Response to Buckinghamshire Select Committee Inquiry

Select Committee Inquiry Title: Income Generation  
Committee Chairman: Cllr Bill Chapple  
Date report submitted for response:  
Lead BCC Cabinet Member and Lead Officer: Cllr. John Chilver, Cabinet Member for Resources and Richard Schmidt, Head of Strategic Finance.  
Select Committee Support Officer / Advisor: Liz Wheaton  
Suggested frequency of future updates (e.g. 6 & 12 months): 6 months

<table>
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<tr>
<th>Recommendation</th>
<th>Agreed Yes/No</th>
<th>BCC Cabinet / Partner Agency Response including proposed action</th>
<th>Responsible Cabinet Member (for BCC recs)</th>
<th>Responsible Officer</th>
<th>Action by date</th>
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| 1. That governance arrangements are put in place to ensure oversight and delivery of Income Generation targets across the Council. The Inquiry Group recommends that this includes:  
  - The establishment of a One Council Board sponsor for income generation  
  - The regular consideration of the Council’s income generation activity by One Council Board  
  - The establishment of Income Generation champions within Business Units to encourage innovative thinking and to report on activity (see slide 20 – highlighted green text from Hammersmith & Fulham) | Yes           | • One Council Board has now nominated Gill Quinton, Managing Director- Business Services Plus as the sponsor for Income Generation.  
• One Council Board has already implemented a new process to strengthen its monitoring of all major projects and MTFP targets, including all of the income targets.  
• Each Business Unit will be asked to nominate a lead for Income Generation  
• The new Commercial Plans for Business Units require the explicit consideration of Income Generation.  
• Delivery against both Commercial Plans and the MTFP will be reported to Business Unit Boards on a monthly basis. | John Chilver, Cabinet Member for Resources (Lead) but all Cabinet Members via Business Unit Boards | Gill Quinton, Managing Director – Business Services Plus | Dec 16          |
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<tr>
<th>Plan</th>
<th>Status</th>
<th>Details</th>
<th>Responsible Officer</th>
<th>Date</th>
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<td>Plans to deliver the Income Generation Strategy are specified as part of Business Unit Plans</td>
<td>Yes</td>
<td>Commercial training including some focus on income generation is already available to officers and will continue to feature in the corporate training programme. Lead officers for income generation for each BU will be asked to form an action learning set to share best practice.</td>
<td>John Chilver, Cabinet Member for Resources</td>
<td>Jan 17</td>
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<td>Income Generation plans are reported to Business Unit Boards on a regular basis</td>
<td>Yes</td>
<td>The Council will continue to work with both the business and third sector communities, through such vehicles as the LEP, BBF and CVO to attract additional funding into Buckinghamshire. A register will be established to increase the visibility and co-ordination of funding bids.</td>
<td>John Chilver, Cabinet Member for Resources</td>
<td>Dec 17</td>
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4. That the “investing for income generation” section in the Income Generation Strategy be widely publicised to enable ‘pump priming’ activities to be considered by the Business Units to deliver income generation projects which require initial funding.

| Yes | A number of the existing communication channels will be used to promote the Income Generation Strategy in general and this aspect in particular. | John Chilver, Cabinet Member for Resources | Richard Schmidt, Head of Strategic Finance | Dec 16 |

5. That the speed of culture change in relation to Income Generation be improved by:
   1. Developing a corporate policy for credit card payment charges
   2. Ensuring income generation targets are specified in the objectives for Managing Directors, and
   3. Exploring the potential for incentivising staff who have identified income generation activity and whose ideas have been realised

| In Part | • The policy on credit cards will be reviewed • Due to the different nature of managing Director responsibilities it may not be possible to set specific targets However it will remain the responsibility of Managing Directors to deliver the Commercial Plans which will include income targets. • Consideration will be given to how staff can be rewarded via our contribution based pay system, for generating successful ideas for additional income. | John Chilver, Cabinet Member for Resources | Jonathon Noble – Commercial Director and Richard Schmidt – Head of Strategic Finance | March 17 |