



## Service Plan Summaries – 2015-2016

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- Business Support
- Communications, Policy & Performance
- Customer Services
- Environment
- Finance
- Healthy Communities
- Human Resources
- Legal & Democratic
- Sustainable Development

## Service Plan Summary

### Business Support

Service Plan 2015-16 (April 2015 to March 2016)

<b>Service units covered by plan</b>	ICT Information Management Transformation Programme Management
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#### Section 1 - Key Service Functions & Aims/Objectives

Key Service Functions	Portfolio reporting to	Statutory/ Mandatory
Deliver and maintain excellent value, customer focussed, environmentally sustainable ICT\Information Management operations and services	Support Services	<input type="checkbox"/>
Understand the needs of the business and provide appropriate, innovative and agile business solutions	Support Services	<input type="checkbox"/>
Enable and lead business change/ transformation programme management	Support Services	<input type="checkbox"/>
Be continuously improving, learning, transparent and accountable	Support Services	<input type="checkbox"/>

Key Service Aims & Objectives
ICT
<p>To enable delivery of the following ICT Services to support business processes for both South Bucks and Chiltern District Council:</p> <ul style="list-style-type: none"> <li>• Network operations</li> <li>• Telecommunication technology - voice, data</li> <li>• Secure integration with partner networks</li> <li>• Web services - infrastructure, environment, security</li> <li>• Network security</li> <li>• Service desk support</li> <li>• IT Training</li> <li>• System support</li> <li>• System integration</li> <li>• ICT procurement</li> <li>• ICT supplier management.</li> </ul>
To enable the service units within Chiltern & South Bucks to provide efficient services to all people in the community through the correct application of people, processes and technology.
That the service itself operates with agility to customer need whilst as efficiently and cost effectively as possible.



## Service Plan Summary

### Key Service Aims & Objectives

#### Information Management

To provide the following robust Information Management services to ensure that both Councils' systems and processes run smoothly:

- Web services - presentation of content
- Information security
- Service desk support
- Content/Data handling Training
- System support
- Systems/business process development
- System integration
- Process Freedom of Information requests
- Ensure systems observe the principles of the Data Protection Act and other relevant legislation
- ICT procurement
- ICT supplier management.

To optimise the collection, secure storage, retrieval and distribution of Chiltern & South Bucks data.

To improve the provision of information to all members.

To achieve better customer service through facilitating the controlled sharing of information corporately and with partners.

#### Transformation Programme Management

Support service reviews.

Contribute to the successful implementation of shared services.

Continue to contribute to initiatives such as shared Waste Service.

Ensure compliance with relevant legislation and standards e.g. Data Protection and Public Services Network.

Transparent governance structure for all projects.

### Section 2 - Key achievements/outcomes for 2014/15

#### Key achievements and outcomes during 2014/15

##### ICT

Upgraded all desktops to Windows 7 at both Councils.

Upgraded Exchange (email) to 2010 at both Councils.

Replaced existing telephone systems with Lync 2013 at both Councils.

Extended the Ericom system to enable officers to access IT resources at both sites regardless of location and to support hot-desking. This is an essential requirement for shared service business cases.

Common office print management rolled out at both Councils.

Extended infrastructure to accommodate shared applications.

Implemented Ericom system to share CDC applications.

Implemented MobileIron to manage devices such as smart phones & iPads.



## Service Plan Summary

### Key achievements and outcomes during 2014/15

#### Information Management

Shared Freedom of Information administration in place. The Vuelio system has been rolled out at both Councils and a development plan to improve efficiency of Fol processing is in place.

An Information Governance Organisational Structure for the two Councils is in place.

Data sharing protocol in place for shared services.

Shared Uniform & Idox document management system (DMS) systems have been created enabling relevant shared services in 1st & 2<sup>nd</sup> tranches to have one core system. This was essential to their business case and for subsequent service reviews where Uniform is used.

SBDC Planning images have been migrated to the shared Idox DMS enabling PA module to be upgraded.

A shared content management system (CMS) has been created enabling the councils to have a shared environment for all internet sites and a shared intranet. Another essential requirement for all shared service business cases.

On-line training rolled out to both councils. A new module is available every month. Automated monitoring is in place to check training is completed ensuring that compliance with standards is maintained.

Procured and Implemented document protective marking system.

#### Transformation Programme Management

10 service reviews completed.

6 service reviews in progress.

6 shared services implemented.

Implemented a unified communications system, Lync 2013.

### Section 3 - Shared Services programme

#### Current status by unit and list of projects and initiatives that will support and relate to the Shared Services programme

Business Support: Service review underway. Business case scheduled to be considered at Feb'15 Joint Committee.

### Section 4 - Know your customer

#### Who are the main customers for the service?

Main customers are:

- Members
- Officers
- Residents
- General public
- Other public organisations

The service is undergoing a review. The main objective is to realign service delivery to the changing needs of the business. A key output will be a shared IT strategy.

As part of the Public Services Network initiative, Business Support is working more closely with the Cabinet Office, Department for Work and Pensions and other public sector bodies.

## Service Plan Summary

### Section 5 - Action plan

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
<b>ICT</b>		
Complete service review	<ul style="list-style-type: none"> <li>Member / officer consultation</li> <li>Define current service provided and what is within capability of change</li> <li>Design new service processes</li> </ul>	Better provision of IT services from a unit that is aligned with the aims & objectives of both councils
Complete shared IT strategy	An output from the service review	Streamlined & cost effective use of IT by the council
Produce business case with action plan to converge both networks	<ul style="list-style-type: none"> <li>An output from the service review</li> <li>IT roadmap in consultation with Steria &amp; Fordway</li> </ul>	Streamlined & cost effective use of IT by the council
<b>Information Management</b>		
Implement corporate file plan	Agree design MT \ Cabinet approval Training Pilot Rollout	Facilitate shares services working.
<b>Transformation Programme Management</b>		
Complete all service reviews		<ul style="list-style-type: none"> <li>Reduced costs from shared teams</li> <li>Greater resilience</li> <li>More efficient service delivery</li> </ul>
Support the implementation of shared services	<ul style="list-style-type: none"> <li>Waste Client</li> <li>Planning</li> </ul>	Streamlined & cost effective use of IT by each service

### Section 6 - Performance indicators

PI Code	Short Name	2013/14 Value	2013/14 Target	Updated	Value	Annual Target 2014/15	Future Targets		
							2015/16	2016/17	2017/18
CHI_RE S 9	Percentage of calls to ICT helpdesk resolved within agreed timescales (By period quarterly)	84.5%	95%	Q1 2014/15	82%	95%	95%	95%	t.b.a.

## Service Plan Summary

PI Code	Short Name	2013/14 Value	2013/14 Target	Updated	Value	Annual Target 2014/15	Future Targets		
							2015/16	2016/17	2017/18
CHI_RE S 10	Availability of ICT systems to staff from 8am to 6pm (By period quarterly)	99.8%	99%	Q1 2014/15	99.3%	99%	99%	99.5%	t.b.a.

### Section 7 - Critical Risks

Ref	Strategic risk title	Relevance / service actions to mitigate
1	<u>Joint working</u> The two councils lose focus on the core programme because of essential distractions or failure to agree the future vision.	<ul style="list-style-type: none"> <li>Ensuring that ICT platforms seamlessly supports the aims of joint working</li> </ul>
2	<u>Transformation and Management of Change</u> No acceptance of change to ways of working and service delivery by officers and members prevents achievement of council aims	<ul style="list-style-type: none"> <li>During the implementation of shared systems to working with service staff to support buy-in to the new ways of working</li> <li>Listening to the needs of the council services to ensure shared systems support their processes</li> </ul>
3	<u>Financial Stability</u> Authorities forced into short term reactive measures to a) reduced Govt funding, b) unavoidable cost increases. Reputational risk from decision that have to be taken. Reduced financial capacity to manage transformation	<ul style="list-style-type: none"> <li>Work with service staff to leverage the maximum benefit from the investment made in ICT systems</li> <li>Achieve best value for the councils where new systems are required or enhancements to current systems to support shared services</li> </ul>
4	<u>Workforce Issues</u> High turnover, low morale, lack of succession planning, skills gaps etc affect services. Reduced staffing capacity to manage transformation.	<ul style="list-style-type: none"> <li>Monitoring staff workload and securing outside resource where required e.g. sharing with other authorities using same applications</li> <li>Keeping staff skill sets current</li> </ul>
7	<u>Business Continuity</u> Material service interruption or degradation, possibly combined with loss of data leading to costs and reputational damage	<ul style="list-style-type: none"> <li>Proven ICT Disaster Recovery plan in place Joint working with relevant services in other Bucks authorities to share expertise and resource</li> </ul>

**Service Plan Summary**

Ref	Strategic risk title	Relevance / service actions to mitigate
8	<p><u>Information Management &amp; Security</u> Loss of data, or inappropriate disclosure of sensitive data leads to financial costs and reputational damage. Inefficient service processes due to difficulty in using/retrieving data</p>	<ul style="list-style-type: none"> <li>• Shared Information Governance Group (IGG) in place.</li> <li>• IGG has a plan to harmonise policies and procedures</li> </ul>
9	<p><u>New Legislative Changes</u> Failure to reasonably comply leads to financial costs and reputational damage. Substantial changes in Govt policies or direction, possibly linked to outcome of May 2015 General Election</p>	<ul style="list-style-type: none"> <li>• Officers identified to monitor their ICT discipline for legislative changes</li> </ul>
12	<p><u>Demographic Changes</u> Service delivery not flexible enough to cope with changes in demographics in the medium term, leading to service gaps and increased dissatisfaction levels.</p>	<ul style="list-style-type: none"> <li>• Supporting services to develop skills for customer insight</li> <li>• Overlap with GIS to map statistical data to location</li> </ul>
13	<p><u>Property/Asset Management</u> Inefficient use of assets increase costs and reduce service usage and satisfaction</p>	<ul style="list-style-type: none"> <li>• CDC have an R&amp;R programme in place for ICT assets</li> <li>• Business Support has good control over physical assets and works with suppliers to get the best value.</li> </ul>

Operational risk code and title	Relevance / Mitigation
<p>CSB BS01a Network Availability - CDC</p>	<ul style="list-style-type: none"> <li>• Clear ICT strategy</li> <li>• Components are only purchased from reputable companies</li> <li>• Redundancy designed into system configuration</li> <li>• Monitor \ adopt appropriate advances in technology e.g. virtual servers</li> <li>• An R&amp;R programme is in place</li> <li>• Forward planning of R&amp;R and Network U\G requirements \ budgets</li> <li>• Current warranties where relevant and cost effective</li> <li>• Daily monitoring of network performance \ capacity</li> <li>• Separate electrical supply and uninterruptable power supplies (UPS). Generator hire contract in place</li> <li>• Regular, planned maintenance</li> <li>• Maintenance contracts in place where required</li> <li>• Contract in place for disaster recovery with regular trials</li> <li>• Licenses monitored. Service Desk Administrator ITIL and FAST accredited</li> </ul>

**Service Plan Summary**

Operational risk code and title	Relevance / Mitigation
CSB BS02a Data Integrity - CDC	<ul style="list-style-type: none"> <li>· Comprehensive documented operational procedures in place</li> <li>· Information Management strategy in place</li> <li>· Action plan in place to realise Information Management strategy</li> <li>· Data quality objectives for all staff</li> <li>· Regular backups performed. Restores performed on a regular basis. Backup logs checked to confirm jobs completed successfully and to analyse for anomalies</li> <li>· Backup tapes stored onsite in a fireproof safe. Previous nights' tapes stored off-site</li> <li>· Snapshots taken to SAN. Up to 7 days' worth of data available at a time</li> <li>· Financial and technical procedures in place to ensure systems must be installed and maintained by Business Support</li> <li>· PRINCE2 methodology used on projects to ensure consistent IT implementation</li> <li>· Change management controls in place</li> <li>· User testing required for all implementations and upgrades</li> <li>· Staff training is delivered as part of all implementation projects</li> <li>· Contracts in place with system suppliers for system development and specialised consultancy. Supplier manuals available to all staff</li> <li>· Regular account meetings with system suppliers</li> <li>· Encourage services to document system procedures</li> <li>· Regular audits</li> </ul>
CSB BS03a Security - CDC	<ul style="list-style-type: none"> <li>· Systems bought from reputable vendors who comply with relevant standards</li> <li>· Security assessment included in product evaluation</li> <li>· Systems are correctly licensed with maintenance contracts in place</li> <li>· Systems are maintained at supported versions and replaced at vendor specified 'end of life'</li> <li>· Change management controls in place</li> <li>· 3rd party remote access controlled by IT</li> <li>· End users are trained in good practice for using systems and data handling</li> <li>· ICT Security Policy ensures that customers understand their responsibilities</li> <li>· Physical access to key network devices controlled by building security system</li> <li>· All external communications are via BucksNet. BCC\Update have documented security procedures</li> <li>· BucksNet also subject to PSN compliance</li> <li>· SLA in place with BCC and Updata</li> <li>· Dual factor remote access</li> <li>· All audits for GCSX\GCF\PSN passed to date</li> <li>· Annual health check performed by CREST\CHECK certified consultant</li> <li>· Quarterly penetration testing by BCC. Quarterly internal vulnerability testing by CDC IT</li> <li>· Patch management scheme in place</li> </ul>



### Service Plan Summary

Operational risk code and title	Relevance / Mitigation
	<ul style="list-style-type: none"> <li>· Inventory controls in place</li> <li>· Security Marking</li> <li>· Remote Control of devices e.g. Samsung’s</li> <li>· End point encryption implemented</li> <li>· Client physical ports managed. Only removable media issued by ICT can be used in network clients</li> <li>· Creation/deletion of network accounts controlled by starters/leavers forms issued by Personnel</li> <li>· Network rights controlled by Active Directory group policies</li> <li>· Anti-malware software which covers anti-virus, personal firewall and application control installed on the client</li> <li>· Virus/spam/malware protection in place and automatically updated on hosts</li> <li>· 2 Virus/spam/malware products used</li> <li>· Monitoring of e-mail subject matter and attachments</li> </ul>
CSB BS04a Staff - CDC	<ul style="list-style-type: none"> <li>· Formal and on the job training and staff development</li> <li>· Two IT Trainees posts to ‘grow’ replacements</li> <li>· Programme of cross training to promote generic skill sets</li> <li>· Documentation</li> <li>· Adoption of ITIL and implementation of ITIL compliant service desk</li> <li>· 3rd party contracts (Fordway, Udata etc) to fill gaps</li> <li>· Good supplier management</li> <li>· Good communication - regular Meetings, 121s, appraisal interviews</li> <li>· Clear aims and objectives</li> <li>· Work plan to manage work load</li> <li>· Sharing resource and expertise with other authorities \ shared service</li> </ul>

### Section 8 - Costs and cost comparison information

Cost information
<ul style="list-style-type: none"> <li>• The service is still managing to find some savings by strict management of suppliers. Inevitably, the real savings from IT systems are to be realised in more efficient front line services.</li> <li>• During the period of implementing shared services and transformation, the council should expect to see a rise in Business Support budgets as extra capacity will be needed. Additionally, the ‘invest to save costs’ are accounted for in the services’ cost centres.</li> <li>• When the service can move to one logical network, the council will see substantial savings from the rationalisation of shared IT systems.</li> </ul>



**Service Plan Summary**

**Policy, Performance and Communications**

Service Plan 2015-16 (April 2015 to March 2016)

<b>Service units covered by plan</b>	Communications Policy & Performance Strategic Partnerships
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**Section 1 - Key Service Functions & Aims/Objectives**

Key Service Functions	Portfolio reporting to	Statutory/ Mandatory
Corporate communications including media, public relations, marketing and website	Leader	<input type="checkbox"/>
Promote best practice in customer involvement and consultation	Leader	<input type="checkbox"/>
Enable the Council to improve services and plan for future needs through the Corporate Plan, service planning and performance reports.	Leader	<input type="checkbox"/>
Lead the delivery of the joint Sustainable Community Strategy and Partnership	Leader	<input type="checkbox"/>
Lead the development of corporate strategy and the interpretation of government policy.	Leader	<input type="checkbox"/>
Provision of research and management information	Leader	<input type="checkbox"/>

Key Service Aims & Objectives
Communications
To manage the council’s corporate communications function.
To manage the internet / intranet and support all service areas in delivering timely online content, campaigns, web design, web projects and help with implementing social media.
To maintain the reputation of the council through good timely and honest public relations, reputation management and by co-ordinating and being pro-active in all areas of communication.
Provide an in-house design and marketing service to all departments within the council and promote the benefits and cost effectiveness to other departments.
To inform, ensuring timely and accurate information is available to all regarding council services, policies and activities and that we communicate results of consultation exercises and action taken as a result. To publish news releases, and provide a media enquiry service, publicity of events, policies and decisions and to oversee consultation exercises. To produce internal monthly magazine. To co-ordinate the production of the council magazine. To support services to produce up to date information about services in easy to read and to access formats.



## Service Plan Summary

### Key Service Aims & Objectives

#### Policy and Performance

Improving knowledge-based decision-making across the Council including developing customer insight profiles.

To support the Council and its services by co-ordinating the Council’s performance management system, developing corporate strategy and interpreting government policy.

Lead Council’s approach to corporate planning and performance management.

Organise the work of the Joint Strategic Partnership including regular reviews and delivery of the Joint Sustainable Community Strategy.

### Section 2 - Key achievements/outcomes for 2014/15

#### Key achievements and outcomes during 2014/15

##### Communications

Continued to provide a good quality media relations service to promote council services and events across both councils

Continued to ensure key information about council services was provided on both websites and through printed media

Continued to lead HS2/51m Alliance communications campaign and support the HS2 project team with the petitioning process and Select Committee preparation and launched the Chilterns Alternative Tunnel (Green Route) under the AONB

Managed internal and external communications for the shared services programme including harmonisation of terms and conditions of service

Improved the use and monitoring of social media (Twitter and Facebook)

Continued to support the joint waste service (CDC/WDC) via media relations and publicity materials.

Launched the new shared intranet

Implemented a new joint room booking system for CDC and SBDC

Continued to produce staff magazine (Chinwag)

Supported the Chiltern Community Awards

Supported the Pride of Bucks awards

Led on the new Aylesbury crematorium project communications campaign

Supported the Democratic Services team during the European Elections

##### Policy and Performance

Continued to support the wider Joint Strategic Partnership and its steering group

Launched the Joint Business Plan for both councils

Launched the Chiltern and South Bucks Economy group

Represented both councils at the Bucks Network

Represented both councils at the Policy Officers Group

Continued the review of PIs and definitions across both councils

Prepared for and supported the Peer Review Challenge process

Continued to ensure that all strategies and plans were based on robust information and accurate data



## Service Plan Summary

### Key achievements and outcomes during 2014/15

Implemented new consultation software for use by both councils

Prepared and promoted the staff survey

Re-launched and chaired the SBDC Parish Clerks meetings

### Section 3 - Shared Services programme

#### Current status by unit and list of projects and initiatives that will support and relate to the Shared Services programme

Service Review process started in July 2014. Business Case to be presented to Joint Committee on 4 February 2015, with implementation of the shared service scheduled for mid-May 2015.

### Section 4 - Know your customer

#### Who are the main customers for the service?

The team has a wide customer base including members, managers and officers, partners and members of the public. Policy and performance provide performance and management information to help aid management decisions and coordinate the service planning and corporate planning work which helps to determine the strategic direction of the Council.

The team also provide research information to all service areas about the make-up of both districts to help ensure services understand the make-up of their customers and are delivering services in the most appropriate way.

The communications section of the team is responsible for ensuring service standards are maintained across the council when sending out information to customers.

### Section 5 - Action plan

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Communications		
Support a strategic approach to challenging the HS2 rail line	<ul style="list-style-type: none"> <li>Continue to lead on the 51m Alliance's communications campaign</li> <li>Work with the joint HS2 petitioning team to prepare for the Select Committee appearance</li> </ul>	Environment is protected and community is supported
Provide a media relations service to promote council services and events	<ul style="list-style-type: none"> <li>Provide newsworthy and timely press releases and respond quickly to press enquiries.</li> <li>Pitch features about key services to the media.</li> <li>Host media briefings for major service changes/developments.</li> </ul>	Residents feel informed about council services.
Improve media monitoring	<ul style="list-style-type: none"> <li>Regular email bulletins to all staff and members on key stories at both councils</li> </ul>	Staff and members are aware of the key stories impacting on both councils

## Service Plan Summary

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Manage internal and external communications for the shared services programme	<ul style="list-style-type: none"> <li>Regular briefings to staff and members</li> <li>Informing the public of progress</li> <li>Supporting HR team in change management</li> </ul>	Staff and members are aware of progress and impact. Residents receive high quality, cost effective services
Support the web editors at both councils	<ul style="list-style-type: none"> <li>Regular training is provided as website and intranet develops</li> </ul>	Information on the website is accurate, accessible and well-written
Advising, running and supporting consultations	Involvement from start in consultations/surveys being planned by services using SmartSurvey software	Ensure consultations are effective and the opinions of residents and customers are used to improve services
Chairing Parish Clerks meetings	Regular meetings to ensure parish and town councils are engaged with both councils	Better informed partners
Develop a customer services communications strategy	Residents will receive high quality, cost effective customer services experience at both councils	
Develop a comprehensive website strategy including social media, self-service, mobile working	Introduce 'My Chiltern' and 'My South Bucks' on both websites; online forms	Better informed residents and easily accessible services 24/7
Introduce a council publicity campaigns project timeline for planning ahead	Easily accessible spreadsheet for all staff and members	Enable the communications team to be more proactive
Implement new joint online magazine for residents	Create targeted publications every four months Review after three editions	Residents feel informed about council services
Implement a regular members briefing	Monthly members briefing for both councils	Members have a good view of the key issues affecting both councils
Support the democratic services teams with the members' induction	Market place, guide to the councils/who's who, photos, information on websites and in the media	New and returning members have a full understanding of the councils and how they work
Introduce regular press briefings with evaluation process to assess impact on reputation		Residents feel informed about services
Introduce complaint monitoring to team		PPC team would have good view of the issues being raised and



**Service Plan Summary**

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
functions		residents would receive better quality of service
<b>Policy and Performance</b>		
Ensure effective partnership working	Deliver the outcomes identified by partners in the Joint Sustainable Community Strategy	Improved partnership working based on real understanding of the needs of the different communities
Effective performance management	Improve the way we collect, collate and present performance information	Better informed residents, members, partners and staff. Improved customer perception.
Help shape the Government’s Aviation Policy	Ensure full opportunity is taken to inform the scale and timing of any requirement for additional capacity whilst minimising impact on both environment and communities	Environment is protected and communities supported
Benchmarking performance statistics available	Subscribe to LG Inform	Better informed decision making and service planning

**Section 6 - Performance indicators**

PI Code	Short Name	2013/14 Value	2013/14 Target	Updated	Value	Annual Target 2014/15	Future Targets		
							2015/16	2016/17	2017/18
CHI_CE x 10	Number of unique visitors to the main website (monthly by period, quarterly and annual)	428,068	Data Only	Q2 2014	113,333	Data Only	Data Only	Data Only	Data Only

## Service Plan Summary

### Section 7 - Critical Risks

Ref	Strategic risk title	Relevance / service actions to mitigate
5	<u>Waste &amp; Environmental Services</u> Both - Impact of changes to disposal arrangement by BCC increase costs. CDC - Failure or poor performance of joint waste contract. SBDC - Impact on cost or performance arising from forced operational changes to BIFFA contract	<ul style="list-style-type: none"> <li>The team assists with the communications side of the joint waste contract</li> </ul>
6	<u>Joint/Partnership working</u> Due to reduced resources and capacity partnership working diminishes and benefits are lost.	<ul style="list-style-type: none"> <li>Merged LSP in place with themed groups emerging and working together</li> </ul>
7	<u>Business Continuity</u> Material service interruption or degradation, possibly combined with loss of data leading to costs and reputational damage	<ul style="list-style-type: none"> <li>The team feeds into the Corporate Business Continuity Plans.</li> </ul>
8	<u>Information Management &amp; Security</u> Loss of data, or inappropriate disclosure of sensitive data leads to financial costs and reputational damage. Inefficient service processes due to difficulty in using/retrieving data	<ul style="list-style-type: none"> <li>The team is the main point of contact with the web site supplier.</li> </ul>
9	<u>New Legislative Changes</u> Failure to reasonably comply leads to financial costs and reputational damage. Substantial changes in Govt policies or direction, possibly linked to outcome of May 2015 General Election	<ul style="list-style-type: none"> <li>The team reviews Government policy changes and helps to educate on applicable changes e.g. Localism, HS2, Aviation.</li> </ul>
11	<u>Major Infrastructure Projects Impacts.</u> Detrimental impact on local communities and environment.	<ul style="list-style-type: none"> <li>The team co-ordinates responses on both HS2 and Aviation Policy.</li> </ul>





**Service Plan Summary**

Ref	Strategic risk title	Relevance / service actions to mitigate
	Costs to authorities in defending local area from worst impacts	
12	<u>Demographic Changes</u> Service delivery not flexible enough to cope with changes in demographics in the medium term, leading to service gaps and increased dissatisfaction levels.	<ul style="list-style-type: none"> <li>The team actively analyses data such as IMD, Acorn, Census and provides the analysis on KnowledgeSource</li> </ul>

Operational risk code and title	Relevance / Mitigation
CSB PPC01 Failure to provide comprehensive, accurate and engaging communications to promote key services, messages and events	<ol style="list-style-type: none"> <li>1. Communications and media training provided to appropriate staff</li> <li>2. Communications are checked and signed off by those qualified to do so, prior to publication</li> <li>3. Comms team has lead in the revamp of the joint web sites and shared intranet, ensuring trained web editors in place, good quality and best practice principles are adopted</li> <li>4. Letters to be checked and signed by a responsible officer, standard letters to be signed off as suitable, prior to use</li> <li>5. Publicity materials to be reviewed and signed off by a responsible officer</li> <li>6. Work with services to consider how to reach priority groups</li> <li>7. Only specifically trained, appointed officers permitted to provide information to the press and public</li> <li>8. Development of good relationships with the local press and other media</li> <li>9. Media protocols issued to all staff</li> <li>10. Copyright expressly negotiated and retained by Council. All releases and publications to be proof read, reviewed by head of service, checked by Comms team and signed off by management team</li> </ol>
CSB PPC02 Failure to develop joint key policies and a joint vision linked to the Corporate Plan, based on Community needs	<ol style="list-style-type: none"> <li>1. Consider using customer surveys, forums, panels etc., when needed</li> <li>3. Work with Strategic Partnership to share understanding of customer needs and deliver the joint Sustainable Community Strategy (SCS)</li> <li>4. Ensure a joint Business Plan links coherently with the joint SCS</li> <li>5. Continue building on and improving the joint service planning procedures, e.g. PIs As the review period of policies / strategies come round, endure a joint policy / strategy is developed</li> </ol>





**Service Plan Summary**

Operational risk code and title	Relevance / Mitigation
CSB PPC03 Failure to manage performance effectively	<ol style="list-style-type: none"> <li>1. Robust joint performance management system in place with links to service planning</li> <li>2. Risks, actions and performance indicators will be updated in the joint Covalent system and reported on quarterly</li> <li>3. Covalent is backed-up regularly and as an off-site web based system, the provider has business continuity in place</li> <li>4. Covalent update reminders sent plus e-mail reminders</li> <li>5. Priority indicators identified by MT and Cabinet are updated and reported on monthly Sense check of information provided by Policy &amp; Performance team, questions raised where needed and additional information obtained.</li> </ol>

**Section 8 - Costs and cost comparison information**

**Cost information**

Between 2010/11 and 2013/14, costs reduced by more than a quarter, however there has been a slight increase during 2014/15 due to the interim structure to support shared services. Despite this, costs are still 18% lower than in 2010/11.

## Service Plan Summary

### Customer Services

Service Plan 2015-16 (April 2015 to March 2016)

Service units covered by plan	Customer Services Revenues & Benefits
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#### Section 1 - Key Service Functions & Aims/Objectives

Key Service Functions	Portfolio reporting to	Statutory/Mandatory
Revenues and Benefits		
Revenues Collection and Administration (the billing, administration, collection and recovery of Council Tax and National Non Domestic Rates)	Customer Services	<input checked="" type="checkbox"/>
Benefits Administration (National Housing Benefit Scheme)	Customer Services	<input checked="" type="checkbox"/>
Administration of Local Council Tax Support (the award of and monitoring of any discounts, reliefs or exemptions)	Customer Services	<input checked="" type="checkbox"/>
Counter Fraud (to investigate suspected cases of benefit fraud and corporate fraud, apply sanctions or to prosecute when fraud is detected)	Customer Services	<input checked="" type="checkbox"/>
Welfare Reform (to ensure the Council keeps up to date with the legislation and changes being brought in).	Customer Services	<input checked="" type="checkbox"/>
Customer Services		
Front line customer service (operating a switchboard and reception service to help provide customers with information, help and advice). (For Chiltern this includes dealing with additional service specific calls e.g. for Waste, Revenues and Housing)	Customer Services	<input checked="" type="checkbox"/>
Front line service delivery on behalf of the Service Departments (e.g. the benefit call back service for Revenues, helping customers to access online documents and applications for Licensing, Planning and Bucks Home Choice, initial contact point for homeless people and <i>verification</i> of various documents and taking payments)	Customer Services	<input checked="" type="checkbox"/>
Reception service for the Council and for tenants of the building.	Customer Services	<input checked="" type="checkbox"/>

#### Key Service Aims & Objectives

Revenues and Benefits
To provide an efficient, customer focussed Revenues and Benefits Service.

Customer Services

Classification: OFFICIAL



## Service Plan Summary

### Key Service Aims & Objectives

To achieve high Council Tax collection levels and make it easy for residents to pay their council tax, so that the Council can collect the money required for providing local government services promptly, whilst also giving consideration to the effects on the local community of the current economic position.

To maximise collection of business rates within the district and provide an accessible service to support the local business community in all matters relating to business rates.

To promote the Housing Benefit and Local Council Tax Support schemes and to provide benefits advice to ensure that all benefits for which claimants are eligible are claimed, in particular ensuring that help and support is provided for our most vulnerable residents to ensure they have equal access to the Benefits system.

To provide a professional and effective fraud prevention and investigation service ensuring appropriate action is taken against offenders in all cases and that we convey the public message that fraud will not be tolerated.

#### Customer services

To deliver excellent customer service by providing tailored information and advice to residents and visitors to the Council Offices over the full range of Council services.

To provide an effective, customer focused telephone service, handling all calls in an efficient and timely manner.

To work in partnership with other Authorities and agencies to provide front line services to Customers contacting the Council Offices.

To deliver certain front line functions on behalf of service departments and continue to develop the range and depth of services provided to customers by Customer Services.

### Section 2 - Key achievements/outcomes for 2014/15

#### Key achievements and outcomes during 2014/15

##### Revenues and Benefits

Implemented change of bank account with no impact on collecting of direct debits.

Implemented new Council Tax Support scheme, estimated to save £590k on last year's scheme and maintained high collection rates.

All staff involved in Revenues shared service review.

Revised Discretionary Rates Relief Policy due to be implemented in April 2014.

##### Customer services

Customer Services have continued to handle unprecedented volumes of calls due to the joint waste contract.

Scheduled to implement new call centre technology by February 2015, providing more flexibility when handling calls and enhanced management information.

Adapted roles to accommodate changes in Customer Service delivery for new shared services. This has resulted in more being dealt with by Customer Services.

All staff involved in the Customer Services shared service review.

### Section 3 - Shared Services programme

#### Current status by unit and list of projects and initiatives that will support and relate to the Shared Services programme

Revenues and benefits: Service Review Business Case due to be reported to Joint Committee in March 2015 with implementation due to occur in Q1/2 of 2015/16.



## Service Plan Summary

### Current status by unit and list of projects and initiatives that will support and relate to the Shared Services programme

Customer services: Service Review Business Case due to be reported to Joint Committee in March 2015 with implementation due to occur in Q1/2 of 2015/16.

### Section 4 - Know your customer

#### Who are the main customers for the service?

There are a wide range of customers that use the Customer Services and Revenues & Benefits services both internal and external customers. Some of the main customer groups for Revenues & Benefits include all council taxpayers and business ratepayers within the district and all Housing Benefit and Council Tax Support claimants. Customer Services and reception staff also deal with internal services and residents within the district as well as residents of Wycombe DC in respect of the joint waste contract.

On-going changes to the welfare system and the introduction of Universal Credit will require prompt provision of information to affected residents to ensure impacts can be mitigated as far as possible.

Our service review is looking at the way that we engage with customers going forward and how we ensure that we meet their needs.

### Section 5 - Action plan

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Revenues and Benefits		
Complete service review and implement recommendations	Business case approved Implementation plan developed Process changes implemented New structure implemented	Improve customer satisfaction Improve performance Improve resilience
Maximise opportunities for recovery of Council Tax Business Rates and HB overpayments	Consider joint working n committals charging orders etc. Pursue arrears from previous years.	Increased income
Develop approach to Corporate Fraud	Pursue opportunities for Bucks wide partnership Introduce a strategy for dealing with corporate fraud once SFIS implemented	Value for money
Transfer of benefit fraud to SFIS	Transfer current caseload Implement on-going liaison process re exchange of information	Investigations by DWP
Implement new Discretionary Rate Relief Policy	Review current claims and implement any new process	Fair and equitable contributing to the aims of the Council and community needs
Implement performance	Evaluate performance management	Increased productivity so staff



**Service Plan Summary**

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
management framework	information available Continue to introduce performance monitoring on an individual basis	delivering VFM
Maximise income from business rate retention scheme.	Devise a programme of proactive work Develop joint working with planning building control to closely monitor developments Joint working with SBDC	Increased income for the Council
<b>Customer services</b>		
Complete service review and implement recommendations	<ul style="list-style-type: none"> <li>• Business case approved</li> <li>• Implementation plan developed</li> <li>• Process changes implemented</li> <li>• New structure implemented</li> <li>• Customer Services Strategy created</li> </ul>	Improve customer satisfaction Improve performance Improve resilience
Incorporate more frontline service delivery as requirements are identified from joint service reviews	More efficient customer service	Quicker process More efficient and effective customer service
Implementation of front line service delivery for Universal Credit claims as part of Universal Support	Support for vulnerable residents needing welfare support	Financial Independence
Ongoing development of the telephone service for joint waste contract.	Identify ongoing staffing resources and establish baseline of permanent staff Reduce abandonment rates.	Accessible responsive service.

**Section 6 - Performance indicators**

PI Code	Short Name	2013/14 Value	2013/14 Target	Updated	Value	Annual Target 2014/15	Future Targets		
							2015/16	2016/17	2017/18
<b>Revenues and Benefits</b>									
CHI_RE S BV9	% of Council Tax collected (Cumulative Monthly)	99.27%	99.00%	July 2014	34.44 %	99.00%	99.00 %	99.00 %	99.00 %
CHI_RE	Percentage of Non-domestic	98.22%	98.00%	July 2014	35.48 %	98.00%	98.00 %	98.00 %	98.00 %

Customer Services

Classification: OFFICIAL

## Service Plan Summary

PI Code	Short Name	2013/14 Value	2013/14 Target	Updated	Value	Annual Target 2014/15	Future Targets		
							2015/16	2016/17	2017/18
S BV10	Rates Collected (Cumulative Monthly)								
CHI _RE S BV7 6d	Housing Benefits Security number of prosecutions & sanctions (Annual)	28	30	2013/14	28	30	30	30	30
CHI _RE S BV7 8a	Speed of processing - new HB/CTB claims (By period monthly)	14.48	18	July 2014	14.76	18	18	18	18
CHI _RE S BV7 8b	Speed of processing - changes of circumstances for HB/CTB claims (By period Monthly)	3.38	5	July 2014	3.6	5	5	5	5
CHI _RE S BV7 9b(i)	Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period (Annual)	83.52%	80.00%	2013/14	83.52%	80.00%	80.00%	60.00%	60.00%

### Section 7 - Critical Risks

Ref	Strategic risk title	Relevance / service actions to mitigate
1	<u>Joint working</u> The two councils lose focus on the core programme because of essential distractions or failure to agree the future vision.	<ul style="list-style-type: none"> <li>Implementing Communication Strategy across the service to cascade information and receive feedback</li> </ul>
2	<u>Transformation and Management of Change</u> No acceptance of change to ways of working and service	<ul style="list-style-type: none"> <li>Implementing Communication Strategy across the service to cascade information and receive feedback</li> </ul>

## Service Plan Summary

Ref	Strategic risk title	Relevance / service actions to mitigate
	delivery by officers and members prevents achievement of council aims	
3	<u>Financial Stability</u> Authorities forced into short term reactive measures to a) reduced Govt funding, b) unavoidable cost increases. Reputational risk from decision that have to be taken. Reduced financial capacity to manage transformation	<ul style="list-style-type: none"> <li>• Maximisation of collection of Council Tax and Business Rates</li> </ul>
4	<u>Workforce Issues</u> High turnover, low morale, lack of succession planning, skills gaps etc affect services. Reduced staffing capacity to manage transformation.	<ul style="list-style-type: none"> <li>• Implementing performance management framework</li> <li>• Implementing Communication Strategy across the service to cascade information and receive feedback</li> </ul>
5	<u>Waste &amp; Environmental Services</u> Both - Impact of changes to disposal arrangement by BCC increase costs. CDC - Failure or poor performance of joint waste contract. SBDC - Impact on cost or performance arising from forced operational changes to BIFFA contract	<ul style="list-style-type: none"> <li>• Delivery of Joint Waste Contract between Wycombe and Chiltern District Councils - telephone service.</li> </ul>
6	<u>Joint/Partnership working</u> Due to reduced resources and capacity partnership working diminishes and benefits are lost.	<ul style="list-style-type: none"> <li>• Service proactive in looking at areas for partnership working</li> </ul>
7	<u>Business Continuity</u> Material service interruption or degradation, possibly combined with loss of data leading to costs and reputational damage	<ul style="list-style-type: none"> <li>• Service has business continuity plans</li> </ul>
8	<u>Information Management &amp; Security</u> Loss of data, or inappropriate disclosure of sensitive data leads to financial costs and reputational damage. Inefficient service processes due to difficulty in	<ul style="list-style-type: none"> <li>• Staff aware of data protection responsibility</li> </ul>





**Service Plan Summary**

Ref	Strategic risk title	Relevance / service actions to mitigate
	using/retrieving data	
9	<u>New Legislative Changes</u> Failure to reasonably comply leads to financial costs and reputational damage. Substantial changes in Govt policies or direction, possibly linked to outcome of May 2015 General Election	<ul style="list-style-type: none"> <li>Involved in changes re Welfare reform</li> <li>Attend network groups</li> <li>Plan in advance for implementation</li> </ul>
10	<u>Affordable Housing</u> Increase in temporary accommodation numbers, migration of young people and families out of area affecting sustainability of communities.	<ul style="list-style-type: none"> <li>Work closely with Housing to prevent homelessness</li> </ul>
11	<u>Major Infrastructure Projects Impacts.</u> Detrimental impact on local communities and environment. Costs to authorities in defending local area from worst impacts	<ul style="list-style-type: none"> <li>Customer services able to deal with requests for information on Council’s position from general public</li> </ul>
12	<u>Demographic Changes</u> Service delivery not flexible enough to cope with changes in demographics in the medium term, leading to service gaps and increased dissatisfaction levels.	<ul style="list-style-type: none"> <li>Service able to react to needs of its customers</li> </ul>
13	<u>Property/Asset Management</u> Inefficient use of assets increase costs and reduce service usage and satisfaction	<ul style="list-style-type: none"> <li>Potential business rates issues that could be explored</li> </ul>
14	<u>Economic Viability</u> Local employment and business activity declines	<ul style="list-style-type: none"> <li>Support customers in low employment through access to HB and Council Tax Support. Council Tax support schemes include incentives to work.</li> </ul>

Operational risk code and title	Relevance / Mitigation
CSB RB01 Failure to collect Council Tax and Non Domestic Rates to the level expected	<ul style="list-style-type: none"> <li>KPI in contract at SBDC. Regular monitoring of contract and liaison meetings at SBDC. Monthly performance monitoring at CDC. Maximise opportunities for payment and currently have high direct debit take up ab both authorities. Maximise methods of recovery.</li> </ul>
CSB RB02 Failure to comply with regulations resulting in a loss of Housing Benefit Subsidy	<ul style="list-style-type: none"> <li>Regular quality monitoring at both Councils (both client and contractor side at SBDC). Effective training programme for staff at CDC. Close liaison with external auditors, regular meetings and pre-planned audit.</li> </ul>





**Service Plan Summary**

Operational risk code and title	Relevance / Mitigation
CSB RB03 Failure to set an appropriate Council Tax Reduction/Support scheme on time.	<ul style="list-style-type: none"> <li>• Low risk as current schemes in place. Still small risk of schemes being challenged. EQIA completed to consider equalities duty.</li> </ul>
CSB RB04 Failure to cope with increased demand for Housing Benefit/Council Tax reductions due to economic impact	<ul style="list-style-type: none"> <li>• Regular monitoring of caseload and volumes of work. Performance is good currently so capacity to decrease performance to deal with increased volumes.</li> </ul>
CSB RB05 Failure to provide an adequate fraud prevention service.	<ul style="list-style-type: none"> <li>• Fraud partnership in place across the two Councils. Monitoring of ongoing performance. History of successful prosecutions and publicity.</li> </ul>
CSB CS01 Failure to maintain an efficient and timely telephone service which impacts on customer satisfaction levels.	<ul style="list-style-type: none"> <li>• Regular monitoring of waiting time and abandonment rate at CDC and volumes at SBDC.</li> <li>• Plan to implement joint telephone system and considering joint call centre and customer services team which will increase capacity.</li> </ul>
CSB CS02 Failure to maintain an efficient and timely front of house/reception service which impacts on customer satisfaction levels.	<ul style="list-style-type: none"> <li>• Regular monitoring of numbers of visitors.</li> <li>• Plan to implement joint Customer Services team which will increase capacity.</li> <li>• Developing Customer Services strategy and increased channel shift to reduce personal callers.</li> </ul>
CSB CS03 Failure to cope with increased demand due to changes in services and output from service reviews.	<ul style="list-style-type: none"> <li>• Regular monitoring of demand. Involvement in service reviews.</li> <li>• Regular liaison meetings with services. Will be reviewing and developing service level agreements.</li> <li>• Contingency plans in place for specific projects e.g. waste.</li> <li>• New phone system will allow more flexibility to increase and decrease capacity in different areas.</li> </ul>

**Section 8 - Costs and cost comparison information**

**Cost information**

The direct cost of Customer services at Chiltern did increase in 13/14 at the time of the implementation of the joint waste contract as additional resources were needed to resource this. However this should be offset against the income gained corporately as a result of the contract. There are no comparisons for nearest neighbours and it is not reasonable to compare with South Bucks as the services are not costed on a like for like basis.

Revenues and benefits costs have increased this year but the increase is small taking into account expected increases. This is because a number of budget savings were identified in preparation for the 14/15 budget.

The services are currently being reviewed so it is anticipated that costs will decrease in Revenues and Benefits.

## Service Plan Summary

### Environment

Service Plan 2015-16 (April 2015 to March 2016)

<b>Service units covered by plan</b>	Contract Services Property Services
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#### Section 1 - Key Service Functions & Aims/Objectives

Key Service Functions	Portfolio reporting to	Statutory/ Mandatory
Provide refuse (including clinical waste collection), street cleansing and recycling service (As required by The Environmental Protection Act 1990 and The Household Waste and Recycling Act 2003) and in compliance with the Waste England and Wales Regulations 2011 (as amended).	Environment	<input checked="" type="checkbox"/>
Ensuring that unwanted electrical and electronic equipment is safely treated and disposed of (EU Waste Electrical & Electronic Equipment Directive 2007).	Environment	<input checked="" type="checkbox"/>
Aim to try to decrease waste going to landfill (The Waste Emissions and Trading Act 2003) and increase recycling / composting rates.	Environment	<input checked="" type="checkbox"/>
Deal with fly tipping, littering & nuisance /abandoned vehicles (Clean Neighbourhoods and Environment Act 2005/Removal and Disposal of Vehicle Regulations 1986 (plus 2002 amendments) and the relevant part of the Road Traffic Regulations Act 1986).	Environment	<input checked="" type="checkbox"/>
Responsibility for general and strategic property management including operational and non-operational property and including compliance of Council property with the Disability Discrimination Act and other related legislation / guidance.	Environment	<input checked="" type="checkbox"/>
Riparian responsibilities and powers under the Land Drainage Act 1991.	Environment	<input checked="" type="checkbox"/>
Public Health Act - requirement to provide street name plates and street naming.	Environment	<input checked="" type="checkbox"/>
Act as a burial authority (Cemeteries Act 1977).	Environment	<input checked="" type="checkbox"/>
Grounds maintenance of council land, management of woodland / open spaces.	Environment	<input type="checkbox"/>
Community Right to bid.	Environment	<input checked="" type="checkbox"/>
Management of energy and water contracts and usage within Council properties and compliance with energy legislation.	Environment	<input checked="" type="checkbox"/>
Management of the Council's Asset Management Plan.	Environment	<input checked="" type="checkbox"/>
Manage off street car parks in the district.	Environment	<input type="checkbox"/>

Environment

Classification: OFFICIAL

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## Service Plan Summary

Overseeing of street markets / common land.	Environment	<input checked="" type="checkbox"/>
Management of public conveniences.	Environment	<input type="checkbox"/>

### Key Service Aims & Objectives

<b>Contract Services</b>
Management of joint waste team based at CDC and joint waste contract between Chiltern and Wycombe District Council.
Promote/educate residents to reduce, reuse and recycle their waste and work with the Waste Partnership to deliver initiatives under the Waste Strategy for Buckinghamshire.
Reduce fly tipping and prosecute fly tippers as part of the Illegal Dumping Costs campaign.
Improve our street scene by reducing flyposting and graffiti.
Management of property related contracts and grounds maintenance contracts.
<b>Property Services</b>
Manage the Council's property portfolio both operational, investment, common land and public open spaces in compliance or regulations / guidance
Support leisure services by providing property advice and managed works required at Leisure centres / golf courses / playing fields
Manage and operate pay and display car parks in the district
Management of energy contracts to minimise costs and reduce carbon emissions produced by the council properties
To manage the street naming / numbering process within the District.
Riparian responsibilities and powers under the Land Drainage Act 1991 and emergency response to flooding and general support

### Section 2 - Key achievements/outcomes for 2014/15

#### Key achievements and outcomes during 2014/15

<b>Contract Services</b>
Rolling out new recycling schemes to flats/communal collections in Chiltern and Wycombe.
Success first year of renewals for the chargeable garden waste scheme, over 10,000 customers renewed by October.
Aligning of calendar delivery between Chiltern and Wycombe resulting in savings and streamlined service.
Review ancillary front line service to ensure efficient and effective delivery i.e. Clinical Waste Collections.
Increased used of technology to improve mobile working across Chiltern and Wycombe.
Completion of refurbishments to the London Road Depot.
<b>Property Services</b>
Carbon reduction plans are on target.
Electricity and gas contracts for Council property renewed on the most advantageous basis as they come up for renewal, many at a lower cost.
Shared service review completed and due to be implemented in quarter four, 2014/15.



## Service Plan Summary

### Key achievements and outcomes during 2014/15

Capital programme delivered e.g. car park refurbishment, waste depots.

Planning permission obtained for a new crematorium at Aylesbury, a joint project with Aylesbury Vale, Chiltern and Wycombe District Councils.

### Section 3 - Shared Services programme

#### Current status by unit and list of projects and initiatives that will support and relate to the Shared Services programme

Car Parks: Interviews completed, and new team announced w/c 28th July. The new arrangements came into effect in October 2014, with Amersham as the primary base for operation.

Properties & Facilities: Currently in the final stages of the Service Review. The business case was presented to the Joint Committee in October 2014. Work on the new structure and the staff consultation is underway, with implementation scheduled for 1<sup>st</sup> April 2014.

Contract Services: Service review started in January 2015.

### Section 4 - Know your customer

#### Who are the main customers for the service?

Chiltern has a population of 93,250 and 38,801 households. Wycombe District has a population of 172,000 and 70,680 for which waste service are delivered in partnership with Chiltern. A waste and recycling collection service is provided to all the households within the District, together with an Collect and Return and clinical waste collection service. Schools and interest groups within the district are visited as part of the waste communication initiatives.

Property services also provide services to all residents within the district. Some services are utilised by customers as and when required such as street naming, use of the cemeteries, sports field etc. Some services, such as the Chilterns Crematorium and the 18 pay and display car parking providing spaces, will have an extended customer base.

Property services also have internal customers as they are responsible for facilities management at Amersham offices and various tenanted property / land.

### Section 5 - Action plan

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Contract Services		
Continue to deliver waste services, encouraging residents to increase recycling and reduce waste.		High quality services and higher quantity of recycling
Complete shared services review for contract/waste services, including implementation if applicable		Better value for money

## Service Plan Summary

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Property Services		
Maximise car park income and ensure well managed services	Monitor income against costs Regular checks Review charges.	Good car parking service
Ensure non-operational property managed correctly		Costs lower than otherwise
Progress second crematorium site	Refer to project plan when developed	Improved service
Future offices space planning and location strategy	Review space against requirements Assess options Present business case for chosen option Develop implementation plan Implement.	Efficient use of resources & value for money

### Section 6 - Performance indicators

PI Code	Short Name	2013/ 14 Value	2013/ 14 Target	Updated	Value	Annual Target 2014/ 15	Future Targets		
							2015/ 16	2016/ 17	2017/ 18
CHI_SE R BV8 2a i	% of Household Waste Recycled (By period quarterly)	33.21%	33.00%	Q1 2014/ 15	24.82 %	31.00%	31.00 %	31.00 %	32.00 %
CHI_SE R BV8 2a ii	Tonnes of Household Waste Recycled (By period quarterly)	10,553 .85	10,500	Q1 2014/ 15	6,668	29,900	29,000	29,000	30,000
CHI_SE R BV8 2b i	% of Household Waste Composted (By period quarterly)	20.04%	25.00%	Q1 2014/ 15	33.38 %	25.00%	26.00 %	27.00 %	27.00 %
CHI_SE R BV8 2b ii	Tonnes of household waste composted (By period quarterly)	6,368. 94	6,000	Q1 2014/ 15	8,965	25,000	25,250	25,500	25,500

## Service Plan Summary

PI Code	Short Name	2013/14 Value	2013/14 Target	Updated	Value	Annual Target 2014/15	Future Targets		
							2015/16	2016/17	2017/18
CHI_SE R BV8 4a	Household waste collected per head, in kilos (By period quarterly)	341.8	350.0	Q1 2014/ 15	100.9	375.0	370.0	370.0	365.0
CHI_SE R JWS 8	Number of waste and recycling collections missed (cumulative, quarterly)	10,912	20,000	Q1 2014/ 15	4,716	20,800	18,000	17,000	16,000
CHI_SE R JWS 10	Percentage of fly-tippings removed within 2 working days	42.05%	90%	Q4 2013/ 14	20.47%	90%	90%	90%	90%
CHI_SE R JWS 11	Joint Waste Service Customer Service call abandonments Rate	25.3%	10%	Q1 2014/ 15	13.1%	10%	5%	5%	5%
CHI_SE R JWS 12	Joint Waste Service Customer Service Calls answered within in 20 seconds	33.1%	60%	Q1 2014/ 15	46.2%	65%	65%	65%	65%
CHI_SE R NI 191	Residual household waste kg per household (Annual)	384.31	460	2013/ 14	384.31	450	445	440	438
CHI_SE R NI 192	Percentage of household waste sent for reuse, recycling and composting (quarterly By period)	53.30%	58.00%	Q1 2014/ 15	58.19%	56.00%	57%	58%	59%
NE W PI -	Replacement street cleanliness PI -	t.b.a.	t.b.a.	t.b.a.	t.b.a.	t.b.a.	t.b.a.	t.b.a.	t.b.a.

## Service Plan Summary

PI Code	Short Name	2013/14 Value	2013/14 Target	Updated	Value	Annual Target 2014/15	Future Targets		
							2015/16	2016/17	2017/18
JtWR1a	CDC, t.b.a.								

### Section 7 - Critical Risks

Ref	Strategic risk title	Relevance / service actions to mitigate
1	<u>Joint working</u> The two councils lose focus on the core programme because of essential distractions or failure to agree the future vision.	<ul style="list-style-type: none"> <li>Shared services will be in place for car parking and properties and facilities.</li> </ul>
2	<u>Transformation and Management of Change</u> No acceptance of change to ways of working and service delivery by officers and members prevents achievement of council aims	<ul style="list-style-type: none"> <li>Service reviews encourage and support staff on a path to continuous improvement</li> </ul>
3	<u>Financial Stability</u> Authorities forced into short term reactive measures to a) reduced Govt funding, b) unavoidable cost increases. Reputational risk from decision that have to be taken. Reduced financial capacity to manage transformation	<ul style="list-style-type: none"> <li>Savings generated from service reviews.</li> </ul>
4	<u>Workforce Issues</u> High turnover, low morale, lack of succession planning, skills gaps etc affect services. Reduced staffing capacity to manage transformation.	<ul style="list-style-type: none"> <li>Workforce planning</li> <li>Training and development of staff</li> </ul>
5	<u>Waste &amp; Environmental Services</u> Both - Impact of changes to disposal arrangement by BCC increase costs. CDC - Failure or poor performance of joint waste contract.	<ul style="list-style-type: none"> <li>This service leads on this area and will continue to monitor, consult and review service delivery and manage the service level agreements.</li> <li>Monitoring of EU and UK legislation.</li> </ul>





**Service Plan Summary**

Ref	Strategic risk title	Relevance / service actions to mitigate
	SBDC - Impact on cost or performance arising from forced operational changes to BIFFA contract	
13	<u>Property/Asset Management</u> Inefficient use of assets increase costs and reduce service usage and satisfaction	<ul style="list-style-type: none"> <li>This service leads in this area and will continue to seek improvements.</li> </ul>

Operational risk code and title	Relevance / Mitigation
Property Services	
CSB PFE01 Failure to provide a safe environment for users of Council property	<ol style="list-style-type: none"> <li>Services well specified and contractors monitored for performance against contract, compliance with legislation and H &amp; S risks managed.</li> <li>Ensure adequate Health and Safety measures are in place.</li> <li>Officers are trained in relevant legislation. Additional training provided as required. Clear procedures in place.</li> <li>Limited out of hours service provided to cover any out of hour situations, if contractors available.</li> <li>Constant monitoring of contractors throughout projects to ensure safe delivery.</li> <li>COSHH regulations followed and contractors informed accordingly.</li> <li>Asbestos policy in place and inspections take place. Asbestos report at each operational property in H &amp; S file.</li> <li>Fire risk assessments for all operational properties and inspections take place. Fire risk assessment in H &amp; S files in each operational property. Fire systems maintained.</li> <li>Annual testing of utilities carried out and any necessary maintenance carried out.</li> <li>Ensure leases / licenses are drafted in accordance with good practice. Ensure tenants comply with lease terms. Asset register updated regularly.</li> <li>Council procurement and project management rules followed and project planned accordingly.</li> <li>Major environmental improvement schemes to have robust project plans.</li> </ol>
CSB PFE03 Flooding from & defective Critical Ordinary Watercourses (CDC)	<p>Areas of responsibility identified, defects attended to. Consultant’s report 02/03 identified COW details in District. Riparian Owners contacted &amp; advised of responsibilities. Mitigating actions are now concentrated on managing potential flooding, e.g. provision of sandbags etc.</p>





**Service Plan Summary**

Operational risk code and title	Relevance / Mitigation
CSB PFE04 Illegal Occupancy of Council Land	<p>Early warning of movement through joint working with BCC traveller unit.</p> <p>Physical barriers to prevent access.</p> <p>Established procedures with TVP &amp; BCC to effect quickest removal permitted by legal constraints. Established procedures for removal of debris &amp; detritus after occupancy of land.</p>
CSB PFE05 Failure to provide an effective, quality crematorium service	<ol style="list-style-type: none"> <li>1. Full IT back-up service provided by CDC IT, with short term manual back-up procedures in place for short outages.</li> <li>2. Paper records help in fireproof cabinets until backed up on computer.</li> <li>3. Robust staff recruitment, selection, performance management and training procedures in place.</li> <li>4. Staff trained to multi-task including grounds maintenance and office staff as relief cremator operators.</li> <li>5. Facility in place with telephone provider (BT) to redirect 'phones to Crematorium mobile in the event of telephone line problems.</li> <li>6. Superintendent ensures procedures are in place to minimise as far as possible single person dependence with all work procedures fully documented ensuring details of bookings and cremations are fully checked and confirmed.</li> <li>7. Segregation of duties in place with responsibilities fully defined.</li> <li>8. Buildings and associated plant and equipment routinely maintained in good condition, including fire alarm and security systems.</li> <li>9. Emergency generator installed in the event of a power failure.</li> <li>10. Emergency plan in place and volunteers from participating authorities have been identified and trained to help run the Crematorium in the event of a disaster or epidemic.</li> <li>11. Periodic refresher training takes place, new staff are fully trained in all procedures and all staff are trained to strictly follow procedures.</li> </ol>
Contract Services	
CSB WR01 Failure to provide services within required timescales including inclement weather and following appropriate legislation	<p>Officers are trained in relevant legislation.</p> <p>Additional training provided as required. Clear procedures in place.</p>
CSB WR02 Failure to ensure operations are carried out	<p>Officers use appropriate PPE and follow RA's, visit in pairs / use Wycombe Alert system at weekends / evenings.</p>



**Service Plan Summary**

Operational risk code and title	Relevance / Mitigation
to minimise the risk of an incident caused by a health and safety breach.	<p>Services well specified and contractors monitored for performance against contract, compliance with legislation and H &amp; S risks managed.</p> <p>Procedure in place for dealing with release of chemicals/pollution as a result of fly tipping, and H &amp; S controls are in place.</p>

**Section 8 - Costs and cost comparison information**

**Cost information**

Waste collection costs have reduced considerably during 2014/15 due to the new joint waste service between Wycombe and Chiltern, which has driven large savings, making it about average in the comparator group of 18 local authorities. Recycling rates are higher than average.

The cost of street cleansing is average amongst the comparator group of 18 councils.

Car parking, parks and open spaces and cemeteries all come in at less than the average cost for the comparator group.

The cost of public offices at Chiltern has been steadily decreasing over the last 5 years as use of the main council building is maximised including generating income from tenants.

During 2014/15, the cost of engineers increased by 10% because of changes in the team and temporary staff cover. This will reduce once the service review is completed.



Service Plan Summary

# Finance

Service Plan 2015-16 (April 2015 to March 2016)

<b>Service units covered by plan</b>	Finance Internal Audit
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Section 1 - Key Service Functions & Aims/Objectives

Key Service Functions	Portfolio reporting to	Statutory/ Mandatory
<b>Finance</b> <ul style="list-style-type: none"> <li>Production and monitoring of the Medium Term Financial Strategy.</li> <li>Provision of core financial services - creditor payments, payroll, insurance, sundry debtor invoicing, banking services.</li> <li>Provision of core accounting services - budget setting, budget monitoring, final accounts, financial advice.</li> <li>Management of the Council’s cash flow and investments.</li> </ul>	Support Services	Some mandatory elements (e.g. final accounts) and some technically discretionary although the organisations could not function without these services being provided.
<b>Procurement</b> <ul style="list-style-type: none"> <li>Production and monitoring of procurement strategy and assistance with its implementation.</li> </ul>	Support Services	Some statutory procurement requirements (e.g. EU rules)
<b>Internal Audit</b> <ul style="list-style-type: none"> <li>Provision of an assurance function that provides an independent and objective opinion to the organisation on the control environment, by evaluating its effectiveness in achieving the organisation’s objectives.</li> </ul>	Support Services	☒
<b>External Audit</b> <ul style="list-style-type: none"> <li>Liaison with external audit.</li> </ul>	Support Services	☒

Key Service Aims & Objectives
A) Help maintain effective governance arrangements throughout the organisation.
B) Assist the Authority improve the VFM that it provides (including issues relating to procurement).
C) Provide value for money financial services that are driven by customer needs.
D) Ensure the Authority has sufficient financial knowledge and experience to meet its needs.



## Service Plan Summary

### Section 2 - Key achievements/outcomes for 2014/15

#### Key achievements and outcomes during 2014/15

##### Finance

Implemented Finance Shared Service. New joint service became operation on 1<sup>st</sup> August 2014.

Let new joint Banking contract and transitioned to new provider (Barclays).

Let new joint Payroll contract. New contract becomes operational on 1<sup>st</sup> April 2015.

Let new joint Insurance contact. New contract becomes operational on 1<sup>st</sup> April 2015.

Received unqualified audit opinions on the Councils' formal statutory Accounts.

Provided financial support to service reviews, and amended the accounting arrangements to account for the new joint service teams.

Carried out a detailed Member / Management Team lead review of all the CDC / SBDC budgets. This resulted in the identification of budget savings and other efficiencies.

##### Internal Audit

Let new contract for the external audit of the Farnham Park Charitable Trust.

Aligned the CDC and SBDC audit plans to facilitate joint audits wherever feasible.

### Section 3 - Shared Services programme

#### Current status by unit and list of projects and initiatives that will support and relate to the Shared Services programme

Finance service review has been completed. New joint service became operation on 1<sup>st</sup> August 2014.

### Section 4 - Know your customer

#### Who are the main customers for the service?

The main customers of Finance are internal. However we do interact with suppliers and debtors. As part of the Shared Finance Service review Customer Voice workshops were held.

On average Members / Service teams rated the finance service as 3.1 out of 5.

Internal Audit issue a customer satisfaction survey form after each audit report.

Ideally we would organise a Finance Satisfaction Survey. However this is not currently a priority.

Joint working will make it increasingly important for Finance to be able to provide consistent financial information across the 2 authorities. There is also be an increasing need to correctly account for joint working initiatives.

## Service Plan Summary

### Section 5 - Action plan

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Ensure the new Joint Finance Service beds in and delivers improved quality at a lower cost.	Including ensuring consistency of financial information across both Councils.	Better VFM for Council Tax payers
Smoothly transition to the new Payroll provider and work with the new contractor to deliver service improvements.	-	Better VFM for Council Tax payers
Smoothly transition to the new Insurance provider.	-	Better VFM for Council Tax payers
Let a new Joint Cash Collection Contract.	-	Better VFM for Council Tax payers

### Section 6 - Performance indicators

PI Code	Short Name	2013/14 Value	2013/14 Target	Updated	Value	Annual Target 2014/15	Future Targets		
							2015/16	2016/17	2017/18
N/A	No PIs in addition to budget and related reporting.								

### Section 7 - Critical Risks

Ref	Strategic risk title	Relevance / service actions to mitigate
1	<u>Joint working</u> The two councils lose focus on the core programme because of essential distractions or failure to agree the future vision.	<ul style="list-style-type: none"> <li>Provision of clear financial information to support joint working business cases and financial monitoring of joint working initiatives will provide objective assurance.</li> </ul>
2	<u>Transformation and Management of Change</u> No acceptance of change to ways of working and service delivery by officers and members prevents achievement of council aims	<ul style="list-style-type: none"> <li>Provision of clear financial information to support transformation projects will provide objective assurance.</li> </ul>

## Service Plan Summary

Ref	Strategic risk title	Relevance / service actions to mitigate
3	<u>Financial Stability</u> Authorities forced into short term reactive measures to a) reduced Govt funding, b) unavoidable cost increases. Reputational risk from decision that have to be taken. Reduced financial capacity to manage transformation	<ul style="list-style-type: none"> <li>Provision of clear, timely and reliable financial information is essential to mitigate this risk.</li> </ul>
7	<u>Business Continuity</u> Material service interruption or degradation, possibly combined with loss of data leading to costs and reputational damage	<ul style="list-style-type: none"> <li>Will be reviewing the Finance business continuity arrangements in the light of there being a new team and a new banking provider.</li> </ul>
8	<u>Information Management &amp; Security</u> Loss of data, or inappropriate disclosure of sensitive data leads to financial costs and reputational damage. Inefficient service processes due to difficulty in using/retrieving data	<ul style="list-style-type: none"> <li>Will be reviewing the finance file plans and retention schedules following the set up the joint finance team.</li> </ul>
9	<u>New Legislative Changes</u> Failure to reasonably comply leads to financial costs and reputational damage. Substantial changes in Govt policies or direction, possibly linked to outcome of May 2015 General Election	<ul style="list-style-type: none"> <li>Monitoring and reacting to changes to financial legislation.</li> </ul>
12	<u>Demographic Changes</u> Service delivery not flexible enough to cope with changes in demographics in the medium term, leading to service gaps and increased dissatisfaction levels.	<ul style="list-style-type: none"> <li>Financial modelling provided if required.</li> </ul>
13	<u>Property/Asset Management</u> Inefficient use of assets increase costs and reduce service usage and satisfaction	<ul style="list-style-type: none"> <li>Provision of clear financial information to support asset management decisions.</li> </ul>



**Service Plan Summary**

Operational Risk Code and Title	Relevance / Mitigation
CSB FS01 Inaccurate Financial Information	Adequately resourced finance team, internal control framework.
CSB FS02 Treasury Management	Investments are only made in line with the Treasury Management Strategy and with institutions with good credit ratings.
CSB FS03 Fraud/Error	Internal control framework, Internal Audit.
CSB FS04 Non Compliance with Financial Rules & Regulations	Internal control framework, Internal Audit, Skilled and experience finance team, training etc.
CSB BR01 The Authority is unable to set a robust Medium Term Financial Strategy	<ol style="list-style-type: none"> <li>1. Possible changes to the national funding formula are monitored and the LGA lobbies to protect members interests. However this risk cannot be fully controlled.</li> <li>2. Achievement of savings is given a high priority within the Council, and progress is monitored via the monthly budget monitoring reports. Significant saving projects are also managed in accordance with the Council's project management framework.</li> <li>3. Regular updates of MTFS</li> <li>4. Seek further savings.</li> </ol>
CSB BR02 The Authority could have to hold a Council Tax referendum.	<ol style="list-style-type: none"> <li>1. Tax increase to be set at or below the Government guideline figure (subject to Member agreement).</li> <li>2. Members to be fully briefed on implications of tax referendum.</li> <li>3. Appeal against the decision (if possible).</li> </ol>
CSB BR03 The Authority will fail to keep within its annual revenue budget.	<ol style="list-style-type: none"> <li>1. Use reserves to fund overspending.</li> <li>2. Seek further in year savings.</li> <li>3. Planning decisions should be made based on the best professional advice reducing the risk of appeal. In addition the s151 officer takes account of this risk when considering the appropriate level of reserves.</li> <li>4. Income budgets are set prudently. Firm debt recovery processes in place. Monitoring of key income areas is undertaken monthly. Activity data monitoring is in place.</li> <li>5. Professional staff are involved in relevant areas and, where appropriate, training is provided to ensure current standards are understood and implemented.</li> <li>6. Achievement of savings is given a high priority within the Council, and progress is monitored via the monthly budget monitoring reports. Significant saving projects are also managed in accordance with the Council's project management framework.</li> <li>7. Contracts are only awarded to suppliers which meet our tender criteria. Contracts are monitored and often performance bonds or other guarantees are in place.</li> <li>8. The Workforce plan aims to ensure staff issues are dealt with appropriately. Personnel monitor turnover rates and exit interviews are conducted to understand why staff leave. Joint working arrangements also help provide resilience.</li> <li>9. Personnel monitor pay rates and keep the grading structure</li> </ol>





**Service Plan Summary**

Operational Risk Code and Title	Relevance / Mitigation
	<p>under review. Where necessary the Authority is also willing to pay market supplements etc.</p> <p>10. Pay estimate is set prudently</p> <p>11. Contracts are let by competitive tender and where appropriate benchmarked against ‘in-house’ bids. Joint tender opportunities are considered and specifications are written with a view to the likely cost.</p> <p>12. Performance targets are challenging and carefully monitored. However the Council has accepted that certain costs will fall outside of the budgeted costs and has therefore accepted this issue.</p> <p>13. Cost pressures are monitored via budget monitoring. Budget framework provides for expenditure to be contained within the approved budgets. New areas of significant expenditure have to be approved by Members.</p> <p>14. There is regular monitoring of returns and action is taken when performance is unsatisfactory. In addition we obtain independent support and advice from a specialist financial advisor (Sector). Some funds held as long term fixed rate investments.</p> <p>15. Budgets monitored monthly, reported to Management Team and Cabinet and any areas of concern are highlighted so that early action can be taken to bring any overspend back in line with the budget.</p>
<p>CSB BR04 The Authority will fail to keep within its capital programme.</p>	<p>1. Review the remaining capital programme.</p> <p>2. The capital receipts budget is set prudently. Major projects, including asset sales, are managed in accordance with the Council’s project management framework and regular update reports are presented to Members.</p> <p>3. Major capital projects are managed in accordance with the Council’s project management framework and regular update reports are presented to Members.</p>

**Section 8 - Costs and cost comparison information**

Cost information
<p>The cost of the finance service has reduced over the past 5 years, and joint working presents an opportunity to reduce costs still further.</p> <p>Direct Costs CDC + SBDC 2010/11 £924,000</p> <p>Direct Costs CDC + SBDC 2014/15 £766,000 17% reduction.</p> <p>The cost of the internal audit service has reduced over the past 5 years, and joint working presents an opportunity to reduce costs still further.</p> <p>Direct Costs 2010/11 £121,000</p> <p>Direct Costs 2014/15 £ 70,000 = 42% reduction.</p>





## Service Plan Summary

### Healthy Communities

Service Plan 2015-16 (April 2015 to March 2016)

<b>Service units covered by plan</b>	Community Community Safety Environmental Health Housing Licensing Strategic Environment
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#### Section 1 - Key Service Functions & Aims/Objectives

Key Service Functions	Portfolio reporting to	Statutory/ Mandatory
<b>Housing</b> - Housing Strategy, Homelessness, Housing Advice and Allocations, Housing Conditions (Grants, Advice and Enforcement) and Energy Efficiency.	Communities, Health and Housing	☒
<b>Environmental Health</b> - Health and Safety, Food Safety and Pest and Dog Control, Health Inequalities, Health Protection and Promotion, Emergency Planning Business Continuity.	Communities, Health and Housing	☒
<b>Community Safety</b> - Reducing Crime and Disorder, Preventing Violent Extremism and reducing Antisocial behaviour.	Communities, Health and Housing	☒
<b>Licensing</b> - Taxi, Private Hire, Premises, Alcohol, Street Trading and Collections, and Animal Licensing.	Communities, Health and Housing	☒
<b>Community</b> - Community Liaison, Development and Cohesion, Community right to challenge, Safeguarding, Grants, Leisure Client, Sports Development, Community Transport, Leisure Operation, Lead Community and partnerships, Community Cohesion, Tackle Inequalities and engage and support the development of a robust and effective community and voluntary sector.	Communities, Health and Housing	☒
<b>Strategic Environment</b> - Climate Change, Sustainability, Air Quality, Water/Flood Management, Environmental Project Management e.g. HS2, Aviation, Flooding and remediating contaminated land.	Environment and Communities, Health and Housing	☒

Key Service Aims & Objectives
<b>Community</b>
Enable the Council to safeguard vulnerable adults and children and young people.
Oversee the delivery of customer focussed leisure services at the Council’s leisure centres to



## Service Plan Summary

ensure they meet the needs of the community.

Work with community transport providers (both voluntary and via Dial A Ride) to make sure the services are available for those who most need them and that the potential users are aware of what's available.

To provide a range of affordable sporting and cultural activities that will help assist young people, adults, the hard to reach and those with disabilities participate as part of the cohesive and participating wider community.

Work closely with partners to develop services that help reduce antisocial behaviour, social isolation and improve community engagement and participation.

To work in partnership to support and develop the community and voluntary sector infrastructure to deliver services and support to meet identified needs.

Support the health and wellbeing of vulnerable and older people through 'Prevention Matters' and delivery of Senior Health Fairs.

To facilitate the Council's grant funding programmes to support community groups to be able to continue to deliver much needed services, improvements and initiatives to the community. These grants are both capital and revenue.

To agree the Community Strategy to support Community Capacity building.

### Community Safety

Reduce house burglary, non-dwelling burglary, theft from vehicles and violent behaviour in our communities.

Reduce anti-social behaviour in our communities.

Protect vulnerable individuals and communities.

Reduce the fear of crime and perception of anti-social behaviour.

Reduce the harm caused by drug & alcohol misuse.

Embed the shared service delivery through the application of joint strategies and processes.

Implement the changes to antisocial behaviour legislation in partnership with Environmental Health and Social Housing colleagues.

### Environmental Health including Strategic Pollution

Improve service quality to enable communities, residents and businesses to resolve their service requests at the first point of contact or close to the first time of asking.

Provide effective and efficient regulatory services that meet customer needs.

Provide effective partnership working to protect and improve public health and environmental quality.

Develop a service that supports mitigating the impact of Climate Change and support the community to reduce carbon emissions.

Improve resilience to meet increasing demands and respond effectively to emergencies.

Reduce net costs across both authorities through saving or income generation or both.

### Housing

Embed the shared service delivery through the application of joint strategies and processes.

Facilitate the provision of new affordable housing and make the best use of the housing stock to meet housing need.

Help prevent homelessness and minimise the costs associated with homelessness.

## Service Plan Summary

Address the needs of an increasingly elderly population and the needs of vulnerable people (including the delivery of advice, assistance and financial support to deliver repairs, improvements and adaptations to the home).

Promote healthy living, well-being and address health inequalities (by tackling poor and/or unsuitable housing conditions).

Support the delivery of home energy efficiency assisting the council to meet its Home Energy Conservation Act 2013 responsibilities and targets.

### Licensing

Where appropriate embed the shared service delivery through the application of joint strategies and processes.

Deliver a consistent, transparent licensing and enforcement system across both Chiltern and South Bucks District Councils.

Further develop effective pre application and advice services for applicants and residents.

Use the licensing and regulatory systems for the prevention of crime and disorder; the prevention of public nuisance; the protection of children from harm and to ensure public safety.

Explore opportunities to harmonise fees and charges, raise income and reduce the service delivery costs across Chiltern and South Bucks, thereby reducing the charge to both councils.

## Section 2 - Key achievements/outcomes for 2014/15

### Key achievements and outcomes during 2014/15

#### Community

The community team has supported events held to commemorate WW1 and have supported communities getting together to support each other or improve cohesion.

The leisure contract with 'GLL-Better' goes from strength to strength with over 900,000 visits to the Councils' centres.

The Cycling tour that came through Chiltern drew on resources across the two authorities and was well received in the community.

Following agreement with GLL shared working across both contracts is in place, enabling single monitoring, customer engagement and sports development/holiday activity plans to be delivered.

On-going development of local community associations across Chiltern District.

Community and staff health events were held, supporting greater awareness of personal health responsibilities and access to physical activity.

Older people's guides extended across both districts.

Diversionary programme in targeted hot spots, supporting reduced crime and disorder.

Launch of the credit union across Chiltern and South Bucks District Councils.

Funding advice workshops delivered by Community Impact Bucks and Buckinghamshire Community Foundation.

Chiltern District Councils Revitalisation Groups accessed £400k external funding to improve the community infrastructure.

#### Community Safety

Fully operational joint Community Safety team now working across Chiltern and South Bucks.

Joined the Community Safety Partnerships across Chiltern and South Bucks reducing duplication

## Service Plan Summary

and costs.
Delivered a joint Community Safety Partnership Plan across Chiltern and South Bucks reducing duplication and costs.
Supporting further reductions in crime across the partnership: <ul style="list-style-type: none"> <li>Crimes in Chiltern decreased by 9% during 2013-14, when compared to the previous year. (3,232 crimes in 2013-14 and 3,534 crimes in 2012-13)</li> <li>Half year indications for 2014/15 show further year on year reductions across targeted crime.</li> </ul>
Targeted crime reduction campaigns including a focus on vehicle crime, burglary and domestic abuse.
Publicity campaigns using a variety of ways to communicate with residents, so many will know how to reduce the chance of becoming a victim of crime.
Frequent joint operations focusing on improving public confidence and reducing anti-social behaviour and reducing serious acquisitive crime.
All burglary, theft from motor vehicle and burglary non-dwelling victims contacted and provided with crime reduction advice, a UV pen and SelectaDNA (for burglary victims only).
A number of night-time economy events in Chesham Town Centre and Winkers Night Club, Chalfont St Peter; offering personal safety advice, drug and alcohol advice and providing a highly visible presence at key times.
We have worked with a number of community groups to increase activities for young people, with a considerable decrease in antisocial behaviour in hotspot areas, where we have provided diversionary activities.
In partnership with Thames Valley Police, both councils share a community integration officer to support and assist in diversity and community relations and report on community tensions.
<b>Environmental Health and Strategic Pollution</b>
Joint working across the Emergency Planning Service is being delivered with Officers across both authorities involved at the start of the year in mitigating the impact of flooding. Whilst the focus was on the risk of the Thames flooding, it was the small rivers and streams that caused the problems in Chiltern. Support and assistance in both areas was provided to residents, EA, Thames Water, BT, businesses and home owners to prevent flooding. Work was undertaken to deliver sand bags, clear culverts and prevent the erosion of river banks during the worst of the weather.
The Chesham culvert has recently been repaired and should assist in the prevention of future flooding in the town centre.
Chesham now benefits from a Green Wall, tree planting and low emission buses, assisting the improvement of air quality in the Air Quality Action Zone. All of these projects have involved submitting funding bids to DEFRA and seeking the support of the community.
Officers are working to tight timescales and deadlines to enable the Council to respond to the various consultation processes involved in fighting proposals to build HS2 or alter the air travel and airport arrangements in the South East.
An additional Solar PV is to be installed at Chesham multi-story car park.
100% Food and Health and Safety inspections completed and on-going coaching and mentoring to achieve 95% of food businesses compliant with legislative requirements. Promotion of the National Food Hygiene Rating system is encouraging poor performers to improve their 'scores on the doors'.
Both councils are now sharing the Health and Safety Advice service enabling the delivery of joint policies and procedures.



**Service Plan Summary**

**Housing**

Following the Housing service review in 2013/14, the implementation of a shared Housing service commenced on 1<sup>st</sup> April 2014, with a single shared Housing team working across Chiltern and South Bucks. The implementation has involved considerable change to previous ways of working and to the location of staff. The Housing team has been fully located at the CDC offices since August 2014 and has introduced twice weekly surgeries at the SBDC offices for pre-booked appointments. This re-location has been backed up by SBDC Customer Services providing an informed first point of contact for those clients who may contact the SBDC office in person or by phone. Some shared processes have been introduced and work on developing more shared processes and databases is ongoing. The shared team has maintained effective day-to-day service delivery throughout the implementation process.

The review of the Bucks Home Choice allocations scheme was completed in May 2014 and the revised policy implemented. This introduced a stricter local connection and qualification criteria that means that officers can now focus their work on local people with clearly identified housing needs. The result is that the number of registered applicants has dropped by over 50%, with a combined total of 827 “live” applicants registered in Chiltern and South Bucks as at 28/10/14. This has been backed up by a new Bucks Home Choice website that allows clients to “self-serve” and obtain tailored housing advice on-line.

The team continually faces demand-led pressures to secure accommodation for those in need or in a crisis, and is dealing with customers professionally, ensuring assistance and advice is provided. The demand for assistance when threatened with Homelessness has increased, but the council is working with partners to reduce the numbers in temporary accommodation.

Within the shared Housing Team, the housing standards officers’ team have continued to deliver housing grants and loans to residents of both authorities, assisting disabled and the elderly to remain at home.

Excellent work has been undertaken with developers and housing landlords to enable a supply of properties to become available.

**Licensing**

Fully operational joint Licensing team now working across Chiltern and South Bucks

Licensing, together with IT, has supported the introduction of a single uniform database, enabling all data across the two authorities to be stored in the same place. That data now links to Licensing Public Access, enabling residents and businesses to view licence applications and licences issued (similar to Planning on line).

New e-forms have been developed enabling applicants to apply and submit data and payments on line, linked to the back office systems. As a result, 85% of applications across both authorities are now made online assisting officers to cope with the demand.

Pre-advice information is available on the website and through customer contact or via training courses offered in the area.

Joint enforcement with Environmental Health and Thames Valley police is reducing complaints arising from the night time economy.

Targeted enforcement action is undertaken to ensure public safety in relation to users of taxis and private hire vehicles.



## Service Plan Summary

### Section 3 - Shared Services programme

#### Current status by unit and list of projects and initiatives that will support and relate to the Shared Services programme

##### Community

Business case was agreed in July. Staff are being appointed to the new structure. Implementation due to be completed by 1<sup>st</sup> December 2014.

##### Licensing

Review completed and implemented March 2014. Pre-application training and advice offered to customers, website information enabling on line applications with 80% of applications now made on line (where forms available), Licensing Public Access, enabling residents to access information, enforcement targeted at 'high risk' events and licensees.

Further process improvements and e-forms due to be completed by 31st March 2015.

##### Community Safety

Review completed and implemented March 2014. Joint community safety team working across both districts, joint community safety partnership and plan delivered.

Process improvements are due to be completed by 31st March 2015

##### Housing

Review completed and implemented September 2014. The new joint team is based at Amersham, delivering outreach services at South Bucks. Policies and procedures being reviewed and due to be completed by 31st March 2015

##### Environmental Health

Service started September 2014, the business case will be delivered to Joint Committee March 2015 and implementation delivered by 1<sup>st</sup> November 2015.

### Section 4 - Know your customer

#### Who are the main customers for the service?

The service reviews have enabled a better understanding of customer needs. This has resulted in proposals to change systems that will reduce the costs of service transactions and enable customers to get the information they require or undertake their business transactions when they need to.

Our customers may be vulnerable in terms of: poor health, low income, threatened with homelessness; or vulnerable through race, disability, sex or gender, religion or belief, age, sexual orientation, gender reassignment, pregnancy and maternity or affected by the environment in which they live.

Our aim is to ensure customers receive service(s) right first time, at the time of asking reducing the need for repeat working. In delivering this service we will be ensuring information and advice is available through the website and via the telephone and face to face services will operate.

We will seek to maintain accurate case records so that applications or service requests are delivered in a timely manner benefiting the customer or those affected by the customers actions This will be monitored through: complaints against the service or Ombudsman enquiries, customer satisfaction comments and resolution times.





**Service Plan Summary**

**Section 5 - Action plan**

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
<b>Community</b>		
Implement Community Wellbeing Plan	Agreed the plan through both Councils	Increased community participation
Consideration of having a joint SBDC and CDC Community awards event	Agree policy and scheme Member agreement	Wider catchment
Review the SLA and Community Grants across both Councils	Agree policy and scheme Member agreement	More effective service delivery
<b>Community Safety</b>		
Implement changes to anti-social behaviour legislation		Improved service
Use Communications Calendar to target crime types, themes throughout the year	Burglary reduced, Theft from vehicles reduced, Reduced violence against the person	Reduced crime and disorder
Multi agency crime mapping	Data and knowledge sharing across the partnership to identify links to crime	Reduced crime and disorder
Community safety Information sharing Protocol	Agree data sharing protocol	Reduced crime and disorder
Implement actions arising from Community Safety plan		Reduced crime and disorder
<b>Environmental Health and Strategic Pollution</b>		
Undertake and implement an Environmental Health service review	<ul style="list-style-type: none"> <li>• Business plan</li> <li>• Staff Consultation</li> <li>• Staff implementation</li> <li>• Joint service delivered</li> </ul>	Improved service
Implement changes to service delivery identified through the service review		Better understanding of business needs
<b>Housing</b>		
Review actions to prevent Homelessness		Reduce risk of B+B
Work with developers to maximise affordable Housing developments on		Increase the number of affordable homes





**Service Plan Summary**

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
site or the provision of developer contributions		
Work with Registered Social Landlords to increase the opportunity to deliver affordable housing		Increase the number of affordable homes
Support Registered Social Landlords and landowners return empty homes to use		Increase the number of homes occupied
Review joint working with private landlords (including the rent deposit scheme) to maximise opportunities for housing		Increase the opportunities for clients to access private rented housing
Publish revised and updated Housing and Homelessness strategies		
Work with partners to deliver Disability Facility Grants through the Better Care Fund		Support those in most need access improvements to homes
Maximise the uptake of flood prevention measures by those at risk		Support those in most need access improvements to homes
<b>Licensing</b>		
Consider opportunities to further develop a joint licensing service with other authorities		Improved service at lower costs
Review fees and charges		Improved service at lower costs
Implement risk based inspection programme		Improved service at lower costs
Implement 20 additional e-forms		Improved service at lower costs

## Service Plan Summary

### Section 6 - Performance indicators

PI Code	Short Name	2013/14 Value	2013/14 Target	Updated	Value	Annual Target 2014/15	Future Targets		
							2015/16	2016/17	2017/18
<b>Community</b>									
CHI_OP_IPE12	Customer satisfaction rating at the Chiltern Leisure facilities	New PI	New PI	New PI	New PI	Gather baseline data	TBA	TBA	TBA
CHI_SE_R45	Total number of users at all leisure centres (By period quarterly)	874,748	840,000	Q1 2014/15	242,775	850,000	875,000	900,000	925,000
<b>Community Safety</b>									
CHI_SE_R_BFD	Percentage reduction in burglaries from dwellings year on year (Monthly)	15%	5%	Q2 2014/15	40.8%	Data only	Data only	Data only	Data only
CHI_SE_R_VIO	Percentage reduction in violent offences against a person year on year (quarterly)	22%	5%	Q2 2014/15	7.3%	Data only	Data only	Data only	Data only
<b>Environmental Health and Strategic Pollution</b>									
CHI_SE_R_BV217	Pollution Control Improvements Completed On-time (Annual)	100%	100%	2013/14	100%	100%	100%	100%	100%
CHI_SE_R_NI185	Cumulative CO2 reduction from local authority operations from base year of 2008/09 (annual)	22.0%	1.3%	2013/14	22.0%	1.3%	1.3%	11.7%	12%
CHI_SE_R_NI	Planning to Adapt to Climate Change	3	3	2013/14	3	4	4	4	4

## Service Plan Summary

PI Code	Short Name	2013/14 Value	2013/14 Target	Updated	Value	Annual Target 2014/15	Future Targets		
							2015/16	2016/17	2017/18
188	(5 levels of performance 0=low 5= high) (Annual)								
Jt EP1a (C)	Percentage of required environmental protection visits to permitted premises completed when they were due (By period Quarterly, CDC)	New PI		Q1 2014/15	100%	100%	100%	100%	100%
Jt EH1a (C)	Percentage of food premises inspected when they were due (Cumulative Quarterly, CDC)	New PI		Q1 2014/15	15.88%	98%	98%	98%	98%
Jt EH2a (C)	Percentage of food premises (Risk Rating A to C) that are broadly compliant (snapshot quarterly, CDC)	New PI		Q1 2014/15	90.6%	91%	91%	91%	91%
Housing									
CHI_SER 62	The number of properties with rent deposit guarantee scheme (snapshot quarterly)	142	120	Q1 2014/15	135	100	100	100	100
Jt HS1a (C)	Number of applicants with/expecting children who have been in B & B accommodation for longer than 6 weeks	New PI		July 2014	0	0	0	0	0

## Service Plan Summary

PI Code	Short Name	2013/14 Value	2013/14 Target	Updated	Value	Annual Target 2014/15	Future Targets		
							2015/16	2016/17	2017/18
	(Snapshot figure at end of month, CDC)								
Jt HS2 a (C)	Number of affordable homes delivered by (i) new build and (ii) vacancies generated by local authority scheme (Cumulative, CDC)	New PI		Q1 2014/15	14	33	33	33	33
Jt HS3 a (i) (C)	Average Length of stay in B & B temporary accommodation for all households (Snapshot at end of quarter, CDC)	New PI		Q1 2014/15	3.2	5	5	5	5
Jt HS3 a (ii) (C)	Average Length of stay in B & B temporary accommodation for households with/expecting children (Snapshot at end of quarter, CDC)	New PI		Q1 2014/15	6.7	5	5	5	5
Jt HS4 a (C)	Number of private sector dwellings vacant for more than 6 months and returned to occupation following local authority intervention, CDC	New PI		Annual PI	Annual PI	40	40	40	40
Jt HS5	Preventing Homelessness -	New PI		July 2014	27	110	110	110	110

## Service Plan Summary

PI Code	Short Name	2013/14 Value	2013/14 Target	Updated	Value	Annual Target 2014/15	Future Targets		
							2015/16	2016/17	2017/18
a (C)	number of households where homelessness prevented (Monthly Cumulative, CDC)								
Jt HS6 a (C)	Households receiving heating/insulation improvements through the Green Deal (Quarterly Cumulative), CDC	New PI		Q1 2014/15	0	50	50	50	50
Jt HS7 a (C)	Number of clients directly accessing the private rented sector through local authority partnership schemes (By period Quarterly, CDC)	New PI		Q1 2014/15	8	45	45	45	45
Jt HS8 a (C)	Number of households living in temporary accommodation (Snapshot at the end of the month, CDC)	New PI		July 2014	24	22	21	20	20
<b>Licensing</b>									
Jt LI3 (C)	% of customers satisfied with the service received (Licensing) - (Annual Indicator, across CDC & SBDC)	New PI		Annual PI	Annual PI	89%	89%	89%	89%

## Service Plan Summary

PI Code	Short Name	2013/14 Value	2013/14 Target	Updated	Value	Annual Target 2014/15	Future Targets		
							2015/16	2016/17	2017/18
Jt LI4 (C)	Percentage of all licensing applications which are completed online (quarterly, across CDC & SBDC)		New PI	Q1 2014/15	82.3%	96%	96%	96%	96%
Jt LI5 (C)	% Licenses received and issued/renewed within statutory or policy deadlines (Cumulative Quarterly, across CDC & SBDC)		New PI	Q1 2014/15	96.3%	95%	97%	97%	97%

### Section 7 - Critical Risks

Ref	Strategic risk title	Relevance / service actions to mitigate
1	<u>Joint working</u> The two councils lose focus on the core programme because of essential distractions or failure to agree the future vision.	<ul style="list-style-type: none"> <li>Service reviews address concerns of either authority</li> <li>Policies aligned to both authorities</li> <li>Savings to meet the needs of both authorities</li> <li>Resilience and service quality improved</li> <li>Regular team meetings keep staff up to speed on the joint working.</li> <li>Staff are encouraged to engage in the process where appropriate.</li> </ul>
2	<u>Transformation and Management of Change</u> No acceptance of change to ways of working and service delivery by officers and members prevents achievement of council aims	<ul style="list-style-type: none"> <li>Service reviews support staff address new challenges</li> <li>Service reviews empower continuous improvement and learning within staff teams</li> </ul>
3	<u>Financial Stability</u> Authorities forced into short term reactive measures to a) reduced Govt funding, b) unavoidable cost increases.	<ul style="list-style-type: none"> <li>Service reviews identify deliverable savings</li> <li>New more cost effective ways of working are continually sought.</li> </ul>

## Service Plan Summary

Ref	Strategic risk title	Relevance / service actions to mitigate
	Reputational risk from decision that have to be taken. Reduced financial capacity to manage transformation	
4	<u>Workforce Issues</u> High turnover, low morale, lack of succession planning, skills gaps etc affect services. Reduced staffing capacity to manage transformation.	<ul style="list-style-type: none"> <li>• Workforce planning</li> <li>• Team building</li> <li>• Mentoring and coaching</li> <li>• Review of salaries in line with the revised JDs</li> </ul>
6	<u>Joint/Partnership working</u> Due to reduced resources and capacity partnership working diminishes and benefits are lost.	<ul style="list-style-type: none"> <li>• Partnership working to address impact of legislative change</li> <li>•</li> </ul>
7	<u>Business Continuity</u> Material service interruption or degradation, possibly combined with loss of data leading to costs and reputational damage	<ul style="list-style-type: none"> <li>• Service review is increasing the resources to supporting the delivery of affordable housing</li> <li>• Service can be delivered from an alternative location.</li> </ul>
8	<u>Information Management &amp; Security</u> Loss of data, or inappropriate disclosure of sensitive data leads to financial costs and reputational damage. Inefficient service processes due to difficulty in using/retrieving data	<ul style="list-style-type: none"> <li>• Feed into HS2, Aviation consultation</li> <li>• Transferring data to joint uniform system to deliver robust data handling and recording systems</li> <li>• Implemented secure data systems for Bucks Home Choice and Homelessness allowing data protection, quality and interrogation</li> </ul>
9	<u>New Legislative Changes</u> Failure to reasonably comply leads to financial costs and reputational damage. Substantial changes in Govt policies or direction, possibly linked to outcome of May 2015 General Election	<ul style="list-style-type: none"> <li>• Service planning to address changing needs</li> </ul>
10	<u>Affordable Housing</u> Increase in temporary accommodation numbers, migration of young people and families out of area affecting sustainability of communities.	<ul style="list-style-type: none"> <li>• Service review is increasing the resources to supporting the delivery of affordable housing and prevention of homelessness</li> <li>• Review of sites in CDC owned by the council</li> <li>• Supporting the return of empty properties</li> <li>• Prevention of homelessness and review of data held on Buck Home Choice</li> </ul>





**Service Plan Summary**

Ref	Strategic risk title	Relevance / service actions to mitigate
11	<p><u>Major Infrastructure Projects Impacts.</u>                      Detrimental impact on local communities and environment. Costs to authorities in defending local area from worst impacts</p>	<ul style="list-style-type: none"> <li>• Feed into HS2, Aviation consultation</li> </ul>
12	<p><u>Demographic Changes</u>                      Service delivery not flexible enough to cope with changes in demographics in the medium term, leading to service gaps and increased dissatisfaction levels.</p>	<ul style="list-style-type: none"> <li>• Service planning to address changing needs</li> </ul>

Operational risk code and title	Relevance / Mitigation
Community	
CSB Comm01 Failure to safeguard children and vulnerable adults	<ol style="list-style-type: none"> <li>1. Learning Curve has 2 e-learning courses covering this for non-social worker staff and this is recommended for new starters as well as to raise awareness across the Council. It is recommended that manager’s add these to staff training plans when deemed necessary.</li> <li>2. Disclosure and Barring checks are carried out on all identified staff. Delivery monitored against obligations.</li> </ol>
CSB Comm02 Risk of incurring legal action	<ol style="list-style-type: none"> <li>1. Risk assessments are undertaken for all aspects of services provision to ensure controls are adequate. Actions are taken as required to comply with the above.</li> <li>3. Buildings are checked annually by surveyors. As a result of inspections the rolling capital programme is adjusted to account for works required, consider other health and safety measures as problems arise.</li> </ol>
CSB Comm03 Inequalities in communities generate ill - will, lack of cohesion, violent extremism or violent protests	<ol style="list-style-type: none"> <li>1. Support Communities to reduce inequalities via the Cohesion and Inequalities Forum Action Plan (South Bucks) and the Cohesion Forum Action Plan (Chiltern)</li> <li>2. Effective engagement with communities</li> <li>3. Training provided on equalities to Council staff, equalities duties included in sub-contracts</li> <li>4. Community grants used to promote cohesion</li> <li>5. Monitor community feeling via the Cohesion and Inequalities Forum (South Bucks) &amp; Cohesion Forum (Chiltern), and alert management if need be</li> <li>6. Engagement with the voluntary and community sector via the Chiltern and South Bucks Strategic Partnership and the</li> </ol>



**Service Plan Summary**

Operational risk code and title	Relevance / Mitigation
	Cohesion and Inequalities Forum (South Bucks) and Cohesion Forum (Chiltern)
CSB Comm04 Leisure Contract Failure, including failure to monitor.	Contract monitoring: <ul style="list-style-type: none"> <li>• Monthly contract monitoring inspections</li> <li>• Annual audit of contractors documentation</li> <li>• Contract requirements stipulate minimum requirements</li> <li>• Robust investigation measures</li> <li>• Joint communication plans</li> <li>• Joint Business Continuity Plans</li> <li>• Safeguarding compliance through GLL policies</li> </ul> Governance controls through Leisure Advisory Board and Committees of Councils Contract with organisation which has low capitalisation Effective managerial controls by the contractor
CSB Comm05 CDC Leisure Review not aligned to Member and Community expectations	Leisure brief detailing the community leisure needs May elections impact on decision making process Community concern over the long term provision of facilities
<b>Community Safety</b>	
CSB Com Saf01 Community tensions as a result of changing demographics and the provision of new community facilities used by BME populations	Regular liaison with the wider community Regular liaison with the facility committees Communication and information with relevant parties Community Impact Assessment to be maintained
CSB Com Saf02 Loss of key staff resulting from shared service process	Support staff through the change management process involved in shared services
<b>Environmental Health</b>	
CSB EH01 Incorrect decisions resulting in legal challenge	Mentor and train staff and monitor case work Manage training through performance appraisal and training plan processes Officers not to give advice and information on areas that they do not have expertise in.
CSB EH02 Loss of key staff resulting from shared service process	Support staff through the change management process involved in shared services
<b>Housing</b>	
CSB HS01a Increased use of B+B - CDC	Increase the focus on prevention of homelessness. Manage the numbers placed in B+B placements to support move to TA. Increase the monitoring frequency and discussion over

## Service Plan Summary

Operational risk code and title	Relevance / Mitigation
	the controls
CSB HS01b Increased use of B+B - SBDC	Increase the focus on prevention of homelessness. Manage the numbers placed in B+B placements to support move to TA. Increase the monitoring frequency and discussion over the controls
CSB HS03 Incorrect decisions resulting in legal challenge	
CSB HS02 Loss of key staff following shared service implementation (the two year protected terms period for many officers comes to an end in 2016)	
Licensing	
CSB LI02 Delays in issuing licences	Mentor and train staff and fill vacancies as they arise
CSB LI04 Incorrect decisions resulting in legal challenge	Mentor and train staff and monitor case work Manage training through performance appraisal and training plan processes Officers not to give advice and information on areas that they do not have expertise in.

### Section 8 - Costs and cost comparison information

#### Cost information

Costs are continually reducing as a result of the sharing of services and the introduction of more efficient processes. The division through sharing licensing, community safety and housing across both councils has delivered savings of approximately £200k/annum.

## Service Plan Summary

### Human Resources

Service Plan 2015-16 (April 2015 to March 2016)

<b>Service units covered by plan</b>	Personnel Training Equalities
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#### Section 1 - Key Service Functions & Aims/Objectives

Key Service Functions	Portfolio reporting to	Statutory/ Mandatory
Recruitment and retention - getting and keeping good people as an employer of choice	Leader for CDC. Leader or Resources for SBDC	<input type="checkbox"/>
Training and Development - developing skills and productivity to encourage improvement in all areas	Leader for CDC. Leader or Resources for SBDC	<input type="checkbox"/>
Developing the organisation and its leadership in the transformation process- to ensure the organisation is dynamic, fit for purpose and cohesive (Performance Management)	Leader for CDC. Leader or Resources for SBDC	<input type="checkbox"/>
Equality of Opportunity - compliance with the Equality Act 2010	Leader for CDC. Leader or Resources for SBDC	<input checked="" type="checkbox"/>
Fair and transparent Pay Policy - harmonisation of total reward package for both authorities and compliance with Localism Act	Leader for CDC. Leader or Resources for SBDC	<input type="checkbox"/>
Health and Well-being	Leader for CDC. Leader or Resources for SBDC	<input checked="" type="checkbox"/>
Ensure effective employee relations	Leader for CDC. Leader or Resources for SBDC	<input type="checkbox"/>

#### Key Service Aims & Objectives

Developing, implementing and monitoring a joint workforce plan which links to new joint Council vision and aims.
Leading a joint approach to people management
Supporting Service Managers to develop their services through effective and consistent people management.
Promoting positive employer-employee-union relationships with high quality employee relations advice and support.
Developing a learning organisation through supporting Service Managers to provide learning and development opportunities for all staff
Promoting a healthy and safe working environment
Ensuring compliance with employment legislation and internal policies
Enabling the Councils to become employers of choice

Human Resources

Classification: OFFICIAL

1



## Service Plan Summary

### Section 2 - Key achievements/outcomes for 2014/15

#### Key achievements and outcomes during 2014/15

Harmonisation of terms and conditions implemented July 2014 through collective agreement
Seven shared services successfully implemented with the support of the HR team. Key process improvements include a staff workshop ahead of consultation to let staff know what to expect and a workshop to help staff prepare for the selection process.
Project Plan agreed for progressively rolling out harmonised policies, procedures and staff handbook. A project team comprising a representative group of staff and UNISON representatives is working through phase 1 key policies.
Completed a staff survey across CDC and SBDC with positive results
Strong HR management of a number of complex employee relations cases including successful outcome at an employment tribunal.

### Section 3 - Shared Services programme

#### Current status by unit and list of projects and initiatives that will support and relate to the Shared Services programme

The service review was completed during quarter three 2014/15 for Joint Committee in February 2015.

### Section 4 - Know your customer

#### Who are the main customers for the service?

All internal Staff at SBDC and CDC whether permanent or temporary, members and residents together with the wider public applying for posts at either authority. Joining up of services across both districts will have fundamental changes to the way the service is provided both to internal staff and to external customers applying for jobs at the Councils, with the potential for joint recruitment, benefits and equalities sections on the websites.

Wider stakeholders include other partners in Bucks, Workforce Development Group, Learning Pool, Occupational Health providers, Employee Assistance Programme providers, HealthCare Providers, Computershare Voucher Services, Tensor, Bond international, British Computer Society, Jobsgopublic.com.

Unemployment locally remains low with a claimant count of 0.8% in July 2014.

The BAME community accounts for 8.51% of the population in Chiltern (2011 Census). 8.31% of the Chiltern workforce was made up BAME in 2013/14.



**Service Plan Summary**

**Section 5 - Action plan**

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Shared Policies and Procedures	<ul style="list-style-type: none"> <li>• Shared Contract of Employment completed</li> <li>• Develop shared pay policy</li> <li>• Shared Policies and Procedures drawn up in order of priority</li> <li>• EIA on new policies and procedures</li> </ul>	Fair and reasonable policies and practices in place which are consistently applied. Effective change management and development of new joint services
Shared Competency and Performance Review Process	<ul style="list-style-type: none"> <li>• Develop shared competency framework</li> <li>• Develop shared performance review process</li> <li>• Consult with UNISON and staff</li> <li>• Training and implementation</li> <li>• Implement</li> </ul>	Staff and managers proactively accessing performance and learning opportunities leading to higher employee motivation and engagement and hence better customer care and improvements to services.
Develop an approach to Organisational Development in conjunctions with Management Team/Heads of Service	<ul style="list-style-type: none"> <li>• To be agreed.</li> </ul>	This will contribute to the delivery of good quality services, ensure resilience of those services and deliver the required savings.
Implement shared service review outcomes	To be agreed, including: <ul style="list-style-type: none"> <li>• Joint recruitment</li> <li>• Joint training</li> <li>• Joint induction</li> <li>• Joint sickness absence management</li> </ul>	Value for money.
Improve levels of staff satisfaction and improve engagement with staff	<ul style="list-style-type: none"> <li>• Produce action plan shaped around the results of the Staff survey</li> <li>• Continue to consult with UNISON and staff on new changes and where applicable</li> </ul>	HR services better meeting needs of staff and improved levels of satisfaction with delivery of HR service and in turn good quality services to residents
Implement new employment legislation	<ul style="list-style-type: none"> <li>• shared maternity/paternity legislation</li> </ul>	The Council will be compliant with legislation therefore reducing the risk of related legal action.
Development of joint workforce plan	to be agreed	

## Service Plan Summary

### Section 6 - Performance indicators

PI Code	Short Name	2013/14 Value	2013/14 Target	Updated	Value	Annual Target 2014/15	Future Targets		
							2015/16	2016/17	2017/18
CEx BV1 2	Working Days Lost Due to Sickness Absence	8.38	7.80	Nov - 14	9.13	8.00	11.00	10.00	9.00
	Voluntary leavers (as a % of workforce).	New PI for 2015/16					8%	8%	8%
CEx BV1 6a	Percentage of Employees with a Disability	4.37%	3.00%	2013/14	4.37%	3.00%	4.00%	5.00%	5.00%
CEx BV1 7a	Ethnic Minority representation in the workforce - employees (Census District 8.51%)	8.3%	3.8%	2013/14	8.3%	8.5%	8.5%	8.5%	8.5%

### Section 7 - Critical Risks

Ref	Strategic risk title	Relevance / service actions to mitigate
1	<u>Joint working</u> The two councils lose focus on the core programme because of essential distractions or failure to agree the future vision.	<ul style="list-style-type: none"> <li>Support implementation of shared services</li> <li>Provide workshops ahead of consultation to let staff know what to expect</li> <li>Offer individual meetings during consultation to answer any private queries.</li> <li>Hold workshops to help staff complete their expression of interest and prepare for interview.</li> <li>Support communication effort</li> </ul>
2	<u>Transformation and Management of Change</u> No acceptance of change to ways of working and service delivery by officers and members prevents achievement of council aims	<ul style="list-style-type: none"> <li>Senior members and managers show commitment to change.</li> <li>Case for changes clearly made and communicated.</li> <li>Build on success, in order to establish confidence to change.</li> <li>Prioritise programme of change, and ensure it is adequately resourced.</li> </ul>
3	<u>Financial Stability</u> Authorities forced into short term reactive measures to a) reduced Govt funding, b) unavoidable cost increases. Reputational risk from decision that have to be taken. Reduced financial capacity to manage transformation	<ul style="list-style-type: none"> <li>Continue to develop partnership and collaborative joint working with other Local Authority HR units to improve value for money.</li> </ul>



## Service Plan Summary

Ref	Strategic risk title	Relevance / service actions to mitigate
4	<u>Workforce Issues</u> High turnover, low morale, lack of succession planning, skills gaps etc. affect services. Reduced staffing capacity to manage transformation.	<ul style="list-style-type: none"> <li>• Workforce planning</li> <li>• Good staff communications processes</li> <li>• Training and development strategies in place, resourced and monitored.</li> <li>• Develop and retain, where possible, existing staff with expert knowledge.</li> <li>• Act quickly to recruit individuals to fill any vacancies</li> </ul>
6	<u>Joint/Partnership working</u> Due to reduced resources and capacity partnership working diminishes and benefits are lost.	<ul style="list-style-type: none"> <li>• Highlight the importance of partnership working by including in job descriptions for example.</li> </ul>
7	<u>Business Continuity</u> Material service interruption or degradation, possibly combined with loss of data leading to costs and reputational damage	<ul style="list-style-type: none"> <li>• Review regularly and update services Business Continuity plan</li> </ul>
8	<u>Information Management &amp; Security</u> Loss of data, or inappropriate disclosure of sensitive data leads to financial costs and reputational damage. Inefficient service processes due to difficulty in using/retrieving data	<ul style="list-style-type: none"> <li>• Staff aware of data protection responsibility</li> <li>• Update staff training records.</li> </ul>
9	<u>New Legislative Changes</u> Failure to reasonably comply leads to financial costs and reputational damage. Substantial changes in Govt policies or direction, possibly linked to outcome of May 2015 General Election	<ul style="list-style-type: none"> <li>• Keep up to date with employment law changes and work appropriately for their implementation</li> </ul>
14	<u>Economic Viability</u> Local employment and business activity declines	<ul style="list-style-type: none"> <li>• Support local apprenticeship initiatives.</li> </ul>



Service Plan Summary

Operational risk code and title	Relevance / Mitigation
<p>CSB HR01 Failure to provide trusted, robust, accurate HR advice</p>	<ol style="list-style-type: none"> <li>1. Procured advice from Croners and South East Employers (SEE). Second opinion is available from SEE. Keep up to date with current legislation via Croners, CIPD, ACAS;</li> <li>2. Ensure the right policies and procedures are in place and are communicated to staff and managers;</li> <li>3. Ensure people managers are properly trained / coached to handle staff matters;</li> <li>4. Simple guidelines for the handling of confidential sensitive issues/documents within the unit to be documented and used to remind staff;</li> <li>5. Robust people management policies and procedures in place with training for managers; Robust monitoring and checking process put into place to identify staff requiring vetting and barring checks and in keeping these up to date.</li> </ol>
<p>CSB HR02 Failure to recruit and retain right people in right posts</p>	<ol style="list-style-type: none"> <li>1. Monitor staff turnover rates and encourage an increase in cross training to provide staff cover;</li> <li>2. Monitor pay and benefit rates and keep pay policy under review;</li> <li>3. Ensure robust selection processes and techniques are in place;</li> <li>4. Report to Management Team/Personnel Committee on recruitment and retention of staff;</li> <li>5. Efficient recruitment procedure with appropriate benefits to attract the right staff;</li> <li>6. Ensure all systems are accessible and promote sharing of information and skills required to carry out tasks to provide back-up for key personnel; Develop people planning needs with Management team to analyse 'key' staff.</li> </ol>
<p>CSB HR03 Failure to develop staff to maximise their effectiveness (including management and leadership skills).</p>	<ol style="list-style-type: none"> <li>1. Comprehensive competency based Performance Review Framework in place;</li> <li>2. Encourage two-way communication with staff e.g. meetings, appraisals, JSCG, Grievance Procedure;</li> <li>3. Encourage the monitoring of performance and provision of feedback, including through the appraisals process;</li> <li>4. Manage underperformers when needed, through the disciplinary procedure;</li> <li>5. Introduce more focused and objective competency based assessment;</li> <li>6. Ensure both Councils continue to retain IIP recognition; Establish talent management programme.</li> </ol>
<p>CSB HR04 Inappropriate breach of policies and practices</p>	<ol style="list-style-type: none"> <li>1. Fair and reasonable policies and benefits in place which are consistently applied;</li> <li>2. Monitor senior managers' performance in maintaining sickness records and managing absence/flexi time abuse;</li> <li>3. Implement robust Management Control techniques and monitoring procedures to identify any abuse of benefits; Take action on any abuse of benefits through the disciplinary procedure;</li> </ol>



**Service Plan Summary**

Operational risk code and title	Relevance / Mitigation
CSB HR05 Failure to support managers and staff in implementing and operating the new harmonised joint Terms and Conditions for shared services (including job evaluation and pay strategy)	<ol style="list-style-type: none"> <li>1. Robust and frequent communications in place to explain the ‘why’, ‘what’ and ‘how’ to staff moving onto new Terms and Conditions.</li> <li>2. Monitor process and identify impacts of any delays, including costs, resources and income;</li> <li>3. Should risk become more likely to occur, plan contingency actions to minimise impact;</li> <li>4. Ensure all staff are fully informed about the changes;</li> <li>5. Where possible, promote balance across both workforces in relation to gains and losses to demonstrate fairness.</li> </ol>

**Section 8 - Costs and cost comparison information**

Cost information
<p>Chiltern’s budgeted personnel costs for 2014/15 include the share of the Principal Personnel Officer post with South Bucks DC, under the shared senior management arrangements.</p>



## Service Plan Summary

### Legal and Democratic Services

Service Plan 2015-16 (April 2015 to March 2016)

<b>Service units covered by plan</b>	Democratic & Electoral Services Land Charges Legal Services
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#### Section 1 - Key Service Functions & Aims/Objectives

Key Service Functions	Portfolio reporting to	Statutory/Mandatory
Democratic and Electoral		
<b>Member Services</b> (Members Allowances, distributing Agendas & Reports, taking Minutes and supporting Members)	Support Services	<input checked="" type="checkbox"/>
<b>Electoral Services</b> (Voter Registration, Annual Canvass Managing Elections, Boundary Reviews)	Support Services	<input checked="" type="checkbox"/>
Legal and Land Charges		
<b>Corporate Legal and Propriety Services-</b> Monitoring Officer; Legal and procedural advice and support to Council, Cabinet, Committees/Sub-Committees and partnerships; statutory compliance	Support Services	<input checked="" type="checkbox"/>
<b>Legal support to Regulatory Services</b> (Planning, Building Control, Licensing, Statutory Nuisance, Food Safety, Unfit Premises, External Health & Safety)	Support Services	<input checked="" type="checkbox"/>
<b>Legal support to Statutory (non- regulatory) Services</b> (including Homelessness, Revenues and Benefits and Waste Management & Recycling)	Support Services	<input checked="" type="checkbox"/>
<b>Legal support to Discretionary Services</b> (including Off-street parking, Burials and cremations and Fairs and Markets)	Support Services	<input type="checkbox"/>
<b>Private Law Services</b> (including property matters, procurement and debt recovery)	Support Services	<input type="checkbox"/>
<b>Local Land Charges</b> (maintaining the Register and responding to property related enquiries) - (Local Land Charges Act of 1975 and Rules of 1977)	Support Services	<input checked="" type="checkbox"/>

#### Key Service Aims & Objectives

Democratic and Electoral
To ensure that all member level meetings are serviced efficiently and that business is carried out in accordance with law and the councils constitutions.
Update the council’s constitution at CDC with a view to harmonising procedures and delegations between the two Councils where appropriate.



## Service Plan Summary

### Key Service Aims & Objectives

Prompt publication of meeting agenda/reports on the website for the public.

To implement Individual Elector Registration, produce an accurate Register of Electors in accordance with statutory requirements and to process monthly applications for additions, deletions and amendments.

To run effective Parliamentary, Local and Parish Elections in May 2015 and to ensure that the election process is available to all, including special arrangements for people with disabilities.

#### Land Charges

To maintain a register of local land charges and respond to searches and applications for enquiries accurately and promptly.

Keep the legal position in relation to access to property related information under review and make any necessary changes to Local Land Charges Procedures.

To consider the business case for a shared service between CDC and SBDC including a computerised LLC Register at SBDC and resilience of the service in view of government proposals to transfer the statutory register to HM Land Registry.

#### Legal

To ensure legality and propriety in Council affairs identifying actual and potential breaches of the law and deal with complaints that members may have breached the code of conduct.

To provide an effective and efficient legal service consisting of clear, precise and timely advice and effective implementation of decisions and completion of contracts/agreements.

Implement the new Joint Legal Team for CDC and SBDC, including introduction of a new case management and time-recording system and deliver the cost-savings and new working practises identified in the Shared Service Business Plan.

To support the Cabinet and Management Team in respect of the Councils' respective responses to the HS2 proposals and other major infrastructure proposals affecting the Districts.

Support the introduction/implementation of measures and procedures arising from the enactment of new legislation and statutory guidance.

### Section 2 - Key achievements/outcomes for 2014/15

#### Key achievements and outcomes during 2014/15

##### Democratic and Electoral

Successful management of the European Parliamentary Elections in May

Successful implementation of Individual Registration across both Districts

Implementation of revised political management arrangements

Designing and introducing a joint report template for both councils

##### Land Charges

Consistently achieved a turnaround time for searches of 1 working day, despite an increased number of searches

##### Legal

Completed the shared service review of legal services in accordance with the agreed programme and appointed a new joint team following staff consultation

Provided legal support on a number of high profile contract and procurement matters

Procured a new case management and time-recording system for legal matters



## Service Plan Summary

### Section 3 - Shared Services programme

#### Current status by unit and list of projects and initiatives that will support and relate to the Shared Services programme

Legal Services: the service review has taken place and the Joint Committee has agreed the business case for a joint service. Work on the new structure and the staff consultation was completed in October with the new joint team, based in Capswood, to come into effect in January 2015.

Land Charges: review to start early 2015

Democratic Services: due to start post May 2015

### Section 4 - Know your customer

#### Who are the main customers for the service?

Customers for Legal are all internal departments, including planning and licensing. Land Charges customers are solicitors or agents for homebuyers, whilst Democratic and Electoral service all adults in the district, staff and Councillors.

Legal will be implementing the agreed actions resulting from completion of the Shared Services Review.

Local Land Charges will participate in a shared service review and look at HM Land Registry plans for a centralised search service.

Democratic and Electoral services will continue to implement individual voter registration and will deal with the Parliamentary, District and Local Council elections in May, supporting new political management arrangements and the induction of new members, as well as updating the Constitution and harmonising Council procedure rules and undertaking a shared service review.

### Section 5 - Action plan

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Land Charges		
To respond to searches and applications for enquiries accurately and promptly	On-going throughout the year	Provision of a high quality search service
Legal		
Introduce computerised legal case management and time recording system for all legal staff	Configure system, input data, test system, provide staff training	Improved Services

## Service Plan Summary

### Section 6 - Performance indicators

PI Code	Short Name	2013/14 Value	2013/14 Target	Updated	Value	Annual Target 2014/15	Future Targets		
							2015/16	2016/17	2017/18
Democratic and Electoral									
Chi_CEx8	The percentage response to the annual canvas (Annual)	94.39%	94%	2013/14	94.39%	94%	94%	94%	94%
Land and Legal									
CHI_RE S 11	Percentage of enforcement notices issued within six weeks of the date of the Planning Committee at which action was authorised or within three weeks of the receipt of full instructions from the Planning Department, whichever is later (Quarterly)	100%	100%	Q1 2014/15	100%	100%	100%	100%	100%
CHI_RE S 13a	Percentage of standard searches carried out within five working days (Quarterly)	97%	100%	Q1 2014/15	100%	100%	100%	100%	100%
CHI_RE S 13b	Percentage of standard searches carried out within three working days (Quarterly)	86%	90%	Q1 2014/15	99%	90%	90%	100%	100%





**Service Plan Summary**

**Section 7 - Critical Risks**

Ref	Strategic risk title	Relevance / service actions to mitigate
4	<u>Workforce Issues</u> High turnover, low morale, lack of succession planning, skills gaps etc affect services. Reduced staffing capacity to manage transformation.	<ul style="list-style-type: none"> <li>Via shared service reviews and workforce planning</li> </ul>
9	<u>New Legislative Changes</u> Failure to reasonably comply leads to financial costs and reputational damage. Substantial changes in Govt policies or direction, possibly linked to outcome of May 2015 General Election	<ul style="list-style-type: none"> <li>Legal Services to keep abreast of changes and advise the Council as appropriate.</li> </ul>
11	<u>Major Infrastructure Projects Impacts.</u> Detrimental impact on local communities and environment. Costs to authorities in defending local area from worst impacts	<ul style="list-style-type: none"> <li>Legal Services to provide advice regarding major projects.</li> </ul>

Operational risk code and title	Relevance / Mitigation
CSB L&DS01 Failure to provide accurate, up to date legal advice on time.	<ol style="list-style-type: none"> <li>Regular training undertaken by legal staff to ensure knowledge base is current - relevant training identified at annual appraisal and training plan set up within budget.</li> <li>Professional staff to meet CPD requirements.</li> <li>Staff share knowledge gained with other legal staff and relevant client depts.</li> <li>Head of Legal maintains training record and budget monitoring.</li> <li>Maintain Professional Indemnity Insurance.</li> <li>Seek to ensure all draft reports are submitted to legal before finalised. All matters open to question should be referred to the Monitoring Officer.</li> <li>Any relevant training is recognised through Annual Appraisals and Annual Training Plan set for legal services.</li> <li>Comply with Corporate H&amp;S stress policy if work overload issues.</li> <li>Section head allocates work of the section and monitors and reviews workloads - particularly at annual appraisal.</li> <li>Regular team meetings to be held - opportunity to raise staff issues.</li> </ol>



## Service Plan Summary

Operational risk code and title	Relevance / Mitigation
CSB L&DS02 Failure to allot sufficient resource to implement legal case management and time recording system.	Put robust project management procedures in place in liaison with software supplier and Business Support, with contingency plans should key staff be unavailable.
CSB L&DS03 Loss of staff in land charges causing backlogs resulting in complaints, reputational damage and loss of business	Limited opportunity to cover within section however managed to cover maternity leave at SBDC with agency temp (part-time). Proposed transfer of LLC register to HM Land Registry from 2017 onwards demoralising for staff who may leave. Additionally, one member of staff at CDC is of retirement age so need to think about succession planning, as part of shared service review.
CSB L&DS04 Failure to comply with the Constitution, Rules of Procedure, Codes and Protocols and statutory requirements for Council, Cabinet and Committee meetings.	Documents handled by more than one person Letters to be checked & signed by responsible officer Use of standard letter / report & Minute formats to ensure accuracy & consistency Forward plan in place with regular reminders sent out to ensure compliance with publication deadlines
CSB L&DS06 Failure to implement individual Electoral Registration in accordance with statutory timetable.	Put robust project management procedures in place with contingency plans should key staff be unavailable.

### Section 8 - Costs and cost comparison information

#### Cost information

Corporate and Democratic Core costs have been gradually decreasing over the past three years, with Chiltern having the 6th lowest cost per head of population in the comparison group of 18 Councils. Other costs have remained fairly stable over the past three years, with some gradually reducing.



**Service Plan Summary**

Sustainable Development

Service Plan 2015-16 (April 2015 to March 2016)

<b>Service units covered by plan</b>	Building Control Development Control (including Enforcement, Conservation and Arborecultural services) Planning Policy
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**Section 1 - Key Service Functions & Aims/Objectives**

Key Service Functions	Portfolio reporting to	Statutory/ Mandatory
Preparation and maintenance of up to date Local Plans, including complying with the Duty to Co-operate. Assisting in enabling the preparation of neighbourhood plans.	Sustainable Development	<input checked="" type="checkbox"/>
Monitoring of a range of matters including the implementation of key planning polices, and the Council’s performance in relation to key performance indicators.	Sustainable Development	<input checked="" type="checkbox"/>
Influencing the policies of neighbouring and other Local Planning Authorities (including through Duty to Co-operate), the Government’s planning policies, the Local Enterprise Partnership and a range of other bodies whose policies or strategic proposals may affect the District. Collaborating with others partners on joint issues.	Sustainable Development	<input checked="" type="checkbox"/>
Preparation, research and development of other planning related information and evidence to support the Council’s planning decisions.	Sustainable Development	<input type="checkbox"/>
Processing and determination of planning and associated applications.	Sustainable Development	<input checked="" type="checkbox"/>
Preparing and presenting evidence to support the Council’s planning decisions through the statutory appeal process.	Sustainable Development	<input checked="" type="checkbox"/>
Enforcement of planning control including the monitoring of planning permissions.	Sustainable Development	<input type="checkbox"/>
Providing planning advice to customers.	Sustainable Development	<input type="checkbox"/>
Making, reviewing and revoking Tree Preservation Orders.	Sustainable Development	<input type="checkbox"/>
Designation of Conservation Areas, the preparation of Conservation Area Character Appraisals. Promoting the listing of new buildings of significant historic and architectural importance.	Sustainable Development	<input type="checkbox"/>
Enforcement of the Building Regulations 2010, including the processing and determination of applications submitted under the Building Regulations, the carrying out of site inspections and the provision of Building Control advice to customers.	Sustainable Development	<input checked="" type="checkbox"/>



**Service Plan Summary**

Enforcement of the Building Act 1984, including dealing with and undertaking site inspections relating to dangerous structures and demolitions.	Sustainable Development	<input checked="" type="checkbox"/>
Provide awareness and advice for access for the disabled	Sustainable Development	<input checked="" type="checkbox"/>
Provision of responses to enable searches to be completed	Sustainable Development	<input checked="" type="checkbox"/>

**Key Service Aims & Objectives**

**Building Control**

To ensure that building projects are designed and built in accordance with Building Regulations, health and safety standards and other relevant legislation thus safeguarding the public health and safety of people in and around buildings.

To provide a cost effective building control service which provides good value for money for both Authorities and the customer.

To maintain or enhance customer satisfaction whilst delivering a quality service which is resilient.

**Development Control**

To take planning decisions to deliver the Council’s strategic objectives in accordance with the Local Plan unless to do so would be outweighed by the benefits of other material considerations or the National Planning Policy Framework.

To successfully defend the Council’s decisions at appeal.

To resolve alleged breaches of planning control in accordance with the Council’s Enforcement policy as efficiently as possible, taking formal action in those cases where it is expedient to do so and where it has not been possible to regularise the position by other means.

**Planning Policy**

Develop a new Local Plan in line with the National Planning Policy Framework, setting out clear strategic priorities for the area and the policies that address these, concentrating on the critical issues facing the area - including its development needs - and the strategy and opportunities for addressing them (including deliverability and viability).

Adoption of the Sustainable Construction and Renewable Energy Supplementary Planning Document.

Support the Neighbourhood Planning process by providing advice or assistance to the entity which is producing the neighbourhood plan and by taking decisions at key stages in the neighbourhood planning process.

**Section 2 - Key achievements/outcomes for 2014/15**

**Key achievements and outcomes during 2014/15**

**Building Control**

Implementation of the Building Control shared service.

Continued to maintain high levels of performance in checking building control applications, notwithstanding the reduced staffing levels in terms of building control surveyors.

Continued to maintain a high level of customer satisfaction.

Increased the number of “partners” - partners bring increased income which helps support the service financially.

Enhanced the efficiency and effectiveness of the service by using a single set of common procedures, advice notes, charges etc.



**Service Plan Summary**

**Key achievements and outcomes during 2014/15**

**Development Control**

Introduced important improvements to the pre-application service in respect of householder developments.

Enabled the Planning Portal in order to facilitate applicants and agents submitting planning applications electronically.

Maintained performance in dealing with major applications within the statutory period (100% as at end October 2014); improved performance in dealing with minor applications (80% as at end October 2014); improved performance in dealing with other applications (94.9% as at end October 2014).

The Council successfully defenced, through the Court of Appeal, its decision to grant outline planning permission for the development of the Holy Cross site.

Introduced, calculated and provided the means for monitoring the new Government performance requirements relating to ‘special measures’ (speed of processing and quality of decision making relating to major applications). This enables early identification of the danger of being “designated” - where major planning applications and related applications may be made directly to the Secretary of State.

**Planning Policy**

Preparation and submission of the Delivery Development Plan Document (DPD).

Preparation of, and consultation on the Sustainable Construction and Renewable Energy Supplementary Planning Document (SPD).

Worked with Chalfont St Peter and Chalfont St Giles Parish Councils to guide them in the preparation of their neighbourhood plans. Appointed the Examiner to consider representations in respect of the Chalfont St Peter Neighbourhood Plan, carried out additional consultation on one of the Examiner recommendations and worked with Democratic Services in preparation for the referendum.

The Council successfully defended, through the Court of Appeal, its decision in the Core Strategy to allocate the Holy Cross site for residential development.

Joint work with the Bucks and Thames Valley Local Enterprise Partnership on a Strategic Economic Plan and Local Growth Deal.

Submitted a £3.1m bid through Growing Places and the Growth Deal for an innovation Business Centre and facilitating the project with partner organisations, landowner and developer.

Duty to cooperate discussions on potential cooperation matters, infrastructure and cross border plan issues.

Working with the County Council to enable it to prepare draft new parking standards for consultation.

Updated needs assessment for gypsies, travellers and travelling Showpeople.

Preparation and publication of Annual Monitoring Report and Housing Trajectory.

**Section 3 - Shared Services programme**

**Current status by unit and list of projects and initiatives that will support and relate to the Shared Services programme**

**Building Control:** Building Control has been based at the Capswood offices in Denham since 1 April 2014 with a hot-desking option at the Chiltern offices in Amersham.

**Development Control:** The review did not commence in July 2014 as had been originally planned. Joint committee in October 2014 has now agreed for the review to commence initially with some internally focused work, with a members working group scoping to be undertaken for the full review later on.

## Service Plan Summary

### Current status by unit and list of projects and initiatives that will support and relate to the Shared Services programme

Planning Policy: A light touch review of the Planning Policy teams across the two Councils took place during 2014/15. It has been agreed to proceed with two separate teams, one based at Chiltern and the other at South Bucks, but under one manager. The new team arrangements are expected to be in place by early 2015.

### Section 4 - Know your customer

#### Who are the main customers for the service?

There is a wide range of customers, both direct customers who use the service itself, and indirect customers who are affected by its outcomes.

Planning/Planning Policy - direct customers - applicants, agents, Planning Committee, other Members, Town & Parish councils, a wide range of other consultees, occupants/owners of nearby and neighbouring properties, objectors, those who support proposals,

Planning/Planning Policy - indirect customers - residents, businesses, those who use the Districts in some other way (e.g. leisure purposes, or in their daily commute). Another more specific example of an indirect user would be someone in need of affordable housing.

Building Control - direct customers - applicants, agents, property owners, builders, Members, Thames Water, Land Charges team, solicitors, Planning, Housing team, Disabled groups

Building Control - indirect customers - owners and occupiers of neighbouring properties, the general public, other statutory agencies such as Fire Authority.

The Council will need to ensure that it works closely with other adjacent local authorities in relation to matters such as establishing the housing and economic market areas, establishing the magnitude of objectively assessed needs, and options for meeting those objectively assessed needs, including through the Duty to Co-operate process. A key feature is that there is a substantive need for affordable housing to meet local needs.

### Section 5 - Action plan

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
<b>Building Control</b>		
Fire risk assessments	Establish whether there is a market for a fire risk assessment service. Develop a service if there is a market.	New service
<b>Development Control</b>		
Complete service review and implement recommendations	Key milestones to be agreed by the Members Working Group	Improve customer satisfaction Improve performance Improve resilience
<b>Planning Policy</b>		
Local Plan	Issues/options consultation	A robust, sound, and up-to-date policy framework



## Service Plan Summary

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Sustainable Construction and Renewable Energy SPD (Chiltern)	Adoption	Clear guidance.
Chalfont St Giles Neighbourhood Plan	Provide support to the parish council	Neighbourhood Plan

### Section 6 - Performance indicators

PI Code	Short Name	2013/14 Value	2013/14 Target	Updated	Value	Annual Target 2014/15	Future Targets		
							2015/16	2016/17	2017/18
<b>Building Control</b>									
Jt BC1 (C)	Applications checked within 10 working days across Chiltern and South Bucks	New PI	New PI	August 2014	84.2%	90%	90%	91%	91%
Jt BC2 (C)	Applications checked within 15 working days across Chiltern and South Bucks	New PI	New PI	August 2014	91.2%	99%	99%	99%	99%
Jt BC3 (C)	Average time taken to process building control applications (By period quarterly)	New PI	New PI	Q1 2014/15	9.83	7	7	6	6
Jt BC4 (C)	Customer satisfaction with the service. (Cumulative)	New PI	New PI	August 2014	92%	93%	94%	95%	95%
<b>Development Control</b>									
CHI_SE R 23	Grant planning permission for at least 145 new dwellings (net) per annum	178	145	Q2 2014/15	153	145	145	145	145



## Service Plan Summary

PI Code	Short Name	2013/14 Value	2013/14 Target	Updated	Value	Annual Target 2014/15	Future Targets		
							2015/16	2016/17	2017/18
	(Cumulative since 2014)								
CHI_SE R 25	Percentage of new homes (net) granted planning permission which are affordable (Cumulative since 2014)	24%	33%	Q 2014/15	16%	33%	33%	33%	33%
CHI_SE R 188	The percentage of decisions delegated to officers as a percentage of all decisions (Cumulative since 2014)	92.8%	90%	Q2 2014/15	94%	90%	90%	90%	90%
CHI_SE R BV2 04	Planning appeals allowed (Cumulative since 2014)	29.9%	35.0%	Q2 2014/15	48.5%	35%	35%	33%	30%
CHI_SE R NI 157 a	Processing of planning applications: Major applications processed within 13 weeks or within agreed Extension of Time (Cumulative since 2014)	95.20%	70.00%	September 2014	100%	70%	80%	80%	80%
CHI_SE R NI 157 b	Processing of planning applications: Minor applications processed within 8 weeks or within agreed Extension of Time	72.50%	70.00%	September 2014	79.4%	70%	85%	90%	92%

## Service Plan Summary

PI Code	Short Name	2013/14 Value	2013/14 Target	Updated	Value	Annual Target 2014/15	Future Targets		
							2015/16	2016/17	2017/18
	(Cumulative since 2014)								
CHI_SE R NI 157 C	Processing of planning applications: Other applications processed within 8 weeks or within agreed Extension of Time (Cumulative since 2014)	90.40%	90.00%	September 2014	95%	90%	92%	94%	95%
CHI_SE R PP3 (D)	% of new enforcement cases where an initial site visit for an urgent priority case is undertaken within the timescale set out in the Enforcement Policy (Cumulative, quarterly)	New PI	Q1 2014/15	100%	30%	70%	70%	70%	70%
CHI_SE R SD5 (C)	Av no days to process and pass planning applications to case officer	New PI	September 2014	8.8	5	7	6	5	5
JtS D1a (C)	Special Measures: speed of processing Major applications at CDC, for assessment in Oct/Nov each year (annual)	New PI	New PI	September 2014	t.b.a	41.00%	41.00%	41.00%	41.00%
JtS D2a (C)	Special Measures: speed of	New PI	New PI	September 2014	82.5%	41.00%	41.00%	41.00%	41.00%

## Service Plan Summary

PI Code	Short Name	2013/14 Value	2013/14 Target	Updated	Value	Annual Target 2014/15	Future Targets		
							2015/16	2016/17	2017/18
	processing Major applications at CDC, for assessment in Oct/Nov 2015 (cumulative)								
JtS D3a (C)	Special Measures: speed of processing Major applications at CDC, for assessment in Oct/Nov 2016 (cumulative)	New PI	New PI	September 2014	100%	41.00%	41.00%	41.00%	41.00%
JtS D4a (C)	Special Measures: Quality of Major applications at CDC, for assessment in Oct/Nov each year (annual)	New PI	New PI	September 2014	t.b.a	19.00%	19.00%	19.00%	19.00%
JtS D5a (C)	Special Measures: Quality of Major applications at CDC, for assessment in Oct/Nov 2015 (Cumulative)	New PI	New PI	September 2014	11.40%	19.00%	19.00%	19.00%	19.00%
JtS D6a (C)	Special Measures: Quality of Major applications at CDC, for assessment in Oct/Nov 2016 (Cumulative)	New PI	New PI	September 2014	12.5%	19.00%	19.00%	19.00%	19.00%
Planning Policy									
CHI_OP	Improved Local Biodiversity -	35%	Data Only	2013/14	35%	Data Only	Data Only	Data Only	Data Only

## Service Plan Summary

PI Code	Short Name	2013/14 Value	2013/14 Target	Updated	Value	Annual Target 2014/15	Future Targets		
							2015/16	2016/17	2017/18
I NI 197	proportion of Local Sites where positive conservation management has been or is being implemented (Annual)								
CHI_SE R NI 154	Net additional homes provided (Annual)	135	135	Q4 2013/14	135	135	145	145	145
CHI_SE R NI 159	Supply of ready to develop housing sites (Annual)	131.4%	100.0%	2013/14	131.4%	100%	100%	100%	100%

### Section 7 - Critical Risks

Ref	Strategic risk title	Relevance / service actions to mitigate
1	<u>Joint working</u> The two councils lose focus on the core programme because of essential distractions or failure to agree the future vision.	<ul style="list-style-type: none"> <li>• Programme Initiation Document</li> <li>• Member Working Group for the Review</li> <li>• Active involvement of all staff in the service review.</li> <li>• Use external specialist support.</li> <li>• Meeting between Head of Service and relevant Managers.</li> </ul>
2	<u>Transformation and Management of Change</u> No acceptance of change to ways of working and service delivery by officers and members prevents achievement of council aims	<ul style="list-style-type: none"> <li>• Programme Initiation Document</li> <li>• Member Working Group for the Review</li> <li>• Active involvement of all staff in the service review.</li> <li>• Use external specialist support</li> <li>• Meeting between Head of Service and relevant Managers.</li> </ul>
3	<u>Financial Stability</u> Authorities forced into short term reactive measures to a) reduced Govt funding, b) unavoidable cost increases. Reputational risk from decision that have to be taken. Reduced financial capacity to manage transformation	<ul style="list-style-type: none"> <li>• Active monitoring of Building Control and Development Control income and appeals expenditure budgets.</li> <li>• Consider income generation as part of service reviews.</li> </ul>
4	<u>Workforce Issues</u> High turnover, low morale, lack of succession planning,	<ul style="list-style-type: none"> <li>• Workforce planning via service reviews</li> <li>• Training &amp; development plans via staff appraisals.</li> <li>• Provide staff with an interesting and stimulating</li> </ul>

## Service Plan Summary

Ref	Strategic risk title	Relevance / service actions to mitigate
	skills gaps etc. affect services. Reduced staffing capacity to manage transformation.	team environment; provide the necessary support to enable staff to be able to undertake their jobs successfully.
6	<u>Joint/Partnership working</u> Due to reduced resources and capacity partnership working diminishes and benefits are lost.	<ul style="list-style-type: none"> <li>The Bucks Local Planning Authorities are seeking to align plan preparation timetables to achieve increased and even more effective partnership working.</li> </ul>
7	<u>Business Continuity</u> Material service interruption or degradation, possibly combined with loss of data leading to costs and reputational damage	<ul style="list-style-type: none"> <li>Business Continuity Plans will need updating following service review outcomes.</li> </ul>
8	<u>Information Management &amp; Security</u> Loss of data, or inappropriate disclosure of sensitive data leads to financial costs and reputational damage. Inefficient service processes due to difficulty in using/retrieving data	<ul style="list-style-type: none"> <li>All staff required to comply with the Council's corporate policies.</li> </ul>
9	<u>New Legislative Changes</u> Failure to reasonably comply leads to financial costs and reputational damage. Substantial changes in Govt policies or direction, possibly linked to outcome of May 2015 General Election	<ul style="list-style-type: none"> <li>Maintain a watching brief through the technical planning press for new/revised legislation.</li> </ul>
10	<u>Affordable Housing</u> Increase in temporary accommodation numbers, migration of young people and families out of area affecting sustainability of communities.	<ul style="list-style-type: none"> <li>Implementation of affordable housing policy in the Core Strategy and Affordable Housing SPD via the Development Control process.</li> <li>Respond to Government on any Government consultations which would adversely affect the provision of affordable housing.</li> </ul>
11	<u>Major Infrastructure Projects Impacts.</u> Detrimental impact on local communities and environment. Costs to authorities in defending local area from worst impacts	<ul style="list-style-type: none"> <li>Active involvement in the preparation of the Council's case regarding HS2.</li> <li>Active engagement with promoters of other major infrastructure projects (e.g. Western Rail Access to Heathrow, Heathrow Airport) in order to influence their emerging proposals.</li> </ul>
12	<u>Demographic Changes</u> Service delivery not flexible enough to cope with changes in demographics in the medium	<ul style="list-style-type: none"> <li>Plan making process to take account of major changes to demography.</li> </ul>



**Service Plan Summary**

Ref	Strategic risk title	Relevance / service actions to mitigate
	term, leading to service gaps and increased dissatisfaction levels.	
13	<u>Property/Asset Management</u> Inefficient use of assets increase costs and reduce service usage and satisfaction	<ul style="list-style-type: none"> <li>Local Plans and Supplementary Planning Documents to have regard to the Council’s asset management plans.</li> </ul>
14	<u>Economic Viability</u> Local employment and business activity declines	<ul style="list-style-type: none"> <li>Economic assessment will form an integral part of the new Local Plan.</li> </ul>

Operational risk code and title	Relevance / Mitigation
<b>Building Control</b>	
CSB BC01 Insufficient building control staff (number and experience).	Reduce loss of staff by providing staff with an interesting and stimulating team environment; provide the necessary support to enable staff to be able to undertake their jobs; If vacancies arise seek to secure permanent replacements through early advertisement, but use agency staff in the interim period if needed.
CSB BC02 Increased income/reduced costs are not delivered	Conservative approach taken to initial income. Income and expenditure monitored monthly. Applications not registered without the necessary fee. Fee checked by Admin staff, liaising with Management if needed. Invoices to be sent out promptly and non-payment chased. Charges to be reviewed periodically.
CSB BC03 Development does not meet the Building Regulations	Staff training; new Regulations/guidance provided to all Surveyors; recommendations authorised by a more senior Surveyor; enhanced resilience provided by a single team with greater knowledge/experience; use of codes and reference documents; if unsure, Surveyors to check with a more senior surveyor; structural calculations to be checked by Structural Engineer; Indemnity insurance in place.
CSB BC04 Poor/untimely advice in dealing with dangerous structures	Surveyors all trained to deal with dangerous structures; Job Descriptions for all Surveyors require them to deal with dangerous structures; Principals required to be able to undertake inspections within an hour’s notice during unsocial hours; Surveyor to contact a more senior Surveyor or seek additional help and support if needed.
CSB BC05 Increased competition/loss of reputation	Quality Assurance accreditation retained, with annual external audit. Marketing Plan. Officer with responsibility for the ‘customer experience’.

## Service Plan Summary

Operational risk code and title	Relevance / Mitigation
	Customer surveys monitored, and action taken to implement improvements. Staff not allowed to undertake any private work which could have the potential to bring the Councils into disrepute or perceived to do so.
<b>Development Control</b>	
CSB DCE01a Insufficient planning staff (number and experience) - CDC	Reduce loss of staff by providing staff with an interesting and stimulating team environment; provide the necessary support to enable staff to be able to undertake their jobs; if vacancies arise seek to secure permanent replacements through early advertisement, but use agency or other temporary external staff in the interim period if needed.
CSB DCE02a Poor decision making - CDC	Staff training; training of Planning Committee; template for officers' reports; procedures require checks in signing off decisions and recommendations.
CSB DCE03a Low levels of customer satisfaction - CDC	Instil a more customer focussed approach; targets set to speed up the validation and processing of applications; actively seek customer views (during and following the service review); introduce further revisions to the pre-application service; in response to all complaints consider whether improvements are needed; processing of complaints regarding unauthorised development in accordance with Enforcement policy.
CSB DCE04a Reduced application and pre-application fee income -CDC	Further improvements to the pre-application service arising out of the service review. Ensure that we maintain good performance in processing major applications, and in our appeal performance regarding major applications (over a two year period) thus ensuring that all major applications have to be submitted to Chiltern District Council.
CSB DCE05a Judicial Review of decisions - CDC	Seek legal advice as appropriate
CSB DCE06a Risk of adverse impact on the District because of new regulations removing control - CDC	Submitted representations on draft Regulations.
<b>Planning Policy</b>	
CSB PP01a Insufficient planning staff (number and experience) - CDC	Reduce loss of staff by providing staff with an interesting and stimulating team environment; provide the necessary support to enable staff to be able to undertake their jobs; If vacancies arise seek to secure permanent replacements through early advertisement, but use agency or other temporary external staff in the interim period if needed.
CSB PP02a Local Plan not being found sound - CDC	Continual engagement with Duty to Co-operate bodies and key stakeholders (& recorded);





**Service Plan Summary**

Operational risk code and title	Relevance / Mitigation
	ensure that polices are fully supported by the evidence base and are steered by the Sustainability Appraisal; ensure Local Development Scheme up to date; seek legal advice where needed; reports to Policy Advisory Group; ensure sufficient time built into programme to prepare robust evidential proofs; ensure staff are trained to give evidence.
CSB PP03a Timetable for adoption not met - CDC	Timetable may need some adjustment in order to ensure that the Local Development Scheme programme aligns with other authorities thereby facilitating joint working on some aspects.
CSB PP04 Unable to secure sufficient efficiencies/joint working to offset resource reductions arising from the shared service review, together with growing workloads	Challenging work programmes; regular team meetings, including joint meetings of the two teams; monitoring of work programmes.

**Section 8 - Costs and cost comparison information**

**Cost information**

All cost information is up to the 2014/15 forecast, since at this stage there is no comparative information from other authorities for 2015/16 budgets.

In terms of cost per head of population: - Chiltern is the highest for Building Control; 3<sup>rd</sup> highest for Development Control; and 6 highest for Planning Policy per head of population, out of 18 councils in the nearest neighbour group.

In terms of actual budgeted expenditure: - Chiltern is the 2<sup>nd</sup> highest for Building Control (last year it was the highest); 5<sup>th</sup> highest for Development Control; and 6<sup>th</sup> lowest for Planning Policy, out of 18 councils in the nearest neighbour group.

Development Control costs have increased, but only marginally over the last 3 years.

Planning Policy costs will vary year on year depending on what Local Plan documents are being prepared (some require a more extensive and specialist evidence base than others), but also on the stage at which they are at. Chiltern’s costs for 2014/15 are significantly higher than the previous 2 years, because of the costs associated with the submission of the Delivery Development Plan Document.

Building Control costs have decreased over the past 3 years.

Since the Council has a relatively small population, Development Control costs tend to be on the higher side per head of population, reflecting the high fixed cost element of providing the service, the high numbers of applications per head of population, the high priority that Members place on protecting the Green Belt and the cost of protecting the overall character of the District.

