



## Cabinet

Date: 5 February 2018  
Time: 7.00 pm  
Venue: Council Chamber  
District Council Offices, Queen Victoria Road, High Wycombe Bucks

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**For further information, please contact Peter Druce - Democratic Services Officer - 01494 421210 (ext 3210) [peter\\_druce@wycombe.gov.uk](mailto:peter_druce@wycombe.gov.uk) 01494 421206, [committeeservices@wycombe.gov.uk](mailto:committeeservices@wycombe.gov.uk)**

## **AGENDA**

### **1. APOLOGIES FOR ABSENCE**

To receive apologies for absence.

### **2. MINUTES**

To confirm the minutes of the special meeting of the Cabinet held on 18 December 2017 (attached).

### **3. DECLARATIONS OF INTEREST**

To receive any disclosure of disclosable pecuniary interests by Members relating to items on the agenda. If any Member is uncertain as to whether an interest should be disclosed, he or she is asked if possible to contact the District Solicitor prior to the meeting.

Members are reminded that if they are declaring an interest, they should state the nature of that interest whether or not they are required to withdraw from the meeting.

## Cabinet Minutes

Date: 18 December 2017

Time: 5.30 - 6.25 pm

**PRESENT:** Councillor Ms K S Wood (in the Chair)

Councillor Mrs J A Adey	- Cabinet Member for Environment
Councillor D H G Barnes	- Deputy Leader and Cabinet Member for Engagement and Strategy
Councillor S Broadbent	- Cabinet Member for Economic Development and Regeneration
Councillor D J Carroll	- Cabinet Member for Youth and External Partnerships
Councillor D A Johncock	- Cabinet Member for Planning
Councillor Mrs J D Langley	- Cabinet Member for Housing
Councillor G Peart	- Cabinet Member for Community
Councillor D M Watson	- Cabinet Member for Finance and Resources
Councillor L Wood	- Cabinet Member for HR, ICT and Customer Services

### By Invitation

Cllr Shade Adoh	- Deputy Cabinet Member for Housing
Cllr Zia Ahmed	- Deputy Cabinet Member for Strategy and Communications
Cllr Ron Gaffney	- Chairman of the Improvement & Review Commission
Cllr Gary Hall	- Deputy Cabinet Member for Environment
Cllr Mark Harris	- Deputy Cabinet Member for Economic Development and Regeneration
Cllr David Knights	- Deputy Cabinet Member for HR, ICT and Customer Services
Cllr Rafiq Raja	- Leader of the Labour Group
Cllr Sarfaraz Khan Raja	- Deputy Cabinet Member for Community
Cllr Saeed Saddique	- Deputy Cabinet Member for Finance and Resources
Cllr Alan Turner	- Deputy Cabinet Member for Planning

**Also present:** Cllr Richard Scott

Apologies for absence were received from Cllr M Knight

### **49 MINUTES**

**RESOLVED:** That the minutes of the meeting of the Cabinet held on 13 November 2017 be approved as a true record and signed by the Chairman with the following amendment noted in that resolution (i) under Minute 43 be amended to read 'to proceed with' rather than 'implement' the Modular New Build option in High Wycombe Town Centre.

This amendment emphasises that the development of this option was still very much subject to the required planning permission.

## **50 DECLARATIONS OF INTEREST**

Councillor Ms K Wood declared a disclosable pecuniary interest in respect of minute 59 'Ashwells' and withdrew from the chamber during that item.

## **51 REFRESH OF CORPORATE PLAN**

From the report Members noted that this was the first 'refresh' of the Plan since publication in January 2016. The amendments effected to this high level document as a result of suggestions at the recent Members Seminar were noted.

The Corporate Plan, upon approval, would become the key strategic document for the Council driving action and future resource allocation and would be the framework against which the Council's progress and performance, as reported in the Annual Report would be judged by stakeholders.

Elsewhere in the agenda were items on Digital First: which set out the Council's vision and objectives in relation to digital transformation which was reflected in the proposed objectives of the Corporate Plan and, the Draft Budget for 2018-19 which was to go on to be considered by Cabinet on 5 February 2018 and if approved by Council on the 22 February 2018, both of which were linked to the Corporate Plan.

Members noted the focus within the plan on what was going to make the biggest difference and that could be delivered within current resources. Collaboration with other district councils in Buckinghamshire enhanced by the work carried out to develop and submit a business case to Government to modernise local government in Buckinghamshire was referenced along with the Local Plan and the scale and scope of housing development contained therein.

The following decisions were made in order to keep up to date the Council's priorities and work programme for the remainder of the four year administration period and to ensure that the Council's Corporate Plan forms part of the overarching policy framework of the Council set in accordance with the Budget and Policy Framework Procedure Rules.

**RESOLVED:** That (i) the vision, priorities, ambitions (we want) and objectives (we will) described in the plan on a page which will form the basis of the Corporate Plan refresh (for the period 2017-2020) be approved as set out in **Appendix A**;

(ii) the summary feedback and views from members to inform the broad ambitions and objectives through the Member Seminar on the 12 October 2017 **Appendix B** be noted; and

(iii) the final version of the Corporate Plan be timetabled to be considered at the 5th February 2018 Cabinet meeting after consideration by the Improvement and Review Commission and if approved be recommended to Council for inclusion as part of the

Council's Budget and Policy Framework as set out within the Constitution.

## 52 DIGITAL FIRST

The report before Cabinet outlined that the implementation of 'Digital First' equated to the application of the culture, practices, processes and technologies of the internet era to respond to peoples raised expectations.

Digital First was seen as an overarching strategy and was about how Wycombe District Council as an organisation engaged, communicated and responded to people, how it designed and delivered services and how it used information to make decisions, inform policy and evaluate performance and outcomes. It was a joined up and consistent approach across the organization as to how we worked and the supporting technologies, applications and data that were held and utilised.

Members noted the three key areas that investment in 'Digital First' delivered:

- Better, faster customer services;
- Improved operational efficiency; and
- The building of new revenue streams.

The following decisions were made in that the "Pounds" priority of the Corporate Plan set the ambition for the Council to "Continue to innovate and transform our services to provide them in the most efficient and accessible way," to achieve, "more accessible services and improved self-service options, including access to information making it easy to see how we are performing as a Council."

Additionally, as part of the requirements of the Local Government Finance Settlement Offer, the Council was required to develop and submit an Efficiency Plan, with the plan submitted to CLG (Department for Communities and Local Government) in July following Cabinet approval.

One of the actions within that Efficiency Plan was to develop a:-

"Corporate business case for empowering customers through adoption of a "digital by default" and increased self-service Customer Strategy. The business case was to consider the potential scope, benefits and the overall case for moving towards empowering customers through the increased use of self service and increased use of technology in service delivery."

**RESOLVED:** That (i) the Digital First Strategy & Roadmap and the outline business case be approved;

(ii) the inclusion of the Transformation Budget of £0.8m featured in the draft budgets item, later on this agenda, be agreed; and

(iii) the reallocation of capital costs towards the delivery of Digital First be noted and approved.

## **53 COMMUNICATIONS VISION**

Members had read in detail the extensive report and appendix which as a vision document set out the direction of travel and outlined a proposal for a new model for delivering communications. Wycombe District Council's communications should improve the lives of people and communities in the District; they should support the effective operation of services and deliver responsible and informative communications.

If supported it was proposed that officers would carry out further work to identify the detailed proposal for the steps necessary to bring about the proposed changes. The vision outlined a number of recommendations including;

- The development of a repository for intelligence and insight to provide data on audience, channels, campaigns and learning;
- The Strategic management of Communications at senior level across elected members and officers of the authority at appropriate points in project and strategy development;
- A detailed strategy for Communications and Marketing to be developed aligned to the Corporate Plan; and
- Recommendations in relations to skills development, relationship building, resources and business delivery.

The following decision was made as the current Corporate Plan included a Pounds priority which set the ambition for the Council to 'continue to innovate and transform our services to provide them in the most efficient and accessible way'.

It was part of our role as a Council to inform and engage with our communities effectively to help them to understand where they can get help when they needed it, and to inform the public about the way that we will deal with any requests for service or carry out our role. Delivering communications effectively was therefore one of the important aims of efficient and accessible services.

**RESOLVED:** That the 'Vision for Communications and Marketing in the Digital Age' set out in Appendix A be approved.

## **54 COUNCIL TAX BASE SETTING 2018-2019 & COLLECTION FUND ESTIMATED SURPLUS**

Members noted, from the report before them, the Council tax base figure to be used in the Council Tax setting calculation for 2018-19 along with the forecast of the

Council Tax Collection Fund balance for the year ending 31 March 2018 which was an estimated surplus of £2.404m. Wycombe District Council's share of this was £0.261m.

The consideration of the following in setting this base was noted:

- The Valuation List;
- Current exemptions, reductions and discounts;
- Discretionary discounts;
- Anticipated developments that may occur during the year; and
- Expected long term collection rates.

The following decisions were made as the Council tax base and the Collection Fund Estimated surplus are required to be set each year as they form the basis for calculation of the council tax levy for all precepting bodies.

The Local Government Finance Act (as amended) requires the Council to determine the estimated surplus or deficit on the Collection Fund in respect of Council Tax by the 15<sup>th</sup> January; this will enable the precepting authorities to take account of their share of any surplus before finalising their precepts for 2018/19.

**RESOLVED** that (i) Cabinet note in accordance with the provisions of the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012 the amount calculated by Wycombe District Council (a) as its Council Tax base for the whole of its area for the year 2018-2019 shall be 68,083.50 and (b) as the Council tax Base for each of the parts of its area for the year 2018-2019 shall be:-

Parish	2018-19
Bledlow-cum-Saunderton	1208.17
Bradenham	231.56
Chepping Wycombe	6415.93
Downley	1973.67
Ellesborough	440.98
Fawley (Parish Meeting)	144.84
Great & Little Hampden	164.28
Great & Little Kimble cum Marsh	492.92
Great Marlow	719.64
Hambleden	843.36
Hazlemere	4001.40
Hedsor (Parish Meeting)	81.56
High Wycombe Town	22669.83
Hughenden	3993.46
Ibstone	145.96



Lacey Green	1249.37
Lane End	1423.53
Little Marlow	801.03
Longwick-cum-Ilmer	682.86
Marlow Bottom	1522.44
Marlow Town	6674.86
Medmenham	517.52
Piddington & Wheeler End	265.95
Princes Risborough	3546.12
Radnage	384.72
Stokenchurch	1955.49
Turville	217.99
West Wycombe	545.86
Wooburn and Bourne End	4768.20
<b>Total</b>	<b><u>68083.50</u></b>

(ii) Cabinet approves the calculation of the Council's tax base for the year 2018/19 incorporating an estimated collection rate of 98.2%; and

(iii) Cabinet approve the estimated surplus for 2017/18 on the Council Tax element of the Collection Fund of £2.404M; this is to be shared between the District Council, Buckinghamshire County Council, Buckinghamshire & Milton Keynes Fire Authority, and the Police and crime commissioner for Thames Valley in proportion to their 2017/18 precepts on the Collection Fund.

## 55 DRAFT CAPITAL BUDGET 2018-19

From the report submitted Members noted the programme included therein which set out how the Council would spend **£36.967m** in 2018/19 and **£81.706m** across five years from 2018/19 to 2022/23 (including 2018/19).

It was noted that this budget proposed greater capital investment across areas such as economic Development & Regeneration, Planning and Sustainability, Housing supply and other externally funded projects.

The draft programme presented was developed for 2018/19 and the 5 year programme and represented the ongoing commitment of the existing and 2018/19 programme. The longer term capital programme aspirations featured were noted as significant. The Council would continue to develop the future programme of investment, deliver corporate priorities and ensure that all was affordable within the financial envelope.

Members noted that the capital strategy to deliver the Council's vision featured the following:

- **Regeneration and Infrastructure**, by investing in our assets in such a way that not only delivered regeneration and growth in a sustainable way, but also generated annual revenue to support our services to the public;
- **Cohesive Communities**, ensuring activity was prioritised accordingly, with robust delivery plans in place, enabling delivery on time and at value, for example use of community infrastructure Levy (CIL) to invest in the area to improve infrastructure and reflect the growing needs locally; and
- **Value for Money Services**, ensuring external funding was leveraged, especially for development, which would maximise the financial envelope available for major projects such as Accelerated Construction Fund for development (unlock housing and jobs growth).

The following decision was made in order that the Cabinet formally approved a budget each year to achieve the Council's priorities. It was noted that regular monitoring reports were submitted to Cabinet for review during the financial year, with management actions highlighted to ensure that Cabinet could assess whether any further action was required.

**RESOLVED** That Cabinet note the draft capital programme in December 2017 for 2018/19 to 2022/23 totalling **£100.815m**. Recognising the actions already taken and supporting further actions to ensure that the programme is affordable and is adequately resourced to deliver.

## **56 DRAFT BUDGET 2018-2019**

Members considered the extensive report before them in respect of the draft revenue budget for 2018/19, this being the latest update enabling cabinet to evaluate, develop and initiate budget proposals before Council finalised the budget and set the Council Tax for 2018/19 in February 2018.

This report represented the output following a comprehensive refresh of the Council's 2018/19 draft budget. Further work needing to be done to identify savings of £0.130m to balance the remaining funding gap. This represented a significant achievement in light of continuing cuts to government funding for local government, alongside a growing population driving an ever increasing demand for locally provided services.

Members noted that savings had been developed under two broad themes: Service Transformation and Maximising Income.

The Cabinet Member updated Members on the movement from the 2017/18 baseline to the 2018/19 budget requirement handily summarised in table form. Business rates and Revenue Support Grant, New Homes Bonus, pay inflation and price inflation were also explained along with new growth, cost pressures and new savings and income.

The input of the Council's scrutiny body; the Improvement & Review Commission and their Budget Task and Finish Group's recommendations arrived at after consideration of the 2017/18 forecast outturn position and the impact on 2018/19 budgets (Appendix B) was withdrawn, further work was to be effected in respect of the Cabinet responses. These were now to be included in the Budget item at February 2018's Cabinet meeting.

The following decisions were taken in order that the Council abided by its statutory requirement to set a balanced budget for 2018/19, this report forming a key part of the budget setting process by setting out the likely Revenue expenditure for that year.

**RESOLVED** That (i) the draft budget proposals for 2018/19 and financial planning assumptions set out in the report be noted;

(ii) the draft budget for 2018/19 will be refined and updated for the Cabinet in February 2018, to recommended for approval at Full Council meeting in February 2018 to set the Budget and Council Tax for 2018/19 be noted; and

(iii) the 5 year Medium Term Financial Strategy (MTFS) 2018/19 to 2022/23 will be presented to the Cabinet for review in February 2018, be noted; and

## **57 INFORMATION SHEETS**

Cabinet received the following Information Sheet issued since the last meeting:

- 4/2017 Connected Counties Superfast Broadband Programme: Update 1– issued 7/12/17.

## **58 FILE ON ACTION TAKEN UNDER DELEGATED AUTHORITY**

Cabinet received the following files on actions taken under delegated powers:

Community	C - 29-39/17
Finance	F - 24-25/17
Planning & Sustainability	PS - 60-61/17

## **EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED:** That pursuant to Regulation 4(2)(b) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 the press and public be excluded from the meeting during consideration of Appendix A to Minute 55 and Minute Nos 59 & 60 because of their reference to

matters which contain exempt information as defined as follows:

**Appendix A to Minute 55 – Draft Capital Budget 2018-2019**

Information relating to the financial or business affairs of any particular person (including the authority holding that information) (Paragraph 3, Part 1 of Schedule 12A, Local Government Act 1972)

(The need to maintain the exemption outweighs the public interest in disclosure, because disclosure could prejudice the Council's position in any future tender process or negotiations).

**Minute 59 – Ashwells**

Information relating to the financial or business affairs of any particular person (including the authority holding that information) (Paragraph 3, Part 1 of Schedule 12A, Local Government Act 1972)

(The need to maintain the exemption outweighs the public interest in disclosure, because disclosure could prejudice the Council's position in any future tender process or negotiations).

**Minute 60 - File on Action taken under Exempt Delegated Powers**

**Community C - 9/17  
Economic Development and Regeneration EDR - 54-58/17**

Information relating to the financial or business affairs of any particular person (including the authority holding that information) (Paragraph 3, Part 1 of Schedule 12A, Local Government Act 1972)

(The need to maintain the exemption outweighs the public interest in disclosure, because disclosure could prejudice the Council's position in any future tender process or negotiations).

**COUNCILLOR D BARNES TOOK THE CHAIR**

Councillor Ms K Wood withdrew from the chamber in respect of her declared interest regards item 59 Ashwells; Councillor D Barnes (Deputy Leader) took the chair for the remainder of the meeting.

**59 ASHWELLS**

The report before members outlined the options in respect of Ashwells a Council-owned released Reserve Site.

Members noted that Ashwells reserve site was referred to in the Medium Term Financial Plan as a 'Pipeline Scheme'. A previous Cabinet report in November

2016 had approved a budget for expenditure on the feasibility testing, concept masterplan and planning application stages.

Of the three options featured in the report, members were recommended to approve funding of infrastructure works with a view to selling the site as serviced building plots, realising potentially greater value than a single site disposal.

Members read and considered the background notes included in the report and all the options featured in the Options Appraisal, along with the risks and mitigation featured.

The following decisions were made in order to commit to fund the servicing of the site with new access, spine road and utilities, to enable it to be sold as serviced plots, from the Council's Capital Programme. Because of the emerging uncertainty in the housing market (and the timescale for getting works on site), the construction contract would only go ahead if an independent external assessment of the market in 6 months' time indicated that demand and values were holding up.

**RESOLVED** That (i) progression of the Ashwells site as proposed in Option 3 of the Options Appraisal, to obtain and implement planning consent so as to provide infrastructure necessary to enable disposal of serviced sites is approved;

(ii) the funding of infrastructure works for the Ashwells housing site, in accordance with paragraph 20 of the report is approved; and

(iii) delegated authority to enter into such contracts as are required with the purpose of providing infrastructure to the Ashwells site, as described in the report, be given to the Corporate Director in consultation with the Head of Finance and Commercial, the District Solicitor, the Major Projects Executive, and the Leader and Cabinet Members for Finance and Commercial Services and Economic Development & Regeneration.

### **Recommendation to Council**

(i) To make an allocation in the 2018/2019 and 2019/2020 Capital Programme to fund the delivery of the infrastructure works, as detailed in Paragraph 20 of the report; and

(ii) so far as is necessary, to delegate authority to enter into such contracts as are required to provide infrastructure to the Ashwells site, as described in the report, to the Corporate Director, in consultation with the Head of Finance and Commercial, District Solicitor, the Major Projects Executive and the Leader and Cabinet Members for Finance and Commercial Services and Economic Development & Regeneration.

## **60 FILE ON ACTION TAKEN UNDER EXEMPT DELEGATED POWERS**

Cabinet received the following files on exempt actions taken under delegated powers:

Community  
Economic Development and Regeneration

C - 9/17  
EDR - 54-58/17

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Chairman

**The following officers were in attendance at the meeting:**

Ian Hunt - Democratic Services Manager  
Peter Druce - Democratic Services  
Dave Anderson - Interim Corporate Director

# Agenda Item 4.

## REVENUE BUDGET, CAPITAL PROGRAMME AND COUNCIL TAX SETTING 2018/19

**Cabinet Member:** Councillor David Watson

**Wards Affected:** All

**Officer contact:** David Skinner      Email: David.Skinner@wycombe.gov.uk

### Recommendations

The Cabinet is requested to recommend to the Council to:

#### Revenue Budget

- (a) Set the Council Tax requirement for the Council of £9.327m for 2018/19;
- (b) Approve the base estimates for 2018/19 as shown in paragraph 31 with further details in Appendix A;
- (c) Approve the repairs and renewals fund programme totalling £0.526m for 2018/19 (Appendix B);
- (d) The Higginson Park Trust budget for 2018/19 as set out in Appendix C;
- (e) The Special Expenses budgets for High Wycombe Town Committee for 2018/19 totalling £0.376m (Appendix D);
- (f) The Special Expenses estimate for West Wycombe closed churchyard for 2018/19 totalling £3,200, set out at Appendix E,
- (g) Note the Fees and Charges schedule for 2018/19 as set out in Appendix F;
- (h) Note that this budget paper, when approved by Council will form part of the Medium Term Financial Plan and
- (i) Approve the statement by the Chief Finance Officer regarding the robustness of the budget estimates and level of reserves as set out in Appendix G.

#### Council Tax

- (j) Increase the Council Tax for a Band D property by £5 to £136.99 for 2018/19. All the seven options for Council Tax as detailed in paragraph 53 were considered before making the decision.
- (k) That the Council pays to each Parish Council and Special Expenses a share of the Council Tax Support grant necessary to mitigate the projected impact of the reduction to their respective Council Tax Base following the introduction of Council Tax Support. In 2018/19 at a total cost of £94k.

## Capital Programme

- (l) Approve the 2018/19 Capital Programme of **£45.358m** as detailed in Appendix H;
- (m) Note the expected capital receipt schedule as detailed in Appendix I; and
- (n) Note future capital programme from 2018/19 to 2022/23 totalling **£135.289m**. This is to recognise the actions already taken and support further actions to ensure that the programme is affordable and is adequately resourced to deliver.

## Budget Task and Finish Group

- (o) To note the recommendations from the Budget Task and Finish group and proposed responses as set out at Appendix J.

## Reason for Decision

The preparation of the budget is the final stage of the annual business planning cycle leading to the approval of the Council Tax for the forthcoming financial year. There is a statutory requirement to set a balanced budget. Approval of the revenue estimates and capital programme constitutes authority for incurring of expenditure in accordance with approved policies.

### Corporate Implications

The financial implications are integral part of this report.

Section 31A of the Local Government Finance Act 1992 requires billing authorities to calculate their council tax requirements in accordance with the prescribed requirements of that section. This requires consideration of the authority's estimated revenue expenditure for the year in order to perform its functions, allowances for contingencies in accordance with proper practices, financial reserves and amounts required to be transferred from general fund to collection fund.

## Executive Summary

1. The draft revenue budget presented to December Cabinet had a funding gap of £0.130m. Further work has been carried out to identify savings of £0.130m to balance the remaining funding gap. This represents the commitment of Council to deliver sustainable savings while protecting and continuing to invest in service delivery. This reflects the robust and proactive financial planning taken by the Council in light of continuing cuts to government funding for local government, alongside a growing population driving an ever increasing demand for locally provided services.



2. This report sets out the final revenue budget and capital programme proposals for 2018/19 following extensive work with Budget Holders and Cabinet Members. Within the budget proposals there are some areas of uncertainty and risk which are set out in the body of the report.
3. The Medium Term Financial Plan (MTFP) has been updated to reflect the impact of these budget proposals and is summarised in the table below. A full review of the MTFP will be carried out and reported to Cabinet in Summer 2018

MTFP Projections	2019/20	2020/21	2021/22	2022/23	2023/24
	£m	£m	£m	£m	£m
Latest	0.185	0.628	0.718	1.009	1.673
February 2017	0.440	1.104	1.262	1.250	1.859

## Background

4. The budget for 2018/19 has been prepared in line with the Council's Corporate Plan and the Medium Term Financial Plan. The vision of the Council is to be economically strong and the place to live, work and visit. This vision is supported by four key priorities as detailed below:
  - Place – Great place to be
  - People – Strong Communities
  - Prosperity – Growth and Prosperity
  - Progress – Efficient and Effective
5. The 2018/19 budgets have been produced to ensure that the Council maintains a sustainable financial position.
6. There has been a series of budget briefings and planning meetings throughout the budget cycle involving Portfolio Holders, members of the Council's leadership team, Heads of Services, Budget Managers and Finance Team. In addition, there have been briefings for Budget Task and Finish group during September and October, during which Members considered the 2017/18 forecast outturn position and the impact on 2018/19 budgets.

## The 2017 Local Government Finance Settlement

7. On 19 December 2017, the Secretary of State for the Department for Housing, Communities and Local Government, Rt. Hon. Sajid Javid MP, made a statement to Parliament on the provisional Local Government Finance Settlement 2018/19.
8. There were no surprises as this settlement was very much a follow on from December 2015, in which central government offered a four-year funding agreement (to 2019/20).
9. The main changes announced as part of the 2018/19 provisional settlement are set out below:-
  - **Local Government Funding Reform** - The government has published the consultation paper "Fair funding review: a review of relative needs and resources". The result of the review will be introduced in 2020/21.

- The Secretary of State also confirmed that there will be a business rates baseline reset in 2020/21 and, from 2020/21, business rates retention will be at 75% (with existing grants, including RSG and Public Health Grant incorporated into business rates retention).
- **Council Tax** – There has been an increase to the referendum limit for Council Tax from 2% to 3% to reflect the level of inflation.
- **Business Rates Pilots** - in September 2017, the government invited authorities to bid for pilot status in 2018/19. Following a competitive process, 10 areas have been successful with their applications.
- **New Homes Bonus** - the 2018/19 allocations have been announced, there have been no changes to the threshold (at 0.4%) or the eligibility of properties to qualify for the funding.
- **Rural Services Delivery Grant** – The 2018/19 funding has been increased from £50m to £65m.
- **Top Up/Tariff Adjustments** – A consultation will take place in Spring 2018 regarding the current £153m in negative RSG that remains in the 2019/20 funding allocations.
- **Revaluation 2017** - Within the business rates retention system, the NNDR baseline and top up/tariff amounts have been amended to reflect Revaluation 2017. The adjusted amounts are intended to make changes in Rateable Value revenue neutral for individual authorities; with changes to authorities' NNDR Baseline (and therefore tariff/top up) being equal and opposite to the forecast change in the ability to raise business rates locally.

10. The updated National Core Spending Power figures for the period 2015/16 to 2019/20 shows an increase of 1.5% for 2018/19 and an overall increase for the period 2016/17 to 2019/20 of 2.1%. This increase is mainly represented by higher forecast increases to Council Tax revenue due to the increase in the referendum limit to 3%.

11. The largest source of central government funding is the Settlement Funding Assessment (SFA) which consists of two funding streams: Business Rates Retention and Revenue Support Grant (RSG). Nationally, the total amount of SFA paid out by government to local authorities will reduce by 5.70% in 2018/19 down to £15.824bn. Continued reduction is planned for the final year of the four-year settlement, which will reduce the annual amount of SFA paid to £14.7bn for 2019/20, an aggregate reduction of 22% for the period 2016/17 and 2019/20.

### **Settlement Funding Assessment for Wycombe**

12. The Council benefits from two elements of funding within the Local Government Finance Settlement (which together comprise the Settlement Funding Assessment (SFA)):

- Revenue Support Grant (RSG)
- Baseline Funding (the guaranteed element of Business Rates Retention)

13. The provisional **Revenue Support Grant** for 2018/19 is £0.117m, a reduction of £0.518m (82%) from the £0.635m received in 2017/18. The trend of reducing RSG continues for the Council, down to 0 in 2019/20.
14. **Baseline Funding** is funded by Central Government through redistributed Business Rates, and the amount is determined by Government's assessment of need within Wycombe. The provisional settlement for 2018/19 is £3.219m compared to £3.125m in 2017/18.
15. Baseline Funding is part of the Government's Business Rates Retention Scheme, which is designed to incentivise local authorities to grow their local economy by enabling them to share in any increase in Business Rates income (i.e. growth in the tax base). However, under the terms of the Scheme, the reverse is also true, i.e. that local authorities must absorb a portion of the lost business rates income arising from a contraction in the tax base. Government has capped at 7.5% (£0.242m) the income that can be lost to councils from their Baseline Funding as a result of a reduced tax base. This cap is known as the 'Safety Net'.
16. There is currently a significant backlog of Business Rates valuation appeals that have been submitted by businesses across the country, including within Wycombe. The Valuation Office (VOA) is responsible for adjudicating on these appeals. Based on historical data, there is a risk that a high number of these backlogged appeals will be upheld, and that consequently Business Rates reductions will be granted to a sufficiently high number of businesses to reduce the Wycombe tax base below the 7.5% Safety Net. However, the trend for the last three years' has been a surplus over the baseline. Based on the historical trend and the uncertainty around the appeals decisions, the 2018/19 Budget assumes that the level of Business Rates grant will be at the baseline funding level.
17. As expected under the four-year settlement, the year on year reduction to the Council's **Settlement Funding Assessment** in 2018/19 is 11.3% (£0.424m) rising to 15.2% (£0.508m) in 2019/20, i.e. the remaining period of the four-year settlement. In both cases this is a significantly higher reduction than the national average for district councils, which is 7.9% for 2018/19 and 14.9% for 2019/20.
18. The reason Wycombe's SFA reduction is high relative to the district council average is that grant reductions within the four-year settlement were based on Government's assessment of each council's **Core Spending Power**. This methodology ensures that the grant reduction for each council also takes into account the amount that a council can raise locally, i.e. through Council Tax and New Homes Bonus.
19. In 2018/19, the core spending power forecasts Wycombe can generate more income locally through Council Tax, therefore, within the government's context of Core Spending Power, Wycombe can absorb a greater reduction in government funding than most district councils.

## Key Funding Streams

### New Homes Bonus

20. The provisional NHB allocation for Wycombe in 2018/19 has been announced as £1.560m. This is £0.747m less than the £2.308mm received in 2017/18. From the total receipt only £0.875m is used for revenue budget to support the service provision. The remaining £0.685m will be used to fund the capital programme.
21. The revised means of allocating NHB were announced as part of the Local Government Finance Settlement in December 2016. The key changes announced for the allocation model are:
- A move to 5-year payments from 2017/18 and then to 4-year payments from 2018/19;
  - The introduction of a national baseline of 0.4% growth, below which no NHB will be paid – i.e. Local Authorities will only receive NHB for growth in the number of dwellings above 0.4%. Government has reserved the right to revisit this baseline annually; and
  - Government retained the option of making adjustments to the baseline in 2018/19 and future years in the event of significant and unexpected housing growth.
22. A further consultation took place in Autumn 2017 at the approach of linking a reduction in the Bonus to the number of homes granted on appeal. The outcome of this consultation is still awaited.
23. Over the medium-term (2019/20 to 2022/23), based on current forecast housing growth within the district, will result in total funding of £5.3m. This funding has been incorporated within the Medium Term Financial Plan on the assumption that the Council will continue to use only £0.875m per annum of NHB to support the provision of General Fund services, with the remainder being used to support delivery of the Capital Programme.

### Council Tax

24. The council share of the Council Tax for a Band D property has increased by £5 to £136.99 for 2018/19. The approved taxbase for 2018/19 is 68,084 based on a collection rate of 98.2%. This is net increase of 945 (1.4%) equivalent band D properties from 67,139.
25. The Council Tax requirement for 2018/19 is calculated as £9.327m.
26. The income due from Council Tax goes into the Collection Fund. Throughout the year the actual number of properties (as well as allowances for exemptions, discounts or appeals) inevitably varies from the figure estimated at the start of the year. This leads to a change in the amount of Council Tax due, and therefore a surplus or deficit on the Collection Fund.
27. The 2017/18 outturn is an estimated surplus of £2.404m approved by December 2017 Cabinet. This position has arisen primarily due to an increase in the number of new properties built, coupled with a decrease in the

requirement for Council Tax Support. This surplus is shared between the Major Preceptors, i.e. the County Council, the Thames Valley Police, the Fire Authority and the District Council, in proportion to their precepts for the year. The Council's share of the surplus is £0.261m as summarised in the table below:-

	£m
Buckinghamshire County Council	1.801
Buckinghamshire & Milton Keynes Fire Authority	0.090
Thames Valley Police	0.252
Wycombe District Council	0.261
<b>Total</b>	<b>2.404</b>

## Revenue Budget 2018/19

28. Development of the 2018/19 budget builds upon the 2017/18 budget and therefore the current monitoring position provides a useful context and manages many of the same challenges to be expected in the new financial year. In addition, progress towards delivery of existing savings targets is of vital importance in considering both the feasibility of future savings initiatives and the potential need to identify alternative measures where planned savings cannot be secured.

29. The movement from the 2017/18 baseline to the 2018/19 budget requirement is summarised in the following table, which reflects the current position and incorporating movements since the budget was agreed in February when the funding gap for 2018/19 was estimated to be £0.273m. Explanation of the significant adjustments are detailed in paragraph 30.

Budget Requirement	Movement £m	2018/19 Budget Requirement £m
<b>Funding Sources</b>		
Council Tax	-0.465	-9.327
Collection Fund Surplus	-0.018	-0.261
Business Rates	-0.016	-3.225
Revenue Support Grant	0.518	-0.117
New Homes Bonus	-0.685	-1.56
<b>Total Resources</b>		<b>-14.490</b>
<b>Budget Requirement</b>		
Budget Requirement 2017/18		13.824
Inflation Pay	0.281	
Inflation Price	0.261	
New Growth/Cost Pressures	2.713	
New Savings/Income	-3.027	
Corporate Items	0.438	0.666
<b>Budget Requirement 2018/19</b>		<b>14.490</b>
<b>Funding Gap</b>		<b>0.000</b>

30. Explanation of significant movements and main assumptions are detailed below:

- a. **Business Rates and Revenue Support Grant (RSG):** The movement reflects the four year settlement which Council has signed up to. Due to the overall government funding cuts, there is a significant reduction in RSG of 82% resulting in a decrease of £0.518m.
- b. **Pay Inflation:** This is assumed at 2.2% (National pay rise and scale point movement).
- c. **Price Inflation:** Overall price inflation has not been allocated to budgets and services are expected to manage any increase through general efficiency. However, the following items were inflated as detailed below:
  - i. Utilities 5%
  - ii. Business Rates as per the 2017 valuations
  - iii. Major contract inflation as per the contract agreement
- d. **New Growth and Cost Pressures:** The total new growth is £2.713m. The significant items are summarised below:-
  - i. Youth Peer Monitoring Project - £0.060m.
  - ii. Rental Income - £0.224m, resulting from cyclical rent reviews of the investment portfolio.
  - iii. Economic Development - new post to deliver the strategy £0.055m.
  - iv. Car Parks – Investment in repairs, maintenance and security provision of £0.103m to secure and maintain facilities to secure strong and vibrant local economy
  - v. Waste Recycling Credits – this is expected to decrease by £0.065m due to decrease in tonnage resulting from light weight packaging and increasing digital media.
  - vi. HMO Licencing pilot – increase in staffing cost of £0.100m to carry out additional pilot area pending new legislation.
  - vii. Homelessness prevention work funded from grant £0.273m.
  - viii. Information Technology – Investment in software costs due to upgrade and IT support costs totalling to £0.150m.
  - ix. Cleaning Contract – The cost of £0.096m is offset by compensating savings
  - x. The cost of the planning transformation project and delivery of local plan approved by June 2017 Cabinet of £0.588m to deliver the Local plan and ‘Fit for Competition’.
  - xi. Temporary Accommodation housing subsidy – Reduction of subsidy amounting to £0.130m
- e. **New Savings/Income:** The total new savings/income is £3.368m. The significant items are summarised below:-
  - i. Grounds Maintenance winter works - £0.060m
  - ii. Rental income of £0.573, this includes Sword House rental income of £0.420m realigned from the balance sheet to income and expenditure.
  - iii. Car park income – There is no increase in car parking charges, however the increase of £0.170m matches the levels achieved in 2017/18.
  - iv. HMO Licence fees – new income from the pilot scheme of £0.050m

- v. Cleaning Contract – Savings of £0.099m from Staffing and supplies and services cost following outsource of cleaning services.
  - vi. Planning Fees – A total increase in fees of £0.320m due to increase in activity/in fees.
  - vii. Insurance Premium savings of £0.050m
  - viii. Additional legal income from recovery of costs £0.057m.
  - ix. Recharges to capital projects £0.247m.
  - x. Management Fee income from the leisure contract £0.239
  - xi. Partnership working savings of £0.079m
  - xii. Reduction in contingency from £0.650m to £0.540m
  - xiii. Specific **Government Grants**
    - Homelessness Prevention: The Council has been awarded £0.273m ring fenced grant for Homelessness Prevention. This will be used for the prevention work which will assist in managing the demand on the service and the associated cost of Bed and Breakfast.
    - Government Capacity Funding: The Council has been awarded £0.161m for 2018/19. There will be match funding of £0.066m from the council. These funds will be used to deliver the Local plan in relation to Princes Risborough.
- f. **Corporate Items**: Net increase of £0.438m, resulting mainly from realigning Treasury Income and Capital Financing budgets from balance sheet to revenue, and movement on contribution to reserve offset by Revenue Contribution to Capital Outlay.

31. The 2018/19 budget summary is shown in the table below. Further analysis of movement by portfolio holder is attached at appendix A.

2018/19 Budget Summary by: Portfolio Holder	Net Approved Budget	Growth/(Savings)		Draft Net Budget
	2017/18 £m	Inflation £m	Other £m	2018/19 £m
Community	3.710	0.019	-0.731	2.998
Youth	0.000	0.000	0.078	0.078
Major Projects, Estates & Economic Development	-3.777	0.059	-0.520	-4.238
Environment	6.248	0.221	0.045	6.514
Housing	2.424	0.026	0.107	2.557
HR, ICT & Shared Support Services	1.353	0.042	-0.765	0.630
Leader	2.572	0.044	0.013	2.629
Planning & Sustainability	3.310	0.069	0.055	3.434
Finance	2.196	0.062	0.170	2.428
<b>Net Cost of Services</b>	<b>18.036</b>	<b>0.542</b>	<b>-1.548</b>	<b>17.030</b>
Interest Receipt	0.000		-0.539	-0.539
Capital Financing Charges	-2.383		0.190	-2.193
Net movement to/(from) Earmarked Reserves	-1.938		1.351	-0.587
Revenue Contribution to Capital Outlay	0.000		0.685	0.685
Payment to Parishes	0.109		-0.015	0.094
<b>Budget Requirement</b>	<b>13.824</b>	<b>0.542</b>	<b>0.124</b>	<b>14.490</b>
Funded by:				
Collection Fund Surplus	-0.243		-0.018	-0.261
Business Rates	-3.209		-0.016	-3.225
Revenue Support Grant	-0.635		0.518	-0.117
New Homes Bonus	-0.875		-0.685	-1.560
<b>Net Expenditure before Council Tax</b>	<b>8.862</b>	<b>0.542</b>	<b>-0.077</b>	<b>9.327</b>
Council Tax Base	67,139			68084
Council Tax Band D	£131.99			136.99
<b>Demand on the Collection Fund</b>	<b>-8.862</b>		<b>-0.465</b>	<b>-9.327</b>

## Fees and Charges

32. Fees and charges represent an important source of income, providing finance to assist in achieving the Council's objectives.

33. The policy framework provides guidance to Managers in setting appropriate levels of fees and charges, taking into account client groups and corporate objectives, and to provide for regular reviews of fees and charges within the overall service and financial planning process.

34. Incorporating the review of fees and charges formally into the service and planning process will also permit consideration of cross-cutting issues and impacts in the context of wider policy considerations.



35. The proposed Fees and Charges for 2018/2019 are set out by portfolio at Appendix F.

## Capital Programme

36. The programme presented is developed for 2018/19, and the 5 year programme represents the ongoing commitments of the existing and future programme. The longer term capital programme aspirations are significant. The Council continues to develop the future programme of investments to deliver corporate priorities and to ensure that it is affordable within the financial envelope.

37. The capital strategy to deliver Council's vision is:

- **Regeneration and Infrastructure**, by investing in our assets in such a way that not only delivers regeneration and growth in a sustainable way, but also generates annual revenue to support our services to the public.
- **Cohesive Communities**, ensuring activity is prioritised accordingly, with robust delivery plans in place, enabling delivery on time and at value, for example use Community Infrastructure Levy (CIL) to invest in the area to improve infrastructure and reflect the growing needs locally.
- **Value for Money Services** ensuring external funding is leveraged, especially for development, which will maximise the financial envelope available for major projects such as Accelerated Construction Fund for development (unlock housing and jobs growth).

38. The programme sets out how the Council will spend **£45.358m** in 2018/19 and **£150.739m** across five years from 2018/19 to 2022/23. This budget proposes greater capital investment across areas such as economic Development & Regeneration, Planning and Sustainability, Housing supply and other externally funded projects

## New Capital Commitments

39. The table below summarises the Capital Programme. Programme detailing individual scheme is presented at Appendix H.

2017/18 Latest Budget £m	Draft Capital Programme	2018/19 Budget £m	2019/20 Aspiration £m	2020/21 Aspiration £m	2021/22 Aspiration £m	2022/23 Aspiration £m	Total £m	Programme Total (including 2017/18) £m
0.128	Community	2.111	2.012	0.145	0.145	0.145	4.558	4.686
9.657	Economic Development & Regeneration	17.856	9.675	2.000	2.000	2.000	33.531	43.188
1.210	Planning & Sustainability	0.047	15.000	15.000	15.000	-	45.047	46.257
2.095	Housing	5.038	3.366	3.366	0.800	0.800	13.370	15.465
0.029	Leader	0.463	-	-	-	-	0.463	0.492
0.912	HR, ICT & Customer Services	1.148	1.298	0.608	0.498	0.623	4.175	5.087
	Capital Overview		-0.618	-14.832			-15.450	-15.450
3.146	funding CIL, S106, HIF, LGF and other external	18.695	6.461	10.234	11.015	3.190	49.595	52.741
<b>17.176</b>	<b>Grand Total</b>	<b>45.358</b>	<b>37.194</b>	<b>16.521</b>	<b>29.458</b>	<b>6.758</b>	<b>135.289</b>	<b>152.465</b>

40. The following table summarises the movement of the capital programme since it was last approved by the cabinet in March 2017

2017/18 £m		2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m	Total including 2017/18 £m
16.985	Approved by March 2017 Cabinet	3.511	1.185	0.000	0.000	0.000	4.696	21.681
-0.865	Reprofiling	0.000	0.865	0.000	0.000	0.000	0.865	0.000
1.056	New Schemes approved during the year	16.881	7.137	0.000	0.000	0.000	24.018	25.074
0.000	New Bids	24.966	28.625	31.353	29.458	6.758	121.160	121.160
0.000	Capital Overview	0.000	-0.618	-14.832	0.000	0.000	-15.450	-15.450
17.176	Revised Programme February 2018	45.358	37.194	16.521	29.458	6.758	135.289	152.465

41. The Local Plan – looking forward to 2033 – has been approved by Cabinet and Council, and it is planned to submit it to the Government by the end of March 2018 for its examination. What is clear, however, is the growth agenda that has now been firmly established is not a short term blip, but a long term trend. With housing requirements remaining high, and in a constrained District, finding suitable land for development is likely to require active public sector intervention. The Council also has ambitions in terms of the economic development of the District.

42. The Council may prefer – through borrowing – to acquire sites on an opportunistic basis when they become available to the market, and then hold them – possibly for many years – for future redevelopment. In the current market conditions, the potential costs of such borrowing is approximately 5% per annum of the principal amount borrowed.

43. Such purchases would have to have existing uses that would service any loan. If the principle is agreed, further work will need to be undertaken to identify the locations of any such investment activity.

### Capital Funding forecast

44. The table below summarises various funding sources

2017/18 Forecast £m	Funding	2018/19 Estimate £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m	2022/23 Estimate £m	Total £m	Total including 2017/18 £m
-3.946	Grants & Contributions	-19.495	-7.261	-6.189	-4.115	-3.990	-41.050	-44.996
-13.230	Capital Receipts	-20.720	-9.000	-9.800	-5.000	-2.768	-47.288	-60.518
0.000	Revenue Financing	-5.143	-20.933	-0.532	-0.304	0.000	-26.912	-26.912
0.000	Borrowing	0.000	0.000	0.000	-20.039	0.000	-20.039	-20.039
-17.176	Total	-45.358	-37.194	-16.521	-29.458	-6.758	-135.289	-152.465

45. **Capital Receipts** – The capital expenditure will be funded from various sources, the major elements being Capital Receipts of **£60m** over 6 years, subject to external validation (Appendix I) and current balance of **£18.339m**.

46. **Community Infrastructure Levy (CIL)** – allows Councils to charge a levy on specified development that is ring fenced to fund additional infrastructure to support the development of the area. The levy can be used to address the

impacts of development by funding infrastructure that the Council and local communities support.

47. The Council currently receives approx. £3m per year in CIL income. September 2016 Cabinet approved a 'broad allocation' of CIL to 2020 with 80% of CIL being prioritised for the broad category of physical and green infrastructure and 20% being prioritised for social infrastructure (school places and health). These broad allocations have followed through with previous and proposed funding allocations of projects in the capital programme such as the continued implementation of the HW Town Centre Masterplan; access improvements to Cressex and Globe Park business parks; contribution for the proposed upgrade to the Marlow Branch Line to allow increased frequency; additional secondary school places; and adaptations and extensions to local GP surgeries.
48. **Capital Grants and Contributions** - The budget also includes **£23.5m** of government grants and contributions including the Disabled Facilities Grant (**£3.2m**) and Housing Infrastructure Fund (HIF) bids of **£12m** for the proposed Princess Risborough relief road and **£7.5m** for the realignment of Abbey Barn Lane. The Council await the announcement of the outcome from the HIF process. If the Princess Risborough bid is successful the Council will fund the balance of £2.7m as the projected costs of the project is £14.7m. The delivery of these projects will be reviewed if the applications are unsuccessful.

### **Capital Financing costs implications for the new proposals**

49. The council has built specific reserves to manage known financial liabilities and possible risks – as a good financial practice would dictate. However, with the increase in the capital programme, it is time to start considering borrowing with the associated borrowing costs and the impact on the Council tax. Based on the five year capital programme it is expected that the council may require borrowing of c **£20m** to finance the programme in 2021/22. Based on the current programme and the funding profile, the revenue implications of borrowing would be approximately £1.100m per annum from 2021/22 onwards.
50. The capital expenditure is expected to be incurred based on the original bid at the onset. Any deviation from the original request will be subject to a change control process through the Cabinet for a formal approval.

### **Sustainable Community Strategy/Council Priorities – Implications**

51. The approval of the Council's budget is key to the delivery of the Council's Vision and Priorities.

### **Financial Risks**

52. The key financial risks relating to the 2018/19 budget are set out below
- Business Rates Income – The Council's funding from central government includes £3.225m from retained business rates (Funding Baseline). Since

April 2013 the Council carries 40% of the financial risk associated with the level of net income that is actually achieved in the year. If the total income received is less than the funding baseline then the amount of funding the Council can retain can be reduced by 7.5% (£0.242m).

- Council Tax Support - The Council set a discount scheme in 2013/14 designed to mitigate the projected shortfall in Council Tax Support grant it received from government. The Council together with other precepting bodies is responsible for the financial costs of any increase in take up for this discount and uncollected payments.
- Homelessness – Demand both nationally and locally for assistance is expected to continue to remain at high levels during 2018/19. Various prevention measures are put in place and increased levels of temporary accommodation which is more affordable. The impact of the welfare changes will also become increasingly more challenging for those at risk.
- HMO Licensing – New Legislation is expected during which it is anticipated will increase the number of properties that the Council will need to license, with 2 story buildings likely to be included in addition to 3 story plus. The financial implications cannot be assessed yet until more detail is published.
- Volatility of income streams from Car Parks, Planning and Commercial Rents.
- Risks around delivery and sustainability of the Capital Programme.

## Options

53. The Council has 6 options in relation to Council Tax for 2018/19 as follows:

- **0% Increase in Council Tax** as assumed in the Council's Medium Term Financial Plan and the basis of how the proposed budget for 2018/19 has been compiled.
- **Increase Council Tax by £5 per Band D Property (3.77%)** as assumed by Central Government's spending power reduction. This would increase the amount of Council Tax raised by £0.341m.
- **Increase Council Tax by £2.62 per Band D Property (1.99%)** which would generate an additional amount of Council Tax of £0.178m.
- **Increase Council Tax by £3.94 per Band D Property (2.99%)** which would generate an additional amount of Council Tax of £0.268m.
- **Increase Council Tax by an amount between £0 and £5 per Band D Property.**
- **Increase Council Tax by above £5 per Band D Property (3.77%)** and seek a referendum – this is not recommended.
- **Reduce the current level of Council Tax charge – this is not recommended** in light of the projected deficit position of £5.915m for the 5 year period to 2023/24 on the MTFP reported to 06 February 2017 Cabinet and known financial risks that the Council continues to face in the short term.

54. The Council has one of the lowest levels of Council Tax in England for a District Authority at £131.99pa (£2.54 per week) for a Band D property, which is also the lowest in Buckinghamshire.

### **Conclusions**

55. As the level of financial risk that the Council faces continues to increase, particularly given the changes to local government finance further saving programmes will need to be identified and the option of increasing the Council Tax needs to be considered to ensure that a balanced budget can be achieved over the period of the Medium Term Financial Plan going forward.

### **Background Papers**

56. 2017/18 Revenue Budget and Council Tax Setting report to Cabinet on 6 February 2017.

57. Draft Revenue Budget and Capital Programme reports to Cabinet on 18 December 2017

# Agenda Item 4. Appendix A

## APPENDIX A

2018/19 Budget Summary	Approved Budget	Movement	Draft Budget
	2017/18 £m		2018/19 £m
Funded by:			
Council Tax	-8.862	-0.465	-9.327
Collection Fund Adjustment Account	-0.243	-0.018	-0.261
Business Rates	-3.209	-0.016	-3.225
Revenue Support Grant	-0.635	0.518	-0.117
New Homes Bonus	-0.875	-0.685	-1.560
<b>Total available Funding</b>	<b>-13.824</b>	<b>-0.666</b>	<b>-14.490</b>
<b>Service Income</b>			
Government Grants	-47.081	-0.300	-47.381
Fees & Charges	-5.586	-0.282	-5.868
Planning Income	-1.254	-0.320	-1.574
Car Parking Income	-2.976	-0.169	-3.145
Rental Income	-6.370	-0.349	-6.719
Net Internal Recharges	-0.398	-0.011	-0.409
<b>Total Income</b>	<b>-63.665</b>	<b>-1.431</b>	<b>-65.096</b>
<b>Service Expenditure</b>			
Employees	14.466	-0.727	13.739
Premises Related Expenses	4.014	0.037	4.051
Supplies & Services	14.763	1.115	15.878
Housing Benefit Payments	45.535	0.000	45.535
Depreciation	2.923	0.000	2.923
<b>Total Expenditure</b>	<b>81.701</b>	<b>0.425</b>	<b>82.126</b>
<b>Net Cost of Services</b>	<b>18.036</b>	<b>-1.006</b>	<b>17.030</b>
<b>Corporate Items</b>			
Interest Receipt	0.000	-0.539	-0.539
Capital Financing Charges	-2.383	0.190	-2.193
Net movement to/(from) Earmarked Reserves	-1.938	1.351	-0.587
Revenue Contribution to Capital Outlay	0.000	0.685	0.685
Payment to Parishes	0.109	-0.015	0.094
<b>Budget Requirement</b>	<b>13.824</b>	<b>0.666</b>	<b>14.490</b>

Draft 2018/19 Budget	Approved Budget	Movement	Draft Budget
	2017/18		2018/19
Community	£m	£m	£m
<b>Service Income</b>			
Government Grants	-0.142	0.000	-0.142
Fees & Charges	-1.423	-0.240	-1.663
<b>Total Income</b>	<b>-1.565</b>	<b>-0.240</b>	<b>-1.805</b>
<b>Service Expenditure</b>			
Employees	1.225	0.024	1.249
Premises Related Expenses	1.514	-0.397	1.117
Supplies & Services	1.188	-0.099	1.089
Internal Recharge	0.815	0.000	0.815
Depreciation	0.533	0.000	0.533
<b>Total Expenditure</b>	<b>5.275</b>	<b>-0.472</b>	<b>4.803</b>
<b>Net Budget</b>	<b>3.710</b>	<b>-0.712</b>	<b>2.998</b>

Draft 2018/19 Budget	Approved Budget	Movement	Draft Budget
	2017/18		2018/19
Youth	£m	£m	£m
<b>Total Income</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Service Expenditure</b>			
Supplies & Services	0.000	0.078	0.078
<b>Total Expenditure</b>	<b>0.000</b>	<b>0.078</b>	<b>0.078</b>
<b>Net Budget</b>	<b>0.000</b>	<b>0.078</b>	<b>0.078</b>

Draft 2018/19 Budget Major Projects, Estates & Economic Development	Approved Budget	Movement	Draft Budget
	2017/18 £m		2018/19 £m
<b>Service Income</b>			
Fees & Charges	-0.255	0.000	-0.255
Rental Income	-6.340	-0.349	-6.689
<b>Total Income</b>	<b>-6.595</b>	<b>-0.349</b>	<b>-6.944</b>
<b>Service Expenditure</b>			
Employees	0.323	0.064	0.387
Premises Related Expenses	0.333	-0.176	0.157
Supplies & Services	0.749	0.000	0.749
Internal Recharge	1.038	0.000	1.038
Depreciation	0.375	0.000	0.375
<b>Total Expenditure</b>	<b>2.818</b>	<b>-0.112</b>	<b>2.706</b>
<b>Net Budget</b>	<b>-3.777</b>	<b>-0.461</b>	<b>-4.238</b>

Draft 2018/19 Budget Environment	Approved Budget	Movement	Draft Budget
	2017/18 £m		2018/19 £m
<b>Service Income</b>			
Fees & Charges	-1.402	0.047	-1.355
Car Parking Income	-2.976	-0.169	-3.145
<b>Total Income</b>	<b>-4.378</b>	<b>-0.122</b>	<b>-4.500</b>
<b>Service Expenditure</b>			
Employees	1.481	0.032	1.513
Premises Related Expenses	0.692	0.113	0.805
Supplies & Services	6.289	0.243	6.532
Internal Recharge	1.215	0.000	1.215
Depreciation	0.949	0.000	0.949
<b>Total Expenditure</b>	<b>10.626</b>	<b>0.388</b>	<b>11.014</b>
<b>Net Budget</b>	<b>6.248</b>	<b>0.266</b>	<b>6.514</b>



Draft 2018/19 Budget	Approved Budget	Movement	Draft Budget
	2017/18 £m		2018/19 £m
<b>Housing</b>			
<b>Service Income</b>			
Government Grants	-0.525	-0.315	-0.840
Fees & Charges	-0.695	-0.052	-0.747
<b>Total Income</b>	<b>-1.220</b>	<b>-0.367</b>	<b>-1.587</b>
<b>Service Expenditure</b>			
Employees	1.168	0.125	1.293
Premises Related Expenses	0.098	0.060	0.158
Supplies & Services	0.807	0.315	1.122
Internal Recharge	0.687	0.000	0.687
Depreciation	0.884	0.000	0.884
<b>Total Expenditure</b>	<b>3.644</b>	<b>0.500</b>	<b>4.144</b>
<b>Net Budget</b>	<b>2.424</b>	<b>0.133</b>	<b>2.557</b>

Draft 2018/19 Budget	Approved Budget	Movement	Draft Budget
	2017/18 £m		2018/19 £m
<b>HR, ICT &amp; Shared Support Services</b>			
<b>Service Income</b>			
Net Internal Recharges	-5.562	0.000	-5.562
<b>Total Income</b>	<b>-5.562</b>	<b>0.000</b>	<b>-5.562</b>
<b>Service Expenditure</b>			
Employees	2.966	-1.273	1.693
Premises Related Expenses	1.376	0.437	1.813
Supplies & Services	2.391	0.113	2.504
Depreciation	0.182	0.000	0.182
<b>Total Expenditure</b>	<b>6.915</b>	<b>-0.723</b>	<b>6.192</b>
<b>Net Budget</b>	<b>1.353</b>	<b>-0.723</b>	<b>0.630</b>

Draft 2018/19 Budget Leader	Approved Budget	Movement	Draft Budget
	2017/18 £m	£m	2018/19 £m
<b>Service Income</b>			
Fees & Charges	-0.359	-0.057	-0.416
Net Internal Recharges	-0.464	0.000	-0.464
<b>Total Income</b>	<b>-0.823</b>	<b>-0.057</b>	<b>-0.880</b>
<b>Service Expenditure</b>			
Employees	2.033	0.113	2.146
Supplies & Services	1.362	0.036	1.363
<b>Total Expenditure</b>	<b>3.395</b>	<b>0.149</b>	<b>3.509</b>
<b>Net Budget</b>	<b>2.572</b>	<b>0.092</b>	<b>2.629</b>

Draft 2018/19 Budget Planning & Sustainability	Approved Budget	Movement	Draft Budget
	2017/18 £m	£m	2018/19 £m
<b>Service Income</b>			
Government Grants	0.000	-0.191	-0.191
Fees & Charges	-1.000	0.000	-1.000
Planning Income	-1.254	-0.320	-1.574
<b>Total Income</b>	<b>-2.254</b>	<b>-0.511</b>	<b>-2.765</b>
<b>Service Expenditure</b>			
Employees	3.169	0.019	3.188
Supplies & Services	0.459	0.616	1.075
Internal Recharge	1.936	0.000	1.936
<b>Total Expenditure</b>	<b>5.564</b>	<b>0.635</b>	<b>6.199</b>
<b>Net Budget</b>	<b>3.310</b>	<b>0.124</b>	<b>3.434</b>

Draft 2018/19 Budget	Approved Budget	Movement	Draft Budget
	2017/18 £m		2018/19 £m
<b>Finance</b>			
<b>Service Income</b>			
Government Grants	-46.414	0.206	-46.208
Fees & Charges	-0.450	0.020	-0.430
Net Internal Recharges	-0.094	-0.010	-0.104
<b>Total Income</b>	<b>-46.958</b>	<b>0.216</b>	<b>-46.742</b>
<b>Service Expenditure</b>			
Employees	2.101	0.169	2.270
Supplies & Services	1.518	-0.153	1.365
Housing Benefit Payments	45.535	0.000	45.535
<b>Total Expenditure</b>	<b>49.154</b>	<b>0.016</b>	<b>49.170</b>
<b>Net Budget</b>	<b>2.196</b>	<b>0.232</b>	<b>2.428</b>

## Repairs and Renewals programme for 2018/19

Name	Priority	Reason	Amount	Comments
Institute Road Wall	High	H&S	£90k	It is estimated that a further £90k will be required in 2018/2019 to complete repair / rebuild.
Finings Road Car Park	High	Very poor condition	£45k	Expenditure depends on completion of works being undertaken by utilities company (not started)
Condition survey	High	Asset maintenance planning	£50K	Essential to improve knowledge of our assets condition. Includes CAD drawings (as appropriate).
Guildhall undercroft improvements	Med	Maintenance of listed building	£25k	Primarily lighting, repairs & decorations.
QVR: Door access control	Med	Proximity card based system upgrade	£16k	Improved flexibility & replacement of obsolete equipment
QVR: Council Chamber	Med	Refurbishment	£150k	Operational & amenity Improvements
Hill Top Community Centre	Med/ low	Poor condition of windows	£4k	Could be redecorated or replaced
EPC Surveys	Med / High	To complete statutory surveys in time for April 2018	£5k	Awaiting list of buildings to cover from Estates.
QVR general improvements	Med / low	To undertake works to maintain quality of office space following QVR 14	£15k	Annual allowance for each year.
QVR: Quiet room	low	Redecoration and finishes	£1k	Quiet/prayer room.
Rookery Gardens	low	Wall repairs	£0	Wall is dilapidated by our liabilities have yet to be established. <i>First call on the contingency fund provision.</i>
Contingency fund		Planned maintenance and statutory compliance issues.	£125k	To address the priorities identified from the condition survey.
<b>Total</b>			<b>£526k</b>	



<b>HIGGINSON PARK CHARITY (COURT GARDENS LEISURE COMPLEX) - SUBSIDY</b>				
<b>Cost Centre: CCBB07</b>				
<b>Estimates for the year ending 31st March 2019</b>				
<b>Responsible Officer:</b>		Elaine Jewell		
<b>Operational Manager:</b> Andy Sherwood				
<b>ACCOUNT</b>		<b>2016/2017</b>	<b>2017/18</b>	<b>2018/19</b>
<b>CODE</b>	<b>SUBJECTIVE HEADING</b>	<b>ACTUAL</b>	<b>FORECAST</b>	<b>BUDGET</b>
		<b>£</b>	<b>OUTTURN</b>	<b>£</b>
			<b>£</b>	
	<i>Premises Related Expenses</i>			
B001	Repairs and Maintenance	2,200	5,000	5,000
B301	Maintenance to Grounds	10,200	10,000	10,000
B360	Treework	7,800	5,000	5,000
B401	General Maintenance	0	0	0
B415	Car Park Maintenance	7,600	8,000	8,000
B704	Gas	0	0	0
B731	Rent of Car Park Spaces	14,300	14,300	14,300
B737	Council Tax void	0	1,300	1,300
B740	Water Charges	0	0	0
	<i>Supplies and Services</i>			
D461	Fees	0	8,000	4,200
D471	Phone Charges	0	0	0
D781	Moorage	1,600	1,600	1,600
D471	Bank Charges	0	0	0
D899	Other Expenditure	0	0	0
D947	Maintenance of Skatepark	910	1,300	1,300
	<b>GROSS CONTROLLABLE EXPENDITURE</b>	<b>44,610</b>	<b>54,500</b>	<b>50,700</b>

**HIGGINSON PARK CHARITY**

**HIGGINSON PARK CHARITY (COURT GARDENS LEISURE COMPLEX) - SUBSIDY**

**Cost Centre: CCBB07**

**Estimates for the year ending 31st March 2019**

**Responsible Officer:** Elaine Jewell

**Operational Manager:** Andy Sherwood

<b>DETAIL CODE</b>	<b>SUBJECTIVE HEADING</b>	<b>2016/2017 ACTUAL £</b>	<b>2017/18 FORECAST OUTTURN £</b>	<b>2018/19 BUDGET £</b>
	<i>Income</i>			
K030	Management Fee	(55,000)	(131,600)	(151,100)
L301-2	Car Parking Charges	(60,400)	(57,000)	(57,000)
L760	Mooring	(3,400)	(4,300)	(4,300)
L790	Fairs	(3,000)	(3,500)	(3,500)
L799	Other Outdoor Activities	(1,300)	(800)	(800)
M529	Other Rental	(74,600)	(74,600)	(74,600)
M540	Wayleaves (Right of Way)	(2,700)	(2,000)	(2,000)
M550	Concessions	(6,200)	(6,200)	(6,200)
M560	Catering Concession	(72,000)	(73,300)	(73,300)
P798	Other Income	(2,700)	(800)	(800)
P732	Insurance Premiums	(1,700)	0	(1,200)
	<b>TOTAL CONTROLLABLE INCOME</b>	<b>(283,000)</b>	<b>(354,100)</b>	<b>(374,800)</b>
	<b>NET CONTROLLABLE INCOME</b>	<b>(238,390)</b>	<b>(299,600)</b>	<b>(324,100)</b>
H001	<i>Recharges</i>			
	<i>IR006</i> Queen Victoria Road	0	0	0
	<i>IR009</i> Maintenance to Grounds	45,200	28,900	28,900
	<i>IR012</i> Property Insurance	49,000	20,000	20,000
	<i>IR028</i> IT Non Staff	0	0	0
	<i>IR037</i> Central Support	58,000	62,000	60,900
	<i>IR038</i> Group Management	47,000	51,000	50,000
B799	Repairs & Renewals	47,200	37,930	40,000
J010	Depreciation & RCCO	162,000	246,770	266,000
	<b>NET BUDGET</b>	<b>170,010</b>	<b>147,000</b>	<b>141,700</b>
	CHARGE TO RESTRICTED FUNDS	162,000	147,000	141,700
	<b>PROJECTED (SURPLUS) / DEFICIT</b>	<b>8,010</b>	<b>0</b>	<b>0</b>

# Agenda Item 4. Appendix D

## Appendix D

HIGH WYCOMBE TOWN AREA					
Estimates for the year ending 31st March 2019					
SUMMARY					
2016/17 Net Actual £	2017/18 Net Forecast £		2018/19 Gross Expenditure £	2018/19 Income & Credits £	2018/19 Net Expenditure £
<b>SPECIAL EXPENSES</b>					
102,998	171,600	Recreational Grounds (Local)	174,200	(6,700)	167,500
8,618	51,300	Allotments	38,300	0	38,300
107,232	182,100	High Wycombe Cemetery	299,000	(132,600)	166,400
636	3,200	Footway Lighting and Bus Shelters	2,700	0	2,700
28,000	28,000	Financial Assistance to Vol Groups	20,500	0	20,500
3,000	3,000	Town Twinning	3,000	0	3,000
3,850	20,000	Community Grants/Financial Assistance	20,000	0	20,000
2,140	1,700	War Memorial	1,700	0	1,700
42,747	0	Feasibility Study Castlefield	0	0	0
<b>299,220</b>	<b>460,900</b>	<b>Total Special Expenses</b>	<b>559,400</b>	<b>(139,300)</b>	<b>420,100</b>
(11,722)	(13,500)	Capital charges credit			(11,700)
(5,768)	(4,600)	Interest on balances			(4,600)
(38,434)	(31,700)	Council Tax Support Contribution (CTS Grant)			(27,428)
<b>243,296</b>	<b>411,100</b>	<b>Total including Interest, Capital Charges and CTS</b>	<b>559,400</b>	<b>(139,300)</b>	<b>376,372</b>
0	0	Queensway Cemetery Phase 1			404,000
<b>243,296</b>	<b>411,100</b>	<b>Net spending for year</b>			<b>780,372</b>
(801,123)	(933,611)	Balance b/f			(898,501)
243,296	411,100	Net Spending for the year			780,372
(375,784)	(375,990)	Collection Fund precept (Based on £17.12 Band D rate)			(388,107)
<b>(933,611)</b>	<b>(898,501)</b>	<b>Balance c/f</b>			<b>(506,236)</b>
<b>SUBJECTIVE SUMMARY</b>					
2016/17 Actual £	2017/18 Budget £			2018/19 Budget £	
<b>Income</b>					
(137,110)	(111,500)	Fees and Charges			(139,300)
<b>Total Income</b>					
<b>Expenditure</b>					
38,713	38,600	Employees			39,500
279,598	310,400	Premises Related Expenses			320,800
79,387	64,700	Supplies & Services			56,800
26,910	145,200	Management Overheads			130,600
11,722	13,500	Depreciation			11,700
<b>299,221</b>	<b>460,900</b>	<b>Total Expenses</b>			<b>420,100</b>
<b>Corporate Items</b>					
(11,722)	(13,500)	Capital Financing Adjustment			(11,700)
(5,768)	(4,600)	Interest on balances			(4,600)
(38,434)	(31,700)	Council Tax Support Contribution (CTS Grant)			(27,428)
<b>243,296</b>	<b>411,100</b>	<b>Total Corporate Items</b>			<b>376,372</b>
0	0	Queensway Cemetery Phase 1			404,000
<b>243,296</b>	<b>411,100</b>	<b>Net spending for year</b>			<b>780,372</b>
(801,123)	(933,611)	Balance b/f			(898,501)
243,296	411,100	Net Spending for the year			780,372
(375,784)	(375,990)	Collection Fund precept (Based on £17.12 Band D rate)			(388,107)
<b>(933,611)</b>	<b>(898,501)</b>	<b>Balance c/f</b>			<b>(506,236)</b>



<b>ST LAWRENCE CLOSED CHURCHYARD SPECIAL EXPENSE</b>					
<b>Estimates for the year ending 31st March 2019</b>					
<b>SUMMARY</b>					
<b>2016/17 Net Actual £</b>	<b>2017/18 Net Forecast £</b>		<b>2018/19 Gross Expenditure £</b>	<b>2018/19 Gross Income £</b>	<b>2018/19 Net Expenditure £</b>
3,200	3,200	Recreational Grounds (Local)	3,200		3,200
3,200	3,200	<b>Net spending for the year</b>	3,200	0	3,200

### Fees & Charges Schedule for 2018/19

#### Environment Fees and Charges

Description	Agreed charges 2017/18			Proposed charges 2018/19		
	Basic	VAT	Total	Basic	VAT	Total
	£	£	£	£	£	£
<b>FOOD SAFETY</b>						
Copy of Public Food Register	212.00	0.00	212.00	217.00	0.00	217.00
Highfield Qual Im 1 Award in Food Safety Awareness – Open Course	32.00	0.00	32.00	32.00	0.00	32.00
Highfield Qual Im 1 Award in Food Safety Awareness – In-hse Course (Weekday) 0-10 delegates	310.00	0.00	310.00	318.00	0.00	318.00
Highfield Qual Im 1 Award in Food Safety Awareness – In-hse Course (Weekday) additional delegates	17.00	0.00	17.00	17.00	0.00	17.00
Highfield Qual Im 1 Award in Food Safety Awareness – In-hse Course (Weekend) 0-10 delegates	420.00	0.00	420.00	430.00	0.00	430.00
Highfield Qual Im 1 Award in Food Safety Awareness – In-hse Course (Weekend) additional delegates	17.00	0.00	17.00	17.00	0.00	17.00
Highfield Qual Im 1 Award in Food Safety Awareness – Community In-hse Course (Weekday) basic course fee	140.00	0.00	140.00	143.00	0.00	143.00
Highfield Qual Im 1 Award in Food Safety Awareness – Community In-hse Course (Weekday) per delegate	28.00	0.00	28.00	28.00	0.00	28.00
Highfield Qual Im 1 Award in Food Safety Awareness – Community In-hse Course (Weekend) basic course fee	220.00	0.00	220.00	225.00	0.00	225.00
Highfield Qual Im 1 Award in Food Safety Awareness – Community In-hse Course (Weekend) per delegate	28.00	0.00	28.00	28.00	0.00	28.00
Highfield Qual Im 2 Award in Food Safety in Catering – Open Course	71.00	0.00	71.00	72.00	0.00	72.00
Highfield Qual Im 2 Award in Food Safety (Catering or Manufacturing) Training Courses – In-hse Course (Weekday – 1 Day Course) 0-10 delegates	720.00	0.00	720.00	738.00	0.00	738.00
Highfield Qual Im 2 Award in Food Safety (Catering or Manufacturing) Training Courses – In-hse Course (Weekday – 1 Day Course) additional delegates	17.00	0.00	17.00	17.00	0.00	17.00
Highfield Qual Im 2 Award in Food Safety (Catering or Manufacturing) Training Courses – In-hse Course (Weekday – 2 x ½ Day Course) 0-10 delegates	740.00	0.00	740.00	759.00	0.00	759.00
Highfield Qual Im 2 Award in Food Safety (Catering or Manufacturing) Training Courses – In-hse Course (Weekday – 2 x ½ Day Course) additional delegates	17.00	0.00	17.00	17.00	0.00	17.00
Highfield Qual Im 2 Award in Food Safety (Catering or Manufacturing) Training Courses – In-hse Course (Weekend – 1 Day Course) 0-10 delegates	840.00	0.00	840.00	861.00	0.00	861.00
Highfield Qual Im 2 Award in Food Safety (Catering or Manufacturing) Training Courses – In-hse Course (Weekend – 1 Day Course) additional delegates	17.00	0.00	17.00	17.00	0.00	17.00
Highfield Qual Im 2 Award in Food Safety in Catering Training Courses – Community In-hse Course (Weekday – 1 Day Course) basic course fee	205.00	0.00	205.00	210.00	0.00	210.00
Highfield Qual Im 2 Award in Food Safety in Catering Training Courses – Community In-hse Course (Weekday – 1 Day Course) per delegate	28.00	0.00	28.00	28.00	0.00	28.00
Highfield Qual Im 2 Award in Food Safety in Catering Training Courses – Community In-hse Course (Weekend – 1 Day Course) basic course fee	230.00	0.00	230.00	235.00	0.00	235.00

Description	Agreed charges 2017/18			Proposed charges 2018/19		
	Basic	VAT	Total	Basic	VAT	Total
	£	£	£	£	£	£
<b>FOOD SAFETY (Continued)</b>						
Highfield Qual Im 2 Award in Food Safety in Catering Training Courses – Community In-hse Course (Weekday – 2 x ½ Day Course) per delegate	28.00	0.00	28.00	28.00	0.00	28.00
Highfield Qual Im 2 Award in Food Safety in Catering Training Courses – Community In-hse Course (Weekday – 2 x ½ Day Evening Course) basic course fee	340.00	0.00	340.00	348.00	0.00	348.00
Highfield Qual Im 2 Award in Food Safety in Catering Training Courses – Community In-hse Course (Weekday – 2 x ½ Day Evening Course) per delegate	28.00	0.00	28.00	28.00	0.00	28.00
Highfield Qual Im 2 Award in Food Safety in Catering Training Courses – Community In-hse Course (Weekend – 1 Day Course) basic course fee	300.00	0.00	300.00	307.00	0.00	307.00
Highfield Qual Im 2 Award in Food Safety in Catering Training Courses – Community In-hse Course (Weekend – 1 Day Course) per delegate	28.00	0.00	28.00	28.00	0.00	28.00
Highfield Qual Im 2 Award in Food Safety (Catering or Manufacturing) Training Courses – In-hse Course Out of Area (Weekday – 1 Day Course) 0-10 delegates	805.00	0.00	805.00	825.00	0.00	825.00
Highfield Qual Im 2 Award in Food Safety (Catering or Manufacturing) Training Courses – In-hse Course Out of Area (Weekday – 1 Day Course) additional delegates	17.00	0.00	17.00	17.00	0.00	17.00
Highfield Qual Im 2 Award in Food Safety (Catering or Manufacturing) Training Courses – In-hse Course Out of Area (Weekend – 1 Day Course) 0-10 delegates	930.00	0.00	930.00	954.00	0.00	954.00
Highfield Qual Im 2 Award in Food Safety (Catering or Manufacturing) Training Courses – In-hse Course Out of Area (Weekend – 1 Day Course) additional delegates	17.00	0.00	17.00	17.00	0.00	17.00
Highfield Qual Im 2 Refresher Award in Food Safety in Catering Training Courses – Open Course	41.00	0.00	41.00	42.00	0.00	42.00
Highfield Qual Im 2 Refresher Award in Food Safety in Catering Training Courses – In-hse Course (Weekday – 1/2 Day Course) 0-10 delegates	390.00	0.00	390.00	400.00	0.00	400.00
Highfield Qual Im 2 Refresher Award in Food Safety in Catering Training Courses – In-hse Course (Weekday – 1/2 Day Course) additional delegates	17.00	0.00	17.00	17.00	0.00	17.00
Highfield Qual Im 2 Refresher Award in Food Safety in Catering Training Courses – In-hse Course (Weekend – ½ Day Course) 0-10 delegates	610.00	0.00	610.00	625.00	0.00	625.00
Highfield Qual Im 2 Refresher Award in Food Safety in Catering Training Courses – In-hse Course (Weekend – ½ Day Course) additional delegates	17.00	0.00	17.00	17.00	0.00	17.00
Highfield Qual Im 2 Refresher Award in Food Safety in Catering Training Courses – In-hse Course Out of Area (Weekday – ½ Day Course) 0-10 delegates	490.00	0.00	490.00	502.00	0.00	502.00
Highfield Qual Im 2 Refresher Award in Food Safety in Catering Training Courses – In-hse Course Out of Area (Weekday – ½ Day Course) additional delegates	17.00	0.00	17.00	17.00	0.00	17.00
Highfield Qual Im 2 Refresher Award in Food Safety in Catering Training Courses – In-hse Course Out of Area (Weekend – ½ Day Course) 0-10 delegates	620.00	0.00	620.00	636.00	0.00	636.00
Highfield Qual Im 2 Refresher Award in Food Safety in Catering Training Courses – In-hse Course Out of Area (Weekend – ½ Day Course) additional delegates	17.00	0.00	17.00	17.00	0.00	17.00
Highfield Qual Im 2 Refresher Award in Food Safety in Catering Training Courses – Community In-house Course (Weekday – ½ Day Course) basic course cost	140.00	0.00	140.00	143.00	0.00	143.00
Highfield Qual Im 2 Refresher Award in Food Safety in Catering Training Courses – Community In-house Course (Weekday – ½ Day Course) per delegate	28.00	0.00	28.00	28.00	0.00	28.00
Highfield Qual Lm 2 Refresher Award in Food Safety in Catering Training Courses – Community In-house Course (Weekend – ½ Day Course) basic course cost	220.00	0.00	220.00	225.00	0.00	225.00
Highfield Qual Lm 2 Refresher Award in Food Safety in Catering Training Courses – Community In-house Course (Weekend – ½ Day Course) per delegate	28.00	0.00	28.00	28.00	0.00	28.00
Highfield Qual Im 3 Award in Supervising Food Safety in Catering Training Courses – open Course (3 Day Course)	275.00	0.00	275.00	280.00	0.00	280.00
Highfield Qual Im 3 Award in Supervising Food Safety in Refresher Training Courses – open Course (Distance Learning Workbook and ½ day Training)	135.00	0.00	135.00	145.00	0.00	145.00
CIEH or Highfield Qualifications Duplicate Certificate	22.00	0.00	22.00	23.00	0.00	23.00
Certificates for Unfit Food per hour for first 2 hrs	120.00	0.00	120.00	123.00	0.00	123.00
Certificates for Unfit Food per hour after first 2 hrs	95.00	0.00	95.00	97.00	0.00	97.00
Export Certificates – Manufacturing Businesses	160.00	0.00	160.00	165.00	0.00	165.00
Export Certificates – Packing Businesses	55.00	0.00	55.00	57.00	0.00	57.00
Fee for Factual Statement	160.00	0.00	160.00	165.00	0.00	165.00
Inspection Service	N/A	0.00	0.00	0.00	0.00	0.00
Additional Official Controls Charge for first 2 hours	120.00	0.00	120.00	125.00	0.00	125.00
Additional Official Controls Charge after first 2 hours	90.00	0.00	90.00	92.00	0.00	92.00
Fee for Copies of Statutory Notices and Other Official Documents Including Export Certificates	22.00	0.00	22.00	25.00	0.00	25.00

Description	Agreed charges 2017/18			Proposed charges 2018/19		
	Basic	VAT	Total	Basic	VAT	Total
	£	£	£	£	£	£
<b>HEALTH AND SAFETY</b>						
Inspection Service	N/A	0.00	N/A	N/A	0.00	N/A
Fee for Factual Statement	160.00	0.00	160.00	165.00	0.00	165.00
Fees for Copies of Statutory Notices and other Official Documents	22.00	0.00	22.00	25.00	0.00	25.00
Highfield Qual Lvl 2 Award in Health and Safety in the Workplace Training Courses – Open Course	71.00	0.00	71.00	72.00	0.00	72.00
Highfield Qual Lvl 2 Award in Health and Safety in the Workplace Training Courses – In-hse Course (Weekday – 1 Day Course) 0-10 delegates	720.00	0.00	720.00	738.00	0.00	738.00
Highfield Qual Lvl 2 Award in Health and Safety in the Workplace Training Courses – In-hse Course (Weekday – 1 Day Course) additional delegates	17.00	0.00	17.00	17.00	0.00	17.00
Highfield Qual Lvl 2 Award in Health and Safety in the Workplace Training Courses – In-hse Course(Weekend – 1 Day Course) 0-10 delegates	840.00	0.00	840.00	861.00	0.00	861.00
Highfield Qual Lvl 2 Award in Health and Safety in the Workplace Training Courses – In-hse Course(Weekend – 1 Day Course) additional delegates	17.00	0.00	17.00	17.00	0.00	17.00
Highfield Qual Lvl 2 Award in Health and Safety in the Workplace Training Courses – Community In-hse Course (Weekday – 1 day Course) basic course costs	205.00	0.00	205.00	210.00	0.00	210.00
Highfield Qual Lvl 2 Award in Health and Safety in the Workplace Training Courses – Community In-hse Course (Weekday – 1 day Course) per delegate	28.00	0.00	28.00	28.00	0.00	28.00
Highfield Qual Lvl 2 Award in Health and Safety in the Workplace Training Courses – Community In-hse Course (Weekend – 1 day Course) basic course cost	300.00	0.00	300.00	307.00	0.00	307.00
Highfield Qual Lvl 2 Award in Health and Safety in the Workplace Training Courses – Community In-hse Course (Weekend – 1 day Course) per delegate	28.00	0.00	28.00	28.00	0.00	28.00
Highfield Qual Lvl 2 Award in Health and Safety in the Workplace Training Courses – Community In-hse Course (Weekday – 2 x ½ Day Course) basic course cost	340.00	0.00	340.00	348.00	0.00	348.00
Highfield Qual Lvl 2 Award in Health and Safety in the Workplace Training Courses – Community In-hse Course (Weekday – 2 x ½ Day Course) per delegate	28.00	0.00	28.00	28.00	0.00	28.00
CIEH or Highfield Qualifications Duplicate Certificate	21.00	0.00	21.00	22.00	0.00	22.00

Description	Agreed charges 2017/18			Proposed charges 2018/19		
	Basic	VAT	Total	Basic	VAT	Total
	£	£	£	£	£	£
<b>PRIVATE WATER SUPPLIES</b>						
Undertaking a Risk Assessment of a Private Water Supply or Private Distribution System - Statutory Limit (will recover full costs)	500.00	0.00	500.00	500.00	0.00	500.00
Undertaking a Sampling Visit to a Private Water Supply or Private Distribution System - Statutory Limit (will recover full costs)	100.00	0.00	100.00	100.00	0.00	100.00
Undertaking an Investigation Visit to a Private Water Supply or Private Distribution System - Statutory Limit (will recover full costs)	100.00	0.00	100.00	100.00	0.00	100.00
Undertaking Check Monitoring Analysis of a Water Sample from a Private Water Supply or Private Distribution System - Statutory Limit (will recover full costs)	100.00	0.00	100.00	100.00	0.00	100.00
Undertaking Audit Monitoring Analysis of a Water Sample from a Private Water Supply or Private Distribution System - Statutory Limit (will recover full costs)	500.00	0.00	500.00	500.00	0.00	500.00
To Grant an Authorisation to a Private Water Supply or Private Distribution System	100.00	0.00	100.00	100.00	0.00	100.00

Description	Agreed charges 2017/18			Proposed charges 2018/19		
	Basic	VAT	Total	Basic	VAT	Total
	£	£	£	£	£	£
<b>COMMERCIAL LICENSING</b>						
Street Trading - Daytime (Per Hour)	1.55	0.00	1.55	1.60	0.00	1.60
Street Trading - Nighttime (Per Hour)	1.90	0.00	1.90	1.95	0.00	1.95
Street Trading - New Application	135.00	0.00	135.00	140.00	0.00	140.00
Acupuncture/Tattooing, Ear Piercing, Electrolysis – New Business Registration (Premises & one operator)	220.00	0.00	220.00	225.00	0.00	225.00
Acupuncture/Tattooing, Ear Piercing, Electrolysis – Additional Operator at New Business Registration	22.00	0.00	22.00	23.00	0.00	23.00
Acupuncture/Tattooing, Ear Piercing, Electrolysis – Additional Operator to an Existing Registered Business	55.00	0.00	55.00	57.00	0.00	57.00
Scrap Metal Dealers (3 yr licence)	285.00	0.00	285.00	290.00	0.00	290.00
Riding Establishments - New (Establishment Cost)	350.00	0.00	350.00	565.00	0.00	565.00
Riding Establishments - New (Per Horse)	18.00	0.00	18.00	19.00	0.00	19.00
Riding Establishments - Renewal (Establishment Cost)	450.00	0.00	450.00	460.00	0.00	460.00
Riding Establishments - Renewal (Per Horse)	18.00	0.00	18.00	19.00	0.00	19.00
Pet Animals <75m2 New	210.00	0.00	210.00	215.00	0.00	215.00
Pet Animals <75m2 Renewal	165.00	0.00	165.00	170.00	0.00	170.00
Pet Animals >75m2 New	340.00	0.00	340.00	350.00	0.00	350.00
Pet Animals >75m2 Renewal	260.00	0.00	260.00	265.00	0.00	265.00
Dog Breeding - New	340.00	0.00	340.00	350.00	0.00	350.00
Dog Breeding - Renewal	200.00	0.00	200.00	205.00	0.00	205.00
Animal Boarding - New	340.00	0.00	340.00	350.00	0.00	350.00
Animal Boarding - Renewal	200.00	0.00	200.00	205.00	0.00	205.00
Home Boarding of Dogs	100.00	0.00	100.00	105.00	0.00	105.00
Dangerous Wild Animals - New	675.00	0.00	675.00	690.00	0.00	690.00
Dangerous Wild Animals - Renewal	430.00	0.00	430.00	440.00	0.00	440.00
Zoos	1,170.00	0.00	1,170.00	1,200.00	0.00	1,200.00

Description	Agreed charges 2017/18			Proposed charges 2018/19		
	Basic	VAT	Total	Basic	VAT	Total
	£	£	£	£	£	£
<b>LICENSING - TAXIS</b>						
<b>Taxi Vehicle Licence</b>						
12 months (under 6 years old)	252.00	0.00	252.00	258.00	0.00	258.00
6 months (6 years old and over)	146.00	0.00	146.00	150.00	0.00	150.00
Temporary Licence	100.00	0.00	100.00	100.00	0.00	100.00
<b>Private Hire Vehicle Licence</b>						
12 months (under 6 years old) without door stickers	237.00	0.00	237.00	243.00	0.00	243.00
12 months (under 6 years old) with door stickers	247.00	0.00	247.00	253.00	0.00	253.00
6 months (6 years old and over) with door stickers	146.00	0.00	146.00	150.00	0.00	150.00
6 months (6 years old and over) without door stickers	135.00	0.00	135.00	139.00	0.00	139.00
Additional Charge for Executive Licence Plates	40.00	0.00	40.00	40.00	0.00	40.00
Temporary Licence	100.00	0.00	100.00	100.00	0.00	100.00
<b>Other Vehicle Fees</b>						
Transfer (with door stickers)	64.00	0.00	64.00	65.00	0.00	65.00
Transfer (without door stickers)	40.00	0.00	40.00	40.00	0.00	40.00
Replacement Licence Plate	25.00	0.00	25.00	25.00	0.00	25.00
Replacement Door Sticker	12.50	0.00	12.50	13.00	0.00	13.00
Licence Plate Platform	10.00	0.00	10.00	10.00	0.00	10.00
Licence Plate Brackets	20.00	0.00	20.00	20.00	0.00	20.00
<b>Drivers Licences</b>						
Hackney Carriage	175.00	0.00	175.00	180.00	0.00	180.00
Private Hire	175.00	0.00	175.00	180.00	0.00	180.00
Hackney Carriage / Private Hire	240.00	0.00	240.00	240.00	0.00	240.00
<b>Knowledge Tests</b>						
Hackney Carriage Driver	25.00	0.00	25.00	25.00	0.00	25.00
Private Hire Driver	25.00	0.00	25.00	25.00	0.00	25.00
Hackney Carriage / Private Hire	25.00	0.00	25.00	25.00	0.00	25.00
Private Hire Operator	45.00	0.00	45.00	45.00	0.00	45.00
<b>Private Hire Operators - 1 year licence (New Apps &amp; Renewals)</b>						
1 Vehicle	117.00	0.00	117.00	120.00	0.00	120.00
2 - 5 Vehicles	180.00	0.00	180.00	185.00	0.00	185.00
6 - 10 Vehicles	230.00	0.00	230.00	235.00	0.00	235.00
11 - 20 Vehicles	285.00	0.00	285.00	290.00	0.00	290.00
21 - 50 Vehicles	460.00	0.00	460.00	470.00	0.00	470.00
50+ Vehicles	680.00	0.00	680.00	700.00	0.00	700.00
<b>Private Hire Operators - 5 year licence (New Apps &amp; Renewals)</b>						
1 Vehicle	468.00	0.00	468.00	480.00	0.00	480.00
2 - 5 Vehicles	720.00	0.00	720.00	740.00	0.00	740.00
6 - 10 Vehicles	920.00	0.00	920.00	940.00	0.00	940.00
11 - 20 Vehicles	1,140.00	0.00	1,140.00	1,170.00	0.00	1,170.00
21 - 50 Vehicles	1,840.00	0.00	1,840.00	1,890.00	0.00	1,890.00
50+ Vehicles	2,040.00	0.00	2,040.00	2,090.00	0.00	2,090.00
<b>Other Charges</b>						
Applications in Company names - additional charge	50.00	0.00	50.00	50.00	0.00	50.00
Amendment to Licence	55.00	0.00	55.00	60.00	0.00	60.00
Replacement Identity Badge	16.00	0.00	16.00	16.00	0.00	16.00
Non-Attendance Fee	15.00	0.00	15.00	15.00	0.00	15.00
Replacement Paperwork	10.00	0.00	10.00	10.00	0.00	10.00

Description
<b>Small Lotteries</b>
New Applications
Renewals
<b>Gaming Machine Permit</b>
Notification of 2 machines
>2 machines (new)
Variation
Transfer
Copy of Permit
Change of Name
Annual Fee (>2 machines)
<b>Club Machine / Gaming Pe</b>
New Application
New App'n (with Club Prem C
Existing Operator Application
Annual Fee
Copy of Permit
Renewal
Renewal (with Club Prem Cer
Variation

Description	Agreed charges 2017/18			Proposed charges 2018/19		
	Basic	VAT	Total	Basic	VAT	Total
	£	£	£	£	£	£
<b>Family Ent. Gaming Machine Permit</b>						
Grant	300.00	0.00	300.00	300.00	0.00	300.00
Renewal	300.00	0.00	300.00	300.00	0.00	300.00
Existing Operator Grant	100.00	0.00	100.00	100.00	0.00	100.00
Change of Name	25.00	0.00	25.00	25.00	0.00	25.00
Copy of Permit	15.00	0.00	15.00	15.00	0.00	15.00
<b>Prize Gaming Permit</b>						
Grant	300.00	0.00	300.00	300.00	0.00	300.00
Renewal	300.00	0.00	300.00	300.00	0.00	300.00
Existing Operator Grant	100.00	0.00	100.00	100.00	0.00	100.00
Change of Name	25.00	0.00	25.00	25.00	0.00	25.00
Copy of Permit	15.00	0.00	15.00	15.00	0.00	15.00
<b>Track Betting Licence</b>						
New Application	1,650.00	0.00	1,650.00	1,650.00	0.00	1,650.00
Annual Fee	660.00	0.00	660.00	660.00	0.00	660.00
Transfer of Licence	660.00	0.00	660.00	660.00	0.00	660.00
Variation	800.00	0.00	800.00	800.00	0.00	800.00
Provisional Statement	1,650.00	0.00	1,650.00	1,650.00	0.00	1,650.00
Reinstatement	660.00	0.00	660.00	660.00	0.00	660.00
<b>Bingo Premises</b>						
New Application	2,300.00	0.00	2,300.00	2,300.00	0.00	2,300.00
Annual Fee	660.00	0.00	660.00	660.00	0.00	660.00
Transfer of Licence	800.00	0.00	800.00	800.00	0.00	800.00
Variation	1,200.00	0.00	1,200.00	1,200.00	0.00	1,200.00
Provisional Statement	2,300.00	0.00	2,300.00	2,300.00	0.00	2,300.00
Reinstatement	800.00	0.00	800.00	800.00	0.00	800.00
<b>Family Entertainment Centre</b>						
New Application	1,320.00	0.00	1,320.00	1,320.00	0.00	1,320.00
Annual Fee	500.00	0.00	500.00	500.00	0.00	500.00
Transfer of Licence	660.00	0.00	660.00	660.00	0.00	660.00
Variation	660.00	0.00	660.00	660.00	0.00	660.00
Provisional Statement	1,320.00	0.00	1,320.00	1,320.00	0.00	1,320.00
Reinstatement	660.00	0.00	660.00	660.00	0.00	660.00

Description	Agreed charges 2017/18			Proposed charges 2018/19		
	Basic	VAT	Total	Basic	VAT	Total
	£	£	£	£	£	£
<b>Betting Premises</b>						
New Application	2,000.00	0.00	2,000.00	2,000.00	0.00	2,000.00
Annual Fee	400.00	0.00	400.00	400.00	0.00	400.00
Transfer of Licence	800.00	0.00	800.00	800.00	0.00	800.00
Variation	1,000.00	0.00	1,000.00	1,000.00	0.00	1,000.00
Provisional Statement	2,000.00	0.00	2,000.00	2,000.00	0.00	2,000.00
Reinstatement	800.00	0.00	800.00	800.00	0.00	800.00
<b>Adult Gaming Centre</b>						
New Application	1,320.00	0.00	1,320.00	1,320.00	0.00	1,320.00
Annual Fee	660.00	0.00	660.00	660.00	0.00	660.00
Transfer of Licence	800.00	0.00	800.00	800.00	0.00	800.00
Variation	660.00	0.00	660.00	660.00	0.00	660.00
Provisional Statement	1,320.00	0.00	1,320.00	1,320.00	0.00	1,320.00
Reinstatement	800.00	0.00	800.00	800.00	0.00	800.00



Description	Agreed charges 2017/18			Proposed charges 2018/19		
	Basic	VAT	Total	Basic	VAT	Total
	£	£	£	£	£	£
<b>LICENSING - ALCOHOL</b>						
<b>Premises Licence</b>						
New, Variation and Minor Variation (includes transfers and change of supervisor)	100.00 - 1,905.00	0.00	100.00 - 1,905.00	100.00 - 1,905.00	0.00	100.00 - 1,905.00
Annual Fee	70.00 - 1,050.00	0.00	70.00 - 1,050.00	70.00 - 1,050.00	0.00	70.00 - 1,050.00
<b>Club Premises Certificate</b>						
New and Variation	100.00 - 1,905.00	0.00	100.00 - 1,905.00	100.00 - 1,905.00	0.00	100.00 - 1,905.00
Annual Fee	70.00 - 1,050.00	0.00	70.00 - 1,050.00	70.00 - 1,050.00	0.00	70.00 - 1,050.00
Temporary Event Notices	21.00	0.00	21.00	21.00	0.00	21.00
Personal Licence Applications	37.00	0.00	37.00	37.00	0.00	37.00
Sexual Entertainment Venue - new application	5,500.00	0.00	5,500.00	4,500.00	0.00	4,500.00
Sexual Entertainment Venue - renew application	5,000.00	0.00	5,000.00	1,200.00	0.00	1,200.00
<b>PEST CONTROL</b>						
Domestic – Mice / Wasps / Ants / Fleas / Bed Bugs etc	n/a	0.00	n/a	n/a	0.00	n/a
Domestic – Squirrels /Glis Glis – six week treatment or five collections	n/a	0.00	n/a	n/a	0.00	n/a
Domestic – Deposit for a Trap	n/a	0.00	n/a	n/a	0.00	n/a
Administration fee for cash payments at time of treatment	n/a	0.00	n/a	n/a	0.00	n/a
<b>PEST CONTROL – DOMESTIC RATS</b>						
Domestic – Rats	n/a	0.00	n/a	n/a	0.00	n/a
<b>CONTROL OF DOGS</b>						
Stray Dog Seizures	n/a	0.00	n/a	n/a	0.00	n/a
Prescribed Penalty Fee	25.00	0.00	25.00	25.00	0.00	25.00
Administration Fee	25.00	0.00	25.00	25.00	0.00	25.00
Additional administration charge for dogs that are not microchipped when they should be or don't have up to date contact details recorded against the microchip.	25.00	0.00	25.00	25.00	0.00	25.00
Recovery (return of the dog) if not Kennelled	25.00	0.00	25.00	25.00	0.00	25.00

Description	Agreed charges 2017/18			Proposed charges 2018/19		
	Basic	VAT	Total	Basic	VAT	Total
	£	£	£	£	£	£
<b>ATMOSPHERIC POLLUTION CONTROL</b>						
Permitting of Prescribed Activities - As set out on Local Authority Permits for Part B installations and mobile plant fees and charges	n/a	0.00	n/a	n/a	0.00	n/a
<b>NOISE CONTROL</b>						
Works in Default (e.g. Silencing Burglar Alarms - Per Hour	60.00	0.00	60.00	60.00	0.00	60.00
Fee for copy of notices/formal documents	35.00	0.00	35.00	20.00	0.00	20.00
<b>ENVIRONMENTAL INFORMATION</b>						
Enquiries in respect of Land Contamination – Standard Enquiry	50.00	0.00	50.00	25.00	0.00	25.00
Enquiries in respect of Land Contamination – Detailed Enquiry	100.00	0.00	100.00	50.00	0.00	50.00

## Planning Fees and Charges

Description	Agreed charges 2017/18			Proposed charges 2018/19		
	Basic	VAT	Total	Basic	VAT	Total
	£	£	£	£	£	£
Planning (Domestic)	385	0	385	462	0	462
Planning- (Non Domestic)	195-385	0	195-385	234-462	0	234-462
Planning- large domestic sites plus an additional £115 for each additional 75 square metre rising to 138 from 2018	19,049	0	19,049	22,859	0	22,859
Planning- The enlargement, improvement or other alteration of existing dwelling-single	172	0	172	206	0	206
Planning- The enlargement, improvement or other alteration of existing dwelling-multiple	339	0	339	407	0	407
Planning- Gates/Fences	172	0	172	206	0	206
Planning- Car Parks	195	0	195	234	0	234
Planning- Advertisements	110	0	110	132	0	132
Planning- Agricultural Building £385 for each 0.1 hectare	385	0	385	462	0	462
Planning- Glasshouses for agriculture- less than 465 square metre	80	0	80	96	0	96
Planning- Glasshouses for agriculture- more than 465 square metre	2,150	0	2,150	2,580	0	2,580
Planning- Alteration to a shopfront	172	0	172	206	0	206
Planning- erection of plant/machinery- price/0.1 hectare	385	0	385	462-3	0	462
Planning- erection of plant/machinery- site greater than 5 hectares. Additional £115 for each 0.1 hectare above rising to 138 from 2018 up to a maximum of £250,000 (rising to £300,000)	19,049	0	19,049	22,859	0	22,859
Planning- Change of Land use (less than 50 dwellings) Price per House	385	0	385	462	0	462
Planning- Change of Land use more than 50 dwellings) (115 above the fee for each additional house above 50, rising to 138 from 2018) up to a maximum of £250,000 (rising to £300,000)	19,049	0	19,049	22,859	0	22,859
Pre-Application Planning Advice	25-660	5-132	30-792	25-660	5-132	30-792

## **Building Control Fees and Charges**

<b>Description</b>	<b>Agreed charges 2017/18</b>			<b>Proposed charges 2018/19</b>		
	<b>Basic</b>	<b>VAT</b>	<b>Total</b>	<b>Basic</b>	<b>VAT</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Building Control- New Dwellings	667-1167	133-233	800-1400	667-1167	133-233	800-1400
Building Control- Extensions	400-792	100-158	500-950	400-792	100-158	500-950
Building Control- Loft Conversion	708	142	850	708	142	850
Building Control- Garage Conversions	292-333	58-77	350-400	292-333	58-77	350-400
Building Control- Electrical Work	292	58	350	333	67	400
Building Control- Alterations to Structure	188-583	37-113	225-700	188-583	37-113	225-700
Building Control-Energy Efficiency Gains	146-208	29-32	175-250	146-208	29-32	175-250

## Community Fees and Charges

Description	Agreed charges 2017/18			Proposed charges 2018/19		
	Basic	VAT	Total	Basic	VAT	Total
	£	£	£	£	£	£
<b>PARK EVENTS</b>						
Registered Charity (Daily charge)	FOC	N/A	FOC	FOC	N/A	FOC
Schools Cross Country (Daily charge)	FOC	N/A	FOC	FOC	N/A	FOC
Community Events	175.00	35.00	210.00	180.00	36.00	216.00
Commercial Events	By negotiation	0.00	0.00	By negotiation	0.00	0.00
Fairs	350.00	70.00	420.00	360.00	72.00	432.00
Circus	350.00	70.00	420.00	360.00	72.00	432.00
Traylens	3,000.00	600.00	3,600.00	3,100.00	620.00	3,720.00
Hebborns Small Childs Fair	65.00	13.00	78.00	70.00	14.00	84.00
Registered Charity / Students	FOC	N/A	FOC	FOC	N/A	FOC
Commercial Photography	105.00	21.00	126.00	100.00	20.00	120.00
Commercial Filming	210.00	42.00	252.00	200.00	40.00	240.00
<b>HIGGINSON PARK TRUST</b>						
Mooring fees	12.00	2.40	14.40	13.00	2.60	15.60
<b>WYCOMBE RESOURCE CENTRE</b>						
Membership - Groups within WDC	63.00	2.40	65.40	63.00	2.40	65.40
Membership - Groups outside WDC	78.00	2.40	80.40	78.00	2.40	80.40
Membership - Individuals within WDC	41.50	2.40	43.90	41.50	2.40	43.90
Membership - Individuals outside WDC	46.50	2.40	48.90	46.50	2.40	48.90
Membership - One-off events within WDC	41.50	2.40	43.90	41.50	2.40	43.90
Membership - One-off events outside WDC	52.00	2.40	54.40	52.00	2.40	54.40
<b>CCTV Monitoring</b>						
CCTV Monitoring	Variable	0.00	Variable	Variable	0.00	Variable
<b>GUILDHALL</b>						
Hire - Per Hour	15.00	2.40	17.40	15.00	2.40	17.40

## Democratic & Legal Fees and Charges

Description	Agreed charges 2017/18			Proposed charges 2018/19		
	Basic	VAT	Total	Basic	VAT	Total
	£	£	£	£	£	£
<b>LAND CHARGES</b>						
Land Charge - First Parcel of Land LLC1	25.00	N/A	25.00	32.00	N/A	32.00
Land Charge - Each Additional Parcel of Land LLC1	10.00	N/A	10.00	15.00	N/A	15.00
Land Charge - First Parcel of Land CON29	75.00	15.00	90.00	82.00	16.40	98.40
Land Charge - Each Additional Parcel of Land CON29	10.00	2.00	12.00	15.00	3.00	18.00
CON290 - Optional Enquiries 5 - 22	10.00	2.00	12.00	10.00	2.00	12.00
Development in Vicinity Enquiry	15.00	3.00	18.00	15.00	3.00	18.00
<b>ELECTORAL REGISTER</b>						
Paper copy of Electoral Register (per 1000 electors)	5.00	0.00	5.00	5.00	0.00	5.00
Paper copy of Electoral Register - admin fee	10.00	0.00	10.00	10.00	0.00	10.00
Data copy of Electoral Register (per 1000 electors)	1.50	0.00	1.50	1.50	0.00	1.50
Data copy of Electoral Register - admin fee	20.00	0.00	20.00	20.00	0.00	20.00
Credit Reference Agencies Monthly update of Register (per month)	20.00	0.00	20.00	20.00	0.00	20.00
Marked copies of Registers - Paper (per 1000 entries)	12.00	0.00	12.00	12.00	0.00	12.00
Marked copies of Registers - Data (per 1000 entries)	11.00	0.00	11.00	11.00	0.00	11.00
<b>COMMUNICATIONS</b>						
Wycombe District Times Advertsing - Full Page Inside Front Cover	1,300.00	260.00	1,560.00	1,300.00	260.00	1,560.00
Wycombe District Times Advertsing - Full Page Internal	1,250.00	250.00	1,500.00	1,250.00	250.00	1,500.00
Wycombe District Times Advertsing - Half Page Internal Landscape	700.00	140.00	840.00	700.00	140.00	840.00
Wycombe District Times Advertsing - Quarter Page Internal Portrait	375.00	75.00	450.00	375.00	75.00	450.00

### Statement by the Chief Finance Officer

Under Section 25 of the Local Government Act 2003 the Head of Finance & Commercial (in their capacity as the Chief Finance Officer under S151 of the Local Government Act 1972) is required to comment on the robustness of the budget and the adequacy of reserves.

The Council has already signed up to the 4 year settlement funding offer made by the Government in 2016. For 2018/19 this has meant a reduction of £0.500m. The remaining year of the 4-year settlement will, if no further Government announcements are made, see the Council's funding continue to reduce further, from £3.342m in 2018/19 to £2.878m in 2019/20.

There are significant areas of uncertainty around further cuts, the 100% retention of business rates, income streams, universal credits, homelessness and the degree of change occurring across the Council that needs to be mitigated. In the wider economy there remains considerable uncertainty about the impact of Brexit, inflation, interest rates, the property market, employment levels and the impact of the economic climate. All these issues affect the Council's own finances and have major implications for residents and businesses and may therefore create additional demand on services.

In response to this challenge, the Council has adopted a rolling 5 year efficiency plan programme in order to plan savings initiatives several years in advance, thereby enabling longer lead-in times to be incorporated within a more robust programme.

As part of the budget setting process for 2018/19 the existing MTFP was refreshed to reflect the Council's changing financial position and to allow for a review of the proposals in development in the MTFP to assess whether they were robust enough to remain within the budget or needed to be reversed and replaced.

The Head of Finance & Commercial is able to give positive assurances on the robustness of the budget for the coming year. This view is based on number of factors detailed below:

- The use of an established, rigorous process for developing the budget through the Medium Term Financial Planning (MTFP) process.
- Service managers have made reasonable assumptions about demand led pressures and taken a prudent view of volatile areas. Such pressures are monitored closely throughout the year with variations being tightly controlled.
- Prudent assumptions made around pay and price inflation.
- Prudent assumptions made about main income such as Car Parking, Planning, Recycling Credits and Commercial Rents.
- The inclusion within the base budget of a £0.540m contingency.
- Prudent assumptions made about interest rates and investment income.
- Prudent assumptions made about the delivery of the capital programme and the funding of the programme from New Homes Bonus and potential capital receipts which is inherent to volatility.
- Financial monitoring is undertaken during the year and reported to Cabinet on a quarterly basis. This incorporates budget variations tightly controlled against

the agreed recovery plan and contained within service budgets where possible.

- Procedures in place to capture and monitor efficiency plan.

## Reserves

There is no statutory definition of a minimum level of reserves and it is for this reason that the matter falls to the judgement of the S151 Officer. The level of reserves is a balance between the risk facing the Authority and the opportunity costs of holding those balances. Reserves can only be spent once and should ideally only be used to support one off expenditure or to allow time for management actions to be implemented.

### Recommended Minimum Working Balance Levels

	<b>Minimum Balance</b>	<b>Actual Balance 31/03/2017</b>	<b>Expected Balance 31/03/2018</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
General Fund	7.500	9.738	9.700
Special Expenses	0.150	0.934	0.898

The Council holds a general fund balance of £9.738m as at 31 March 2017. This represents the balance of last resort in the event of any major and unforeseen event that compromises the delivery of the council's budget. At current levels, this balance represents 69% of the council's budget requirement for 2018/19 (£14.149m).

To assess the adequacy of general reserves, the Section 151 Officer has taken into account the strategic, operational and financial risks facing the Council. The assessment includes the following:

- The robustness of the financial planning process (including the treatment of inflation, interest rates and the timing of capital receipts).
- How the Council manages demand led service pressures.
- The treatment of planned efficiency savings / productivity gains.
- The financial risks inherent in any major capital projects, outsourcing arrangements or significant new funding partnerships.
- The strength of the financial monitoring and reporting arrangements.
- Cash-flow management and the need for short term borrowing.
- The availability of reserves, Government grants and other funds to deal with major contingencies and the adequacy of provisions.
- The general financial climate to which the Council is subject and its track record in budget and financial management.

In conclusion the advice of the Section 151 Officer is that, having considered the need for balances and the budget risks, the level of reserves held are considered sufficiently adequate but only on the basis that any potential adverse budget variations are tightly controlled and wherever possible contained within service budgets.



## Agenda Item 4. Appendix H

Document is Restricted

## Agenda Item 4. Appendix I

Document is Restricted

# Agenda Item 4. Appendix J

## Appendix to Cabinet Report – Draft Revenue Budget 2018/19

### Cabinet Response to Referral from Improvement & Review Commission - Recommendations of the Budget 18-19 Task Finish Group (Phases 1 & 2)

**Cabinet Portfolio Holder:** Finance – Cllr David Watson

**Officer contact:** David Skinner - (Ext: 3322)

[david.skinner@wycombe.gov.uk](mailto:david.skinner@wycombe.gov.uk)

#### PROPOSED DECISION

To respond to the recommendations of the IRC Budget 2018-19 Phases 1 and 2 Task and Finish Group as featured below.

#### Executive Summary

1. The annual Budget Task & Finish Group was set up by the Improvement & Review Commission on 21 June 2017 to be carried out in two stages, with reports to Cabinet in November for the input of recommendations for consideration for inclusion in the evolving 2018-19 budget and the scrutiny of the draft revenue budget for 2018/19 post Cabinet on 18 December.

As a result the Task & Finish Group arrived at some 23 recommendations for the Executive to consider. The responses are set out below.

#### Task and Finish Group Phase 1 Recommendations:

- 1) In respect of Council Tax; Budget T&FG considered there had been no major revenue pressures identified; thus the members are minded not to recommend an increase in Council Tax for 2018/19.

*Reason for Recommendation: To keep residents Council Tax payments at a reasonable level in times of rising inflation & austerity.*

**Response:** The recommendation not to increase Council Tax is **NOTED** and will be taken into consideration when preparing the draft revenue budget for 2018/19 for. However the revenue growth and cost pressures identified during the budget process are significant and set out in the budget report. These have been mitigated by changes in Financial Policy that realigns rental income from the balance sheet to the income and expenditure account (£573k) along with reducing the corporate contingency (£450k) and additional income from fees and charges (870k) along with realigning treasury income and capital financing budgets (£438k) have ensured delivery of a balanced budget for 2018/19.

- 2) In respect of Delegations (Officers and Cabinet Portfolio Holders); Members supported the principle of work being undertaken on revising delegations and constitution by Head of Service - Democratic, Legal & Policy, with a view to ensuring effective and efficient governance, but increasing agility.

*Reason for Recommendation: To improve control over the larger / unique expenditure items, but reduce the controls exercised over regular, low value, standard activity.*

**Response:** The recommendation is **AGREED**, Cabinet is aware that HoS DLP is working with the appropriate committees and other members of SMB, including S151 Officer to review and improve the Constitution and associated delegations, to make the documentation and controls more fit for purpose and appropriate for an agile commercially minded council.

- 3) In respect Resilience & Succession Planning, Budget T&FG recommend Cabinet and Strategic Management Board review and take the opportunity to identify 'natural deputies' to Heads of Service.

*Reason for Recommendation: To ensure a deputy is in place when officers were on annual leave, off sick etc. and grow the organisation's resilience, to ensure continuity of a proper service.*

**Response:** The recommendation is **NOTED** – Staffing matters are delegated to the CEO and are reviewed as part of normal management arrangements.

- 4) In respect of the 2017/18 HR, ICT & Customer Services budget (£6.820m) £0.174M of it is linked to service budgets which fell within other services but were being centrally managed; Members supported the £0.174M being centrally managed. It was felt that the Cabinet Member for Finance should have the authority to be able to resolve issues as and when they cropped up.

*Reason for Recommendation: To avoid any unnecessary procurement and also help standardise purchase applications.*

**Response:** The recommendation is **AGREED**. In principle budgets for ICT (including hardware and applications) are to be centrally managed by ICT and recharged as appropriate. An application strategy, including procurement process, will be developed as part of Digital First. For now, it is agreed that ICT authorisation is required for any ICT procurement (including applications or hardware).

- 5) In respect of Digital First; Members supported the principle of it. But highlighted the need for it to be supported through a full business case, reflecting its payback. That it be 'fit for purpose' and fully tested (via a robust business case test) before it went live.

*Reason for Recommendation: To minimise the risk of making a material investment, that might not contribute to the Council's 'bottom line'/stated objectives.*

**Response:** At their meeting on 18<sup>th</sup> December Cabinet: -

- Approved the Digital First Strategy & Roadmap and the outline business case
- Agreed the inclusion of a transformation budget of £0.8m in the draft budget for 2018/2019
- Noted and agreed the reallocation of capital costs towards the delivery of Digital First.

Detailed business cases to deliver Digital First projects will be presented to Cabinet, as appropriate.

The Cabinet Member for Digital Development & Customer Services will continue to consult with Members through Policy Advisory Group and I&RC meetings, as now.

- 6) In respect of a Community Project; Members supported the intention to undertake some preventative work with partners to help young people who were in gangs within the District, primarily young men, to change direction, subject to the business case and outcomes.

*Reason for Recommendation: To minimise the risk of young people who were in gangs ending up in the criminal justice system, using existing budget resources.*

**Response:** The recommendation is **NOTED**. It is our understanding that Thames Valley Police do not support the view expressed by the Budget Task and Finish Group that criminal gangs are operating within the Wycombe District and therefore although we note the comments of scrutiny and are looking to provide support to projects aimed at helping young people within the District, we reject the use of the word 'gangs'.

Cabinet will be considering the budget for this work with any associated costs being secured and agreed between Portfolio Holders so as not providing a pressure on the Revenue Budget for 2018/19.

- 7) In respect of Land Charges; Members supported the principle that Land Charges needed to be digitalised / modernised which would require some funding. It was agreed the cost should be a programme cost (a one-off). And funded from 'reserves' (Capital/Programme).

*Reason for Recommendation: To enable the service to become more efficient and meet the new requirements.*

**Response:** The recommendation is **NOTED**, Cabinet is advised that SMB are investigating the benefit and cost to digitalisation of Local Land Charges, if it is beneficial to WDC then a business case will be submitted.

- 8) In respect of Elections funding; Members supported in principle that the budget for Elections be taken out of the Democratic, Legal & Policy budget and be put into a central reserve, so that funding for future elections could be drawn from a General Fund in the years that required funding.

*Reason for Recommendation: To minimise the risk of the funds not being available to organise future elections.*

**Response:** The recommendation is **AGREED**, and will be taken forward in the MTFP work for 2018/19 onwards.

- 9) In respect of the Communications Team; Members supported the need for a review of the skills of the Communications Team to be undertaken as part of the Digital First project. It was felt that a communications strategy was needed.

*Reason for Recommendation: To help improve overall efficiency with the possible scope to reduce printing costs.*

**Response:** The recommendation is **NOT REQUIRED**. Cabinet already agreed a Vision at their meeting on December 18<sup>th</sup> 2017 which set out the intention to prepare a Communications Strategy and set out a Communications vision for the Council moving forward.

- 10) In respect of Member Training; Members requested to be fully trained on ICT and Media (e.g. social media) either in-house or by an external company. It was suggested that annual refreshers would be helpful and that training on specific areas be condensed into a specific week, with the option of 1-2-1 training if a Member was unable to attend a training session. It was suggested that a certificate be provided to those who had attended the training to show they had completed a certain amount of time on their own personal development.

*Reason for Recommendation: To ensure Members were fully trained on all aspects of ICT and Media, including social media to improve their efficiency and improve their use of modern technology.*

**Response:** The recommendation is **AGREED**. A training & development program will be developed alongside Digital First. Currently a modest annual budget of £5k is available to support Members' training & development. This budget may require review to support the ICT / Digital / Social Media training identified.

- 11) In respect of temporary accommodation; Members support the principle of providing fit for purpose accommodation, to be funded from Capital Reserves.

*Reason for Recommendation: To increase the number of units available and reduce the cost impact on the Council.*

**Response:** The recommendation is **AGREED**. Cabinet endorsed the service's proposal and a capital funding request was presented to Council, and approved, on the 13<sup>th</sup> November 2017.

- 12) In respect of the Council's desire to improve home building, Members supported the idea that the Council actively considered a LATC (Local Authority Trading Company) to construct its own Affordable Homes, for sale and rental.

*Reason for Recommendation: This would deliver the Council's goals in respect of housing that the Council seeks, but could also improve the portfolio risk of the Councils Property portfolio by holding Residential property as well as retail and commercial.*

**Response:** The recommendation is **AGREED**. Cabinet will be investigating options through SMB with any costs up to £30k maximum on the feasibility work contained within the corporate contingency budget.

- 13) In respect of Houses of Multiple Occupation (HMO) licensing; Members supported the principle that HMO licensing should be self-financing in that the Council was expecting to receive an announcement from Central Government with regard to HMO licensing, which has yet to be received. It was noted that an announcement was now expected in October, but that if it is not received then a pilot could commence by the end of 2017 which would have resourcing requirements.

*Reason for Recommendation: To improve the quality of multi occupancy homes, across the District, not just those that cross the 'height/stories' threshold.*

**Response:** The recommendation is **AGREED**. Portfolio Holder (Housing) will consider how best to proceed with HMO licensing and the associated opportunity to charge appropriate fees. This has been built into the budget for 2018/19 with costs to be reviewed as part of the MTFP to make self-financing once the pilot has reported on the viability.

- 14) In respect of Environmental financial risks; Members noted that the Environment Section's major financial risk was that if further car parks within the District were closed for development then existing income streams would be at risk. In addition Homelessness was demand led and so always a volatile risk.

*Reason for Recommendation: To highlight that this is a Head of Service area with a material risk to cost and income for WDC.*

**Response:** The recommendation is **AGREED**. Income Risks (value & volatility) will be highlighted during compilation and presentation of the Budget for 2018/19.



- 15) In respect of Waste; Members noted that the Cabinet were reviewing the existing Waste Contract and had committed to consultancy support to consider the impact of contract extension or seeking a new supplier. This exercise would also consider the Green Waste services and future options.

*Reason for Recommendation: To minimise the financial risk to WDC and ensure efficient services for residents.*

**Response:** The recommendation is **AGREED**. Portfolio Holder (Environmental Services), with the Head of Service, will ensure the Waste Contract Review is appropriate and provides advice on all aspects of the waste contract, including options and issues around charging for Green Waste.

- 16) In respect of 'Fit for Competition'; Members supported the Head of Planning who was in the process of advertising the Commercial / Change Manager role.

*Reason for Recommendation: To manage and minimise the subsidy gap but not necessarily decrease costs.*

**Response:** The recommendation is **NOTED**. Cabinet also supports the "Fit for Competition" initiative. It notes that the Planning Service is a high performing service that is under considerable strain, which has absorbed additional work primarily through bringing in increased income through the Planning Performance route and other government grants. The Cabinet notes that part of the "Fit for Competition" programme includes an examination by members into the standards required of the service, linked to the costs of delivering to that standard – with the expectation that this, coupled with the change programme – will substantially reduce the level of subsidy required for the service within the next few years. The Commercial / Change Manager post has now been filled.

- 17) In respect of Building Control market share – Members supported the principle that the percentage of market share needed to be re-evaluated as part of ‘Fit for Competition’ and that the fee earning part of Building Control continued to cover its costs. It was noted that Building Control felt they were competing really well with the online market with its c80% market share.

*Reason for Recommendation: The Budget T&FG felt that Building Control as a discretionary service (in the main) should seek to increase its contribution to the Council by maximising income and seeking to build on the WDC brand.*

**Response:** The recommendation is **AGREED**. The Cabinet notes the exceptional (and long standing) performance in terms of market share, and expects the Head of Planning and Sustainability to review the cost base of the service, to ensure it remains competitive. However, it should be noted that the fee earning part of the service cannot, within current accountancy guidelines, go beyond cost recovery.

- 18) In respect of Planning resources and Fit for Competition the Budget Task & Finish Group felt that progress needed to be made faster, to achieve the reductions in cost to the Council; that consideration should be given to reducing the level of work in respect of the ‘non-contentious’ submissions (aimed at Permitted Development) and more resource focused on the complex issues.

*Reason for Recommendation: To assist in the retention of its staff at the Council, by allowing them to work on high profile projects such as the Eden Centre, rather than numerous low profile projects such as porches and house extensions.*

**Response:** The recommendation is **NOTED**. The proposal put forward by the Budget T&FG is one way that the cost base could be reduced, and it will be considered by the Head of Planning and Sustainability alongside other options in reducing the costs of service delivery, as part of the review. Now that the Commercial/Change Manager post has been filled, speedy and positive progress can be made. The Portfolio Holder will be monitoring progress through the remainder of 2017/18 and 2018/19.

- 19) In respect of Community Infrastructure Levy (CIL); Members requested that the Head of Service - Finance and Commercial commission an audit via Internal Audit to look into CIL (its use and control).

*Reason for Recommendation: To check the figures of this and last year, test agreements, look into who should sign CIL off and to check whether all CIL payments were being collected.*

**Response:** The recommendation is **NOT AGREED**. The process for deciding how CIL monies are spent has evolved over the last 3 years and is now seen as efficient and effective. Cabinet reviews the allocations annually in line with the R123 List and there is an open and transparent process for identifying projects deserving of CIL funding. In addition, the government is currently considering changes to the CIL policy and we should review this first before deciding whether further changes to our procedures and processes are required.

- 20) In respect of the Treasury Proposal; Members greatly supported the proposal that went before Full Council that could potentially earn the Council between £0.350M - £0.400M next year. The Interim Head of Finance explained that CAPITA Asset Management (Treasury Advisors) as the external independent financial advisors, had reviewed and advised on the proposal.

*Reason for Recommendation: To help increase the Council's earning potential.*

**Response:** The recommendation is **AGREED**. The Portfolio Holder Finance received a presentation, with the CEO and HoS Finance & Commercial from CCLA, all due diligence has been undertaken. The Green Decision sheet was authorised, under the appropriate delegation and the investment was made in November 2017.

- 21) In respect of the planning permission for Handy X; Members of the Budget Task and Finish Group in principle supported the need for expenditure of £0.200M to ensure that Planning Permission for Handy X is preserved as the Outline Planning Permission expires in February 2018. In addition Members wanted focus upon Des Box, Baker Street and the Air Park on the basis that they support income aspirations.

*Reason for Recommendation: To minimise the loss of land value of a key site.*

**Response:** The recommendation is **NOTED**. SMB has endorsed the expenditure and it is being implemented under existing delegations, so as to protect the value of this investment site.

- 22) In respect of resilience and resource succession planning; Members supported in principle that the WDC property function may need to enhance its staff/skills to include a focus on housing if Cabinet/Council pursue a programme of affordable homes (see Recommendation 12).

*Reason for Recommendation: To remain nimble and flexible enough to pursue opportunities as they arise as well as the proactive program of works already in place.*

**Response:** The recommendation is **NOTED**. Staffing matters are delegated to the CEO and SMB, who continually review all aspects of staffing and resourcing to meet WDC's needs.

- 23) In respect of the WDC & Bucks County Council IT systems; Members supported the suggestion that the Cabinet Member for IT be asked to liaise with their counterpart at Bucks County Council to see how the two IT systems could work together.

*Reason for Recommendation: To minimise disruption to Members and increase productivity.*

**Response: NOT REQUIRED.** Consideration has been given to how WDC might work with neighbours in the future. Previous discussions about sharing services with neighbours have been impacted by the use of different applications between Councils' as well as differences in investment cycles to provision applications. Moving to the public cloud (as part of Digital First) lowers the barriers to change providing opportunities to collaborate and share and support future local government structures and working arrangements as they emerge.

Opportunities will be taken to work collaboratively with neighbours (with a focus on Chiltern and South Bucks DC's) where operationally appropriate and in line with Digital First. However, it is recognised that individual organisations may need to maintain separate arrangements to support specific working arrangements.

## **Background and Issues**

The Budget Task and Finish Group was set up by the Improvement and Review Commission on 21 June 2017.

- To look at the service areas budgets for the next 18 months to identify any issues, concerns, pressures and aspirations.

The following Heads of Service interviews were carried out by the Group:

### Thursday 21 September 2017:

- John McMillan (HR, ICT & Customer Services)
- Elaine Jewell (Community)

### Wednesday 27<sup>th</sup> September 2017:

- Catherine Whitehead (Democratic, Legal & Policy)
- Caroline Hughes (Environment)
- Penelope Tollitt (Planning & Sustainability)
- Stuart McGregor (Finance)

### Wednesday 4<sup>th</sup> October 2017:

- Charles Brocklehurst (Economic Development)

### Wednesday 11<sup>th</sup> October 2017:

- Encapsulation meeting - discussion and finalising of recommendations.

At this final phase meeting, the work of the group in respect of its second phase that of 'scrutinising the emerging budget' was discussed and phase 2 meetings were to be scheduled in shortly. Phase 2 was considered at a meeting on the 25<sup>th</sup> January 2018 where the material changes from the December Cabinet report to the draft 2018/19 budget were considered by the group along with a summary of the Medium Term Financial Plan setting out the implications for the next 4 years.

## **Conclusions / Recommendations**

The Group have taken evidence from a number of sources and identifying a number of opportunities arrived at the recommendations featured at the head of this report.

Cabinet having considered the recommendations have provide the responses above.

# Agenda Item 5.

## REFERRAL FROM THE AUDIT COMMITTEE

### Treasury Management Strategy Statement 2018/19, Annual Investment Strategy 2018/19 and Minimum Revenue Provision Policy Statement 2018/19

**Chairman of the Committee: Councillor Mike Appleyard**

**Officer Contact: David Skinner: [David.Skinner@wycombe.gov.uk](mailto:David.Skinner@wycombe.gov.uk)**

### Proposed recommendation to Council

To approve:

- The Treasury Management Strategy Statement (TMSS) and Prudential Indicators for 2018/;
- Annual Investment Strategy (AIS) for 2018/19 at Appendix A;
- Minimum Revenue Provision Policy Statement for 2018/19 at Appendix B; and

#### 1. Reason

To comply with the Local Government Act 2003, other regulations and guidance and to ensure that the Council's investment plans are prudent, affordable, sustainable and comply with statutory requirements.

The Committee is responsible for ensuring effective scrutiny of the Treasury Management Strategy.

#### Corporate Implications

The Treasury Management Strategy plays a significant part in supporting the delivery of the Council's vision and corporate priorities.

#### 2. Executive Summary

- 2.1. The Local Government Act 2003 requires the Council to set out a statement of its treasury management strategy for borrowing and to prepare an Annual Investment Strategy. This sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
- 2.2. This report sets out the Council's proposed Treasury Management Strategy Statement (TMSS) and Annual Investment Strategy (AIS) for the year 2018/19.

#### 3. Background

- 3.1. The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately

planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.

3.2. The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans, or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet Council risk or cost objectives.

3.3. Treasury management is defined as:

"The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

3.4. **CIPFA requirements** - The Council has formally adopted CIPFA's Code of Practice on Treasury Management and complies with the requirements of the Codes as detailed below:

- a. Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.
- b. Creation and maintenance of Treasury Management Practices ("TMPs") that set out the manner in which the Council will seek to achieve those policies and objectives.
- c. Receipt by the full Council and/or Cabinet of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead, a Half-year Review Report and an Annual Report (stewardship report) covering activities during the previous year.
- d. Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions. The details of delegations and responsibilities are summarised in Appendix C.
- e. Delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specific named body. For the Council this role is undertaken by Audit Committee.

3.5. **Training** - The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny. The training needs of treasury management officers are periodically reviewed as part of the Learning and Development programme. The officers attend various seminars and conferences throughout the year. As part of developing financial management training programme Members will be provided training as and when required.

### 3.6. Treasury management consultants

- a. Link Asset Services (The Link Group has acquired Capita Asset Services formerly part of Capita plc) are Wycombe District Council's external treasury management advisors. The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.
- b. It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

### 3.7. Markets in Financial Instruments Directive (MiFID II)

- c. The Markets in Financial Instruments Directive, or MiFID II, is an EU regulation designed to offer greater protection for investors and inject more transparency into all asset classes: from equities to fixed income, exchange traded funds and foreign exchange.
- d. The EU has now set a deadline of 3 January 2018 for the introduction of regulations under MIFID II. These regulations will govern the relationship that financial institutions conducting lending and borrowing transactions will have with local authorities from that date. The Directive will result in the automatic reclassification of local authorities as retail clients unless they choose to elect to professional client status. The Council is electing to professional client status in order to preserve the range of financial instruments, advice and services that it currently accesses.

### 3.8. Treasury Management Strategy covers three main areas summarised below:

- i. Capital Strategy (Section 4)
  - a) Capital expenditure plans;
  - b) Capital Financing Requirement (CFR);
  - c) Affordability – Ratio of Financing cost;
  - d) Affordability – Incremental impact of capital investment decisions on Council Tax; and
  - e) The Minimum Revenue Provision (MRP) policy (Appendix B).
- ii. Borrowing strategy (Section 5):
  - a) Current borrowing position;
  - b) Indicators : Limits on External Borrowing;
  - c) Borrowing Strategy; and
  - d) Policy on borrowing in advance of need.
- iii. Treasury Management (Section 6)
  - a) Current treasury position;
  - b) Core funds and expected investment balances;
  - c) Expected return on investments and benchmarking; and
  - d) Investment Limits

### 3.9. The Annual Investment Strategy (AIS) at Appendix A provides more detail on how the Council will manage its risks and liquidity in 2018/19.



# Treasury Management Strategy Statement

## 4. Capital Strategy

### Capital Spending and funding plans

- 4.1. The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.
- 4.2. Table 1 summarises the Council's capital expenditure plans, both in terms of those agreed previously, and those forming part of the current budget cycle. The table also sets out the Council's current expectations of how these plans are to be financed.

2016/17 Actual £m		2017/18 Forecast £m	2018/19 Estimate £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m	2022/23 Estimate £m	Total £m
14.017	<b>Expenditure General Fund</b>	17.176	45.358	37.194	16.521	29.458	6.758	152.465
	<b>Funding</b>							
-2.214	Grants & Contributions	-3.946	-19.495	-7.261	-6.189	-4.115	-3.990	-44.996
-4.899	Capital Receipts	-13.230	-20.720	-9.000	-9.800	-5.000	-2.768	-60.518
-6.904	Revenue Financing	0.000	-5.143	-20.933	-0.532	-0.304	0.000	-26.912
0.000	Borrowing	0.000	0.000	0.000	0.000	-20.039	0.000	-20.039
-14.017	<b>Total</b>	-17.176	-45.358	-37.194	-16.521	-29.458	-6.758	-152.465

- 4.3. The Department for Communities and Local Government (DCLG) have consulted on the proposed changes to the prudential framework of capital finance. The proposals fore for Local Authorities Investment Code and Minimum Revenue Provision Guidance. The outcome of the consultation is still awaited, however the proposed changes are incorporated within the strategy as detailed in paragraphs 4.4 to 4.7.
- 4.4. The prudential code on capital finance requires Council's to ensure that the capital investment plans are prudent, sustainable and affordable in the long term. In considering the capital programme, in addition to the initial investments, the financing, ongoing repairs and maintenance costs should be considered to ensure these are sustainable and affordable in the medium to long term.
- 4.5. As well as investing in assets owned by the Council and used in the delivery of services, the Council also invests, where appropriate, in commercial properties which generates revenue to support the delivery of service to the local community within the district.
- 4.6. Over the years the Council has organically grown its commercial portfolio and invested in traditional asset classes of offices, retail and industrial/logistics, which meet the Council requirements of sustainable economic growth within the district and the income to be secure and reliable and the investments low risk.
- 4.7. The current capital strategy includes proposals for strategic land acquisition and housing development to deliver Local Plan. These are long-term prudent proposals which will deliver the Council ambition of economic development for the district by investing in assets in such a way that not only

delivers regeneration and growth in a sustainable way, but also generates annual revenue to support our services for the local residents.

- 4.8. As part of the due diligence process and risk assessment, consideration is given to the inherent nature of risks around valuations, volatility of property markets, sustainability of rental income and Council's dependence on this income stream to deliver services.

## Capital Financing Requirement (CFR)

- 4.9. The CFR measures the extent to which capital expenditure has not yet been financed from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and so it's underlying borrowing need. Any capital expenditure, which has not immediately been financed or paid for, will increase the CFR.
- 4.10. The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the indebtedness in line with each assets life, and so charges the economic consumption of capital assets as they are used.
- 4.11. The CFR includes other long-term liabilities such as embedded lease included within the Chiltern Waste contract. Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of contracts include a borrowing facility by the lease provider and so the Council is not required to separately borrow for these leases.
- 4.12. The Council's Capital Financing Requirement position at 31 March 2017, with forward projections are summarised on the following page in Table 2.

2016/17	Table 2	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Actual		Forecast	Estimate	Estimate	Estimate	Estimate	Estimate
£m		£m	£m	£m	£m	£m	£m
3.206	Gross Projected Debt	2.406	1.606	0.800	0.000	20.039	20.039
6.908	CFR 31st March	5.901	4.894	3.887	2.975	22.913	22.512
3.702	<b>Under borrowing</b>	<b>3.495</b>	<b>3.288</b>	<b>3.087</b>	<b>2.975</b>	<b>2.874</b>	<b>2.473</b>

- 4.13. The above projections confirms that the Council's gross debt does not exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for current year and the following two financial years. This allows some flexibility for limited early borrowing for future years if required, but ensures that borrowing is not undertaken for revenue purposes.
- 4.14. The Head of Finance and Commercial reports that the Council complied with this indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing programme and the proposals in the budget report.

## Affordability

- 4.15. The objective of the affordability indicators is to ensure that the level of investment in capital assets proposed remains within sustainable limits, and in particular, the impact on the Council's "bottom line" as reflected in the impact on council tax. Table 3 below sets out the expected ratio of capital financing costs to income for General Fund. There is a significant increase

in this ratio for 2018/19 and 2019/20 resulting mainly from revenue reserves being used to fund the Capital Programme.

4.16. The Council's financial strategy requires borrowing in 2021/22 to fund the capital programme and the impact of the financing cost on Council Tax is shown in the table below.

2016/17	Table 3	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Actual		Forecast	Estimate	Estimate	Estimate	Estimate	Estimate
47%	Ratio of financing cost	-2%	33%	142%	0%	3%	2%
0.00	Incremental Impact on Council Tax	0.00	0.00	0.00	0.00	9.94	5.61

## 5. Borrowing

5.1. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet the day to day requirement for service delivery and also capital strategy. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities.

### Borrowing Limits

5.2. The Code requires the Council to set two limits on its total external debt, as set out in Table 4 below. The limits are:

- a. **Authorised Limit for External Debt** – This is the limit prescribed by section 3(1) of the Local Government Act 2003 representing the maximum level of borrowing which the Council may incur. It reflects the level of external debt which, while not desired, could be afforded in the short term, but may not be sustainable in the longer term.
- b. **Operational Boundary** – This is the limit which external debt is not normally expected to exceed. The boundary is based on current debt plus anticipated net financing need for future years.

2016/17	Table 4	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Actual		Forecast	Estimate	Estimate	Estimate	Estimate	Estimate
£m		£m	£m	£m	£m	£m	£m
	<b>Authorised Limit for external debt</b>						
3	Borrowing and other long term liabilities	11	10	9	8	28	28
	<b>Operational Boundary for external debt</b>						
0	Borrowing	4	3	3	3	23	23
3	Other long term liabilities	2	2	1	0	0	0
3	<b>Total</b>	6	5	4	3	23	23
	<b>Upper limit for fixed interest rate exposure</b>						
0	Net principal re fixed rate borrowing	4	3	3	3	23	23
	<b>Upper limit for variable rate exposure</b>						
0	Net principal re variable rate borrowing	0	0	0	0	0	0
6	Upper limit for principal sums invested over 364 days	40	40	40	40	40	40

### Prospects for Interest Rates

5.3. The Council has appointed Link Asset Services as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. Further Economic Background is provided at Appendix D by Link Asset Services. The table on the next page gives the advisor's central view.

	Now	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21
Bank Rate	0.50	0.50	0.50	0.50	0.50	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.25	1.25	1.25
5 yr PWLB	1.50	1.50	1.60	1.60	1.70	1.80	1.80	1.90	1.90	2.00	2.10	2.10	2.20	2.30	2.30
10 yr PWLB	2.10	2.10	2.20	2.30	2.40	2.40	2.50	2.60	2.60	2.70	2.70	2.80	2.90	2.90	3.00
25 yr PWLB	2.70	2.80	2.90	3.00	3.00	3.10	3.10	3.20	3.20	3.30	3.40	3.50	3.50	3.60	3.60
50 yr PWLB	2.40	2.50	2.60	2.70	2.80	2.90	2.90	3.00	3.00	3.10	3.20	3.30	3.30	3.40	3.40

5.4. Borrowing interest rates increased sharply after the result of the general election in June and then also after the September MPC meeting when financial markets reacted by accelerating their expectations for the timing of Bank Rate increases. Since then, borrowing rates have eased back again somewhat. Apart from that, there has been little general trend in borrowing rates during the current financial year.

5.5. After a decade, Bank Rate was increased from 0.25% to 0.50% in November 2017. As detailed in the table above the current forecast is a gradual increase in base rates over time with the next increase of 0.25% is expected in the last quarter of 2018.

### **Borrowing strategy**

5.6. The Council is currently maintaining an under-borrowed position due to healthy cash balance and this seems likely to continue for the next two or three years at least. This position is measured against the Capital Financing Requirement which is a technical calculation and takes account of cash-flow timing difference. This puts the council in a good position as the capital borrowing need, has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This has served well especially in the recent years with low interest rates and high counter party risks.

5.7. The policy of avoiding new borrowing by running down spare cash balances has served well over the last few years. However, this needs to be carefully reviewed to avoid incurring higher borrowing costs in the future when the Council may not be able to avoid new borrowing to finance capital expenditure.

5.8. If borrowing is undertaken in this environment there will be a net cost of holding this money until it is used, sometimes called the "cost of carry". As borrowing is often for longer dated periods (anything up to 60 years) the cost of carry needs to be considered against a backdrop of uncertainty and affordability constraints in the Council's wider financial position.

5.9. The Council will adopt a flexible approach to any future long-term borrowing in consultation with, Link Asset Services. Affordability and interest rate risk will be considered prior to undertaking any external borrowing.

### **Policy on Borrowing in Advance of Need**

5.10. The Council has the power to borrow in advance of need in line with its future borrowing requirements under the Local Authorities (Capital Finance and Accounting)(England) Regulations 2003, as amended.

5.11. The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value

for money can be demonstrated and that the Council can ensure the security of such funds.

- 5.12. Risks associated with any borrowing in advance of activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

## 6. Treasury Management

### Current cash position

- 6.1. Table 5 below shows the cash balance position as at December 2017.

	As at 31 March 2017		As at 31 December 2017	
	Principal	Average Rate	Principal	Average Rate
	£m	%	£m	%
<b>Investments</b>				
Specified	63.6		80.7	
Non - specified	11.0		13.0	
<b>Total Investments</b>	<b>74.6</b>	<b>0.67%</b>	<b>93.7</b>	<b>0.65%</b>

### Core Funds and expected Cash Flow

- 6.2. The application of resources to either finance capital expenditure or revenue budget will have an ongoing impact on investments. Detailed below are estimates of the year end balances for each resource.

2016/17 Actual	Year End Resources	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate
£m		£m	£m	£m	£m	£m	£m
- 9.739	General Reserves	- 9.739	- 9.739	- 9.739	- 9.739	- 9.739	- 9.739
- 35.360	Earmarked Reserves	- 35.768	- 29.506	- 7.787	- 6.937	- 6.287	- 5.637
- 18.329	Capital receipts	- 9.420	-	-	-	-	- 5.232
- 12.227	Capital Grants & Contributions	- 13.081	- 6.600	- 5.989	- 8.600	- 13.855	- 13.665
- 3.261	Provisions	- 3.261	- 3.261	- 3.261	- 3.261	- 3.261	- 3.261
- <b>78.916</b>	<b>Total core funds</b>	- <b>71.269</b>	- <b>49.106</b>	- <b>26.776</b>	- <b>28.537</b>	- <b>33.142</b>	- <b>37.534</b>
- 0.457	Working capital*	5.000	5.000	5.000	5.000	5.000	5.000
3.702	Under Borrowing	-	-	-	-	-	-
75.401	Expected investments	66.269	44.106	21.776	23.537	28.142	32.534

\*Working capital balances shown are estimated year end; these may be higher at certain points during the year

- 6.3. The medium-term cash flow shows that the Council has a substantial positive cash-flow position with an average cash position of more than £25m for the medium-term.

- 6.4. Council policy is to set aside £5m to provide working capital and cover day to day contingencies. Therefore an average of £40m is available to be invested over the longer-term without impacting on the Council's need for liquidity.

## **Background Papers**

Treasury Management Strategy Statement 2017/18 (Approved by Council February 2017)

1. Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, as amended
2. DCLG Guidance on Minimum Revenue Provision 2012
3. DCLG Guidance on Local Government Investments – March 2010
4. CIPFA Prudential Code for Capital Finance in Local Authorities, 2011
5. CIPFA Treasury Management Code of Practice, 2011

### Annual Investment Strategy

1. The Council holds significant surplus funds, representing income received in advance of expenditure, plus balances and reserves. Both the CIPFA Code and the CLG Guidance require the Council to invest its funds prudently, and in order of importance to have regard to the **security** and **liquidity** of its investments before seeking the highest rate of return, or **yield**.
2. Council will also consider long term investments to secure better yield. This will be subject to cash-flow requirements and will ensure that it is prudent and sustainable.
3. In accordance with the above guidance and to minimise the risk to investments, the Council applies minimum acceptable credit criteria to generate a list of highly creditworthy counterparties which will provide security of investments, enable diversification and minimise risk. The creditworthiness methodology used to create the counterparty list fully accounts for the ratings, watches and outlooks published by all three ratings agencies. The Treasury Management Adviser monitors counterparty ratings on a real time basis with knowledge of any changes advised electronically as the agencies notify modifications.
4. Further, the officers recognise that ratings should not be the sole determinant of the quality of an institution and that it is important to assess continually and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To this end the Council will engage with its adviser to maintain a monitor on market pricing such as “credit default swaps” and overlay that information on top of the credit ratings.
5. The aim of the strategy is to generate a list of highly creditworthy counterparties which will provide security of investments, enable diversification and minimise risk.

### Creditworthiness policy

6. The primary principle governing the Council’s investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration. After this main principle, the Council will ensure that:
  - a. It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the specified and non-specified investment sections below; and
  - b. It has sufficient liquidity in its investments. For this purpose it will set out procedures for determining the maximum periods for which funds may prudently be committed. .
7. The Head of Finance and Commercial will maintain a counterparty list in compliance with the criteria set out in the table at paragraph 20. The counter parties must meet the minimum criteria from all the three rating agencies. Any

revision to the criteria will be submitted to Council for approval as necessary.

8. **Use of additional information other than credit ratings.** Additional requirements under the Code require the Council to supplement credit rating information. Whilst the above criteria relies primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use, additional operational market information will be applied before making any specific investment decision from the agreed pool of counterparties. This additional market information (for example Credit Default Swaps, negative rating Watches/Outlooks) will be applied to compare the relative security of differing investment counterparties.
9. Credit rating information is supplied by Link Asset Services, our treasury advisors, on all active counterparties that comply with the criteria listed in the table below. Any counterparty failing to meet the criteria would be omitted from the counterparty (dealing) list. Any rating changes, rating Watches (notification of a likely change), rating Outlooks (notification of the longer term bias outside the central rating view) are provided to officers almost immediately after they occur and this information is considered before dealing. For instance, a negative rating Watch applying to counterparty at the minimum Council criteria will be suspended from use, with all others being reviewed in light of market conditions.

#### **Specified and Non-specified investments**

10. The DCLG Guidance on Local Government Investments made under section 15(1) of the Local Government Act 2003, places restrictions on Local authorities around the use of specified and non-specified investments. A specified investment is defined as an investment which satisfies all of the conditions below:
  - a. The investment and any associated cash flows are denominated in sterling;
  - b. The investment has a maximum maturity of one year;
  - c. The investment is not defined as capital expenditure; and
  - d. The investment is made with a body or in an investment scheme of high credit quality; or with the UK Government, a UK Local Authority or parish/community council.
11. A non-specified investment is any investment that does not meet all the conditions above. For any such investments, specific proposals will be considered by the s151 Officer after taking into account:
  - a. cash flow requirements
  - b. investment period
  - c. expected return
  - d. the general outlook for short to medium term interest rate
  - e. creditworthiness of the proposed investment counterparty
  - f. other investment risks.
12. The value of non-specified investments will not exceed their Investment allocation. The Council must now formulate a strategy that allocates its cash in the most effective manner to short, medium and long term non-specified investments.





### **Country limits**

13. Due care will be taken to consider the country, group and sector exposure of the Council's investments. The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AA from Fitch. The list of countries that qualify using this credit criteria as at the date of this report are shown in the table below. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy

### **Investment Strategy**

14. After a decade, Bank Rate was increased from 0.25% to 0.50% in November 2017. It is forecast there will be a further increase of 0.25% in the last quarter of 2018. Bank Rate forecasts for financial year ends (March) are:

2017/18	0.50%
2018/19	0.75%
2019/20	1.00%
2020/21	1.25%

15. Investment returns are likely to remain low during 2018/19 but to be on a gently rising trend over the next few years. The suggested budgeted investment earnings rates for returns on investments placed for periods up to 3 months during each financial year are as follows

2018/19	0.60%
2019/20	0.90%
2020/21	1.25%
2021/22	.1.50%
2022/23	1.75%

16. As the interest rates are expected to remain low during 2018/19, strategy will typically result in a lengthening of investment periods, where cash flow permits, in order to lock in higher rates of acceptable risk adjusted returns. However, caution will be taken into account to ensure that the Council is not disadvantaged by locking for too longer period to take advantage of the future rates rises.
17. In order to diversify a portfolio largely invested in cash, investments will be placed with a number of approved counterparties over a range of maturity periods which meets the credit criteria set out in the schedule below. Money market funds (MMFs) will be utilised to provide good diversification, better yield and liquidity.
18. The investment returns will be benchmarked against the 3 months LIBOR (London Interbank Offered Rate) rate.

### **Investment time limits**

19. In view of the limited investment returns currently being experienced on short term cash-based investments and the substantial positive cash-flow position over the medium term (see paragraph 7.2 in the main report), it is suggested that for 2018/19 and future years the Council considers increasing its limit on longer term investments to £40m for the next five years. This limit also has regard to the

Council's liquidity requirements and to reduce the need for early sale of an investment.

### Schedule of Credit Criteria for investments

20. The criteria for providing a pool of high quality investment counterparties (both specified and non-specified investments is:

Investments	Minimum Credit Rating Required (S&P/Moody's/Fitch)	Maximum Counterparty Limit (£m)	Maximum Tenor
Debt Management Office (DMO) and Gilts	Government Backed	Unlimited	25 years
Supra-nationals and Multilateral development Banks & European Agencies	Government Backed	£6m each £3m each	1 year 2 years
UK Local Authorities	N/A	£7.5m each	3 years
Money Market Funds (MMF) & Enhanced Money Funds	LT:AAA/Aaa/AAA	£7.5m per fund £40m in aggregate	Up to 7 day notice
Pooled Property Funds	Internal and External due diligence	£7.5m per single fund	Up to 5 years
UK Banks and Building Societies	LT:A+/A1/A+ & above  LT:A-/A3/A- & above	£3m each  £6m each	>1 Year to 5 Years  Up to 1 Year
Nationalised and Part Nationalised Banks		£4m each	1 Year
Non-UK Bank Maximum of £10m per country	LT:A+/A1/A+ & above SR:AAA  LT:A/A2/A & above SR:AA	£3m each  £6m each	>1 Year to 5 Years  Up to 1 Year
Direct Property Investments – Councils decision of 9 October 2017	Internal and External due diligence	£7.5m	Up to 5 years
<b>Sovereign approved list:</b> Australia, Belgium, Canada, Denmark, Finland, France, Germany, Netherlands, Qatar, Singapore, Sweden, United Arab Emirates, Switzerland, United States			

### Minimum Revenue Provision (MRP) Policy

1. Capital expenditure is generally defined as expenditure on assets that have a life expectancy of more than one year. The accounting approach is to spread the cost over the estimated useful life of the asset. The mechanism for spreading these costs is through an annual MRP. The MRP is the means by which capital expenditure, which is financed by borrowing or credit arrangements, is funded by Council Tax.
2. Regulation 28 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, as amended (Statutory Instrument (SI) 3146/2003) requires full Council to approve a Minimum Revenue Provision (MRP) Statement setting out the policy for making MRP and the amount of MRP to be calculated which the Council considers to be prudent. In setting a level which the Council considers to be prudent, the Guidance states that the broad aim is to ensure that debt is repaid over a period reasonably commensurate with that over which the capital expenditure provides benefits to the Council.
3. The Council is recommended to approve the following MRP Statement:
  - a. For capital expenditure incurred before 1 April 2008, MRP will be calculated using Option 1 (the 'Regulatory Method') of the CLG Guidance on MRP. Under this option MRP will be 4% of the closing non-HRA CFR for the preceding financial year.
  - b. For all capital expenditure incurred after 1 April 2008 financed from unsupported (prudential) borrowing (including PFI and finance leases), MRP will be based upon the asset life method under Option 3 of the DCLG Guidance.
  - c. In some cases where a scheme is financed by prudential borrowing it may be appropriate to vary the profile of the MRP charge to reflect the future income streams associated with the asset, whilst retaining the principle that the full amount of borrowing will be charged as MRP over the asset's estimated useful life.
  - d. A voluntary MRP may be made from either revenue or voluntarily set aside capital receipts.
  - e. Estimated life periods and amortisation methodologies will be determined under delegated powers. To the extent that expenditure is not on the creation of an asset and is of a type that is subject to estimated life periods that are referred to in the guidance, these periods will generally be adopted by the Council. However, the Council reserves the right to determine useful life periods and prudent MRP in exceptional circumstances where the recommendations of the guidance would not be appropriate.
  - f. Freehold land cannot properly have a life attributed to it, so for the purposes of Asset Life method it will be treated as equal to a maximum of 50 years. But

if there is a structure on the land which the authority considers to have a life longer than 50 years, that same life estimate will be used for the land.

- g. As some types of capital expenditure incurred by the Council are not capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure. Also, whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the main component of expenditure and will only be divided up in cases where there are two or more major components with substantially different useful economic lives.
- h. Repayments included in annual PFI or finance leases are applied as MRP.
- i. Where borrowing is undertaken for the construction of new assets, MRP will only become chargeable once such assets are completed and operational.
- j. Under Treasury Management best practice the Council may decide to defer borrowing up to the capital financing requirement (CFR) and use internal resources instead. Where internal borrowing has been used, the amount chargeable as MRP may be adjusted to reflect the deferral of actual borrowing.

### **Treasury Management Delegations and Responsibilities**

The respective roles of the Council, Cabinet, Audit Committee and Section 151 officer are summarised below. Further details are set out in the Treasury Management Practices.

#### **Council**

Council will approve the annual treasury strategy, including borrowing and investment strategies. In doing so Council will establish and communicate their appetite for risk within treasury management having regard to the Prudential Code

#### **Cabinet**

Cabinet will recommend to Council the annual treasury strategy, including borrowing and investment strategies and receive a half-year report and annual report on treasury activities.

#### **Audit Committee**

This committee is responsible for ensuring effective scrutiny of the Treasury strategy and policies.

#### **Head of Finance and Commercial (Section 151 Officer)**

Council has delegated responsibility for the implementation and monitoring of treasury management decisions to the Section 151 Officer to act in accordance with approved policy and practices. The s151 Officer is responsible for the following activities:

- (i) Investment management arrangements and strategy;
- (ii) Borrowing and debt strategy;
- (iii) Approves changes to treasury management practices and procedures; and
- (iv) Chairs the Treasury Management Group (TMG).

#### **Treasury Management Group (TMG)**

Monitors the treasury activity against approved strategy, policy, practices and market conditions.

Reviews the performance of the treasury management function and of the appointed treasury advisor and recommends any necessary actions.

Ensures the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function.

Monitors the adequacy of internal audit reviews and the implementation of audit recommendations.

#### **Chief Accountant (Deputy S151 Officer)**

Has responsibility for the execution and administration of treasury management decisions, acting in accordance with the Council's Treasury Policy Statement and CIPFA's 'Standard of Professional Practice on Treasury Management'.

#### **Treasury Team**

Undertakes day to day treasury investment and borrowing activity in accordance with strategy, policy, practices and procedures.

### Economic Background

**The commentary is provided by Link Asset Services (Treasury Adviser) which reflect their view of the economy.**

#### GLOBAL OUTLOOK.

**World growth** looks to be on an encouraging trend of stronger performance, rising earnings and falling levels of unemployment. In October, the IMF upgraded its forecast for world growth from 3.2% to 3.6% for 2017 and 3.7% for 2018.

In addition, **inflation prospects are generally muted** and it is particularly notable that **wage inflation** has been subdued despite unemployment falling to historically very low levels in the UK and US. This has led to many comments by economists that there appears to have been a fundamental shift downwards in the Phillips curve (this plots the correlation between levels of unemployment and inflation e.g. if the former is low the latter tends to be high). In turn, this raises the question of what has caused this? The likely answers probably lay in a combination of a shift towards flexible working, self-employment, falling union membership and a consequent reduction in union power and influence in the economy, and increasing globalisation and specialisation of individual countries, which has meant that labour in one country is in competition with labour in other countries which may be offering lower wage rates, increased productivity or a combination of the two. In addition, technology is probably also exerting downward pressure on wage rates and this is likely to grow with an accelerating movement towards automation, robots and artificial intelligence, leading to many repetitive tasks being taken over by machines or computers. Indeed, this is now being labelled as being the start of the **fourth industrial revolution**.

#### KEY RISKS - central bank monetary policy measures

Looking back on nearly ten years since the financial crash of 2008 when liquidity suddenly dried up in financial markets, it can be assessed that central banks' monetary policy measures to counter the sharp world recession were successful. The key monetary policy measures they used were a combination of lowering central interest rates and flooding financial markets with liquidity, particularly through unconventional means such as Quantitative Easing (QE), where central banks bought large amounts of central government debt and smaller sums of other debt.

The key issue now is that that period of stimulating economic recovery and warding off the threat of deflation is coming towards its close and a new period has already started in the US, and more recently in the UK, on reversing those measures i.e. by raising central rates and (for the US) reducing central banks' holdings of government and other debt. These measures are now required in order to stop the trend of an on-going reduction in spare capacity in the economy, and of unemployment falling to such low levels that the re-emergence of inflation is viewed as a major risk. It is, therefore, crucial that central banks get their timing right and do not cause shocks to market expectations that could destabilise financial markets. In particular, a key risk is that because QE-driven purchases of bonds drove up the price of government debt, and therefore caused a sharp drop in income yields, this then also encouraged investors into a search for yield and into investing in riskier assets such as equities. This resulted in bond markets and equity market prices both rising to historically high valuation levels simultaneously. This, therefore, makes both asset categories vulnerable to a sharp correction. It is important, therefore, that central banks only gradually unwind their holdings of bonds in order to prevent destabilising the financial markets. It is also likely that the timeframe for central banks unwinding their holdings of QE debt purchases will be over several years. They need to balance their timing to neither



squash economic recovery by taking too rapid and too strong action, or, alternatively, let inflation run away by taking action that was too slow and/or too weak. **The potential for central banks to get this timing and strength of action wrong are now key risks.**

There is also a potential key question over whether economic growth has become too dependent on strong central bank stimulus and whether it will maintain its momentum against a backdrop of rising interest rates and the reversal of QE. In the UK, a key vulnerability is the **low level of productivity growth**, which may be the main driver for increases in wages; and **decreasing consumer disposable income**, which is important in the context of consumer expenditure primarily underpinning UK GDP growth.

A further question that has come to the fore is whether **an inflation target for central banks of 2%**, is now realistic given the shift down in inflation pressures from internally generated inflation, (i.e. wage inflation feeding through into the national economy), given the above mentioned shift down in the Phillips curve.

- Some economists favour a shift to a **lower inflation target of 1%** to emphasise the need to keep the lid on inflation. Alternatively, it is possible that a central bank could simply 'look through' tepid wage inflation, (i.e. ignore the overall 2% inflation target), in order to take action in raising rates sooner than might otherwise be expected.
- However, other economists would argue for a **shift UP in the inflation target to 3%** in order to ensure that central banks place the emphasis on maintaining economic growth through adopting a slower pace of withdrawal of stimulus.
- In addition, there is a strong argument that central banks should **target financial market stability**. As mentioned previously, bond markets and equity markets could be vulnerable to a sharp correction. There has been much commentary, that since 2008, QE has caused massive distortions, imbalances and bubbles in asset prices, both financial and non-financial. Consequently, there are widespread concerns at the potential for such bubbles to be burst by exuberant central bank action. On the other hand, too slow or weak action would allow these imbalances and distortions to continue or to even inflate them further.
- Consumer debt levels are also at historically high levels due to the prolonged period of low cost of borrowing since the financial crash. In turn, this cheap borrowing has meant that **other non-financial asset prices**, particularly house prices, have been driven up to very high levels, especially compared to income levels. Any sharp downturn in the availability of credit, or increase in the cost of credit, could potentially destabilise the housing market and generate a sharp downturn in house prices. This could then have a destabilising effect on consumer confidence, consumer expenditure and GDP growth. However, no central bank would accept that it ought to have responsibility for specifically targeting house prices.

**UK.** After the UK surprised on the upside with strong economic growth in 2016, **growth in 2017 has been disappointingly weak**; quarter 1 came in at only +0.3% (+1.8% y/y), quarter 2 was +0.3% (+1.5% y/y) and quarter 3 was +0.4% (+1.5% y/y). The main reason for this has been the sharp increase in inflation, caused by the devaluation of sterling after the EU referendum, feeding increases in the cost of imports into the economy. This has caused, in turn, a reduction in consumer disposable income and spending power and so the services sector of the economy, accounting for around 80% of GDP, has seen weak growth as consumers cut back on their expenditure. However, more recently there have been encouraging statistics from the **manufacturing sector** which is seeing strong growth, particularly as a result of increased demand for exports. It has helped that growth in the EU, our main trading partner, has improved significantly over the last year while robust world growth has also been supportive. However, this sector only accounts for around 10% of GDP so expansion in this sector will have a much more muted effect on the overall GDP growth figure for the UK economy as a whole.

While the Bank of England is expected to give forward guidance to prepare financial markets for gradual changes in policy, the **Monetary Policy Committee, (MPC), meeting of 14 September 2017** managed to shock financial markets and forecasters by suddenly switching to a much more aggressive tone in terms of its words around warning that Bank Rate will need to rise soon. The Bank of England Inflation Reports during 2017 have clearly flagged up that it expected CPI inflation to peak at just under 3% in 2017, before falling back to near to its target rate of 2% in two years' time. The Bank revised its forecast for the peak to just over 3% at the 14 September meeting. (Inflation actually came in at 3.1% in November so that may prove now to be the peak.) This marginal revision in the Bank's forecast can hardly justify why the MPC became so aggressive with its wording; rather, the focus was on an emerging view that with unemployment having already fallen to only 4.3%, the lowest level since 1975, and improvements in productivity being so weak, that **the amount of spare capacity in the economy was significantly diminishing** towards a point at which they now needed to take action. In addition, the MPC took a more tolerant view of low wage inflation as this now looks like a common factor in nearly all western economies as a result of automation and globalisation. However, the Bank was also concerned that the withdrawal of the UK from the EU would effectively lead to a *decrease* in such globalisation pressures in the UK, and so this would cause additional inflationary pressure over the next few years.

At its 2 November meeting, the MPC duly delivered a 0.25% increase in Bank Rate. It also gave forward guidance that they expected to increase Bank Rate only twice more in the next three years to reach 1.0% by 2020. This is, therefore, not quite the 'one and done' scenario but is, nevertheless, a very relaxed rate of increase prediction in Bank Rate in line with previous statements that Bank Rate would only go up very gradually and to a limited extent.

However, some forecasters are flagging up that they expect growth to accelerate significantly towards the end of 2017 and then into 2018. This view is based primarily on the coming fall in inflation, (as the effect of the effective devaluation of sterling after the EU referendum drops out of the CPI statistics), which will bring to an end the negative impact on consumer spending power. In addition, a strong export performance will compensate for weak services sector growth. If this scenario was indeed to materialise, then the MPC would be likely to accelerate its pace of increases in Bank Rate during 2018 and onwards.

It is also worth noting the **contradiction within the Bank of England** between action in 2016 and in 2017 **by two of its committees**. After the shock result of the EU referendum, the **Monetary Policy Committee (MPC)** voted in August 2016 for emergency action to cut Bank Rate from 0.50% to 0.25%, restarting £70bn of QE purchases, and also providing UK banks with £100bn of cheap financing. The aim of this was to lower borrowing costs, stimulate demand for borrowing and thereby increase expenditure and demand in the economy. The MPC felt this was necessary in order to ward off their expectation that there would be a sharp slowdown in economic growth. Instead, the economy grew robustly, although the Governor of the Bank of England strongly maintained that this was *because* the MPC took that action. However, other commentators regard this emergency action by the MPC as being proven by events to be a mistake. Then in 2017, we had the **Financial Policy Committee (FPC)** of the Bank of England taking action in June and September over its concerns that cheap borrowing rates, and easy availability of consumer credit, had resulted in too rapid a rate of growth in consumer borrowing and in the size of total borrowing, especially of unsecured borrowing. It, therefore, took punitive action to clamp down on the ability of the main banks to extend such credit! Indeed, a PWC report in October 2017 warned that credit card, car and personal loans and student debt will hit the equivalent of an average of £12,500 per household by 2020. However, averages belie wide variations in levels of debt with much higher exposure being biased towards younger people, especially the 25 -34 year old band, reflecting their lower levels of real income and asset ownership.

One key area of risk is that consumers may have become used to cheap rates since 2008 for borrowing, especially for mortgages. It is a major concern that **some consumers may have over extended their borrowing** and have become complacent about interest rates going up after Bank Rate had been unchanged at 0.50% since March 2009 until falling further to 0.25% in August 2016. This is why forward guidance from the Bank of England continues to emphasise slow and gradual increases in Bank Rate in the coming years. However, consumer borrowing is a particularly vulnerable area in terms of the Monetary Policy Committee getting the pace and strength of Bank Rate increases right - without causing a sudden shock to consumer demand, confidence and thereby to the pace of economic growth.

Moreover, while there is so much uncertainty around the Brexit negotiations, consumer confidence, and business confidence to spend on investing, it is far too early to be confident about how the next two to three years will actually pan out.

**EZ.** Economic growth in the eurozone (EZ), (the UK's biggest trading partner), had been lack lustre for several years after the financial crisis despite the ECB eventually cutting its main rate to -0.4% and embarking on a massive programme of QE. However, growth picked up in 2016 and has now gathered substantial strength and momentum thanks to this stimulus. GDP growth was 0.6% in quarter 1 (2.1% y/y), 0.7% in quarter 2 (2.4% y/y) and +0.6% in quarter 3 (2.6% y/y). However, despite providing massive monetary stimulus, the European Central Bank is still struggling to get inflation up to its 2% target and in November inflation was 1.5%. It is therefore unlikely to start on an upswing in rates until possibly 2019. It has, however, announced that it will slow down its monthly QE purchases of debt from €60bn to €30bn from January 2018 and continue to at least September 2018.

**USA.** Growth in the American economy was notably erratic and volatile in 2015 and 2016. 2017 is following that path again with quarter 1 coming in at only 1.2% but quarter 2 rebounding to 3.1% and quarter 3 coming in at 3.3%. Unemployment in the US has also fallen to the lowest level for many years, reaching 4.1%, while wage inflation pressures, and inflationary pressures in general, have been building. The Fed has started on a gradual upswing in rates with four increases in all and four increases since December 2016; the latest rise was in December 2017 and lifted the central rate to 1.25 – 1.50%. There could then be another four increases in 2018. At its September meeting, the Fed said it would start in October to gradually unwind its \$4.5 trillion balance sheet holdings of bonds and mortgage backed securities by reducing its reinvestment of maturing holdings.

**CHINA.** Economic growth has been weakening over successive years, despite repeated rounds of central bank stimulus; medium term risks are increasing. Major progress still needs to be made to eliminate excess industrial capacity and the stock of unsold property, and to address the level of non-performing loans in the banking and credit systems.

**JAPAN.** has been struggling to stimulate consistent significant growth and to get inflation up to its target of 2%, despite huge monetary and fiscal stimulus. It is also making little progress on fundamental reform of the economy.

# Agenda Item 6.

## BUDGET MONITORING REPORT TO QUARTER ENDING 31 DECEMBER 2017

**Cabinet Member:** Councillor David Watson

**Wards Affected:** All

**Officer contact:** David Skinner  
Hasina Shah

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### PROPOSED DECISION

1. That Cabinet to consider and note the forecast outturn position for the financial year 2017/18 as at end of December 2017.
2. To approve £0.025m additional use of the Wycombe Swan Repairs & Renewals fund for the Cooling System/Boiler works at the Wycombe Swan Theatre. £0.100m is already included in the Repairs & Renewals programme.
3. To approve the transfer from revenue to the Development fund of £0.065m for works to be undertaken at Totteridge recreation ground to improve access to the park and amenities for people with disabilities. This is to compliment the works there that are being funded from s106 monies already allocated.

### Reason for Decision

4. The Cabinet approves a budget each year within the context of a Medium Term Financial Plan (MTFP) to achieve the Council's priorities. This report updates Cabinet members on the 2017/18 forecast position as at Quarter 3.

### Corporate Implications

- The financial implications are set out in the report.
- Under the Local Government Act 2003, the Chief Financial Officer is required to report on the robustness of the budget. This monitoring report is part of the Council's financial framework which supports this wider responsibility.
- The main budgetary risks to the Council have been reviewed as part of this report.

### Executive Summary

5. This report sets out the Council's financial position as at Quarter 3 2017/18 (31 December 2017). The cabinet report reflects what has been reported to Senior Management Board.
6. The forecast financial position is summarised in the main body of the report supported by further details in following appendices:
  - a. General Fund Revenue forecast of a favourable variance of £0.253m as at 31 December 2017 (Appendix A);
  - b. The progress in achieving the 2017/18 Efficiency Plan savings (Appendix B); and
  - c. Update on Repairs and Renewals Fund (Appendix C).

## General Fund Revenue position

7. The net revenue forecast position at Quarter 3 (31 December 2017) is showing a favourable Variance of £0.253m as summarised in the table below.

Net Cost of Services	YTD Budget £m	YTD Actuals £m	Sum of YTD Variance	FY Budget £m	FY Outturn £m	Variance £m	Comments
Income.							
Income.							
Car Parking	(2.192)	(2.401)	(0.210)	(2.949)	(3.135)	(0.186)	Charges from daily parking are predicted as being (£0.161m) in surplus, season tickets as being (£0.020m) in surplus and enforcement as being (£0.005m) in surplus.
Fees and Charges	(3.846)	(4.555)	(0.709)	(5.129)	(5.547)	(0.418)	Additional £0.067m back dated rent on Parks. Increase in income from sale of bins of £0.026m, Legal (£0.038m) and Land Charges (£0.037m), Dangerous structure and outreach funding (£0.057m). Offset by unfavourable variance on recycling credits of £0.064m
Grant	(35.412)	(33.433)	1.979	(47.216)	(44.901)	2.315	Additional grant income in respect of Homelessness, General Elections, Electoral Registration offset by reduction in Housing Benefit payments grant
Planning	(1.309)	(1.611)	(0.302)	(1.745)	(2.113)	(0.368)	Favourable variance of £0.300m due to increase in activity and a fee increase for final three months of the financial year. Additional Planning Performance Agreement income of £0.040m.
Rents	(4.766)	(5.552)	(0.786)	(6.355)	(6.357)	(0.002)	
<b>Income. Total</b>	<b>(47.525)</b>	<b>(47.552)</b>	<b>(0.028)</b>	<b>(63.393)</b>	<b>(62.053)</b>	<b>1.340</b>	
Expenditure							
Controllable							
Employees	9.884	10.222	0.338	13.157	13.629	0.472	Vacancies across Finance, Legal and Corporate Director being filled by agency staff. Permanent appointments have been made or being recruited to these posts. Additional work on Elections, Prevent Project and Homelessness Prevention funded from grant income.
Housing Benefit	34.266	33.049	(1.217)	45.688	42.941	(2.747)	Midyear forecast estimates that the council is paying less out in Housing Benefit Payments this is offset by reduction in grant income above.
Premises Related Expenses	3.072	2.748	(0.324)	4.034	4.180	0.146	Higher than budgeted spend on Business rates due to 2017 revaluations and polling stations, unbudgeted spend on repairs of Public Conveniences and Car park security. This is off set by underspends on electricity and visitor centre running costs.
Supplies and Services	7.052	7.545	0.494	9.276	9.812	0.536	Overspend due to increase work on Housing Benefit processing and specific projects such as dangerous structures. Unbudgeted spend on Car Parks cash machine vandalism of £0.080m. Grant funded spend in respect of Community Housing Fund £0.115m, Flexible Homelessness Support £0.235m and Outreach funding £0.054m. One off contribution to earmarked reserve for waste equalisation fund of £0.229m. This is partially offset by savings on Insurance Premiums.
Waste Contract	4.155	4.091	(0.065)	5.540	5.540	0.000	
<b>Controllable Total</b>	<b>58.428</b>	<b>57.654</b>	<b>(0.774)</b>	<b>77.695</b>	<b>76.102</b>	<b>(1.593)</b>	
Uncontrollable							
Depreciation	2.192	2.192	0.000	2.923	2.923	0.000	
Internal Recharges	8.237	8.237	0.000	10.983	10.983	(0.000)	
Internal Recharges Income	(7.628)	(7.628)	0.000	(10.172)	(10.172)	0.000	
<b>Uncontrollable Total</b>	<b>2.800</b>	<b>2.800</b>	<b>0.000</b>	<b>3.734</b>	<b>3.734</b>	<b>(0.000)</b>	
<b>Expenditure Total</b>	<b>61.228</b>	<b>60.454</b>	<b>(0.774)</b>	<b>81.429</b>	<b>79.836</b>	<b>(1.593)</b>	
<b>Net Total</b>	<b>13.704</b>	<b>12.902</b>	<b>(0.802)</b>	<b>18.036</b>	<b>17.783</b>	<b>(0.253)</b>	

8. The main reasons for variances are detailed below and Appendix A provides further analysis by cabinet portfolio.
- Grant Income** – There is additional grant income of £0.178m in respect of Elections and for the Prevent Programme. Any unspent grant will be carried forward at year end.
  - Fees & Charges, Car Parking & Planning** – A total favourable variance of £0.972m due to increase in car parking income, planning fee income and unbudgeted income from waste contract penalties which is to be transferred to a reserve.
  - Employees Cost** - Overspend of £0.472m resulting from vacancies being filled by agency and interim staff, work on specific projects and additional work on, Elections and Homelessness prevention funded from grant income.
  - Premises Cost** – Unfavourable variance of £0.146m due to business rates revaluations, unbudgeted repairs of Public conveniences and rent for polling station funded from grant. This is offset by favourable variance on electricity, water and visitor centre running costs.
  - Supplies & Services** – Adverse variance of £0.536m due to additional spends on Housing Benefit processing, Election expenses, Housing prevention work, dangerous structures and additional cost on car parks vandalism. This is offset by favourable variance on Insurance premium.
  - Housing Benefit** - Favourable variance of £2.747m on Housing Benefit Payments which is offset by the same value of reduction in grant income. Therefore the overall impact is nil.

## Efficiency Plan Savings

9. As at period 9 the forecast position for achieving savings and additional income is £1.012m against the total approved savings and income of £1.282m. The unfavourable position of £0.270m is mainly resulting from delays in generating income from investment properties. Please see Appendix B for further details.

## Repairs & Renewals

10. The forecast expenditure on the repairs of the Council property assets is £0.810m compared to the budget of £0.863m. The main reasons for favourable variance is the contingency for feasibility work is not anticipated to be utilised. This expenditure is funded from the Earmarked reserves, therefore any unspent budgets will not be drawn from the reserve. Appendix C provides further details.

## Major Projects Programme

11. The programme is forecasting to spend £17.177m against the total budget of £21.031m resulting in a variance of £3.858m (£2.665m+£1.193m) as detailed in the table below:-

PORTFOLIO	Overall Project Position at 22 December 2017				In Year Position				
	Total Project Budget	Total Project Spend	Scheme Projected Outturn	Variance	Total in year Budget	Actual to period 9	In year Forecast	Carryover	Variance (Favourable)/Unfavourable
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Community	4.996	0.357	4.996	0.000	0.154	0.088	0.148	0.000	(0.006)
Economic Development & Regeneration	33.593	16.442	32.413	(1.180)	11.606	1.532	9.657	(0.901)	(1.049)
Planning & Sustainability	7.417	2.149	7.447	0.030	3.720	0.967	3.121	(0.475)	(0.125)
Housing	7.888	4.305	7.888	0.000	2.269	1.958	2.095	(0.175)	0.000
Leader	0.560	0.072	0.560	0.000	0.032	0.005	0.029	(0.003)	0.000
HR, ICT & Customer Services	1.983	1.558	1.983	0.000	0.912	0.743	0.912	0.000	0.000
External Bodies - S106 and CIL	5.106	1.268	5.106	0.000	2.338	0.780	1.215	(1.111)	(0.013)
<b>Total</b>	<b>61.543</b>	<b>26.151</b>	<b>60.393</b>	<b>(1.150)</b>	<b>21.031</b>	<b>6.073</b>	<b>17.177</b>	<b>(2.665)</b>	<b>(1.193)</b>

12. The variance includes an under spend of £1.193m resulting mainly from the Globe Park Car Park not going ahead as is instead being provided by the Marlow Club.

Other developments and funds such as Handy X Phase 5 has slipped against the programme and Regeneration Fund which is utilised as and when the opportunity arises and contribution to a third party scheme, the timing of which we have little control over.

13. For the remainder of the year the programme will be monitored to ensure the delivery of all the schemes and its associated expenditure is on track. Any changes to the profile expenditure will be updated and reported to the Cabinet at the earliest available opportunity.

## Sustainable Community Strategy / Council Priorities - Implications

14. This report supports delivery of sustainable community strategy and council priorities.

## Background Papers

Revenue Budget and Council Tax setting 2017-18 to February 2017 Cabinet and Major Project Programme to March 2017 Cabinet

## Revenue Forecast outturn by Cabinet Portfolio

## Appendix A

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Income.							
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<b>Income. Total</b>	<b>(47.525)</b>	<b>(47.552)</b>	<b>(0.028)</b>	<b>(63.393)</b>	<b>(62.053)</b>	<b>1.340</b>	
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Controllable							
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Waste Contract	4.155	4.091	(0.065)	5.540	5.540	0.000	
<b>Controllable Total</b>	<b>58.428</b>	<b>57.654</b>	<b>(0.774)</b>	<b>77.695</b>	<b>76.102</b>	<b>(1.593)</b>	
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<b>Expenditure Total</b>	<b>61.228</b>	<b>60.454</b>	<b>(0.774)</b>	<b>81.429</b>	<b>79.836</b>	<b>(1.593)</b>	
<b>Net Total</b>	<b>13.704</b>	<b>12.902</b>	<b>(0.802)</b>	<b>18.036</b>	<b>17.783</b>	<b>(0.253)</b>	

COMMUNITY	YTD Budget £m	YTD Actuals £m	YTD Variance £m	FY Budget £m	FY Outturn £m	Variance £m	
<b>Income.</b>							
Fees and Charges	(1.061)	(1.320)	(0.260)	(1.415)	(1.543)	(0.129)	Backdated rents for Parks income (£0.067m), additional CCTV income (£0.032m) and (£0.022m) contribution from the Police & Crime Commissioner for a youth project.
Grant	(0.094)	(0.080)	0.014	(0.125)	(0.179)	(0.054)	Unbudgeted Prevent grant of (£0.054m)
<b>Income. Total</b>	<b>(1.155)</b>	<b>(1.401)</b>	<b>(0.246)</b>	<b>(1.540)</b>	<b>(1.722)</b>	<b>(0.182)</b>	
<b>Expenditure</b>							
<b>Controllable</b>							
Employees	0.867	0.841	(0.026)	1.157	1.196	0.039	Unbudgeted Prevent Education Officer £0.030m (grant funded), P&D Project Manager agency £0.035m partly offset by vacancy management within community commissioning (£0.026m).
Premises Related Expenses	1.104	1.031	(0.074)	1.473	1.471	(0.002)	
Supplies and Services	0.983	0.940	(0.043)	1.311	1.267	(0.044)	Saving on the Tourism budget following transfer of the service to Bucks CC (£0.033m)
<b>Controllable Total</b>	<b>2.955</b>	<b>2.812</b>	<b>(0.143)</b>	<b>3.940</b>	<b>3.934</b>	<b>(0.006)</b>	
<b>Uncontrollable</b>							
Depreciation	0.399	0.399	0.000	0.533	0.533	0.000	
Internal Recharges	1.295	1.295	0.000	1.727	1.727	0.000	
Internal Recharges Income	(0.684)	(0.684)	0.000	(0.912)	(0.912)	0.000	
<b>Uncontrollable Total</b>	<b>1.010</b>	<b>1.010</b>	<b>0.000</b>	<b>1.348</b>	<b>1.348</b>	<b>0.000</b>	
<b>Expenditure Total</b>	<b>3.965</b>	<b>3.822</b>	<b>(0.143)</b>	<b>5.288</b>	<b>5.282</b>	<b>(0.006)</b>	
<b>COMMUNITY Total</b>	<b>2.810</b>	<b>2.421</b>	<b>(0.389)</b>	<b>3.748</b>	<b>3.560</b>	<b>(0.188)</b>	



ECONOMIC DEVELOPMENT	YTD Budget £m	YTD Actuals £m	YTD Variance £m	FY Budget £m	FY Outturn £m	Variance £m	
<b>Income.</b>							
Fees and Charges	(0.199)	(0.223)	(0.024)	(0.276)	(0.260)	0.016	Unfavourable variance due to lease expiries and rent reviews
Rents	(4.747)	(5.552)	(0.805)	(6.350)	(6.357)	(0.007)	
<b>Income. Total</b>	<b>(4.947)</b>	<b>(5.775)</b>	<b>(0.829)</b>	<b>(6.625)</b>	<b>(6.617)</b>	<b>0.009</b>	
<b>Expenditure</b>							
Controllable							
Employees	0.242	0.280	0.037	0.323	0.353	0.030	Vacant position which has now been recruited. Cost of Handy X Hub Manager.
Premises Related Expenses	0.250	0.273	0.024	0.333	0.378	0.045	Over spend due to ongoing repairs and maintenance of the Park & Ride at Handy X
Supplies and Services	0.581	0.329	(0.252)	0.759	0.795	0.036	Additional decorations for Festive events.
Controllable Total	1.073	0.882	(0.191)	1.415	1.525	0.111	
Uncontrollable							
Depreciation	0.281	0.281	0.000	0.375	0.375	0.000	
Internal Recharges	0.541	0.541	0.000	0.722	0.722	0.000	
Internal Recharges Income	0.237	0.237	0.000	0.316	0.316	0.000	
Uncontrollable Total	1.060	1.060	0.000	1.413	1.413	0.000	
<b>Expenditure Total</b>	<b>2.132</b>	<b>1.942</b>	<b>(0.191)</b>	<b>2.828</b>	<b>2.939</b>	<b>0.111</b>	
<b>ECONOMIC DEVELOPMENT Total</b>	<b>(2.814)</b>	<b>(3.834)</b>	<b>(1.020)</b>	<b>(3.797)</b>	<b>(3.678)</b>	<b>0.119</b>	

ENVIRONMENT	YTD Budget £m	YTD Actuals £m	YTD Variance £m	FY Budget £m	FY Outturn £m	Variance £m	
<b>Income.</b>							
Car Parking	(2.192)	(2.401)	(0.209)	(2.949)	(3.135)	(0.186)	Charges from daily parking are predicted as being (£0.161m) in surplus, season tickets as being (£0.020m) in surplus and enforcement as being (£0.005m) in surplus.
Fees and Charges	(1.072)	(1.335)	(0.263)	(1.429)	(1.674)	(0.245)	Unbudgeted waste contract penalties (£0.229m), reduction in recycling credits £0.065m, favourable increase in income from sale of bins (£0.026m) unbudgeted income from Handy X Hub parking enforcement (£0.049m)
<b>Income. Total</b>	<b>(3.264)</b>	<b>(3.735)</b>	<b>(0.472)</b>	<b>(4.378)</b>	<b>(4.809)</b>	<b>(0.431)</b>	
<b>Expenditure</b>							
Controllable							
Employees	1.110	1.005	(0.105)	1.481	1.394	(0.087)	Favourable variance due to vacancy management across the dept.
Premises Related Expenses	0.570	0.686	0.116	0.691	0.769	0.078	Higher than budgeted spend on Car Parks; rates £0.035m and security patrols £0.031m. Unbudgeted spend on repairs of Public Conveniences of £0.027m offset by saving on utility charges (£0.023m).
Supplies and Services	0.508	0.385	(0.123)	0.750	1.063	0.313	Transfer to earmarked reserve of Waste Penalties for waste equalisation fund of £0.229m, Car Park predicted overspend on cash machine vandalism of £0.080m.
Waste Contract	4.155	4.091	(0.065)	5.540	5.540	0.000	
Controllable Total	6.344	6.167	(0.177)	8.462	8.766	0.304	
Uncontrollable							
Depreciation	0.711	0.711	0.000	0.949	0.949	0.000	
Internal Recharges	1.241	1.241	0.000	1.654	1.654	(0.000)	
Internal Recharges Income	(0.336)	(0.336)	0.000	(0.448)	(0.448)	0.000	
Uncontrollable Total	1.616	1.616	0.000	2.154	2.154	(0.000)	
<b>Expenditure Total</b>	<b>7.959</b>	<b>7.783</b>	<b>(0.177)</b>	<b>10.616</b>	<b>10.921</b>	<b>0.304</b>	
<b>ENVIRONMENT Total</b>	<b>4.696</b>	<b>4.047</b>	<b>(0.649)</b>	<b>6.239</b>	<b>6.112</b>	<b>(0.127)</b>	

FINANCE	YTD Budget £m	YTD Actuals £m	YTD Variance £m	FY Budget £m	FY Outturn £m	Variance £m	
<b>Income.</b>							
Fees and Charges	(0.338)	(0.295)	0.043	(0.450)	(0.415)	0.035	Lower than forecasted Court Fees. This budget has been aligned during the 18/19 Budget Setting process.
Grant	(34.925)	(32.666)	2.259	(46.567)	(43.900)	2.666	Midyear forecast estimates that the council is paying less out in Housing Benefit Payments. Offset by favourable variance resulting from additional Housing Benefit funding £0.185m.
<b>Income. Total</b>	<b>(35.262)</b>	<b>(32.961)</b>	<b>2.302</b>	<b>(47.017)</b>	<b>(44.315)</b>	<b>2.701</b>	
<b>Expenditure</b>							
<b>Controllable</b>							
Employees	1.620	1.665	0.045	2.146	2.200	0.054	Higher salary costs due to Section 151 and Chief Accountant posts being filled by interim members of staff costing an additional £0.140m. Savings in salary costs in Housing Benefit Admin of £0.115m which is funding external fees.
Housing Benefit	34.266	33.049	(1.217)	45.688	42.941	(2.747)	Lower than budgeted Housing Benefit Payments based on mid year estimates- offset by the lower grant income above.
Supplies and Services	1.208	0.867	(0.341)	1.425	1.322	(0.104)	There is an increased expenditure forecast of £0.173m on external fees including fees for Housing Benefit Processing, funded by savings in salaries and additional grant income. There is also one off costs for the software expenditure of £0.060m. This is partially offset by savings on Insurance Premiums £0.070m and other variances.
<b>Controllable Total</b>	<b>37.094</b>	<b>35.581</b>	<b>(1.513)</b>	<b>49.259</b>	<b>46.462</b>	<b>(2.797)</b>	
<b>Uncontrollable</b>							
Internal Recharges	0.967	0.000	(0.967)	1.290	1.290	0.000	
Internal Recharges Income	(1.030)	0.000	1.030	(1.374)	(1.374)	0.000	
<b>Uncontrollable Total</b>	<b>(0.063)</b>	<b>0.000</b>	<b>0.063</b>	<b>(0.084)</b>	<b>(0.084)</b>	<b>0.000</b>	
<b>Expenditure Total</b>	<b>37.031</b>	<b>35.581</b>	<b>(1.450)</b>	<b>49.175</b>	<b>46.378</b>	<b>(2.797)</b>	
<b>FINANCE Total</b>	<b>1.769</b>	<b>2.620</b>	<b>0.852</b>	<b>2.158</b>	<b>2.063</b>	<b>(0.095)</b>	

HOUSING	YTD Budget £m	YTD Actuals £m	YTD Variance £m	FY Budget £m	FY Outturn £m	Variance £m	
<b>Income.</b>							
Fees and Charges	(0.522)	(0.525)	(0.003)	(0.696)	(0.682)	0.014	Forecasted additional income of (£0.024m) from mobile home site sale. Adverse forecast of £0.040m for Temp Accom HB income due to reduced demand. (Offset by reduction Temp Accom payments).
Grant	(0.393)	(0.529)	(0.136)	(0.524)	(0.664)	(0.140)	Receipt of unbudgeted Flexible Homelessness Support Grant for (£0.025m), the grant is used for prevention work. In addition (£0.115m) Community Housing Grant to fund Parish Council's housing needs work.
<b>Income. Total</b>	<b>(0.915)</b>	<b>(1.054)</b>	<b>(0.139)</b>	<b>(1.220)</b>	<b>(1.346)</b>	<b>(0.126)</b>	
<b>Expenditure</b>							
Controllable							
Employees	0.876	0.934	0.059	1.168	1.241	0.073	Agency staff to work on homelessness prevention.
Premises Related Expenses	0.074	0.020	(0.054)	0.098	0.099	0.001	
Supplies and Services	0.605	0.580	(0.025)	0.807	0.871	0.064	(£0.023m) saving forecasted on B&B payments due to reduction in demand, prevention and quicker transfer into Temporary Accommodation. Offset by unbudgeted spend £0.087m related to the receipt of Community Housing Fund Grant and Flexible Homelessness Support Grant.
<b>Controllable Total</b>	<b>1.554</b>	<b>1.534</b>	<b>(0.020)</b>	<b>2.073</b>	<b>2.211</b>	<b>0.138</b>	
Uncontrollable							
Depreciation	0.663	0.663	0.000	0.884	0.884	0.000	
Internal Recharges	0.515	0.515	0.000	0.687	0.687	0.000	
<b>Uncontrollable Total</b>	<b>1.178</b>	<b>1.178</b>	<b>0.000</b>	<b>1.571</b>	<b>1.571</b>	<b>0.000</b>	
<b>Expenditure Total</b>	<b>2.733</b>	<b>2.713</b>	<b>(0.020)</b>	<b>3.644</b>	<b>3.782</b>	<b>0.138</b>	
<b>HOUSING Total</b>	<b>1.818</b>	<b>1.659</b>	<b>(0.159)</b>	<b>2.424</b>	<b>2.436</b>	<b>0.012</b>	

HR, ICT & CUSTOMER SERVICES	YTD Budget £m	YTD Actuals £m	YTD Variance £m	FY Budget £m	FY Outturn £m	Variance £m	
Expenditure							
Controllable							
Employees	1.265	1.285	0.019	1.681	1.689	0.009	
Premises Related Expenses	1.074	0.698	(0.376)	1.439	1.424	(0.015)	Unfavourable variance caused by increase of Non-Domestic Rates following national revaluation, offset by savings in utility costs.
Supplies and Services	1.793	3.053	1.261	2.391	2.349	(0.041)	Increase in the cost of some lincenses, offset by various small savings, including stationary and HR software which will be spent in 18/19.
Controllable Total	4.132	5.036	0.904	5.510	5.463	(0.047)	
Uncontrollable							
Depreciation	0.136	0.136	0.000	0.182	0.182	0.000	
Internal Recharges	1.317	1.317	0.000	1.756	1.756	0.000	
Internal Recharges Income	(4.549)	(4.549)	0.000	(6.066)	(6.066)	0.000	
Uncontrollable Total	(3.096)	(3.096)	0.000	(4.128)	(4.128)	0.000	
<b>Expenditure Total</b>	<b>1.037</b>	<b>1.941</b>	<b>0.904</b>	<b>1.383</b>	<b>1.335</b>	<b>(0.047)</b>	
<b>HR, ICT &amp; CUSTOMER SERVICES Total</b>	<b>1.037</b>	<b>1.941</b>	<b>0.904</b>	<b>1.383</b>	<b>1.335</b>	<b>(0.047)</b>	

LEADER	YTD Budget £m	YTD Actuals £m	YTD Variance £m	FY Budget £m	FY Outturn £m	Variance £m	
<b>Income.</b>							
Fees and Charges	(0.269)	(0.304)	(0.034)	(0.359)	(0.416)	(0.057)	Higher than budgeted Legal income (£0.038m). Favourable increase in Land Charges Income (£0.035m).
Grant	0.000	(0.144)	(0.144)	0.000	(0.218)	(0.218)	Favourable variance for Grant receipts; (£0.178m) for the General Election, (£0.034m) for Individual Electoral Registration and (£0.069m) for DCLG New Burden / Transparency Grants. Offset by increased expenditure on employees and supplies and services.
Income. Total	(0.269)	(0.448)	(0.179)	(0.359)	(0.635)	(0.275)	
<b>Income. Total</b>	<b>(0.269)</b>	<b>(0.448)</b>	<b>(0.179)</b>	<b>(0.359)</b>	<b>(0.635)</b>	<b>(0.275)</b>	
<b>Expenditure</b>							
<b>Controllable</b>							
Employees	1.525	1.795	0.270	2.034	2.426	0.392	The employment of staff to run the General Election Polling Stations and Count amounts to £0.133m which is recovered by Government grant (see above). The additional agency cost of employing interim for the vacant Corporate Director post £0.070m over the staffing budget and recruitment costs for the post £0.062m. Legal agency costs of £0.117m
Premises Related Expenses	0.000	0.039	0.039	0.000	0.039	0.039	Cost of hiring Polling Stations for General Election £0.038m funded by Election Govt Grant
Supplies and Services	1.021	0.886	(0.136)	1.362	1.433	0.071	Overspends on software, Service mail, Service Performance and Risk Monitoring of £0.059m funded by New Burden / Transparency Grant.
Controllable Total	2.546	2.720	0.174	3.396	3.897	0.502	
<b>Uncontrollable</b>							
Internal Recharges	0.903	0.903	0.000	1.205	1.205	0.000	
Internal Recharges Income	(1.252)	(1.252)	0.000	(1.669)	(1.669)	0.000	
Uncontrollable Total	(0.348)	(0.348)	0.000	(0.464)	(0.464)	0.000	
<b>Expenditure Total</b>	<b>2.198</b>	<b>2.372</b>	<b>0.174</b>	<b>2.931</b>	<b>3.433</b>	<b>0.502</b>	
<b>LEADER Total</b>	<b>1.929</b>	<b>1.924</b>	<b>(0.005)</b>	<b>2.572</b>	<b>2.798</b>	<b>0.226</b>	

PLANNING & SUSTAINABILITY	YTD Budget £m	YTD Actuals £m	YTD Variance £m	FY Budget £m	FY Outturn £m	Variance £m	
<b>Income.</b>							
Fees and Charges	(0.382)	(0.534)	(0.152)	(0.509)	(0.482)	0.027	Higher forecasted Dangerous Structures income which will be offset by expenditure on specific projects.
Grant	0.000	(0.015)	(0.015)	0.000	(0.015)	(0.015)	New Burden Grant.
Planning	(1.309)	(1.611)	(0.302)	(1.745)	(2.113)	(0.368)	Higher than budgeted Planning fee income of £0.300m. There is also higher additional Pre Planning Advice and Non-Statutory Advice Income.
Income. Total	(1.690)	(2.159)	(0.469)	(2.254)	(2.609)	(0.356)	
<b>Expenditure</b>							
<b>Controllable</b>							
Employees	2.377	2.416	0.039	3.169	3.130	(0.039)	
Supplies and Services	0.353	0.506	0.153	0.471	0.713	0.242	£0.060m higher cost of Dangerous Structure expenditure, £0.040m of costs due to Whitelands Road Direct Action, increased tree work and consultancy costs.
Controllable Total	2.730	2.922	0.192	3.640	3.843	0.203	
<b>Uncontrollable</b>							
Internal Recharges	1.457	1.457	0.000	1.943	1.943	0.000	
Internal Recharges Income	(0.014)	(0.014)	0.000	(0.019)	(0.019)	0.000	
Uncontrollable Total	1.443	1.443	0.000	1.924	1.924	0.000	
<b>Expenditure Total</b>	<b>4.173</b>	<b>4.364</b>	<b>0.192</b>	<b>5.564</b>	<b>5.767</b>	<b>0.203</b>	
<b>PLANNING &amp; SUSTAINABILITY Total</b>	<b>2.482</b>	<b>2.205</b>	<b>(0.277)</b>	<b>3.310</b>	<b>3.157</b>	<b>(0.153)</b>	

## Efficiency Plan Savings

## Appendix B

Programmed Savings	Original Budget	Forecast Outturn	Variance	Comments
	£m	£m	£m	
Sharing and Partnering of Services	0.050	0.050	0.000	Service transfer complete. Cost sharing arrangement agreed for 2017/18 so savings will be made in 2018/19.
Community Asset Transfers	0.048	0.029	0.019	Taper agreement, therefore the full savings delayed
Contracting out Services	0.660	0.660	0.000	
Commercial Property Investments	0.524	0.273	0.251	Delays in Fieldhouse regeneration scheme and renting out Council Office building A. Rental income expected from 2018/19.
<b>Total</b>	<b>1.282</b>	<b>1.012</b>	<b>0.270</b>	



## Repairs and Renewals

## Appendix C

Job Code Description	Total Budget £m	Forecast Outturn £m	Variance (Favourable)/Unfavourable £m	Comments
Swan Theatre/Town Hall	0.201	0.226	0.025	Paving work contract in preparation. Cooling system/boiler were initially delayed, but are now set to go ahead with an additional cost of £0.025m which will be funded from Wycombe Swan Repairs and Renewal Reserve.
Swan MSCP	0.011	0.004	(0.007)	
Surface Car Parks	0.025	0.047	0.022	Surfacing Works
Saunderton Lodge	0.010	0.010	0.000	Emergency Works Contingency
Risborough Springs Leisure Centre	0.136	0.122	(0.014)	Expenditure to date by Community not correctly posted, Community wish to retain all funding
Court Garden Leisure Complex	0.050	0.028	(0.022)	£20k is contingency fund. Marlow wall repairs survey completed, procurement of the works to be organised.
QVR Council Offices	0.062	0.055	(0.007)	Consultants commissioned
Museum	0.060	0.115	0.055	Works commenced on site
Guildhall	0.050	0.002	(0.048)	Roof repairs completed, decoration contract in preparation
Easton St MSCP	0.017	0.042	0.025	Drainage Survey, CCTV and Miscellaneous Repairs
QVR Car Park	0.011	0.000	(0.010)	Drainage Survey, CCTV and Miscellaneous Repairs
Miscellaneous Repairs	0.103	0.143	0.041	Albert House Toilets, Rookery Gardens Wall, St Johns Church Boiler Replacement and Higginson Park Lodge Works
Corporate Asset Management	0.128	0.015	(0.113)	Condition Surveys, Statutory Inspections, Feasibility Works and Contingency
<b>Totals</b>	<b>0.863</b>	<b>0.810</b>	<b>(0.053)</b>	

# Agenda Item 7.

## **DRAFT REFRESH OF CORPORATE PLAN 2015-2020**

**Cabinet Member:** Katrina Wood

**Ward(s) Affected:** ALL

**Officer contact:**

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### ***RECOMMENDATION TO COUNCIL***

That:

- (i) Approval of the refreshed Corporate Plan including the headline performance management framework to track delivery as set out in **Appendix A** be recommended to Council on the 22 February 2018 for inclusion as part of the Council's Budget and Policy Framework as set out within the Constitution.

### ***Reason for Decision***

To put in place the Council's priorities and work programme for this administration period.

To ensure that the Council's Corporate Plan forms part of the overarching policy framework of the Council set in accordance with the Budget and Policy Framework Procedure Rules.

### **Corporate Implications**

1. The Corporate Plan, upon approval, will become the key strategic document for the Council driving action and future resource allocation and is the framework against which the Council's progress and performance, as set out in the Annual Report will be judged by stakeholders.
2. The delivery plans for Prosperity and Progress are based on the objectives within the Council's Economic Development Strategy and Digital First programme.
3. Council will approve on the 22 February 2018.

### **Executive Summary**

1. The Corporate Plan sets out the priorities, ambitions (we want) and high level objectives (we will) to meet both the challenges and opportunities facing the council. The Corporate Plan is the key policy framework document for the Council and any changes made need to be approved by Full Council. This is the first 'refresh' that has been carried out on the Corporate Plan since its publication in January 2016.

2. The refresh has been an iterative process with involvement and input from Members throughout to help define the ambitions (we want) and objectives (we will). The last round of engagement took place on the 10 January 2018 with the review by the Improvement and Review Commission.
3. The output from this process is a refreshed Corporate Plan document presented at **Appendix A**. Although primarily an internal working document, our Corporate Plan is a key reference point for the public and stakeholders. It also provides an important part of the golden thread from a performance management point of view to enable staff to see how their individual actions contribute to the wider Council agenda. A high level outline of the performance management framework that is being put in place to track delivery with monitoring and review arrangements included in the plan.
4. Progress made will be reported each year as part of the Council's Annual Report. Our Corporate Plan will also be used as a framework to inform our communications and social media programme with the public going forward.

### **Sustainable Community Strategy/Council Priorities - Implications**

5. The priorities set out in the refreshed Corporate Plan 2015-2020 form the Council's contribution to achieving the Sustainable Community Strategy (SCS) for Wycombe District as well as our wider contribution to partnership plans such as the Community Safety Plan and the Health and Wellbeing Plan.

### **Background and Issues**

6. Our current Corporate Plan (approved by Council in December 2015 and published in January 2016) has been in place for two years. Within the 'delivering our priorities' section it is recognised that as the environment and circumstances that we work in change - and new opportunities (or challenges) arise, there is a need to periodically 'pause' and review the ambitions and activities. This is to ensure that we remain focussed on what is going to make the biggest difference and can be delivered within the resources that we have.
7. The refresh process started in June 2017 with involvement and input from Members to revisit and refine the focus of our ambitions (we want) in light of the journey we have taken since 2015 – to reflect where we are now and where we are going. The 'we want' ambition statements further translate into a set of 'we will' objectives.
8. This item presents the final outputs of the refresh process: an updated Corporate Plan that includes a summary as a 'plan on a page' (**Appendix A**). It also includes a high level outline of the performance management framework in place to track delivery and enable progress reporting to Cabinet.

### **Consultation**

9. The content of the Corporate Plan 2015-2020 draws on the latest district-wide resident's survey (2014) and data and intelligence drawn together to help inform the development of the joint Modernising Local Government Business Case in January 2017.

10. All Cabinet Members were consulted on these proposals at Leader's Strategic Briefing through June to October 2017. The priorities and outcomes (we will and we want) were discussed with the wider Member group at Member Seminars on the 12 October 2017 and 28 November 2017. The Improvement and Review Commission also considered these are meetings on the 13 September 2017, 8 November 2017 and 10 January 2018. Key feedback that has informed the refresh along with the rationale behind the changes made are set out in **Appendix B**.

## **Conclusions**

11. This report recommends to Members that our refreshed Corporate Plan - that informs and drives our delivery programme, performance management framework, service plan development for 2018/19 and our communication plans be presented to Council on the 22 January 2018 in accordance with the Budget and Policy Framework Procedure Rules.

## **Next Steps**

12. Designed version to be produced for circulation with Council papers.

## **Background Papers**

Corporate Plan 2015 – 2019:

<https://www.wycombe.gov.uk/pages/About-the-council/Council-policies/Our-corporate-plan.aspx>

Modernising Local Government Business Case:

<https://www.modernisingbucks.org/our-submission/>

Member Presentation: Corporate Plan Refresh

G:\Corporate Policy\Policy Development and Research\Corporate Plan\2017 Refresh

APPENDIX A

# Corporate Plan 2015 - 2020

## Introduction from the Leader and Chief Executive

We are an ambitious Council and have a proud track-record of delivery. We are a forward-thinking Council that is striving to make a difference to people's lives.

Our Corporate Plan 2015 – 2019 was originally adopted in December 2015 following the elections in May that year. We recognise that things change over the life of a plan and that we need to periodically review our plan to ensure that we remain focused on what is going to make the biggest difference for our residents, visitors and businesses - and can be delivered in the resources we have.

In 2017 we did just this and the document that follows sets out our refreshed priorities to 2020 in more detail.

A great place to be – our **place** priority

Strong communities – our **people** priority

Growth and prosperity – our **prosperity** priority

Efficient and effective – our **progress** priority

Our priorities were approved by the Council in February 2018.

We are fully committed to our four priorities as they set us a clear strategic direction as a Council with a sound financial footing.

Your Council will continue to innovate and make the most of opportunities and respond to the challenges we face to ensure the best interests of our council tax payers and so that everyone continues to receive the services they need and our district continues to prosper and be **a welcome home** to all of our residents, visitors and businesses.

For the latest information please visit our website.

# Corporate Plan Quick Guide

## Our vision for Wycombe District

A WELCOME HOME:

**WELCOME** to visitors and business

**HOME** to all our residents

## Our priorities to 2020

A great place to be – our **place** priority

Strong communities – our **people** priority

Growth and prosperity – our **prosperity** priority

Efficient and effective – our **progress** priority

Our priorities are based on what residents have told us is important to them; national and local priorities - and opportunities, and our available resources and capacity.

## Our values

Our values provide a benchmark for behaviour across our organisation and underpin everything that the Council does - including how we work with others.

- Collaboration**            We work together as one Council Team
- Accountability**        We take ownership and responsibility
- Respect**                 We value others and treat them with respect
- Value for money**       We use our resources effectively and responsibly
- Adaptability**           We are flexible in how we work and deliver services
- Challenge**              We challenge ourselves and find better way of doing things

## **Our priorities: place, people, prosperity and progress**

We have set ourselves four priorities to 2020:

**A great place to be** – our **place** priority

**Strong communities** – our **people** priority

**Growth and prosperity** – our **prosperity** priority

**Efficient and effective** – our **progress** priority

Our priorities are based on: what our residents have told us is important to them; national and local priorities and opportunities and our available resources and capacity.

Each **priority** is supported by a set of four **aspirations** or **'we want'**. Each aspiration is underpinned by a set of **'we will'** statements which comprise specific projects and activities as set out on the pages that follow. Other activities and day-to-day work will also contribute to the delivery of our priorities.

Our aspirations are set to 2020 but due to scale, delivery of some project areas will require a longer time horizon to deliver 'on the ground'. As you would expect, some projects and activities are still in development at this stage or include work already in progress. Others will be informed by changes in legislation.

The workstreams under each priority may therefore change or evolve over time, in the light of prevailing circumstances.

In many cases we also have specific performance measures and targets to help track delivery and will share our progress in our Annual Report that is published on our website at the end of June.

We cannot deliver these priorities on our own and will require the support and help of our partners and the public, as many of the projects require the active collaboration and, in some cases, approval and/or funding from other organisations.

There is a strong synergy between our priorities; this means that actions taken in one area may contribute to the delivery of more than one outcome.



**Note:** The Corporate Plan is the Council's contribution to the **Sustainable Community Strategy**:





## **Our Place Priority**

**Our Place: a great place to be** is our priority which focuses on the environment, our towns and our rural areas, our buildings and our landscape. We want people who live and work in the area to have an environment that meets their needs, but also for visitors to enjoy all that Wycombe district has to offer. Wycombe District Council has a significant part to play in delivering this aspiration but we also work with others and rely on actions of our partners to deliver this priority.

### **We want our district to be a place people visit and enjoy**

To support this aspiration we will take the following actions within the lifetime of this Corporate Plan:

- Develop the district as a destination for leisure and business visitors
- Ensure that the place works well for people who live and work here
- Use design and place making to improve our built environment
- Lessen the impact of traffic and support sustainable transport

We will improve the experience of people who spend time in our District including those enjoying leisure activities and shopping. We will invest in high quality public realm. We will ensure that our district continues to attract visitors and have a vibrant economy. We will build the capacity of the district as an events and conference destination. Our Towns provide much of our employment and access to employment and we will ensure that the District works well for people who live and work here. We will use design and place making to improve our built environment; make our District a better place and enhance the character of the local area. We will work to lessen the impact of traffic including development management, noise mitigation, air quality improvement and will support means by which people can use alternative forms of transport.

### **We want our district to be known for its natural beauty and wildlife**

To support this aspiration we will take the following actions within the lifetime of our Corporate Plan:

- Minimise the impact of land use on our natural environment

We propose to deliver a local plan which, within the constraints of the legislative framework, supports the identified housing needs of our area whilst protecting the majority of the land in our district as natural landscape. Our District has a demand for more housing and our local plan is the key way in which we are able to ensure that development within the area is sensitive to the unique environment of the District. We continue to see our natural assets as key to our visitor economy and tourism now and in the future. Enjoyment of the natural environment will contribute to the experience of residents and visitors to the area, now and in the future.

### **We want our district to be a safe and attractive place**

To support this aspiration we will take the following actions within the lifetime of our Corporate Plan:

- Remove obstacles to enjoyment by tackling crime and anti-social behaviour
- Support people who look after their local area

As well as promoting the success of the place we will work to remove the obstacles to enjoyment of our District including anti-social behaviour and environmental crime. We will take action to enforce restrictions put in place to protect our environment. We will work with our partners and take action to prevent behaviours which threaten people's safety and their enjoyment of our District. We will also promote responsible behaviours; and support those who look after their local area.

### **We want our District to offer homes that meet housing needs**

To support this aspiration we will take the following actions within the lifetime of our Corporate Plan:

- Deliver more housing on council land and privately owned sites
- Speed up the delivery of affordable homes
- Further improve the quality of our housing

We will take action to deliver new housing on council land and support new housing being delivered on suitable privately owned sites. We will work to accelerate the delivery of affordable homes. We will work with private landlords and others to improve the quality of housing to support the health and independence of our residents. We will improve the quality and availability of temporary accommodation available to those in need.

Our Corporate Plan is a high level document which sets out our broad aspirations. There is more detail on our objections and proposed actions in the following documents:

- The emerging Economic Development Strategy
- The current Local Plan and our proposed Local Plan
- The Homelessness Strategy 2014-19

## **Our People Priority**

**Our People: Strong communities** is our priority which focuses on the people who have made their homes within our District and who depend upon our services and those of our partners to provide them with education, care, leisure, homes, transport and employment. We want our children to have the best start in life; to promote the independence of our residents and to help keep our vulnerable safe. Wycombe District Council has a significant part to play in delivering this aspiration but we also work with others and rely on actions of our partners to deliver this priority.

### **We want our communities to work well together**

To support this aspiration we will take the following actions within the lifetime of our Corporate Plan:

- Support community resilience
- Engage with and include young people
- Support work to promote integration and cohesion
- Tackle extremism

We will work with our partners to support community resilience and work to overcome the issues which can arise from diversity. We will work to support integration and promote cohesion. We will support and promote 'neighbourliness' and facilitate residents helping each other through individuals and local groups. We will work with our partners and local communities to help tackle extremism and protect and support our young people

### **We want to ensure that people can get help when they need it**

To support this aspiration we will take the following actions within the lifetime of our Corporate Plan:

- Help those in need of help to gain the support they need from others
- Allocate homes fairly to those in greatest need

There are specific vulnerable groups or individuals with genuine needs which cannot be met through community groups or local support. We will continue to provide advice and support and signpost to where help can be found if we cannot help directly. The Council will work with other organisations to ensure that people get the help they need. We will allocate the homes to which we have access fairly to those in greatest need and we will continue to improve the quality and availability of homes for our residents.

### **We want people to be healthy and active**

To support this aspiration we will take the following actions within the lifetime of our Corporate Plan:

- Provide open spaces and support our leisure provision to enable people to live healthy lives
- Improve homes to support people to live safely and independently

Through our Leisure partners and more widely we will enable more people to take part in sport and activities which enhance their health and their wellbeing. We will continue to provide and enhance open spaces within our urban areas and support the enjoyment of our rural areas. We will improve homes and carry out specific works to ensure that people's homes support good health.

### **We want to support those who work for their communities**

To support this aspiration we will take the following actions within the lifetime of our Corporate Plan:

- Provide financial support to voluntary organisations working for those in need
- Support residents to help each other through individuals and local groups

We will continue to support the work of a range of community and voluntary organisations through funding and practical support. We will strive to ensure these organisations provide key support services within the community focused on specified outcomes.

Our Corporate Plan is a high level document which sets out our broad aspirations. There is more detail on our objectives and proposed actions in the following documents:

- The Community Safety Partnership Plan
- Prevent Action Plan
- Community Facilities Strategy
- Sports Facilities Strategy

## **Our Prosperity Priority**

**Our Prosperity: Growth and prosperity** is our priority which focuses on the economic prosperity of the District. The number, nature and size of our businesses, the skills of our residents and the infrastructure connectivity and support which help our businesses to thrive and grow. Wycombe District Council has a significant part to play in delivering this aspiration but we also work with others and rely on actions of our partners to deliver this priority.

### **We want everyone who wants to work or train to be able to do so**

To support this aspiration we will take the following actions within the lifetime of our Corporate Plan:

- Work with others to help our residents develop the skills employers need
- Support young people to find the right work locally
- Create higher value employment

We will work with our partners to develop the skills and talent that employers will need now and in the future. We will create higher value employment in sectors such as life sciences, information technology, digital media and low carbon technology. We will work closely with our partners to link growth orientated local businesses with resources and expertise within the Higher Education sector

### **We want to support the creation of new and growing businesses**

To support this aspiration we will take the following actions within the lifetime of our Corporate Plan:

- Work with others to increase the birth rate of new businesses
- Work with others to support the growth and internationalisation of our local businesses
- Work with others to support the growth and internationalisation of our local businesses
- Support business based innovation

We will support the growth and internationalisation of our local businesses. We will overcome obstacles faced by businesses. We will boost the birth rate of new businesses and promote entrepreneurship. We will encourage research based innovation to boost business growth.

## **We want to make physical and digital connectivity easier**

To support this aspiration we will take the following actions within the lifetime of our Corporate Plan:

- Work with others to improve strategic transport and ICT connectivity

We will improve strategic transport and ICT connectivity. We will work closely with our highways partners to achieve improved transport connections and deliver our transport priorities. We will work with BT and our partners to deliver improved digital connectivity and unlock the economic growth opportunities presented by improved connectivity.

## **We want to support economic growth**

To support this aspiration we will take the following actions within the lifetime of our Corporate Plan:

- Support inward investment
- Provide business accommodation
- Engage with and understand our businesses
- Work with others to provide seamless business support

We will work in partnership with local and national business support organisations to ensure seamless support services are delivered to businesses and inward investors. We will work to provide quality business accommodation to meet the needs of start-ups, growing companies and inward investors. We will engage actively with local businesses and understand how we can support their plans for growth. We will improve the District's inward investment offer and target prospective investors.

Our Corporate Plan is a high level document which sets out our broad aspirations. There is more detail on our objectives and proposed actions in the Economic Development Strategy.

## **Our Progress Priority**

**Our Progress: Effective and efficient** is our priority which focuses on how we will improve the service we provide to our customers. To serve our customers well we believe we need to have an efficient and effective organisation with well-motivated staff and a strong governance framework.

### **We want to make it easy for our customers to get what they need**

To support this we will take the following actions within the lifetime of our Corporate Plan:

- Develop responsive and flexible ICT
- Work to manage and share our data efficiently and safely
- Provide better faster customer services
- Communicate the right things well
- Improve efficiency in our delivery

We will improve our infrastructure to provide responsive and flexible information and communications technology. We will build a digital platform to ensure the safe and easy use and transfer of our data. We will review our services to provide better access and options for connecting us to our customers. We will improve our communications, engagement and marketing.

### **We want our elected members and staff to be our advocates**

To support this will take the following actions within the lifetime of our Corporate Plan:

- Continue to develop and value our elected members and staff

We will continue to value our Members and staff. We will strengthen our internal communications to ensure our Members and staff are able to effectively communicate our ambitions. We will continue to develop our Members and staff to provide services to customers in new ways in response to our changing world. We will support our Members and Staff to meet the needs of our customers.

### **We want to make the best use of our resources**

To support this we will take the following actions within the lifetime of our Corporate Plan:

- Maximise income from investment
- Generate new income streams

We will make best use of our resources and make wise investments to realise value from our assets. We will eliminate waste and improve processes through our service reviews. We will review our fees and charges to support our service delivery. We will align our budgets to our corporate priority to focus our revenues on our highest priorities.

### **We want to do the right things in the right way**

To support this we will take the following actions within the lifetime of our Corporate Plan:

- Deliver our plans
- Continuously improve our delivery
- Practise good governance

We will continue to review our governance to ensure that we provide efficient public services which recognise the rights of citizens. We will identify areas for improvement in the delivery of our services, manage risk effectively and challenge obstacles to meeting customer need.

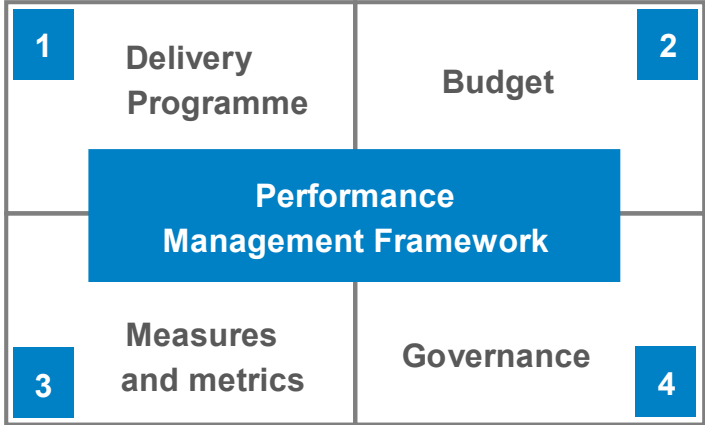
Our Corporate Plan is a high level document which sets out our broad aspirations. There is more detail on our objections and proposed actions in the following documents:

- The Digital First Strategy
- The Workforce Strategy
- The Medium Term Financial Plan
- The Code of Corporate Governance



# Delivering our priorities

To deliver and track the achievement of our corporate plan we use an integrated **performance management framework** approach made up of the four components:



## Delivery Programme

The Council has developed **four delivery plans** that sit under each priority. These delivery plans are targeted and focus on **specific areas** where we have identified there is the most need for change or opportunity for improvement:

- PLACE** – Housing Delivery Plan
- PEOPLE** – Strong Communities Delivery Plan
- PROSPERITY** – Growth and Prosperity Delivery Plan
- PROGRESS** – Digital First Delivery Plan

The content of our delivery plans comes from current and newly emerging Council strategies and plans. Other programmed work and day-to-day activities that contribute to broader delivery are captured in our annual service plans.

Progress made on the delivery of our plan is monitored regularly and published each summer in our Annual Report.

A headline **‘delivery programme on a page’** can be found at the end of this plan.

## Budgets and financial management

We have a clear deliverable medium-term financial strategy and an efficiency plan as required by Government. More information is publically available in the Council’s medium-term financial strategy on our website. This is regularly reviewed, updated and submitted to and approved by Cabinet.

We take a strategic approach to financial planning and decision making. To ensure that our decisions reflect corporate priorities and give a stable and sound future, we

have adopted a number of key strategies to support robust financial management across our organisation.

A headline '**budget on a page**' can be found at the end of this plan.

## **Measures and metrics**

The Council uses a wide range of measures and metrics to keep an overview of the wider world in which we operate - and to help us keep track of service performance and project delivery 'on the ground'.

Some of this data is collected locally and in other cases we use data collected by partners that is reported nationally such as crime and education data for example.

Service areas set performance measures as part of the annual Service Planning process and a basket of measures is selected and agreed by Cabinet in June each year for quarterly reporting.

The Council will adopt a set of metrics to use as bellwether measures for each of our four priorities. These will be reviewed annually and published on our website.

## **Governance**

The Council ensures that its business is conducted in accordance with the law and proper standards, that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively.

The Council also has a duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

We discharge this overall responsibility in a number of ways, including an annual governance review. Our arrangements are summarised in the **Annual Governance Statement**, with areas for improvement. This is a public document.

We have a **Strategic Risk Register** which we review quarterly to manage and mitigate risks. This is reported to the Audit Committee and Cabinet on a regular basis. Each service and major project has its own operational risk register which is reviewed regularly.

Every project we run, contract we let and the way we deliver our services consider **equalities** from the outset to ensure that we comply with the Equality Act 2010 – for our customers, staff and people who apply to work for us.

Every project we run and contract we let considers **sustainable development** from the outset and builds in ways to ensure we leave the planet better for future generations.

We also have responsibilities for **safeguarding** our most vulnerable children and adults from abuse.

## **Transparency and accountability**

The Council seeks to deal with as much of its business in open session as possible, as well as making information publically available, unless there are good reasons for not doing so, as determined by legislation.

The Council regularly publishes information on the website regarding its financial transactions, for example spending above £250 and contracts.

## **Linking to other policies and plans**

Many of our other policies and plans support the delivery of the Corporate Plan, for example, the new Local Plan is key to our place and prosperity priorities.

## **Working with others**

The Council recognises that it requires many partner organisations to work together to deliver our plan, for example to provide the infrastructure necessary for future developments. We will also take action on those matters that fall within our responsibility as part of our partnership working.

## **Our values**

The way we work is important in helping achieve our vision and the priorities set out in the Corporate Plan. The Council's core values inform what we do and how we do it. We refreshed our core values during 2015 and have set them out in full earlier in this document.

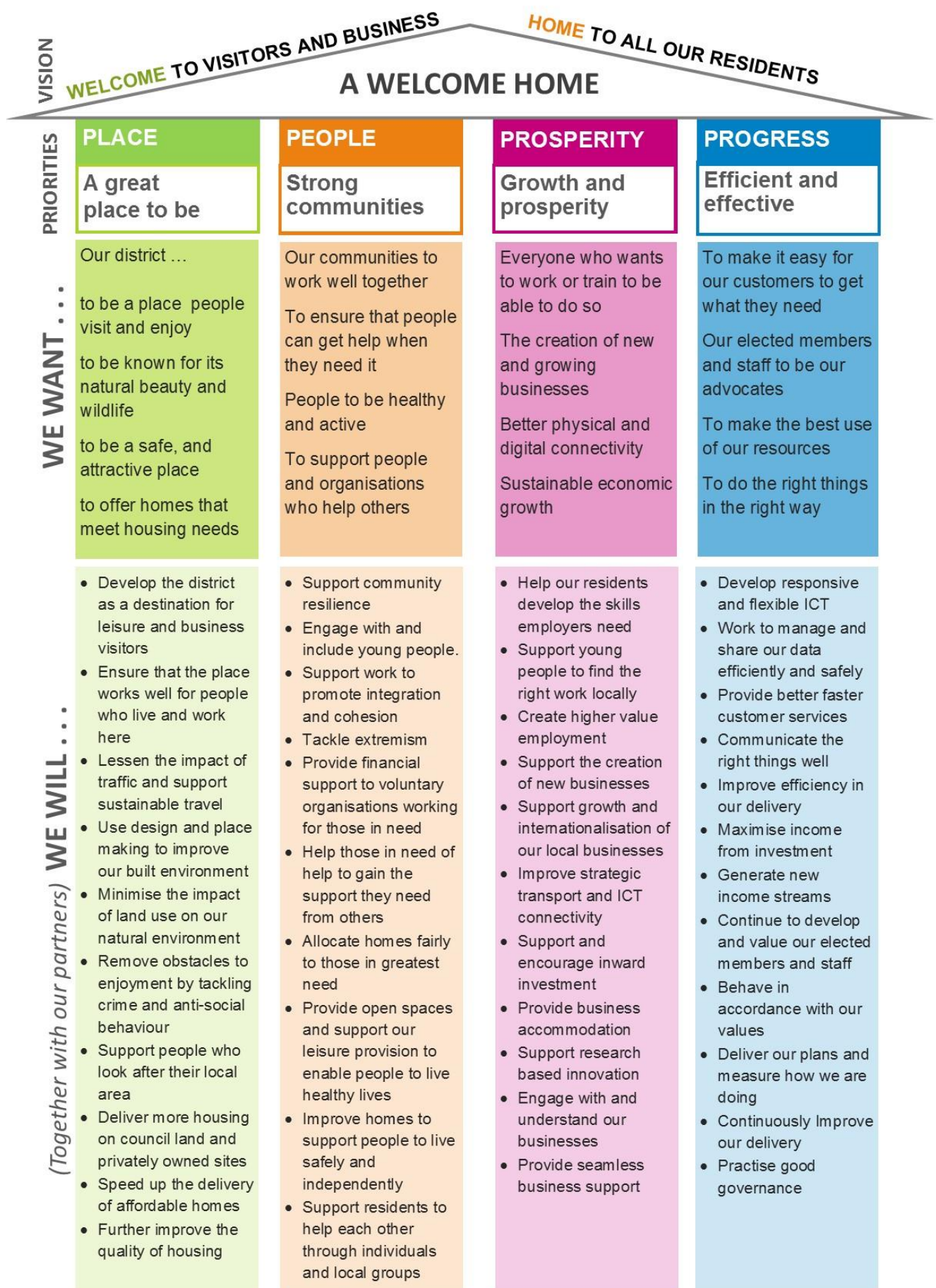
## **Reviewing and monitoring our progress**

The actions we take to deliver our priorities are reviewed on a regular basis. We have a detailed forward planning process and closely monitor progress against our major projects. We report service performance measures to Cabinet on a quarterly basis

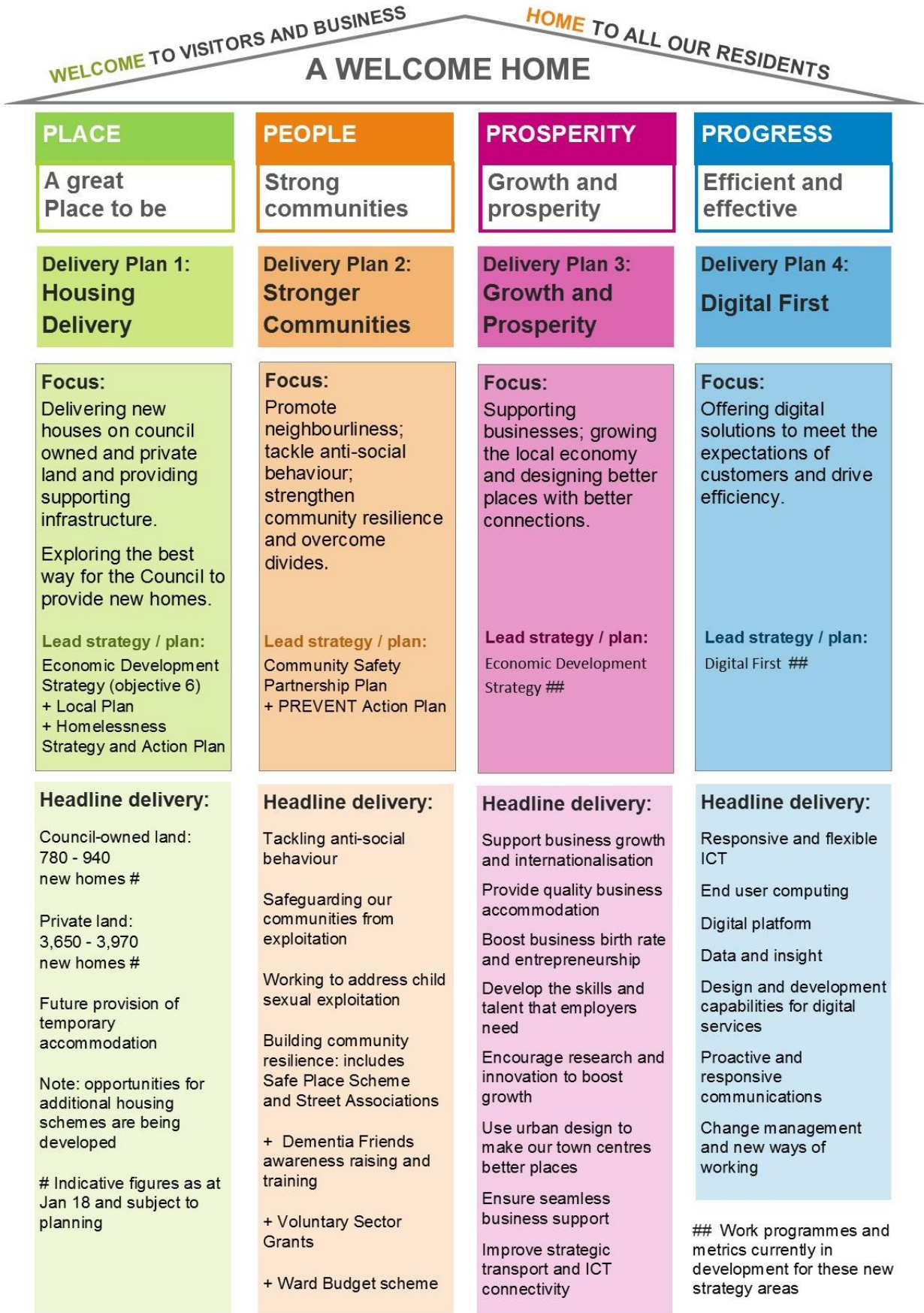
Every year, we produce an Annual Report outlining our progress against the Corporate Plan. This includes any updates needed to meet our changing circumstances.

More information about the topics covered in this section can be found on our website: [www.wycombe.gov.uk](http://www.wycombe.gov.uk)

# Our Corporate Plan 'on a page'

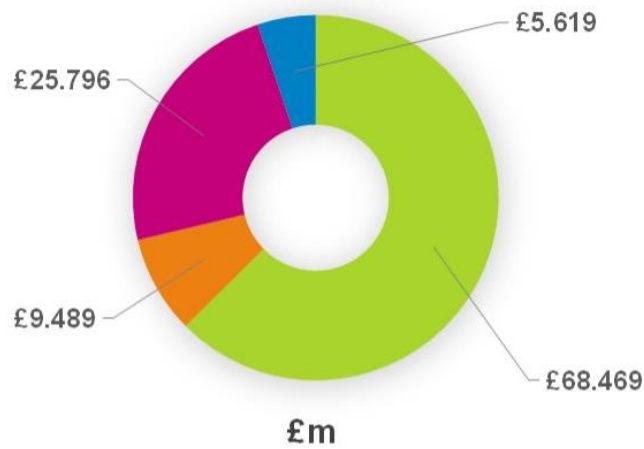


# Our Four Delivery Plans 'on a page'



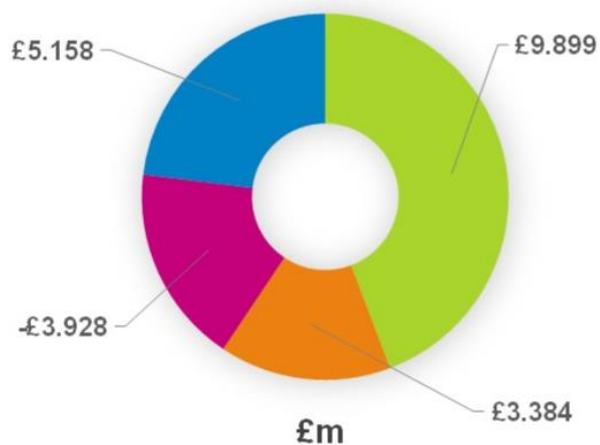
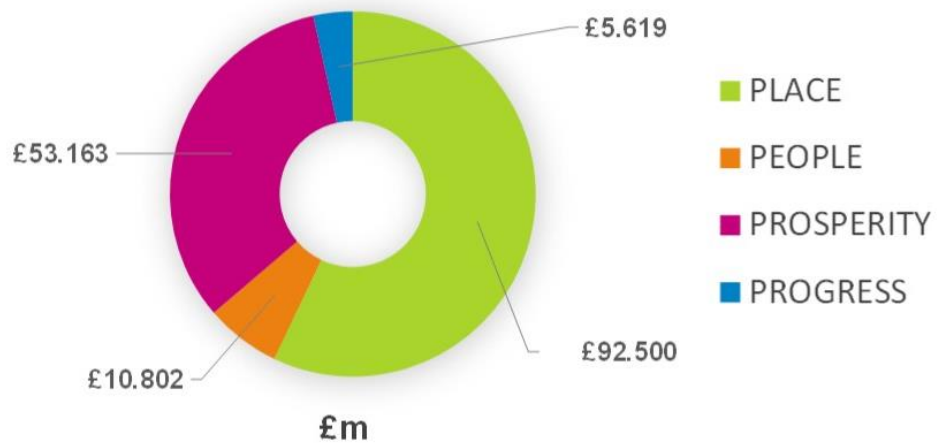
# Our Capital and Revenue budget 'on a page'

Approved by Council: 22 February 2018



This is a simple mapping of capital project and revenue spend on services by priority.

The outcome of our spend on **PLACE** and **PROSPERITY** are for the ultimate benefit of **PEOPLE** who live in, work in or visit our district.



**Top:** Capital programme 2017- 2022 £m (WDC funding only)

**Middle:** Capital programme 2017- 2022 £m (WDC funding and external funding)

**Bottom:** Revenue spend 2018/19

**APPENDIX B**

<b>Reasoning for Changes and Member / Workshop feedback</b>			
<b>PLACE</b>			
<b>Current ambitions:</b>	<b>Rationale for change:</b>	<b>Changes:</b>	<b>New ambitions (we want):</b>
<ul style="list-style-type: none"> <li>• Deliver our major regeneration and development projects</li> <li>• Ensure a sustainable balance between homes, jobs and supporting infrastructure so we can accommodate required growth without compromising the quality of our valued natural environment and rural areas</li> <li>• Improve the vibrancy of Wycombe Town Centre</li> <li>• Facilitate opportunities for business growth and job creation</li> <li>• Identify opportunities to enhance our green space offer to benefit both people and wildlife</li> </ul>	<ul style="list-style-type: none"> <li>• Changes reflect discussion with members about the importance of distinguishing between investment projects which generate income and projects which deliver what is needed such as housing which may not achieve as high a return on investment. The ambition has been split into what the projects will achieve rather than delivery.</li> <li>• The balance between the needs for homes and protection of the environment has been restated as two separate ambitions – with an objective which refers to the balance.</li> <li>• The vibrancy of High Wycombe has been changed to the District as a whole as a place people visit and enjoy because Members in the workshop were clear that there should not be a focus on just the towns.</li> <li>• Because of the strong emphasis on the need for economic growth a separate priority has been proposed for this called Prosperity</li> </ul>	<ul style="list-style-type: none"> <li>• The ambitions are shorter and intended to be easier to remember.</li> <li>• They largely reflect the existing ones</li> <li>• The need to tackle anti-social behaviour and environmental crime has been added</li> <li>• The greater emphasis on housing has resulted in a specific outcome on meeting housing need as part of place.</li> </ul>	<p>Our district:</p> <ul style="list-style-type: none"> <li>• To be a place people visit and enjoy</li> <li>• To be known for its natural beauty and wildlife</li> <li>• To be a safe and attractive place</li> <li>• To offer homes that meet housing needs</li> </ul>

## PEOPLE

Current ambitions:	Rationale for change:	Changes:	New ambitions (we want):
<ul style="list-style-type: none"> <li>• Engage with young people to help meet their needs and aspirations locally</li> <li>• Encourage safe and supportive communities with strong social cohesion</li> <li>• Work on projects and schemes which benefit our local communities</li> <li>• Enable residents and communities to shape their local area</li> <li>• Ensure targeted and affordable help for those most in need</li> <li>• Ensure standards of private rented housing are safe and acceptable</li> <li>• Help address the affordability gap by exploring innovative housing solutions</li> </ul>	<ul style="list-style-type: none"> <li>• There is nothing specific on any group within the community but there is an emphasis on communities working well together. There is a separate objective on youth – to show it will be a focus of action</li> <li>• Social cohesion is not referred to but is inherent in communities working together.</li> <li>• Because of the amount of work that we have been doing on our parks and open spaces and the work that is done on our behalf by our leisure partner it is felt that this is a priority although it was not previously included.</li> <li>• The emphasis on supporting residents to help each other in the workshops was highlighted and also to support groups who help others through grant funding etc. and therefore these ambitions have been restated in similar terms but with slightly different emphasis.</li> <li>• Housing has been included in both Place and People to reflect the separate goals of provision and fair allocation.</li> </ul>	<ul style="list-style-type: none"> <li>• The ambitions are shorter and intended to be easier to remember</li> <li>• The outcomes are broadly the same except some housing has moved to place</li> <li>• Healthy and active people was not in the previous plan</li> <li>• There is also a greater emphasis on people being encouraged to support each other ‘neighbourliness’</li> </ul>	<p>We want</p> <ul style="list-style-type: none"> <li>• Our communities to work well together</li> <li>• To ensure that people can get help when they need it</li> <li>• People to be healthy and active</li> <li>• To support people and organisations who help others</li> </ul>



## PROSPERITY

Current (relevant) ambitions:	Rationale for change:	Changes:	New ambitions (we want):
<ul style="list-style-type: none"> <li>• Deliver our major regeneration and development projects</li> <li>• Facilitate opportunities for business growth and job creation</li> <li>• Ensure a sustainable balance between homes, jobs and supporting infrastructure so we can accommodate required growth without compromising the quality of our valued natural environment and rural areas.</li> <li>• Consider new devolution opportunities and how this could benefit public services across our district</li> </ul>	<ul style="list-style-type: none"> <li>• Through the workshops Members talked of the need to promote businesses and support economic growth.</li> <li>• It was felt this was not sufficiently expressed within the existing plan.</li> <li>• The emerging economic development strategy informed the articulation of the ambitions.</li> <li>• There were specific references about the need for more engagement on skills development</li> <li>• The important of roads, new rail links and digital infrastructure were also highlighted as key issues to support growth.</li> <li>• A need to target certain growth industries to facilitate them establishing themselves in the Wycombe District was also highlighted.</li> <li>• Members did not refer to Devolution as being a key issue in supporting growth and therefore this was not included within the new plan.</li> </ul>	<ul style="list-style-type: none"> <li>• There is no prosperity strand in the existing plan.</li> <li>• There is something specific on supporting the development of skills and helping people to find work</li> <li>• There is a new ambition which recognises the need for the Council to support infrastructure to support businesses.</li> <li>• The focus on economic growth supports dedicated support to certain types of key industries</li> <li>• These outcomes reflect the emerging strategy.</li> <li>• Specific reference to Devolution is removed</li> </ul>	<p>We want</p> <ul style="list-style-type: none"> <li>• Everyone who wants to work or train to be able to do so</li> <li>• The creation of new and growing businesses</li> <li>• Better physical and digital connectivity</li> <li>• Sustainable economic growth</li> </ul>

## PROGRESS

Current ambitions:	Rationale for change:	Changes:	New ambitions (we want):
<ul style="list-style-type: none"> <li>• Continue to innovate and transform our services to provide them in the most efficient and accessible way</li> <li>• Investigate the user-pay principle for services</li> <li>• Generate new annual revenue streams for the Council</li> <li>• Consider new devolution opportunities and how this could benefit public services across our district</li> </ul>	<ul style="list-style-type: none"> <li>• The priority is broader and relates to the organisational areas of focus including efficiency.</li> <li>• Neither user-pay nor devolution had a focus in the workshops and so specific reference is removed.</li> <li>• The continued focus on value for money services has been expressed as an ambition to provide a broader ambition to cover a number of activities including better treasury management, user-pay, income generation and improving efficiency in delivery.</li> <li>• The need to generate new income streams where possible continues within the objectives under the broader ambition.</li> <li>• The addition of the ambitions for staff and governance reflect the Council's ongoing work in these areas and the need for continuous improvement.</li> </ul>	<ul style="list-style-type: none"> <li>• The ambitions are shorter and intended to be easier to remember The title has changed from Pounds to Progress</li> <li>• Specific reference to user-pay has been removed</li> <li>• Specific reference to Devolution has been removed</li> <li>• The ambition on delivery is expressed from a customer perspective</li> <li>• An ambition about staff and another about governance have been included</li> </ul>	<p>We want</p> <ul style="list-style-type: none"> <li>• To make it easy for our customers to get what they need</li> <li>• Our staff to be our advocates</li> <li>• To make the best use of our resources</li> <li>• To do the right things in the right way</li> </ul>

# Agenda Item 8.

## **ECONOMIC DEVELOPMENT STRATEGY**

**Cabinet Member: Councillor Steve Broadbent**

**Ward(s) Affected: All**

**Officer contact: Susan Bolter (Corporate Director (Growth & Regeneration))**

### ***RECOMMENDATION TO COUNCIL***

That Cabinet recommends the approval of the attached Economic Development Strategy “Wycombe – A Welcome Home for Business” as a framework for the Council’s work with its partners to support the growth of the District’s economy over the next decade and instructs the Corporate Director to note the comments and suggestions from local businesses, key stakeholders and the Improvement & Review Commission. A final version of the Strategy is being presented to Cabinet to determine its recommendation to Council.

### ***Reason for Decision***

The future economic prosperity of the District is of vital importance to the Council. The health of the local economy is critical to the continuing success of the District as an attractive location for businesses and a source of employment opportunities for local people. To ensure that the District’s economic progress is sustained, the Council has a key role to play in creating the environment and conditions in which businesses can grow and prosper and new investment can be attracted to Wycombe.

### **Corporate Implications**

At a point in the New Year, the Corporate Director will come forward with a report seeking authority to appoint an Economic Development officer to a full time post to manage the implementation of the strategy and related action plan.

### **Executive Summary**

“Wycombe – A Welcome home for Business” sets out an evidence based approach to local economic development. The strategy complements the Bucks Growth Strategy published recently by the Buckinghamshire and Thames Valley Local Enterprise Partnership, and the some of the key areas set out by the Government in its recently published Industrial Strategy.

The annual economic output of the District’s economy at present is just under £5.5bn as measured by gross value added (GVA). The proposed Strategy sets an ambitious target of growing the local economy to £7bn GVA by 2027. This will require an average annual growth rate of just under 3%. This will be achieved in part by an expected increase in the District’s population and also through higher levels of economic activity and business productivity, achieved through investment in innovation, skills and technology.

The strategy is framed around 10 strategic objectives dealing with issues including Growth and Internationalisation; business accommodation; the business birth rate;

tourism and the visitor economy; skills and talent; new housing; research and innovation; urban design and place making; support services for business; and transport and ICT connections.

The strategy will need to be delivered by working with partner organisations such as BCC, BTVLEP, BBF, local BID companies, Bucks New University, and local Chambers of Commerce. It is proposed that the Council should appoint a full time Economic Development officer to co-ordinate project activities involving local businesses and partner agencies and that the Corporate Director (Growth and Regeneration), should bring forward an annual programme setting out priority projects and initiatives for approval by Council.

### **Sustainable Community Strategy/Council Priorities - Implications**

The continued success of the local economy is critical to the achievement of the Council's wider strategy and corporate priorities.

### **Background and Issues**

The District's economy starts from a position of relative strength with low levels of unemployment among the working age population (1.3% claimant count) and high levels of economic activity (81%). Economic output measured by gross value added at over £31,000 is significantly above the GB average. The average weekly earnings of residents at £606.70 in 2016 are also higher than both the GB and South East figures.

Whilst the local economy starts from a relatively strong position, there are issues that will drive change over the next decade which, if not dealt with effectively, could impact detrimentally on local economic performance and the District's future prosperity. These include housing market pressures, public spending constraints, an uncertain investment climate, major new disruptive technologies, environmental pressures, skill shortages, an aging population and emerging concerns around social cohesion and inequality.

The District stands to benefit from planned infrastructure investment including the Cambridge-Oxford Expressway, the expansion of Heathrow, East-West Rail and opportunities for links to HS2 and Crossrail. However, there are also constraints to future development, notably the need to protect the green belt and the Chilterns' Area of Outstanding Natural Beauty as well as challenges in relation to available development land as a result of the District's topography and shortage of suitable development sites.

The Economic Development Strategy complements the land use framework set out in the Local Plan and will contribute to several of the objectives articulated in the Council's Corporate Plan 2015-19.

Table 6 of the Strategy summarises key strengths, weaknesses, opportunities and threats faced by the local economy. It will be important to build on existing strengths including the District's excellent strategic location and help local businesses take advantage of future opportunities for growth.

One of the key challenges facing the District in future will be the need to ensure that growth is managed in an environmentally sustainable way, employing low carbon

technology and taking appropriate action to mitigate the effects of climate change and pressures on air quality and productivity, arising from traffic congestion.

“Wycombe – A Place to Grow and Prosper” aims to ensure a rounded approach is taken to future development by framing action around the strategic objectives summarised above.

## **Consultation**

Subject to Council approval of the strategy, it is proposed that there should be a period of formal communication with the Improvement & Review Commission, the local business community and partner organisations, so that their views can be taken into account prior to finalisation of the document and the preparation of an Economic Development work programme for delivery in 2018/19.

Business engagement meetings will be undertaken in early 2018 with a view to the strategy and work programme being agreed prior to the start of the 2018/19 financial year.

## **Options**

The option to endorse the proposed strategy is a binary decision: the alternative is not to endorse it, or to instruct the development of a revised approach.

However, because the intention of the strategy is to set the future direction of the Council’s approach to economic development there will be the flexibility to respond to changes in the local economy through the mechanism of work programmes agreed each year.

## **Conclusions**

The District’s economy starts from a position of relative strength but future prosperity cannot be taken for granted. This Economic Development Strategy will provide a framework for action by the Council and its partners to sustain economic prosperity over the coming decade.

## **Next Steps**

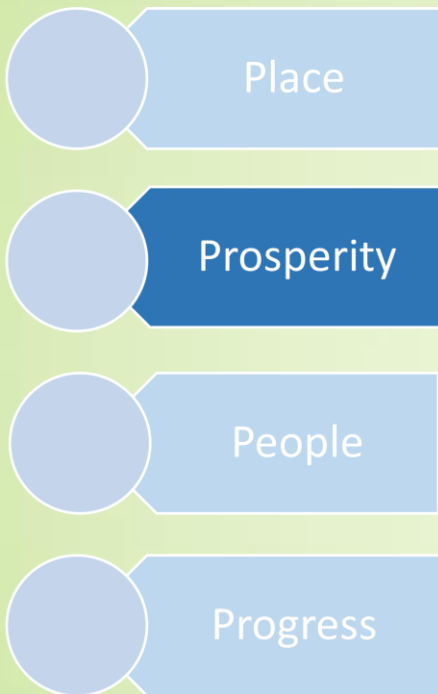
Subject to the approval of the draft strategy, work will commence on consultation with local businesses, key stakeholders and the Improvement & Review Commission, with a view to their views being taken into account in the final draft. Once this has been completed Cabinet will be able to determine its recommendations to Council and work can progress on the economic development programme for 2018/19 and the recruitment of a full time economic development officer.

## **Background Papers**

UK Government Industrial Strategy  
UK Government Clean Growth Strategy  
Bucks Growth Strategy  
BTVLEP Strategic Economic Plan  
WDC Corporate Plan 2015-19



WDC Economic Development Strategy:  
Draft for Consultation



# Wycombe - A welcome home for business

Wycombe District Economic  
Development Strategy  
2017 -27

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**Wycombe: A welcome home for business**  
Wycombe District Council Economic Development Strategy  
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**Introduction**

Wycombe District Council wants to create a prosperous and dynamic local economy that enables ambitious local companies to grow, attracting new investment and supporting economic development in a sustainable and inclusive way. We want to balance growth with improvements to quality of life securing investment in our town centres and villages to create high quality housing and attractive public realm and green space. We want our District to continue to be one of Europe’s most attractive suburban environments providing easy access to London and the benefits of proximity to the Chilterns’ area of outstanding natural beauty.

We want the District to appeal to a wide range of people, providing excellent cultural, leisure, sporting, retail and recreational opportunities and supporting active lifestyles. We also want to build on the strengths of our cultural diversity, making our District a welcoming place for visitors, enabling all our local communities to benefit from economic growth and share in prosperity. We want to be known as a ‘can do’ community; a connected community; a community that supports enterprise and welcomes creative people and entrepreneurial businesses. And we want to support the growth of a sustainable, low carbon economy that uses clean technology and adapts to the challenges of climate change.

Economic growth is influenced by three primary factors: population growth rates of economic activity and the productivity of employees and businesses. Productivity can be enhanced through investment in innovation, skills and technology.

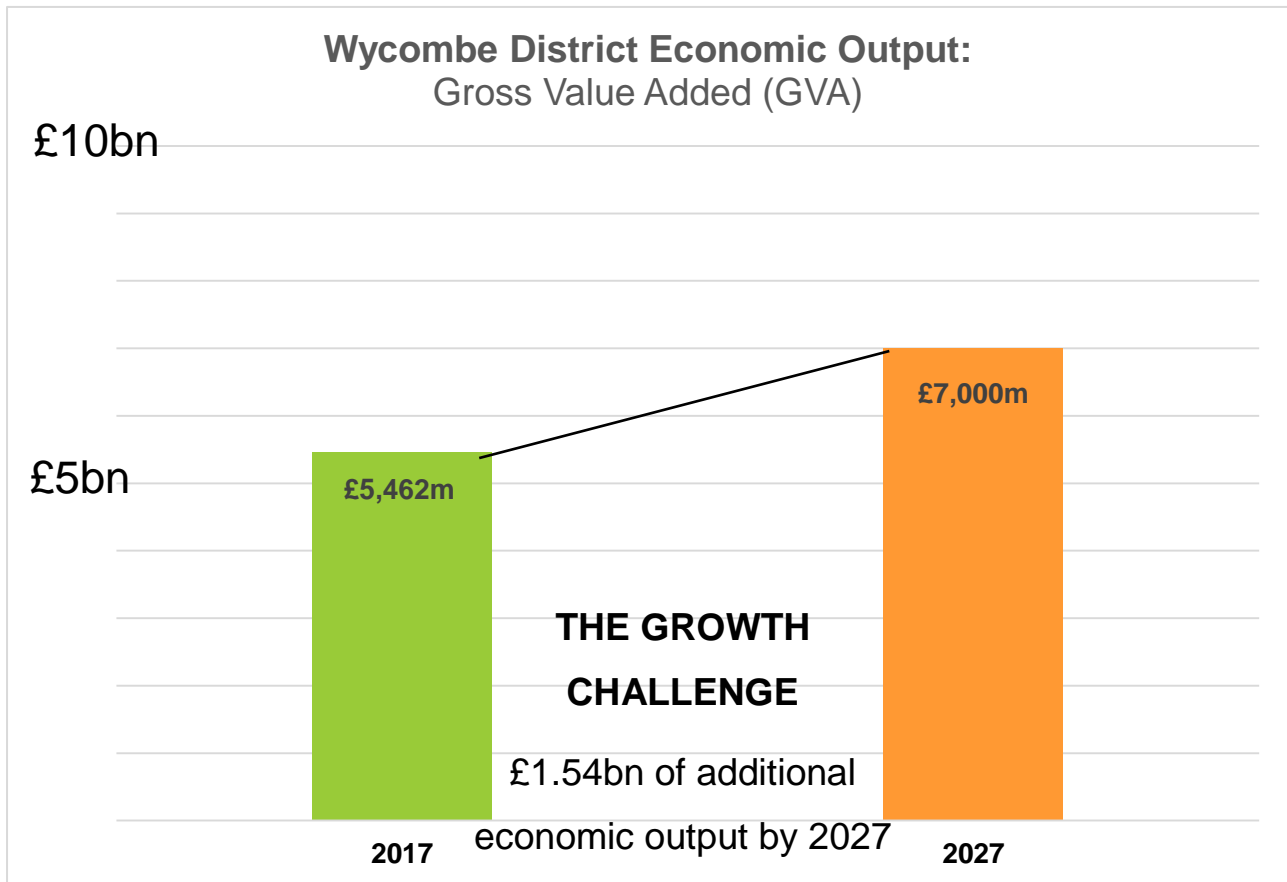
Our District’s population is set to grow significantly over the next 15 years and the publication version of the local plan anticipates that 10,900 new homes will be built across the District during this period. Growth will be needed to ensure people can secure jobs; fewer are dependent upon benefits and that our companies embrace innovation and technology to boost their productivity and provide higher value products and services.

The District’s economic output in 2016/17 by gross value added is estimated to be £5,462m. We plan to set an ambitious growth target of just under 3% per annum over the next decade. The challenge is for Wycombe to become a £7bn GVA economy by 2027 as shown in table 1. If we are to achieve that challenge Wycombe needs to offer an attractive environment for new business investment as well as a great place for people to live and work in and raise future generations. Our vision is not solely about making Wycombe economically competitive but helping it become a more successful place, with strong and cohesive local communities and a great quality of life.



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**Table 1**



**Vision**

If we are to address the challenge of growth we need a clear vision for our District and a strategy for moving forward.

This document—*Wycombe: A welcome home for business*— sets out the Council’s economic development strategy. It explains our approach to economic development for the coming decade and offers a vision for the sustainable growth of the local economy; describing our ambition for the investment, jobs and infrastructure needed to deliver a resilient economy that is fit for the future.

**Wycombe is a welcoming, creative and enterprising community: a great place to live, work, play and visit; or to start and grow a business.**

The strategy supports the Council’s Corporate Plan objectives and builds upon the Wycombe District Local Plan publication version which sets the land use planning framework for the District over the next 15 years; it also complements the Buckinghamshire

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Growth Strategy and strategic economic plan <http://www.buckstville.co.uk/about-btv/strategic-economic-plan> and the government's Industrial Strategy: <https://www.gov.uk/government/topical-events/the-uks-industrial-strategy>; The five foundations of the industrial strategy are shown at appendix 1.

Our strategy is built upon 10 strategic objectives. These are set out below and explained in further detail later.

1. Support **growth and internationalisation**.
2. Provide quality **business accommodation**.
3. Boost the **business birth rate** and entrepreneurship.
4. Develop our **visitor economy and tourism**.
5. Develop the **skills and talent** that employers need.
6. Deliver **new housing** on Council and Privately-owned sites.
7. Encourage **research and innovation** to boost growth.
8. Use **urban design** to make our town centres better places.
9. Ensure seamless **business support services**.
10. Improve strategic **transport and ICT connectivity**.

Our aim is to secure a strong and sustainable future through a diverse and entrepreneurial local economy with strengths across a range of sectors and high levels of company start up and growth. We aim to take advantage of Wycombe's excellent geographic location (appendix 2) and strengthen our competitiveness on the back of planned infrastructure investment, including the expansion of Heathrow Airport, the development of Cross-rail and East-West rail, the Oxford-Cambridge Expressway and links to HS2.

Wycombe enjoys fantastic locational advantages; it lies on the western spur of the *Golden Triangle*- the world class cluster of Universities of Oxford, Cambridge and London where 48% of the UK's Higher Education research funding is invested. It is also within 30 minutes of the dynamic, commercial heart of the City of London - Europe's most productive urban economy - and close to the high-tech businesses of the Thames Valley and M4 corridor.

Collaboration will be vital to the delivery of the strategy. No one partner or organisation has sufficient influence, power or resources to develop the local economy on its own. We will need a common purpose and shared leadership across businesses, the public sector and local communities to help ensure our local economy continues to prosper. The Council will work closely with its partners in the public sector, the business community, third sector organisations, our local communities and central government towards shared goals and outcomes.

The strategy forms part of the Council's wider corporate plan and role in community leadership which has four key themes:

- **Place:** a great place to live, work and play
- **People:** Happy, Healthy, Independent
- **Prosperity:** Building sustainable growth and prosperity

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- **Progress –which is about how we work and being effective, efficient, easy to do business with.**

We want to create the environment and conditions to support economic growth providing better employment opportunities, greater prosperity and well-being and a better quality of life for all. The Council’s main role will be to invest in development and regeneration and engage with local businesses to address barriers to growth and help companies fulfil their potential. We will also work with Buckinghamshire County Council, Highways England and Network Rail to improve transport links; with the education sector to tackle skills development and the local enterprise partnership to support business innovation.

### **Economic Background**

As District Wycombe has some real strengths to build upon: a culturally diverse community, a strong business base, excellent transport links to London, Heathrow and the UK rail and motorway network and some very attractive places to live both urban and rural.

Our local economy is in relatively good shape. However, in a fast moving world with technology and markets forever changing we cannot afford to be complacent. Office of National Statistics (ONS) data shows that of the 109,300 people in the District of working age (16-64)in 2015, 97,600 were economically active: a rate of 84.8% compared with 81% for the South East (SE) and 77.8% for Great Britain (GB) as a whole.

### **Earnings**

Gross weekly earnings of the District’s residents were £606.70in 2016 compared with £582.00 for the South East and £541.00 for GB.

Across Buckinghamshire gross disposable household income (GDHI) was £25,312 in 2015 the 10th highest of the 173 NUTS 3\* regions in the UK. However, recent growth in GDHI has been among the slowest in the country, perhaps as a result of high commuting and housing costs affecting disposable income.

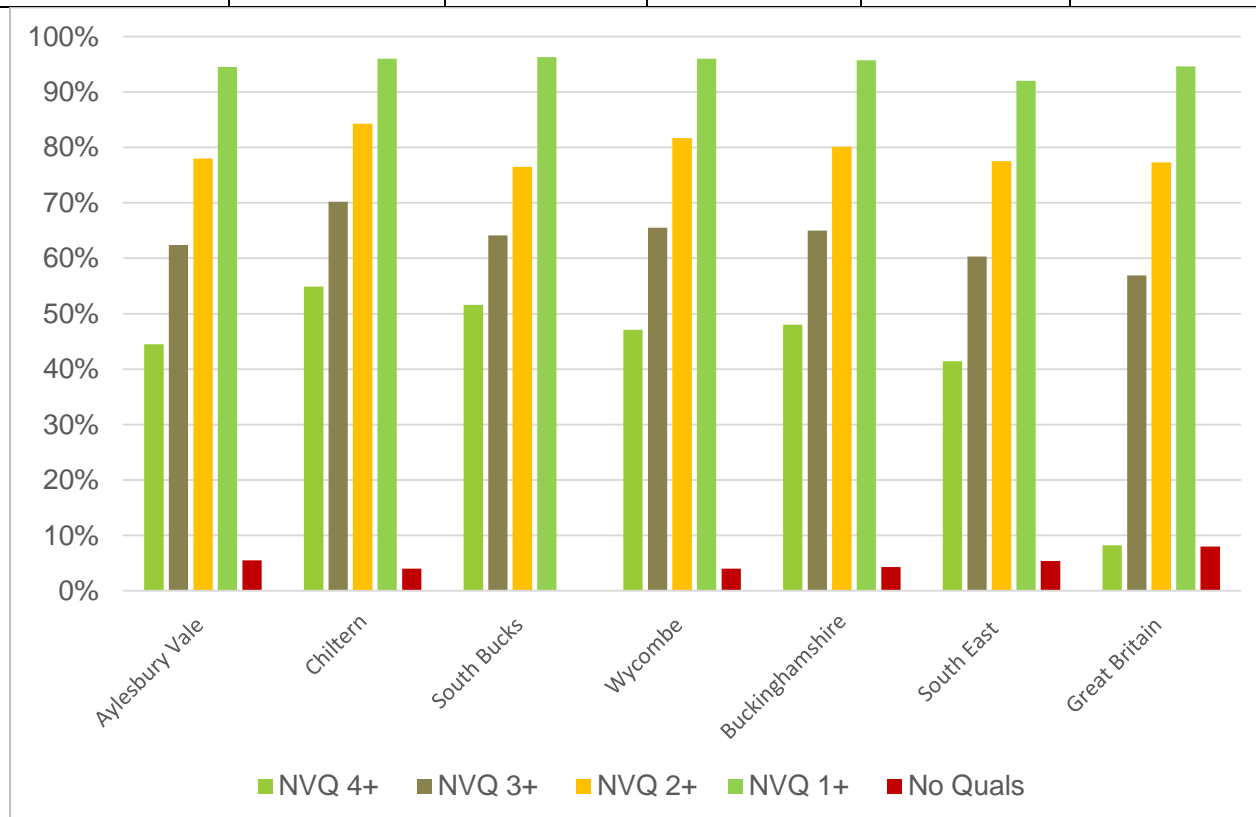
### **Qualifications**

Our District has a better qualified workforce than the South East or GB (Table 2). 47.1% of those aged 16-64 are qualified to at least NVQ4 or above (broadly equivalent academically to Higher National Diploma level) compared with 41.4% for the South East and 38.2% in GB.

<b>Table 2 Source: Annual Population Survey, ONS 2017</b>										
	NVQ4+		NVQ 3+		NVQ 2+		NVQ 1 +		No Quals	
	No	%	No	%	No	%	No	%	No	%
Aylesbury Vale	52,800	44.5%	74,150	62.4%	94,795	78%	112,100	94.5%	6,500	5.5%
Chiltern	30,100	54.9%	38,630	70.2%	47,235	84.3%	52,600	96.0%	2,200	4.0%
South Bucks	20,900	51.6%	26,310	64.1%	32,395	76.5%	39,800	96.3%	-	-
<b>Wycombe</b>	<b>51,600</b>	<b>47.1%</b>	<b>72,240</b>	<b>65.5%</b>	<b>91,830</b>	<b>81.7%</b>	<b>105,100</b>	<b>96.0%</b>	<b>4,400</b>	<b>4.0%</b>

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Buckinghamshire	155,300 48.0%	211,780 65%	266,210 80.1%	309,500 95.7%	13,800 4.3%
South East	2,286,700 41.4%	3,358,490 60.3%	4,421,155 77.5%	5,217,800 92%	300,700 5.4%
Great Britain	15,190,600 38.2%	22,879,930 56.9%	30,720,065 77.3%	36,546,200 94.6%	3,195,300 8.0%



### Unemployment

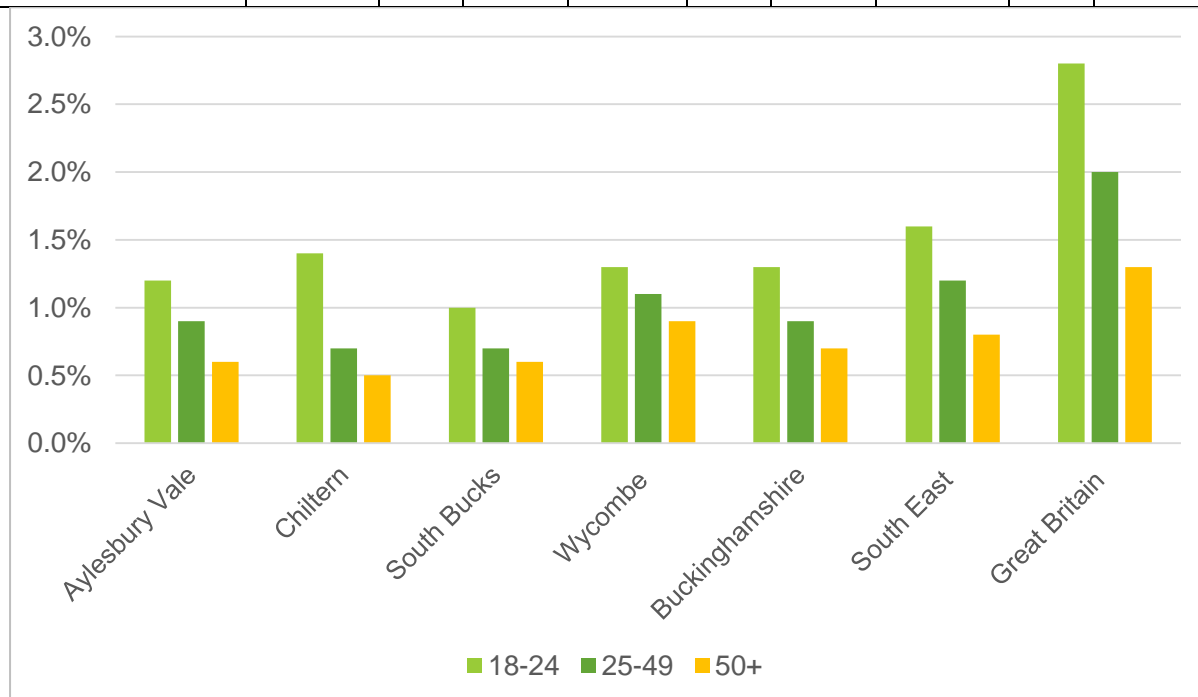
The District has a lower percentage of benefits claimants (6.8%) than both the South East (8.5%) and GB (11.3%) and a lower unemployment rate (3.8%). In May 2017 there were 1,245 people out of work in the District on Job Seekers Allowance or Universal Credit. Wycombe is 63<sup>rd</sup> out of 380 local authority areas in the UK for unemployment amongst 18-24 year olds but performs less well for the over 50 age group where its ranking is 176<sup>th</sup> (Table 3).

(\*NUTS EU geographic coding system: Nomenclature des unites territoriales statistiques)

Table 3 Claimant Count by age group May 2017 : Source DWP									
	18-24			25-49			50+		
	No	%	Rank	No	%	Rank	No	%	Rank
Aylesbury Vale	170	1.2	51	585	0.9	82	300	0.6	98
Chiltern	80	1.4	79	205	0.7	48	115	0.5	33
South Bucks	45	1.0	36	155	0.7	44	110	0.6	85
<b>Wycombe</b>	<b>185</b>	<b>1.3</b>	<b>63</b>	<b>670</b>	<b>1.1</b>	<b>123</b>	<b>390</b>	<b>0.9</b>	<b>176</b>

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Buckinghamshire	480	1.3	4	1,625	0.9	7	915	0.7	9
South East	12,425	1.6	1	33,955	1.2	1	18,460	0.8	1
Great Britain	160,530	2.8	-	425	2.0	-	198,680	1.3	-



On 15<sup>th</sup> August 2017, there were 2,558 full and part time job vacancies within a 10 mile radius of High Wycombe that had been posted by JobCentreplus within the previous 30 days on the *Universal Jobmatch* database.

While unemployment is generally below the national average data from JobCentreplus shows there are some pockets of higher than national average unemployment levels in the Desborough and Cressex areas of High Wycombe. The loss of potential economic output represented by people who are economically inactive including around 7,500 or so who are receiving benefits is significant: perhaps as much as £250m per annum. Where individuals want to secure employment and are able to work they should be encouraged to do so; it will be important that investment in training can be targeted on this group to improve their employability and help them gain the skills employers are looking for.

**The Business Base**

The District is largely an economy of micro and small businesses and has a similar business profile to the South East as a whole. In 2016 there were 10,455 VAT/PAYE registered businesses. 89.8% of all businesses were micro firms, employing fewer than 10 employees, including sole traders. In addition, there were 13,100 self-employed workers.

There were 160 medium sized firms (of 50-249 employees) and 40 large enterprises (with 250 employees or more). Wycombe’s rate of new firm formation of 87.9 per 10,000 residents places the District at 68<sup>th</sup> out of 380 local authority areas in Great Britain. In April,

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2016 the District had 5,060 rateable properties with just over 1.6 million square metres of floor-space.

The local economy is quite diverse with strengths in advanced engineering; life sciences/ medical devices/biopharmaceuticals; software/ IT/ telecoms; and Food & Drink. In 2014, the most recent available data, Wycombe's exports were worth £1.36 bn.

### **Population**

A key challenge for the local economy over the coming years is its demography. The District has a large group of post war baby-boomers around retirement age. This could exacerbate labour shortages and create skills gaps. Whilst older people can make an important economic contribution the concern is that a larger number of very elderly people will need to be supported by a smaller proportion of employees in the traditional economically active age groups (age 16 -64).

Since mid-2005, the UK population aged 65 and over has increased by 21%, and the population aged 85 and over by 31%; with an increase of 54% in males aged over 85 and an increase of 21% increase for females. Such changing demographics can put pressure on health and social care budgets and increase demand for nursing and care staff. They could also open up opportunities for deploying new healthcare technology applications and keeping older people physically active and digitally connected.

### **Housing**

The District faces a serious housing delivery challenge. Land supply is constrained by the green belt and the area of outstanding natural beauty and the District's topography is quite challenging with a lot of steep sites that are difficult to build on.

The publication version of the local plan anticipates a need for 550 new homes to be built each year over the next 15 year period - around 25% higher than current rates housing starts and completions in the District. At the current rate of construction (Table 4) there will not be enough new homes to meet future demand. There is also a serious shortage of affordable housing both nationally and locally which poses a threat to sustainable growth.

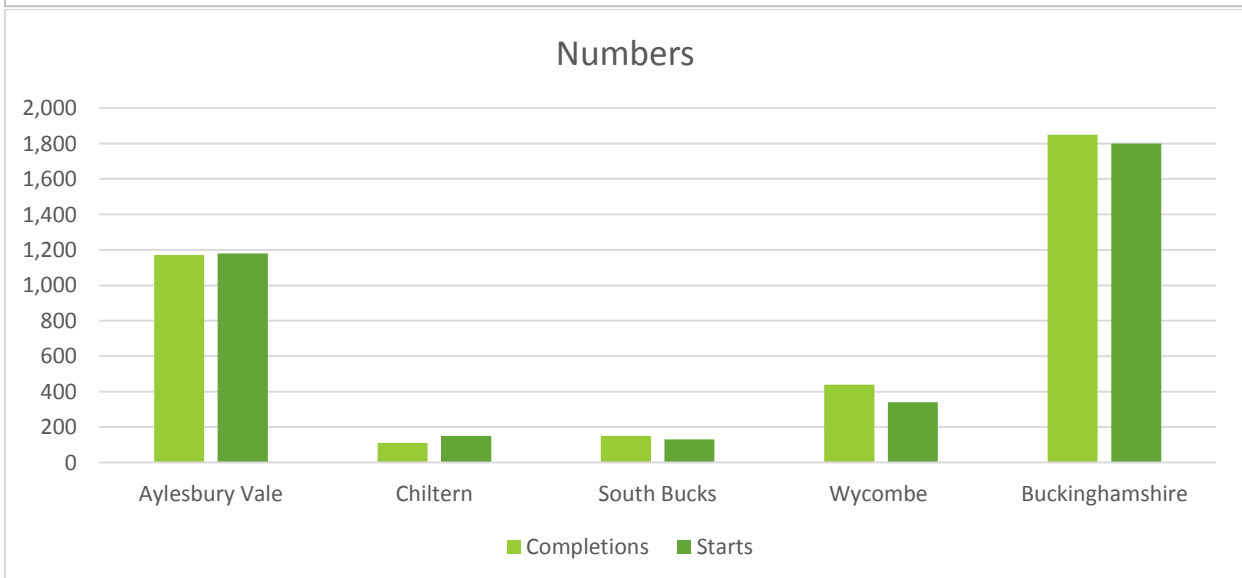
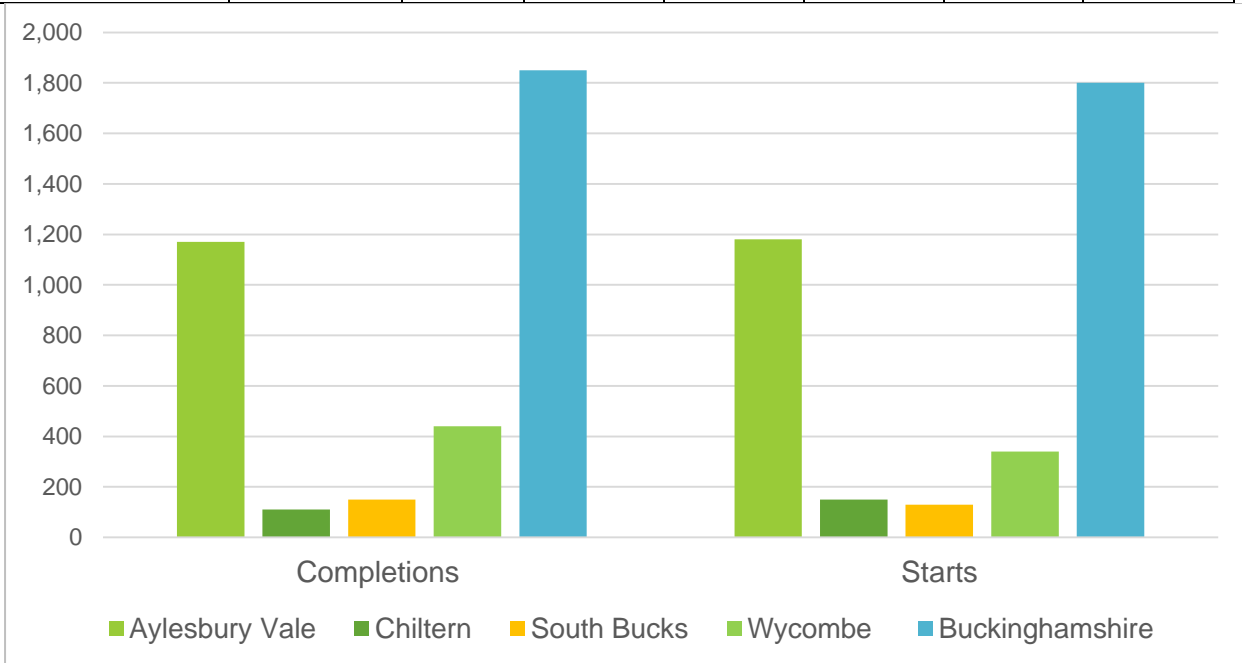
The council is exploring opportunities for modular housing built through off site manufacturing and is considering an investment in high quality modular units in Desborough, High Wycombe to provide temporary accommodation for people at risk of homelessness. We will also work with our partners in local Housing Associations to address the issue of providing more affordable housing.

The Council will address land supply problems where possible by using its planning powers intelligently and attracting grant funding to unlock and improve access to difficult sites. We are keen to work with the Government and Homes England to accelerate the pace of housing development in the District and to explore innovative approaches, such as the formation of a housing delivery company or joint venture arrangements with Housing Associations and Private Developers, where it makes sense to share development risk. The Council also owns a number of sites and commercial buildings that may offer opportunities

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for residential development and we will explore how our role as a landlord can be used more creatively to deliver new homes.

Table 4 Dwellings completed and started to Q1 2017 by LA: Source DCLG							
Completions	Starts						
	Stock 2016	No.	Rate	Rank	No.	Rate	Rank
Aylesbury Vale	77,520	1,170	1.5	19	1,180	1.5	24
Chiltern	39,220	110	0.3	270	150	0.4	241
South Bucks	28,430	150	0.5	174	130	0.5	214
<b>Wycombe</b>	<b>71,890</b>	<b>440</b>	<b>0.6</b>	<b>143</b>	<b>340</b>	<b>0.5</b>	<b>206</b>
Buckinghamshire	217,060	1,850	0.9	8	1,800	0.8	11



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The pressures from housing, demographic growth and ageing aside the District starts from a position of relative economic strength as the key indicators in Table 5 show.

<b>Table 5: Wycombe District – Key Economic Indicators</b>				
<b>Category</b>	<b>Wycombe</b>	<b>South East</b>	<b>Great Britain</b>	<b>Date &amp; Source</b>
Population (numbers)	<b>176,900</b>	9,026,300	63,785,900	2016 ONS
Population ( Aged 16-64) (Numbers)	<b>109,300 (61.8%) (54,500 male) (54,800 female)</b>	5,593,600 (62%) (2,789,800 male) (2,803,800 female)	40,267,500 (63.1%) (20,088,400 male) (20,0179,100 female)	2016 ONS
Economically active population	<b>97,600 84.8%</b>	81%	77.8%	Jan – Dec 2016 ONS
Employees	<b>80,100 70.8%</b>	65.3%	63.1%	Jan – Dec 2016 ONS
Self Employed	<b>13,100 10.6%</b>	12.1%	10.6%	Jan – Dec 2016 ONS
Unemployed	<b>3,700 3.8%</b>	4.0%	4.8%	Jan – Dec 2016 ONS
Qualifications NVQ4 and above	<b>51,600 47.1%</b>	41.4%	38.2%	2016 ONS
Gross weekly earnings (Residents)	<b>£606.70</b>	£582.00	£541.00	2016 ONS
Benefits Claimants	<b>7,450 6.8%</b>	8.5%	11.3%	Aug 2016 DWP

### Drivers of Change

Wycombe’s economy does not exist in isolation from the UK and wider, global environment, nor can it be insulated from changes in technology and markets; external competition, or economic, political and environmental pressures. A successful strategy needs to anticipate and respond speedily to threats and opportunities. Some of key forces could impact upon the local economy over the coming years are set out below.

- **Brexit** and opportunities to benefit from the future terms of trade with the EU and countries around the world and our own preparedness for this.
- **Housing market pressures** and the shortage of truly affordable homes.



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- **Public spending constraints**- the continuing fallout from the global financial crisis and levels of debt within the UK.
- **Globalisation**-the continuing expansion of international trade, capital and labour mobility and the emergence of new markets.
- **Ultrafast Broadband and the Digital Economy**-enabling new business models, digital media technologies, products and services, and access to new markets.
- **Agile, flexible, mobile and home working practices** and their impact on demand for business accommodation;
- **Technological innovation** – such as stem cell therapies, biotechnology, genetics, artificial intelligence; robotics; low carbon technology; electric vehicles; driverless cars and nano-technology.
- **Major national infrastructure investments**– such as HS2, East – West Rail, the expansion of Heathrow including western rail access, Cross-Rail 2, ultra-fast broadband and the Oxford- Cambridge expressway.
- **Demographic trends** - population ageing, immigration levels and changes in the age profile of the population affecting many aspects of life.
- **Skills for Employment** -workforce skill needs becoming more complex and technologically demanding creating challenges for education providers to tailor learning to the needs of employers and individuals.
- **Environmental Sustainability**–the impact of climate change, access to water, food, energy and other key resources shaping the way we live and do business.
- **Social Cohesion and inequality** - income distribution, poverty, and access to learning and jobs continuing to affect the quality and supply of labour.

While the District’s fundamentals are relatively strong, productivity in the UK remains adrift of Europe’s top performing regions. It is therefore vital that the District continues to retain businesses and attract new investment; especially from high value, growth-orientated companies, operating in international markets.

This will enable Wycombe to grow and diversify its business base and create new jobs to replace those displaced by new technologies, new business models and external competition. Given the rapid introduction of new technologies and the pace of change in highly inter-connected, global markets there is a need for our local economy to be sufficiently resilient to ride out future shock waves and sustain its upward trajectory.

The District’s main town is High Wycombe. Unlike other towns to the west of London, such as Reading, Maidenhead and Slough, High Wycombe is not well established as a commercial office location or high tech centre. This is reflected in local office rental levels. A July 2017 report by Chandler Garvey shows these averaged around £250 per square metre in High Wycombe compared to £400 per sq. m in Reading and Maidenhead. This differential could become a source of competitive advantage for the District if the right commercial office accommodation can be delivered. It will take some time to develop a stock of Grade A commercial office accommodation in High Wycombe town centre. However, the Council is already active in developing managed workspaces for smaller businesses and will in the next

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two years deliver *DesBox* a new facility in Desborough aimed at creative businesses and *H-Qube* in Hughenden providing ‘maker spaces’ for artisan and craft workers.

There is a growing number of self-employed individuals and micro- businesses in the District some of whom maybe based here while spending part of their week in London or elsewhere visiting customers and suppliers. Many such businesses operate out of home offices or small serviced office accommodation. We want to help such small entrepreneurial businesses grow by encouraging homes that can provide suitable office or studio space. In rural areas we’ll also investigate the case for providing shared office accommodation and serviced business centres.

The District has a high level of out-commuting to London, the Thames Valley and Heathrow. Local residents are able to use fast, frequent train services to London and motorway connections from the M40 to the M25, M4 and M3. In 2013, around 92,000 people (38% of the economically active population) commuted out of Buckinghamshire to their place of work and over 40% of Wycombe’s economically active residents are estimated to commute to locations outside the District to work. Forecasts made in 2016 by Oxford Economics for the local plan suggest that jobs in Buckinghamshire will grow at a rate of only 0.8% per annum over the next decade; this means that productivity improvements will need to drive the growth of the economy.

There is a danger that growth will cause additional traffic congestion, undermining the District’s competitiveness. As a valley town with difficult topography High Wycombe already experiences traffic problems. And these are mirrored at peak times in Bourne End, Marlow and Princes Risborough.

Research for BCC showed the average speed of traffic on local A roads in Buckinghamshire fell from around 28 mph to just over 26 mph between January 2010 and June 2015. Traffic delays lower economic productivity, increase pollution and have negative consequences for population health.

The District’s local plan aims to ensure that new housing and employment sites are located close to public transport and that broadband coverage can support remote and flexible working. Access to high speed broadband and Wi-Fi is especially important for entrepreneurs in software, design, consultancy and similar businesses. We want to encourage a creative, dynamic ecosystem that will allow creative people to connect with each other both physically, through shared spaces such as *DesBox*, and digitally, through access to ultrafast broadband links. This will include the Council’s own services which will migrate to *Digital First* as the default position of service delivery using data intelligently to provide better services for our customers.

The growth of a more knowledge intensive economy favours the clustering of companies and talent. Areas with good physical and digital connectivity are especially well placed to accommodate knowledge based employment. The selection of High Wycombe as one of 26 trial locations in the UK for the roll out of 5G mobile telecommunications technology will boost the town’s credentials as a hub for digital technology based businesses.

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High Wycombe Rail Station is Buckinghamshire's busiest with 2.8 m entries and exits in 2015/16. Given the population within one hour's travel of High Wycombe and the speed and frequency of train services to and from London it should be possible to attract high-tech international companies and skilled talent just as Reading and Maidenhead have done. As a District Wycombe should benefit hugely from the expansion of Heathrow and future links to Crossrail and HS2, as well as East-West rail and the proposed Oxford – Cambridge Expressway.

Attracting new talent is influenced by quality of life considerations. As the District's principal urban centre High Wycombe can improve its offer by providing higher quality office accommodation, investing in its public realm and making the most of its cultural and leisure amenities. There are also opportunities for public realm and 'place making' interventions to make the most of the intrinsic quality of towns such as Marlow and Princes Risborough. The availability of truly affordable housing is also a key challenge for the District and makes it difficult for young people to get a start on the housing ladder.

Wycombe also has a limited supply of new employment land as a result of the need to preserve the green belt conserve and enhance the Chilterns' Area of Outstanding Natural Beauty by minimising encroachment into it. This means focussing, where possible, on redundant brown field regeneration in the District's urban settlements.

As master-planning in High Wycombe moves forward there is an opportunity to create a new commercial district in the heart of the town encouraging the growth of businesses in the area from the rail station to the University and investing in public realm improvements in the High Street.

There are also good opportunities to attract new businesses Marlow on the M4 – M40 corridor and more rural locations such as Stokenchurch and Princes Risborough where there are opportunities to combine a country lifestyle with running professional service or tourism and leisure businesses using digital technology. The M40 corridor provides scope for growth over the medium term as high tech businesses based around Oxford, West London and the Thames Valley begin to expand. However, investment in infrastructure around key junctions will be needed if new employment sites are to be opened up.

High Wycombe has a proud history in numerous areas including and outside of economic factors but it is particularly well known for being a creative and skilled centre of furniture making. The town has coped well with the contraction of its furniture manufacturing industry and the District as a whole is in the process of transition towards a knowledge-based economy fuelled by the growth of entrepreneurial companies that can scale up and venture into international markets.

The District already has some companies of genuine scale and ambition in sectors such as advanced engineering; life sciences; medical devices; software; telecoms; and food & drink. Wycombe also has an active creative industries sector and is close to the UK's major film and TV production cluster at Pinewood, and the centre of UK motorsport at Silverstone.

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Future opportunities for smart, specialised businesses are expected to emerge in sectors such as big data, low carbon energy, autonomous vehicles, artificial intelligence, satellite and space technology, robotics and personalised medicine. The decoding of the human genome in 2003 required over a decade of work to sequence some 3 billion base pairs: modern computing power enables that much data to be sequenced in a single day. McKinsey forecast that the 'internet of things' – the next wave of the internet- will see 28 Billion smart devices connected to the Internet by 2020 with early adoption in wearables, cars, homes, cities and industry heralding a new wave of economic growth.

Whilst the District has quite a small base of companies involved in research, development and innovation there are opportunities to develop high value, research-based business by working with SMEs and improving collaboration between local companies and Further and Higher Education.

And as the transition to online shopping continues the District's proximity to Heathrow and the south east motorway network, means the District will be well placed as a distribution and logistics hub, notably along the M40 corridor.

There is also an opportunity to grow the District's visitor economy benefitting from its' beautiful, accessible areas of outstanding natural beauty and building upon the success of its programme of music, food, festivals and events—e.g. Frogfest, Pub in the Park, the Kop Hill climb and nearby Pennfest. However, there are also threats to growth such as a shortage of employment sites and affordable housing; traffic congestion and traffic congestion on the arterial routes through High Wycombe, Marlow and Princes Risborough. Table 6 highlights some of the strengths, weaknesses, opportunities and threats of potential relevance to future growth and prosperity.

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Table 6 SWOT Analysis	
<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Excellent strategic location and motorway links</li> <li>• Fast regular train services to London</li> <li>• Highly qualified workforce</li> <li>• High level of economic activity</li> <li>• Diverse economic base</li> <li>• New local plan provides clarity for investors</li> <li>• High performing local schools</li> <li>• Track record of major capital projects delivery</li> <li>• A ‘can do’ Council – open for business</li> <li>• A good Higher and Further Education Base</li> <li>• Local quality of life and access to green space</li> <li>• Sports and Leisure facilities</li> <li>• Technology based firms</li> <li>• Marlow’s ‘foodie’ reputation and leisure potential</li> </ul>	<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Low carbon technologies</li> <li>• Big data applications</li> <li>• Hosting tourism and sports events</li> <li>• Nearby film and media cluster</li> <li>• Expansion of Princes Risborough</li> <li>• Creative and cultural industries</li> <li>• Entrepreneurial education</li> <li>• Expansion of business workspace</li> <li>• Rural economy and ‘live / work’ units</li> <li>• International trade post Brexit</li> <li>• Strengthen Wycombe’s Brand identity</li> <li>• Appropriate densification of development around transport hubs</li> <li>• Potential to release new employment sites for inward investment</li> <li>• Entrepreneurial contribution of older population</li> <li>• Alliances with LEP and key economic partners</li> </ul>
<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Affordability of Housing</li> <li>• Limited restaurant and hotel offer</li> <li>• Transport connections within Bucks</li> <li>• Need for Public realm improvements in our principal town centres</li> <li>• Limited sites and expansion space for industry</li> <li>• Limited local R&amp;D and Innovation activity</li> <li>• Low brand awareness and identity/USP</li> <li>• Broadband ‘not spots’ in rural areas</li> <li>• Quality of available town centre office stock</li> <li>• Difficult topography: steep gradients</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Automation of retail and routine jobs</li> <li>• Growth in online shopping</li> <li>• Constrained Public sector funding</li> <li>• Rising health and social care costs</li> <li>• Uncertainty of the Brexit process</li> <li>• Growing pressures on Infrastructure</li> <li>• Emerging Skill shortages</li> <li>• Loss of young people due to unaffordable housing</li> <li>• Growing Traffic Congestion</li> <li>• Impact of climate change</li> <li>• The District’s high carbon footprint</li> <li>• Global competition</li> <li>• Loss of employment land to residential uses</li> </ul>

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## **Land Use Planning**

The publication version of the Council's local plan (2017) sets out a long term vision for Wycombe District identifying where new homes, jobs and infrastructure will be created and how the local environment will be protected. The local plan follows the principles of 'smart growth' and promotes efficient land use; active community engagement in the planning process; walkable, close knit communities; the preservation of open space; a variety of transport choices; and a sense of place. The plan provides a land use framework for the period to 2033 and sets eight strategic objectives:

- 1. Cherish the Chilterns** – conserving and enhancing the natural beauty of the landscape of the Chiltern Hills;
- 2. Strengthen the sense of Place** by protecting and enhancing the District's natural and built environment, using Green Belt to keep main settlements separate, and securing high quality design in new developments;
- 3. Foster economic growth** ensuring our employment sites remain attractive, unlocking the potential for High Wycombe as an office location; providing a limited release of green field land for major inward investment and promoting rural business hubs;
- 4. Improve strategic connectivity** – building upon the strengths of the District's proximity to the M40 and M25, central London, Heathrow and the M4 by enhancing connections within Buckinghamshire and to the South East Midlands;
- 5. Facilitate local infrastructure** –by ensuring improvements to local infrastructure are delivered using the Community Infrastructure levy and by securing appropriate benefits from new development;
- 6. Deliver Housing** –by focusing on brownfield sites in High Wycombe; the introduction of new housing in Princes Risborough and the release of smaller sites on the edge of village settlements;
- 7. Champion Town Centres** – ensuring the environmental quality of the District's town centres, strengthening their economic attractiveness and making them pleasant, people friendly places to visit; and
- 8. Mitigating Climate Change** by reducing the need for travel by private car, and supporting public transport by re-using brownfield sites, locating development in settlements with the widest range of services and facilities and clustering new developments together.

The local plan highlights the need to:

- guide and shape developments in a sustainable way 'future proofing' development to cope with climate change and flooding;
- promote place making, good health & well-being and active lifestyles;
- progress the delivery of housing reserve sites released for development; and
- ensure that Green Belt reviews are technically robust and transparent enabling the Council to prevent distinctive settlements from merging together.

The local plan provides a strong foundation for economic development ensuring that growth can be managed sustainably and supporting the objectives of this strategy.

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## **Strategic Objectives**

Our vision describes the economic future we want to achieve for the District. Its realisation will require hard work to be done by the Council and its partners in business, government and local communities. Our aim is to work with our partners to deliver the following strategic objectives.

1. Support **growth and internationalisation**.
2. Provide quality **business accommodation**.
3. Boost the **business birth rate** and entrepreneurship.
4. Develop our **visitor economy and tourism**.
5. Develop the **skills and talent** that employers need.
6. Deliver **new housing** on Council and Privately-owned sites.
7. Encourage **research and innovation** to boost growth.
8. Use **urban design** to make our town centres better places.
9. Ensure seamless **business support services**.
10. Improve strategic **transport and ICT connectivity**.

The Council's role in addressing these objectives is explained below.

### **Strategic Objective 1: Support business growth and internationalisation**

Business growth and internationalisation are important to a healthy economy. And there are increasing opportunities for UK businesses to trade internationally, especially through specialisation in high value services such as design, life science and digital media. Wycombe's proximity to Heathrow is a distinct advantage for businesses seeking to enter international markets. There are opportunities to improve rail links from High Wycombe to Heathrow, Crossrail and HS2 with an option to provide connections via Old Oak Common. In addition, we will lobby the government and work with Highways England and our neighbouring authorities for improved access to the M40 and the M4 and associated improvements to the A404 that link the two.

Exporting helps companies build their capability in new markets and grow in scale. The opportunity to grow new markets will increase following Brexit and it is imperative that our businesses can strengthen their trading links both physically and digitally. The council will signpost businesses to organisations such as Bucks Business First, the Marlow and Thames Valley Chambers of Commerce and DIT for assistance with plans for exporting and internationalisation. We will work with these organisations to help provide better access to advice for companies in areas such as:

- Market research
- Statistical and demographic data
- Potential sources of grant funding support

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- Overseas Suppliers, Agents and licensing
- Foreign language support and translation
- The development of export action plans
- Logistics and fulfilment
- Selling online
- Overseas trade and market access visits
- Resources for internationalisation and exporting.

**Strategic Objective 2: Provide quality business accommodation**

The Council has a good track record of supporting growth through regeneration and development and has facilitated a £200 million town centre regeneration programme including the £125 million Eden Centre and £45 million Sainsbury's redevelopment. Over the past 10 years 45 major deals have been completed including a £25 m Sports and Leisure Centre and Waitrose Supermarket as Phase 1 of Handy Cross Hub.

The Council will aim to secure a supply of sites and premises in attractive, accessible locations offering a range of suitable business accommodation as well as protecting and improving the existing supply of business accommodation.

Inward investment enquiries also need to be handled professionally ensuring that investors get the information they need about accommodation options without having to go through different contacts and organisations.

The Council will also aim to tackle and overcome constraints to growth in existing locations such as the Globe Business Park in Marlow and the Cressex Business Park in High Wycombe where traffic congestion, limited public transport services, parking problems and the quality of the public realm environment can act as disincentives to new investment.

Globe Business Park supports around 3,130 jobs and produces £213m of Gross Value added per annum. The Business Park has a number of a void office spaces that need to be filled by attracting new tenants. Void office space is a missed opportunity for growth. We will work with the Globe Business Park BID Company and Bucks County Council to find solutions for parking and make improvements to access and egress to ensure Globe becomes a more attractive location for inward investors.

At Cressex the Council supports Basepoint, a managed office workspace facility that accommodates around 70 businesses on flexible terms. New managed workspace in High Wycombe is being planned in bespoke units at Baker Street ('DesBox') and at Hughenden ('H-Qube') to assist the next generation of start-up businesses.

Wycombe Air Park provides space for specialist businesses notably in logistics, distribution and the aircraft servicing industry. The council will work closely with the operators of the Air Park and local stakeholders to help attract new businesses to the Air Park.

Stokenchurch located close to junction 5 of the M40 also offers good access to the motorway and opportunities for new businesses. The publication version of the new Local Plan has identified an extension to the existing employment area to provide new land for industrial and logistics uses.



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Princes Risborough is less well situated in terms of attracting large new business investment but as part of the housing expansion proposals for the town the Council has identified new land for business growth.

High Wycombe offers very competitive rental levels although this makes the viability of new office development more challenging. We will explore ways of attracting investment in commercial office accommodation in High Wycombe town centre, alongside residential and leisure uses.

**Strategic Objective 3: Boost the business birth rate and entrepreneurship.**

Small and medium-sized enterprises (or SMEs) are the mainstay of the District's economy with almost 90% of enterprises employing fewer than 10 people. A vigorous rate of new business formation and entrepreneurship is a positive indicator of a vibrant economy. There is a direct link between the number of new businesses set up and those that survive and prosper and an element of 'churn' in the start-up rate is therefore understandable. Some of the UK's best known entrepreneurs have had more than one experience of setting up business before achieving real success.

Active local business networks are vital to the take up and transmission of new ideas and technologies. They can also be potential sources of finance for business growth e.g. through crowd funding and Business Angel networks. The council will work with the Marlow Chamber of Commerce, Bucks Business First, Business Improvement District Companies and Bucks New University and others to help ensure that enterprise and new business formation remains vibrant across our District.

The Council will develop a programme of engagement with businesses, focussing upon key industry sectors and growth orientated SMEs, to help our local businesses flourish and prosper. We will promote business breakfasts and networking events working with business support organisations to make it clear that Wycombe is Open for Business.

The Council will help young businesses secure suitable premises as well as signposting companies to appropriate partner agencies such as Bucks Business First, Buckinghamshire New University, or BTVLEP for assistance with growing their business and entering new markets.

**Strategic Objective 4:            Develop our visitor economy and tourism**

As a District Wycombe has a growing range of events and festivals that attract visitors from further afield such as the Marlow Regatta; the Pub in the Park food festival; the Kop Hill climb; Aero Expo; Frogfest; and nearby Pennfest. Local tourism assets include Hughenden Manor, the Hell Fire Caves and nearby Cliveden. Some two-thirds of the District lies within the Chilterns' Area of Outstanding Natural Beauty which is a great attraction for cyclists and

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walkers. We will work with the Chilterns' Conservation Board to promote the use and enjoyment of this wonderful natural asset.

The value of sport and culture to the UK economy has grown substantially and the country is known worldwide for its culture, sport and creative industries. Wycombe has regionally significant sporting and cultural assets including a new 50m International Standard Swimming Pool, the Marlow Athletics track, the Dashwoods shooting range, Wycombe Air Park and the Swan Theatre. High Wycombe is only 15 minutes by train from Wembley Stadium and there is a good opportunity for the town to act as an accommodation base for fans attending sporting events at Wembley. There is growing evidence that affluent consumers are spending an increasing proportion of their disposable income on services and 'experiences'. The recent success of the 'Pub in the Park' Food Festival shows that well-targeted events can attract visitors to the District, boosting the local economy.

Given the District's excellent location and transport links there is scope to increase day visitor spend and build its capacity as a tourism, events and conference destination hosting sporting and cultural events and attract tourism and leisure based inward investment especially given its proximity to attractions such as Legoland at Windsor and the Warner Bros Studio tour in Leavesden. There are also opportunities to attract business and educational conferences to the District building upon the charm of Marlow and its growing reputation for excellence as a food and drink destination.

High Wycombe itself has a shortage of premium visitor accommodation. There is a need to encourage new and better hotels and restaurants into the town. As plans for the development of High Wycombe progress there will be an opportunity to attract new hotel, restaurant and leisure investment. The Council will also play an active role in working with events promoters to ensure that visitors gain a positive impression of the District. We will work with the High Wycombe Bid Co and local sports organisations to attract new events and activities to the District and encourage tourism businesses to invest here.

**Strategic Objective 5:    Develop the skills and talent employers need**

The District's schools have a strong track record in delivering good academic results and helping young people progress into further and higher education. However, the costs of Higher Education are a barrier for some young people and employers express concerns about a shortage of technical, vocational, digital and business management skills.

There is also a group of young people who are disconnected from the labour market and lack the formal qualifications, personal confidence, resilience and softer skills that many employers are looking for. We will work through our community engagement activities to help such young people into access level jobs where they can build their confidence and improve their skills and employability.

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There is also an outflow of graduate talent from the District and some underemployment with some local graduates failing to secure high value jobs. Bucks New University (BNU) is developing a market connected curriculum that will ensure higher education is better connected to the local economy. This will see degree level apprenticeships promoted to local employers allowing people who are unable to access full time higher education to benefit from advanced study through work based learning and continuing professional development supported by University teaching staff. This will help to widen participation in higher education, as well as boosting the skills and capability of local businesses.

The University will also promote entrepreneurship as a career route and offer incubation space for graduates who want to set up their own businesses. The Council will work closely to strengthen connections between businesses and education and provide 'grow-on' space for spin out businesses formed by graduates. We will also work with our local FE Colleges to help target skill shortages and prepare students for employment in areas such as Healthcare, Construction, Tourism and Leisure.

**Strategic Objective 6: Deliver new housing on Council and Privately-owned sites**

Improving the supply of housing across the District is vital to sustainable growth. The Local Plan has identified sites for 10,900 new homes within the District of different housing types, ownership and rental models by 2033. There is a pressing need for more truly affordable homes, and housing to meet the needs of a growing elderly population. Housing construction brings opportunities for job creation. The Council will promote new homes on the sites it owns and has been working with developers on several reserve sites that have been released for housing development.

The Council will take active steps to unlock the development of more complex, major sites, such as the Princes Risborough Expansion Area, where the local plan anticipates 2,480 new homes will be delivered by private housebuilders. In delivering new housing we will promote low carbon development and apprenticeship opportunities for young people. We will also work with local Housing Associations to accelerate the delivery of affordable homes and explore new housing delivery models. Key housing proposals identified in the publication version of the local plan are summarised in table 7.

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<b>Table 7: Major Housing Sites - WDC draft local plan</b>		
<b>Site</b>	<b>Indicative Dwelling units</b>	<b>Lead role</b>
Gomm Valley & Ashwells	530	WDC
Abbey Barn South	505	Private Sector
Abbey Barn North	100	WDC
Easton Quarter High Wycombe	150	WDC/ Private Sector
Terriers Farm	500	Private Sector
Slate Meadow	150	Private Sector
Bellfield	62	WDC
Hollands Farm	467	Private Sector
Land off By Amersham Road Hazlemere	350	Private Sector
Leigh Street	275	Private Sector
Land off Mill Road Stokenchurch	100	Private Sector
Princes Risborough	2357 New Homes	Private Sector

**Strategic Objective 7: Encourage research and innovation to boost growth.**

In 2015 22% of all jobs in Wycombe were in the wholesale, retail and motor repair trades followed by 11.0% in professional, scientific and technical activities, around 10.0% in healthcare and social work; 8.5% in education and 8.5% in information and communications.

Whilst retail and local service sector jobs are important to the local economy the growth of higher value employment will require investment in research and innovation in sectors such as life sciences, information technology, digital media and low carbon technology, where there is scope for specialisation based around knowledge, expertise and the application of new technologies. As we encourage the development of key sectors there may be opportunities to attract investment through the proposed sector deals in the Government's industrial strategy.

Bucks New University offers courses in subjects such as games development, business management, animation, product design, cyber security, computing and web development that can provide a strong base for innovation and the University is planning to develop incubation space that will allow graduates to develop and commercialise new business ideas, products and services.

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Wycombe lies half way between the world-class resources of Oxford University and London's leading Universities. There is an opportunity for knowledge exchange between industry and higher education to stimulate innovation, boost commercialisation and help local businesses develop new and improved products, services and processes. For early stage companies there is an opportunity to accelerate the journey between concept and commercialisation.

The Council will work closely with BBF, BTVLEP and BNU to link growth orientated businesses to expertise within the Higher Education sector so as to support product, process and business model based innovation. We will also encourage better use of labour market intelligence so that the skills and knowledge gained by students are matched more effectively to the needs of the future economy.

**Strategic Objective 8: Use urban design to make our town centres better places.**

High quality infrastructure and public spaces are vital to competitiveness. Investment in public realm can transform town centres; strengthen retail performance; boost the visitor economy and make places more attractive for residents and visitors. We want to improve Wycombe District as a place in which to live, work and visit by ensuring good public transport connections, well-designed housing, high quality public realm and green space. Through the Local Plan the Council will work with developers to ensure that new development is sustainable and of high quality, and complements the natural landscape setting especially in areas of outstanding natural beauty, such as the Chiltern Hills.

Development is not just about the built environment but also the creation of new green infrastructure which is good for people and safeguards wildlife. In developing new homes, jobs and infrastructure we cannot afford to compromise the quality of our natural environment and rural areas.

In an economy that increasingly revolves around knowledge, ideas, technologies and networks we need to attract the best and brightest talent to our urban centres and attractive rural areas.

Creating a sense of place and distinctive identity for our town centres is vital. The Council's masterplan for High Wycombe aims to transform public spaces and make the town a more attractive place for shopping and leisure; strengthen the economy - by creating new opportunities for businesses, jobs, shops and leisure; and bring the town together - by making changes to the road network. The masterplan aims to make the town more 'pedestrian-friendly'; changing the traffic flow, downgrading the use of Abbey Way flyover and improving our key streets and pedestrian spaces.

High Wycombe's office market is outdated with several vacant premises that are unlikely to be of interest to contemporary occupiers. A number of offices have been converted to

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residential accommodation uses under the government's permitted development scheme. The regeneration of brownfield sites in High Wycombe can help create new locations for commercial offices, retail, leisure and residential development. Newly regenerated urban neighbourhoods can also provide a better environment for office workers and knowledge based businesses with good access to shops, restaurants, cultural and leisure amenities making it easier to attract the skills and talent that businesses need to support their growth. The Council has significant land and property holdings and we will look to take a more active role as a landlord to encourage growth and support new enterprises.

The Council's priorities in High Wycombe town centre will be to continue its investment in master-planning, regeneration and public realm improvements in a number of priority areas including:

- **High Wycombe Town Centre** creating mixed use development with commercial, housing and retail uses and higher density development close to High Wycombe rail station;
- **The Arts and Education Quarter** improving the public space and cultural offer through better public realm connections between the Swan Theatre & Bucks New University;
- **Desborough Road Area Renewal** encouraging mixed use development with business start-up workspace;
- **Frogmoor Regeneration** encouraging new residential development and public realm improvements;
- **Hughenden** delivering extra care residential facilities and managed workspace.

The planned expansion of Princes Risborough provides an opportunity for improving the retail and leisure offer. The Council will work closely with the Princes Risborough Town Committee to help progress the exciting proposals emerging through the Princes Risborough town centre masterplan. Marlow is already a successful town centre and there is an opportunity to build upon its intrinsic charm by finding long term solutions to the problems of traffic congestion and car parking that can impact upon the visitor experience.

The District has two major employment sites where the Council is working actively to improve the environment for local businesses. These are the Cressex Business Park which is home to 216 businesses, supports 4,869 jobs and generates £331\*m in GVA each year.; and Globe Business Park in Marlow which is home to 73 businesses, supports 3,130 jobs and produces £213\*m in GVA annually. (\*source BBF 2017).

The Council will take the steps needed to support our major employment locations.

- **At Cressex Business Park** the Council will work to establish a local Business Improvement District to tackle challenges including access and car parking;
- **At Handy Cross Hub** the Council will continue to progress individual phases of mixed-use development;

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- **At Globe Business Park** the Council will work with the Business Improvement District Company and BCC to improve access, car parking, landscaping and signage.
- **At Wycombe Air Park** the Council will promote employment uses that are well suited to the site and the amenities it can offer.
- **At Stokenchurch** the Council will expand the existing employment site; and
- **At Prince Risborough** the Council will promote new employment land to help the expanded town to become a more sustainable business location.

**Strategic Objective 9: Ensure seamless business support services**

It is important that business support services are easy for local businesses to access. Our aim is to provide a 'First Stop' service for inward investors and local businesses. We want to ensure a single point of contact for all business-facing Council services and a clear referral process for enquiries better handled by organisations such as the local Business Improvement Districts, Bucks Business First, BCC or the BTV LEP. The Council wants to complement rather than duplicate services provided by partner organisations.

The Council's primary roles will be to offer information, support and guidance on local planning and building standards and help with sourcing office or factory space including 'start up' and 'move on' accommodation. We will also offer signposting to other services so that businesses know where to go for other forms of help e.g. with skills training or access to finance. The Council will appoint a dedicated economic development officer to support these and related activities and a tourism and events officer to work with partner agencies on the District's tourism offer.

At the new Hughenden Quarter and in the Desborough area of High Wycombe we will invest in workspace for start-up businesses targeting those in design, crafts, digital media, and the creative industries. We will also work with BNU to help young businesses spinning out from Higher Education secure 'grow on' space.

In addition we will engage with local companies through business breakfasts and networking events to stay in touch with their views and discuss how we can support their plans for growth.

**Strategic Objective 10: Improve transport and ICT connectivity**

Wycombe has an excellent strategic location well served by the M40 motorway; fast train links to central London and some 40 minutes from Heathrow, the UK's major hub airport. However, local road congestion can create traffic delays and lost economic productivity. Broadband coverage is approaching 95% across Buckinghamshire but remains patchy in some rural areas. The section of High Wycombe by BT as a trial location for the roll out of 5G ultrafast broadband is a major boost to the District's digital connectivity and has the

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potential to unlock new growth opportunities. The Council will also work closely with Buckinghamshire County Council, Highways England and Network Rail to achieve improved transport connections. In this context, some of the priority opportunities for future development that will need to be considered include:

- Ensuring a Chiltern Line connection to Crossrail and HS2 with a potential Heathrow Airport link at Old Oak common;
- Working with BTVLEP and BCC on district-wide infrastructure priorities including the strategic route between High Wycombe and Aylesbury;
- Lobbying to secure our preferred route alignment for the proposed Oxford – Cambridge Expressway;
- Promoting the case for a link from the Chiltern Line to Maidenhead and Thames Valley;
- Improving the frequency and speed of rail services to Oxford;
- Improving vehicular flow on the London Road in High Wycombe through modernised traffic signalling;
- Improving the Westhorpe junction of the A404 and the A4155 at Marlow to ease peak hour congestion on traffic flows around Globe Business park;
- Improving public transport services to Heathrow;
- Improving the pedestrian and cycling routes in our Town Centres;
- Developing a network of park and ride sites to enable drivers to shift to public transport;
- Improving traffic movement at Handy Cross roundabout and in the approach to High Wycombe station; and ,
- Enabling new road and bridge infrastructure to open up the Princes Risborough expansion area for housing development.

### **Measuring our success**

It will be important to track our progress over the next 10 years. To do this we will use a performance scorecard to measure key performance indicators including those listed below. Some will be tracked on an ongoing basis: others will be tested periodically, using sample surveys.

1. New business start-up and survival rates.
2. Inward Investment projects landed by capital value and jobs
3. Changes in the District's business stock
4. Gross value added per capita
5. Median earnings of residents
6. Economic activity and employment rates
7. Households dependent on benefits
8. Qualification levels among the working age population.
9. Value of new investment in the District's regeneration



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### **Strategic Partnerships**

The delivery of the District's economic strategy will require the Council to work with a range of organisations to deliver the outcomes we want to achieve. This will call for shared leadership and commitment, aligning the public sector and businesses towards a common vision.

We will work closely with partners in areas that will be critical to the successful delivery of this economic strategy especially where they have powers and resources to make a positive difference e.g.:

- Buckinghamshire County Council to ensure that necessary investment in highways improvements and transport infrastructure is carried out;
- Stronger collaboration across Council Ward and Party lines to drive new developments and infrastructure;
- Schools and Colleges to support enterprise education, employability and apprenticeship training;
- BTVLEP on our strategy for growth and economic development;
- Bucks New University to encourage graduates to set up new businesses and spin out commercial opportunities from research and innovation; and
- BBF to improve access to business information and market intelligence;
- The Globe and High Wycombe BID Cos to help improve the environment of Globe Business Park and High Wycombe town centre;
- The extended Connected Counties programme to secure the roll-out of super and ultrafast broadband across the District;
- Highways England to influence their route investment strategy and secure junction improvements on the A404; and
- DfT, Network Rail and Chiltern Railways to improve train services and connections.

### **Funding and resources**

The Council will set up a small project team to coordinate its resources in support of the objectives set out in this strategy. We will aim to attract external funding e.g. through the national productivity investment fund and the housing infrastructure fund to supplement investment from the Community Infrastructure Levy and S106 contributions to address the costs of new economic infrastructure.

The Council will also use its own land and property assets to help create new job opportunities, improve retail, leisure and transport facilities and make our District a better place for local residents and visitors to the District.

We will use our assets not only to deliver regeneration and growth in a sustainable way, but also to generate revenue to support our services to the public and reduce our reliance on central

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government. In this way the Council can protect its essential services and support local jobs and facilities for people to enjoy.

**Conclusion and next steps**

Over the coming years the Council will work with its partners to deliver the key projects and programmes that will move the District towards the vision set out in this strategy. We aim to support the growth of the local economy in a sustainable way, balancing the need for greater prosperity, with the development of active and enterprising local communities and the use of low carbon, clean technologies to ensure that growth is not achieved at the expense of the environment.

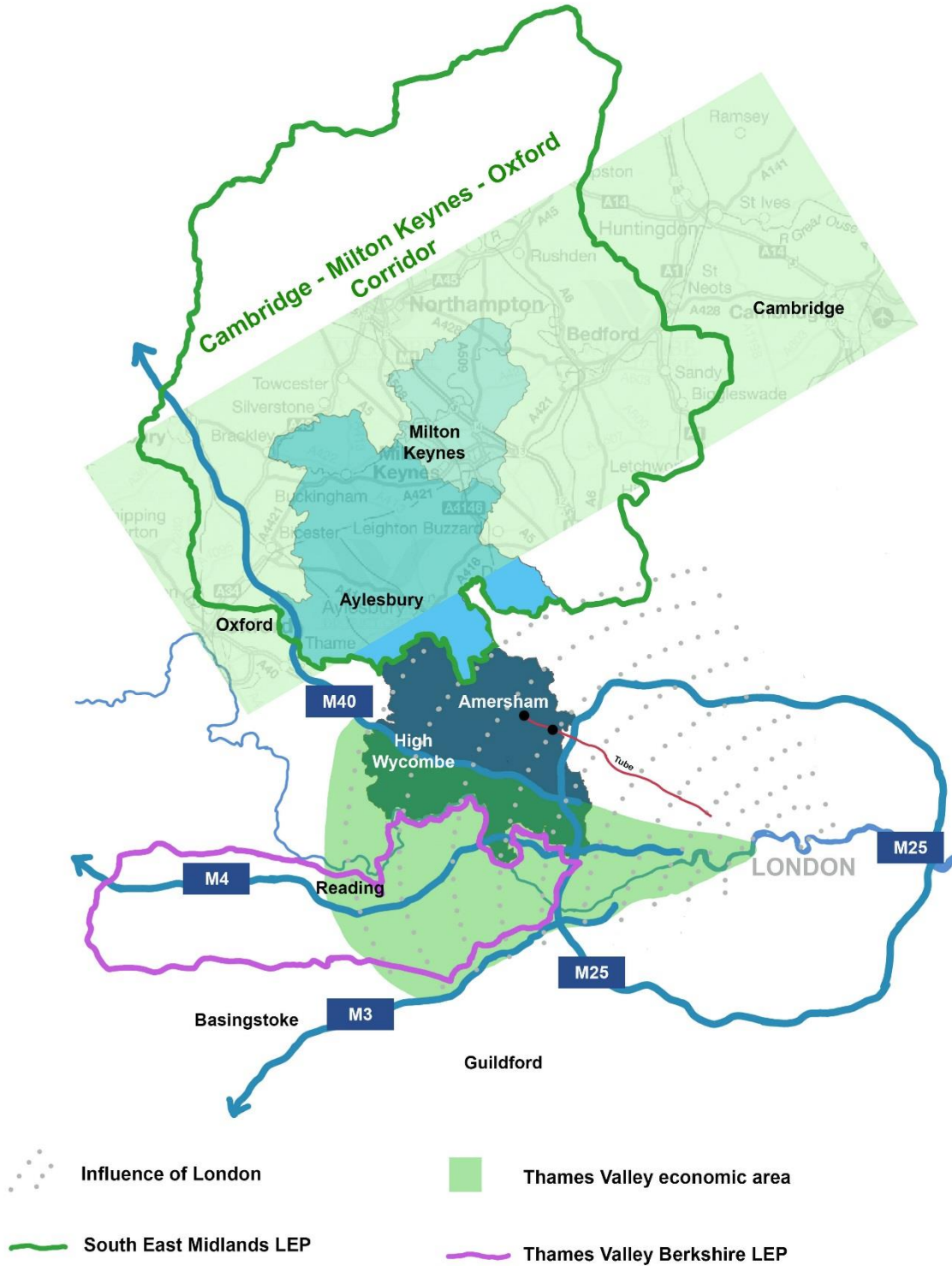
We will consult with local people and businesses before we implement the strategy so that we can focus on the issues and opportunities that will help us make a positive difference in securing the future prosperity of our District in fast changing economic times.

## Appendix 1



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**Appendix 2**



# Agenda Item 9.

## CENTRAL AREA GROWTH BOARD – TERMS OF REFERENCE

**Cabinet Member:** Cllr Katrina Wood, Leader

**Ward(s) Affected:** All

**Officer contact:** Susan Bolter (Corporate Director (Growth & Regeneration))

### ***PROPOSED DECISION***

To support the proposed formation of a Central Area Growth Board as the principal means of governance for strategic decisions about transport, infrastructure and housing investment proposals in the central area of the Cambridge–Milton Keynes-Oxford corridor and to note in principle the broad themes in the terms of reference for the Central Area Growth Board as set out in appendix to this report. If the Terms of Reference (TOR) are subject to change a further update will be provided to Cabinet .

### ***Reason for Decision***

The National Infrastructure Commission (NIC) was invited by the Government to make recommendations about infrastructure and housing investment needed across the Cambridge-Milton Keynes-Oxford corridor in the period to 2050. The NIC has produced its report highlighting the need for long term infrastructure investment in projects such as East-West Rail to unlock the growth potential of the corridor. The Government has asked the Councils and LEPs across the corridor to come forward with agreed governance arrangements. The 24 Councils and 2 LEPs in the Central Area propose to set up a single Growth Board as the principal conduit for strategic discussions and communications with Government. Individual Councils and LEPs are asked to endorse this proposal and agree the terms of reference.

### **Corporate Implications**

The Council would be represented on the Growth Board by the Leader or her appointed deputy. Decisions taken by the Growth Board would use simple majority voting. However, Councils will retain a veto in relation to proposed housing allocation numbers within their area of administration.

### **Executive Summary**

The NIC has produced its [report](#) on the future plans for growth in the Cambridge-Milton Keynes-Oxford corridor. The Government has produced its initial [response](#) to the NIC report and now wishes to agree arrangements whereby future investment in Strategic Infrastructure can be discussed and agreed with local authorities. The formation of a Central Area Growth Board has been proposed and Council approval is therefore sought for setting up a Growth Board with the attached terms of reference.

### **Sustainable Community Strategy/Council Priorities - Implications**

Long term investment in infrastructure is needed to accommodate pressures arising from forecast population growth and to boost economic productivity. The government has decided that there should be a particular focus on the Cambridge –

Milton Keynes – Oxford corridor as there is an opportunity for the corridor to drive knowledge based economic growth for the UK building upon the important University and Industrial assets across the corridor. Wycombe District enjoys a good strategic location in close proximity to London, Heathrow, and the Thames Valley. The planned improvement of east-west road and rail links and new housing in the Cam – MK – Ox corridor will further strengthen the District’s economic attractiveness and contribute to the corporate plan objectives for people, place and prosperity.

## **Background and Issues**

The NIC was asked by government to investigate how the economic growth potential of the Cambridge-Milton Keynes-Oxford corridor could be realised through strategic investment in enabling infrastructure. The corridor is expected to need an additional 100,000 homes by 2050. East-West rail and road links also need substantial investment to improve labour mobility and open up new sites for housing development.

## **Consultation**

There has been preliminary consultation with local authority Leaders and Chief Executives on the NIC Study report and its recommendations. Ongoing consultation with government about agreed priorities for infrastructure investment will be conducted primarily through the medium of the proposed Growth Board and also across the wider corridor with the Oxfordshire Growth Board and Cambridge and Peterborough Combined Authority.

## **Options**

The proposed Central Area Growth Board has been agreed by a meeting of Leaders from the local authorities across the area and includes local authorities from Northants, Bedfordshire and Buckinghamshire. A proposal for an individual Growth Board at the Buckinghamshire level was rejected by all local authorities except Buckinghamshire County Council. A Growth Board has already been established for Oxfordshire and in Cambridgeshire and Peterborough, the Combined Authority is the relevant decision making body.

## **Conclusions**

There is a need for decisions about infrastructure investment affecting a large number of local authority areas to be discussed and prioritised across the Cambridge-Milton Keynes-Oxford corridor. The Central Area Growth Board set up on the attached terms of reference is the recommended approach.

## **Next Steps**

If the decision proposed in this report is approved by the Council, the Leader, or an appointed deputy, will represent the Council’s view at future meetings of the Central Area Growth Board and report back on the work of the Growth Board and key decisions.

## **Background Papers**

- National Infrastructure Commission Study Report

- Government's initial response to the NIC

## Central Area Growth Board – Terms of Reference

These Terms of Reference are not legally binding but are intended to lead to a legal agreement in due course.

### Central Area Growth Board

#### 1. Governance

1.1 The Central Area Growth Board (the Joint Committee) includes at commencement the following local authorities:-

##### Full Members

- Aylesbury Vale District Council,
- Bedford Borough Council,
- Central Bedfordshire Council,
- Cherwell District Council,
- Chiltern District Council,
- Corby Borough Council,
- Daventry District Council,
- East Northamptonshire District Council,
- Kettering Borough Council,
- Luton Borough Council,
- Milton Keynes Council,
- Northampton Borough Council,
- Northamptonshire County Council,
- South Bucks District Council,
- South Northamptonshire District Council,
- Borough of Wellingborough Council and
- Wycombe District Council.

1.2 The Central Area Growth Board is a Joint Committee under s.101 (5), 102 Local Government Act 1972 and s9EB Local Government Act 2000 and pursuant (where applicable) to the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012.

Each member authority must take the Terms of Reference through its internal processes.

1.3 The Growth Board will exercise the powers which its members have agreed to vest in it on a unanimous basis under Section 1 of the Localism Act 2011 insofar as they relate to the promotion of development or economic growth or matters ancillary to this. These powers will be exercised concurrently with the constituent members and members will unanimously decide the voting mechanism for exercising powers. This excludes ceding the decision making powers on planning matters, which will remain vested with the Local Planning Authorities, as set out in the Planning and Compulsory Purchase Act 2004.



1.4 The Growth Board will also include associate members, who will be able to participate in meetings but not be able to vote. The LEPS that operate in the area are entitled to be associate members.

1.5 It will also include other co-opted non-voting named members from those organisations listed at 4.4 below.

## 2. Accountable Body and Host

2.1 The Accountable Body for the Growth Board is Milton Keynes Council which will provide the Section 151 officer role to the Growth Board.

2.2 Milton Keynes Council's Chief Finance Officer (Section 151 Officer) will provide the Growth Board with a quarterly financial report. This report will provide the Board with an overview of the funds spent, funds committed against funds allocated.

2.3 Programme management will be provided by dedicated growth board officer support and will include milestones and outcomes achieved and where necessary, ensure that action plans are put in place to address any concerns.

2.4 The Growth Board will be hosted under local government arrangements and this will be rotated in accordance with the arrangements for the Chair (see Section 8). Committee services are provided by the Host in accordance with the Local Government Act 1972, as outlined in paragraph 8.3.

## 3. Purpose of the Central Area Growth Board

3.1 To provide the strategic leadership that will enable us to plan for, and realise an economic transformation across the central area, speaking to Government and its Agencies with one co-ordinated voice and encouraging private sector investment.

3.2 To seek to establish Common Planning Areas to produce an integrated and holistic approach to strategic planning for employment, housing and infrastructure that builds on Local Plans, Local Transport Plans and Strategic Economic Plans.

3.3 To accelerate and increase the delivery of planned growth across the area, where this is enabled by investment in infrastructure and services.

3.4 To work together to influence the route planning options, in order to realise the opportunity for the area in the Cambridge-Milton Keynes- Oxford growth corridor, "Expressway" (road and rail) and other associated linkages that may be delivered.

3.5 To approve and monitor the implementation of a Central Area programmes of work including those flowing from any Place Deals, Strategic Economic Plans and transport strategies and other relevant infrastructure programmes as agreed. This is not an exhaustive list and may be expanded at agreement of the Growth Board.

3.6 To bid for and secure investment, including from Government and external sources of resources to support the above purposes.

3.7 To contribute and be an active member of the Cambridge- Milton Keynes-Oxford Corridor cross corridor governance arrangements.

## 4. Membership

4.1 As the Growth Board is (where applicable) discharging executive functions then the appointed person must (where applicable) be from the Executive. In authorities where the committee system is

in operation the Leader should be the representative. There shall be one member from each constituent body.

4.2 Each constituent authority/body shall appoint a substitute (also being an executive member or in the case of councils using the committee system, another senior member). The substitute member shall have the same rights of speaking and voting at the meetings as the member for whom the substitution is made.

4.3 Subject to the legal right of the Growth Board to appoint a Chair and Vice Chair of its choice each year, the proposed protocol is that there will be a rotating Chair and Vice Chair as set out in 8.2 below.

4.4 Other non-voting members as required for good linkages shall be a single named-position representative from the bodies as detailed below:

- England's Economic Heartlands
- Universities Representative
- Further Education Colleges
- DCLG/BEIS/Department for Transport
- Homes and Communities Agency Representative for South East
- Buckinghamshire County Council

4.5 The Growth Board can agree to allow other authorities/parties outside of the initial members (listed in 1.1, 1.4 and 4.4 above) to have either full or associate membership of the Central Area Growth Board and agree the terms on which this is to be permitted. Associate members would not have voting rights.

4.6 The Growth Board can also invite other relevant observers to meetings of the Board.

## 5. Voting

5.1 One member one vote for each constituent authority member. The Chair will have an original but not a casting vote.

5.2 Normal rules as to declarations of interest and conflicts of interest to be applied to Local Authority members in accordance with the respective Council's Code of Conduct and LEP members in respect of the LEP Assurance Framework.

5.3 Any questions to be decided by the Growth Board will be decided by way of two thirds majority of constituent members present and voting.

5.4 Members votes are only valid when they have paid the annual subscription (see 10.0 below). Each member must pay their contribution before the agreed date for the year, if the subscription is not paid on the agreed date, the Local Authority will only be entitled to observe Growth Board meetings.

## 6. Quorum

6.1 The quorum for a Growth Board meeting shall be 2/3rds of (12) constituent members, including the Chair.

## 7. Functions

7.1 The Members have agreed that the main function of the Growth Board is to focus on growth related matters. The Members have agreed that there are four key outcomes it wishes the Growth Board for the Central Area to focus on, namely to;

- a) Accelerate the delivery of planned growth across the area, where this is enabled by investment in infrastructure and services.
- b) Provide the strategic leadership that will enable existing mechanisms and processes to plan for, and realise an economic transformation across the area.
- c) Secure long-term benefits and opportunities for local communities and
- d) Attract increased private sector investment

7.2 The Growth Board will, in relation to matters of general importance to the Central Area

- Represent the Central Area as a whole
- Respond to consultations, express views and make recommendations to Government and others, including partners, on matters of general importance to the Central Area. This will include on:
  - i. Proposals for major development, including local plans.
  - ii. Proposals for major infrastructure.
  - iii. Funding submissions to Government or its agencies.
  - iv. Strategic Economic Plans.

7.3 Coordination of whether spatial planning, infrastructure and public services are integrated and make recommendations to encourage this.

7.4 Advise partners on matters of collective interest.

7.5 Commission and share research and analysis in support of the preparation of statutory and non-statutory plans and strategies (including local plans and strategic economic plans). This will include work designed to assist compliance with the duty to cooperate in connection with plan-making.

7.6 Lead and coordinate the Homes and Communities Agency (HCA) liaison process on Central Area wide regeneration and housing issues and contribute to any related interaction with Government agencies.

7.7 The Growth Board will also:

- i. Provide a forum for partnership working and collaboration on spatial planning, economic development, housing, transport, and general infrastructure issues.
- ii. Input into development of a Local Industrial Strategy for the Central Area.
- iii. Engage with and represent the Central Area to the Sub-national Transport Body covering the Central Area.
- iv. Wherever possible, the Growth Board will aim to streamline existing processes

## 8. Meetings

8.1 The Chair and Vice-Chair of the Growth Board will be elected at the first meeting and subsequently at the start of each municipal year (i.e. the first meeting after local government elections are or would usually be held).

8.2 It is expected that the role of Chair and Vice Chair will rotate on a municipal year basis (except in the first year which will be slightly longer than a municipal year), and that the Vice-Chair will serve as the Chair in the following year. It is expected that there will be a rotation of those positions to ensure that each constituent member and geographic area of the Central Area has the opportunity to serve, over time.

8.3 Meetings will be convened by the Chair or on the written request of five or more constituent members. Meetings shall normally be held on a bi-monthly basis at the host authority (that of the Chair), but meetings may be called as and when required to ensure that important timescales are met. Papers will be published in line with the Local Government Act 1972 to ensure statutory timescales are met .

8.4 Proposals for decisions by the Growth Board may be put forward by the Chair or by any member of the Growth Board.

8.5 Local Authority Chief Executives will attend in support of the political attendees at the meetings. Local Enterprise Partnership Chief Executives will attend in support of their LEP Chair.

## 9. Secretariat and Support

9.1 The secretariat and support for the Growth Board will be established. Primarily the support will be led by dedicated growth board officer support and an Executive Officer Group, the Central Corridor Group (CCoG). CCoG will drive the technical and operational elements and the preparation of advice and recommendations to the Growth Board.

9.2 Dedicated Growth Board officer support will be established. Support will be provided by lead executive officers at each constituent member and LEP, each of whom will link into the CCoG.

9.3 Other investment partners will be involved as appropriate, again connecting directly to the Programme Manager and linking to CCoG as the lead co-ordination group for matters of general importance to the Central Area including the Homes and Communities Agency, Environment Agency, Highways England, Network Rail and England's Economic Heartlands Transport Forum/Sub-national Transport Body. These will advise on the investment and work programme.

## 10. Funding Contributions

10.1 The budget of the Growth Board will be agreed each year by the Growth Board not later than 1<sup>st</sup> December of the preceding financial year. The cost of meeting the expenditure planned in the budget shall, to the extent not met from other sources, be divided equally among the members (both constituent and associate) of the Growth Board. This shall be their subscription. At the time of establishment of the growth board, the annual contribution will be £5k. If the Growth Board wishes to seek additional contributions for any further work, proposals will be referred to partners for decision making.

10.2 If the proposed subscription is higher than the preceding year's subscription plus CPI, if any constituent or associate member is unwilling to pay the subscription so determined they may give written notice to the Host on behalf of the Growth Board no later than 1<sup>st</sup> January preceding the financial year to which the budget will apply. Unless they withdraw in writing that notice they shall cease to be a member from 1<sup>st</sup> April of that year (and the normal notice period given in Section 11 will not apply).

10.3 Any member which has not given due notice under 10.2 (and whose membership has not come to an end under Section 11) shall be obliged to pay its subscription for the year.

## 11. Withdrawal

11.1 Any member may give written notice to the Host, on behalf of the Growth Board, of its intention to withdraw from the Growth Board.

11.2 Such notice, unless withdrawn in writing, shall come into effect on the first 1<sup>st</sup> April which occurs after 12 months after the notice is given.

## 12. Joining

12.1 Any English local authority may apply to become a consistent member of the Growth Board. The Growth Board may approve such an application if it is satisfied that the applicant's area is closely economically linked to the existing Central Area, and that its joining would not render the governance of the Central Area unreasonably difficult.

12.2 Any English Local Enterprise Partnership may apply to become an associate member of the Growth Board. The Growth Board may approve such an application if it is satisfied that the applicant's area is closely economically linked to the existing Central Area, and that its joining would not render the governance of the Central Area unreasonably difficult.

12.3 On the application to join being approved, the new member shall take on the rights and obligations of the existing members of the Growth Board, including paying the appropriate proportion of the subscription due from members for the financial year in which it joins.

## 13. Scrutiny Arrangements

13.1 Decisions made by the Growth Committee shall be subject to the usual scrutiny arrangements of each constituent authority.

10. FILE ON ACTION TAKEN UNDER DELEGATED AUTHORITY
11. SUPPLEMENTARY ITEMS (IF ANY)
12. URGENT ITEMS (IF ANY)

<b>Notification for Press and Public</b>
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**Notification of Items expected to be taken in exempt session,  
as required by access to information requirements.**

The meeting will be asked to resolve that the Press and Public be excluded from the meeting during consideration of the following items as they contain exempt information as defined in Regulation 4(2)(b) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, more particularly as follows:-

**Appendices H & I – Item 4 Revenue Budget, Capital Programme and Council Tax Setting 2018-19**

**Item 13 File on Action taken under Exempt Delegated Powers**

**Community Sheet Nos: C/10/17 – C/05/18**

**Economic Development & Regeneration Sheet Nos: EDR/59/17 - EDR/09/18**

Information relating to the financial or business affairs of any particular person (including the authority holding that information) (Paragraph 3, Part 1 of Schedule 12A, Local Government Act 1972)

[The need to maintain the exemption outweighs the public interest in disclosure, because disclosure could prejudice the Council's position in any future tender process or negotiations]

**13. FILE ON EXEMPT ACTIONS TAKEN UNDER DELEGATED  
AUTHORITY**

**14. EXEMPT SUPPLEMENTARY ITEMS (IF ANY)**

**15. EXEMPT URGENT ITEMS (IF ANY)**