

North East Derbyshire District Council

Organisation Scrutiny Committee

16 September 2015

Update on Revenue Strategy

Report of the Assistant Director Customer Service and Improvement

This report is public.

Purpose of the Report

- To provide an update to the Organisation Scrutiny Committee on the Revenue Strategy.

1 Report Details

- 1.1 This report will be the final update as work on the Revenue Strategy Action Plan has now been completed.
- 1.2 As background for new Members in June 2013 members at both Councils approved a Revenue Strategy. The Revenue Strategy identified the policy, process and procedural changes which were necessary in order to support efforts to bring more revenue into the two Councils. A wide range of measures were identified, including the introduction of a consistent corporate approach to annual fee/charge reviews, the establishment of clear advertising/sponsorship policies and the introduction of an 'invest to earn' fund.
- 1.3 In the first year progress was regularly reported back to Members through reports. Much of the action plan was successfully delivered and reported by June 2014. Successes during the one year period included:
 - An assessment of pricing approaches underpinning each service, with particular emphasis on identifying those which are set at a national level and therefore statutory prices e.g. planning and licensing.
 - Business case proforma created and distributed to all departments for the identification, consideration and review of potential income generation opportunities.
 - Improvements made to fees and charges setting through budget setting process.
 - Revenue generation considered as part of the regular performance management processes e.g. through Directorate Quarterly Review meetings.

- Investigation into Trading Models and their use within local government. These have been considered but currently no opportunity has arisen to apply them fully.
- A joint Advertising and Sponsorship Policy has been produced and was approved by members in early 2014.
- Invest to save/earn budgets have been allocated within both Councils and used to kick start projects.
- The appointment of a membership Sales Co-ordinator (NEDDC only) in May 2014 within Leisure Services to increase membership sales and retention levels.

1.4 These achievements were reported back to the Strategic Alliance Joint Committee on 4 September 2013, 5 November 2013 and 16 July 2014.

In addition since July 2014 the following has been achieved:

- Approval to introduce payment machine at both North East and Bolsover to save on staffing resources and provide more choice to the customer. These will be operational at North East in October 2015.
- An advertising and sponsorship 'Media Pack' has been designed for each Council and is now on the website. These packs (which are different for each Council) illustrate what opportunities we have for local businesses to utilise our resources to advertise or for companies to sponsor our events.
- In addition to this under the recent Organisational Review of the Improvement Team additional hours have been allocated to a post to promote the Media Pack further. The Marketing and Design Officer (within the Customer Service and Improvement Department) will be responsible for taking this piece of work forward, including the delivery of some briefing sessions for employees.

1.5 The Revenue Strategy set a target of 50k per authority for income or savings. This figure has been exceeded (approximately 116k at North East) but is difficult to fully quantify. This is because in January 2014 the CEO launched the Transformation Programme with the aim of achieving further savings/income. Some of the savings and income from the original Revenue Strategy have therefore been incorporated into the Transformation Programme. However in addition at North East extra income has been generated through the introduction of a specialist sales post which has significantly contributed to the Leisure Income/Expenditure Options Review in the Transformation programme. This was originally identified as part of the Revenue Strategy.

1.6 The final achievements of the Revenue Strategy have been reported as part of the Strategic Alliance Annual Review which has recently been received by the Strategic Alliance Joint Committee.

2 Conclusions and Reasons for Recommendation

- 2.1 To present to Scrutiny the final update on the Revenue Strategy and demonstrate our achievements.

3 Consultation and Equality Impact

- 3.1 An Equality Impact Assessment was carried out on the original Revenue Strategy and internal consultation took place.

4 Alternative Options and Reasons for Rejection

- 4.1 Not applicable.

5 Implications

5.1 Finance and Risk Implications

The income and savings are identified within the report. Risks were identified as part of the strategy development.

5.2 Legal Implications including Data Protection

Not applicable.

5.3 Human Resources Implications

Human resource implications have been considered as part of each project.

6 Recommendations

- 6.1 That Organisation Scrutiny Committee receive the final update on the Revenue Strategy and note the achievements.

7 Decision Information

Is the decision a Key Decision? (A Key Decision is one which results in income or expenditure to the Council of £50,000 or more or which has a significant impact on two or more District wards)	No
District Wards Affected	Not applicable
Links to Corporate Plan priorities or Policy Framework	Revenue Strategy and Corporate Plan – Transforming our Organisation – increasing revenue streams

8 Document Information

Appendix No	Title
n/a	
Background Papers (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)	
Revenue Strategy	
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