7.00	£7.00	£7.00
Water Sampling – Check monitoring for one location and risk assessment	£235.00	£235.00	£249.00
Water Sampling – Check monitoring for one location	£156.00	£156.00	£165.00
Water Sampling – Each additional location	£45.00	£45.00	£48.00
Water Sampling – Audit monitoring only up to	£500.00	£500.00	£500.00
Water Sampling – Risk assessment only – no water sampling	£132.00	£132.00	£140.00
Premises Licensing			
Personal Licence Application	£37.00	£37.00	£37.00
Copy Personal Licence	£10.50	£10.50	£10.50
Change of name or address notification for Personal Licence	£10.50	£10.50	£10.50
Premises / Club Premises Licence new application	R.V.	R.V.	R.V.
Premises Licence annual fee including club premises	R.V.	R.V.	R.V.
Application for a copy of premises licence or summary on theft, loss	£10.50	£10.50	£10.50
Change of name or address notification for Premises Licence	£10.50	£10.50	£10.50
Application to vary specified individual as premises supervisor	£23.00	£23.00	£23.00
Application to Transfer a Premises Licence	£23.00	£23.00	£23.00
Interim Authority Licence	£23.00	£23.00	£23.00
Club Premise – Application for a provisional statement	£315.00	£315.00	£315.00
Temporary Event Notice	£21.00	£21.00	£21.00
Miscellaneous Licensing			
Riding Establishment Licence Fee (fee plus £15.00 per horse/pony)	£270.00	£270.00	£275.00
Animal Boarding Establishment Licence Fee (New)	£450.00	£450.00	£486.00
Animal Boarding Establishment Licence Fee (Renewal)	£110.00	£110.00	£119.00
Home Boarding Establishment (New)	£140.00	£140.00	£152.00
Home Boarding Establishment (Renewal)	£100.00	£100.00	£108.00
Breeding of Dogs Licence Fee (New)	£450.00	£450.00	£486.00
Breeding of Dogs Licence Fee (Renewal)	£110.00	£110.00	£119.00
Pet Shop Licence Fee (New)	£230.00	£230.00	£249.00
Pet Shop Licence Fee (Renewal)	£125.00	£125.00	£135.00
Dangerous Wild Animals New Licence Fee (2 years) (plus vet fee)	£370.00	£370.00	£400.00
Dangerous Wild Animals Licence Renewal Fee (2 years) (plus vet fee)	£240.00	£240.00	£254.00
Zoo Licence (New) (plus vet fee)	£600.00	£600.00	£649.00
Zoo Licence (Renewal) (plus vet fee)	£600.00	£600.00	£649.00
Administration Fee – replacement licence, change of address etc.	£25.00	£25.00	£26.00
Street Trading			
Consent Daytime	£6,775.00	£6,775.00	£7,323.00
Consent Evening	£4,246.00	£4,246.00	£4,589.00
Consent Wendover	£2,121.00	£2,121.00	£2,292.00
Kingsbury Pavement licence application fee	£600.00	£600.00	£600.00
Kingsbury Pavement licence application fee – annual renewal fee	£600.00	£600.00	£600.00
Sex Establishment licence (New/Variation/Transfer)	£2,020.00	£2,020.00	£2,020.00
Non Contested Sex Establishment licence (Renewal)	£480.00	£480.00	£480.00
Contested Sex Establishment Renewal	£2,020.00	£2,020.00	£2,020.00

Gambling Act			
Premises licence – new application	£1,800.00	£1,800.00	£1,908.00
Premises licence – annual fee	£238.00	£238.00	£252.00
Premises licence – application to vary	£646.00	£646.00	£685.00
Premises licence – application to transfer	£625.00	£625.00	£662.00
Premises licence – application for re-instatement	£631.00	£631.00	£669.00
Premises licence – application for provisional statement	£1,800.00	£1,800.00	£1,908.00
Premises licence – application (provisional statement holders)	£631.00	£631.00	£669.00
Copy of Gaming Act licence	£15.50	£15.50	£16.00
Notification of change of circumstances	£25.50	£25.50	£27.00
Unlicensed family entertainment centre – new application or renewal	£300.00	£300.00	£300.00
Small Society Lottery – new application	£40.00	£40.00	£40.00
Small Society Lottery – annual renewal fee	£20.00	£20.00	£20.00
Club Gaming Permit – new application	£200.00	£200.00	£200.00
Club Gaming Permit – annual fee	£50.00	£50.00	£50.00
Club Gaming Permit – renewal fee	£200.00	£200.00	£200.00
Club Gaming Machine Permit (renewable after 10 years)	£200.00	£200.00	£200.00
Alcohol Licensed Premises Gaming Machine Notification (2 or less)	£50.00	£50.00	£50.00
Alcohol Licensed Premises Gaming Machine Notification Transfer(2 or less)	£25.00	£25.00	£25.00
Alcohol Licensed Premises Gaming Machine Notification (more than 2)	£150.00	£150.00	£150.00
Alcohol Licensed Premises Notification Annual Fee (more than 2)	£50.00	£50.00	£50.00
Alcohol Licensed Premises Notification Transfer Fee (more than 2)	£25.00	£25.00	£25.00
Prize Gaming Permit – new application	£300.00	£300.00	£300.00
Prize Gaming Permit – renewal	£300.00	£300.00	£300.00
Prize Gaming Permit – variation	£100.00	£100.00	£100.00
Administration Fee – replacement licence, change name etc.	£25.00	£25.00	£25.00
Miscellaneous fees – copy of permit	£15.00	£15.00	£15.00
Scrap Metal			
Scrap Metal site – new application (3 year licence)	£612.00	£612.00	£649.00
Scrap Metal site – renewal (3 year renewal)	£357.00	£357.00	£378.00
Scrap Metal Collectors – new application (3 year licence)	£316.00	£316.00	£335.00
Scrap Metal Collectors – renewal (3 year licence)	£117.00	£117.00	£124.00
Variation of licence type i.e. change from site to collector	£148.00	£148.00	£157.00
Variation of licence i.e. name, site address, named site managers	£64.00	£64.00	£68.00
Reprint of licence	£36.00	£36.00	£38.00
Vehicle window cards	£61.00	£61.00	£65.00
Application assistance	£76.50	£76.50	£81.00
HMO Licensing			
Mandatory licence fee – application	£561.00	£561.00	£595.00
Mandatory licence fee – assistance with application (per hour)	£51.00	£51.00	£54.00
Mandatory licence fee – application administration fee (per 30 minutes)	£10.50	£10.50	£11.00
Additional S527 licence fee – application (Year 1 of scheme) (to 27/06/15)	£393.00	£393.00	£416.00
Additional S527 licence fee – application (Year 2 to 5 of scheme)	£561.00	£561.00	£595.00
Additional S527 licence fee – assistance with application (per hour)	£51.00	£51.00	£54.00
Additional licence fee – application administration fee (per 30 minutes)	£10.50	£10.50	£11.00
LAPPC (Local Authority Pollution Prevention and Control)			
Application fee – standard process (includes solvent emission)	£1,579.00	£1,650.00	£1,650.00
Additional fee for operating without a permit	£1,337.00	£1,188.00	£1,188.00
PVR I, SWOBS and dry cleaners	£148.00	£155.00	£155.00
PVR I & II combined	£246.00	£257.00	£257.00
VRs and other reduced fee activities	£346.00	£362.00	£362.00
Reduced fee activities – additional fee for operating without a permit	£68.00	£71.00	£71.00
Mobile plant	£1,579.00	£1,650.00	£1,650.00
Mobile plant for the third to seventh applications	£943.00	£985.00	£985.00
Mobile plant for the eighth and subsequent applications	£477.00	£498.00	£498.00
If application is for a combined part B and waste application add extra	£297.00	£310.00	£310.00

Annual Subsistence – standard process low	£739.00	£772.00 (+£104.00)*	£772.00 (+£104.00)*
Annual Subsistence – standard process medium	£1,111.00	£1,161.00 (+156.00)*	£1,161.00 (+156.00)*
Annual Subsistence – standard process high	£1,672.00	£1,747.00 (+£207.00)*	£1,747.00 (+£207.00)*
Annual Subsistence – PVR I, SWOBS and Dry Cleaners Low	£76.00	£79.00	£79.00
Annual Subsistence – PVR I, SWOBS and Dry Cleaners Medium	£151.00	£158.00	£158.00
Annual Subsistence – PVR I, SWOBS and Dry Cleaners High	£227.00	£237.00	£237.00
Annual Subsistence – PVR I & II combined Low	£108.00	£113.00	£113.00
Annual Subsistence – PVR I & II combined Medium	£216.00	£226.00	£226.00
Annual Subsistence – PVR I & II combined High	£326.00	£341.00	£341.00
Annual Subsistence – VRs and other reduced fees Low	£218.00	£228.00	£228.00
Annual Subsistence – VRs and other reduced fees Medium	£349.00	£365.00	£365.00
Annual Subsistence – VRs and other reduced fees High	£524.00	£548.00	£548.00
Annual Subsistence – Mobile plant for first and second permits Low	£618.00	£626.00	£626.00
Annual Subsistence – Mobile plant for first and second permits Medium	£989.00	£1,034.00	£1,034.00
Annual Subsistence – Mobile plant for first and second permits High	£1,484.00	£1,551.00	£1,551.00
Annual Subsistence – Mobile plant for third to seventh permits Low	£368.00	£385.00	£385.00
Annual Subsistence – Mobile plant for third to seventh permits Medium	£590.00	£617.00	£617.00
Annual Subsistence – Mobile plant for third to seventh permits High	£884.00	£924.00	£924.00
Annual Subsistence – Mobile plant for eighth & subsequent permits Low	£189.00	£198.00	£198.00
Annual Subsistence – Mobile plant for eighth & subsequent permits Med	£302.00	£316.00	£316.00
Annual Subsistence – Mobile plant for eighth & subsequent permits High	£453.00	£473.00	£473.00
*the additional amounts in brackets must be charged where a permit is for a combination Part B and waste installation			
Late payment fee	£50.00	£52.00	£52.00
Transfer and Surrender – Standard process	£162.00	£169.00	£169.00
Transfer and Surrender – Standard process partial transfer	£476.00	£497.00	£497.00
New operator at low risk fee activity	£75.00	£78.00	£78.00
Reduced fee activities – partial transfer	£45.00	£47.00	£47.00
Temporary transfer – first transfer	£51.00	£53.00	£53.00
Temporary transfer – repeat following enforcement or warning	£51.00	£53.00	£53.00
Substantial change – standard process	£1,005.00	£1,050.00	£1,050.00
Substantial change – where change results in a new PPC activity	£1,579.00	£1,650.00	£1,650.00
Substantial change – reduced fees activities	£98.00	£102.00	£102.00
Contract Services	2016/17	2017/18	2018/19
Garden Waste			
Garden Waste	£40.00	£40.00	£45.00
Garden Waste administration fee for non direct debit payers	£4.50	£0.00	£0.00
Street Bins			
Dog Bin and Installation	£374.00	£374.00	£380.00
Dog Bin Relocation	£126.00	£126.00	£130.00
Dog Bin Empty – from 2018/19 annual charge, prior years per empty			
- 52 empties	£1.38	£1.38	£61.50
- 78 empties	£1.33	£1.33	£88.00
- 104 empties	£1.30	£1.30	£115.00
Litter Bins	£61.00	£61.00	£63.00

Waste Container Charges			
Full set (new home – including kitchen caddy & bags)	£120.00	£120.00	£120.00
Replacement food caddy	£10.00	£10.00	£10.00
Replacement refuse bin	£30.00	£30.00	£30.00
Replacement recycling bin	£10.00	£10.00	£10.00
Other			
Bulky Waste Collection - minimum charge for up to three items	£75.00	£75.00	£75.00
Bulky Waste Collection – charge for each additional item to a maximum of 8 items	£5.00	£5.00	£5.00
Removal of waste from private land (including managing agents requests)	£60.00	£150.00	£155.00
Waste Sacks (50 sacks)	£90.00	£90.00	£95.00
Recycling Sacks (100 sacks)	£85.00	£85.00	£90.00
MOT Licence (Taxi)	£43.00	£50.00	£52.00
MOT Licence (External)	£40.00	£40.00	£44.00
MOT Retest	£21.00	£25.00	£26.00
Street Naming and Numbering			
	2016/17	2017/18	2018/19
House name change	£60.00	£60.00	£64.00
Alias house name addition/change	£60.00	£60.00	£64.00
New dwelling(s) in existing street	£175.00	£175.00	£185.00
New dwelling(s) in a new street (charge per street)	£260.00	£260.00	£276.00
New dwelling in existing street (discounted for using out BC services)	£131.25	£131.25	£139.00
New dwelling(s) in a new street (charge per street) (discounted for using our BC services)	£195.00	£195.00	£207.00
Rename of a street when requested by residents	£340.00	£340.00	£360.00
Rename of a street – charge per property	£32.00	£32.00	£34.00

	2016/17 Actual	2017/18 Original Budget	2017/18 Forecast	2018/19 Estimate Budget
	£	£	£	£
Aylesbury Market	16,814	(1,800)	4,200	(400)
Parks and Recreation Grounds				
Parks Administration	162,514	236,800	265,900	238,100
Alfred Rose Park	34,186	41,500	41,500	42,400
Bedgrove Park	54,649	63,200	63,200	64,700
Edinburgh Playing Fields	43,855	50,500	50,500	51,500
Meadowcroft Playing Fields	43,153	65,800	65,800	67,000
Vale Ground	27,293	15,200	15,200	15,900
Walton Court Sports Ground	28,741	44,500	44,500	45,300
Fairford Leys Sports Ground	60,381	83,700	83,700	85,200
	454,772	601,200	630,300	610,100
Community Centres				
Management	73,859	74,200	74,800	75,200
Bedgrove	71,407	54,500	45,800	55,600
Southcourt	55,940	46,900	40,300	48,400
Alfred Rose	52,692	49,400	49,800	50,400
Prebendal Farm	51,780	41,600	42,000	42,400
Quarrendon & Meadowcroft	76,206	60,000	60,000	60,200
Elmhurst	6,316	-	-	-
Haydon Hill	6,536	14,600	14,600	14,600
	394,735	341,200	327,300	346,800
Asset Rental Adjustment	(96,063)	(72,300)	(72,300)	(91,800)
Total Net Expenditure	770,258	868,300	889,500	864,700
General Reserve				
Balance Brought Forward	(504,347)	(453,801)	(552,189)	(493,389)
Expenditure in Year	770,258	868,300	889,500	864,700
Precept - Band D	(815,500)	(828,100)	(828,100)	(839,400)
	(549,589)	(413,601)	(490,789)	(468,089)
Interest on Balances	(2,600)	(2,200)	(2,600)	(2,400)
	(552,189)	(415,801)	(493,389)	(470,489)
Precept - Band D	£45.00	£45.00	£45.00	£45.00
Tax Base	18,122.50	18,403.02	18,403.02	18,653.03

CAPITAL PROGRAMME UPDATE 2018/19 TO 2021/22

1 Purpose

- 1.1 Cabinet received a report (attached as an appendix) on 20 December 2017, giving an update on the capital programme for the current year and setting out a revised programme for 2018/19 onwards.
- 1.2 The Scrutiny Committee is asked to review the report and indicate any comments / feedback that it wishes Cabinet to taken into account in recommending to full Council to approve the updated Capital Programme for 2018/19 onwards.
- 1.3 Scrutiny's comments will be reported to the Cabinet meeting on 9 January, 2018, with Cabinet's recommendations for the updated Capital Programme then submitted to the full Council meeting on 31 January 2018.

2 Recommendations/for decision

- | |
|---|
| 2.1 The Scrutiny Committee is requested to indicate any comments it has on the updated Capital Programme that it wishes Cabinet to take into account in updating the Capital Programme for 2018/19 onwards. |
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3 Executive summary

- 3.1 The Capital Programme report to Cabinet on 20 December 2017 provided an update on the capital programme for the current year and detailed the revised programme for 2018/19 onwards. Cabinet approved the updated Capital Programme for review by the Finance and Services Scrutiny Committee, as required under policy framework requirements.
- 3.2 The Scrutiny Committee is requested to indicate any comments it has on the updated Capital Programme that it wishes Cabinet to take into account in recommending to full Council to approve an updated Capital Programme for 2018/19 onwards. A report on the Capital Programme for 2018/19 onwards will be reported to the Council meeting on 31 January 2018.

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CAPITAL PROGRAMME UPDATE 2018/19-2021/22
Councillor Mordue
Cabinet Member for Resources Governance and Compliance

1 Purpose

- 1.1 This report gives an update on the capital programme for the current year and sets out a revised programme for 2018/19 onwards. The Cabinet's comments will be passed to the Finance and Services Scrutiny Committee for review as required under policy framework requirements. After consideration of the review by scrutiny, Cabinet will be required to make formal proposals to Council on 31 January 2018.

2 Recommendations/for decision

- | | |
|-----|---|
| 2.1 | Consider the updated Capital Programme for 2018/19 onwards as set out in Appendix A and if in agreement |
| 2.2 | Request the Finance and Service Scrutiny Committee to review and comment on the programme prior to Cabinet making its final recommendations to Council in the New Year. |

3 Executive summary (if longer than 2 pages)

- 3.1 This report sets out the Capital Programme for 2018/19 onwards. It has been updated by changes agreed by Council and Cabinet during the last year, and sets out a high level update on the main themes in the Programme. The report's outcome, following any comment, will move forward into the main budget setting process.

4 Background

- 4.1 The Council maintains an integrated strategic capital programme which is divided into three main sections.
- Major Projects – These being the largest and highest profile.
 - Housing Schemes – Being the housing enabling and housing grant based schemes.
 - Other Projects – Being all the other schemes included within the capital programme.
- 4.2 The programme is reviewed annually with the current programme being last approved and adopted at Council in February 2017. Since then, the programme has been altered and amended on several occasions in response to organisational pressures, and agreements with Cabinet and Council where necessary, this report reflects all those changes.
- 4.3 This report also provides an updated position with respect to forecast receipts and the position with regards to current and future major investment projects.

Capital Resources Update

- 4.4 The UK economy is still reacting after the decision to leave the European Union and will continue to do so. Whilst, the pound fell during the summer period, it has started to slowly rise towards the end of the year (albeit from a low level). Exports have continued to rise, but as yet it is not clear the effect

that the recent rise of 0.25% on interest rates will have on the housing market and therefore the demand for land and its value overall.

- 4.5 The annual rate of house price growth picked up slightly in October to 2.5%, from a revised 2.3% in September. Nevertheless, annual house price growth remains within the 2 - 4% range that has prevailed since March. This slowdown has had an effect on the anticipated income from Right to Buy sales, which is one of the Council's residual major sources of capital income.
- 4.6 The number of house sale completions over the last couple of years has consistently fallen. Based on the year to date position, VAHT are forecasting 26 sales, equivalent to £2.5 million.
- 4.7 The 10 year VAT shelter put in place following the stock transfer has now ended. This proved valuable in funding housing investment and community projects (known as 'Community Chest') but will now no longer appear in the programme going forward.
- 4.8 These factors do have a bearing on the available resources for the capital programme. Any decrease in anticipated resources effectively reduces the level of resources available to fund new schemes and so increases the necessity of more borrowing as last resort financing.
- 4.9 The changes in anticipated resources which need to be factored into the programme are as follows:
- a) Share of house sale receipts from VAHT - these flow from the stock transfer agreement and run for 25 years from the transfer date. The number of sales has been forecast to be 26 for 2017/18, with the same number being forecast for 2018/19.
 - b) Asset Sales - these are sums released from disposal of Council-owned assets mainly land or property.
 - c) Lottery, Grants & Section 106 – This relates to external resources not related to asset sales.
 - d) Revenue Contribution – Currently there are not expected to be any contributions from revenue to supplement existing capital resources other than planned contributions from the New Homes Bonus pot.
- 4.10 The table below sets out the available resources at the beginning of 2017/18 and projected resources during 2017/18 and 2018/19, before any expenditure has been taken into account.

	Current Resources April 2017 £'000s	Resources Projection March 2018 £'000s
Balance of Capital Resources	9,752	9,374
Share of Right to Buy Receipts	2,500	2,500
Asset Sales	910	410
Lottery, Grants and Section 106	0	3,300

Revenue Contributions (NHB)	5,466	327
Total End of Year	18,628	15,911

- 4.11 We have been in the position for some time where the generation of sizeable capital receipts is no longer likely to be possible as our asset base has been reduced to small land holdings and our operational buildings i.e. offices, leisure facilities, public conveniences etc. However, the Council does still accrue some small receipts from parcels of land and capital repayments from some loans.
- 4.12 These small receipts are not sufficient to fund significant works and so this means that future commitment to projects can only be given on the understanding that the funding will have to be met from external sources. In this instance, external resources mean either borrowing or third party contributions. This significantly reduces our ability to deliver capital schemes which do not in themselves produce a positive business case.
- 4.13 An ongoing programme of review of our capital assets is continuing. This will examine our current assets against future demands and needs, and may produce some future capital receipts, however at this stage it is too early to make any forecasts. Even if this is the case, it will simply reduce the level of borrowing that will be required for the programme overall.

Capital Expenditure

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

Major Projects

- 4.15 The following are listed under the Major Projects section – The Exchange Development, Pembroke Road depot, Silverstone Racing Circuit and the provision of a loan facility for a commercial investment strategy. The capital programme includes the latest forecast costs for the individual schemes and reflects the current position.

The Exchange

- 4.16 The Exchange scheme commenced in January 2017 and consists of four restaurants, with 47 one and two bedroom apartments above and a new public square should be completed by autumn 2018. The scheme will also provide some commercial space facing Long Lion which could be used in a variety of ways including retail, more food and beverage or offices.
- 4.17 The expenditure and funding for these schemes is built in to the Capital Programme as planned.

Depot - Pembroke Road

- 4.18 At its meeting on the 26th October 2016 Council agreed to a scheme to develop the existing waste and recycling depot site at Pembroke Road. Refuse vehicles that serve the District are also being renewed and are addressed under the 'Other Projects' category below.

- 4.19 The total scheme cost is £9.2 million, of which £1.9 million would only be required if there was sufficient evidence of the demand and take up for the expanded vehicle testing facilities.
- 4.20 The report and business case was predicated on the cost of scheme being met from borrowing, whilst recognising that the amount might be reduced if there are additional capital resources received during the year.
- 4.21 This year's review has identified that the Council is carrying some additional resources accumulated from small sales and capital loan repayments. This means that the Council is holding a balance of unallocated resources which it could apply in lieu of borrowing in 2018/19. The Programme presented in the Appendix still includes the same assumed borrowing included last year that was associated with this scheme. However, if no new need presents itself then it is recommended that next year's review includes the application of balances in lieu of borrowing as a mechanism to reduce borrowing costs.
- 4.22 The review of resources undertaken within this report continues to balance the Council's need to invest in schemes with the anticipated unallocated resources available to it. Borrowing is not usually earmarked for individual purposes but instead intended to cover any gap between spending and income.

Silverstone Racing Circuit

- 4.23 At its meeting on the 14th September 2016 Council agreed to be part of a joint funding arrangement for a new Silverstone Heritage Centre by contributing £2 million by way of a loan facility.
- 4.24 This is levered by a £9.3m Heritage Lottery fund award and financial commitments provided by surrounding councils and the two LEPS. Together, this provides a maximum loan facility.

Silverstone Enterprise Zone

- 4.25 In Autumn 2017 Council agreed to provide Capital funding for enabling works for the Silverstone Enterprise Zone in the form of a of £4.9m loan to be repaid from the additional Business Rates generated on site.
- 4.26 Aylesbury Vale is the accountable body for the 3 Enterprise Zones and so borrows the sums required for infrastructure development on behalf of the constituent bodies. It also collects the Business Rates payable and offsets its borrowing costs from these receipts.
- 4.27 There is no net cost to the Council of this decision, but the borrowing decision needs to be reflected to the Council's approved programme.

Commercial Property Investment Strategy

- 4.28 Council met on 13th September 2017 to consider the adoption of an investment strategy to generate new streams of income to help offset the significant cuts in Government funding and to ensure sufficient finance is available to support the continued delivery of and investment in services to the local community.
- 4.29 Council approved the proposed Commercial Property Strategy described in the report, including a capital fund of £100m to be met from borrowing from the Public Works Loans Board, and a revenue budget of £100k from the New Homes Bonus (NHB) Fund, both to be reimbursed in line with the approach set out in that report. Work is on going to timetable how these investments may be made and as such is summarised in the programme but is subject to

change with market conditions and as opportunities arise. As yet no draw down has taken place, and is unlikely until 2018/19.

- 4.30 The Government is currently consulting on changes to council borrowing powers which may restrict the ability to deliver acquisitions against this scheme. The development of these Government proposals are being watched closely and an update will be provided when clarity exists.

Housing Schemes

- 4.31 The main element of funding within this category relates to the Council's housing enabling function.
- 4.32 The Council has been successful in its delivery of affordable housing projects over the past few years, partly as a factor of the high levels of growth in this area.
- 4.33 The Council's capital commitment to affordable provision was tied in to the VAHT stock transfer agreement. This created a commitment on the Council to allocate a minimum budgetary provision for investment in affordable housing in each of the 10 years following stock transfer. Through a combination of preserved Right To Buy and a VAT shelter, this agreement also provided the resources to enable the Council to deliver against this.
- 4.34 The ending of the VAT shelter after 10 years means the Council's resources from stock transfer diminish and therefore its ability to continue to invest in new affordable provision. Beyond residual Right To Buy capital receipts and the nominal sums from New Homes Bonus for affordable housing, the Council has no means to fund new schemes other than through borrowing.
- 4.35 As borrowing for this purpose provides no return by which to cover the borrowing costs, funding an affordable borrowing programme through this mechanism is not sustainable.
- 4.36 Currently housing associations have had to review their business plans in light of a change in the level of rents that they can charge, so demand for potential new schemes have been delayed for now. However, with the Government's renewed focus on affordable housing this position is unlikely to remain for much longer.
- 4.37 The Government has made it clear that house building and the provision of new affordable housing are priorities for it. The November 2017 budget made a number of commitments to provide funding, but the details surrounding how this will be applied are unavailable at the time of writing this report.
- 4.38 Housing will continue to work with the housing associations to deliver as many houses as possible within their resources but a more fundamental review of the funding for affordable housing is now looking necessary.
- 4.39 Whilst this review is undertaken, the programme presented here proposes that all receipts from RTB and the affordable housing element of New Homes Bonus are ring-fenced for the purpose of affordable housing investment.

Other Projects

- 4.41 With one exception, provision for these schemes remains unchanged, other than carrying forward unspent sums on schemes, which have been delayed for reasons outside of the Council's control.

- 4.42 The exception is a provision for the transfer of deferred developer sums to Coldharbour Farm Parish Council for the maintenance of the riverine corridor which runs through Fairford Leys. This sum was provided by the developer for the maintenance obligations as part of the original land transaction.
- 4.43 Transfer of this sum to the Parish Council has been previously agreed, but long delayed whilst the legal ownership is resolved. A sum has therefore been included in the Capital Programme to represent a transfer of capital resources.
- 4.44 Notable other projects in this section of the Capital Programme includes the £3.6m purchase of a new Refuse and Recycling fleet all of which will be in place before the new financial year. These are all the latest and most efficient vehicles and enable us to address the effects of increasing demands from growth in the district for at least the next 3 years.
- 4.45 Some much less significant sums are likely to be spent on Community Centre renewal funded by the receipts from the sale of Elmhurst Community Centre some years ago, and also some play area renewal work. In these cases the prioritisation of Section 106 funds (of which £10m are held for open spaces and leisure purposes) will be made before any capital expenditure.

5 Options considered

- 5.1 The proposed capital programme represents the allocation of anticipated resources in accordance with corporate priorities and agreed decisions since the last updated programme.

6 Reasons for Recommendation

- 6.1 The Council is required to set a capital budget for the coming financial year and proper financial management incorporates a longer term view of capital activity. Regular review and updating of resource availability and capital investment plans is essential, especially when a number of major schemes are running in parallel.

7 Resource implications

- 7.1 Each of the additions of the Capital Programme made since the last formal reviews were accompanied by a detailed Business Case. These reviews included the detail revenue implications, both of the detailed proposal and any financing costs assumptions within it.
- 7.2 The revenue costs are incorporated into the initial Budget Planning report included elsewhere on this agenda.

Contact Officer
Background Documents

Andy Barton (01296) 585430
Capital Programme 2016/17 to 2021/21 Cabinet December 2017

Capital Programme			2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
			£'000s	£'000s	£'000s	£'000s	£'000s
			Planned	Planned	Planned	Planned	Planned
Capital Resources							
Base Available Resources		9,752	9,752				
Add Contributions from New Homes Bonus		5,000	5,000				
Add Contributions from NHB Affordable Housing		793	466	327	0	0	0
Add New Receipts and Contributions (Estimated)		18,350	3,410	6,210	2,910	2,910	2,910
FORECAST RESOURCE AVAILABILITY		33,895	18,628	6,537	2,910	2,910	2,910
Add Prudential Borrowing		14,398	10,885	3,513			
TOTAL FORECAST RESOURCE AVAILABILITY		48,293	29,513	10,050	2,910	2,910	2,910
	SCHEME TOTAL		SCHEME COSTS TO DATE				
Capital Spend	£'000s		£'000s				
Major Projects							
Waterside North (Exchange St) (via part NHB)	4,100		777	3,323			
Public Realm Waterside North (Exchange St)	3,300		0		3,300		
Pembroke Road Depot Upgrade (via Borrowing)	11,305		5792	2,000	3,513		
Silverstone Heritage Centre (via NHB)	2,000			2,000	0		
Prov Loan Facility - Silverstone Enterprise Zone (via Borrowing)	5,000			5,000			
Major Project Expenditure Total	25,705		6,569	12,323	6,813	0	0
Housing							
Disabled Facility Grants	1,939		1,454	100	100	100	85
Enabling schemes	39,020		25,727	2,966	2,827	2,500	2,500
Housing Expenditure Total	40,959		27,181	3,066	2,927	2,600	2,585
Other projects in current programme							
Car Park Improvements	800				600	200	
Refuse Vehicle Replacements	4,100		215	3,885			
Community Centre Improvements	400		15	15	370		
Play Area Replacement Programme	420				140	140	
Fairford Leys Riverine Corridor	850			850			
Other Projects Total	6,570		230	4,750	1,110	340	140
WHOLE PROGRAMME TOTAL SPEND	73,234		33,980	20,139	10,850	2,940	2,740
Cumulative Balance Remaining		(- = overdrawn)	9,752	9,374	8,574	8,544	8,714
Net Spend (-) / Income For the Year.			-378	-800	-30	170	325
Uncommitted Balance as at 31 March		(- = overdrawn)	9,374	8,574	8,544	8,714	9,039

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PUBLIC SECTOR EQUALITY DUTY

1 Purpose

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

2 Recommendations

- | |
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| 2.1 The Scrutiny Committee is asked to consider the contents of the Report in annex 1 and highlight any issues that it wishes Cabinet to consider prior to approving its publication (to meet the Council's Statutory Duty). |
|--|

3 Supporting information

- 3.1 Section 149 of the Equality Act 2010, the Public Sector Equality Duty (PSED), came into force on the 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 the public authorities. In summary, it requires that the Council must, in the exercising 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 group 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 the 10 Sept 2011. In summary they require the Council to :
- Prepare and publish one or more equality objectives. This is an ongoing requirement to be met within 4 years from the last date of publication (ie renewed every 4 years)
 - Publish annually information to demonstrate its compliance with the general Equality Duty and this information must include :

- Information relating to persons who share relevant protected characteristic who are its employees and other persons affected by our policies and practise (such as service users)
 - Publish information in such a manner that it is accessible to the public, including within an other published document.
- 3.4 The Government Equality Office has states 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 in Annex 1 is the Equality Report 2017. The report includes information about the population of the district about our staff and what we have done in recent times to meet the duty.

4 Options considered

- 4.1 None - statutory requirement

5 Reasons for Recommendation

- 5.1 To comply with the statutory duty

6 Resource implications

- 6.1 None

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Background Documents None



Equality Report

2017

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Introduction

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

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

1. Eliminate 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 equality objectives for 2016 - 2020 and these can be found in Section 4.

Section 1: Our Residents

Aylesbury Vale is situated 40 miles west of London and 65 miles south east of Birmingham. It is 350 square miles of 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 193,000 people living in Aylesbury Vale; making it one of the largest district's in the country.

- We have slightly more women (51%) than men (49%) living in the district.
- 17% of our population are over 65 years of age, slightly less than the UK figure (18%).
- 19% of our population are under 15 years of age, slightly higher than the UK as a whole (18%)

The following information is taken from the 2011 Census.

Health and Disability

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

Nearly one in seven residents (14%) described themselves as having a long-term health problem or disability that limits their day-to-day activities, which had lasted, or was expected to last, at least 12 months - a 12% increase since 2001.¹

Religion

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

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

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

Ethnic Group

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

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

the White ethnic group (86%) in 2011.

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

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

Usual residents born outside of the UK

In 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 2016 Annual Population Survey for the UK as a whole.

- In 2016, 2% of the UK population aged 16 and over identified themselves as lesbian, gay or bisexual (LGB).
- More males (2.3%) than females (1.6%) identified themselves as LGB in 2016.
- The population who identified as LGB in 2016 were most likely to be single, never married or civil partnered, at 70.7%.
- The population aged 16 to 24 were the age group most likely to identify as LGB in 2016 (4.1%).
- Around 0.8% of adults identified themselves as bisexual, with women (0.9%) being more likely than men to do so (0.6%).
- London had the highest percentage of adults identifying themselves as LGB at 2.7%, while 2.1% of adults identified themselves as LGB in the South East.

Section 2: Our Staff

In January 2016, AVDC embarked on a Commercial AVDC change programme, which reviewed all departments, the posts we currently employ, the behaviours we want our employees to display and the posts we will need to become more financially stable for the future. The figures contained in this report date from March 2017. At this time we were in the middle of the change programme and many changes were underway. Whilst this report does not include casual workers, agency staff, apprentices and volunteers, it is important to highlight that we employed a number of agency workers to support the Commercial AVDC programme and the impact the changes were having on our workforce at this time. The update of this report next year will publish the data for the completion of the programme.

Establishment

As of 31 March 2017, AVDC employed 439 people (471 last year), a reduction of 32 people over the year and 148 people less than six years ago. Additionally, over the last year Full Time Equivalent (FTE) posts decreased from 443 to 421.

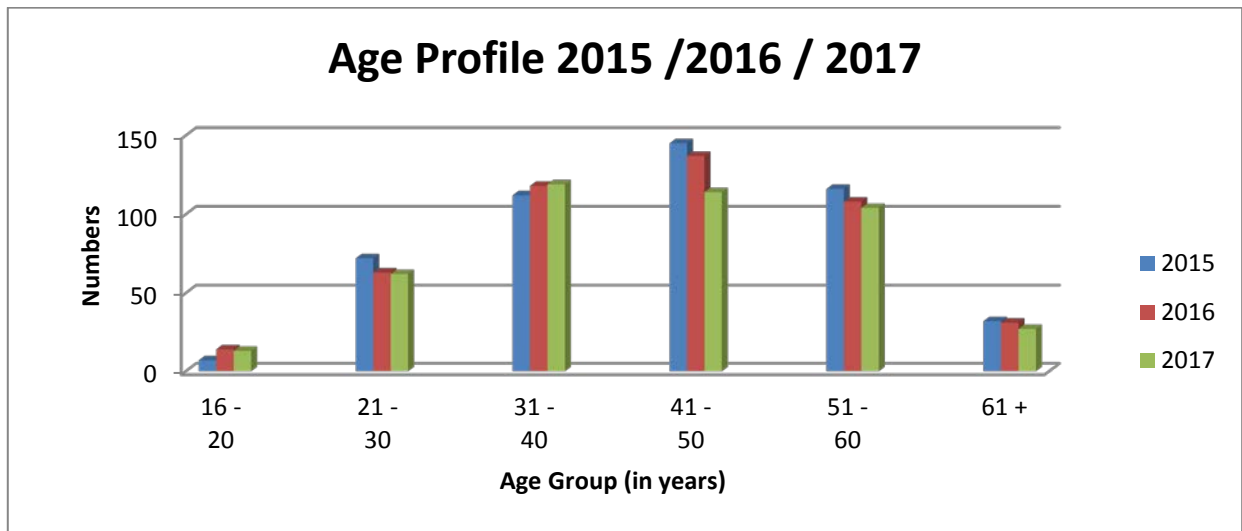
We estimate that in March 2017, AVDC employed more than 40 agency workers and contractors, which is an increase the previous year of approximately 25. All figures in this report, do not reflect the number of agency workers and contractors as we do not report on , or the duty cover them in the same way. Members are also not covered by the duty.

Flexible Working

The number of people working full-time reduced from 362 to 360, whilst the number of part-time employees reduced considerably from 108 to 79. Part-time working accounts for almost a fifth (18%) of the workforce and is a reduction of almost 5% from last year.

Age Profile

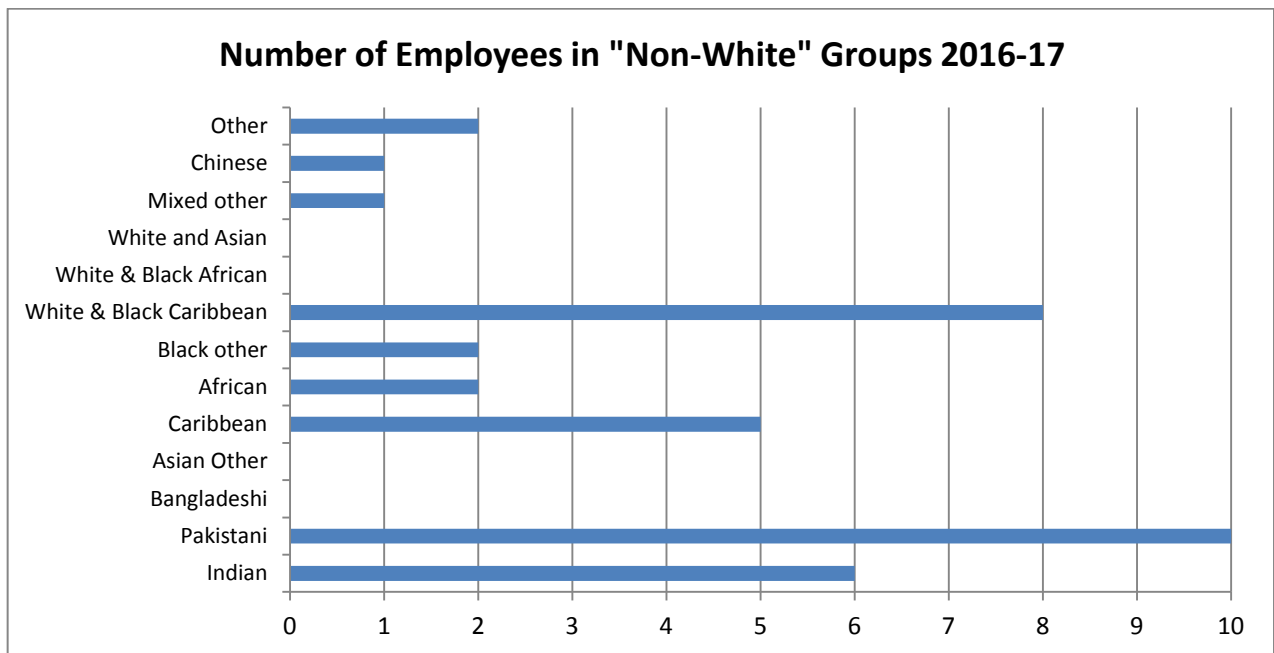
At the end of March 2017 the age profile of employees followed a natural distribution, with fewer people employed at all ages except the age category 31-40, which saw a small increase for the second year in a row. The largest reduction of workforce fell within the 41-50 age group (by 31 people), which represents a larger number of voluntary redundancies where there is no pension cost.



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 2017, of 439 employees, 402 (91.5%) declared themselves to be “white”, white other, white Irish or were un-stated. The remaining 8.5% of the workforce have defined themselves to be from one or other of various recognised minority ethnic groups.



The 2011 Census indicates that White British make up 85.2% of the local Aylesbury Vale population, with the national (English) average at 79.8%. The broader “white group” (White, White Other and White Irish) nationally makes up 89.7% of the community; slightly lower than that group of AVDC employees (91.5%).

Disability

At 31 March 2017, there were 15 employees (16 in 2016) who considered themselves to have a disability under the provisions of The Equalities Act 2010, which represents 3.4% of the workforce (the same % as last year).

Previously, between 2008 and 2016 the number of employees with a self-declared disability had remained fairly constant at between 4% and 5%. Over the past four years, the numbers (as a percentage) have fluctuated, with the first time the percentage has remained the same since 2010-11.

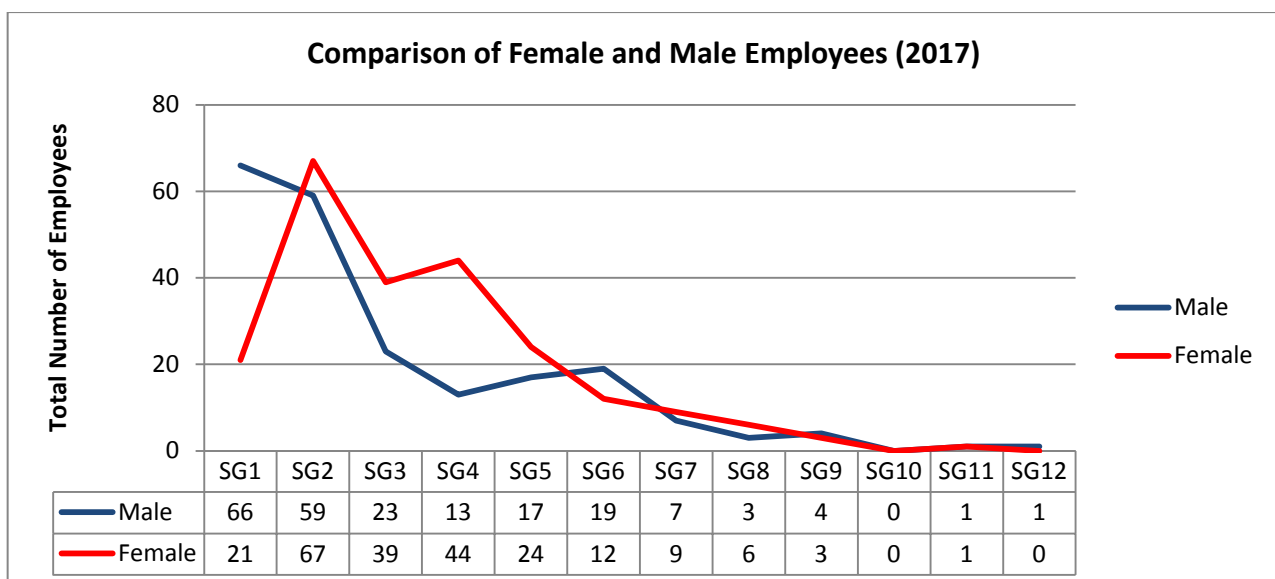
As at 31 st March	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Percentage	5.0%	4.6%	4.3%	4.3%	4.5%	4.2%	3.6%	3.1%	3.4%	3.4%

Gender

At 31 March 2017, the Council employed 439 people, of which 226 (51.5%) were female and 213 (48.5%) were male. This is comparative to last year and reflects an even distribution of leavers with the previous 12 months.

Essentially, AVDC has a 50/50 gender profile, which can fluctuate, but as can be seen from the following chart for 2017, generally there were more females in the most grades (SG2-SG5), and for the first time, more females in the more senior roles (SG6-SG8). In early 2018, AVDC will be required to report on Equal Pay within the workplace and this report will go into these numbers in more detail.

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



Section 3: Our Equalities Activity

Set out below are a number of examples of how we are complying with the Duty, but more over are working to ensure that all our customers are able to use our services on an equal basis.

Information and Data Sharing

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

Equality Impact Assessments

- Use of a Corporate Guidance/toolkit for Equality Impact Assessments.
- EIAs prepared for all major projects. Findings are shared where they are completed and mitigating actions identified as appropriate.
- EIAs have been used to assess community needs and impact before removal of some AVDC services through the Commercial Programme
- Equality analysis and impact assessment has informed decision-making and facilitated different, tailored services that have improved outcomes in various services
- EIAs are a routine part of the project management approach

Community Engagement

- Various engagement activities have been held in different venues and they have been designed to encourage everyone to participate.
- We offer variations to standard services for people with protected characteristics e.g. assisted and clinical waste collection services. We offer an assisted collection for the for the disabled or the elderly and short-term arrangements for the other groups e.g. pregnancy/recovering from operations
- We are aware of different communities and their different needs and is evidenced by different collection methods, e.g. bags, bins as appropriate
- We launched the Hate Crime eLearning module in December 2016
- We organised ladies only swimming and ladies only fitness sessions
- We designed leaflets/posters/communications/events to promote positive relations. E.g. Play in the park
- We engaged communities through events, consultations, public meetings etc.
- IAG's have been held in people's own environment/venues when possible. When using AVDC venue's we have ensured that these are inclusive venues (hearing aid, light adjustments etc) e.g. Paralympic Flame celebration
- We are aware that vulnerable people/communities are participating more in events e.g. Schools in CSE awareness projects, Women's group linking with Women's Aid/TVP, Supporting disability (BuDS) projects, Local Conversation initiative in Southcourt and HCN
- Adult Learning (BCC) have encouraged our elderly community to be more familiar with online engagement platforms

- The Aylesbury Vale Times is now available in large print or CD (on request)
- We are also aware that protected groups are participating across a wider range of specific activities. E.g. solid wall insulation activities within the Asian community
- Our Alexa skill has been well received by a number of blind users of our services, and we have been asked to extend these services to enable greater access via this route
- Our Chat service has been welcomed by some deaf users of our services as a way they can access our services on a more equal footing

Section 4: Our Equalities Objectives 2016-20

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.