



# Buckinghamshire County Council Select Committee

Finance, Performance and Resources Select Committee

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## Report to the Finance, Performance and Resources Select Committee

<b>Title:</b>	<b>Income Generation Strategy</b>
<b>Committee date:</b>	Tuesday 15 December 2015
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<b>Cabinet Member sign-off:</b>	John Chilver, Cabinet Member for Resources

### **Purpose of Agenda Item**

This report provides the Select Committee with an opportunity to comment on the first draft of the revised Income Generation Strategy. Following consultation with stakeholders the Strategy will be presented to Cabinet for approval with a view to coming into effect from 1 April 2016.

### **Background**

At present the Council has a number of related documents in respect of Income. There is an Income Generation Strategy, a Charging Policy and a Trading Policy, all of which are posted on the Intranet. These were last reviewed at the end of 2012. With the passage of time and the implementation of the Council's new Future Shape arrangements it is now appropriate to revisit these.

### **Summary**

The Council finds itself caught in the jaws of rising service demand and reducing funding from central Government. To address this very substantial challenge the Council needs to adopt a range of strategies, of which one is to consider how it can maximise its income. The Income Generation Strategy aims to set out how the Council will go about this task.

### **Key issues**

There have been a number of changes in circumstance since the previous Income Generation Strategy was approved in February 2013. That document focussed on three



key principles of: Changing the Culture of the Organisation; Changing Approaches and; Introducing New Method of Working. Much of this work either has been undertaken, or is in the process of being undertaken through the Future Shape Programme. Commercial Training has been provided to managers across the Council, a number of significant Alternative Delivery Vehicles have been set up and the corporate structure has been amended to reflect a more commercial stance. The revised Income Generation Strategy therefore focusses more directly on the principles to be followed in order to generate more income for the Council.

In line with the rationalisation of governance arrangements and supporting documentation through the Future Shape programme, the revised Income Generation Strategy also aims to consolidate the previous Income Generation Strategy, Charging Policy and Trading Policy into a single document.

In drafting the document presented to the Committee, regard has been had to the previous documents, the changed circumstances described above and has also benefited from the input of the Leadership Forum through a workshop to explore the principles to be covered.

### **Resource implications**

There are only minimal staff resource requirements arising directly from the production of the Income Generation Strategy. However there will be various resource implications arising from the implementation of the Strategy which cannot be readily predicted at this stage. Nonetheless if the Strategy is implemented effectively there should be a net gain of resources, which should be set out in the business case for individual initiatives.

### **Next steps**

Following review of the draft Strategy by the Select Committee, there will be further consultation with other key stakeholders such as the One Council Board and senior managers across the organisation. Following this consultation phase the Strategy will be updated to reflect views and presented to Cabinet for approval so that it can come into effect from 1 April 2016.