

**BUDGET PLANNING 2019- 20 AND BEYOND - INITIAL PROPOSALS**

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**Cabinet Member for Finance and Resources**

**1 Purpose**

- 1.1 The report presents the initial budget proposals for 2019/20 for Cabinet's consideration (Appendix A).
- 1.2 The report refers to the emerging revenue position for the organisation for 2019/20 and future years and details the impact of organisational change, planning decisions, estimated efficiencies and commercialisation gains. The report also details emerging financial opportunities and risks.
- 1.3 Even though it is clearly not the situation, the medium term plan has been constructed largely on the basis of continuing authority. This approach provides the new unitary authority with an understanding of the pressures and opportunities facing Aylesbury Vale and its proposed solutions.
- 1.4 The recommendations of Cabinet will then be considered by Finance and Services Scrutiny Committee on 14<sup>th</sup> January 2019 and then re-presented to Cabinet on 16<sup>th</sup> January 2019 so it can make its final recommendation to council.

**2 Recommendations/for decision**

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| <ol style="list-style-type: none"><li>2.1 Cabinet are requested to consider the report and the initial set of budget proposals for 2019/20 together with the Medium Term Financial Plan and then agree;<ol style="list-style-type: none"><li>a. To take into budget planning the £1.916 million of proposed savings as set out within paragraph 4.6 to this report;</li><li>b. To take into budget planning the £2.354 million of forecast pressures as set out within paragraph 5.2 and 5.3 to this report.</li><li>c. To increase Council Tax by an annual amount equal to £5.00 (3.35%) for a Band D property (equivalent to less than 10 pence per week), from 1<sup>st</sup> April 2019;</li><li>d. To agree for work to continue on the development of the budget proposals and for any net variance resulting to be either added to, or deducted from General Balances;</li><li>e. To agree the revised list of Fees and Charges attached as Appendix E to this report;</li><li>f. To approve the use of £1.48 million from the New Homes Bonus reserve to meet the costs of the Connected Knowledge Programme in 2019/20 (Appendix F);</li><li>g. To recommend the initial budget proposals to Finance and Services Scrutiny Committee for consideration and comment</li></ol></li><li>2.2 Cabinet are also advised to recommend the level of the Band D Special Expenses charge for 2019/20</li></ol> |
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2.3 Cabinet are asked to agree, in principle, to ring fence the possible additional funding realised by the central government cancellation of negative revenue support grant in 2019/20 to support planning developments and also car park capital spend agreed as part of the Parking Strategy review.

### **3 Background**

3.1 This report provides an update to the Cabinet on the progress in developing the financial plan for 2019-20 to 2022-23.

3.2 The report to Cabinet on 20 November 2018 set out the context for 2019/20 budget planning and outlined a series of high level issues facing the Council when developing budget proposals and updating its Medium Term Financial Plan (MTFP). There remain a number of key uncertainties, such as the financial impact of the unitary decision, retained business rates, funding levels in relation to Government Grant and level of New Homes Bonus. These issues are explored further as part of this budget report.

3.3 At the time of writing the report, the Secretary of State has confirmed his decision to create a single Unitary District Council for Buckinghamshire which will come into existence in May 2020.

3.4 This fundamentally changes what will happen during the period of the proposed MTFP. This clearly removes the need for medium term planning for Aylesbury Vale as a single entity organisation, but the Council remains obligated to hand over its affairs to the new organisation in the best state it can. This means continuing to tackle known budgetary issues, generating new income streams and balancing its finances.

3.5 At this early stage, the financial implications of the announcement are yet to be fully understood. As thinking and understanding are progressed, the significant financial impacts will be reported to Members.

3.6 With the need to resource an implementation plan for the new council and the need to manage staffing costs across this transition period, Cabinet has previously agreed that the equalisation funds for business rates and interest be repurposed and made available to offset the transition costs associated with local government reorganisation, subject to any demands being placed upon them in 2019/20. This will provide initial flexibility, but there is no clear sense at this stage whether this is sufficient (when pooled with the other councils) to see through the reorganisation. As a consequence, this will need to be revisited. The combined value of these two reserves is estimated to be circa £5 million at the end of 2018/19.

3.7 At its meeting in November, Cabinet agreed that as part of the budget setting process for 2019-20, the Council should adopt a corporate strategy for 2019/20 which is focused on:

- Ensuring that we are Financially fit, including ensuring our commercial approaches of the past continue and we continue to grow and diversify our income streams
- Leading and the shaping place, ensuring we adopt VALP, and continue to cherish our towns, villages and areas whilst managing planned growth and regenerating our towns
- Focusing on our Customers and our ongoing innovation in customer delivery and digitisation, and

- Ensuring our Partners and Communities help us deliver our goals and we ensure they are included in our decision making.
- 3.8 This report seeks to bring together an indication of those factors which can be predicted, with some certainty, and proposes a strategy for dealing with those factors which reasonably cannot.
- 3.9 As highlighted in previous years the Council Strategy for balancing the budget is an ongoing process and not an annual exercise purely undertaken once a year. The ongoing work across the Council in terms of its commercial agenda (in its widest sense) has meant that this draft budget has avoided the need to take lists of potential service reductions through scrutiny committees.
- 3.10 The tone of this budget setting and planning report is primarily focused around the delivery of efficiency savings and new income generation but with consideration of the wider budgetary risks potentially facing the Council.
- 3.11 The report divides the main elements of budget planning between service pressures, savings proposals and provides detail on funding streams including Government Grant, Business Rates and proposals for Council Tax
- 3.12 The net budget for service related expenditure available across the Organisation for 2019/20 is stated as £17.371m. This largely represents baseline funding of £16.934m carried forward from 2018/19, with additional provision made for service pressures for the 2019/20 financial year, offset by realisable savings.
- 3.13 In setting the plans, consideration has been given to the longer term view and given the scale of efficiencies identified during the budget setting process for 2019/20 it has been possible to provide for savings in future years. It is important that anticipated savings beyond April 2020 are clearly articulated so as to ensure that the new organisation understands both the work undertaken and planned in order that it can incorporate this in to its own financial planning (should it wish).
- 3.14 In setting the budget for 2019/20 a number of working assumptions have been made. These are based on the best known information at the time of writing the report.
- 3.15 However, given the dynamic national and local environments, it may be necessary to amend proposals in view of any emerging changes to financing. Work will continue on refining the elements of uncertainty between now and the Cabinet's final budget proposal. This will be informed by Finance and Services Scrutiny Committee's comments, the latest projected position on Business Rate Growth and the grant numbers from Government expected 6th December 2018.
- 3.16 The Chancellor delivered the 2018 Budget on 29 October 2018. There were a number of tax and spending announcements of relevance to local government, and the Chancellor outlined the trajectory of overall public spending for the 2019 Spending Review.
- 3.17 The Chancellor indicated that "austerity" was coming to an end and the UK economy was entering into a period of economic growth. Predications are that public spending will increase by 1.2% year on year in real terms, and this will be a fiscal stimulus to the economy generally. There are potentially a number of underlying risks to delivery of the revised forecast including the impact of Brexit and any changes to the economy.

- 3.18 The Chancellor's Autumn Budget promised more funding overall for public spending. However, the majority of this additional funding will be targeted to meet NHS service demands, with other Departments likely to bear the brunt of continuing financial pressures and funding reductions. It is therefore reasonable to assume that Local Government will continue to see ongoing reductions in funding over coming years and this should remain the central planning assumption.
- 3.19 As at the end of September 2018, the Council is forecasting an overspend against the 2018/19 plan of £0.238m (before the application of reserves). Work continues to manage this forecast overspend down over the last months of the financial year. It is anticipated that the exceptional costs underlying the forecast deficit will be managed through use of balances in 2018-19 and there will be no impact on 2019-20 planning assumptions.

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

- 4.1 As set out in the report to Cabinet in November the approach adopted for setting the budget for 2019/20 is similar to that followed in recent years and relies primarily on capturing the savings delivered via service reorganisation, income generation and restructuring undertaken in previous years, (in anticipation of the Government Grant reductions).
- 4.2 Since the prospect of greatly reduced Government Grant was first mooted in 2010/11 the Council has devoted considerable effort and resources to identifying and delivering a smaller net budget requirement. This has been achieved by reconsidering what it does, what it could do and who should pay for the services provided.
- 4.3 The major transformation exercise of 2017/18 and the planned response to budget reductions represents a cornerstone of the budget development process. Budget holders also continue to be engaged in identification of other measures to increase efficiencies and to increase income potential. Managers have been empowered to manage within agreed financial parameters, to identify where things can be done more efficiently and to take advantage of in year productivity and non-recurrent opportunities to identify savings.
- 4.4 A list of the significant savings to be incorporated into budget planning is set out in Appendix C to this report.
- A total of £1.916m of savings have been identified for 2019/20 and include:
- a) Further savings opportunities arising from continued review of staffing requirements, (£0.317m)
  - b) Savings arising from identification of improved income opportunities (£1.099m)
  - c) Proposed improvements in efficiencies with savings budgeted at £0.500m
- 4.5 The refresh of the 2019/20 has resulted in the identification of additional savings from those previously identified.
- 4.6 The Cabinet will note, in particular, the efficiency savings and income opportunities arising from:

- Staff savings of £317,000 have been realised over a number of areas including Customer fulfilment and internal restructures, including a saving from the removal of an Assistant Director post.
- Proposals include increased income streams in relation to planning applications, Pre Planning Agreements and Building Control fees (£200,000), rating enforcement recovery (£50,000) and general commercial and business strategy (£100,000). In addition, a service review of the Garden and Commercial waste service is anticipated to deliver additional in-year income of £250,000 which will include some increased pricing.
- £150,000 has been included as a Dividend from the Joint Crematorium Committee.
- It is anticipated with the completion of the Waterside North development, an additional £100,000 income will be recovered for the Council in 2019/20.
- The investments made in previous years, with the purchase of refuse vehicles, has now resulted in recurrent revenue savings on running costs, forecast at £175,000 per annum.
- A proactive and effective management of contracts generally through effective procurement processes (£100,000) and specifically for some property contract arrangements. Service charges for properties the Council rents out are anticipated to increase by £76,000 and the previously re-negotiated Waterside Theatre contract is expected to realise savings of £25,000.
- The budgets for audit and information security have been reviewed and savings of £40,000 and £80,000 identified accordingly, with budgets now aligned to anticipated spend.
- The budget proposals also include a reduction in spend in relation to financial support for Citizens Advice Aylesbury Vale Grant (£10,700). This is in line with previously agreed funding arrangements.

## **5 Pressures**

- 5.1 A list of the significant budgetary pressures included in the financial plan for 2019-20 are set out within Appendix D to this report.
- 5.2 A total of £2.354m of budgetary pressures have been identified and include
- Additional budget pressures of £1.481m for 2019-20 in relation to service delivery
  - Cost pressures in relation to inflation of £0.873m
- 5.3 A number of new spending pressures have materialised in discussions with budget managers as part of the budget setting process. The Cabinet will note, in particular, the pressures in relation to:
- It is anticipated that income from the sale of recyclables will continue to decline. This cost pressure was initially identified in 2018-19 as major problems in the global plastic recycling industry started to cost all local councils. The risk of reduced income and increased costs have been recognised as a budgetary pressure (£200,000)
  - As a result of a dynamic and challenging market environment, a budget provision of £250,000 has been made to meet anticipated reductions to rent and service charge recovery across the Council.
  - Provision has been made for additional revenues costs as a result of operationalisation of the Connected Knowledge programme (£200,000) and

other systems software costs (£30,000). In particular, the additional cost is mainly associated with licencing and hosting costs.

- The 2019-20 budget proposals identifies additional staffing for a number of departments:
  - The planning department and the IT department. This aligns to spend patterns in 2018-19 as both departments aim to address underlying staff and workload pressures to ensure a more cost effective delivery model for the future. (£260,000)
  - Additional staffing within revenues and benefits to support the continued operationalisation of universal credit (£50,000). Once embedded it is anticipated that these costs will be removed
  - The re-instatement of the Learning and Development post within People and Culture in recognition of input to staff development (£39,000)
  - Staff changes across customer fulfilment (£47,000) to address current salary pressures
  - A restructure within Property services resulting in a new post to promote property management (£44,000)
- Additional budget provision has been made available to promote the AVDC website development and intranet (£31,000), and also to meet the costs of the Modern Gov annual fee not previously budgeted (£12,000)
- In recognition of current pressures, a number of budgets across the sectors have been realigned to reflect income which is no longer recoverable. This includes addressing historic income targets to ensure income targets set are realisable and recoverable (£167,000)
- For waste services, an additional provision for staff is included to support on-going service developments (£75,000)
- In recognition of the Exchange Street project, a budget provision of £26,500 has been made to support costs of maintenance.

- 5.4 The cost pressures include a general provision for inflation and pay related costs of £0.873m.
- 5.5 Two years ago the Staff Side and Unions agreed a two year pay settlement to 2018/19 (2% increase in 2018/19). A new agreement will need to be reached with staff for 2019/20 and discussions have commenced.
- 5.6 The draft budget allows only for a general provision for inflation and pay as the pay increase has yet to be agreed. Allowance has also been made for payment of annual increments to staff.
- 5.7 In practice, the looming Brexit deadline is having unpredictable effects on the economy as markets react to the uncertainty the issue is causing. Much of this will be determined and resolved by the Government's approach to the exit from the European Union.
- 5.8 At the point of writing it is still not clear as to what kind of agreement the UK Government can achieve or how global markets will react to this.
- 5.9 For now, it appears that continued uncertainty might weaken the Pound and push inflation higher in the short term. Seemingly, this will now hasten higher interest rates. However, the situation is volatile and provides an uncertain environment in which to plan. This will need to be kept under review, but it seems unlikely that any great clarity will emerge during the budget planning

period. It is therefore probable that this will become one of those issues that will necessitate continual review and a higher level contingency.

- 5.10 Elsewhere on the agenda is a Capital Programme update report that includes all the recent schemes that have been agreed. The budget provision for 2019-20 does not allow for any additional costs for borrowing, or associated revenue costs to support the capital programme for 2019-20 and future years. For a number of years now, the Council have successfully managed capital spend from effective management of cash balances and have avoided spend on borrowing costs. It has been assumed that this prudent position of under borrowing will continue.
- 5.11 At a meeting on 13 September 2017, Council agreed a Commercial Property scheme of £100m. No revenue implications for this overall scheme have been included in the revenue budget for 2018-19 and future years. This is based on the premise that any business cases arising from the plan will be required to be revenue generating with no call on existing revenue resources.
- 5.12 The decision to create a single Unitary District Council for Buckinghamshire will inevitably impact on any future investment decisions made by AVDC.
- 5.13 The pressures represented in the budget reflect the outcomes of discussions with budget managers across the Organisation.

## **6 Government Grant**

- 6.1 The 2015 Spending Review outlined a multi year settlement offer for local Government, which 97% of all councils accepted. The Settlement for 2019/20 represents the final year of this settlement.
- 6.2 The table below sets out the elements of Grant covered by the 4 year Settlement. Currently only the Revenue Support Grant element is confirmed as the Baseline Funding Level relates to the retained benefit the Council receives from the Business Rates it collects.

	<b>2016-17 £M</b>	<b>2017-18 £M</b>	<b>2018-19 £M</b>	<b>2019-20 £M</b>
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

- 6.3 Although the settlement is a 4 year settlement, annual Government confirmation is still required.
- 6.4 The government has announced that it is aiming to publish the Provisional Finance Settlement on 6 December 2018. This paper has been produced ahead of the grant announcement and so a verbal update will be given to Cabinet.

- 6.5 For the purposes of this draft budget proposal it has been assumed that there is no change to the baseline funding of £3.83m. Any deviation from this planning assumption will require additional modelling of the plan for future years and may impact on the final position recommended to Council.
- 6.6 A new system (Fair Funding), based on a Government consultation, will be introduced in 2020/21 alongside a Government wide Comprehensive Spending Review.
- 6.7 The Fair Funding Review will affect how funding is allocated and redistributed between local authorities from 2020 onwards. It is expected to use three main 'cost drivers': population, deprivation and sparsity, together with additional cost drivers related to specific local authority services.
- 6.8 How this will be done has still to be confirmed and will be the subject of further consultation between now and mid-2019; and it will also be influenced by discussions within a number of joint working groups between the Ministry of Housing, Communities and Local Government (MHCLG) and the Local Government Association (LGA). 'Indicative numbers' for funding allocations to individual councils are to be available by spring-summer 2019, and the review is to be implemented in April 2020.
- 6.9 Alongside the new methodology, in 2020/21, 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 2020/21, and this is intended to be a lever and incentive for local authorities to grow their local economies.
- 6.10 The government has announced that alongside the Provisional Settlement on 6 December 2018 it is also intending to issue consultations on;
- The further progression of the Fair Funding Review in advance of Provisional Settlement 2019/20; and
  - The redesign of business rates retention by the end of the year.
- 6.11 The working assumption, based on trends to date and intelligence of Senior Officers, is that government grant funding will continue to decrease for this tier of government. Allowance has been made in the medium term financial plan for reduced levels of funding but the extent and timing of the reduction is not known with any certainty and this poses a risk for accurate future planning. It is against this background and emerging risks that AVDC continues to focus on increasing opportunities to enhance income generation opportunities through Commercialisation.

#### Negative RSG in 2019-20

- 6.12 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 review this element during the forthcoming year, but warned that any solution will need to be found from within the existing Local Government funding envelope.
- 6.13 Negative Revenue Support Grant is the name given to a downward adjustment of a local authority's business rates top-up or tariff. This occurs as a consequence of changes to the distribution methodology adopted at the 2016-17 settlement, which formed the basis of the multi-year settlement.



- 6.14 For many authorities, the required reduction of Core Funding exceeded their available Revenue Support Grant. To deal with this, business rates tariffs and top-ups were adjusted so that an increased amount of business rates were redistributed away from the authority and towards other authorities. This adjustment has since become colloquially known as 'Negative RSG'.
- 6.15 In 2019-20 Negative RSG totals £152.9m and affects 168 authorities.
- 6.16 MHCLG has explored a number of possible options for addressing the issue of Negative RSG, and has formed an initial preference to eliminate the issue via forgone business rate receipts as alternative options are assessed as being unaffordable or fail to resolve the issue.
- 6.17 The Government considers direct elimination of Negative RSG via forgone business rates receipts the preferred approach to resolve Negative RSG, meeting the key criteria of being both fair and affordable. This option also benefits from being both simple and direct.
- 6.18 This option would remove Negative RSG for all the authorities affected at a cost to the Government of £152.9m in forgone business rates receipts. This funding would be met from the Government's share of business rates.
- 6.19 The final and definitive outcome and financial impact will not be known until 6th December. However, the indication is that the financial impact of the proposed change will benefit the Council by circa £0.7m. This will be a non-recurrent re-alignment of funding.
- 6.20 Given the non-recurrent nature of the proposed additional funding, it is recommended that the funding will be ring fenced to support likely and known pressures during 2019-20 to include £0.3m to support the ongoing housing growth agenda in Aylesbury Vale and the associated infrastructure schemes, such as HS2, East West Rail and the Oxford Cambridge expressway. It is recommended that the remaining £0.4m is allocated to meet the costs of the car park changes (replacement equipment) detailed in the Car Park Strategy
- 6.21 For AVDC, this goes some way to addressing concerns about the ending of core central government funding next year and having to pay vital business rates income to the government as a result of negative revenue support grant in 2019-20.

## **7 Retained Business Rates**

- 7.1 The revaluation of all properties for business rates took effect from 1 April 2017. Revaluation was completed to maintain the accuracy in the rating system by reflecting changes in the property market since the last revaluation in 2010.
- 7.2 Based on the trends which sit below the revaluation, previous year's outturn income and in-year financial performance, an initial target of £476,000 has been included in the Budget for 2019-20 as the AVDC retained share of the Business Rates Growth.
- 7.3 The position will continue to be kept under review as the detailed budget continues to develop so that the final budget report can be informed by the latest information available at that time.
- 7.4 The Council has to date held a Business Rates revaluation Reserve, the purpose of which was to meet any significant year on year fluctuations caused by the volatility inherent in the Business Rates system.
- 7.5 The decision by Cabinet on 20<sup>th</sup> November to use the Business Rates revaluation reserve to support the transitional costs to a unitary organisation means that this reserve will no longer be available to manage the financial

impact of changes. The risk is somewhat mitigated by proposed changes to the system which will need to be addressed by the future administration.

- 7.6 From 2020-21 the business rates baseline will be redistributed according to the outcome of the new needs assessment, subject to suitable transitional measures.
- 7.7 Since 2013, business rate retention has also rewarded councils with a share of growth in business rate revenues. In February 2016, the Government complemented these changes with the announcement of a 'fair funding review', followed by consultations in July 2016 and December 2017.
- 7.8 The fair funding review will be used to change business rates baselines. These provide each council's starting point for the business rate retention system. New baselines will be applied in 2020 – but not reviewed annually. This will mean that in the years after 2020, individual councils' incomes will diverge from the baseline, as their business rate revenues grow by different amounts. This is a deliberate outcome of rate retention: it is intended to encourage councils to try to increase their rate revenues instead of being dependent on the Government for funds.
- 7.9 The effects of the review on councils' financial health are not clear cut. The outcomes will depend critically on a number of issues including for instance, how the baseline is set, how long before the next review and how to divide rate revenue between counties and districts ('tier splits'). These are all still subject to the consultation process.
- 7.10 In practice, tier splits will become irrelevant within Buckinghamshire if the new unitary council comes into existence on the 1<sup>st</sup> April 2020. The Government Grants currently received by each of the existing Bucks authorities will be collapsed together and this will become the new entitlement.

## **8 Business Rates Pooling**

- 8.1 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.
- 8.2 This arrangement allows these councils to retain a greater proportion of Business Rates growth, by reducing the amount the Government would ordinarily capture.
- 8.3 For 2019/20 planning purposes, no account has been taken of any anticipated gain in this budget proposal. This presents a prudent position given risks in terms of e.g. valuation appeals. 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, or alternatively will provide extra contingency against the costs of unitary or Brexit.
- 8.4 The Government remains committed to the concept of business pooling and it is piloting ways to achieve the broad ambitions of its policy intention without the need for primary or secondary legislation.
- 8.5 The government has announced a third phase of business rate retention pilots will go ahead from April 2019 with a 75% retention scheme and the 'no detriment' clause scrapped. Pilot areas in the previous two rounds have been trialling 100% retention of business rates and will continue to do so for the relevant year.

- 8.6 Working together with the other councils in Buckinghamshire, AVDC has made an application to test the 75% retention pilot in the next financial year. New 75% retention pilots in 2019/20 will increase the level of retained rates to the council but also provide the opportunity to test and gather information on the design of the new business rates retention system in preparation for 2020/21. The pilots will test authorities' administration, technical planning for implementation, and look at system maintenance; how the accounting, data collection and IT systems will work.
- 8.7 Projected savings from the pilot are estimated to be up to £7.7million (across the Pool), of which £5.2m is from higher growth share and £2.5m from no growth levy.
- 8.8 MHCLG said it expects successful applications to be announced alongside the publication of the provisional local government finance settlement.
- 8.9 It should be restated that there is an ongoing legal challenge to a significant group of rateable properties within the Vale. If successful, and if backdated, the local repayment might amount to many millions and could wipe out any gain from Business Rates in the current year.
- 8.10 The impact of the Chancellors statement of October 2018 to cut business rates by a third for small retailers with a rateable value of £51,000 or less will also have to be a budgetary consideration, but the Government has committed to compensate councils for the cost of this change.

## **9 Investments / Net Borrowing**

- 9.1 The Council has been using its cash balances over the past few years in lieu of long term borrowing. This delivers an advantage over lending returns whilst base rates remain low. The financial advantage in terms of lower borrowing costs has been factored into the initial budget proposal.
- 9.2 For 2019/20, and future years, additional income from Investment interest has been included. This is based on actual financial performance for 2017/18, forecast outturn for 2018/19 and a forecast for future years. The Council takes a proactive approach to managing cash balances, with the bulk of the income being recovered from short-term money market lending.
- 9.3 A reduction in borrowing costs is also a factor of the 2019/20 financial plan.
- 9.4 Decisions to borrow against agreed business cases are made on a case by case basis and may vary from original financing plans. All decisions to borrow are made against a background of existing resource availability and minimising costs and maximising returns. Where possible, decisions to borrow are avoided with the use of the Council's capital receipts being a preferred methodology to fund capital development. The reduced borrowing costs for 2019/20 are a direct result of decisions to borrow less against agreed plans.
- 9.5 In previous years, shortfalls of investment earnings, which have arisen from the record low base rate, have been smoothed via the use of the Interest Rate Equalisation Reserve. The Reserve has been used effectively over the past few years to smooth the budget pressure created by the lower interest rates in the realistic expectation that rates would recover.
- 9.6 At the meeting of Cabinet on 20<sup>th</sup> November 2018, a decision was made to utilise the Interest Equalisation reserve to support cost pressures arising from the unitary decision. Whilst there is some risk in terms of financial volatility in

delivery of planned investment returns, in recent times there have been better than expected investment income and the expected outlook does not signify a significant risk in the short term.

- 9.7 The plan reflects reduces income from AVE interest payments (reduction of £43,900) and no change to Dividends payable in 2019/20. The plan has been adjusted to reflect actual and known interest repayments from AVE.

## **10 New Homes Bonus**

- 10.1 The New Homes Bonus was introduced in 2011 to provide an incentive for local authorities to encourage housing growth in their areas. Over £7 billion has been allocated to local authorities through the scheme to reward additional housing supply.
- 10.2 Although the Bonus was successful in encouraging authorities to welcome housing growth, in the Government's opinion it did not reward those authorities who are the most open to growth. In December 2016, following consultation, the government announced reforms to the Bonus as follows:
- reduction of the number of years New Homes Bonus payments are made from 6 to 5 years in 2017-18 and to 4 years from 2018-19;
  - introduction of a national baseline for housing growth of 0.4% of council tax base (weighted by band) from 2017-18, below which the Bonus will not be paid
- 10.3 The Government has retained the option of making further adjustments to the baseline in future years to reflect significant additional housing growth and to remain within spending limits set at Spending Review 2015. In 2018-19 the baseline remained at 0.4%. Due to the continued upward trend for house building, the Government has indicated that expects to increase the baseline in 2019- 20. This will be outlined when the provisional finance settlement is published later in the year. If increased, this will reduce the amount of Bonus the Council receives.
- 10.4 Below the baseline of 0.4% growth councils do not receive any financial reward for the new homes built in their areas.
- 10.5 2019-20 represents the final year of funding agreed through the Spending Review 2015. In the light of this, it is the Government's intention to explore how to incentivise housing growth most effectively, for example by using the Housing Delivery Test results to reward delivery or incentivising plans that meet or exceed local housing need. Government will consult widely on any changes prior to implementation.
- 10.6 Payments to the Council have already reduced from £7.9m in 2017/18 and £6.4m in 2018/19. It is expected that this will reduce still further in 2019/20.
- 10.7 Given the uncertainty surrounding its future, the initial budget proposals for 2019/20 and for the period of the MTFP, do not propose any changes to the contribution from New Homes Bonus into the revenue budget. This remains at £1.178m
- 10.8 Once the Finance Settlement data is released the assumptions will be re-tested and any changes required will be reported back to Cabinet (and Scrutiny, if timing permits) as part of the Final Budget Proposals.
- 10.9 Parishes had been notified that the Parish scheme was not inviting new applications because of the Secretary of States 'minded' decision. Even though

this decision has been confirmed there remains the opportunity to holding a further bidding round in 2019/20 should the Cabinet wish to see the scheme proceed.

- 10.10 The scheme has been highly valued by parishes and is something the Council may wish to see continue into the new unitary authority and keeping the scheme going into 2019/20 would provide the continuity to enable this to happen, should it be the wish of the new council.

## **11 Aylesbury Vale Estates**

- 11.1 An AVE Business Plan for 2019/20 is currently being developed.
- 11.2 Dividend payments are forecast within the developing central version of the AVE Business plan. A prudent assessment of the dividend payable has been included in the budget proposal. This has been set at £200,000. Any increase or decrease from the forecast dividend will need to be considered as part of the ongoing budget planning.
- 11.3 The AVE Business Plan also includes a downside Business Case, as part of their scenario planning, which does not include a dividend payment. This is recognised as a budgetary risk and account is taken of this in determining the appropriate level of Working Balances to be held this year.

## **12 Council Tax**

- 12.1 On Council Tax, the Government has signalled its intention to hold the broad referendum principles from the last two years. Specifically, for districts, this means a maximum of 3% or £5, whichever is the greater.
- 12.2 As reported to Cabinet in the high level budget issues report in November 2018, national policy has now shifted away from the desire to see Council Tax levels frozen to an acceptance of minimal tax increases. In fact, contained within last year's 4 year settlement is an assumption that each council will increase its Council Tax by the maximum permissible amount, short of requiring a referendum.
- 12.3 The Government has assumed that each council will do this and has reduced the amount of Grant it intends to award each council by an equivalent amount. Therefore, any Council not increasing their Council Tax by the assumed amount will effectively be worse off than the Government intended.
- 12.4 It is important to note that in allocating grant reductions in the 4 year settlement, the Government has assumed that each qualifying council will take maximum advantage of this additional council tax increase threshold and has reduced grant by an additional amount equivalent to the extra Council Tax it expects councils to generate. Implicit within this, is a new Government assumption that more of the burden of funding council services will be transferred to the taxpayer.
- 12.5 Any council not wishing to pass this on to the taxpayer will consequently be worse off, as the Government will have reduced their Grant, assuming that they had.
- 12.6 Given this, the initial budget proposal include the assumed maximum £5 increase is adopted in order to ensure that the Council is no worse off than the Government assumed.

- 12.7 A £5 increase at Band D will represent a 3.35% increase, equivalent to just under 10 pence per week, and will increase the Band D Council Tax for Aylesbury Vale District Council to £154.06.
- 12.8 Against this backdrop, it would be unreasonable for residents to continue to expect to receive the same services without something changing, such as the level of tax paid or the ability of the Council to generate new income through other means.
- 12.9 Council Tax Harmonisation will be something that the Shadow Council will need to consider as part of its preparation for the new council. To the best of officer's knowledge all councils in Buckinghamshire are continuing to exercise their current council tax strategies ahead of this work without specific reference to the potential decisions of the new council around harmonisation.
- 12.10 The Government intends to provide an update on its proposals for council tax referendum principles including the Adult Social Care precept, alongside the provisional Local Government Finance Settlement later in the year.

### **13 Council Tax Collection Rates**

- 13.1 The MTFP also reflects the finances arising from collection of Council Tax. For the purposes of planning, collections rates are assumed at 98.5%.
- 13.2 In reality, collection rates can vary, either above the 98.5% or below with the former resulting in a collection fund surplus, and the latter a deficit.
- 13.3 In recent years the Council has experienced a very gentle decline in actual collection rates. It is difficult to attribute this reduction to any specific event, but it is considered that it is a reflection of wider economic factors.

### **14 Reserves**

- 14.1 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.
- 14.2 The vast majority of reserves held are for legitimate reasons and the balances are reasonable given a fair assessment of the budgetary pressures that they are held against.
- 14.3 The size of the reserves and the different timespans over which they will be required present an opportunity to mitigate some of the unforeseeable pressures.
- 14.4 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.
- 14.5 Cabinet have agreed to repurpose the Business Rates Equalisation Reserve and the Interest Equalisation Reserve in order to provide the Council with initial financial capacity to respond to the costs of reorganisation.

### **15 Review of Fees and Charges**

- 15.1 Fees and Charges are reviewed as part of the annual budget setting review process.

- 15.2 Appendix E to this report includes detail of total fees and charges levied by the Council.
- 15.3 Work is ongoing in many of these areas.

## **16 Balances**

- 16.1 Work will continue to work on refining the budget, making assumptions about the range of outcomes and aiming for the worst case scenario where appropriate.
- 16.2 The focus will now be primarily on 2019/20, but consideration will still be given to 2020 and beyond because of the obligation to hand Aylesbury Vale's affairs to its successor in a fit state. These efficiencies will contribute towards balancing the budgets in future years.
- 16.3 The 2019-20 MTFP assumes a balanced budget with no use of balances.
- 16.4 The working balances for 2019/20 are currently anticipated at £1.927m, marginally below the minimum assessed level for 2019/20 of £2m.
- 16.5 Appendix B provides detail on forecast General Reserve balances.

## **17 Commercial AVDC**

- 17.1 In setting budgets for 2019-20, the organisation has set out clear objectives. These are intended to input into the unitary discussions and ensure AVDC's DNA is enshrined in the new Council.
- 17.2 By restating to Lead, Shape, and Enhance the economic, social and environmental wellbeing of the Vale, embedding AVDC values in the new unitary council, the Council starts to set out our 'legacy' for the new council.
- 17.3 The AVDC mission is to ensure that in its last year it delivers its aims and priorities and embeds its values in the new unitary council.
- 17.4 It is believed that Aylesbury Vale's sector leading experience and the attitude, innovation and enthusiasm of its staff will be invaluable to the new organisation in helping it to deliver modern, responsive services which are fit for the future.
- 17.5 Commercialism and efficiency has been at the heart of the Council's strategy for dealing with the financial challenges faced by the sector over the past few years. In terms of preserving and improving core service delivery against enormous financial challenges, this has been successful. Some governance issues have arisen as a result of this strategy but the Council has accepted the comments and used these to develop better risk profiles and to strengthen future governance arrangements.
- 17.6 Members are reminded of the AVDC priorities underpinning the budget setting process

### Financially Fit

- 3 years of balanced budget strategy & contingency planning
- Continue to grow our income streams
- Robust Governance, Risk Management and Control framework to provide a platform from which to build the new council
- Publish our inheritance plan to ensure that the legacy of AVDC is clearly set out for the new council

### Leading & Shaping of Place

- VALP Delivered before the new council is formed
- 970 homes per year – of which 225 affordable
- Delivery of the regeneration of Kingsbury and Market Square redevelopment in Aylesbury
- Delivery of 'The Exchange' and plans for the next phase of Aylesbury Town Centre Regeneration
- Embed Garden Town principles in our growth areas

### Customer & Innovation

- Continue the delivery of our cultural and digital transformation programmes
- Ensuring we are listening to and improving our customer satisfaction
- Widen our customer service options and times/methods of delivery
- Provide excellent services for all our user groups which are fit for the future

### Partners, Community & Environment

- Ensuring we have actively engaged in the development of key large scale infrastructure impacting on the Vale (e.g. Expressway, East West Corridor and HS2)
- Work with our Parishes and Communities to provide capital funding to and ensure that they have a strong voice in the new council
- Protecting our most vulnerable communities
- Modernise our Car Park infrastructure and offer to users
- Continuing to host Iconic Events celebrating our communities

## **18 Connected Knowledge**

- 18.1 The organisation continues to progress its digital agenda, promoting innovation in the way services and IT solutions are delivered for customers and staff.
- 18.2 The Connected Knowledge Programme will underpin many of the components of future service delivery set out within the AVDC strategy and fits well with the proposed Unitary plans. It is therefore crucial to the Council in meeting the financial agenda and transformation over the coming years.
- 18.3 A detailed update on the planned programme was provided to the Cabinet at its meeting on 3rd December 2018. Funding of £1.48m is being requested for the 3rd tranche of works in 2019/20. This is in line with funding made available in 2017/18 and 2018/19.
- 18.4 Appendix F to this paper contains a report on the Connected Knowledge programme.
- 18.5 Building on phases completed to date, this programme of works will continue to deliver a modern, sustainable Council which responds to the needs of its growing customer base. It is proposed that the funding for the scheme is met from unallocated balances of New Homes Bonus.
- 18.6 The use of reserves is justified in that the work of Connected Knowledge will result in sustainable infrastructure for the Council, it will also support the delivery of efficiencies.
- 18.7 Over time, funding arrangements for Connected Knowledge will be reviewed, with the aim of achieving a level of funding which can be met from continuing efficiencies.



## **19 Medium Term Financial Plan (2019/20 and After)**

- 19.1 The report to Cabinet in November set out the rationale for the core assumptions used in the Medium Term Financial Plan.
- 19.2 The report sets out the high level issues facing the Council when developing budget proposals for 2019/20 and in terms of updating its Medium Term Financial Plan (MTFP).
- 19.3 The largest and most significant issue being the announcement of a single Unitary District Council for Buckinghamshire. With the Secretary of State having only just made the announcement, this creates far more questions than answers. The most immediate question being, over what planning timeframe should the budget now be considered?
- 19.4 It is 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.
- 19.5 The focus will now be primarily on 2019/20, but consideration will still be given to 2020 and beyond because of the obligation to hand Aylesbury Vale's affairs to its successor in a fit state.
- 19.6 Despite the Chancellor announcing within his Autumn Statement that austerity is over, it is expected that austerity will continue for Local Government for at least the foreseeable future.
- 19.7 The Medium Term Financial Plan set out here is predicated on reductions at the same rate as experienced over the last 5 years through to 2023.
- 19.8 The period of the MTFP will fall within the timescale for the UK to leave the European Union. No financial implications of the change have been incorporated into the current MTFP, although this is taken into account in the level of un-earmarked balances available. The implications for the Council will be wide ranging with likely impacts on value of the pound and spending powers, possible impact on local business and business rates and also impact on availability of workforce.
- 19.9 Because of the various factors identified within this report as uncertain, it is expected that there may need to be material changes in the Final Proposals presented to Cabinet in January 2019. Where uncertainty exists it has been identified within this report along with the assumptions used and any mitigation strategy which exists.
- 19.10 Because of the narrow gap between Cabinet's meeting in January 2019 and the review of these draft proposals by Finance and Services Scrutiny Committee, also in January, it is hoped that an update may be provided to the Scrutiny Committee on the developing proposals.
- 19.11 A balanced budget is presented for the years to 2021/22. Assumptions on income spend and efficiencies are very challenging to make for future years. The general principles of reducing costs and increasing income will remain the fundamental streams to addressing financial issues going forward.

## **20 Budget Management**

- 20.1 The MTFP and the proposed budget set the Plan against which budget monitoring will be reviewed during the financial year 2019-20.

- 20.2 As with the current year and previous years, the financial environment will be challenging. The focus of the Council must be to deliver the plan as set out in this paper.
- 20.3 In managing budgets, budget holders will need to manage any in-year pressure including in built staff savings to be managed through e.g. turnover.
- 20.4 The level of savings realised will be monitored on a regular basis and any variance to plan escalated, with alternative plans to be sought.
- 20.5 The last few years have been a time of transition as staff changes have been made in line with the cultural change environment. Having largely completed this, 2018/19 represents a time for consolidation as revised staffing establishments will be in place. The dependency on high cost agency staff must be targeted to reduce risk of in-year overspends.
- 20.6 Escalation processes will be in place to monitor performance in year against the agreed plan.
- 20.7 Once the 2019/20 plan has been agreed, the key issues and messages will be shared with the organisation. A number of specific messages will be highlighted including:
- Control of agency spend
  - Identify where things could be done more efficiently, and at reduced cost
  - Maximise all opportunities to increase income to the Council
  - Reduce spend on non-pay items where possible
  - Manage the uncertainty in relation to Unitary

## **21 Special Expenses**

- 21.1 This report normally seeks to include a recommendation on the Special Expenses budget for Aylesbury Town.
- 21.2 Work is progressing to develop this budget. From an initial review of costs and service charged into this area, an increase in budget of £38,200 is anticipated. This is due mainly to the new maintenance and equipment contract.
- 21.3 It is anticipated that Band D Council Tax can remain the same in this area.

## **22 Options Considered**

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

## **23 Recommendations**

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

## **24 Resource Implications**

- 24.1 These are covered within the body of the report.

## APPENDIX A1

### Medium Term Financial Plan 2019-20 to 2022/23: Draft Proposals

Classification	2018/19 Base	2019/20	2020/21	2021/22	2022/23
	£	£	£	£	£
Civic Amenities	169,500				
Communities	1,462,800				
Economic Development	(955,400)				
Environment & Leisure	2,828,100				
Finance & Resources	5,972,600				
Leader	1,621,600				
Planning & Enforcement	(840,400)				
Strategic Planning & Infrastructure	1,160,100				
Waste & Licensing	5,514,800				
<b>Plus:</b> Inflation and known Savings/Growth	0	437,300	(85,000)	24,500	900,000
<b>(Less): Unidentified Savings Still Required</b>	0	0	0	0	(1,275,700)
<b>Add:</b> Savings in Excess of Requirement					
<b>Service Spend Total</b>	16,933,700	17,371,000	17,286,000	17,310,500	16,934,800
Contingency Items	101,000	158,800	177,200	133,900	133,900
Financing & Asset Charges	(1,048,800)	(1,048,800)	(1,048,800)	(1,048,800)	(1,048,800)
Transfer to Reserves	1,032,700	1,032,700	1,032,700	1,032,700	1,032,700
Transfer from Reserves	(357,000)	(357,000)	(357,000)	(357,000)	(357,000)
<b>Net Transfers to Reserves</b>	675,700	675,700	675,700	675,700	675,700
Investment Interest	(330,000)	(380,000)	(380,000)	(420,800)	(430,000)
Interest on Long Term Borrowing	2,694,300	2,460,600	2,452,300	2,443,600	2,443,600
AVE Receivables	(2,053,900)	(2,011,600)	(1,967,700)	(1,921,900)	(1,549,800)
Contribution to/(Use of) Balances	240,000	0	0	0	0
<b>Less:</b> Special Expenses	(862,300)	(900,500)	(923,000)	(946,100)	(969,800)
New Homes Bonus	(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)
<b>Funding Requirement</b>	14,695,000	14,670,500	14,617,000	14,571,400	14,534,900
<b>Funded By:</b>					
Government Grant	(3,826,500)	(3,288,400)	(2,750,300)	(2,212,200)	(1,674,100)
Collection Fund Transfer	(61,000)	(67,800)	(67,800)	(67,800)	(67,800)
<b>AVDC Council Tax</b>	10,807,500	11,314,300	11,798,900	12,291,400	12,793,000
Council Tax Base	72,507	73,447	74,181	74,923	75,672
<b>Council Tax</b>	£ 149.06	£ 154.06	£ 159.06	£ 164.06	£ 169.06
Percentage Increase	3.48%	3.35%	3.25%	3.14%	3.05%

APPENDIX A2

Medium Term Financial Plan – 2019/20 to 2022/23  
Summary of Changes

Classification	2018/19	2019/20	2020/21	2021/22	2022/23
	£	£	£	£	£
<b>Plus:</b>					
<i>Unavoidable Pressure</i>		1,480,900	36,400	0	0
<i>Inflation, Pay and Increments</i>		872,800	901,000	1,030,400	1,060,200
<i>Major Projects</i>		0	0	0	0
<b>Total</b>	<b>0</b>	<b>2,353,700</b>	<b>937,400</b>	<b>1,030,400</b>	<b>1,060,200</b>
<b>Less:</b>					
<i>New Income and Efficiency Proposals</i>		(1,916,400)	(1,022,400)	(1,005,900)	(160,200)
<i>Major Projects</i>					
<b>Total</b>	<b>0</b>	<b>(1,916,400)</b>	<b>(1,022,400)</b>	<b>(1,005,900)</b>	<b>(160,200)</b>
<b>Total Budgetary Pressure &amp; Efficiencies Identified</b>	<b>0</b>	<b>437,300</b>	<b>(85,000)</b>	<b>24,500</b>	<b>900,000</b>
<b>Change in Available Resources</b>					
Increase in Investment Interest		(50,000)	0	(40,800)	(9,200)
Decrease in Contribution From Reserves		0	0	0	0
Decrease in Capital Financing		0	0	0	0
Decrease in Borrowing Costs		(233,700)	(8,300)	(8,700)	0
Decrease in AVE Interest Payment		42,300	43,900	45,800	372,100
Increase in AVE Dividends		0	0	0	0
(Increase)/Decrease in Use of Balances		(240,000)	0	0	0
Increase in Contingency Provision		57,800	18,400	(43,300)	0
Increase in Collection Fund Surplus		(6,800)	0	0	0
Lower Government Grant - RSG		538,100	538,100	538,100	538,100
New Homes Bonus		0	0	0	0
Tax Base Growth		(140,100)	(113,100)	(118,000)	(122,900)
Additional Council Tax		(366,700)	(371,500)	(374,500)	(378,700)
Decrease/(Increase) in Special Expenses		(38,200)	(22,500)	(23,100)	(23,700)
<b>Total Decrease/(Increase) in Resources</b>	<b>0</b>	<b>(437,300)</b>	<b>85,000</b>	<b>(24,500)</b>	<b>375,700</b>
<b>Savings Required</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,275,700)</b>
<b>Net Change in Resources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## APPENDIX B

### Budget Proposals – 2019/20 to 2022/23 General Fund Revenue Balances

Classification	2018/19	2019/20	2020/21	2021/22	2022/23
	£	£	£	£	£
Balance Brought Forward	1,977,000	1,927,000	1,927,000	1,927,000	1,927,000
Windfall Gains & Special Applications of Balances					
- HS2	(2,000)	0	0	0	0
- Website and E-Commerce Programme	0	0	0	0	0
- Commercial AVDC Change Project	0	0	0	0	0
- Commercial Activities	(50,000)	0	0	0	0
Restated Balance Position	1,925,000	1,927,000	1,927,000	1,927,000	1,927,000
Forecast (Overspend)/Underspend Assumption	(238,000)	0	0	0	0
Planned Addition to/(Use of) Balances	240,000	0	0	0	0
Net (Use of)/Contribution to Balances	2,000	0	0	0	0
Balance Carried Forward	1,927,000	1,927,000	1,927,000	1,927,000	1,927,000

**Savings, Efficiencies and Income - 2019/20 - 2022/23 - Budget Planning**

Service Area	2019/20 £	2020/21 £	2021/22 £	2022/23 £	Proposal
Development Management	200,000	0	50,000	50,000	Increased income anticipated through additional planning applications and PPA's
Contact Review	30,100	0	0	0	Removal of one post of SG2 level (Year 3) as part of staffing review
CF overall	53,200	0	240,000	0	Savings arising from revision of team review
Benefits - Universal Credit	0	0	30,100	60,200	Future planned savings resulting from efficiencies anticipated from implementation of Universal Credit
Waste Services	200,000	25,000	0	0	Planned increase to Garden Waste Customer Base
Commercial Services	75,000	100,000	43,900	0	Planned increase to Commercial waste Customer Base following service review
Development Management	0	0	82,900	0	Future planned savings from DM Reserve
Contract Management	100,000	50,000	50,000	50,000	Savings realised from contract management, procurement and delivery efficiencies 19-20 and future years
Democratic Services	0	54,900	25,000		Removal of Democratic Service Manager Post
Forward Plans	0	0	164,000	0	Future planned savings from Forward plans reserve
Sale of Transactional Services	10,000	20,000	20,000	0	Sale of Payroll, Finance, (Transactional Services)
Finance, Recoveries & HR	0	37,500	0	0	Reduction in establishment due to improvement in process & automation
Waterside Theatre	25,000	25,000	0	0	ATG Contract Review - Scheduled reduction of management fee
Conference Centre	30,000	30,000	0	0	Conference Centre Lettings - Increase To Current Income Stream & Review Future Charges
Strategic Parking	0	0	50,000	0	Gateway Parking - future planned P&D Income
Properties	100,000	200,000	50,000	0	The Exchange -New Rental Income from new development
Crematorium	150,000	0	0	0	Partner Dividend payable 19/20
M&E Contract	100,000	50,000	0	0	Reduction In anticipated spend on reactive maintenance

**Newly Identified as Part of 2019/20 Budget Planning Cycle**

Core Costs	40,000	0	0	0	Reduction Audit Fees in line with anticipated spend
Governance	80,000	0	0	0	Reduction GDPR costs in line with anticipated spend
Legal	7,000	0	0	0	Savings arising from cessation of legal casework system
SEED	40,000	0	0	0	Increased Commercial Income Streams
Assistant Directors	85,000	0	0	0	Management savings following staffing review
Commercial Property	76,500	0	0	0	Revision to achievable rental Income in line with current income streams
Commercial Property	5,700	0	0	0	New income stream relating to Service Charges (public realm and Theatre)
Leisure Centres	28,000	0	0	0	Alignment of Leisure Centres Management Fee to contract value
Leisure Centres	15,000	0	0	0	Swan Pool – New Income Stream (Soft Play)
Sustainability	35,000	0	0	0	Cessation of service provision for sustainability and resultant savings
Commercial Property	80,000	0	0	0	Staff savings following business review (L8 post)
Commercial Property	9,900	0	0	0	Cessation of service provision for residential assets and lettings and resultant savings
Commercial Property	25,000	0	0	0	New income stream following catering contract review
Communications	22,500	0	0	0	Revision of budget to reflect current needs for research and development
Communities	10,700	0	0	0	Planned 5% reduction in Citizens Advice Aylesbury Vale Grant
Communities	10,000	0	0	0	Delivery of efficiencies within Community Development
Communities - CCTV	30,000	30,000			Potential savings due from transfer Of CCTV Services To Milton Keynes
Planned Development	14,000	0	0	0	Increased Monitoring Income, in line with current income streams
Homeless Trailblazers	23,800	0	0	0	Contribution of staff costs from grant provision
Waste Services	0	400,000	0	0	Anticipated future savings arising from Street & Horticultural Contract - In-House
Waste Services	0	0	200,000	0	Anticipated future savings arising as a result of redevelopment at Pembroke Road
Waste Services	125,000	0	0	0	Vehicle running costs reductions realised by new fleet procured 2017-18
Waste Services	50,000	0	0	0	Vehicle Fuel Reductions - New Fleet Procured 2017-18
Waste Services	30,000	0	0	0	Increased sale of bins from new developments
<b>Total</b>	<b>1,916,400</b>	<b>1,022,400</b>	<b>1,005,900</b>	<b>160,200</b>	

## APPENDIX D

### Budget Pressures - 2019/20 - 2022/23 - Budget Planning

Service Area	2019/20 £	2020/21 £	2021/22 £	2022/23 £	Proposal
Waste Services	200,000	0	0	0	UPM Contract Ceased - Recycling Credits Now Payable

### Newly Identified as Part of 2019/20 Budget Planning Cycle

Comm Bus Strat	13,100	0	0	0	Income targets not achievable - revisions to 19/20 baseline
Bus, Corp Gov	7,000	0	0	0	Income targets not achievable - revisions to 19/20 baseline
Bus, Corp Gov	39,400	0	0	0	Re-instatement of Learning and Development Manager post
Bus, Corp Gov	22,500	0	0	0	Recurent costs of new system developments for finance system (£20k) and project management office MO system costs (£2.5k)
Comm Property	83,600	0	0	0	Revision of realisable service charges due from Waterside South
Comm Property	44,000	0	0	0	Increased staffing costs to support service provision within Commercial property
Comm Property	40,000	0	0	0	Increased consultancy charges following staffing review (offset by savings realised)
Comm Property	26,500	25,000	0	0	Maintenance of the new Exchange North £25k for H&S + £25k for Sinking Fund Contribution + £1,500 for Artwork Maintenance)
Comm Property		11,400	0	0	Planned cost for 'Changing Places' Toilet - Annual Maintenance Charge
Comm Property	9,000	0	0	0	Annual fee for new Asset Management System
Comm Property	10,000	0	0	0	Income targets not achievable - revisions to 19/20 baseline
Comm Property	250,000	0	0	0	Rent Review at Waterside Properties given current market conditions
Comm Fulfillment	7,000	0	0	0	Additional marketing costs for Vale Lottery
Comm Fulfillment	14,000	0	0	0	Comms & Marketing: allocation of Budget to support corporate website
Comm Fulfillment	17,000	0	0	0	Comms & Marketing: allocation of Budget to support intranet capability
Comm Fulfillment	12,000	0	0	0	Allocation of budget for Modern Gov annual fee for Democratic Services
Comm Fulfillment	5,000	0	0	0	Income targets not achievable - revisions to 19/20 baseline
Comm Fulfillment	50,000	0	0	0	Additional staffing capacity for Strategy partnership team and additional community safety post following staff review
Business Strategy & Support	30,000	0	0	0	Additional Health & Safety Resource at Pembroke following risk assessment
Customer Fulfillment	50,000	0	0	0	Customer Relationship - Benefits Structure Review following Commercial Programme
Customer Fulfillment	130,000	0	0	0	Additional staffing for planning team to meet on-going service requirements and demands, as per 18/19 outturn
Customer Fulfillment	200,000	0	0	0	Increased Licencing & Hosting Costs Across AVDC, supporting Salesforce implementation
Digital & Transformation	80,000	0	0	0	IT Structure Review following Commercial Programme - Required To Meet Service Requirements
Digital & Transformation	25,000	0	0	0	Systems Administration Structure Review - Required To Meet Service Requirements
Waste Services	95,000	0	0	0	Management Structure Review To Meet On-going Service Requirements
Customer Fulfillment	6,500	0	0	0	Increased planned property maintenance costs in line with contractual agreements
Comm Property	14,300	0	0	0	Increased planned property maintenance costs in line with contractual agreements
<b>Total</b>	<b>1,480,900</b>	<b>36,400</b>	<b>0</b>	<b>0</b>	

## Fees and Charges 2019-20

## APPENDIX E

<b>Democratic Services</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
DVD of Webcasting Council Meetings	£85.00	£85.00	£85.00
<b>Electoral Registration</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
Sale of Full Register and the Notices of Alteration			
<ul style="list-style-type: none"> <li>in data format, plus £1.50 for each 1,000 entries (or remaining part of 1,000 entries) in it</li> <li>in printed format, plus £5 for each 1,000 entries (or remaining part of 1,000 entries) in it</li> </ul>	£20.00	£20.00	£20.00
	£10.00	£10.00	£10.00
For sale of the list of overseas electors:			
<ul style="list-style-type: none"> <li>in data format, plus £1.50 for each 100 entries (or remaining part of 100 entries) in it</li> <li>in printed format, plus £5 for each 100 entries (or remaining part of 100 entries) in it</li> </ul>	£20.00	£20.00	£20.00
	£10.00	£10.00	£10.00
Certain individuals/parties may purchase the <b>marked register</b> following an election			
<ul style="list-style-type: none"> <li>plus £2 for printed and £1 for data versions per 1,000 entries.</li> </ul>	£10.00	£10.00	£10.00
<b>Leisure</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
<b>Pitches / All Weather Pitches</b>			
<b>All Weather Pitch – Bedgrove – This facility has now closed</b>			
Football Seniors Large Court	£20.00	N/A	N/A
Football Juniors Large Court	£11.50	N/A	N/A
Floodlights - Large Court	£8.00	N/A	N/A
Floodlights - Netball Court	£4.50	N/A	N/A
Netball - Senior per court	£12.50	N/A	N/A
Netball - Junior per court	£5.80	N/A	N/A
Junior Netball League- Season	£620.00	N/A	N/A
<b>All Weather Pitch - MEADOWCROFT</b>			
Peak Time-1/3rd area per hour	£25.00	£26.00	£27.00
Peak Time-2/3rd area per hour	£50.00	£52.00	£54.00
Peak Time-full area per hour	£75.00	£78.00	£81.00
Off peak time-1/3rd area per hour	£19.00	£20.00	£20.00
Off peak time-2/3rd area per hour	£38.00	£39.00	£41.00
Off peak time-full area per hour	£56.00	£58.00	£60.00
Flood lights-1/3rd area per hour	£12.50	£13.00	£13.00
Flood lights-2/3rd area per hour	£18.90	£20.00	£20.00
Flood lights-full area per hour	£31.00	£32.00	£33.00
<b>Football Pitches Grass</b>			
Adult pitch - per match at Fairford Leys	£83.50	N/A	N/A
Adult pitch - per match at all other venues (includes Fairford Leys from 2018/19)	£77.00	£80.00	£83.00
Juniors aged 14 to 17 years inclusive, playing on an adult pitch - per match at Fairford Leys	£58.00	N/A	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)	£54.00	£56.00	£58.00
Juniors aged 13 years and under, playing on a junior pitch - per match at Fairford Leys	£49.50	N/A	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)	£47.00	£49.00	£51.00
Mini-Soccer pitch - used by 10 year olds and under - per hour	£11.50	£12.00	£12.00
Off-pitch - space adjacent to pitches and changing room facilities.	£40.00	£42.00	£43.00
<b>Cricket Square</b>			
Adult-afternoon-per match (14:00 - 19:00)	£92.00	£96.00	£99.00
<b>Insurance</b>			
Insurance for any pitch hire	£2.50	£3.00	£3.50
<b>Community Centres</b>			
Alfred Rose Park, Bedgrove Park, Hawkslade Farm, Prebendal Farm and Southcourt			
<b>All Community Bookings include Churches, Car Boots, Bazaars and Bank Holidays</b>			
Monday to Friday			
8.00 - 13.00	£30.00	£30.50	£31.00
13.30 - 17.15	£30.00	£30.50	£31.00
17.45 - Close	£48.00	£48.00	£48.00
Saturday and Sunday			
8.00 - 13.00	£33.50	£34.50	£35.00
13.30 - 17.15	£33.50	£34.50	£35.00
17.45 - Close	£62.00	£63.00	£65.00
<b>Private and commercial events include adult and children's parties and bank holidays</b>			
Monday to Thursday			
8.00 - 13.00	£67.00	£70.00	£71.00
13.30 - 17.15	£67.00	£70.00	£71.00
17.45 - Close	£145.00	£145.00	£145.00
Friday Saturday and Sunday			
8.00 - 13.00	£65.00	£70.00	£71.00
13.30 - 17.15	£65.00	£70.00	£71.00
17.45 - Close (Friday and Saturday)	£185.00	£185.00	£185.00
17.45 - Close (Sunday Only)	£145.00	£145.00	£185.00
<b>Committee Room at Alfred Rose</b>			
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
<b>Committee Room at Alfred Rose (parties) – from 2018/19 charges as per above</b>			
Monday to Thursday			
8.00 - 13.00	£29.00	N/A	N/A
13.30 - 17.15	£29.00	N/A	N/A
17.45 – Close	£68.50	N/A	N/A
Friday, Saturday and Sunday			

8.00 - 13.00	£29.00	N/A	N/A
13.30 - 17.15	£39.00	N/A	N/A
17.45 - 23.30 (Friday and Saturday)	£68.50	N/A	N/A
17.45 - 22.30 (Sunday Only)	£58.00	N/A	N/A
<b>Bank Holidays - as rates above other than New Years Eve</b>			
New Years Eve	£280.00	£285.00	£285.00
<b>Adhoc Prices</b>			
2 Hour Mon - Fri 9.00-17.30 promotional rate	£20.00	£20.00	£21.00
2 Hour Mon – Fri early evening promotional rate	N/A	£31.00	£31.50
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
New early evening finish party rate	N/A	N/A	£115.00
<b>Public Liability Insurance for voluntary groups, individuals and private parties</b>			
	£8.00	£8.00	£8.00
<b>Play Services (VAT exempt) – This facility has now closed</b>			
Holiday Playscheme - 8.00 - 6.30	£30.00	N/A	N/A
Holiday Playscheme - 8.30 - 3.30	£22.50	N/A	N/A
Holiday Playscheme - 8.00 - 12.30	£16.00	N/A	N/A
Holiday Playscheme - 12.30 - 5.00	£16.00	N/A	N/A
After School Club - 3 - 6.00	£8.50	N/A	N/A
School Escort Service on Foot (daily charge)	£1.50	N/A	N/A
School Escort Service by Minibus (cost for 5 days)	£18.00	N/A	N/A
School Escort Service by Taxi (Buckingham Park)	£3.00	N/A	N/A
School Escort Service by Taxi (Elmhurst)	£2.00	N/A	N/A
<b>Jonathan Page Play Centre - All Community Bookings - Main Hall</b>			
Monday to Friday			
17.45 - Close	£45.00	N/A	N/A
Saturday, Sunday & Bank Holiday			
8.00 - 13.00	£40.00	N/A	N/A
13.30 - 17.15	£40.00	N/A	N/A
17.45 - Close	£70.00	N/A	N/A
<b>Local Authority / Commercial Bookings - Main Hall</b>			
Monday to Friday			
8.00 - 13.00	N/A	N/A	N/A
13.30 - 17.15	N/A	N/A	N/A
17.45 - Close	£130.00	N/A	N/A
Saturday, Sunday & Bank Holiday			
8.00 - 13.00	£65.00	N/A	N/A
13.30 - 17.15	£65.00	N/A	N/A
17.45 - Close	£150.00	N/A	N/A
All PRIVATE parties, not organised by companies, clubs where Public Liability insurance is not in place.	£7.00	N/A	N/A
<b>Regular Activities</b>			
Tuesday / Thursday Club	£6.00	£7.50	£7.50

Tuesday / Thursday Club – 10 week booking	N/A	N/A	£70.00
Doorways	£5.00	£5.75	£5.75
Energise Gold	£5.00	N/A	N/A
Ladies only swimming	N/A	£6.95	£7.15
<b>Play Around the Parishes</b>			
2 hour session	N/A	N/A	£432.00
2 hours with sports	N/A	N/A	£540.00
3 hour session	N/A	N/A	£468.00
3 hours with sports	N/A	N/A	£588.00
Family fun day 5 hours with sports	N/A	N/A	£948.00
<b>Events on AVDC Land (See Notes below)</b>	Per Week	Per Week	Per Week
Regular Activity i.e. Commercial Fitness trainer / personal trainer 1 or 2 sessions per week.	£10.00	£12.00	£12.00
Regular Activity - 3 or 4 sessions per week.	£18.00	£23.00	£23.00
Regular Activity - 5 or more sessions per week.	£24.00	£30.00	£30.00
	Per Day	Per Day	Per Day
Birthday party with only a small bouncy castle or small gazebo (for individuals looking to hire a park for a family party excluding 18 <sup>th</sup> or 21 <sup>st</sup> parties). This fee is not eligible for charity or public sector discount.	£30.00	£37.00	£38.00
Birthday party with a large bouncy castle, marquee or other equipment (for individuals looking to hire a park for a family party excluding 18 <sup>th</sup> or 21 <sup>st</sup> parties). This fee is not eligible for charity or public sector discount.	£60.00	£74.00	£75.50
Small event (i.e. expected attendance up to 300 people per day)	£240.00	£299.00	£306.00
Medium sized event (expected attendance of up to 999 per day)	£330.00	£412.00	£421.00
Fair or major ticketed event and also other events with expected attendance over 1000 per day.	£480.00	£599.00	£613.00
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	£150.00	£153.00
A discount may be applied for charitable “not for profit” events.			
Terms and conditions apply as per event booking agreement.			
A Free Park Hire for physical activity scheme is included to promote physical activity, which has specific eligibility criteria, applies to specific criteria and specific parks only. See scheme details for further information, terms and conditions.			
1. Terms and conditions apply to all event organisers.			
2. A discount may apply for registered charitable and not for profit community activities.			
3. The Council may require a refundable deposit to be paid in advance of an event as security. Any unused deposit will be refunded as soon as practicable following the event. However if the Council incurs costs and expenses arising from the event the deposit or a part thereof will be retained by the Council in payment or part payment of the amount owing. In the event of any shortfall between the deposit and the actual costs and expenses, the applicant will remain liable for payment of the balance on demand. Any additional costs or reinstatement costs including grounds maintenance, cleaning, litter picking or any other associated costs arising from the event which the Council incurs in the granting of this permission will be charged by the Council on an hourly rate for Officer time and any contractor costs will be passed to the event organiser e.g. clearance of litter after the event/reinstatement of land damaged as part of the event.			
4. Expected attendance numbers are included as a guideline to the size and extent of your event only. No refund will be provided if attendance numbers are lower than expected at your event. See events on AVDC land application pack for further details.			
5. Any event will be charged on a half day or whole day basis i.e. up to 12.00 is half day. There is no allowance for charging by the hour. Event organisers must therefore be off site by 12.00 or they will be charged the full day rate.			
6. Fees and deposit will be payable no later than 2 weeks before the event date. Once the event pack application has been completed and returned and signed off by AVDC officers, payment must be provided with the completed signed event agreement.			
7. If fees and deposit are not received by the deadline set, AVDC will not give permission for the event			

to proceed and access to the site will not be granted.			
<b>Biodiversity and Trees</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
Biodiversity Screening of Properties for Protected Species	£70.00	£74.00	£76.00
Specialist Tree Advice Relating to Planning	£70.00	£74.00	£76.00
<b>Town Centre Management</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
Letting of Space in the Town Centre to Commercial Promoters	£50.00- £100.00	£40.00- £110.00	£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
<b>Housing</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
Advertising on Bucks Home Choice	£65.00	£69.00	£69.00
Advertising on Bucks Home Choice (Direct Access to System)	£52.00	£55.00	£55.00
Preferred Development Partners	£7,500.00	£7,500.00	£7500.00
<b>Legal and Local Land Charges</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
Full Official Search Fee	£112.90	£114.16	£139.20
LLC1 Form -			
Search in: the whole of the register	£24.10	£24.10	£30.00
Search in: any one part of the register	£2.50	£2.50	£3.00
Search in: additional parcel of land	£6.00	£6.00	£7.50
CON29R – Standard enquiries – One parcel of land only	£88.80	£90.06	£109.20
CON29R – Required enquiries – Additional parcels of land	£22.80	£22.80	£27.80
(Made up of LLC1 charge £7.50 and CON29R charge £20.30)			
CON29 – Optional enquiries			
- 4 Road proposals by private bodies	£0.00 <sup>1</sup>	£0.00 <sup>1</sup>	£0.00 <sup>1</sup>
- 5 Advertisements	£7.20	£7.20	£8.80
- 6 Completion notices	£7.20	£7.20	£8.80
- 7 Parks & countryside	£9.60	£9.60	£11.70
- 8 Pipelines	£12.00	£12.00	£14.60
- 9 Houses in multiple occupation	£15.60	£15.60	£19.00
- 10 Noise abatement	£15.60	£15.60	£19.00
- 11 Urban development areas	£7.20	£7.20	£8.80
- 12 Enterprise zones, local development order & bids	£9.60	£9.60	£11.70
- 13 Inner urban improvement areas	£7.20	£7.20	£8.80
- 14 Simplified planning zones	£7.20	£7.20	£8.80
- 15 Land maintenance notices	£7.20	£7.20	£8.80
- 16 Mineral consultation and safeguarding areas	£12.00 <sup>2</sup>	£12.24 <sup>2</sup>	£12.24 <sup>2</sup>
- 17 Hazardous substance consents	£7.20	£7.20	£8.80
- 18 Environmental & pollution notices	£15.60	£15.60	£19.00
- 19 Food safety notices	£15.60	£15.60	£19.00
- 20 Hedgerow notices	£7.20	£7.20	£8.80
- 21 Flood defence & land drainage consents	£12.00 <sup>2</sup>	£12.24 <sup>2</sup>	£12.24 <sup>2</sup>
- 22 Common land & town or village green	£15.60 <sup>2</sup>	£15.96 <sup>2</sup>	£15.96 <sup>2</sup>
<sup>1</sup> Please note this Authority is unable to respond to enquiry 4. If the enquiry is requested a standard response reflecting this will be given.			
<sup>2</sup> The actual fee is subject to change to reflect any increase in search fees levied by the County Council			
Planning Radius Enquiry	£7.20	£7.20	£8.80
<b>Local Land Charges</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>

Registration of a charge in Part 11 of the register (light obstruction notices)	£67.00	£67.00	£67.00
Filing a definitive certificate of the Lands Tribunal under rule 10(3)	£2.50	£2.50	£2.50
Filing a judgment, order or application for the variation or cancellation of any entry in Part 11 of the register (light obstruction charges)	£7.00	£7.00	£7.00
Inspection of documents filed under rule 10 in respect of each parcel of land	£2.50	£2.50	£2.50
* Personal search in the whole or in part of the register in respect of one parcel of land	N/A	N/A	N/A
* In respect of each additional parcel, subject to a maximum of £16.00 (previously £13.00)	N/A	N/A	N/A
Official search (including issue of official certificate of search) in respect of one parcel of land:			
(a) in any one part of the register	£2.50	£2.50	£3.00
(b) in the whole of the register -			
(i) where the requisition is made by electronic means in accordance with rule 16; and	£24.10	£24.10	£30.00
(ii) in any other case	£24.10	£24.10	£30.33
(iii) in respect of each additional parcel of land	£6.00	£6.00	£7.50
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	£0.50
<b>Property and Contracts Section</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
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
<b>Planning</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
<b>Monitoring and Administering S.106 Agreements</b>			
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:	Per acre		
• Not to be adopted	£1,000.00	£1,000.00	£1,000.00
• To be adopted (*)	£2,500.00	£2,500.00	£2,500.00
(*) if a bond is lodged, a bond fee is required.	£200.00	£200.00	£200.00
<b>Pre-Application Advice – Householder &amp; General Enquires</b>			
Do I need planning permission? (including dropped curb)	£60.00	£64.00	£65.00
Will I get planning permission? – site visit	N/A	N/A	£130.00
Will I get planning permission? – desktop survey	£60.00	£64.00	£65.00
Do I need & Will I get permission	£90.00	£95.00	N/A
Planning History Check	£60.00	£64.00	£65.00
<b>Validation Application</b>			
Invalid Charge*			
- Planning application householder	£25.00	£26.00	£27.00
- Planning application – other	£50.00	£53.00	£54.00
Validity Check	£25.00	£26.00	£27.00
Invalid check LDO	£30.00	£32.00	£33.00

Invalid Charge * - where an application fails to meet requirement of our validation checklist and additional information is not received within the specified period the application will be disposed and charge levied.			
<b>Pre-Application Advice – New Dwellings</b>			
1 dwelling <ul style="list-style-type: none"> <li>written advice</li> <li>office based meeting followed by written advice</li> <li>subsequent meeting with follow up (additional charge)</li> </ul>	£204.00 £357.00 £357.00	£212.00 £371.00 £371.00	£218.00 £381.00 £381.00
2-4 dwellings <ul style="list-style-type: none"> <li>written advice</li> <li>office based meeting followed by written advice</li> <li>subsequent meeting with follow up (additional charge)</li> </ul>	£306.00 £459.00 £459.00	£318.00 £477.00 £477.00	£327.00 £490.00 £490.00
5-10 dwellings <ul style="list-style-type: none"> <li>written advice</li> <li>office based meeting followed by written advice</li> <li>subsequent meeting with follow up (additional charge)</li> </ul>	£408.00 £612.00 £612.00	£424.00 £636.00 £636.00	£435.00 £653.00 £653.00
11-24 dwellings <ul style="list-style-type: none"> <li>written advice</li> <li>office based meeting followed by written advice</li> <li>subsequent meeting with follow up (additional charge)</li> </ul>	£612.00 £816.00 £816.00	£636.00 £848.00 £848.00	£653.00 £871.00 £871.00
25-29 dwellings <ul style="list-style-type: none"> <li>written advice</li> <li>office based meeting followed by written advice</li> <li>subsequent meeting with follow up (additional charge)</li> </ul>	£816.00 £1,020.00 £1,020.00	£848.00 £1,060.00 £1,060.00	£871.00 £1,088.00 £1,088.00
30-39 dwellings <ul style="list-style-type: none"> <li>written advice</li> <li>office based meeting followed by written advice</li> <li>subsequent meeting with follow up (additional charge)</li> </ul>	£1,224.00 £1,428.00 £1,428.00	£1,272.00 £1,484.00 £1,484.00	£1,306.00 £1,524.00 £1,524.00
40-49 dwellings <ul style="list-style-type: none"> <li>written advice</li> <li>office based meeting followed by written advice</li> <li>subsequent meeting with follow up (additional charge)</li> </ul>	£1,530.00 £1,734.00 £1,734.00	£1,590.00 £1,802.00 £1,802.00	£1,633.00 £1,850.00 £1,850.00
Over 50 dwellings	Bespoke or PPA	Bespoke or PPA	Bespoke or PPA
<b>Pre-Application Advice – Other Proposals</b>			
0-100m <sup>2</sup> <ul style="list-style-type: none"> <li>written advice</li> <li>office based meeting followed by written advice</li> <li>subsequent meeting with follow up (additional charge)</li> </ul>	£61.00 £92.00 £61.00	£64.00 £95.00 £64.00	£65.00 £98.00 £65.00
101-500m <sup>2</sup> <ul style="list-style-type: none"> <li>written advice</li> <li>office based meeting followed by written advice</li> <li>subsequent meeting with follow up (additional charge)</li> </ul>	£306.00 £459.00 £459.00	£318.00 £477.00 £477.00	£327.00 £490.00 £490.00
501-1,000m <sup>2</sup> <ul style="list-style-type: none"> <li>written advice</li> <li>office based meeting followed by written advice</li> <li>subsequent meeting with follow up (additional charge)</li> </ul>	£408.00 £408.00 £612.00	£424.00 £424.00 £636.00	£435.00 £435.00 £653.00

1,000-1,999m <sup>2</sup>	£408.00	£424.00	£435.00
<ul style="list-style-type: none"> <li>written advice</li> </ul>	£612.00	£636.00	£435.00
<ul style="list-style-type: none"> <li>office based meeting followed by written advice</li> </ul>	£612.00	£636.00	£653.00
Over 2,000m <sup>2</sup>	Bespoke or PPA	Bespoke or PPA	Bespoke or PPA
<b>Listed Buildings Advice</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
<b>Pre purchase - Alterations – Extensions – Curtilage – Miscellaneous*</b>			
<u>LB1: Desk assessment based on information submitted</u>			
<ul style="list-style-type: none"> <li>Initial request incl. first hour</li> </ul>	£61.00	£64.00	£75.00
<ul style="list-style-type: none"> <li>Additional hour</li> </ul>	£61.00	£64.00	£65.00
<u>LB2: As LB1 plus meeting on site</u>			
<ul style="list-style-type: none"> <li>Initial request incl. first hour</li> </ul>	£184.00	£191.00	£196.00
<ul style="list-style-type: none"> <li>Additional hour</li> </ul>	£61.00	£64.00	£65.00
<u>LB3: As LB2 completed within 10 working days</u>			
<ul style="list-style-type: none"> <li>Initial request incl. first hour</li> </ul>	£306.00	£318.00	£327.00
<ul style="list-style-type: none"> <li>Additional hour</li> </ul>	£61.00	£64.00	£65.00
<b>Repairs</b>			
<u>LB4: Desk assessment based on information submitted</u>			
<ul style="list-style-type: none"> <li>Initial request incl. first hour</li> </ul>	N/A	N/A	£55.00
<ul style="list-style-type: none"> <li>Additional hour</li> </ul>	N/A	N/A	£45.00
<u>LB5: As LB4 plus meeting on site</u>			
<ul style="list-style-type: none"> <li>Initial request incl. first hour</li> </ul>	N/A	N/A	£150.00
<ul style="list-style-type: none"> <li>Additional hour</li> </ul>	N/A	N/A	£45.00
<u>LB6: As LB5, completed within 10 working days</u>			
<ul style="list-style-type: none"> <li>Initial request incl. first hour</li> </ul>	N/A	N/A	£200.00
<ul style="list-style-type: none"> <li>Additional hour</li> </ul>	N/A	N/A	£45.00
<b>Historic Buildings Pre Purchase Advice and Compliance Checking</b>			
<b>See simplified schedule of charges for 2019/20 as above</b>			
Level 1 – Meeting on site with Historic Buildings Officer			
<ul style="list-style-type: none"> <li>Initial Request Fee (first hour of officer time)</li> </ul>	£184.00	£191.00	N/A
<ul style="list-style-type: none"> <li>Additional officer time</li> </ul>	£61.00	£64.00	N/A
Level 2 – Urgent site meeting with Historic Buildings Officer (within maximum of 10 working days)			
<ul style="list-style-type: none"> <li>Initial Request Fee (first hour of officer time)</li> </ul>	£306.00	£318.00	N/A
<ul style="list-style-type: none"> <li>Additional officer time</li> </ul>	£61.00	£64.00	N/A
<b>Listed Buildings Repairs and Design Advice for Alterations and Extensions</b>			
<b>See simplified schedule of charges for 2019/20 as above</b>			
Level 1 – Written advice only, based upon attached submitted material			
<ul style="list-style-type: none"> <li>Initial Request Fee (first hour of officer time)</li> </ul>	£61.00	£64.00	N/A
<ul style="list-style-type: none"> <li>Additional officer time</li> </ul>	£61.00	£64.00	N/A
Level 2 – Meeting at the AVDC offices to discuss works with the Historic Buildings officer			
<ul style="list-style-type: none"> <li>Initial Request Fee (first hour of officer time)</li> </ul>	£61.00	£64.00	N/A
<ul style="list-style-type: none"> <li>Additional officer time</li> </ul>	£61.00	£64.00	N/A
Level 3 – Site Meeting to discuss works with the Historic Buildings officer			
<ul style="list-style-type: none"> <li>Initial Request Fee (first hour of officer time)</li> </ul>	£184.00	£191.00	N/A
<ul style="list-style-type: none"> <li>Additional officer time</li> </ul>	£61.00	£60.00	N/A
Level 4 – Urgent Site Meeting to discuss works with the Historic Buildings officer (within maximum of 10 working days)			
<ul style="list-style-type: none"> <li>Initial Request Fee (first hour of officer time)</li> </ul>	£306.00	£318.00	N/A
<ul style="list-style-type: none"> <li>Additional officer time</li> </ul>	£61.00	£64.00	N/A

<b>Biodiversity &amp; Trees</b>			
Screening visit to advise whether an ecological assessment required	£71.00	£74.00	£76.00
Specialist tree advice relating to planning	£71.00	£74.00	£76.00
<b>Enhanced Copy Document Service Charges</b>			
Pre Application/Appeal			
• First A3/A4 side	£14.00	£15.00	£15.00
• Each additional side up to a maximum of 30 sides	£0.70	£1.00	£1.00
• A0, A1 or A2 plan	£19.00	£20.00	£21.00
<b>Premium Service for fast track advice where appropriate</b>			
	Bespoke	Bespoke	Bespoke
<b>Parking Services</b>			
	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
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	£3.50	£3.50
• Scooter	£5.00	£5.50	£5.50



<b>ENVIRONMENT AND HEALTH</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
Dog Warden Fee	£25.00	£25.00	£25.00
Dog Warden Administration Costs	£50.00	£50.00	£50.00
<b>Enforcement Activity</b>			
Environmental Information Requests (per hour)	£25.00	£25.00	£25.00
Food Health Export Certificates	£33.00	£34.00	£35.00
Food Health Export Certificates posted plus scanned copy	£37.00	£38.00	£39.00
Food Health Export Certificates – Witnessed	£85.00	£88.00	£90.00
Acupuncture Licence	£148.00	£154.00	£158.00
Electrolysis Licence	£148.00	£154.00	£158.00
Piercing Licence	£148.00	£154.00	£158.00
Tattooing Licence	£148.00	£154.00	£158.00
Variation or change of name on licence	£26.00	£28.00	£28.00
Smoking in the workplace or work vehicle (£25.00 if paid in 15 days)	£50.00	£50.00	£50.00
Failure to display no smoking signs (£150.00 if paid in 15 days)	£200.00	£200.00	£200.00
Penalty for failure to comply with notice under the Smoke Alarm and Carbon Monoxide (England) Regulation 2014	£5,000.00	£5,000.00	£5,000.00
<b>Public Health</b>			
Dog Fouling Fixed Penalty Notice	£50.00	£50.00	£50.00
Provision of No Fouling Signage to Parishes (adhesive) (10 signs)	£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	£240.00	£249.00	£256.00
Water Sampling – Check monitoring for one location	£159.00	£165.00	£170.00
Water Sampling – Each additional location	£46.00	£48.00	£49.00
Water Sampling – Audit monitoring only up to	£500.00	£500.00	£500.00
Water Sampling – Risk assessment only – no water sampling	£135.00	£140.00	£144.00
<b>Premises Licensing</b>			
Personal Licence Application	£37.00	£37.00	£37.00
Copy Personal Licence	£10.50	£10.50	£10.50
Change of name or address notification for Personal Licence	£10.50	£10.50	£10.50
Premises / Club Premises Licence new application	R.V.	R.V.	R.V.
Premises Licence annual fee including club premises	R.V.	R.V.	R.V.
Application for a copy of premises licence or summary on theft, loss	£10.50	£10.50	£10.50
Change of name or address notification for Premises Licence	£10.50	£10.50	£10.50
Application to vary specified individual as premises supervisor	£23.00	£23.00	£23.00
Application to Transfer a Premises Licence	£23.00	£23.00	£23.00
Interim Authority Licence	£23.00	£23.00	£23.00
Club Premise – Application for a provisional statement	£315.00	£315.00	£315.00
Temporary Event Notice	£21.00	£21.00	£21.00
<b>Miscellaneous Licensing</b>			
Hiring of Horses (up to 10 horses) (plus vet fees)	N/A	N/A	£355.00
Hiring of Horses (up to 10 horses) as additional activity (plus vet fees)	N/A	N/A	£230.00
Hiring of Horses (10-20 horses) (plus vet fees)	N/A	N/A	£400.00
Hiring of Horses (10-20 horses) as additional activity (plus vet fees)	N/A	N/A	£272.00
Hiring of Horses (over 20 horses) (plus vet fees)	N/A	N/A	£442.00
Hiring of Horses (over 20 horses) as additional activity (plus vet fees)	N/A	N/A	£315.00
Hiring of Horses – additional horse admin fee	N/A	N/A	£15.00
Animal Boarding Establishment Licence Fee	N/A	N/A	£357.00
Animal Boarding Establishment Licence Fee (as additional activity)	N/A	N/A	£230.00
Home Boarding of Dogs	N/A	N/A	£290.00
Home Boarding Establishment (as additional activity)	N/A	N/A	£165.00
Breeding of Dogs Licence Fee (plus vet fees)	N/A	N/A	£335.00
Breeding of Dogs Licence Fee (as additional activity) (plus vet fees)	N/A	N/A	£208.00
Pet Shop Licence Fee	N/A	N/A	£357.00
Pet Shop Licence Fee (as additional activity)	N/A	N/A	£230.00
Keeping Training Animals for Exhibit	N/A	N/A	£227.00
Keeping Training Animals for Exhibit (as additional activity)	N/A	N/A	£163.00

Riding Establishment Licence Fee (fee plus £15.00 per horse/pony)	£270.00	£275.00	N/A
Animal Boarding Establishment Licence Fee (New)	£450.00	£486.00	N/A
Animal Boarding Establishment Licence Fee (Renewal)	£110.00	£119.00	N/A
Home Boarding Establishment (New)	£140.00	£152.00	N/A
Home Boarding Establishment (Renewal)	£100.00	£108.00	N/A
Breeding of Dogs Licence Fee (New)	£450.00	£486.00	N/A
Breeding of Dogs Licence Fee (Renewal)	£110.00	£119.00	N/A
Pet Shop Licence Fee (New)	£230.00	£249.00	N/A
Pet Shop Licence Fee (Renewal)	£125.00	£135.00	N/A
Dangerous Wild Animals New Licence Fee (2 years) (plus vet fee)	£385.00	£400.00	£410.00
Dangerous Wild Animals Licence Renewal Fee (2 years) (plus vet fee)	£245.00	£254.00	£261.00
Zoo Licence (New) (plus vet fee)	£624.00	£649.00	£666.00
Zoo Licence (Renewal) (plus vet fee)	£624.00	£649.00	£666.00
Administration Fee – replacement licence, change of address etc.	£25.00	£26.00	£27.00
<b>Street Trading</b>			
Consent Daytime	£6,775.00	£6,775.00	£6,775.00
Consent Evening	£4,246.00	£4,246.00	£4,246.00
Consent Wendover	£2,121.00	£2,121.00	£2,121.00
Kingsbury Pavement licence application fee	£600.00	£600.00	£616.00
Kingsbury Pavement licence application fee – annual renewal fee	£600.00	£600.00	£616.00
<b>Sex Establishment licence (New/Variation/Transfer)</b>			
Sex Establishment licence (New/Variation/Transfer)	£2,020.00	£2,020.00	£2075.00
Non Contested Sex Establishment licence (Renewal)	£480.00	£480.00	£490.00
Contested Sex Establishment Renewal	£2,020.00	£2,020.00	£2,075.00
<b>Gambling Act</b>			
Premises licence – new application	£1,836.00	£1,908.00	£1,959.00
Premises licence – annual fee	£243.00	£252.00	£259.00
Premises licence – application to vary	£659.00	£685.00	£703.00
Premises licence – application to transfer	£637.00	£662.00	£680.00
Premises licence – application for re-instatement	£644.00	£669.00	£687.00
Premises licence – application for provisional statement	£1,836.00	£1,908.00	£1,959.00
Premises licence – application (provisional statement holders)	£644.00	£669.00	£687.00
Copy of Gaming Act licence	£15.50	£16.00	£17.00
Notification of change of circumstances	£26.00	£27.00	£28.00
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
<b>Scrap Metal</b>			
Scrap Metal site – new application (3 year licence)	£624.00	£649.00	£666.00
Scrap Metal site – renewal (3 year renewal)	£364.00	£378.00	£389.00
Scrap Metal Collectors – new application (3 year licence)	£322.00	£335.00	£344.00
Scrap Metal Collectors – renewal (3 year licence)	£119.00	£124.00	£127.00
Variation of licence type i.e. change from site to collector	£151.00	£157.00	£161.00

Variation of licence i.e. name, site address, named site managers	£65.00	£68.00	£70.00
Reprint of licence	£37.00	£38.00	£39.00
Vehicle window cards	£62.00	£65.00	£66.00
Application assistance	£78.00	£81.00	£83.00
<b>HMO Licensing</b>			
Mandatory licence fee – application	£572.00	£595.00	£595.00
Mandatory licence fee – assistance with application (per hour)	£52.00	£54.00	£54.00
Mandatory licence fee – application administration fee (per 30 minutes)	£10.50	£11.00	£11.00
Additional S527 licence fee – application	£572.00	£595.00	£595.00
Additional S527 licence fee – application (Year 2 to 5 of scheme)	£572.00	£595.00	£595.00
Additional S527 licence fee – assistance with application (per hour)	£52.00	£54.00	£56.00
Additional licence fee – application administration fee (per 30 minutes)	£10.50	£11.00	£11.00
Discount for Accredited Landlords	N/A	N/A	£80.00
Discount for HMOs where the Energy Performance Certificate (EPC) is graded A-C	N/A	N/A	£30.00
Discount for new HMOs, where a valid application is submitted without officer intervention and within 3 months of occupation of an HMO	N/A	N/A	30%
Discount for a HMO Licence renewal application prior to expiry of existing licence	N/A	N/A	30%
<b>LAPPC (Local Authority Pollution Prevention and Control)</b>			
Application fee – standard process (includes solvent emission)	£1,650.00	£1,650.00	£1,650.00
Additional fee for operating without a permit	£1,188.00	£1,188.00	£1,188.00
PVR I, SWOBS and dry cleaners	£155.00	£155.00	£155.00
PVR I & II combined	£257.00	£257.00	£257.00
VRs and other reduced fee activities	£362.00	£362.00	£362.00
Reduced fee activities – additional fee for operating without a permit	£71.00	£71.00	£71.00
Mobile plant	£1,650.00	£1,650.00	£1,650.00
Mobile plant for the third to seventh applications	£985.00	£985.00	£985.00
Mobile plant for the eighth and subsequent applications	£498.00	£498.00	£498.00
If application is for a combined part B and waste application add extra	£310.00	£310.00	£310.00
Annual Subsistence – standard process low	£772.00 (+£104.00)*	£772.00 (+£104.00)*	£772.00 (+£104.00)*
Annual Subsistence – standard process medium	£1,161.00 (+156.00)*	£1,161.00 (+156.00)*	£1,161.00 (+156.00)*
Annual Subsistence – standard process high	£1,747.00 (+£207.00)*	£1,747.00 (+£207.00)*	£1,747.00 (+£207.00)*
Annual Subsistence – PVR I, SWOBS and Dry Cleaners Low	£79.00	£79.00	£79.00
Annual Subsistence – PVR I, SWOBS and Dry Cleaners Medium	£158.00	£158.00	£158.00
Annual Subsistence – PVR I, SWOBS and Dry Cleaners High	£237.00	£237.00	£237.00
Annual Subsistence – PVR I & II combined Low	£113.00	£113.00	£113.00
Annual Subsistence – PVR I & II combined Medium	£226.00	£226.00	£226.00
Annual Subsistence – PVR I & II combined High	£341.00	£341.00	£341.00
Annual Subsistence – VRs and other reduced fees Low	£228.00	£228.00	£228.00
Annual Subsistence – VRs and other reduced fees Medium	£365.00	£365.00	£365.00
Annual Subsistence – VRs and other reduced fees High	£548.00	£548.00	£548.00
Annual Subsistence – Mobile plant for first and second permits Low	£626.00	£626.00	£626.00
Annual Subsistence – Mobile plant for first and second permits Medium	£1,034.00	£1,034.00	£1,034.00
Annual Subsistence – Mobile plant for first and second permits High	£1,551.00	£1,551.00	£1,551.00
Annual Subsistence – Mobile plant for third to seventh permits Low	£385.00	£385.00	£385.00
Annual Subsistence – Mobile plant for third to seventh permits Medium	£617.00	£617.00	£617.00
Annual Subsistence – Mobile plant for third to seventh permits High	£924.00	£924.00	£924.00
Annual Subsistence – Mobile plant for eighth & subsequent permits Low	£198.00	£198.00	£198.00
Annual Subsistence – Mobile plant for eighth & subsequent permits Med	£316.00	£316.00	£316.00
Annual Subsistence – Mobile plant for eighth & subsequent permits High	£473.00	£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	£52.00	£52.00	£52.00

Transfer and Surrender – Standard process	£169.00	£169.00	£169.00
Transfer and Surrender – Standard process partial transfer	£497.00	£497.00	£497.00
New operator at low risk fee activity	£78.00	£78.00	£78.00
Reduced fee activities – partial transfer	£47.00	£47.00	£47.00
Temporary transfer – first transfer	£53.00	£53.00	£53.00
Temporary transfer – repeat following enforcement or warning	£53.00	£53.00	£53.00
Substantial change – standard process	£1,050.00	£1,050.00	£1,050.00
Substantial change – where change results in a new PPC activity	£1,650.00	£1,650.00	£1,650.00
Substantial change – reduced fees activities	£102.00	£102.00	£102.00
<b>Contract Services</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
<b>Garden Waste</b>			
Garden Waste	£40.00	£45.00	£45.00
Garden Waste administration fee for non direct debit payers	£0.00	£0.00	£0.00
<b>Street Bins</b>			
Dog Bin and Installation	£374.00	£380.00	£315.00
Dog Bin Relocation	£126.00	£130.00	£130.00
Dog Bin Empty – from 2018/19 annual charge, prior years per empty			
- 52 empties	£1.38	£61.50	£63.50
- 78 empties	£1.33	£88.00	£91.00
- 104 empties	£1.30	£115.00	£119.00
Litter Bins	£61.00	£63.00	£118.00
<b>Waste Container Charges</b>			
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
<b>Other</b>			
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)	£150.00	£155.00	£155.00
Waste Sacks (50 sacks)	£90.00	£95.00	£100.00
Recycling Sacks (100 sacks)	£85.00	£90.00	£95.00
MOT Licence (Taxi)	£50.00	£52.00	£52.00
MOT Licence (External)	£40.00	£44.00	£44.00
MOT Retest	£25.00	£26.00	£26.00
<b>Street Naming and Numbering</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
House name change	£60.00	£64.00	£64.00
Alias house name addition/change	£60.00	£64.00	£64.00
New dwelling(s) in existing street	£175.00	£185.00	£185.00
New dwelling(s) in a new street (charge per street)	£260.00	£276.00	£276.00
New dwelling in existing street (discounted for using out BC services)	£131.25	£139.00	£139.00
New dwelling(s) in a new street (charge per street) (discounted for using our BC services)	£195.00	£207.00	£207.00
Rename of a street when requested by residents	£340.00	£360.00	£360.00
Rename of a street – charge per property	£32.00	£34.00	£34.00

# Connected Knowledge

Technology Strategy 2017-2022 Delivery

Phase 3 Investment Proposal

**Version:** Final

Date: Nov 2018

**Authors:** Maryvonne Hassall

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## 1.0 Purpose

The purpose of this document is to present the investment proposal for Phase 3 for the delivery of Connected Knowledge (CK) strategy starting in April 2019. The full Connected Knowledge Technology Strategy 2017-2022 was agreed at the Feb 2017 Council meeting, Phase 1 funding was agreed in May 2017 and Phase 2 funding was agreed in January 2018. It is still proposed that the implementation of the strategy continues in a phased manner which will give the opportunity for the inevitable learning from the early phases.

We are keen to progress our innovative and efficient ways of working and that we keep building on the platform that we have implemented to date to ensure that our technologic advances are considered for the new local authority.

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 next phase based on presentation of both the costs and expected benefits to be achieved. We have included a review of the Connected Knowledge Programme to date in a separate report, Connected Knowledge – A Look Back.

## 2.0 Recommendations

1. That the investment of £1.48M is approved and funded so that work can continue on delivering a leading edge, forward thinking platform to enable AVDC to develop customer first processes and a streamlined internal operation.

## 3.0 Executive Summary

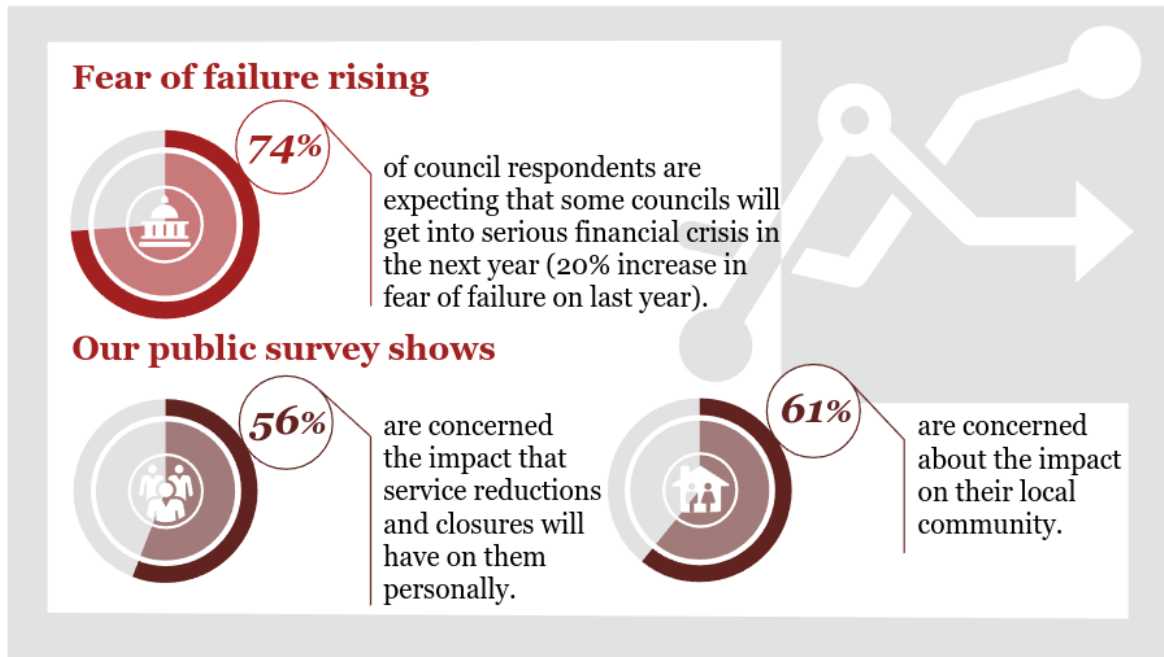
The programme (and strategy) has built on initial set of projects, so far delivering 46 projects, with 27 in flight and a further set in the planning stages. Please see 'Connected Knowledge – A Look Back' document for all details around projects and how they have been delivered to date.

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.

AVDC continues to have a high profile as regards to digital delivery and cultural change. This has led to an increase in Council to Council commercial activity.

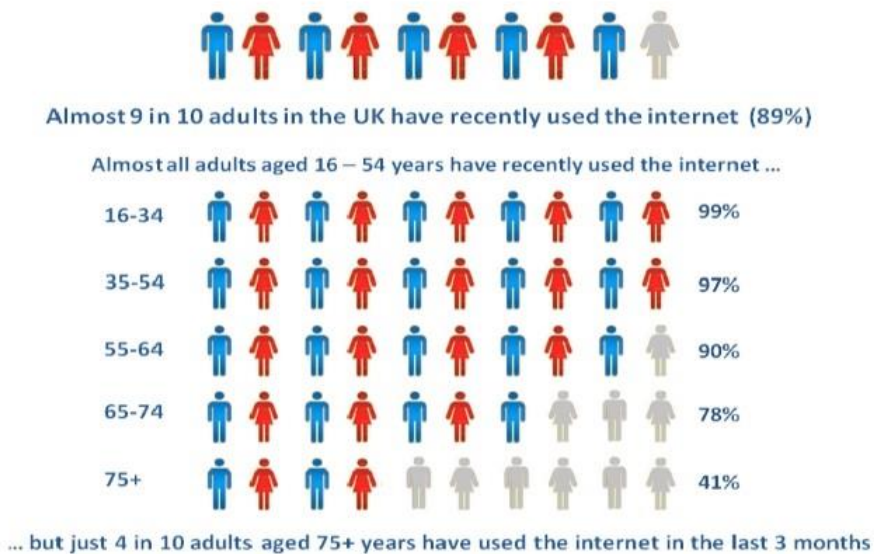
### ***The local state we're in PwC's annual local government survey 2018***

The financial pressure for change continues with the PWC State of Local Government report June 2018 showing that councils are still concerned about their ability to make financial savings in the next 5 years. We need to continue to make changes to be able to address this and to keep AVDC financially secure and effectively delivering services to our customers.



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 give them real value. Internet usage has increased across all age ranges, and access to internet services has improved.

Figure 1: Recent internet users by age group, UK, 2017



Source: Office for National Statistics

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 cost of delivering services via digital channels:



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.



## 5.5 Connected Knowledge (CK) Programme - Phase 3

Phase 3 of the Connected Knowledge Programme has been designed to build on the foundations that we have put in place in Phases 1 and 2. All projects proposed within Phase 3 are a continuation of work that we have already done.

### 5.5.1 Projects and Financials

This phase will be funded in the large part by a proposed use of New Homes Bonus.

The summary revenue savings and costs are built in to the Budget Planning report for 2019/20. The investment continues to drive much of the commercial and efficient ways of working, as well as a much improved customer experience which the authority strives to achieve. It also enables the Authority to deliver a significant element of the proposed savings putting us in a better financial position for the changes ahead. Some savings are directly attributable, but others indirectly result from the Connected Knowledge programme and are harder to quantify.

The overarching figure of £1.48M and expected benefits have been attributed to the projects as follows:

Project Name	Project Description	Reason for doing the project/Expected Benefits	Example	Budget
Innovation Items/Ideas	Ideas/projects generated from staff and members. These will go through an Innovation Process recently introduced.	The project reinforces our 'Innovation and Adapting to Change' behaviour for staff. It encourages staff to put forward innovative ideas in their areas and be actively involved in seeing through the implementation of the project which in turn empowers them and potentially broadens their skillset	Chromecasts in meeting rooms have enabled us to connect any device to big screens saving time and money on cables. This was a low-cost project and a staff idea enabling them to be actively involved in delivering the project.	£100K
Integrated Social Care/Council (Phase 1)	Building the foundations of a more integrated approach to delivering services to our residents by working with partnerships like the CCG, Bucks CC, doctors etc.	Improved customer experience by having a joined-up approach to delivering to our customer. Reduction in duplication of work resulting in efficiencies. Moves us towards a more collaborative delivery model ahead of unitary	We could hook our single customer record into the single customer record that the CCG are creating in partnership with Bucks CC and doctors to include benefits and housing information which would give a fuller picture of the customer and their circumstances	£150K
Further	Improving	A more integrated	Customers being able to	£150K

Improvements to Finance Processes	finance processes across AVDC and implementing self-service for them.	approach to all customer financial transactions across AVDC. Customers can better manage their finances with AVDC through their My Account. Improving the speed of processing to the customer. Improved governance and control.	manage their direct debits online (such as garden waste) – cancel or amend dates/account details.	
Connected Working/ Space Review and New Devices	Changing the way we use the space that we have and replacing end of life devices with new devices for staff	Improve staff flexibility in the way they are able to work and maximise income generation from space. More flexible devices for staff which are a better fit for the job that they do. Improved security as a result of reduced paper. Productivity gains across the workforce could be experienced. East Riding council experienced a 20% uplift in productivity as a result of introducing flexible working. Environmental benefits as a result of less staff commuting	Giving the planners the right type of tablet/equipment so that they can view all the information they require online out in the field and upload notes and documents whilst on visits rather than typing up when they come back to the office.	£85K
Further Improvements to My Account and My Business Account	Improving the look and feel and increasing the transactions in My Account and My Business Account. For example including Elec Reg	Delivering the best possible digital experience 24/7 for our customer enabling them to access more self-service transactions. Increasing efficiencies in processing. Expected to save £50K PA from 2020.	Electoral Registration could be viewable in My Account so you can see if/where you are registered and amend registration or apply to register online.	£175K
Improvements to Salesforce Processes and Predictive Analytics	Ensuring we are best utilising the platform which we have invested in. Using the data we have to enable upfront predictions of	Improving the service we deliver to customer and delivering more efficient processes. Reduction of postage costs. Joining up data fully so that we can provide support to customers at the earliest	Improvements to processes: Building further automation in our licensing processes so that the customer is automatically emailed when something changes in the processing of their application.	£100K

	customer behaviour	opportunity and reduce fraud and error. Expected to save £50K PA from 2020.	Predictive analytics: to highlight to Housing when someone is getting into arrears with payments in other services to offer support to the customer early and potentially prevent homelessness.	
Patch Management Automation	Automating Patch Management of equipment within IT	Improved processes to enable efficiencies. Better security as tasks will be automatically completed. Reduced risk of outage due to security breaches	N/A	£10K
Moving Active Directory to Okta	Active Directory manages staff access to systems	Reduction in costs as a result of AD system switch-off. Move further on our journey to the cloud. Improved security and more efficient processes	Efficiencies in the Starters and Leavers process so that access to all systems (based on officer profile) is granted or removed with the click of a button.	£45K
Improvements to CASB	CASB will be implemented as part of phase 2 and is software that manages access to and usage of systems	Improvements to security particularly for flexible working. Improved management information. Quicker and easier to manage security policies across multiple application including data loss prevention and improved privacy of data	N/A	£30K
Office 365 Implementation	To fully rollout Office 365 for emails to the whole organisation	Enables flexible working and moves emails into the cloud to help move away from Citrix. Remove PSN vulnerability.	N/A	£20K
Shut Down Desktops/Move more applications to cloud	We still have applications which are not in the cloud. By moving these applications, we are enables to shut down our Cirtix environment and be fully cloud based.	Enables flexible working and improved resilience of IT systems. Remove PSN/PCI vulnerabilities. Easier for IT to support. Improved disaster recovery capability. A flexible workforce ensures service levels can be maintained in the event of a disaster scenario where	Switching off systems that are not cloud based and we do not need or replacing systems like Paygate (used to submit files to the bank) with a cloud alternative.	£60K

		employees cannot use, or attend, AVDC officer. Expected to save £25K PA.		
Decommission Citrix and Remove Thin Clients	Moves us to being fully cloud based and old thin clients to be changed to more flexible devices for staff. Dependency on Shut Down Desktops/Move Applications to Cloud	Enabler to Flexible working and improved resilience of IT systems. Reduction of operational IT costs: licences, system retirement, desk phones, amazon web services, general maintenance	N/A	£55K
<b>Total for Projects</b>				<b>£980K</b>
<b>Total for Resourcing</b>				<b>£500K</b>
<b>Total for Phase 3 Programme</b>				<b>£1.48 M</b>

Delivery of this programme will maintain AVDCs position as an innovative leader within local government. Forecast benefits for commercial opportunities arising from our digital success:

- Consultancy sales for workshops and support for the Arcus Software. £75K forecast for 2019/20
- Commission income from our partners through providing proven business model references. £7K forecast for 2019/20
- Income for speaker requests. £2K forecast for 2019/2020

### 5.5.4 Timescales for Phase 3

#### Key Milestones [indicative timescales]

Dec 2018 – Scrutiny and Cabinet

Jan 2019 – Council (as part of budget)

Feb 2019 - Detailed planning work

Mar 2019 – Mobilisation of team

April 2019 – Phase 3 commences