

**Bolsover District Council**

**Executive**

**4<sup>th</sup> March 2019**

**Review of Income Generation**

**Report of the Chair of Growth Scrutiny Committee**

This report is public

**Purpose of the Report**

- To present to Executive the completed report for the recent Review of Income Generation.

**1. Report Details**

- 1.1 The Growth Scrutiny Committee agreed to undertake a Review of Income Generation, as part of the 2017/18 work plan following consideration of a range of topics suggested at the Annual Scrutiny Conference.
- 1.2 While the Committee agreed the scope of this review early in the municipal year 2017/18, due to changes in staffing internally the review did not progress as planned. As a result we further refined the scope in January 2018, which allowed us to re-focus on assessing how we had generated Income to date and identify new ways of increasing income to the Authority. Due to the changes during 2017/18, Members agreed to continue the review in to 2018/19, to ensure a full investigation was completed.
- 1.3 The core reason for taking this review forward, was to identify additional ways to reduce the impact of the loss of the Revenue Support Grant. This was in addition to examining work that has already been achieved developing additional income streams to the Authority. As part of the review, Members looked at our existing approach across various service areas, alongside how our approach was defined via policy/strategy.
- 1.4 The aims of the review were:
- to consider what has already been done to generate income
  - to consider what other authorities have done to generate income
  - to make recommendations on ways for the authority to generate income

The key issues identified were as follows:

- Potential ways to generate income
- Does the Council have a policy on trading/charging that is aligned to Council strategy and a delivery plan?

- Does the authority have staff with relevant skills and professional development to lead?
- How is the move to greater commercialism impacting on the current/future workforce of the council and what training and development may be needed?
- Sustainable or one-off? What are the options?
- Risk management – how to protect council interests but use opportunities (what is considered acceptable in terms of level of risk/reward?)
- What does the authority have available by way of assets and/or services in order to generate new income?
- Working collaboratively, could the authority invest across other authorities to pool investment and share risks?

1.5 As documented throughout the attached report, there were a number of areas of investigation that have ultimately been subsumed in to the Transformation Plan 2018. Members acknowledge that there will now be a specific route for delivery of these initiatives, via the Transformation Governance Group, and urge those involved to look at the initiatives we have identified as a priority for further exploration over the next twelve months.

## **2. Conclusions and Reasons for Recommendation**

2.1 The Committee have put together 11 recommendations which will hopefully assist the Council in identifying new investments and mechanisms for income generation.

2.2 The key issues arising from the review are:

- How we currently market our services and expertise externally;
- Our approach to investments and being risk aware, not risk averse;
- How we manage and develop our existing assets;
- How we embed a culture of commercialisation across the organisation, in order to secure the future financial stability of the Council

2.3 It is hoped that the recommendations set out in this review report will help the Council move forward with new approaches to income generation, and identifying improvements to the management of our existing assets to create further income sustainability.

## **3. Consultation and Equality Impact**

3.1 All Scrutiny Committees are committed to equality and diversity in undertaking their statutory responsibilities and ensure equalities are considered as part of all Reviews. The selection criteria when submitting a topic, specifically asks members to identify where the topic suggested affects particular population groups or geographies.

3.2 The Council has a statutory duty under s.149 Equality Act 2010 to have due regard to the need to advance equality of opportunity and to eliminate discrimination.

#### 4. **Alternative Options and Reasons for Rejection**

- 4.1 Executive could choose not to endorse the recommendations of the review, where they feel the course of action recommended is beyond the delivery capacity of the Authority.

#### 5. **Implications**

##### 5.1 **Finance and Risk Implications**

- 5.1.1 None from this report. Any future investments and service/staffing changes would be subject to separate approval via Executive or Delegated Decision, subject to the level of finance required. A number of initiatives identified will be considered as part of the Transformation Plan 2018.

##### 5.2 **Legal Implications including Data Protection**

- 5.2.1 In carrying out scrutiny reviews the Council is exercising its scrutiny powers as laid out in s.21 of the Local Government Act 2000 and subsequent legislation which added/amended these powers e.g. the Local Government and Public Involvement in Health Act 2007.

- 5.2.2 The Council has a statutory duty under s.149 Equality Act 2010 to have due regard to the need to advance equality of opportunity and to eliminate discrimination.

##### 5.3 **Human Resources Implications**

- 5.3.1 None from this report.

#### 6. **Recommendations**

- 6.1 That the Executive endorses the recommendations of the review outlined in section 2 of the attached report.

- 6.2 That for recommendations approved by Executive, monitoring by Committee takes place over a twelve month period via the PERFORM system with an update report to Committee at the end of the monitoring period.

#### 7. **Decision Information**

<b>Is the decision a Key Decision?</b> A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds: <i>BDC: Revenue - £75,000</i> <input type="checkbox"/> <i>Capital - £150,000</i> <input type="checkbox"/> <i>NEDDC: Revenue - £100,000</i> <input type="checkbox"/> <i>Capital - £250,000</i> <input type="checkbox"/> <input checked="" type="checkbox"/> <i>Please indicate which threshold applies</i>	No
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<b>Is the decision subject to Call-In?</b> (Only Key Decisions are subject to Call-In)	No
<b>Has the relevant Portfolio Holder been informed</b>	Yes
<b>District Wards Affected</b>	N/A
<b>Links to Corporate Plan priorities or Policy Framework</b>	<p>Aim: Unlocking our Growth Potential</p> <p>Priorities: Supporting Enterprise; Unlocking Development Potential; Enabling Housing Growth</p> <p>Aim: Transforming Our Organisation</p> <p>Priorities: Making the best use of our assets; Ensuring financial sustainability and increasing revenue streams</p>

## 8. Document Information

<b>Appendix No</b>	<b>Title</b>
5C.1	Review of Income Generation.
<b>Background Papers</b> (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
Please contact Scrutiny & Elections Officer where further information is required.	
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