

Response to Buckinghamshire Select Committee Inquiry

Select Committee Inquiry Title: Income Generation

Committee Chairman: Cllr Bill Chapple

Date report submitted for response:

Lead BCC Cabinet Member and Lead Officer: Cllr. John Chilver, Cabinet Member for Resources and Richard Schmidt, Head of Strategic Finance.

Select Committee Support Officer / Advisor: Liz Wheaton

Suggested frequency of future updates (e.g. 6 & 12 months): 6 months

Recommendation	Agreed Yes/No	BCC Cabinet / Partner Agency Response including proposed action	Responsible Cabinet Member (for BCC recs)	Responsible Officer	Action by date
<p>1. That governance arrangements are put in place to ensure oversight and delivery of Income Generation targets across the Council. The Inquiry Group recommends that this includes:</p> <ul style="list-style-type: none"> • The establishment of a One Council Board sponsor for income generation • The regular consideration of the Council's income 	Yes	<ul style="list-style-type: none"> • One Council Board has now nominated Gill Quinton, Managing Director- Business Services Plus as the sponsor for Income Generation. • One Council Board has already implemented a new process to strengthen its monitoring of all major projects and MTFP targets, including all of the income targets. • Each Business Unit will be asked to nominate a lead for Income Generation • The new Commercial Plans for Business Units 	<p>John Chilver, Cabinet Member for Resources (Lead)</p> <p>but all Cabinet Members via Business Unit</p>	<p>Gill Quinton, Managing Director – Business Services Plus</p>	Dec 16

<p>generation activity by One Council Board</p> <ul style="list-style-type: none"> • The establishment of Income Generation champions within Business Units to encourage innovative thinking and to report on activity (see slide 20 – highlighted green text from Hammersmith & Fulham) • Plans to deliver the Income Generation Strategy are specified as part of Business Unit Plans • Income Generation plans are reported to Business Unit Boards on a regular basis 		<p>require the explicit consideration of Income Generation.</p> <ul style="list-style-type: none"> • Delivery against both Commercial Plans and the MTFP will be reported to Business Unit Boards on a monthly basis. 	Boards	Manging Directors	
<p>2. That a mechanism is established by which income generation information, best practice and support can be shared across Business Units, including skills development resources.</p>	Yes	<ul style="list-style-type: none"> • Commercial training including some focus on income generation is already available to officers and will continue to feature in the corporate training programme • Lead officers for income generation for each BU will be asked to form an action learning set to share best practice 	John Chilver, Cabinet Member for Resources	<p>Frances Mills – Head of People and OD</p> <p>Jonathon Noble – Commercial Director</p>	Jan 17

<p>3. That the Council maximises income from external funding by:</p> <ul style="list-style-type: none"> a. Establishing and adopting the most effective and efficient model for identifying external funding for all Business Units, and b. Developing a central register of bids to avoid duplication of work, enable oversight of activity and early identification of support needed to realise opportunities. 	<p>In Part</p>	<ul style="list-style-type: none"> • The Council will continue to work with both the business and third sector communities, through such vehicles as the LEP, BBF and CVO to attract additional funding into Buckinghamshire. • 	<p>John Chilver, Cabinet Member for Resources</p>	<p>Jonathon Noble – Commercial Director</p>	<p>Dec 17</p>
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<p>4. That the “investing for income generation” section in the Income Generation Strategy be widely publicised to enable ‘pump priming’ activities to be considered by the Business Units to deliver income generation projects which require initial funding.</p>	<p>Yes</p>	<p>A number of the existing communication channels will be used to promote the Income Generation Strategy in general and this aspect in particular.</p>	<p>John Chilver, Cabinet Member for Resources</p>	<p>Richard Schmidt, Head of Strategic Finance</p>	<p>Dec 16</p>
<p>5. That the speed of culture change in relation to Income Generation be improved by:</p> <ol style="list-style-type: none"> 1. Developing a corporate policy for credit card payment charges 2. Ensuring income generation targets are specified in the objectives for Managing Directors, and 3. Exploring the potential for incentivising staff who have identified income generation activity and whose ideas have been realised 	<p>In Part</p>	<ul style="list-style-type: none"> • The policy on credit cards will be reviewed • Due to the different nature of managing Director responsibilities it may not be possible to set specific targets However it will remain the responsibility of Managing Directors to deliver the Commercial Plans which will include income targets. • Consideration will be given to how staff can be rewarded via our contribution based pay system, for generating successful ideas for additional income. 	<p>John Chilver, Cabinet Member for Resources</p>	<p>Jonathon Noble – Commercial Director and Richard Schmidt – Head of Strategic Finance</p>	<p>March 17</p>