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CHILTERN
District Council



CDC Cabinet

Tuesday, 7th February, 2017 at 4.30 pm

Council Chamber, King George V House, King George V Road, Amersham

A G E N D A

Please note: that in accordance with Part 11.1 (3) of the Council Procedure Rules a motion may be moved to change the order of business on the Agenda.

- 1 Evacuation Procedures
- 2 Minutes (*Pages 5 - 12*)
To sign the Minutes of the meeting held on 13 December 2016
- 3 Apologies for Absence
- 4 Declarations of Interest
- 5 28-Day Notices (*Pages 13 - 14*)
Appendix: Cabinet 28 Day Notice (Pages 15 - 18)
Appendix: Joint Committee 28 Day Notice (Working Draft) (Pages 19 - 20)
- 6 Current Issues
- 7 Revenue Budget 2017/2018 (*Pages 21 - 30*)
Appendix A - Chief Financial Officer Report (Pages 31 - 38)
Appendix B - Budget Sensitivity Analysis 2017/18 (Pages 39 - 40)

Appendix C - Fees & Charges (Pages 41 - 64)

- 8 Capital Programme and Repairs & Renewals Programme 2017/2018 (Pages 65 - 70)

Appendix A - Capital Programme (Pages 71 - 72)

Appendix B - R & R Programme 2017/18 - 2020/21 (Pages 73 - 74)

Appendix C - Chiltern DC Capital Strategy (Pages 75 - 82)

- 9 Annual Treasury Management Strategy 2017/18 (Pages 83 - 86)

Appendix 1 - Treasury Management Strategy (Pages 87 - 94)

Appendix 1A - Annual Investment Strategy (Pages 95 - 104)

Appendix 1B - Prudential Indicators (Pages 105 - 110)

Appendix 1C - Minimum Revenue Provision (Pages 111 - 112)

- 10 Treasury Management Q3 2016/2017 (Pages 113 - 116)

- 11 Service Plan Summaries 2017/2018 (Pages 117 - 120)

Appendix A: Chiltern and South Bucks Combined Service Plan Summaries (Pages 121 - 222)

- 12 Economic Development Strategy (Pages 223 - 232)

Appendix (Pages 233 - 278)

- 13 To extend the Head of Environment's delegated powers under the Scheme of Delegation to Officers (Pages 279 - 280)

- 14 Armed Forces Community Covenant Update (Pages 281 - 284)

Appendix 1 - Buckinghamshire Community Covenant Pledge (Pages 285 - 294)

Appendix 2 - Covenant Action Plan 2016-17 (Pages 295 - 308)

- 15 Information Item: Affordable Rented Housing Contribution - Springett Place (Chief Executive's Power of Urgency) (Pages 309 - 312)

16 Minutes of Joint Executive Committees

Members are asked to note the Minutes of the following meetings of Joint Executive Committees:

*Chiltern & Wycombe Joint Waste Collection Committee - 8
December 2016 (Pages 313 - 316)*

17 Exclusion of the Public

To resolve that under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following item(s) of business on the grounds that it involves the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Act.

18 Cabinet Reports from Policy Advisory Groups:

18.1 Environment PAG Notes - 30 November 2016 *(Pages 317 - 320)*

19 Amersham Multi-Storey Car Park Update *(Pages 321 - 326)*

Appendix 1 - Chronology of Reports and Minutes (Pages 327 - 332)

Appendix 2: Exceptions Notice (Pages 333 - 334)

20 Council WiFi Replacement *(Pages 335 - 338)*

21 Chiltern Pools Feasibility Study *(Pages 339 - 348)*

*Appendix 1 - Chiltern Pools and Community Facilities Public
Consultation Draft Report (Pages 349 - 374)*

Note: All Reports will be updated orally at the meeting if appropriate and may be supplemented by additional reports at the Chairman's discretion.

Membership: CDC Cabinet

Councillors: I A Darby (Leader)
M J Stannard (Deputy Leader)
G K Harris
P E C Martin
M R Smith
F S Wilson

Date of next meeting – Tuesday, 4 April 2017

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This Agenda should be considered as a Notice – under Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 – of an intention to meet in private to consider any items listed on the Agenda under Private Reports. The reason for the item being considered in private, that being the relevant paragraph number and description from Schedule 12A of the Local Government Act 1972 is detailed on this Agenda. Representations received (if any) regarding the items being considered in private (together with any response) are also detailed on this Agenda.

CHILTERN DISTRICT COUNCIL

MINUTES of the Meeting of the
CDC CABINET

held on **13 DECEMBER 2016**

PRESENT: Councillor I A Darby - Leader
" M J Stannard - Deputy Leader

Councillors: G K Harris
P E C Martin
M R Smith
F S Wilson

ALSO IN ATTENDANCE: Councillor P Jones

164 MINUTES

The Minutes of the Cabinet meeting held on 1 November 2016 copies of which had been previously circulated, were approved and signed by Councillor I A Darby, Cabinet Leader, as a correct record.

165 DECLARATIONS OF INTEREST

Councillor Mrs I A Darby declared a personal interest in Item 10 – Chiltern Car Park Review. Nature of interest – Councillor Mrs Darby is a Chalfont St Peter Parish Councillor.

166 28-DAY NOTICES:

The Cabinet received a report attaching the draft 28-Day Notice which provided a forward look at the Agenda for the next meeting of the Cabinet. The Notice would be published on 9 January 2017.

RESOLVED –

That the Draft 28-Day Notice / Forward Plan, to be published on 9 January 2017, be noted.

167 CURRENT ISSUES

(i) Councillor Darby – Modernising Local Government

Councillor Darby advised that the District Councils in Buckinghamshire were preparing a business case for modernising local government in the County.

(ii) Councillor M Smith – Crematorium Joint Committee

Councillor Smith reported that the application for permission for a Judicial Review of the planning permission had now been refused and therefore the new Crematorium at Bierton could now progress.

(iii) Councillor Martin – Emerging Joint Local Plan

Councillor Martin reported that the Local Plan preferred options consultation had now closed and there had been a significant number of responses (2000 approx.) He thanked officers for all their hard work and commitment during the process so far.

(iv) Councillor Stannard – Leisure Needs Consultation

Councillor Stannard reported that the Leisure Needs Consultation had closed on Monday 12 December 2016 and there had been an excellent response of 2300 responses. He thanked officers who had assisted with handing out leaflets to encourage people to respond; and he advised that this has provided a solid base to move forward with. Councillor Darby also offered her thanks to officers and members for their help.

168 DRAFT REVENUE BUDGET 2017/18

The Cabinet were asked to consider the draft revenue budget for 2017/18. The budgets presented at this stage represented the direct costs of the services; ie. they exclude all internal support recharges; the appendices included a summary of the major movements between the 2016/17 and 2017/18 together with the detailed budgets of the various Portfolio areas..

Members were advised that since publication of the agenda the Resources Overview Committee had met and the Committee's comments were noted which were in support of the proposed budget. The Cabinet was to make its final decisions and set the Council's budget and 2017/18 Council Tax requirement at its meeting on 7 February 2017 prior to the full Council Tax resolution at full Council on 28 February 2017.

The Director of Resources informed members that the government funding allocation was still awaited. The budget had been subject to scrutiny by officers and members. In response to a member's question, the Director of Resources confirmed that the finance settlement in respect of changes to new homes bonus funding would be carefully reviewed to consider the potential impact on the budget and the Medium Term Financial Forecast. It was noted that there had been an increase in the council tax base due to in part a proactive initiative by the Council Tax team to review empty homes in the District..

The key decisions, in respect of the budget, were to be taken in February 2017.

The Leader wished to thank all officers and members involved in the budget challenge process for their hard work to ensure that the council's financial resources were used in a way to deliver value for money for residents.

RESOLVED:

That Cabinet note the draft revenue service budget for 2017/18.

169 CHILTERN DISTRICT COUNCIL PERFORMANCE REPORT Q2 2016-17

Consideration was given to the report which outlined the performance of Council services against performance indicators and service objectives during Q2 July - September 2016.

RESOLVED:

That the performance reports be noted.

**170 CHILTERN DISTRICT COUNCIL AND SOUTH BUCKS DISTRICT COUNCIL
TEMPORARY ACCOMMODATION FRAMEWORK**

Consideration was given to the report which outlined a draft framework document setting down the principles and process for identifying, securing and allocating temporary accommodation to meet the Council's statutory duties under Part 7 of the Housing Act 1996.

RESOLVED:

- i) That the draft Temporary Accommodation Framework Document be noted; and**
- ii) That the Head of Healthy Communities be authorised to publish and implement a finalised Temporary Accommodation Framework Document in consultation with the Portfolio Holder for Healthy Communities**

171 CHILTERN CAR PARK REVIEW

Members were asked to consider options to introduce new car park / season ticket charges, and amend the Off Street Parking Places Order to allow flexibility for short stay parking. It was reported that there had been no increases since 2012 and the new charges were outlined in Appendix B. Members felt that the 2 hour charge should be increased to £1.40 to achieve a reducing differential between the charges.

RESOLVED:

- i) That the new car park charges for 2017/18, as outlined in Appendix B be introduced, subject to the 2 hour charge being amended to £1.40;**
- ii) That a 9hr tariff on Sycamore Road car park be introduced. In addition, removal of the Market Trader tariff on this car park**

- iii) That the current 'Group' season tickets bands to enable season tickets to be purchased per car park be removed
- iv) That new season ticket prices be introduced to maintain a daily charge versus season ticket cost ratio
- v) That a business season ticket on Buryfield, Link Road and Sycamore Road car parks to enable businesses and local workers to purchase season tickets similar to (iv), but based on the 9 hour tariff charge
- vi) That the car park at Grimsdells Lane be regulated for season tickets only
- vii) That the Off Street parking Places Order be amended to allow flexibility to designate short stay parking bays in long stay car parks where there is a need to do so to support the local community and that the Head of Environment be authorised in consultation with the Portfolio Holder for Environment to make the changes where appropriate
- viii) That the maximum number of season tickets issued per car park be agreed and authorised by the Head of Environment in consultation with the Portfolio Holder for Environment
- ix) That the Head of Environment be authorised to publish the necessary statutory Notice of proposed Amendments to the Off Street Parking Places Order.
- x) That, if no valid objections are received in response to publication of the Notice, the Interim Director of Services be authorised to make and publicise the necessary Amendment Order; and
- xi) That if valid objections are received in response to publication of the Notice, the Interim Director of Services be authorised to deal with any such objections after consultation with the Portfolio Holder for Environment and to make and publicise the necessary Amendment Order with or without modifications as considered appropriate.

172 CHILTERN AND WYCOMBE JOINT WASTE COLLECTION COMMITTEE - REVISED CONSTITUTION TO INCLUDE SOUTH BUCKS

Consideration was given to a revised constitution for the Chiltern and Wycombe Joint Waste Collection Committee to include South Bucks now that waste issues are dealt with by one joint team for all three Districts.

RESOLVED:

- i) That Members consider and approve the principle of extending the membership of the Chiltern and Wycombe Joint Waste

Collection Committee (JWCC) to include South Bucks District Council;

- ii) That members consider the draft amended Constitution and Terms of Reference appended to the report and delegate the final wording to the Head of Legal and Democratic Services in consultation with the relevant Portfolio Holders and the Head of Environment;**
- iii) That, provided each proposed constituent member authority of the extended JWCC agrees the principle under recommendation (a) above, the Constitution and Terms of Reference as amended shall come into effect on a date to be advised by the Head of Legal and Democratic Services and be incorporated into the relevant section of each Council's Constitution; and**

RECOMMENDED

- iv) That, if the Constitution and Terms of Reference are amended, the Council's Constitution be updated to reflect the agreed changes.**

173 MINUTES OF JOINT EXECUTIVE COMMITTEES

Cabinet Members noted the Minutes of the following Joint Executive Committee meeting:

- Chiltern & Wycombe Joint Waste Collection Committee – 29 September 2016

174 EXCLUSION OF THE PUBLIC

<p>RESOLVED –</p> <p>That under section 100 (A) (4) of the Local Government Act 1972 (as amended) the public be excluded from the meeting for the following item(s) of business on the grounds that they involved the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act.</p>
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Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)

175 CABINET REPORTS FROM POLICY ADVISORY GROUPS

Cabinet Members noted the Minutes of the meeting of the Communities, Health & Housing Policy Advisory Group held on 27 October 2016.

176 BUILDING SERVICES, MAINTENANCE, CLEANING & ASSOCIATED SERVICES AT CDC & SBDC

Consideration was given to the report which detailed the future provision of building plant maintenance and cleaning services for the main offices of Chiltern and South Bucks District Councils.

RESOLVED:

- i) That the contents of the report be noted; and**
- ii) That, subject to the agreement of South Bucks District Council, the appointment of Derwent FM to provide building plant maintenance and cleaning services for Chiltern and South Bucks District Councils be approved;**

177 AMERSHAM MULTI STOREY CAR PARK DEVELOPMENT PROJECT

Cabinet Members were asked to note the progress made on the project to provide additional car parking at Amersham Multi Storey Car Park (AMSCP) and to note the spend on consultancy costs to enable the project to proceed through planning, detailed design and costings to allow the full business case to be presented to Councillors in April 2017. Whilst being supportive of the project to provide additional car parking at the multi-storey some members expressed their concerns as to how this project now appeared to supersede the original decision of Cabinet to fund and proceed with an over-roof of the existing car park and associated installation of photo-voltaic cells. A further report on this matter was requested.

RESOLVED:

- i) That the spend on consultancy to date of £199,950 be noted and that the on-going commitment of £591,000 be approved to complete the detailed design, specification and costings to enable planning consent to be obtained and the full business case to be prepared for submission to Cabinet. Monies to be contained within the existing capital programme.**
- ii) With regard to the sums allocated to the Amersham Multi Storey Car Park Over-roofing and Photo Voltaic System projects in the approved Capital Programme a report be submitted to the next meeting of Cabinet regarding the need, or otherwise, for these works in the light of (i) above.**
- iii) That the full business case will be reported to Cabinet for their decision in April 2017; and**
- iv) That the Interim Director of Services be authorised to negotiate any necessary agreements to enable this project to progress as indicated within the report and to conclude any necessary documentation.**

178 ALTERNATIVE STAFF PARKING

Consideration was given to the report which proposed additional parking capacity for Chiltern District Council staff during the construction of the Amersham Multi Storey Car Park (AMSCP) extension by renting land in Amersham.

RESOLVED:

- i) That the proposal to rent land for temporary parking as described in the report be agreed;**
- ii) That the Head of Environment be authorised to negotiate and complete a short term lease as proposed with the landowner;**
- iii) That the necessary clearance works at a cost of £15,000 be agreed; and**
- iv) That further consultation will take place with a view to possibly purchasing the land in due course with a report to be prepared for future meetings of Corporate Asset Management Group and Cabinet for consideration.**

The meeting ended at 5.45pm

SUBJECT:	28 Day Notice
REPORT OF:	<i>Portfolio Holder for Support Services</i>
RESPONSIBLE OFFICER	<i>Head of Legal & Democratic Services</i>
REPORT AUTHOR	<i>Charlotte Griffin, 01494 732011, cgriffin@chiltern.gov.uk</i>
WARD/S AFFECTED	<i>All</i>

1. Report

The Access to Information Regulations 2012 place a requirement on Councils to publish a notice 28 days before every executive or joint executive meeting detailing all Key Decisions and Private Reports to be considered. The [28 Day Notice](#) is published on the Council's website.

RECOMMENDATIONS

The Cabinet is asked to note the following draft 28 Day Notices:

- Cabinet
- Joint Committee

Background Papers:	None
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28 Day Notice

**Local Authorities (Executive Arrangements) (Meetings and Access to Information)
(England) Regulations 2012**

This is a Notice of an intention to make a Key Decision on behalf of the Local authority (Regulation 9) and an intention to meet in private to consider those items marked as 'Private Reports' (Regulation 5).

A further Notice (the 'Agenda') will be published no less than 5 working-days before the date of the Cabinet meeting and will be available at www.chiltern.gov.uk/democracy

Leader (Councillor Isobel Darby)					
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date	Private Report (Y/N) and Reason Private ⁴	Lead Officer ⁵
No	Joint Business Plan Refresh: to consider the Joint Business Plan for 2017	Resources 28 Mar 17 Services 21 Mar 17	Cabinet 4 April 17	No	Sarah Woods Email: swoods@chiltern.gov.uk
No	Performance Indicator Review 2017-18: to review the Performance Indicators for 2017-18	Resources 28 Mar 17 Services 21 Mar 17	Cabinet 4 April 17	No	Sarah Woods Email: swoods@chiltern.gov.uk
No	Quarter 3 Performance Reports 2016-17: to consider the performance reports for quarter 3	Resources 28 Mar 17 Services 21 Mar 17	Cabinet 4 April 17	No	Sarah Woods Email: swoods@chiltern.gov.uk

Support Services - Deputy Leader (Councillor Mike Stannard)					
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date	Private Report (Y/N) and Reason Private ⁴	Lead Officer ⁵

Sustainable Development (Councillor Peter Martin)					
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date	Private Report (Y/N) and Reason Private ⁴	Lead Officer ⁵

Environment (Councillor – Mike Smith)					
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date	Private Report (Y/N) and Reason Private ⁴	Lead Officer ⁵
Yes	Amersham Multi-Storey Car Park Development Business Case: To consider the business case	CAMG 8 March 17 Services 21 March 17	Cabinet 4 April 17	Yes (Paragraph 3)	Chris Marchant Email: cmarchant@chiltern.gov.uk
Yes	Parking Improvements at King George V House: To agree the creation of additional parking spaces	CAMG 8 March 17	Cabinet 4 April 17	Yes (Paragraph 3)	Louise Dove Email: ldove@chiltern.gov.uk
Yes	Energy Strategy: To consider adoption of the Buckinghamshire Energy Strategy		Cabinet 4 April 17	No	Ben Coakley Email: bcoakley@chiltern.gov.uk

Customer Services (Councillor – Fred Wilson)					
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date	Private Report (Y/N) and Reason Private ⁴	Lead Officer ⁵

Community, Health & Housing (Councillor Graham Harris)					
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date	Private Report (Y/N) and Reason Private ⁴	Lead Officer ⁵
Yes	Chiltern's Community & Wellbeing Plan 2017-2020: To adopt the new Chiltern Community & Wellbeing Plan	CHHPAG 30 January 17 Services 21 March 17	Cabinet 4 April 17	No	Paul Nanji Email: pnanji@chiltern.gov.uk
Yes	Homelessness Strategy: To consider a joint Homelessness Strategy	CHHPAG 20 March 17 Services 21 March 17	Cabinet 4 April 17	No	Michael Veryard Email: mveryard@chiltern.gov.uk
Yes	Regulators Code for shared services: To consider the shared service regulators enforcement code	Services 21 March 17	Cabinet 4 April 17	No	Martin Holt Email: mholt@chiltern.gov.uk
No	Chiltern District Council Strategic Housing Framework 2014-15: To receive an update on affordable housing delivery and to consider the Council's draft Strategic Housing Framework 2014-15	CHHPAG 21 March 17 Services 21 March 17	Cabinet 4 April 17	No	Michael Veryard Email: mveryard@chiltern.gov.uk
No	Revitalisation Group - Update Report: To update key outcomes of the local Revitalisation Groups (2016/17) and agree Capital Grants Awards	CHHPAG 30 Jan 17	Cabinet 4 April 17	No	Paul Nanji Email: pnanji@chiltern.gov.uk
No	Sustainability and Carbon Reduction Strategy: The development and implementation of an updated joint strategy for South Bucks DC and Chiltern DC, building on existing activities and opportunities	CHHPAG 20 June 17	Cabinet 27 June 17	No	Joanna Faul Email: jfaul@chiltern.gov.uk

28-DAY NOTICE – FORWARD PLAN**Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012**

This is a Notice of an intention to make a Key Decision on behalf of the Local authority (Regulation 9) and an intention to meet in private to consider those items marked as 'Private Reports' (Regulation 5).

A further Notice (the 'Agenda') will be published no less than 5 working-days before the date of the Cabinet meeting and will be available at: [Chiltern District Council](#) & [South Bucks District Council](#)

CHILTERN & SOUTH BUCKS JOINT COMMITTEE (JC)

Meeting: 11 April 2017 (SBDC)					
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation How/When ³	Decision Maker & Date	Private Report (Y/N) and Reason Private ⁴	Contact Officer and Telephone Number
No	Chiltern & South Bucks Joint Committee Programme Update		JC 11 April 17	No	Jim Burness jburness@chiltern.gov.uk Jim.burness@southbucks.gov.uk
Yes	Accommodation Strategy: Consideration of office accommodation requirements in context of new ways of working		JC 11 April 17	No	Jim Burness jburness@chiltern.gov.uk Jim.burness@southbucks.gov.uk
Yes	Shared Service Cost Splits: To review the costs splits that are used for shared services		JC 11 April 17	No	Rodney Fincham rfincham@chiltern.gov.uk Rodney.fincham@southbucks.gov.uk

SUBJECT:	BUDGET & COUNCIL TAX REPORT 2017/18
REPORT OF:	Support Services Portfolio Holder
RESPONSIBLE OFFICER	Director of Resources
REPORT AUTHOR	Jim Burness (JBurness@chiltern.gov.uk)
WARD(s) AFFECTED	All

1. Purpose of Report

- 1.1 This report provides information affecting the Council's revenue budget for 2017/18 in order for the Cabinet to make recommendations to Council on 28th February regarding the Council's budget and council tax for 2017/18.

2. Recommendations

Revenue Budget 2017/18

- 1) Approve the Revenue budget for 2017/18 as summarised in the table in paragraph 5.15, and recommend this to Council.
- 2) Agree that no support is provided to CDC parishes in respect of the impact of Council Tax Support on their tax bases for 2017/18 as the authority no longer receives Revenue Support Grant.
- 3) Agree the following use of earmarked reserves for 2017/18:
 - Local Development Plan £268k
- 4) Agree, or amend, the following additions to earmarked reserves for 2017/18
 - Capital – Funding replacement refuse vehicles, £394k
 - Capital – Funding of capital programme, £1,028k
 - HS2, £150k
 - Elections, £20k
 - Planning Digitalisation, £105k.
- 5) Approve a budget requirement of £10,747k, which will result in a District council tax of £175.62 for a Band D property.
- 6) Confirm the level of fees and charges for 2017/18 (Appendix C).
- 7) Note the advice of the Director of Resources (Appendix A).

Setting the Council Tax

- 8) Agree that this report be made available to all Members of the Council in advance of the Council Tax setting meeting on 28th February, and a final report is produced for the Council

meeting incorporating the information from preceptors, and the final decisions of the Cabinet on the budget.

Medium Term Financial Strategy

9) To note the comments in the report on the Council's financial position in respect of the years following 2017/18.

3. Executive Summary

3.1 It is the responsibility of the Cabinet to prepare a revenue budget for approval by the Council which will form the basis of setting the council tax. It also outlines the main issues affecting the Council's future financial position, as it is prudent to consider not just a single financial year in isolation.

4. Reason for Recommendations

- 4.1 The Cabinet is required to recommend to Council a budget as the basis of setting the District element of the council tax. The information within the report will be the basis for the whole Council taking the decisions on the council tax, and this is why the report will be made available to all members.
- 4.2 When considering its budget the Council needs to be mindful of the medium term financial position, and this is covered within this report.

5. Information

5.1 This report is divided into a number of sections, that as a whole cover the various elements that need to be considered when setting the Council's budget for the coming year and the council tax for the District. Based on consideration of the information in the report, the Cabinet needs to make recommendations to the Council meeting in February where the total council tax, including the element relating to preceptors, will be decided.

Contents of Report

Section A	Financial Context and Base Budget position
Section B	Investment Income and Grants
Section C	Budget Requirement and Council Tax Issues
Section D	Medium Term Financial Strategy Update
Section E	Advice of Director of Resources

Section A - Financial Context and Base Budget position

- 5.2 In December the Cabinet considered the draft service budgets and information available at that stage on the overall position related to Government funding.
- 5.3 On 15 December the Government announced the provisional Local Government financial settlement for 2017/18.
- 5.4 For Chiltern the following table shows the key figures for 2017/18.

	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Business Rate Baseline	8,062	8,216	8,284	8,352
Business Rate Tariff	-6,732	-6,861	-6,918	-6,958
Baseline Need	1,330	1,355	1,366	1,394
Revenue Support Grant (RSG)	1,506	1,125	407	0
Settlement Funding Assessment	2,836	2,480	1,773	1,394
Year on Year Change (£k)		-356	-707	-379
Year on Year Change (%)		-13%	-29%	-21%

- 5.5 The table illustrates the continuing material reduction in funding to the Council that had been anticipated.
- 5.6 Funding reductions will continue in future years. In particular current indications are that in 2019/20 CDC will be subject to an additional tariff payment "negative RSG" of £848k.
- 5.7 The Business Rate Baseline represents the Government's estimate of the amount of business rates it anticipates the Council will collect. However income from Business Rates can be materially affected by appeals lodged by businesses with the Valuation Office. Successful appeals will reduce the business rates collectable.
- 5.8 Growth in business rates above the Baseline are currently subject to a 50% levy, with the levy being additional payments to the Government. The amount of the levy can be reduced if groups of authorities pool their business rates and payments to the Government. As Chiltern and two other Bucks Districts, South Bucks and Aylesbury Vale, expect to have business rate growth, they have formed a pool for 2017/18 in order to retain more of the growth.

Section B - Investment Income and Grants

- 5.9 The Council's Treasury Management Strategy for 2017/18, which is also being considered at this meeting, sets out the approach aiming to deliver investment income for 2017/18 of £100k.
- 5.10 In 2017/18 the Council also expects to incur borrowing costs, in order to fund the extension of the Amersham Multi Storey Car Park, dependant on Members approving a detailed business case during the course of the year.

- 5.11 An important source of grant funding for the authority is the New Homes Grant that rewards authorities for each new home by providing a grant equivalent to the national average Band D council tax for a number of years following completion of the property. The cumulative funding the Council will receive in 2017/18 from this source is £1,126k, an increase on the current year of £79k.
- 5.12 The Government has made a number of changes to the New Homes Grant system this year as follows:
- The number of years that the reward will be paid for (currently 6 years in 2016/17) will reduce to 5 years in 2017/18 and 4 years from 2018/19.
 - Introducing a minimum baseline for housing growth numbers of 0.4%. Grant is only received for growth above this baseline. For Chiltern this is approximately 198 units.
- 5.13 This year there is no offer of a Council Tax Freeze grant.

Section C - Budget Requirement and Council Tax Issues

- 5.14 Since Cabinet reviewed the draft budget in December there have been six adjustments as follows:
- Extra income from green waste charges £36k.
 - Extra income from car park charges £202k.
 - Extra expenditure to investigate setting up a Community Infrastructure Levy £50k – to be funded from the Planning / Local Development Fund Reserve.
 - Cost increase due to an increase in the employers' pension contribution rate £115k.
 - Cost increase for the waste contract, due to amendments to the indexation and housing number estimates £91k.
 - Extra Local Council Tax Admin Support grant £16k.
- 5.15 The build-up of the budget, based on a 1.9% increase in the District council tax, is summarised in the following table.

Revenue Budget	2016/17 £'000	2017/18 £'000
Leader	624	641
Community, Health & Housing	1,722	1,818
Customer Services	1,067	1,203
Environment	1,368	1,565
Support Services	3,309	3,147
Sustainable Development	1,235	1,132
Trading Undertakings	-221	-223
Net Cost of Services	9,104	9,283

Revenue Budget	2016/17 £'000	2017/18 £'000
Investment Income	-140	-100
Notional Interest on Refuse Vehicles	54	37
Borrowing costs	-	98
Payment to Parishes	29	-
Use of Earmarked Reserves		
- LDD	-163	-268
- Contribution to fund replacement refuse vehicles	394	394
- Contribution to fund capital programme	1,412	1,028
- Contribution to HS2 reserve	-	150
- Contribution to Election reserve	20	20
- Contribution to Planning Digitalisation Reserve	-	105
Budget Requirement	10,710	10,747

- 5.16 The draft budget proposes using earmarked reserves as follows:
- Local Development Document (LDD) reserve, £267,500. This is to fund the estimated costs in 2017/18 of progressing the joint Local Plan (£217,500) and the estimated cost of investigating setting up a Community Infrastructure Levy (£50,000).
- 5.17 In 2017/18 the Council is in the position of having a revenue surplus of £1,283k, and there are proposals in the report to allocate the surplus as follows:
- HS2 earmarked reserve, £150k, as a contingency against HS2 nor reimbursing the full costs of the Council's work required in the implementation of the scheme.
 - To establish an earmarked reserve of £105k, to fund the CDC share of the costs of the project to digitise planning data, that was considered by the Joint Committee in January 2017.
 - To allocate the remaining surplus, £1,028k, to the Capital Programme. The projection of the Capital programme is that capital resources would be exhausted in 2019/20 without this injection. The report on the Capital Programme on this agenda illustrates the position in more detail.
- 5.18 The draft budget has been discussed at the Resources Overview Committee and any comments received will be made known to members at the meeting. The Support Services PAG has also reviewed the level and distribution of the Council's reserves and provided advice to the Portfolio Holder.
- 5.19 The latest budget monitoring information shows that the forecast level of general reserves at the end of the current financial year to be £2,417k. Section E of the report contains the Director of Resources advice on the level of reserves.

Section D - Medium Term Financial Strategy Update

5.20 The following table sets out the current Medium Term Financial projections.

	2017/18 BUDGET	2018/19 BUDGET	2019/20 BUDGET	2020/21 BUDGET	2021/22 BUDGET
	£	£	£	£	£
<u>Income</u>					
Non Domestic Rates (NDR) - Baseline	(1,394)	(1,435)	(1,480)	(1,525)	(1,571)
Non Domestic Rates (NDR) - Growth	(300)	(300)	(300)	0	0
Revenue Support Grant	0	0	0	0	0
New Homes Grant	(1,126)	(641)	(719)	(557)	(419)
General Grants - Transition Grant	(100)	0	0	0	0
General Grants - Other	0	0	0	0	0
Tariff / Top Up Adjustment	0	0	848	848	848
Interest & Investment Income Receivable	(100)	(60)	(40)	(40)	(40)
Collection fund (surplus)/deficit - Council Tax	(114)	(114)	(114)	(114)	(114)
	(3,135)	(2,549)	(1,806)	(1,388)	(1,295)

<u>Service Expenditure</u>					
Leader Portfolio (ID)	641	654	667	680	694
Community, Health & Housing (GH)	1,818	1,855	1,892	1,930	1,968
Customer Services Portfolio (FW)	1,203	1,227	1,252	1,277	1,302
Environment (MSm)	1,565	1,596	1,628	1,660	1,694
Support Services (MSt)	3,147	3,210	3,274	3,339	3,406
Sustainable Development Portfolio (PM)	1,132	1,154	1,177	1,201	1,225
Trading Undertakings (MSm)	(223)	(228)	(232)	(237)	(242)
<u>New Pressures</u>					
Additional Pension Deficit Contribution	0	0	0	0	0
Council Elections - Fund from reserves	0	0	70	0	0
Waste retender - Procurement Costs	0	0	100	100	0
Waste retender - Cost Change	0	0	0	150	150
Infrastructure Mitigation (ie HS2)	0	0	0	0	0
<u>New Savings</u>					
Planning Shared Service	0	(42)	(155)	(189)	(189)
Net additional income from AMSCP expansion	0	8	(37)	(83)	(116)
Increased income from car parks generally	0	0	0	0	0
Phase 3 Stronger in Partnership Savings	0	(100)	(150)	(250)	(250)
Net additional income from new Chilterns Pools	0	0	(200)	(350)	(450)
Chiltern Crematorium Surplus - Current	0	0	(250)	(250)	(250)
Net Cost of Services	9,282	9,334	9,035	8,979	8,943

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Chiltern District Council

Cabinet 7th February 2017

	2017/18 BUDGET	2018/19 BUDGET	2019/20 BUDGET	2020/21 BUDGET	2021/22 BUDGET
Other Expenditure					
Notional Interest Payable - Refuse vehicles	38	22	7	0	0
Borrowing Costs - Interest	98	391	681	767	747
Borrowing Costs - MRP Repayment (40 yrs)	0	196	586	776	757
	136	609	1,274	1,543	1,504

Contributions to / (from) Reserves					
Contribution to / (from) LDF Fund	(268)	(268)	(268)	(268)	(268)
Contribution to Capital Prog - Refuse Vehicles	394	394	394	394	394
Contribution to Capital Prog - Other	913	0	0	0	0
Contribution to / (from) HS2 Reserve	150	0	0	0	0
Contribution to / (from) Elections Reserve	20	20	(70)	20	20
Contribution to / (from) Other Reserves	105	0	(100)	(100)	0
	1,314	146	(44)	46	146

Precept Required	7,713	7,540	8,460	9,180	9,298
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COUNCIL TAX CALCULATION					
Tax base	43,918	44,118	44,368	44,668	44,968
Tax Rate (Band D)	175.62	180.62	185.62	190.62	195.62
Precept Collectable	7,713	7,969	8,236	8,515	8,797

Savings Required	0	429	(225)	(665)	(502)
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Assumptions

- Government (RSG) funding assumed to reduce in line with the information contained in the provisional Local Government Settlement, including the effect of the additional tariff. From 2020/21 onwards an estimate has been made of £300k for the cost to the Council of the outcomes of the Government's "Fair Funding" review of local authority funding, and the full rebasing of the business rates top up and tariff arrangements.
- The forecast growth in business rates for 2017/17 (£300k after 50% levy) is assumed to be sustained over the period to 2020/21, and that full retention of business rates comes into effect in 2019/20, enabling all the growth to be retained locally.
- Continued growth in housing numbers resulting in continued New Homes Grant.
- Expenditure assumed to increase for planning purposes by broadly 2% per annum approximately as a result of cost pressures.
- Council tax assumed to increase by £5 per annum.

5.21 The forecast table shows the potential future funding gap for the Authority that develops from 2019/20. The forecast deficit position for 2019/20 essentially arises from the introduction as part of the 2016/17 Settlement of the additional tariff ("negative RSG"), potential additional reduction in resources as a result of Government policies, and the borrowing costs associated with the potential leisure centre redevelopment.

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5.22 The picture is clearly one that shows of a continuing need to identify means of reducing net costs in the coming years. What the Authority has achieved to date has put it in the position where it can plan towards savings over more than one year. Also as council tax becomes increasing the main source of funding for the Council that it can influence, decisions on the level of the tax become important to the Council's medium term financial strategy.

5.23 In the medium term the key financial risks facing the Authority are:

- Responding to the significant reduction in Government funding, and the Council's ability to adjust its net expenditure base to cope with the reductions.
- The cost of waste services in the context of the waste disposal arrangements for Bucks.
- The cost of public inquiries or responding to major national infrastructure proposals affecting the District

Section E - Advice of the Director of Resources

5.24 The detailed advice of the Director of Resources as the Authority's statutory financial officer is set out in Appendix A. In summary the key points of the advice are as follows.

- The estimates for 2017/18 have been prepared in a thorough and professional manner.
- The key budget risks have been identified.
- The main financial risks to the Council for the coming year have been assessed as follows.
 - Shortfall on income targets.
 - The cost of major planning inquiries, enforcement actions or responding to national infrastructure proposals that impact on the area. Specific earmarked reserves exist to cover these matters.
 - The costs of temporary accommodation, and supporting housing solutions. Specific earmarked reserves exist to cover some of these matters.

5.25 The suggested prudent level of general reserves for 2017/18 is £900k. The Appendix also sets out the estimated level of earmarked reserves at the end of 2016/17.

5.26 In the medium term the Authority will continue to face risks from:

- Managing the gap between cost increases the Council will face year on year, and the continued significant reductions in government funding, and the limitation of council tax increases. Key to managing this risk will be identifying further savings for the years from 2019/20 onwards.
- The costs of reaching and enforcing the Council's planning decisions, or responding to major national infrastructure proposals.
- The costs of the Authority's waste collection and recycling services in the context of Bucks CC's disposal arrangements.

6. Consultation

6.1 The draft budget has been considered by the Resources Overview Committee.

7. Options

- 7.1 The report sets out the position based on increasing the district element of the council tax to £175.97.
- 7.2 There is the option of not increasing the Council Tax. This would result in less resource being available to fund the capital programme and the funding gap increasing in future years.
- 7.3 There is also the option of increasing the Council by more than the referendum threshold of £5. However it is not considered realistic to consider a local referendum due to the cost of organising a referendum, and the risk of voters not supporting any additional increase in Council Tax.

8. Corporate Implications

8.1 The strategic and financial risks facing the Authority are set out in the report.

9. Links to Council Business Plan

9.1 The Council's code of corporate governance highlights the importance of having in place clearly documented processes for policy development, review and implementation, decision making, and monitoring and control. Following from this is the requirement for sound financial management, being able to demonstrate resources are aligned to the corporate priorities of the Council, and that any material risks are assessed. Establishing a sound and sustainable financial base is important for delivering the Council's objectives.

10. Next Steps

- 10.1 The report and Cabinet's decisions will form the basis of the Council tax decision of the Council on 28 February.
- 10.2 A report will be produced for the Council meeting bringing together the precepts that have been notified to the Council, from parishes and the major precepting bodies. This will then enable the Council to set the overall council tax for the area.

Background Papers:	None
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CHIEF FINANCIAL OFFICER REPORT

- .1 I am making this report in compliance with the personal responsibilities placed upon me by s25 to s28 of the Local Government Act 2003. The legislation requires me to report to the Authority on two matters.
- The robustness of the estimates it makes when calculating its budget requirement.
 - The adequacy of the Authority's reserves, taking into account the experience of the previous financial year.

Robustness of Estimates

- .2 The process for preparing the budgets started in the autumn of 2016. From the outset the budget development was influenced by a number of key factors.
- The need to keep expenditure and likely resources in balance given the limitations on increases in council tax and the continuing significant reductions in Government funding.
 - The national economic picture that affects many of the Council's main income streams and levels of housing and benefits expenditure.
 - The need to resource the implications of the corporate Business plan to enable the Council to make progress on its corporate aims.
- .3 During 2016 the Authority has continued its working with South Bucks DC and is near to completing a programme of service reviews to develop joint working and the benefits this provides. The savings from the completed service reviews are reflected in the 2017/18 budgets. As in recent years the 2017/18 budget is integrated with the Authority's service planning process, and therefore plans reflect the resources available.
- .4 The budget process has rigorously limited new expenditure to only the unavoidable minimum.
- .5 The medium term financial position of the Council clearly indicated the need to continue to make savings for future years, and work is in progress to identify further savings options for future years, and this is expected to include the benefits from continuing joint work with South Bucks DC. The continued focus on delivering savings or increasing income is important, and part of this will be having in place mechanisms to monitor and report on agreed savings.
- .6 The detailed budget preparation was overseen by an experienced qualified accountant, supported by other finance staff familiar with the requirements of the budget preparation process. The basis of the estimates included the following elements which are in my view crucial to setting realistic budgets.
- Staffing budgets are prepared on a zero base approach, and are built up based on the actual staffing establishment and its current costs. The final budgets also include a

vacancy factor of 2% consistent with that used in past years which has proved to be realistic.

- The budgets reflect as far as can be determined costs of major contracts including known or likely cost increases.
- The budgets are informed by the results of the 2016/17 budget monitoring and recognise those issues that are unavoidable and would carry through into 2017/18.
- The budget identified any recurring costs of Council decisions taken since March 2016.

.7 The detailed budgets have been scrutinised by:

- Officers
- Portfolio Holders
- Resources Overview Committee

.8 In particular the draft budgets were thoroughly examined by Cabinet members in an exercise led by the Portfolio Holder for Support Services. The budget does not contain any unspecified or unrealistic savings proposals or contingencies.

.9 Investment income expectations reflect a realistic view on the level of interest rates and borrowing costs over the next few years and likely cash balances, and this is reflected within the treasury management strategy.

.10 Finally the budgets have been assessed as part of the Authority's approach to risk management and the major financial risks identified. These will be referred to in the following section dealing with the adequacy of reserves.

.11 Taking all these factors into account I am satisfied that the estimates have been prepared on a robust basis.

Adequacy of Reserves

.12 The Council has a policy on its reserves, and this policy accords with the guidance issued by the Chartered Institute of Finance and Accountancy (CIPFA). In essence the Policy states that the minimum level should be based on 7½% of the net cost of services, plus any material financial risks identified for the coming financial year for which specific provision has not been made.

.13 With regard to Business rates, the Council will continue to account for the business rates timing adjustments via a 'NDR Timing Difference' adjustment to the General Fund balance.

.14 The Code of practice on local authority accounting requires the purpose, usage and basis of transactions of earmarked reserves to be identified clearly. The Council has a number of earmarked reserves where it has full control over their deployment. These need to be kept under review taking into account the current financial issues facing the Council. The following table shows the Council's reserves position estimated for 31st March 2017.

Description	31/3/17 £k	Comment
Business Rates Equalisation Reserve	250	To offset any in year loss in retained business rates to the District not covered by the business rates safety net arrangements.
Rent Deposit/Private Leasing and Homelessness/Repossession prevention reserve	115	To provide funding to assist households in accessing affordable housing and reducing temporary accommodation and avoiding homelessness
Neighbourhood Planning Reserve	17	To hold Neighbourhood Planning Grant until expenditure incurred
Housing Benefits Reserve	508	To be used for service transformation to improve capacity and resilience to cope with forthcoming change.
Election Fund	60	To meet the cost of local elections as and when required
Community Support Reserve	66	Funding secured in previous years to be used to support community safety projects.
Waste Initiatives Reserve	294	Reserve established to provide support for delivery of waste and recycling projects across the District
Local Development Framework & Planning Reserve	892	To meet costs of major planning appeals and enforcement actions and the joint Local Development Plan process, including studies and surveys.
HS2 Reserve	246	To cover potential costs involved in seeking to mitigate the impact of HS2 on the area through legal and parliamentary processes.
Transformation & Workforce Strategy Reserve	200	To enable the Council to progress organisational and service delivery change including joint working
Economic Development Reserve	300	To support projects with local business and other partners to benefit the local economy
Car Parking	100	To fund parking capacity assessments when required
Affordable Housing	1,000	To support the provision of affordable housing

Description	31/3/17 £k	Comment
S106 reserve	25	To hold unconditional s106 monies
Pension Fund	1,000	To provide scope for additional pension deficit contributions if considered appropriate.
Leisure Fund	1,000	For development of leisure provision
Refuse Vehicles Fund	1,166	To provide for the replacement of the vehicles over the 7 year period to 2021
Repairs & Renewals Fund	428	For the replacement of vehicles, plant, machinery and equipment as required and as a contingency for major repairs to buildings as part of the capital programme
Capital Projects Reserves	2,637	This reserve is held to provide resources for capital expenditure.
Total Earmarked Reserves	10,304	

- .15 In considering the level of general reserves in addition to the cash flow requirements, the following factors are considered:

Budget assumptions	Financial standing and management	Comment on CDC position
The treatment of inflation and interest rates	The overall financial standing of the Authority (level of borrowing, debt outstanding, council tax collection rates)	The budgets are based on known price increases as far as is possible. External advice has been taken on interest rate forecasts and these have been used with prudent assessments of the level of cash available for investment. This is set out in the Treasury Management Strategy.
Estimates of the level and timing of capital receipts	The Authority's track record in budget and financial management	The forecast of future capital receipts reviewed over the course of the budget process. At present no major receipts are anticipated in the coming years.
The treatment of demand led pressures	The Authority's capacity to manage in-year budget pressures	The Authority has in place regular budget monitoring procedures to identify any in year pressures, and to consider what actions can be taken. Reports are produced monthly for Management Team

Budget assumptions	Financial standing and management	Comment on CDC position
		and Cabinet members. The budget process has also picked up any demand led pressures that need to be built into the 2017/18 budget. There are quarterly budget review meetings with members to review the current year's position and future years' issues.
The treatment of savings/efficiency gains	The strength of financial information and reporting arrangements	The budget preparation and monitoring processes are used to identify and monitor savings. The deployment of savings is determined by the Council's budget process and its medium term financial strategy which directs resources towards priorities and ensures overall matching of expenditure to resources.
The financial risks inherent in any significant new funding partnerships or major capital developments	The Authority's virement and end of year procedures in relation to budget under/overspends at authority and departmental level	The Council undertakes a risk assessment of the budget risks it faces. The major risks for 2017/18 are highlighted below.
The availability of other funds to deal with major contingencies	The adequacy of the Authority's insurance arrangements to cover major unforeseen risks.	The Authority has sufficient reserves to cover insurance liabilities. It has also the resources in general or earmarked reserves to make reasonable contingencies against matters such as housing pressures, national infrastructure projects, major enforcement actions etc.

- .16 From the preceding table it can be seen that the Authority takes action to reduce budget risk and therefore influence the level of reserves it needs to hold. There will always be areas of risk or uncertainty and which need to be assessed as part of the budget process.
- .17 The main financial risks to the Council for the coming year have been assessed as follows.

- Shortfall on income targets (See Appendix B Sensitivity Analysis).
- The cost of major planning inquiries, enforcement actions or responding to national infrastructure proposals that impact on the area primarily HS2. Specific earmarked reserves exist to cover these matters.
- The costs of temporary accommodation, and supporting housing solutions. Specific earmarked reserves exist to cover some of these matters.

.18 In the longer term there will be the risks of:

- Managing the gap between cost increases the Council will face year on year, and the continued significant reductions in government funding, and the limitation of council tax increases. Key to managing this risk will be identifying further savings for the years from 2019/20 onwards.
- The costs of reaching and enforcing the Council's planning decisions, or responding to major national infrastructure proposals. This would include major issues such as HS2 and airports expansion.
- The costs of the Authority's waste collection and recycling services in the context of Bucks CC's disposal arrangements.

.19 As a small authority the Council is always faced with the risk to achieving its objectives from capacity and reliance on a number of key staff. Therefore staffing issues will need to be kept carefully under review going forward and establishing joint teams with South Bucks DC will help improve resilience.

.20 Taking all these factors into account it would be advisable to plan for a level of general reserves of at least around £900k for the forthcoming financial year, exclusive of any specific contingencies for which earmarked reserves have been established (see table above). This figure is made up as follows.

	£k
7½% Net Cost of Services	700
Potential Income shortfalls	100
Potential temporary accommodation costs	100
	<u>900</u>

Legal Considerations

.21 The setting of the budget and the council tax by Members involves their consideration of choices and alternatives and Members have considered these in various earlier reports. No genuine and reasonable options should be dismissed out of hand and Members must bear in mind their fiduciary duty to the council taxpayers of Chiltern District Council. Should Members wish to make additions or reductions to the budget, on which no information is given in the report before Members, they should present sufficient information on the justification for and consequences of their proposals to enable the Cabinet (or the Council) to arrive at a reasonable decision on them.

- .22 The report sets out relevant considerations for Members to consider during their deliberations, including the statement above from the Chief Financial Officer. Members are reminded of the need to ignore irrelevant considerations. Members have a duty to seek to ensure that the Council acts lawfully. They are under an obligation to produce a balanced budget and must not knowingly budget for a deficit. Members must not come to a decision that no reasonable authority could come to, balancing the nature; quality and level of services that they consider should be provided, against the costs of providing such services.
- .23 Members are reminded of s106 of the Local Government and Finance Act 1992, which prohibits any Member who has not paid for at least two months his/her Council Tax when it becomes due, from voting on setting the budget and making of the Council Tax and related calculations.

Jim Burness
Director of Resources
February 2017

Budget Sensitivity Analysis 2017/18 (CDC)

This paper looks at a number of the key budget risk areas and analyses the sensitivity of these to changes in circumstances.

Change in Demand	Worsen Budget Position		2017/18 Budget	Improve Budget Position	
	10% Decrease	5% Decrease		5% Increase	10% Increase
	£	£	£	£	£
Car Park Income - Amersham Multi Story	-68,700	-34,350	-687,000	34,350	68,700
Car Park Income - Surface Car Parks	-110,970	-55,485	-1,109,700	55,485	110,970
Car Park Income - Penalty Charges	-9,000	-4,500	-90,000	4,500	9,000
Development Management Income	-71,000	-35,500	-710,000	35,500	71,000
Land Charges Fees	-15,000	-7,500	-150,000	7,500	15,000
Recycling Credits	-42,480	-21,240	-424,800	21,240	42,480
Green Waste	-45,600	-22,800	-456,000	22,800	45,600
Licensing Income - Taxis (CDC Share)	-5,243	-2,622	-52,431	2,622	5,243
Licensing Income - Other (CDC Share)	-5,484	-2,742	-54,838	2,742	5,484
Building Control Income (CDC share)	-52,360	-26,180	-523,600	26,180	52,360
Difference	-425,837	-212,918		212,918	425,837
Change in Interest Earnings	20% Decrease	10% Decrease		5% Increase	10% Increase
Interest earnings	-20,000	-10,000	-100,000	5,000	10,000
Difference	-20,000	-10,000		5,000	10,000
Other Significant Financial Risks	Worst Case	Slightly Worse	2017/18 Budget	Slightly Better	Best Case
	£	£	£	£	£
Planning appeals - legal costs	75,000	40,000	25,000	15,000	0
Planning enforcement - legal costs	75,000	40,000	25,000	15,000	0
	150,000	80,000	50,000	30,000	0
Difference	-100,000	-30,000		20,000	50,000
Grand Total	-545,837	-252,918		237,918	485,837

ENVIRONMENTAL SERVICES
REVISED CHARGES FROM 1 APRIL 2017

VAT Codes: (D45)=inclusive standard rated (D40)=plus standard rated (D08)=zero rated (D04)=non business, (D03)=exempt

ENVIRONMENT		General ledger code	2016/17 £	2017/18 £
Wheeled Bin and Delivery - 140 Litre	D04	W100-9345	40.00	40.00
Wheeled Bin and Delivery - 180 Litre	D04	W100-9345	40.00	40.00
Wheeled Bin and Delivery - 240 Litre	D04	W100-9345	40.00	40.00
Wheeled Bin and Delivery - 360 Litre	D04	W100-9345	40.00	40.00
Wheeled Bin and Delivery - 660 Litre	D04	W100-9345	225.00	225.00
Wheeled Bin and Delivery - 1100 Litre	D04	W100-9345	250.00	250.00
Recycling Box and Lid - Delivered	D04	W100-9345	6.00	6.00
Recycling Box Only - Pick up Only (CDC Offices)	D04	W100-9345	4.50	4.50
Recycling Lid Only - Pick up Only (CDC Offices)	D04	W100-9345	1.75	1.50
Reusable Bag and Delivery	D04	W100-9345	5.50	5.50
Reusable Bag - Pick Up Only (CDC offices)	D04	W100-9345	4.50	4.50
Outdoor Food Caddy and Delivery	D04	W100-9345	5.50	5.50
Outdoor Food Caddy - Pick Up Only (CDC Offices)	D04	W100-9345	4.50	4.50
Indoor Small 5L Food Caddy (if stock available) - CDC reception	D04	W100-9345	3.50	3.50
Corn Starch Liners (various sizes and numbers) - CDC reception	D45	W100-9345	£2 to £10	£2.50 to £10
Litter Pickers	D45	W100-9345	8.00	10.74
Bulky Waste Collection (3 items)	D04	W100-9460	36.00	36.00
Bulky Waste Collection (for those on means tested benefits)	D04	W100-9460	14.00	15.00
Special Empty of Contaminated Bins - 2 Wheeled	D04	W100-9792	£30 per bin	£40 per bin
Special Empty of Contaminated Bins - 4 Wheeled	D04	W100-9792	£75 per bin	£75 per bin
Green Waste Annual Charge - 1st Subscription	D04	W100-9463	35.00	38.00
Green Waste Annual Charge - 2nd Subscription	D04	W100-9463	70.00	70.00
Schools and Other Schedule 2 - Bin Rental 140L-240L	D04	W100-9461	52.00	52.00
Schools and Other Schedule 2 - Bin Rental 360L	D04	W100-9461	67.00	67.00
Schools and Other Schedule 2 - Bin Rental 660L	D04	W100-9461	67.00	67.00
Schools and Other Schedule 2 - Bin Rental 1100L	D04	W100-9461	120.00	120.00
Schools and Other Schedule 2 - Lift 140L-240L	D04	W100-9461	3.25	3.50
Schools and Other Schedule 2 - Lift 360L	D04	W100-9461	3.75	4.00
Schools and Other Schedule 2 - Lift 660L	D04	W100-9461	4.25	4.50
Schools and Other Schedule 2 - Lift 1100L	D04	W100-9461	4.50	4.75
Schools and Other Schedule 2 - One Use Sacks, pre paid sold per roll	D04	W100-9461	£1.25 per bag (Roll of 52)	£1.50 per bag (Roll of 52)
Abandoned Vehicle removal from private property	D04	W100-9792		75.00

**ENVIRONMENTAL SERVICES
REVISED CHARGES FROM 1 APRIL 2017**

VAT Codes: (D45)=inclusive standard rated (D40)=plus standard rated (D08)=zero rated (D04)=non business, (D03)=exempt

STREET NAMING		General ledger code	2016/17 £	2017/18 £
<u>Existing Properties</u>				
House name change	D40	C850-9353	82.00	90.00
<u>Numbering / Naming of New Properties</u>				
1 property	D04	C850-9353	128.00	180.00
2 to 5 properties	D04	C850-9353	128.00	258.00
6 to 25 properties	D04	C850-9353	230.00	335.00
26 to 75 properties	D04	C850-9353	250.00	392.00
76 to 100 properties	D04	C850-9353	352.00	480.00
100+ properties	D04	C850-9353	TBC with developer	TBC with developer
Additional charge where this includes naming of a street	D04	C850-9353	230.00	406.00
<u>Rename of Street - where requested by residents (Apportioned across number of addresses)</u>				
Note rarely carried out.				
1 to 5 properties	D40	C850-9353	546.00	1,000.00
6 to 25 properties	D40	C850-9353	612.00	1,280.00
26 to 75 properties	D40	C850-9353	689.00	1,600.00
76+ properties	D40	C850-9353	842.00	2,200.00
<u>Renumbering of Street - where requested by residents (Apportioned across number of addresses)</u>				
Note rarely carried out.				
1 to 5 properties	D40	C850-9353	561.00	1,000.00
6 to 25 properties	D40	C850-9353	643.00	1,280.00
26 to 75 properties	D40	C850-9353	765.00	1,600.00
76+ properties	D40	C850-9353	898.00	2,200.00

ENVIRONMENTAL SERVICES
REVISED CHARGES FROM 1 APRIL 2017

VAT Codes: (D45)=inclusive standard rated (D40)=plus standard rated (D08)=zero rated (D04)=non business, (D03)=exempt

GREAT MISSENDEN CEMETERY	General ledger code	2016/17 £	2017/18 £	
<u>Fees for the Use of the Cemetery for Interments:</u>				
In the graves for which no exclusive right of burial has been granted				
i) A stillborn child, or a person whose age at the time of death did not exceed one month *	D04	G380-9417	25.00	25.00
ii) A person whose age at the time of death exceeded one month but did not exceed twelve years *	D04	G380-9417	102.00	105.00
iii) A person whose age at the time of death exceeded twelve years *	D04	G380-9417	225.00	230.00
iv) for any interment at a depth exceeding six feet for members of the same family in a site and for each foot an additional *	D04	G380-9417	102.00	105.00
In a grave or vault for which an exclusive right of burial has been granted				
i) A stillborn child, or a person whose age at the time of death did not exceed one month *	D04	G380-9417	25.00	25.00
ii) A person whose age at the time of death exceeded one month but did not exceed twelve years *	D04	G380-9417	102.00	105.00
iii) A person whose age at the time of death exceeded twelve years *	D04	G380-9417	225.00	230.00
iv) for any interment at a depth exceeding six feet for members of the same family in a site and for each foot an additional *	D04	G380-9417	102.00	105.00
<u>Exclusive Rights of Burial in Perpetuity in an Earthen Grave</u>				
i) One Plot *	D04	G380-9418	387.00	395.00
ii) Two Plots *	D04	G380-9418	674.00	687.00
iii) Three Plots *	D04	G380-9418	925.00	940.00
<u>Monuments, Gravestones, Tablets and Monumental Inscriptions</u>				
For the right to erect:				
i) A headstone under no circumstances to exceed three feet in height or a foot stone not exceeding one foot in height *	D04	G380-9427	160.00	163.00
ii) A tablet on any grave or vault, or in the Lawn Cemetery, a plaque on a grave *	D04	G380-9427	160.00	163.00
iii) Any inscription after the first on a gravestone, tablet or memorial *	D04	G380-9427	84.00	86.00
Purchase of plot measuring 2ft x 2ft in Old Section of cemetery for				
burial of cremated remains *	D04	G380-9427	125.00	130.00
Burial of Cremated remains *	D04	G380-9427	102.00	105.00
Transfer of ownership of Exclusive Right of Burial	D04	G380-9418	60.00	62.00
^ The foregoing charges will be doubled where the person in respect of whom the charge is made, is or was not resident within the Chiltern District or in the case of a still born child or person whose ages at the time of death did not exceed one year where neither of the parents is or was at the time of interment, resident within the said area				

**ENVIRONMENTAL SERVICES
REVISED CHARGES FROM 1 APRIL 2017**

VAT Codes: (D45)=inclusive standard rated (D40)=plus standard rated (D08)=zero rated (D04)=non business, (D03)=exempt

CAR PARKS - DAILY CHARGES 7.30 a.m. to 6.00 p.m.

	General ledger code	2016/17 £	2017/18 £		General ledger code	2016/17 £	2017/18 £
Amersham Multi Storey	C755-9571			Civic Centre Car Park	C300-9571		
Up to 1 hour		0.60	0.70	Up to 1/2 hour		Free	Free
Up to 2 hours		1.20	1.40	Up to 1 hour		0.60	0.70
Up to 3 hours		1.80	2.00	Up to 2 hours		1.20	1.40
Up to 4 hours		2.40	2.50	Up to 3 hours		1.80	2.00
24 hours		5.00	6.00	MAXIMUM STAY 3 HOURS			
Sunday/Public Holiday		Free	Free	Sunday/Public Holiday		Free	Free
Amersham - Sycamore Road	C330-9571			Council Offices Car Park			
Up to 1 hour		0.60	0.70	Mon-Fri 5.30-Midnight		Free	Free
Up to 2 hours		1.20	1.40	Sunday/Public Holiday		Free	Free
Up to 3 hours		1.80	2.00				
Up to 4 hours		2.40	2.50	CLOSED TO THE PUBLIC AT ALL OTHER TIMES			
Up to 9 hours		3.50	3.60				
Over 9 hours			6.00				
Amersham Old Town	C270-9571			Chalfont St Giles - Blizzards Yard	C550-9571		
Up to 1 hour		0.60	0.70	Up to 1 hour		0.60	0.70
Up to 2 hours		1.20	1.40	Up to 2 hours		1.20	1.40
Up to 3 hours		1.80	2.00	Up to 3 hours		1.80	2.00
Up to 4 hours		2.40	2.50	Up to 4 hours		2.40	2.50
Over 4 hours		3.50	3.60	Over 4 hours		3.50	3.60
Sunday/Public Holiday		Free	Free	Sunday/Public Holiday		Free	Free
Amersham - Chiltern Avenue	C720-9571			Little Chalfont - Snells Wood	C700-9571		
Up to 1 hour		0.60	0.70	Up to 1 hour		Free	0.70
Up to 2 hours		1.20	1.40	Up to 2 hours		1.20	1.40
Up to 3 hours		1.80	2.00	Up to 3 hours		1.80	2.00
Up to 4 hours		2.40	2.50	Up to 4 hours		2.40	2.50
Up to 5 hours		3.50	3.60	Up to 5 hours		3.50	3.60
Sunday/Public Holiday		Free	Free	MAXIMUM STAY 5 HOURS			
				Sunday/Public Holiday		Free	Free
Amersham - Chiltern Pools	C710-9571			Chalfont St Peter - Church Lane	C580-9571		
Up to 1 hour		0.60	0.70	Up to 1 hour		0.60	0.70
Up to 2 hours		1.20	1.40	Up to 2 hours		1.20	1.40
Up to 3 hours		1.80	2.00	Up to 3 hours		1.80	2.00
MAXIMUM STAY 3 HOURS				Up to 4 hours		2.40	2.50
Sunday/Public Holiday		Free	Free	Over 4 hours		3.50	3.60
				Sunday/Public Holiday		Free	Free

**ENVIRONMENTAL SERVICES
REVISED CHARGES FROM 1 APRIL 2017**

VAT Codes: (D45)=inclusive standard rated (D40)=plus standard rated (D08)=zero rated (D04)=non business, (D03)=exempt

CAR PARKS - DAILY CHARGES 7.30 a.m. to 6.00 p.m.

	General ledger code	2016/17 £	2017/18 £		General ledger code	2016/17 £	2017/18 £
Chesham - Star Yard	C480-9571			Chesham - Albany	C360-9571		
Up to 1 hour		0.60	0.70	Up to 10 mins		0.10	0.10
Up to 2 hours		1.20	1.40	Up to 20 mins		0.20	0.20
Up to 3 hours		1.80	2.00	Up to 30 mins		0.30	0.30
MAXIMUM STAY 3 HOURS				Up to 40 mins		0.40	0.40
Sunday/Public Holiday		Free	Free	Up to 50 mins		0.50	0.50
				Up to 1 hour		0.60	0.70
				Up to 2 hours		1.20	1.40
				Up to 3 hours		1.80	2.00
				Up to 4 hours		2.40	2.50
				Over 4 hours		3.50	3.60
				Sunday/Public Holiday		Free	Free
Chesham - Catlings Car Park	C490-9571						
Up to 10 mins		0.10	0.10	Great Missenden - Buryfield	C660-9571		
Up to 20 mins		0.20	0.20	Up to 1 hour		0.60	0.70
Up to 30 mins		0.30	0.30	Up to 2 hours		1.20	1.40
Up to 40 mins		0.40	0.40	Up to 3 hours		1.80	2.00
Up to 50 mins		0.50	0.50	Up to 4 hours		2.40	2.50
Up to 1 hour		0.60	0.70	Up to 4 hours		3.50	3.60
Up to 2 hours		1.20	1.40	Over 9 hours		6.00	7.00
Up to 3 hours		1.80	2.00	Over 9 hours		6.00	7.00
Up to 4 hours		2.40	2.50	Sunday/Public Holiday		Free	Free
MAXIMUM STAY 4 HOURS							
Sunday/Public Holiday		Free	Free				
				Great Missenden - Link Road	C640-9571		
Chesham - East Street	C420-9571			Up to 1 hour		0.60	0.70
Up to 1 hour		0.60	0.70	Up to 2 hours		1.20	1.40
Up to 2 hours		1.20	1.40	Up to 3 hours		1.80	2.00
Up to 3 hours		1.80	2.00	Up to 4 hours		2.40	2.50
Up to 4 hours		2.40	2.50	Up to 4 hours		3.50	3.60
Over 4 hours		3.50	3.60	Over 9 hours		6.00	7.00
Sunday/Public Holiday		Free	Free	Over 9 hours		6.00	7.00
				Sunday/Public Holiday		Free	Free
Chesham - Water Meadow	C510-9571						
Up to 1 hour		0.60	0.60	Prestwood - High Street	C670-9571		
Up to 2 hours		1.20	1.20	Up to 1 hour		0.60	0.70
Up to 3 hours		1.80	1.80	Up to 2 hours		1.20	1.40
Up to 4 hours		2.40	2.40	Up to 3 hours		1.80	2.00
Over 4 hours		3.50	3.50	Up to 4 hours		2.40	2.50
Mkt Traders (1 day)		4.00	4.10	Up to 10½ hours		3.50	3.60
Sunday/Public Holiday		Free	Free	Sunday/Public Holiday		Free	Free

**ENVIRONMENTAL SERVICES
REVISED CHARGES FROM 1 APRIL 2017**

VAT Codes: (D45)=inclusive standard rated (D40)=plus standard rated (D08)=zero rated (D04)=non business, (D03)=exempt

CAR PARKS - SEASON TICKETS							
	General ledger code	2016/17 £	2017/18 £		General ledger code	2016/17 £	2017/18 £
<u>Amersham Multi Storey</u>	C750-9573			<u>Chesham - Water Meadow</u>	C750-9573		
1 monthly		78.00	78.00	1 monthly		68.25	68.25
3 monthly		234.00	234.00	3 monthly		204.75	204.75
6 monthly		416.00	416.00	6 monthly		364.00	364.00
12 monthly		780.00	780.00	12 monthly		682.50	682.50
<u>Amersham - Sycamore Road</u>	C750-9573			<u>Chalfont St Giles - Blizzards Yard</u>	C750-9573		
1 monthly		68.25	68.25	1 monthly		53.08	53.08
3 monthly		204.75	204.75	3 monthly		159.25	159.25
6 monthly		364.00	364.00	6 monthly		295.75	295.75
12 monthly		682.50	682.50	12 monthly		546.00	546.00
<u>Amersham Old Town</u>	C750-9573			<u>Chalfont St Peter - Church Lane</u>	C750-9573		
1 monthly		53.08	53.08	1 monthly		37.92	37.92
3 monthly		159.25	159.25	3 monthly		113.75	113.75
6 monthly		295.75	295.75	6 monthly		227.50	227.50
12 monthly		546.00	546.00	12 monthly		364.00	364.00
<u>Chesham - Star Yard</u>	C750-9573			<u>Great Missenden - Buryfield</u>	C750-9573		
1 monthly		68.25	68.25	1 monthly		68.25	68.25
3 monthly		204.75	204.75	3 monthly		204.75	204.75
6 monthly		364.00	364.00	6 monthly		364.00	364.00
12 monthly		682.50	682.50	12 monthly		682.50	682.50
<u>Chesham - Albany</u>	C750-9573			<u>Great Missenden - Link Road</u>	C750-9573		
1 monthly		68.25	68.25	1 monthly		68.25	68.25
3 monthly		204.75	204.75	3 monthly		204.75	204.75
6 monthly		364.00	364.00	6 monthly		364.00	364.00
12 monthly		682.50	682.50	12 monthly		682.50	682.50
<u>Chesham - East Street</u>	C750-9573			<u>Prestwood - High Street</u>	C750-9573		
1 monthly		68.25	68.25	1 monthly		53.08	53.08
3 monthly		204.75	204.75	3 monthly		159.25	159.25
6 monthly		364.00	364.00	6 monthly		295.75	295.75
12 monthly		682.50	682.50	12 monthly		546.00	546.00

**HEALTHY COMMUNITIES
REVISED CHARGES FROM 1 APRIL 2017**

VAT Codes: (D45)=inclusive standard rated (D40)=plus standard rated (D08)=zero rated (D04)=non business, (D03)=exempt

LICENCES		General ledger code	2016/17 £	2017/18 £
<u>Hackney Carriages/Private Hire Vehicle Licenses</u>				
Hackney Carriage Vehicle grant.	D04	LI01-9383	399.00	399.00
Hackney Carriage Vehicle renewal.	D04	LI01-9383	300.00	300.00
Hackney Carriage Vehicle issue(CNG or LPG).	D04	LI01-9383	199.50	199.50
Hackney Carriage Vehicle Renewal(CNG or LPG).	D04	LI01-9383	150.00	150.00
Returnable plate deposit.	D04	LI01-9383	20.00	20.00
Private Hire Vehicle grant.	D04	LI01-9383	329.00	329.00
Private Hire Vehicle renewal.	D04	LI01-9383	230.00	230.00
PrivateHire Vehicle Issue (CNG or LPG - standardPlate).	D04	LI01-9383	164.50	164.50
PrivateHire Vehicle Renewal (CNG or LPG - standardPlate).	D04	LI01-9383	115.00	115.00
Taxi and Private Hire:dispensation	D04	LI01-9383	65.00	65.00
Replacement internal licence.	D04	LI01-9383	15.00	15.00
Replacement new plate.	D04	LI01-9383	25.00	25.00
Transfer of vehicle.	D04	LI01-9383	90.00	90.00
Change of vehicle.	D04	LI01-9383	67.00	67.00
<u>Drivers' Licenses</u>				
Hackney Carriage Driver grant, 1 year.	D04	LI01-9383	161.00	161.00
Hackney Carriage Driver renewal, 1 year.	D04	LI01-9383	95.00	95.00
Hackney Carriage Driver grant, 3 year.	D04	LI01-9383	332.00	332.00
Hackney Carriage Driver renewal, 3 year.	D04	LI01-9383	256.00	256.00
Private Hire Vehicle Driver grant, 1 year.	D04	LI01-9383	161.00	161.00
Private Hire Vehicle Driver renewal, 1 year.	D04	LI01-9383	95.00	95.00
Private Hire Vehicle Driver grant, 3 year.	D04	LI01-9383	332.00	332.00
Private Hire Vehicle Driver renewal, 3 year.	D04	LI01-9383	256.00	256.00
Returnable badge deposit.	D04	LI01-9383	10.00	10.00
Issue of a administration letter.	D04	LI01-9383	25.00	25.00
Knowledge test	D04	LI01-9383	25.00	25.00
Replacement new drivers badge.	D04	LI01-9383	15.00 cost of	15.00 cost of
Bracket and bridge charge.	D04	LI01-9383	replacement cost of	replacement cost of
Bracket without bridge charge.	D04	LI01-9383	replacement cost of	replacement cost of
Internal plate pouches.	D04	LI01-9383	replacement	replacement
<u>Operators Licenses</u>				
Private Hire Vehicle Operator, 1 vehicle, 5 year	D04	LI01-9383	663.00	663.00
Private Hire Vehicle Operator, 1 vehicle	D04	LI01-9383	155.00	155.00
Private Hire Vehicle Operator, 2-4 vehicles, 5 year	D04	LI01-9383	913.00	913.00
Private Hire Vehicle Operator, 2-4 vehicles	D04	LI01-9383	205.00	205.00
Private Hire Vehicle Operator, 5-10 vehicles, 5 year	D04	LI01-9383	1,163.00	1,163.00
Private Hire Vehicle Operator, 5-10 vehicles	D04	LI01-9383	255.00	255.00
Private Hire Vehicle Operator, 11+ vehicles, 5 year	D04	LI01-9383	1,413.00	1,413.00
Private Hire Vehicle Operator, 11+ vehicles	D04	LI01-9383	305.00	305.00
<u>DBS</u>				
DBS standard disclosure	D03	LI01-9788	N/A	N/A
DBS enhanced disclosure	D03	LI01-9788	52.50	52.50
DBS volunteers	D03	LI01-9788	7.00	7.00

**HEALTHY COMMUNITIES
REVISED CHARGES FROM 1 APRIL 2017**

VAT Codes: (D45)=inclusive standard rated (D40)=plus standard rated (D08)=zero rated (D04)=non business, (D03)=exempt

LICENCES		General ledger code	2016/17 £	2017/18 £
<u>Animal Boarding Establishment</u>				
New Licence	D04	LI01-9378	496.00	500.00
Renewal	D04	LI01-9378	243.00	245.00
<u>Small Animal Boarding Establishment</u>				
New Licence	D04	LI01-9378	369.00	370.00
Renewal	D04	LI01-9378	194.00	195.00
<u>Dog Breeding Establishments</u>				
New Licence (Plus Vet fees)	D04	LI01-9378	525.00	530.00
Renewal (Plus Vet fees)	D04	LI01-9378	329.00	330.00
<u>Dangerous Wild Animals</u>				
New Licence (Plus Vet fees)	D04	LI01-9378	350.00	400.00
Renewal (Plus Vet fees)	D04	LI01-9378	150.00	150.00
<u>Pet Shop</u>				
New Licence	D04	LI01-9378	477.00	480.00
Renewal	D04	LI01-9378	278.00	280.00
<u>Riding Establishments</u>				
New Licence	D04	LI01-9378	192.00	200.00
Renewal	D04	LI01-9378	150.00	150.00
<u>Mobile Homes</u>				
New Licence	D04	LI01-9390	434.00	351.00
Annual Renewal Fee	D04	LI01-9390	351.00	351.00
Deposit/Change of Site Rules	D04	LI01-9390	47.00	47.00
Transfer of Site Licence	D04	LI01-9390	117.00	117.00

**HEALTHY COMMUNITIES
REVISED CHARGES FROM 1 APRIL 2017**

VAT Codes: (D45)=inclusive standard rated (D40)=plus standard rated (D08)=zero rated (D04)=non business, (D03)=exempt

LICENCES		General ledger code	2016/17 £	2017/18 £
Licensing Act 2003				
Premises Licences				
New/Variation Premises Licence or Club Premises Certificate Application Fee:				
Non-domestic Rateable Value Band A (£0 - £4,300)	D04	LI01-9380	100.00	100.00
Non-domestic Rateable Value Band B (£4,301 - £33,000)	D04	LI01-9380	190.00	190.00
Non-domestic Rateable Value Band C (£33,001 - £87,000)	D04	LI01-9380	315.00	315.00
Non-domestic Rateable Value Band D (£87,001 - £125,000)	D04	LI01-9380	450.00	450.00
Non-domestic Rateable Value Band E (£125,001 and over)	D04	LI01-9380	635.00	635.00
Applications for Minor variations to Premises Licences or Club Premises Certificate	D04	LI01-9380	89.00	89.00
Application to remove apply the alternative licence condition and removal of mandatory condition for premises licences	D04	LI01-9380	23.00	23.00
Premises Licences sought for Community Centres and some schools that permit regulated Entertainment but which do not permit the sale of Alcohol and/or the provision of late night entertainment will not incur a fee.			No charge	No charge
Premises Licence for Exceptionally Large Events or Premises:				
Number of People in Attendance at any one time: 5,000 -9,999	D04	LI01-9380	1,000.00	1,000.00
Number of People in Attendance at any one time: 10,000 -14,999	D04	LI01-9380	2,000.00	2,000.00
Number of People in Attendance at any one time: 15,000 -19,999	D04	LI01-9380	4,000.00	4,000.00
Number of People in Attendance at any one time: 20,000 -29,999	D04	LI01-9380	8,000.00	8,000.00
Number of People in Attendance at any one time: 30,000 -39,999	D04	LI01-9380	16,000.00	16,000.00
Number of People in Attendance at any one time: 40,000 -49,999	D04	LI01-9380	24,000.00	24,000.00
Number of People in Attendance at any one time: 50,000 -59,999	D04	LI01-9380	32,000.00	32,000.00
Number of People in Attendance at any one time: 60,000- 69,999	D04	LI01-9380	40,000.00	40,000.00
Number of People in Attendance at any one time: 70,000 -79,999	D04	LI01-9380	48,000.00	48,000.00
Number of People in Attendance at any one time: 80,000 -89,999	D04	LI01-9380	56,000.00	56,000.00
Number of People in Attendance at any one time: 90,000 and over.	D04	LI01-9380	64,000.00	64,000.00
Premises Licence or Club Premises Certificate Annual Fee:				
Non-domestic Rateable Value Band A (£0 - £4,300)	D04	LI01-9380	70.00	70.00
Non-domestic Rateable Value Band B (£4,301 - £33,000)	D04	LI01-9380	180.00	180.00
Non-domestic Rateable Value Band C (£33,001 - £87,000)	D04	LI01-9380	295.00	295.00
Non-domestic Rateable Value Band D (£87,0001 - £125,000)	D04	LI01-9380	320.00	320.00
Non-domestic Rateable Value Band E (£125,001 and over)	D04	LI01-9380	350.00	350.00
Personal Licence				
Personal Licence Application	D04	LI01-9380	37.00	37.00
Supply of Copies of Information Contained in Register	D04	LI01-9380	50.00	50.00
Application for Copy of Licence	D04	LI01-9380	10.50	10.50
Application for Making a Provisional Statement	D04	LI01-9380	315.00	315.00
Application for summary on theft, loss etc of Premises Licence or Summary	D04	LI01-9380	10.50	10.50
Notification of Change of Address (holder of Premises Licence)	D04	LI01-9380	10.50	10.50
Application to Vary to Specify Individual as Premises Supervisor	D04	LI01-9380	23.00	23.00
Application to Transfer Premises Licence	D04	LI01-9380	23.00	23.00
Interim Authority Notice	D04	LI01-9380	23.00	23.00
Notice of Interest in any Premises	D04	LI01-9380	21.00	21.00
Temporary Event Notices	D04	LI01-9380	21.00	21.00
Application for Copy of Certificate or Summary on theft, loss etc of Certificate Summary	D04	LI01-9380	10.50	10.50
Notification of Change of Name or Alteration of Name or Alteration of Club Rules	D04	LI01-9380	10.50	10.50
Change of Relevant Registered Address of a Club	D04	LI01-9380	10.50	10.50
Application for Notice on theft, loss etc of Temporary Event Notice	D04	LI01-9380	21.00	21.00
Application for Copy of Licence on theft, loss etc. of Personal Licence	D04	LI01-9380	10.50	10.50
Notification of Change of Name or Address (Personal Licence)	D04	LI01-9380	10.50	10.50

**HEALTHY COMMUNITIES
REVISED CHARGES FROM 1 APRIL 2017**

VAT Codes: (D45)=inclusive standard rated (D40)=plus standard rated (D08)=zero rated (D04)=non business, (D03)=exempt

LICENCES		General ledger code	2016/17 £	2017/18 £
<u>Gambling Act 2005 - Statutory Fees</u>				
Licensed Premises Gaming Machine				
Permits - New Applications	D04	LI01-9377	150.00	150.00
Renewal - Transitional Application Fee	D04	LI01-9377	100.00	100.00
Permits - Annual fee	D04	LI01-9377	50.00	50.00
Licensed Premises Notification	D04	LI01-9377	50.00	50.00
Club Gaming				
Permits - New Applications	D04	LI01-9377	200.00	200.00
Permits - Renewal	D04	LI01-9377	200.00	200.00
Renewal - Fast Track Clubs	D04	LI01-9377	100.00	100.00
Renewal - Transitional Application Fee	D04	LI01-9377	100.00	100.00
Permits - Annual fee	D04	LI01-9377	50.00	50.00
Club Gaming Machines				
Permits - New Applications	D04	LI01-9377	200.00	200.00
Permits - Renewal	D04	LI01-9377	200.00	200.00
Renewal - Fast Track Clubs	D04	LI01-9377	100.00	100.00
Renewal - Transitional Application Fee	D04	LI01-9377	100.00	100.00
Permits - Annual fee	D04	LI01-9377	50.00	50.00
Unlicensed Family Entertainment Centre Gaming Machines				
Permits - New Applications	D04	LI01-9377	300.00	300.00
Permits - Renewal	D04	LI01-9377	300.00	300.00
Renewal - Transitional Application Fee	D04	LI01-9377	100.00	100.00
Prize Gaming				
Permits - New Applications	D04	LI01-9377	300.00	300.00
Permits - Renewal	D04	LI01-9377	300.00	300.00
Renewal - Transitional Application Fee	D04	LI01-9377	100.00	100.00
Small Society Lottery				
Permits - New Applications	D04	LI01-9377	40.00	40.00
Permits - Annual fee	D04	LI01-9377	20.00	20.00

**HEALTHY COMMUNITIES
REVISED CHARGES FROM 1 APRIL 2017**

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LICENCES		General ledger code	2016/17 £	2017/18 £
<u>Gambling Act Premises Licence Fees</u>				
New Applications				
Bingo Club	D04	LI01-9377	3,500.00	3,500.00
Adult Gaming Centre Premises Licence	D04	LI01-9377	2,000.00	2,000.00
Betting Premises (Track) Licence	D04	LI01-9377	2,500.00	2,500.00
Family Entertainment Centre Premises Licence	D04	LI01-9377	2,000.00	2,000.00
Betting Premises (Other) Licence	D04	LI01-9377	3,000.00	3,000.00
Licence application (provisional statement holders)				
Bingo Club	D04	LI01-9377	1,200.00	1,200.00
Adult Gaming Centre Premises Licence	D04	LI01-9377	1,200.00	1,200.00
Betting Premises (Track) Licence	D04	LI01-9377	950.00	950.00
Family Entertainment Centre Premises Licence	D04	LI01-9377	950.00	950.00
Betting Premises (Other) Licence	D04	LI01-9377	1,200.00	1,200.00
Annual fee				
Bingo Club	D04	LI01-9377	1,000.00	1,000.00
Adult Gaming Centre Premises Licence	D04	LI01-9377	1,000.00	1,000.00
Betting Premises (Track) Licence	D04	LI01-9377	1,000.00	1,000.00
Family Entertainment Centre Premises Licence	D04	LI01-9377	750.00	750.00
Betting Premises (Other) Licence	D04	LI01-9377	600.00	600.00
Application to transfer				
Bingo Club	D04	LI01-9377	1,200.00	1,200.00
Adult Gaming Centre Premises Licence	D04	LI01-9377	1,200.00	1,200.00
Betting Premises (Track) Licence	D04	LI01-9377	950.00	950.00
Family Entertainment Centre Premises Licence	D04	LI01-9377	950.00	950.00
Betting Premises (Other) Licence	D04	LI01-9377	1,200.00	1,200.00
Application to vary				
Bingo Club	D04	LI01-9377	1,750.00	1,750.00
Adult Gaming Centre Premises Licence	D04	LI01-9377	1,000.00	1,000.00
Betting Premises (Track) Licence	D04	LI01-9377	1,250.00	1,250.00
Family Entertainment Centre Premises Licence	D04	LI01-9377	1,000.00	1,000.00
Betting Premises (Other) Licence	D04	LI01-9377	1,500.00	1,500.00
Application for provisional statement				
Bingo Club	D04	LI01-9377	3,500.00	3,500.00
Adult Gaming Centre Premises Licence	D04	LI01-9377	2,000.00	2,000.00
Betting Premises (Track) Licence	D04	LI01-9377	2,500.00	2,500.00
Family Entertainment Centre Premises Licence	D04	LI01-9377	2,000.00	2,000.00
Betting Premises (Other) Licence	D04	LI01-9377	3,000.00	3,000.00
Application for re-instatement				
Bingo Club	D04	LI01-9377	1,200.00	1,200.00
Adult Gaming Centre Premises Licence	D04	LI01-9377	1,200.00	1,200.00
Betting Premises (Track) Licence	D04	LI01-9377	950.00	950.00
Family Entertainment Centre Premises Licence	D04	LI01-9377	950.00	950.00
Betting Premises (Other) Licence	D04	LI01-9377	1,200.00	1,200.00
Copy Premises Licence	D04	LI01-9377	25.00	25.00

**HEALTHY COMMUNITIES
REVISED CHARGES FROM 1 APRIL 2017**

VAT Codes: (D45)=inclusive standard rated (D40)=plus standard rated (D08)=zero rated (D04)=non business, (D03)=exempt

LICENCES		General ledger code	2016/17 £	2017/18 £
<u>Sex Establishments/Sexual Entertainment Venues</u>				
Fee in respect of an application for grant, transfer or renewal of a licence for a sex establishment.	D04		3,277.00	3,500.00
<u>Scrap metal licence</u>				
Inspection & Administration Fee	D04	LI01-9387	500.00	500.00
Mobile Inspection & Administration Fee	D04	LI01-9387	250.00	250.00
Variation Inspection & Administration Fee	D04	LI01-9387	50.00	50.00
<u>Miscellaneous</u>				
Acupuncture/Tattooing/Ear Piercing/ Electrolysis: per person.	D04	LI01-9382	70.00	70.00
: per establishment.	D04	LI01-9382	180.00	180.00
Street Trading Consent: per day or part Monday- Thursday.	D04	LI01-9391	33.00	33.00
: per day or part Friday - Sunday.	D04	LI01-9391	52.00	52.00
Street Trading Consent: Application Fee	D04	LI01-9391	66.00	66.00
<u>Stray Dog Fees</u>				
Statutory fee.	D04	E700-9272	25.00	25.00
Administration fee.	D40	E700-9272	20.00	20.00
Kennelling Costs per day or part thereof (payable direct to kennels).	D40	E700-9272	12.50	12.50
Collection of fees charge (payable direct to kennels).	D40	E700-9272	15.00	15.00
Collection charge.	D40	E700-9272	95.00	98.00
Return charge	D40	E700-9272	70.00	75.00
<u>Pest Control Fees*</u>				
Rats	*			39.50
Mice	*			39.50
Glis Glis and Squirrels	*			84.00
Wasps	*			£39 per nest
Cockroaches, Bed Bugs, Fleas, Ants, Flies	*			68.00
* Charges include VAT and are payable direct to the contractor				
<u>Investigating High Hedges Complaints</u>	D04	EH01-9407	420.00	450.00

**HEALTHY COMMUNITIES
REVISED CHARGES FROM 1 APRIL 2017**

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Miscellaneous		General ledger code	2016/17 £	2017/18 £
Issue of Food Certificates	D04	EH01-9272	106.00	137.00 £13/ plus£47/hour plus disposal/condem nation costs
Voluntary surrender of food (e.g. for insurance purposes)	D04	EH01-9272	106.00	
Food Hygiene Courses: In-house group Hygiene Awareness Courses.	D03	EH01-9272	302.00	308.00
Improving your food hygiene rating (1/2 day) Minimum 7 delegates	D03	EH01-9272	50.00	51.00
1/2 day courses in health and safety (for manual handling techniques) in-house group courses (max 16 delegates)	D03	EH01-9272	30.00	31.00
Introduction to HACCP (Hazard Analysis Critical Control Point) for Food Safety (1/2 Day). Minimum 4 delegates	D03	EH01-9272	110.00	112.00
Level 2 Courses: Online e-learning course Food Hygiene courses per candidate	D03	EH01-9272	25.00	25.00
Level 2 Courses: 1 day Food Hygiene courses per candidate (includes lunch).	D03	EH01-9272	85.00	86.00
BII Level 2 Personal License Holder course	D03	EH01-9272	620.00	620.00
Level 2 Courses: 1 day Food and Health and Safety private in-house group courses (max 16 delegates)	D03	EH01-9272	305.00	311.00
Level 2 Manual Handling per candidate	D03	EH01-9272	80.00	86.00
Level 2 COSHH Course (1/2 day course) per candidate	D03	EH01-9272	45.00	51.00
Level 3 Risk Assessment Course per candidate	D03	EH01-9272	175.00	178.00
Food Hygiene Rating System re-inspection	D03	EH01-9272	-	cost recovery
Pre-inspection advisory visit up to 6 hours consultancy. Additional hours at £47/hour	D03	EH01-9272	300.00	306.00
SFBB packs for existing businesses	D03	EH01-9272	15.00	15.00
Pre application work - associated with S61 Control of Pollution Act (Prior consent for work on construction sites)	D40	EH01-0937	-	£50 per hour
Expedited processing of applications made for prior consent for work on construction sites (noise)	D40	EH01-0937	-	£50 per hour
Other Advisory visits and services	D03	EH01-9272	-	£47/per hour
Public Health Funeral	D04	EH01-9267	cost of recovery of funeral and crematorium charges plus £47/hour officer	cost of recovery of funeral and crematorium charges plus £47/hour officer
<u>Private Water Supplies Regulations 2009:</u>				
Risk assessment of supply.	D40	EH01-9272	500.00	500.00
Routine Sampling - at the owners request per sample + analyst fees.	D40	EH01-9272	100.00	100.00
Check monitoring.	D40	EH01-9272	100.00	100.00
Audit monitoring.	D40	EH01-9272	500.00	500.00
Investigation.	D40	EH01-9272	100.00	100.00
Authorisation	D40	EH01-9272	100.00	100.00
Graffiti removal kits.	D45	EH01-9272	13.00	13.00
Graffiti recharge of contractor removal cost.	D45	EH01-9272	Cost Recovery	Cost Recovery

**HEALTHY COMMUNITIES
REVISED CHARGES FROM 1 APRIL 2017**

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POLLUTION REDUCTION		General ledger code	2016/17 £	2017/18 £
<u>Contaminated Land:</u>				
Professional Opinion - Contaminated land enquiries per hour -	D40	G450-9792	100.00	100.00
Copies of plans and information regarding a contaminated land site.	D40	G450-9792	£50+£47/hr	£50+£47/hr
<u>IPPC</u>				
Permits Subsistence Charge - A2 Licence, LOW Risk Rated	D04	EH01-9374	1,384.00	1,384.00
Permits Subsistence Charge -A2 Licence, MEDIUM Risk Rated	D04	EH01-9374	1,541.00	1,541.00
Permits Subsistence Charge - A2 Licence HIGH Risk Rated	D04	EH01-9374	2,233.00	2,233.00
Permits Subsistence Charge - Part B Licence, LOW Risk Rated	D04	EH01-9374	739.00	739.00
Permits Subsistence Charge - Part B Licence, MEDIUM Risk Rated	D04	EH01-9374	1,111.00	1,111.00
Permits Subsistence Charge - Part B Licence, HIGH Risk Rated	D04	EH01-9374	1,672.00	1,672.00
Subsistence Mobile Crusher LOW	D04	EH01-9374	618.00	618.00
Subsistence Mobile Crusher MEDIUM	D04	EH01-9374	989.00	989.00
Subsistence Mobile Crusher HIGH	D04	EH01-9374	1,484.00	1,484.00
Subsistence Vehicle Refinisher LOW Risk	D04	EH01-9374	218.00	218.00
Subsistence Vehicle Refinisher MEDIUM Risk	D04	EH01-9374	349.00	349.00
Subsistence Vehicle Refinisher HIGH Risk	D04	EH01-9374	524.00	524.00
Subsistence Reduced Fee Activity LOW Risk	D04	EH01-9374	76.00	76.00
Subsistence Reduced Fee Activity MEDIUM Risk	D04	EH01-9374	151.00	151.00
Subsistence Reduced Fee Activity HIGH Risk	D04	EH01-9374	227.00	227.00
Application Fee - Standard Process	D04	EH01-9374	1,579.00	1,579.00
Application Reduced Fee Activity (except Vehicle Refinisher)	D04	EH01-9374	148.00	148.00
Application PVR 1 & 2	D04	EH01-9374	246.00	246.00
Application Vehicle Refinisher	D04	EH01-9374	346.00	346.00
Application - Mobile Crusher	D04	EH01-9374	1,579.00	1,579.00
Part B Standard Process Transfer	D04	EH01-9374	162.00	162.00
Part B Standard Process Partial Transfer	D04	EH01-9374	476.00	476.00
Part B New Operator at low risk Reduced Fee Activity	D04	EH01-9374	75.00	75.00
Surrender all Part B Activites	D04	EH01-9374	-	-
Part B Substantial Change - Standard Process	D04	EH01-9374	1,005.50	1,005.50
Part B Substantial Change- Standard where substantial change results in new PPC activity	D04	EH01-9374	1,579.00	1,579.00
Part B Substantial Change- Reduced Fee Activity	D04	EH01-9374	98.00	98.00
Reduced Fee Activiy - Partial Transfer	D04	EH01-9374	45.00	45.00
QUARTERLY PAYMENT OPTION ALL IPPC - Additional Charge				
Element	D04	EH01-9374	36.00	36.00

**HEALTHY COMMUNITIES
REVISED CHARGES FROM 1 APRIL 2017**

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HOUSING		General ledger code	2016/17 £	2017/18 £
<u>Houses with multiple occupation licensing fees:</u>				
Basic fee.	D04	HO01-9789	405.00	405.00
Disclosure Scotland fee (paid directly by applicant)	D04	HO01-9789	20.00	20.00
Extra assistance or advice on incomplete applications, or where property is larger and more complex (per hour).	D04	HO01-9789	45.00	45.00
<u>Houses with multiple occupation- additions:</u>				
Additions:	D04	HO01-9789	45.00	45.00
<u>Houses with multiple occupation- Deductions:</u>				
Professionally qualified or accredited landlord.	D04	HO01-9789	45.00	45.00
No assistance required (and complete application submitted first time).	D04	HO01-9789	45.00	45.00
Complete application submitted within 3 months of issue of forms.	D04	HO01-9789	45.00	45.00
<u>Housing Enforcement Charges:</u>				
Improvement/prohibition notice/orders (for 1st notice).	D04	HO01-9789	100.00	100.00
Additional notices (maximum of £300/property) notice fee waived if complied with within timescales.	D04	HO01-9789	50.00	50.00
Health and Housing Recharge costs: cost of contractor following service of a Statutory Notice plus officer time.	D04	HO01-9789	50.00	50.00

**SUSTAINABLE DEVELOPMENT
REVISED CHARGES FROM 1 APRIL 2017**

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SUSTAINABLE DEVELOPMENT		General ledger code	2016/17 £	2017/18 £
<u>Photocopying Documents (excluding committee reports)</u>				
A4 - Per Sheet	D45	PP01-9337	B/W 10p. Colour 20p	B/W 10p. Colour 20p
A3 - Per Sheet	D45	PP01-9337	B/W 20p. Colour 40p	B/W 20p. Colour 40p
A2 - Per Sheet	D45	PP01-9337	£4.80 emailed / £5.80 posted	£4.80 emailed / £5.80 posted
A1 - Per Sheet	D45	PP01-9337	£10.60 emailed / £11.60 posted	£10.60 emailed / £11.60 posted
A0 - Per Sheet *1	D45	PP01-9337	£15.90 emailed / £16.90 posted	£15.90 emailed / £16.90 posted
*1 Maximum 10 sheets, thereafter price available on request				
Sale of Council Documents: Decision Notices & Tree Preservation Orders.	D45	PP01-9337	10.40	10.40

**SUSTAINABLE DEVELOPMENT
REVISED CHARGES FROM 1 APRIL 2017**

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SUSTAINABLE DEVELOPMENT			General ledger code	2016/17 £	2017/18 £
Planning: Pre-Application / Post Decision Advice and Extant Enforcement Notices.					
Enlargement, improvement or other, alteration of existing dwelling and other development in the curtilage of a dwelling.					
	Meeting and follow up letter	D45	A350-9409	165.00	165.00
	Letter only	D45	A350-9409	110.00	110.00
New residential dwellings:					
1 dwelling	Meeting and follow up letter	D45	A350-9409	380.00	380.00
	Letter only	D45	A350-9409	255.00	255.00
2 dwellings	Meeting and follow up letter	D45	A350-9409	480.00	480.00
	Letter only	D45	A350-9409	320.00	320.00
3 dwellings	Meeting and follow up letter	D45	A350-9409	675.00	675.00
	Letter only	D45	A350-9409	450.00	450.00
4 dwellings	Meeting and follow up letter	D45	A350-9409	765.00	765.00
	Letter only	D45	A350-9409	510.00	510.00
5 dwellings	Meeting and follow up letter	D45	A350-9409	860.00	860.00
	Letter only	D45	A350-9409	575.00	575.00
6 - 10 dwellings	Meeting and follow up letter	D45	A350-9409	960.00	960.00
	Letter only	D45	A350-9409	640.00	640.00
11 - 50 dwellings	Meeting and follow up letter	D45	A350-9409	1,915.00	1,915.00
	Letter only	D45	A350-9409	1,275.00	1,275.00
51-75 dwellings	Meeting and follow up letter	D45	A350-9409	2,870.00	2,870.00
	Letter only	D45	A350-9409	1,915.00	1,915.00
76-100 dwellings	Meeting and follow up letter	D45	A350-9409	3,820.00	3,820.00
	Letter only	D45	A350-9409	2,550.00	2,550.00
101-150 dwellings	Meeting and follow up letter	D45	A350-9409	5,740.00	5,740.00
	Letter only	D45	A350-9409	3,820.00	3,820.00
151+ dwellings	Meeting and follow up letter	D45	A350-9409	7,645.00	7,645.00
	Letter only	D45	A350-9409	5,095.00	5,095.00

**SUSTAINABLE DEVELOPMENT
REVISED CHARGES FROM 1 APRIL 2017**

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SUSTAINABLE DEVELOPMENT			General ledger code	2016/17 £	2017/18 £
Commercial Development (Use Classes B1, B2, B8 and A1-A5)					
1-100m2 (gross floor area)	Meeting and follow up letter	D45	A350-9409	385.00	385.00
	Letter only	D45	A350-9409	255.00	255.00
101-500m2 (gross floor area)	Meeting and follow up letter	D45	A350-9409	720.00	720.00
	Letter only	D45	A350-9409	480.00	480.00
501-1,000m2 (gross floor area)	Meeting and follow up letter	D45	A350-9409	1,080.00	1,080.00
	Letter only	D45	A350-9409	720.00	720.00
1,001-5,000m2 (gross floor area)	Meeting and follow up letter	D45	A350-9409	1,915.00	1,915.00
	Letter only	D45	A350-9409	1,275.00	1,275.00
5,001-10,000m2 (gross floor area)	Meeting and follow up letter	D45	A350-9409	3,820.00	3,820.00
	Letter only	D45	A350-9409	2,550.00	2,550.00
10,001m2+ (gross floor area)	Meeting and follow up letter	D45	A350-9409	7,645.00	7,645.00
	Letter only	D45	A350-9409	5,095.00	5,095.00
Developments falling within Use Classes C1, C2, D1 and D2					
1-100m2 (gross floor area)	Meeting and follow up letter	D45	A350-9409	385.00	385.00
	Letter only	D45	A350-9409	255.00	255.00
101-500m2 (gross floor area)	Meeting and follow up letter	D45	A350-9409	720.00	720.00
	Letter only	D45	A350-9409	480.00	480.00
501-1,000m2 (gross floor area)	Meeting and follow up letter	D45	A350-9409	1,080.00	1,080.00
	Letter only	D45	A350-9409	720.00	720.00
1,001-5,000m2 (gross floor area)	Meeting and follow up letter	D45	A350-9409	1,915.00	1,915.00
	Letter only	D45	A350-9409	1,275.00	1,275.00
5,001m2+ (gross floor area)	Meeting and follow up letter	D45	A350-9409	3,820.00	3,820.00
	Letter only	D45	A350-9409	2,550.00	2,550.00
Change of use (C.O.U) of existing buildings or land with no increase in floor space *	Meeting and follow up letter	D45	A350-9409	385.00	385.00
	Letter only	D45	A350-9409	255.00	255.00

* (a-excluding change of use to residential - for this, please see Category 2) (b- other than for (a) above, where an increase

**SUSTAINABLE DEVELOPMENT
REVISED CHARGES FROM 1 APRIL 2017**

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SUSTAINABLE DEVELOPMENT	General ledger code	2016/17 £	2017/18 £
Agriculture and Forestry.			
Erection of new buildings, glasshouses or poly-tunnels with a gross floor area up to 465m2			
Meeting and follow up letter	D45 A350-9409	185.00	185.00
Letter only	D45 A350-9409	120.00	120.00
All other agricultural buildings and development.			
Meeting and follow up letter	D45 A350-9409	385.00	385.00
Letter only	D45 A350-9409	255.00	255.00
Erection, alterations or replacement of plant or machinery.			
Meeting and follow up letter	D45 A350-9409	95.00	95.00
Letter only	D45 A350-9409	65.00	65.00
Buildings and structures for equestrian purposes including stables, livery stables and riding schools.			
1-40m2 (gross floor area)			
Meeting and follow up letter	D45 A350-9409	195.00	195.00
Letter only	D45 A350-9409	130.00	130.00
41-75m2 (gross floor area)			
Meeting and follow up letter	D45 A350-9409	290.00	290.00
Letter only	D45 A350-9409	195.00	195.00
76-1,000m2 (gross floor area)			
Meeting and follow up letter	D45 A350-9409	480.00	480.00
Letter only	D45 A350-9409	320.00	320.00
1,001-3,750m2 (gross floor area)			
Meeting and follow up letter	D45 A350-9409	960.00	960.00
Letter only	D45 A350-9409	640.00	640.00
3751m2 + (gross floor area)			
Meeting and follow up letter	D45 A350-9409	1,915.00	1,915.00
Letter only	D45 A350-9409	1,275.00	1,275.00
Erection or construction of gates, walls, fences or other means of enclosure other than within the curtilage of a dwelling; and the construction of car parks, service roads and other means of access to land.			
Meeting and follow up letter	D45 A350-9409	165.00	165.00
Letter only	D45 A350-9409	110.00	110.00
Advertisements.			
Meeting and follow up letter	D45 A350-9409	195.00	195.00
Letter only	D45 A350-9409	130.00	130.00
Telecommunications development.			
Meeting and follow up letter	D45 A350-9409	480.00	480.00
Letter only	D45 A350-9409	320.00	320.00

Outline Proposals:

All Outline Proposals will be charged at the same rate as if the proposal were for a full application.
The request for advice will have to be accompanied by indicative drawings of the proposal.

**SUSTAINABLE DEVELOPMENT
REVISED CHARGES FROM 1 APRIL 2017**

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SUSTAINABLE DEVELOPMENT				General ledger code	2016/17 £	2017/18 £
Non-Material Amendments and Minor Material Amendments						
Householder	Meeting and follow up letter	D45	A350-9409	140.00	140.00	
	Letter only	D45	A350-9409	90.00	90.00	
Other	Meeting and follow up letter	D45	A350-9409	290.00	290.00	
	Letter only	D45	A350-9409	195.00	195.00	
Requests to withdraw extant Enforcement Notices						
	Meeting and follow up letter	D45	A350-9409	335.00	335.00	
	Letter only	D45	A350-9409	225.00	225.00	
Requests to confirm that an extant Enforcement Notice has been complied with.						
	Meeting and follow up letter	D45	A350-9409	385.00	385.00	
	Letter only	D45	A350-9409	255.00	255.00	

**SUSTAINABLE DEVELOPMENT
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PLANS, POLICIES AND PUBLISHED INFORMATION (not including P&P)	General ledger code	2016/17 £	2017/18 £
Main Documents			
Adopted Core Strategy for Chiltern District (Nov 2011)* - B/W (Colour cover)	PP01-9338	5.10	5.10
Adopted Chiltern District Local Plan (consolidated Sept 2007 and Nov 2011) - B/W (Colour cover)	PP01-9338	10.20	10.20
Policies Map for Chiltern District (adopted Nov 2011) full colour document	PP01-9338	12.20	12.20
Infrastructure Delivery Schedule (February 2014) - B/W	PP01-9338	0.80	0.80
Delivery Development Plan Document for Chiltern District - Colour	PP01-9338	15.30	15.30
Proposed changes to the Policies Map arising from the submission of the Delivery DPD (February 2014) - B/W	PP01-9338	5.60	5.60
Sustainability Appraisal: Delivery Development Plan Document Submission (February 2014) - Colour	PP01-9338	27.80	27.80
Duty to co-operate report for the Delivery Development Plan Document and Infrastructure Delivery Schedule (August 2014) - B/W	PP01-9338	5.10	5.10
Statement of Consultation (Regulation 22 (1) (c) for the Delivery Development Plan Document (August 2014) - B/W	PP01-9338	2.60	2.60
Council Inspector Recommended Modifications to the Submission Delivery Development Plan Document, Infrastructure Delivery Schedule and Policies Map (August 2014) - B/W	PP01-9338	7.10	7.10
Affordable Housing Supplementary Planning Document Consultation Document (Nov 2011) - Colour	PP01-9338	3.30	3.30
Residential Extensions and Householder Development SPD - Colour	PP01-9338	2.00	2.00
Annual Monitoring Report (2010/11) Main report ^ - Colour	PP01-9338	6.30	6.30
Annual Monitoring Report (2010/11) Appendices - Colour	PP01-9338	15.90	15.90
Supporting Documents			
Final Sustainability Appraisal Report for the Publication Draft of the Core Strategy for Chiltern District (September 2010) - Colour	PP01-9338	30.80	30.80
Core Strategy Pre-submission Consultation Statement v2.0 (October 2010) - Colour	PP01-9338	20.20	20.20
Equality Impacts Assessment of the Core Strategy for Chiltern District Draft Consultation Document v1.0 (September 2010) - Colour	PP01-9338	3.30	3.30
Habitats Regulations Assessment – Main Report v1.0 (September 2010) - Colour	PP01-9338	7.40	7.40
Habitats Regulations Assessment Screening Opinion (October 2009) - Colour	PP01-9338	0.20	0.20
South Bucks District Council and Chiltern District Council – Joint Retail / Town Centre Study Final Report and Appendices (December 2007) by Nathaniel Litchfield & Partners Ltd - Colour	PP01-9338	45.80	45.80
Chiltern District Council Retail and Town Centre Study Update Report (September 2009) by Nathaniel Litchfield & Partners Ltd - Colour	PP01-9338	7.40	7.40
Chiltern District Large Employment Sites Study (2004) by Aitchison Raffety - Colour	PP01-9338	15.90	15.90
Report to Chiltern District Council - Investigation of sites not designated as Higher Performing in the Employment Land Study (2004) by Aitchison Raffety - Colour	PP01-9338	4.30	4.30
Buckinghamshire Employment Land Review – Final Report August 2006 - Colour	PP01-9338	29.80	29.80
Chiltern District Council 2009 Employment Site Vacancy Survey October 2010 v1.0 - B/W	PP01-9338	1.00	1.00
Buckinghamshire Strategic Housing Market Assessment – Final Report (July 2008) by Fordham Research - Colour	PP01-9338	45.80	45.80
Buckinghamshire Strategic Housing Market Assessment – Executive Summary (July 2008) by Fordham Research - Colour	PP01-9338	4.30	4.30
Chiltern District Strategic Housing Land Availability Assessment Final Report (January 2008) by Roger Tym and Partners - Colour	PP01-9338	12.80	12.80

**SUSTAINABLE DEVELOPMENT
REVISED CHARGES FROM 1 APRIL 2017**

VAT Codes: (D45)=inclusive standard rated (D40)=plus standard rated (D08)=zero rated (D04)=non business, (D03)=exempt

PLANS, POLICIES AND PUBLISHED INFORMATION (not including P&P)	General ledger code	2016/17 £	2017/18 £
Supporting Documents (Continued)			
Chiltern District Strategic Housing Land Availability Assessment – Site Plans and Proformas (January 2008) by Roger Tym and Partners (Sites 1 – 200) - B/W	PP01-9338	3.30	3.30
Chiltern District Strategic Housing Land Availability Assessment – Site Plans and Proformas (January 2008) by Roger Tym and Partners (Sites 201 – 350) - B/W	PP01-9338	3.30	3.30
Chiltern District Strategic Housing Land Availability Assessment – Site Plans and Proformas (January 2008) by Roger Tym and Partners (Sites 351 - 537) - B/W	PP01-9338	3.30	3.30
Chiltern District Strategic Housing Land Availability Assessment – Supporting Site Capacity and Character Testing Report (January 2008) by Tibbalds Planning - Colour	PP01-9338	4.30	4.30
Chiltern District Strategic Housing Land Availability Assessment – Supplementary Report (September 2010) - Colour	PP01-9338	9.60	9.60
Chiltern District Council Affordable Housing Development Economics Study (July 2007) by Adams Integra - Colour	PP01-9338	22.20	22.20
Chiltern District Council Affordable Housing Development Economics Study Update Report 2009/2010 (March 2010) by Adams Integra - Colour	PP01-9338	13.90	13.90
2010 Housing Land Supply Trajectory 2006 to 2026 v1.0 (September 2010) - Colour	PP01-9338	3.30	3.30
Gypsy and Traveller accommodation needs assessment for the Thames Valley region September 2006 by Tribal Consulting - Colour	PP01-9338	25.50	25.50
Gypsy and Traveller accommodation needs assessment for the Thames Valley region Executive Summary (Sept 2006) by Tribal Consulting - Colour	PP01-9338	2.10	2.10
Needs Assessment for Travelling Show people (Buckinghamshire Authorities) July 2007 - Colour	PP01-9338	10.60	10.60
Strategic Housing Sites & Major Developed Sites in the Green Belt Deliverability Information v1.0 October 2010 - B/W	PP01-9338	1.00	1.00
Chiltern District Council - Chiltern Townscape Character Assessment - Interim Findings Paper (Sept. 2010) by Chris Blandford Associates - B/W	PP01-9338	1.00	1.00
Chiltern District Council Major Developed Sites in the Green Belt Topic Paper v1.0 - Colour	PP01-9338	2.20	2.20
Chiltern District Council – Accessibility, Parking Standards and Community Infrastructure Study Main Report (June 2005) by Carter Jonas - B/W	PP01-9338	1.00	1.00
Chiltern District Council – Accessibility, Parking Standards and Community Infrastructure Study Appendices (June 2005) by Carter Jonas	PP01-9338	8.60	8.60
Chiltern District Travel to Work Study (February 2007) by Land Use Consultants - Colour	PP01-9338	6.30	6.30
Chiltern District Council - Core Strategy Evaluation of Transport Impacts (July 2009) Main Report by Atkins Transport Planning - Colour	PP01-9338	11.60	11.60
Chiltern District Council - Core Strategy Evaluation of Transport Impacts (July 2009) Evaluation of Evidence by Atkins Transport Planning - B/W	PP01-9338	2.20	2.20
Chiltern District Council – Draft Infrastructure Delivery Plan v1.0 (September 2010) - Colour	PP01-9338	6.30	6.30
Chiltern District Council Strategic Flood Risk Assessment (SFRA) Level 1 Final Report (February 2008) by Jacobs (including maps) - Colour & B/W	PP01-9338	5.30	5.30
Chiltern District Council Strategic Flood Risk Assessment (SFRA) Level 2 Report (June 2008) & Maps (29 documents) by Jacobs - Colour	PP01-9338	11.60	11.60
Chiltern District Council Open Space, Sport and Recreation Facilities Audit and Needs Assessment Final Report (June 2005) by Torkildsen Barclay - Colour	PP01-9338	25.50	25.50
Buckinghamshire Infrastructure Project - Phase 2 - January 2008 (Chiltern, South Bucks & Wycombe Districts) - B/W	PP01-9338	2.20	2.20

**SUSTAINABLE DEVELOPMENT
REVISED CHARGES FROM 1 APRIL 2017**

VAT Codes: (D45)=inclusive standard rated (D40)=plus standard rated (D08)=zero rated (D04)=non business, (D03)=exempt

PLANS, POLICIES AND PUBLISHED INFORMATION (not including P&P)	General ledger code	2016/17 £	2017/18 £
Chiltern Development Framework Statement of Community Involvement (Adopted December 2006) - Colour	PP01-9338	5.30	5.30
Chiltern District Sustainability Appraisal Scoping Report - Revised January 2008 - Colour	PP01-9338	11.60	11.60
Chiltern Draft Core Strategy Preliminary Sustainability Appraisal (June 2009) - Colour	PP01-9338	7.40	7.40
Chiltern District Council Local Development Scheme 2010 -2013 (November 2010) - Colour	PP01-9338	4.30	4.30
Schedule of Proposed minor changes to the Core Strategy for Chiltern District Submission Document v1.0 (January 2011) - B/W	PP01-9338	1.00	1.00
Statement of Representations – Document in support of the Core Strategy for Chiltern District, Submission Document v1.0 (January 2011) - B/W	PP01-9338	1.00	1.00
Core Strategy Pre-submission Consultation Statement Supplementary Information: Addition to Appendix 19 v1.0 (January 2011) - Colour	PP01-9338	6.30	6.30
Chiltern District - Summary of Comments to the Pre-Publication Stages of the Core Strategy (2008 - 2010) - January 2011 - B/W	PP01-9338	2.20	2.20
HOUSING TARGET FOR CHILTERN DISTRICT 2006 -2026 (January 2011) - Colour	PP01-9338	4.30	4.30
Assessment of Conformity of the Core Strategy for Chiltern District with the policies of the South East Plan (January 2011) - B/W	PP01-9338	1.00	1.00
Demonstrating the Links between the Core Strategy for Chiltern District & the Supporting Evidence Base - January 2011 - B/W	PP01-9338	1.00	1.00
Chiltern District Council - Summary of Reports to the Council's Housing and Planning Overview Committee, Cabinet and Meeting of Full Council (Sept 2008 to Sept 2010) - B/W	PP01-9338	1.00	1.00
Chiltern District Housing Land Supply Trajectory (2006 – 2026) at March 2011 - Colour	PP01-9338	5.30	5.30
Assessment of Housing Demand in Chiltern District (2006 - 2026) - February 2011 - Colour	PP01-9338	3.30	3.30
Chiltern Strategic Housing Land Availability Assessment: Update Report March 2011 - Final - Colour	PP01-9338	5.30	5.30
Chiltern Strategic Housing Land Availability Assessment: Update Report March 2011 – Supporting Appendix (Site Proformas by Settlement) - Colour	PP01-9338	14.90	14.90
Schedule of Proposed Minor Changes to the Core Strategy for Chiltern District Submission Document - Part 2 (March 2011 - v2.0) - B/W	PP01-9338	1.00	1.00
Chiltern District Council Employment Site Vacancy Survey November 2010 (v1.0 March 2011) - B/W	PP01-9338	1.00	1.00
Chiltern District Core Strategy Preferred Options Paper - May 2006 - Colour	PP01-9338	10.60	10.60
Chiltern District Core Strategy Preferred Options Paper - Sustainability Appraisal Report - May 2006 by Carter Jonas - B/W	PP01-9338	2.20	2.20

SUPPORT SERVICES
REVISED CHARGES FROM 1 APRIL 2017

VAT Codes: (D45)=inclusive standard rated (D40)=plus standard rated (D08)=zero rated (D04)=non business, (D03)=exempt

LAND CHARGES	General ledger code	2016/17 £	2017/18 £
Form LLC1		20.00	20.00
Con29R – Required Enquiries		61.00	61.00
Total LLC1 & CON29R		81.00	81.00
CON 29O Enquiries – <i>Each</i> Optional Enquiry		15.00	15.00
Additional Enquiries (Solicitors own questions)		30.00	30.00
Additional Parcels of Land:			
	Form LLC1	5.00	5.00
	Form CON29R	10.00	10.00
	Form Con29O	10.00	10.00

Nb: Local authorities are no longer able to charge for personal land charge searches.

SUBJECT:	Capital Programme and Repairs & Renewals Programme 2017/18 to 2020/21
REPORT OF:	Support Services Portfolio Holder – Cllr Mike Stannard
RESPONSIBLE OFFICER	Director of Resources – Jim Burness
REPORT AUTHOR	Capital Accountant – Jane Clarke – 01494 732 223
WARD/S AFFECTED	All

1. Purpose of Report

1.1 To present:

- the proposed Capital Programme for 2017/18 – 2020/21, and
- the proposed Repairs & Renewals Programme for 2017/18 – 2020/21.
- the Capital Strategy.

RECOMMENDATION

Cabinet is asked to recommend to Council:

- **The Capital Programme for 2017/18 – 2020/21 as set out in Appendix A.**
- **The Repairs & Renewals Programme for 2017/18 – 2020/21 as set out in Appendix B.**
- **The Capital Strategy as set out in Appendix C.**
- **Note the implication for the Financial Strategy of the proposed programme.**

2. Background

- 2.1 As part of the Council's budget process the Capital Programme is reviewed in order to assess, as part of the overall financial strategy of the Authority, what the scale and composition of the programme should be and the consequential funding implications for the financial strategy. As part of the Council's Capital Strategy (appendix C) in 2016/17 decisions to undertake feasibility work on significant capital projects, such as the Amersham Multi Storey Car Park, and the re-development of Chiltern Pools. These projects have changed the scale and composition of the future capital programme, creating the need to finance these projects from borrowing, if they proceed, following member approval of detailed business cases.

3 Review of Capital Programme

- 3.1 The proposed Capital Programme is set out in Appendix A. Projects are grouped by Portfolio Area.

Environment

- 3.2 This category primarily covers the construction of an extension to the Amersham Multi Storey Car Park, providing increased parking capacity within Amersham on the Hill to accommodate current and future capacity needs as highlighted in the Parking Strategy, a key Council priority as identified in the Capital Strategy. It is anticipated that a detailed business case will be presented to members during 2017 for approval prior to committing to the construction.
- 3.3 CDC is responsible for the maintenance of the Mill Meadow Bridge, and has an obligation to keep the bridges in repair and to provide the site users and members of the public with adequate access. Originally £225k was allocated to the project in 2016, but following detailed design work this project is now expected to cost £369k.
- 3.4 Additionally, £200k has been allocated in 2017/18, as the need to replace the sweeper vehicles which were on a 5 year agreement comes to an end. Replacement of the remaining refuse vehicle fleet in 2019/20 has been allocated at a cost of £3,150k, as the current waste contract expires in March 2020.

Healthy Communities

- 3.5 There is a budget of £23m for the redevelopment of the Chiltern Pools site which is at the end of its useful life. The development is being shaped by a review of the leisure needs of the area, as part of the Council's Leisure Strategy. The feasibility and design work underway at present will lead to the preparation of a detailed business case to be presented to members for approval to commit to the construction of a new facility.
- 3.6 Currently, under the contract with Greenwich Leisure, the Council has responsibility for the structure and exterior of the leisure centres. A sum of £100k is budgeted each year to meet these obligations.
- 3.7 The Council supports the 7 revitalisation groups with annual revenue funding of £2k and enables application to a capital revitalisation grant scheme delivered annually. This funding supports the enabling community participation, helping residents shape and improve their own communities, past examples include support to heritage projects, riverside walks, nature park and high street festivals, libraries, youth clubs and visitor information facilities. They have also helped to fund raise for projects to improve facilities for young people and families. The funding provided through these grants assists the community access additional funding for projects which has been valued at over £1m which would not otherwise be accessed by the community.
- 3.8 The remainder of the expenditure in this area relates to housing grants and loans, with the largest element being Disabled Facility Grants which the Council has a statutory duty to provide. The majority of the cost of the grants are met from an allocation from the Better Care Fund administered by the County wide Health & Wellbeing Board, (this was £545,252 in 2016/17), with a potential cost of £100k falling to Chiltern, however the detail of the 2017/18 allocation from the Fund is still to be confirmed. A contribution to the programme is also sought from Paradigm.

Support Services

- 3.9 A project to increase parking for staff at KGVH has been proposed to increase the number of parking spaces available for staff at King George V House at an initial estimate of £80,000, and this is included in the programme provisional on a member decision to proceed.
- 3.10 As an outcome of the property condition survey, other works to KGVH need to be carried out to the value of £177k, over the next four years. These include replacement of flat roof, and skylight works, as well as replacement of boilers.

4 Commuted Sums Programme

- 4.1 In the context of capital investment it is important to include funding available from planning commuted sum agreements for affordable housing developments. Currently the commuted sum balance is:

	Balance as at 31.12.16
	£
s106 Affordable Housing - Conditional	1,783,519
s106 Affordable Housing - Unconditional	25,000
	1,829,146

- 4.2 These sums are applied in line with the Council's Housing Strategy which sets out the range of options available to use these funds for the provision of affordable housing.

5 Review of Repairs & Renewals Programme

- 5.1 The Repairs & Renewals programme is shown in Appendix B, and comprises the following elements:

Depot: £100k in 2017/18 and £55k rising to £65k pa thereafter

- 5.2 There is an annual repairs and renewals allowance for works at the Depot. This provides flexibility for works to be carried out as and when required. In 2017/18 this has been increased to £100k to provide substantial work for drainage and hard surfacing.

Paper Sort Reinstatement £121k

- 5.3 If Serco vacate the Paper Sort, there is a legal requirement for CDC to restore this building back to its original state. At present this is a contingency amount as there are no immediate plans to vacate the facility.

KVHG Planned Maintenance Works £532k

- 5.4 As a result of a conditions survey, several areas have been identified as requiring works to KGVH. Primarily works to overhaul the windows, over and underground drainage and guttering, as well as, lighting and circuit improvements for statutory compliance.

Ashley Green Old School Community Centre £25k

- 5.5 Building and roof repairs are required to Ashley Green Old School Community Centre, and external and internal decoration over the course of the next two years.

Leisure Centres: £10k pa

- 5.6 To undertake small repairs and maintenance to the centres that cannot be funded from Capital. A further £60,000 has been included in 2020/21 for the regular 5 year condition survey.

IT Replacement Equipment/Alterations £30k pa

- 5.7 To provide various replacement or repairs to IT equipment.

6 Consultation

- 6.1 Consultation is with the Resources Overview Committee.

7 Corporate Implications

- 7.1 The Capital Programme has previously been financed from four sources, grants, capital receipts, and revenue reserves / contributions. However, from 2017/18 borrowing for new projects such as the Amersham Multi Storey Car Park may also be undertaken.

- 7.2 The table below shows the proposed funding of the programme set out in Appendix A.

Sources of Funding	Latest Budget 16/17 £	Original Budget 17/18 £	Original Budget 18/19 £	Original Budget 19/20 £	Original Budget 20/21 £
Housing subsidy re DFG's	545,252	545,000	545,000	545,000	545,000
Transformation for Mobile Working Paradigm re DFG's	90,000	90,000	90,000	90,000	90,000
s106 parking commuted sums	88,000	0	0	0	0
Borrowing for new projects		7,831,203	15,800,000	8,200,000	0
Capital Receipts / Capital Contributions	2,076,188	1,307,061	314,000	3,489,000	314,000
Total Funding	2,799,440	9,853,264	16,749,000	12,324,000	949,000

7.3 The impact of funding the programme on available capital resources can be seen in the table below.

Capital Resources	Latest Budget 16/17 £	Original Budget 17/18 £	Original Budget 18/19 £	Original Budget 19/20 £	Original Budget 20/21 £
Opening Capital Resources	4,072,988	3,803,221	3,890,110	3,970,060	875,010
New Capital Receipts					
New General Capital Contributions	1,412,471	1,000,000			
New Capital Contributions -Vehicles	393,950	393,950	393,950	393,950	393,950
Use of Capital Receipts/ Contributions	-2,076,188	-1,307,061	-314,000	-3,489,000	-314,000
Closing Capital Resources	3,803,221	3,890,110	3,970,060	875,010	954,960

7.4 The programme in Appendix A covers the period until 2021. Over this period new calls for capital expenditure will arise linked to the Council's Business Plan and Financial Strategy.

7.5 Therefore to sustain the size of the programme and allow scope for new schemes, additional resources will need to be made available. The scope for generating significant new capital receipts is very limited; therefore, the Council will need to borrow to finance proposed capital projects. The capital programme is part of the Council's overall financial strategy, as the capital and revenue budgets are interlinked.

7.6 Separately the Council is also setting aside £395k each year for seven years up to 2020/21, towards replacing the refuse vehicle fleet.

8 Links to Council Policy Objectives

8.1 The Council's Code of Corporate Governance highlights the importance of having in place clearly documented processes for policy development, review and implementation, decision making, and monitoring and control. Following from this is the requirement for sound financial management, being able to demonstrate resources are aligned to the corporate priorities of the Council, and that any material risks are assessed. Having a medium term financial strategy is a key element in demonstrating this principle. Establishing a sound and sustainable financial base is important for delivering the Council's objectives.

9 Next Step

- 9.1 Following views by the Resources Overview Committee the report will be considered by the Cabinet prior to recommendation of a programme to Council in February 2017.

Background Papers:	None
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CDC Capital Programme 2017/18 - 2020/21

Appendix A

CDC Capital Programme 2017/18 - 2020/21		Budget Manager	Project Manager	Latest Budget 16/17 £	Rephased to 17/18 £	Original Budget 17/18 £	Original Budget 18/19 £	Original Budget 19/20 £	Original Budget 20/21 £
<u>Environment</u>									
D013	Investment works at London Road Depot	Chris M	Linda N	0					
D021	Lords Mill Weir, Chesham	Chris M	David S	0	10,000				
-	Refuse Vehicles	Chris M	Sally G			200,000		3,150,000	
D012	Public convenience refurbishment	Chris M	Kevin K	47,384		15,000			
D303	Sycamore Road - Fencing Work	Chris M	Julia G	20,000					
D307	Shared Parking Service - ICES 360	Chris M	Julie R /Janine D	35,100					
D308	Sycamore Road - Additional parking spaces & resurfacing	Chris M	Louise D	125,794					
D309	Sprinter L C Prestwood - car park upgrade	Chris M	Louise D	216,563					
D300	AMSCP	Chris M	Linda N	600,390		8,061,610	800,000		
D305	Additional off street parking solutions	Chris M	Julie R	0	10,000				
D024	Mill Meadow Bridge - Major Works	Chris M	Julia G	25,000	344,000				
<u>Healthy Communities</u>									
D002	Town & Village Revitalisation	Martin H	Paul N	4,500		10,000	14,000	14,000	14,000
D007	Leisure Centres	Martin H		386,000		100,000	100,000	100,000	
	Leisure Centre - Redevelopment of Chiltern Pools	Martin H/Chris M					15,000,000	8,200,000	
D500-1	Disabled Facility Grants	Martin H		735,252		735,000	735,000	735,000	735,000
D502-5	Renovation Grants	Martin H		72,632		50,000	50,000	50,000	50,000
D503	Home Fitness Grant	Martin H		0					
D509	Flexible Home Loan Fund	Martin H		100,000		50,000	50,000	50,000	50,000
D508	Days Alms Houses - Grant	Martin H		100,000					
<u>Support Services</u>									
D600	MS Office Licenses (Triennial)	Sim D		56,873					
D621	Virtual environment upgrades	Sim D		25,000					
D620	IP telephony - core infrastructure	Sim D		13,227					
D626	Shared F&P Service - Uniform & FM System	Chris M		7,400					
D627	ICT Strategy Projects - Unified Network	Sim D		56,000					
D628	TCA Projects - Mobile Working	Sim D		0	80,000				
D619	TCA Projects - Channel Shift	Sim D		0	27,000				
D618	KGVH WIFI Replacement	Sim D		50,000					
D606	KGVH - Roofing and skylight works Block A	Chris M		0	8,654	52,000			
D629	KGVH - Undercroft Car Park Security Enhancements	Chris M		37,000					

	Chris M			80,000			
	Chris M					25,000	
D631	Chris M						100,000
	Sim D		35,325				
D900	-		50,000				
			2,799,440	479,654	9,353,610	16,749,000	12,324,000
							949,000

CDC R&R Programme 2017/18 - 2020/21		Budget Manager	Project Manager	Rephased to 17/18 £	17/18 Budget £	18/19 Budget £	19/20 Budget £	20/21 Budget £
<u>Environment</u>								
J116	Depot - Annual Allocation	Chris M	-		100,000	55,000	60,000	65,000
J102	Depot: Papersort facility reinvestment fund	Chris M	-	121,000				
	KGVH - Planned Maintenance Works	Chris M			233,000	100,000	100,000	100,000
	Ashley Green Old School Community Centre - Building Repairs	Chris M			15,400	9,700		
<u>Support Services</u>								
J700	IT: Replacement equipment/alterations	Sim D			30,000	30,000	30,000	30,000
<u>Community, Health & Housing</u>								
J200	Leisure Centres -	Martin H	-		10,000	10,000	70,000	10,000
				121,000	388,400	204,700	260,000	205,000

The R&R programme is funded from the earmarked reserve created for the purpose of funding this expenditure. At the end of 2016/17 the reserve is estimated to stand at £428,597.

CHILTERN DC CAPITAL STRATEGY

Purpose

The Capital strategy for the authority is intended to describe how the authority will use and manage its capital resources to progress the council's key priorities.

Key Priorities of the Strategy

The key Council priorities are as follows.

Key Priority	Comment
<ul style="list-style-type: none"> Financial Stability & Resilience 	Eliminating the funding gap Growing income base Funding only from Business Rates, Council Tax and Fees & charges and rents Reserves to buffer recession effects Reserves for specific major projects Funding investment (Prudential Borrowing) Continuing efficient and effective use of resources Strong cost control
<ul style="list-style-type: none"> Local Housing needs 	Temporary accommodation supply Affordable housing supply Use of s106 funds
<ul style="list-style-type: none"> Parking Strategy 	Focus initial on Amersham issues (AMSCP).
<ul style="list-style-type: none"> Maximising use of Property Assets 	Amersham site (Pool & KGVH)
<ul style="list-style-type: none"> Leisure Strategy 	Implementing outcomes of leisure needs survey, especially in respect of Amersham site
<ul style="list-style-type: none"> Supporting local businesses 	Broadband extension and development Skills agenda Progression the economic development strategy Encourage tax base growth
<ul style="list-style-type: none"> The local environment 	HS2 mitigation Local Plan work
<ul style="list-style-type: none"> Joint Working incl Transformation 	Stronger in Partnership Programme Office Accommodation plans

Key Documents Influencing the Capital Strategy

The Strategies influencing the Capital Strategy are.

- Asset Management Plan (including outcomes of Strategic Asset Review)
- Housing Strategy
- ICT Strategy

The Asset Management Plan will set out how the Council will use its assets to optimise revenue, create income streams, for the Council. It is informed by the outcomes of the Strategic asset Review undertaken in 2016.

Principles

The key principles underpinning the strategy are:

- Using capital resources to support the Council's key priorities.
- Managing the revenue implications of the capital programme.
- Having in place project management to enable effective delivery of objectives and manage risk.
- Optimise the use of Council capital and asset resources

Financing

The Strategy will be financed using the following funding sources:

- Prudential Borrowing
- Capital Receipts
- Earmarked revenue funds
- Leasing
- Joint ventures or other forms of partnerships

Prudential borrowing will generally be used for large projects, and those where detailed business cases have been prepared.

Capital receipts are not expected to be a material part of the capital programmes funding as the Council does not have plans to dispose of surplus assets to generate capital resources, and it does not have a significant level of unapplied capital receipts. .

The Council has earmarked from its revenue reserves sums to finance specific projects such as those associated with the Leisure Strategy, and the delivery of affordable housing. There is also funding available from contributions received under planning agreements (s106 agreements). In addition to these it has a Repair & Renewals earmarked reserve that primarily is applied to fund minor building projects related to the Council offices or the Depot.

Leasing will be considered for vehicles and plant that will need to be periodically replaced and the cost of leasing is comparable with the Council financing the asset itself

For certain projects it may be appropriate for the Council to consider a joint venture arrangement where risk and reward is shared, or where an external partner would enable a project to proceed, which otherwise would not be possible.

Governance

Roles and Responsibilities

Members

Members have the responsibility for agreeing the key aims and priorities of the authority. They also need to ensure that adequate resources are in place to support the delivery of the priorities, and that the authority has a sound system for financial management and control.

Managers

Managers responsible for services or groups of services have the requirement to set out through their Service plans and budgets how they will progress the Council's aims in the areas under their control. They will be required to identify clearly the resource implications and any risks or dependencies associated with their Service plan. Value for money, customer views and efficiency will feature in their service planning. If required by the Council's overall financial position managers will be required to identify savings options, but these should aim to minimise as far as possible the impact on the Council's key priorities. They will follow the authority's procedures for financial management and control. This includes monitoring their budgets in accordance to the requirements of the authority's budget monitoring processes.

s151 Officer

The designated s151 officer has the responsibility to ensure members and officers are provided with the appropriate financial advice and information to support their service and financial planning, and this includes identifying the key financial risks facing the authority. The role also has responsibility for ensuring managers have the appropriate support to manage their budgets. The post is responsible for ensuring adequate financial systems and controls are in place to manage the authority's financial affairs.

Project Management

The capital schemes comprising the strategy will be managed in accordance with the Council's project management methodology. This means that:

- All projects will have an identified sponsor and project manager
- Project initiation documents will be in place identifying clearly the intended outcomes, timescales and risks.
- Major investment projects will be supported by option appraisals and business cases.

Where the Council decides to undertake external financing of investment projects it will ensure this is based on the requirements of the Prudential Code¹. The Treasury Management Strategy will be reviewed annually, and will set out the Prudential Indicator's for the authority in order to demonstrate the affordability of any borrowing undertaken.

Any procurements undertaken will comply with the Council's procurement rules and Contract Standing Orders.

Review of the Strategy

The principles and key elements of the Strategy should not change significantly from year to year, other than to adjust for any new supporting policies or strategies that may have been developed. The detail of the strategy will be reviewed annually in the light of the progress of the programme and available resources.

Capital Strategy 2017 - 2022

The Council's Capital Programme contributes to its overall financial strategy by including projects that will increase the Council's income and the use of a number of key assets. Where substantial investment is required this will be financed by prudential borrowing following the approval of business cases. For planning purposes an initial estimate has been made of the level of investment this programme might require.

The programme includes two significant projects for the expansion of the Council's main car park in Amersham, and the redevelopment of the Chiltern Pools site to replace the current facility which is at the end of its useful life with a development shaped by a review of the leisure needs of the area. The majority of the costs of these projects are anticipated to be finance by prudential borrowing, but some of the preparatory work related to the Chiltern Pools project will be met from an earmarked revenue reserve.

Housing grants are anticipated to form a significant part of the programme for a number of years with funding largely coming via the Better Care fund administered by the Adult Health & Wellbeing Board for Buckinghamshire.

In 1920/21 the Council will need to consider the replacement of the refuse fleet. This will be tied in with retendering the current contract, and at that stage an evaluation will be undertaken whether to lease or acquire any new vehicles required under the contract.

Finally there is the maintenance of existing assets which comprises projects of varying scales. The projects fall under the following main groupings.

- King George V House offices

¹ Prudential Code for Capital Finance in Local Authorities issues by CIPFA.

- The Council Depot at London Road
- Leisure Centres
- ICT infrastructure
- Car parks

This maintenance expenditure is primarily met as part of a Repairs and Renewal Programme, which is funded from a revenue reserve established for this purpose. Very large projects, or projects to expand or add new facilities would be funded separately.

The overall size of the programme over time will be affected primarily by the ability of the revenue budget to support the cost of financing new investment by prudential borrowing as the Council's asset strategy does not envisage any significant asset disposals. It is important for the Council's overall Medium Term Financial Strategy that the significant projects designed to generate income achieve their objectives.

Director of Resources
December 2016

DEFINITION OF CAPITAL EXPENDITURE INCLUDED IN THE CODE OF PRACTICE ON LOCAL AUTHORITY ACCOUNTING IN THE UNITED KINGDOM

All expenditure that can be directly attributed to the acquisition, creation or enhancement of items of property, plant and equipment or the acquisition of rights over certain longer-term intangible benefits is accounted for on an accruals basis and capitalised as a non-current asset. It must be probable that the future economic benefits or service potential associated with the item will flow to the Council - the Council does not have to own the item but it must be more than likely that it has gained the right to use the item in the provision of services or to generate cash from it. In addition it must be possible to measure the cost of the item reliably.

Expenditure that should be capitalised will include expenditure on the:

- Acquisition, reclamation or laying out of land
- Acquisition, construction, preparation, enhancement or replacement of roads, buildings and other structures
- Acquisition, installation or replacement of movable or immovable plant, machinery, apparatus, vehicles and vessels

In this context, the definition of enhancement contained in the previous Code of Practice (SORP) is still applicable and means the carrying out of works which are intended to:

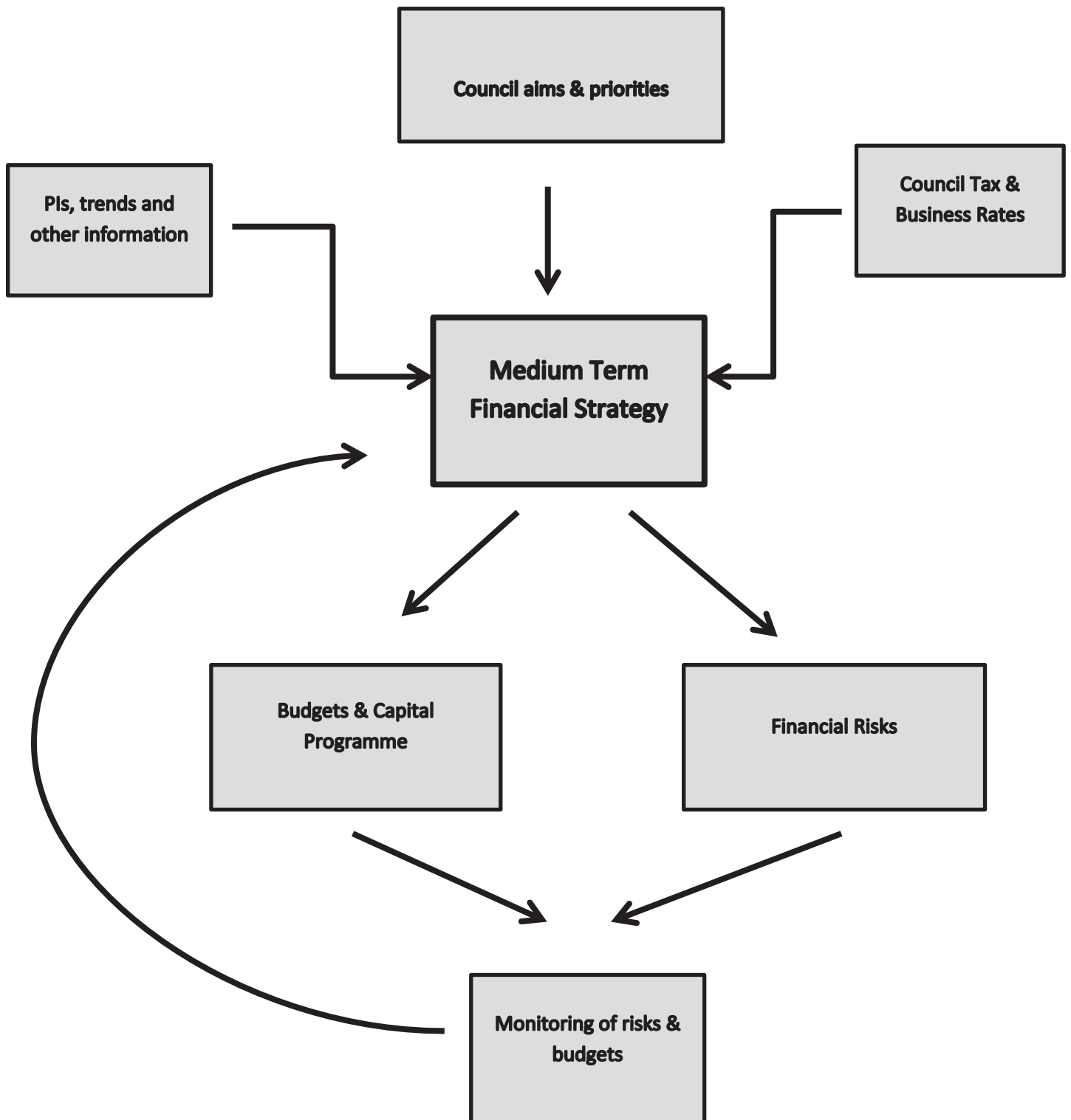
- Lengthen substantially the useful life of the asset, or
- Increase substantially the market value of the asset, or
- Increase substantially the extent to which the asset can or will be used for the purpose or in conjunction with the functions of the local authority concerned.

Under this definition, improvement works and structural repairs should be capitalised, whereas expenditure to ensure that the fixed asset maintains its previously assessed standard of performance should be recognised in the revenue account as it is incurred.

Expenditure on existing fixed assets should be capitalised in three circumstances:

- Enhancement - see above
- Where a component of the fixed asset that has been treated separately for depreciation purposes and depreciated over its individual useful life is replaced or restored
- Where the subsequent expenditure relates to a major inspection or overhaul of a fixed asset that restores the benefits of the asset that have been consumed by the authority and have already been reflected in depreciation

Assets acquired on terms meeting the definition of a finance lease should be capitalised and included together with a liability to pay future rentals.
 Where an asset is acquired for other than cash consideration or where payment is deferred the asset should be recognised and included in the balance sheet at fair value.



SUBJECT:	Treasury Management Strategy 2017/18
REPORT OF:	Support Services Portfolio Holder – Cllr M Stannard
RESPONSIBLE OFFICER	Director of Resources
REPORT AUTHOR	Helen O'Keeffe, Principal Accountant, hokeeffe@chiltern.gov.uk , 01494 732781
WARD/S AFFECTED	All

1. Purpose of Report

- 1.1 To advise the Cabinet on the Treasury Management Strategy and related policies that should be adopted by the Council for 2017/2018.

RECOMMENDATION

To **recommend** to Council to approve the Treasury Management Strategy (Appendix 1), including approving its appendices below:

- Appendix 1A - Annual Investment Strategy Policies
- Appendix 1B - Prudential Indicators including the borrowing limits
- Appendix 1C - the MRP method to be used in 2017/18.

2. Executive Summary

- 2.1 The Council is required to formally review its treasury management policies each year as part of determining what level of returns will be achieved from investments. The format of the treasury management policies is defined by the Code of Practice adopted by the Council, and is required to be approved by the Council on recommendation from the Cabinet.
- 2.2 The treasury management policies underpin the strategy for the year in question, which seek to achieve a level of investment return and efficiently manage any borrowing. For 2017/18 there will be a significant change in strategy as it will be necessary to borrow funds to facilitate the planned capital programme. The Council has been debt free for many years so this represents a substantial change in approach.

3. Background

- 3.1 The Council adopted the CIPFA code of practice on Treasury Management in June 2002, which includes the creation of a Treasury Management Strategy, which sets out the policies, and objectives of the Council's treasury management activities for the year ahead.

4. Treasury Management Strategy 2017/18

4.1 The Treasury Management Strategy 2017/18 is attached as Appendix 1. In essence the proposed strategy is as follows, and makes appropriate recognition of the Government's advice to prioritise security and liquidity over returns.

- Borrowing will be required in order to deliver the planned capital programme, and therefore in order to undertake prudential borrowing the Council needs to update its Treasury Management Strategy. Borrowing will be entered into once significant capital projects have been approved.
- Cash is unlikely to be available for investment over longer time periods.
- Interest rates are expected to remain low, and it will be challenging to achieve high investment returns.
- The expected return for 2017/18 from the proposed strategy is £100,000.

5. Consultation

5.1 Consultation is with the Resources Overview Committee within the framework set by the Code of Practice.

6. Options

6.1 The framework set by the Code of Practice means that options effectively relate to the judgements and risk assessments made when finalising the Strategy around likely returns, counterparty risks, and liquidity issues related to the level of available cash balances.

7. Corporate Implications

7.1 The budget for investment interest was set at £140,000 for 2016/17. The current estimated investment return shows that the budget is likely to be exceeded by a modest amount.

7.2 Budgeted investment income in 2017/18 is based on interest rates remaining below 1%. Although borrowing will not be undertaken in advance of need, there will be some short term timing differences where funds will be borrowed and not yet required for the payment of suppliers. Any surplus funds will be invested on a short term basis until they are required.

7.3 Based upon the recommendations outlined in the Treasury Management Strategy the estimated investment return for 2017/18 is £100,000.

7.4 This target for investment income reflects the latest forecasts for interest rates. It is regarded as realistic and achievable. Loss of £44K of investment income is equal to £1 Council Tax on a band D property.

- 7.5 As with any budget based on forecasts of future interest rates there is a risk of variation due to factors outside of the Council's control. This risk will need to be taken into account in determining the level of reserves held by the Authority.
- 7.6 The Local Government Act 2003 requires the Council to have regard to the Prudential Code and to set Prudential Indicators for the next 3 years to ensure that the Council's capital investments plans are affordable, prudent and sustainable.
- 7.7 The Act requires the Council to set out its Treasury Strategy and to prepare an Annual Investment Strategy which sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
- 7.8 It is a statutory requirement under section 33 of the Local Government Finance Act 1992, for the Council to produce a balanced budget. In particular, section 32 requires a local authority to calculate its budget requirements for each financial year to include the revenue costs that flow from capital financing decisions. This, therefore, means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue from:
- loss of investment interest caused by the use of capital receipts to finance additional capital expenditure.
 - any increases in running costs from new capital projects.
 - any interest payable on loans
- are limited to a level which is affordable within the projected income of the Council for the foreseeable future as part of the Council's overall Medium Term Financial Strategy.
- 7.9 The CLG's investment guidance states that authorities could combine the Treasury Strategy Statement and the Annual Investment Strategy (AIG) into one report. The Treasury Management Strategy 2017/18 document is attached to this report (Appendix 1).

8. Links to Council Policy Objectives

- 8.1 The Council's Treasury Management Strategy is a key element to the overall Medium Term Financial Strategy.

9. Next Step

- 9.1 Following views from the Resources Overview Committee, the Strategy will be considered by the Cabinet in February. Cabinet will then recommend to the Council the Strategy.
- 9.2 The implementation and monitoring of the strategy and policy will be undertaken by reports to Cabinet.

Background Papers:	None
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Chiltern District Council
Treasury Management Strategy
2017/2018

1. Background

- 1.1. The Council adopted the CIPFA code of practice on Treasury Management in June 2002, which includes the creation of a Treasury Management Strategy, which sets out the policies, and objectives of the Council's treasury management activities for the year ahead. The key requirements of the latest version of the Code are detailed below.
- a) All councils must formally adopt the Code and four clauses, these are shown in Appendix 1A which also sets out the scheme of delegation and the treasury management role of the section 151 officer.
 - b) The strategy report will affirm that the effective management and control of risk are prime objectives of the Council's treasury management activities. This is consistent with the approach always adopted by this Council.
 - c) The Council's appetite for risk must be clearly identified within the strategy report and will affirm that priority is given to security of capital and liquidity when investing funds and explain how that will be carried out.
 - d) Responsibility for risk management and control lies within the organisation and cannot be delegated to any outside organisation. This is something the Council has always been very clear about, in that whilst it uses advisers and external sources of information, that it is the officers and Members of the authority who are accountable for policy and decisions.
 - e) Credit ratings should be used as a starting point when considering risk. Use should also be made of market data and information, the quality financial press, information on Government support for banks and credit ratings of that Government support.
 - f) Councils need a sound diversification policy with high quality counterparties and should consider setting country, sector and group limits.
 - g) Borrowing in advance of need is only to be permissible when there is a clear business case for doing so and only for the current capital programme. The Council has been debt free for a number of years. However, planned capital projects over the next few years will mean that the Council will need to borrow funds. This will enable major capital projects to be undertaken which would otherwise not be affordable.
 - h) The main annual treasury management reports must be approved by full Council.
 - i) There needs to be, at a minimum, a mid-year review of treasury management strategy and performance. This is intended to highlight any areas of concern that have arisen since the original strategy was approved. For Chiltern this requirement is met by the regular reports to the Cabinet.
 - j) Each council must delegate the role of scrutiny of treasury management strategy and policies to a specific named body. For Chiltern this is carried out by the Resources Overview Committee.

- k) Treasury Management performance and policy setting should be subjected to prior scrutiny. This is achieved via the regular discussions on Treasury Management at the Resources Overview..
- l) Members should be provided with access to relevant training. The Council's treasury management advisers provided training most recently in September 2015 which outlined relevant legislation, the Code of Practice, Members' responsibilities and operational issues.
- m) Those charged with governance are also personally responsible for ensuring they have the necessary skills and training.
- n) Responsibility for these activities must be clearly defined within the organisation.
- o) Officers involved in treasury management must be explicitly required to follow treasury management policies and procedures when making investment and borrowing decisions on behalf of the Council.
- 1.2. This strategy statement has been prepared in accordance with the Code. As in previous years the Council's Treasury Management Strategy will be approved annually by the full Council. In addition there will also be regular monitoring reports to Resources Overview, one of which will be the annual report. In addition the Support Services Portfolio Holder will be emailed each month with information showing where the Council's investment portfolio has been invested. The aim of these reporting arrangements is to ensure that those with ultimate responsibility for the treasury management function appreciate fully the implications of treasury management policies and activities, and those implementing policies and executing transactions have properly fulfilled their responsibilities with regard to delegation and reporting.
- 1.3. The Council will adopt/reaffirm the following reporting arrangements in accordance with the requirements of the revised Code:-

Area of Responsibility	Reporting Arrangements	Frequency
Treasury Management Policy	Cabinet/Council	Reviewed annually.
Treasury Management Strategy Annual Investment Strategy MRP policy	Cabinet/Council	Annually before the start of the financial year
Treasury Management Strategy Annual Investment Strategy MRP policy – in year report	Cabinet	Appropriate report to Cabinet
Treasury Management Strategy Annual Investment Strategy MRP policy – updates or revisions at other times	Cabinet/Council	As appropriate
Annual Treasury Outturn Report	Cabinet/Council	Annually by 30 th September after the end of the year
Monitoring Reports	Cabinet	Regularly

Investment Portfolio Detail	Support Services Portfolio Holder	Monthly
Scrutiny of treasury management strategies & performance	Resources Overview Committee	Ongoing but with particular focus when considering annual Strategy

- 1.4. The Local Government Act 2003 and supporting regulations requires the Council to have regard to the CIPFA Prudential Code and the CIPFA Treasury Management Code of Practice to set Prudential and Treasury Indicators for the next three years to ensure that the Council's capital investments plans are affordable, prudent and sustainable. These indicators are especially relevant now that the Council is proposing to undertake borrowing to finance a number of significant projects.
- 1.5. The Act requires the Council to set out its Treasury Strategy and to prepare an Annual Investment Strategy which sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
- 1.6. It is a statutory requirement under section 33 of the Local Government Finance Act 1992, for the Council to produce a balanced budget. In particular, section 32 requires a local authority to calculate its budget requirements for each financial year to include the revenue costs that flow from capital financing decisions. This, therefore, means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue from:
- Loss of investment interest caused by the use of capital receipts to finance additional capital expenditure
 - Any increases in running costs from new capital projects
 - Any interest payable on loans
- are limited to a level which is affordable within the projected income of the Council for the foreseeable future.
- 1.7. The Council employs Capita Asset Services, Treasury Solutions for treasury management information services. The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon external service providers. The external treasury management service does not recommend specific strategies for authorities as they are not investment managers, but aim to ensure authorities take relevant matters into consideration and identify investment options to possibly consider. It is recognised that there is value in employing an external organisation in order to access specialist skills and resources. This was exemplified by the joint member briefing undertaken in September 2015. The Council contract with Capita Asset Services is a joint one with South Bucks District Council. The contract has been renewed with effect from 1 January 2017 to 31 December 2019.

2. Prospects for Interest Rates and Economic Background

- 2.1. Part of the service provided by the Council's treasury management advisers is to assist the Council to formulate a view on interest rates. The following table gives the Capita Asset Services central view on the bank rate and short term money rates.

	2017				2018		2019
	Q1	Q2	Q3	Q4	Q1	Q4	Q4
Bank Rate	0.25%	0.25%	0.25%	0.25%	0.25%	0.75%	0.75%
3 M LIBID	0.30%	0.30%	0.30%	0.30%	0.30%	0.40%	0.80%
6M LIBID	0.40%	0.40%	0.40%	0.40%	0.40%	0.50%	0.90%
12M LIBID	0.70%	0.70%	0.70%	0.70%	0.70%	0.90%	1.30%

2.2. From an economic perspective the key points that can influence the Investment Strategy are as follows:

- Political developments in the UK, especially over the terms of Brexit.
- The impact of the US election result on the US economy. If the Trump package of policies is implemented, there is likely to be an increase in inflationary pressures which could then mean that the pace of further Fed. Rate increases will be quicker and stronger than formerly expected.
- Although there is normally a high degree of correlation between the Fed. Rate and the UK Bank Rate, it is anticipated that the Fed. Rate will increase more quickly and more strongly than the UK Bank Rate.

2.3. The Bank of England has also indicated that when interest rates do start to rise it will be a slow and incremental process. It is therefore unlikely in the medium term that cash investment returns will increase significantly from current levels.

3. Achieving the Investment Target in 2017/18

3.1. As part of its medium term financial strategy the Council is seeking to maximise its investment income with acceptable levels of risk.

3.2. It is clear that continuing with short term cash investments will provide returns of at best 1.0% over the next year or so. To achieve higher levels of returns would involve:

- Investing for longer periods, i.e. 3 years or longer.
- Investing in non cash based instruments, i.e. property or corporate bond funds.

3.3. The following table illustrates the estimated investment interest for 2017/18.

	Credit Rating	Amount Loaned	Interest Rate	Matures	Interest 17/18	New Inv 17/18 (1%)
Bank of Scotland/Lloyds	A+	1,000,000	1.00%	Nov-17	6,027	3,333
Bank of Scotland/Lloyds	A+	1,000,000	1.55%	Jun-17	2,675	7,500
Bank of Scotland/Lloyds	A+	1,000,000	1.05%	Jul-17	3,395	6,667

Nationwide	A	1,000,000	0.95%	May-17	1,275	8,333
Nationwide	A	1,000,000	0.60%	Apr-17	460	9,167
Nationwide	A	1,000,000	0.60%	Oct-17	3,074	4,167
Santander	A	1,000,000	1.00%	Jun-17	2,219	7,500
Close Brothers	A	1,000,000	1.60%	Oct-17	8,592	4,167
Close Brothers	A	1,000,000	1.00%	Feb-18	9,151	833
Total		9,000,000			36,868	51,667
Short term		10,000,000	0.30%		30,000	
Total		19,000,000			66,868	51,667
Total interest forecast 2017/18						118,535

3.4. However, owing to the Council's capital spending plans it is unlikely that cash will be available for investment over longer time periods.

3.5. The following table illustrates the timescale for maturity of current investments.

Schedule of Maturing Investments

Year	Month	Amount	Cumulative
Instant MMF		10,000,000	10,000,000
2016/17	Mar	2,000,000	12,000,000
2017/18	Apr	1,000,000	13,000,000
	May	1,000,000	14,000,000
	Jun	2,000,000	16,000,000
	Jul	1,000,000	17,000,000
	Oct	2,000,000	19,000,000
	Nov	1,000,000	20,000,000
	Feb	1,000,000	21,000,000
		21,000,000	

3.6. The strategy needs to consider risk and this includes avoiding placing too much of the total investments with a single fund or institution.

3.7. The table below shows the proposed counterparty investments matrix for investments in 2017/18. There have been some amendments to the matrix to increase the maximum amounts which can be invested and the duration of investments. This is as a result of there being fewer suitable counterparties available with whom to place investments and greater funds being available to invest at the beginning of the year. Increasing these limits will allow greater flexibility to achieve the best available rates.

	Duration	Maximum Amount	Fitch Rating	Comment
Money Market Funds	-	£5m	AAA	
UK Institutions	Up to 5 years	£5m	A- or better	
	Up to 3	£5m	BBB+ or better	

	years			
Non UK Institution	Up to 3 years	£2m	A- or better	Sovereignty rating AA or better
Gilts / Corporate Bonds / Bond Funds	Up to 5 years	£5m	A- or better	
Other Approved Investments (eg Property Funds)	-	£5m	-	

4. Borrowing Strategy

- 4.1 The Treasury Management Strategy for 2017/18 reflects a shift in strategy from Chiltern being a debt free Authority to an Authority which will undertake borrowing to enable some significant capital projects to be undertaken. Potentially in 2017/18 the Council could undertake borrowing of up to £8m. The change in strategy is described in more detail in the Council's Capital Strategy which is being updated as part of the overall 2017/18 budget setting process.
- 4.2 In order to undertake borrowing the Council must demonstrate its compliance with the Prudential Borrowing Code. The purpose of the Code is to establish the framework for local authority to ensure:
- Capital expenditure plans are affordable (Medium Term Financial Strategy and Capital Strategy)
 - External borrowing and long term liabilities are prudent and sustainable (Medium Term Financial Strategy)
 - Treasury management decisions are in accordance with good professional practise (Treasury Management Strategy)
 - The local authority is accountable and its decisions clear and transparent (Code of Corporate Governance)
- 4.3 The capital expenditure plans set out in Appendix 1B provide details of the planned expenditure of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this expenditure. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities.
- 4.4 The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the additional sums borrowed. However, it is possible that there will be some short term timing differences where funds are borrowed in order to pay suppliers' invoices for capital projects. This may result in the Council holding cash surpluses until the project is complete, which will be invested until required for the payment of suppliers.
- 4.5 Borrowing will only be entered into once the larger capital projects have received approval from Members to commit following appropriate feasibility and preparation work. The

Director of Resources will determine the optimum time to borrow taking into account current and forecast interest rates.

- 4.6 The Local Government Act 2003 sets out the new capital regulations and specifies that local authorities must comply with the Prudential Code produced by CIPFA. The Council has a duty to determine an affordable borrowing limit. It is recommended that Members approve an authorised borrowing limit of £13 million and an operational borrowing limit of £10 million, these together with other prudential indicators that the Council are required to set under the code are shown at Appendix 1B, and Appendix 1C covers the technical requirement in respect of calculating the minimum revenue provision.

5. Financial Summary & Risks

- 5.1. The budget for investment interest was set as £140,000 for 2016/17. Current estimates show that the budget is likely to be exceeded by a modest amount.
- 5.2. The estimated investment return for 2017/18 is £100,000, which reflects the latest forecasts for interest rates. Loss of £44,000 of investment income is equal to £1 council tax on a band D property.
- 5.3. The cost of borrowing is estimated at 2.5%. There is clearly some sensitivity around this if the interest rate should change. A 1% increase in borrowing rates would increase interest rate costs by £10,000 per £1m of borrowing.
- 5.4. As with any budgets based on forecasts of future interest rates there is a risk of variation due to factors outside of the Council's control. This risk will need to be taken into account in determining the level of revenue reserves held by the authority.

Appendices

1A – Annual Investment Strategy

1B – Prudential Indicators

1C – Minimum Revenue Provision

CHILTERN DISTRICT COUNCIL

Annual Investment Strategy 2017-18

1. This Council has regard to the DCLG's Guidance on Local Government Investments and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sector Guidance Notes. The Council's investment priorities will be security first, liquidity second and then return.
2. This Annual Investment Strategy states which investments the Council may use for the prudent management of its treasury balances during the financial year under the heads of Specified Investments and Non-Specified Investments. These are listed in Schedules A and B.
3. The policies underpinning the investment strategy for managing investments and for giving priority to the security and liquidity of those investments are set out in this document.

Treasury Management Policy Statement

4. **Definition**

The Council defines its treasury management activities as

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

5. **Risk Management**

The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation.

6. **Value for Money**

The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management and to employing suitable comprehensive performance techniques, within the context of effective risk management.

7. **Borrowing Policy**

The Council values revenue budget stability and will therefore borrow the majority of its long-term funding needs at long-term fixed rates of interest.

The Council will set an affordable borrowing limit each year in compliance with the Local Government Act 2003, and will have regard to the CIPFA Prudential Code for Capital Finance in Local Authorities when setting that limit. It will also set limits on its exposure to changes in interest rates and limits on the maturity structure of its borrowing in the annual Treasury Management Strategy report.

Classification: OFFICIAL

8. **Investment Policy**

The general policy objective for this Council is the prudent investment of its treasury balances. The Council's investment priorities are the security of capital and liquidity of its investments. The Council will aim to achieve the optimum return on its investments commensurate with the proper levels of security and liquidity, and in an ethical manner that does not put the Council's reputation at risk. Investment of the Council's funds will be in accordance with the Treasury Management Strategy and Policy. All investments will be in sterling. The DCLG maintains that the borrowing of monies purely to invest or on-lend and make a return is unlawful and this Council will not engage in such activity.

CIPFA Treasury Management Code of Practice

9. The CIPFA Code of Practice on Treasury Management in Local Authorities was last revised in 2009.
10. CIPFA recommends that all public service organisations adopt, as part of their standing orders, financial regulations, or other formal policy documents appropriate to their circumstances, the following.
 1. This organisation will create and maintain, as the cornerstone for effective treasury management:
 - a treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities.
 - suitable treasury management practices (TMPs), setting out the manner in which the organisation will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.

The content of the policy statement and TMPs will follow the recommendations contained in Sections 6 and 7 of the Code, subject only to amendment where necessary to reflect the particular circumstances of this organisation. Such amendments will not result in the organisation materially deviating from the Code's key principles.

2. This Council will receive reports on its treasury management policies, practices and activities, including, as a minimum, an annual strategy and plan in advance of the year, a mid-year review and an annual report after its close, in the form prescribed in its TMPs.
3. This organisation delegates responsibility for the oversight and regular monitoring of its treasury management policies and practices to the Support Services Portfolio Holder, and for the implementation and administration of treasury management policy and decisions to the Director of Resources, who will act in accordance with the organisation's policy statement and TMPs and, as a CIPFA member, CIPFA's Standard of Professional Practice on Treasury Management.

The Treasury Management Role of the Section 151 Officer – Director of Resources

Classification: OFFICIAL

Classification: OFFICIAL

11. The responsibilities are summarised as follows.
- Recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance.
 - Submitting regular treasury management reports.
 - Submitting budgets and budget variations in respect of treasury management activities.
 - Receiving and reviewing treasury management information reports.
 - Reviewing the performance of the treasury management function.
 - Ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function.
 - Ensuring the adequacy of internal audit, and liaising with external audit.
 - Recommending the appointment of external service providers or advisors.

Specified and Non-Specified Investments

12. Specified investments identify investments offering high security and high liquidity which can be used with minimal procedural formalities. All these investments should be in sterling and with a maturity of no more than a year.
13. Any investment not meeting the definition of a specified investment is classed as non-specified. The Council does not intend to make any investments denominated in foreign currencies, or any with low credit quality bodies. Non-specified investments will therefore be limited to long-term investments.
14. The use of non-specified investments is limited to those set out in Schedule B. The Principal Accountant – Capital & Treasury will keep the use of such investments under continuous review in the light of risk (including reputational risk), liquidity and return. No additions will be made without the approval of the Council.

Security of Capital: The use of Credit Ratings

15. This Council relies on credit ratings published by Fitch (Standard and Poor's for Money Market Funds where applicable) to establish the credit quality of counterparties and investment schemes. The Council determines the appropriate credit ratings it deems to be sufficiently high for each category of investment. The 2017/18 counterparty credit matrix for investments is as follows:

	Duration	Maximum	Fitch	Comment
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Classification: OFFICIAL

Classification: OFFICIAL

		Amount	Rating	
Money Market Funds	-	£5m	AAA	
UK Institutions	Up to 5 years	£5m	A- or better	
	Up to 3 years	£5m	BBB+ or better	
Non UK Institution	Up to 3 years	£2m	A or better	Sovereignty rating AA or better
Corporate Bonds/Bond Funds	Up to 5 years	£5m	A- or better	
Other Approved Investments (eg Property Funds)	-	£5m	-	-

Monitoring of credit ratings:

- The Council has access to Fitch credit ratings and is alerted to changes through its use of its treasury management advisor's website and email alerts. These ratings cover both the specific financial institution but also the credit rating for the country in which the institution is incorporated.
- If a counterparty's or investment scheme's rating is downgraded with the result that it no longer meets the Council's minimum criteria, the further use of that counterparty/investment scheme as a new investment will be withdrawn immediately. The Council will also immediately inform any external fund manager that it may decide to use of the withdrawal of the same.
- The Council will establish with any fund manager that it may decide to use their credit criteria and the frequency of their monitoring of credit ratings so as to be satisfied as to their stringency and regularity.

Monitoring of Reputational Risk Issues

16. This will be undertaken by monitoring the financial press and media to identify any issues in respect of the non-public sector investments held by the Council, and where appropriate seeking advice from external sources.

Investment Balances / Liquidity of Investments

17. A prime consideration in the investment of fund balances is liquidity and the Council's forecast cash flow. Any in-house investment of more than three months needs the approval of the Director of Resources or the Head of Finance. If the Council were to choose to use the services of a cash fund manager duration limits will be specified in the contract.

Classification: OFFICIAL

Classification: OFFICIAL

Provisions for Credit Related Losses

18. If any of the Council's investments appears at risk of loss due to default the Council will make revenue provision of an appropriate amount, or follow any guidance issued by Government in such circumstances.
19. Any cash fund manager appointed by the Council will manage the funds on a discretionary basis. The fund management agreement between the Council and the manager would formally document the instruments that could be used within pre-agreed limits. The fund manager would use the Council's credit rating criteria.

End of Year Investment Report

20. At the end of the financial year, the Council will prepare a report on its investment activity as part of its treasury management activity report.

Classification: OFFICIAL

Classification: OFFICIAL

Schedule A

LOCAL GOVERNMENT INVESTMENTS (ENGLAND)
SPECIFIED INVESTMENTS

All investments listed below must be sterling –denominated

Investment	Repayable/ Redeemable Within 12 Months?	Security/ Minimum Credit Rating	Circumstance of use	Maximum period
Term deposits with the UK government or with English local authorities (i.e. local authorities as defined under section 23 of the 2003 Act) with maturities up to 1 year	Yes	High security although LAs not credit rated	In-house	1 year
Term deposits with credit – rated deposit takers (banks & building societies) with maturities up to 1 year	Yes	Yes, use of Fitch ratings subject to counterparty matrix	In-house	1 year
Certificates of Deposit issued by credit – rated deposit takers (banks and building societies): up to 1 year Custodial arrangement required prior to purchase	Yes	Yes, use of Fitch ratings subject to counterparty matrix	In-house	1 Year
Gilts: up to 1 year Custodial arrangement required prior to purchase	Yes	Government backed	In-house	1 Year
Money Market Funds	Yes	Yes, AAA rated	In-house	The period of investment may not be determined at the outset but would be subject to cash flow & liquidity requirements
Treasury bills (Government debt security with a maturity less than 1 year and issued through a competitive bidding process at a discount to par value) Custodial arrangement required prior to purchase	Yes	Government backed	In-house	1 Year

Classification: OFFICIAL

Classification: OFFICIAL

Schedule B

LOCAL GOVERNMENT INVESTMENT (England)
NON – SPECIFIED INVESTMENTS

Investment	(A) Why use it ? (B) Associated risks ?	Repayable /Redeemable Within 12 months ?	Security /Minimum credit rating	Used By	Maximum value	Length of investment
<p>UK government gilts with maturities in excess of 1 year</p> <p>Custodial arrangement required prior to purchase</p>	<p>(A)(i) Excellent credit quality. (ii) Very liquid. (iii) If held to maturity, known yield (rate of return) per annum, aids forward planning. (iv) Index linked gilts can offer means of insulating against effect of inflation on returns. (v) If traded, potential for capital gain through appreciation in value (i.e. sold before maturity) (vi) No currency risk</p> <p>(B)(i) Market or interest rate risk: Yield subject to movement during life of sovereign bond which could negatively impact on price of the bond i.e. potential for capital loss.</p>	Yes	Government backed	In-house	No restriction on gilts	Average maturity of the fund not to exceed 5 years

Classification: OFFICIAL

Classification: OFFICIAL

Investment	(A) Why use it ? (B) Associated risks ?	Repayable /Redeemable Within 12 months ?	Security /Minimum credit rating	Used By	Maximum value	Length of investment
Supranational Bonds Custodial arrangement required prior to purchase	(A)(i)Excellent credit quality. (ii) Relatively liquid (although not as liquid as gilts) (iii) If held to maturity, known yield (rate of return) per annum, which would be higher than that on comparable gilt – aids forward planning, enhanced return compared to gilts. (iv) If traded, potential for capital gain through appreciation in value (i.e. sold before maturity) (B)(i) Market or interest rate risk: Yield subject to movement during life of bond which could negatively impact on price of the bond i.e. potential for capital loss. (ii)Spread versus gilts could widen	Yes	AAA or Government guaranteed	In-house	Not more than 25% of the external fund with no more than 10% in any one institution In house maximum of £5m	Average duration of the fund not to exceed 5 years. Maximum of 5 years
Property Funds which constitute capital expenditure	Alternative to cash funds. Returns subject to property market and rental streams	Not always dependant on terms of each fund	Investment in property	Any Fund Manager	£5m	Dependant on terms of each fund
Property Funds approved by HM Treasury which do not constitute capital expenditure eg	Alternative to cash funds. Returns subject to property market and rental streams	Not always dependant on terms of each fund	Investment in property	Any Fund Manager	£5m	Dependant on terms of each fund

Classification: OFFICIAL

Classification: OFFICIAL

Investment	(A) Why use it ? (B) Associated risks ?	Repayable /Redeemable Within 12 months ?	Security /Minimum credit rating	Used By	Maximum value	Length of investment
CCLA						
Term deposits with the UK government or with English local authorities (i.e. local authorities as defined under section 23 of the 2003 Act) with maturities up to 5 years	Gives a known rate of return	No	High security although LAs not credit rated	In-house	None	5 years – in house
Term deposits with credit – rated deposit takers (banks & building societies), including callable deposits with maturities up to 5 years	Gives a known rate of return	No	Yes, use of Fitch ratings Subject to counterparty matrix	In-house	None	5 years – in house Internal forward deals subject to 3 months in advance only approved by DoR
Corporate Bonds Custodial arrangement required prior to purchase	(A)(i) If held to maturity, known yield (rate of return) per annum (ii) If traded, potential for capital gain through appreciation in value (i.e. sold before maturity) (B)(i) Market or interest rate risk: Yield subject to movement during life of bond which could negatively impact on price of the bond i.e.	Yes	Yes, use of Fitch ratings Subject to counterparty matrix	In-house	Maximum of £5m	Maximum of 5 years

Classification: OFFICIAL

Classification: OFFICIAL

Investment	(A) Why use it ? (B) Associated risks ?	Repayable /Redeemable Within 12 months ?	Security /Minimum credit rating	Used By	Maximum value	Length of investment
	potential for capital loss.					
Corporate Bond Funds Pooled Investment Vehicle Custodial arrangement not required	(A) Attractive returns, provides Diversification, no need for custodial facilities, professional fund management, has liquidity. (B) Market or interest rate risk, impact of credit rating changes, will attract fund management fees, would have to account for unrealised gains and losses annually.	Yes-redeemable at net asset value	Yes, use of Fitch ratings Subject to counterparty matrix	Fund Manager	Maximum of £5m	Maximum of 5 years

Classification: OFFICIAL

PRUDENTIAL CODE & INDICATORS STATEMENT

The Prudential Code for Capital Finance in Local Authorities was developed by CIPFA to support local authorities with the management of their capital finance and investment programmes. The key objectives of the Prudential Code are to ensure that the capital investment plans of local authorities are affordable, prudent and sustainable. A further key objective is to ensure that treasury management decisions are taken in accordance with good professional practice and in a manner that supports prudence, affordability and sustainability. The Prudential Code also has the objectives of being consistent with and supporting local strategic planning, local asset management planning and proper option appraisal.

To demonstrate that local authorities have fulfilled these objectives, the Prudential Code sets out the indicators that must be used and the factors that must be taken into account. The indicators will be monitored during the year and the final position at the year end compared to the forecast.

Prudential Indicators of Affordability

1.Capital Expenditure

The first prudential indicator for affordability gives details of the total capital expenditure plans. This is to help ensure that these are reasonable given the resources of the council.

	2015/16 Actual £000	2016/17 Forecast £000	2017/18 Estimate £000	2018/19 Estimate £000	2019/20 Estimate £000
Capital Expenditure	1,362	2,799	9,853	16,749	12,324

For CDC the capital programme has in the past been fully funded from capital receipts and Government grant. However, the increased level of budgeted capital expenditure will mean that this will not be possible, and the Council will need to borrow funds to facilitate the budgeted expenditure.

2.Ratio of financing costs to net revenue income stream

The second indicator shows how much of a Council's revenue budget has to be allocated towards interest payments, net of investment income.

	2015/16 Actual £000	2016/17 Forecast £000	2017/18 Estimate £000	2018/19 Estimate £000	2019/20 Estimate £000
Financing Costs <i>ie net investment income plus interest payments</i>	157	140	2	(431)	(739)
Net Revenue Income Stream <i>ie Budget Requirement</i>	10,954	10,710	10,746	10,144	10,341
Ratio	(1.43%)	(1.31%)	(0.02%)	4.25%	7.14%

Until 2017/18, income from investments outweighs any borrowing costs, therefore the ratio of financing costs to revenue budget requirement (Government grant and Council tax income) will be

negative. From 2018/19 onwards, borrowing costs are in excess of income from investments and therefore the ratio is positive.

3. Incremental Impact on Council Tax

The next indicator assesses the impact of the capital programme on the revenue budget.

For Chiltern District Council the size of the capital programme has an effect on the Council's revenue budget (and hence Council Tax) in three ways.

Firstly each pound spent on the capital programme reduces the amount of capital reserves, which in turn reduces the Council's investment holdings and thus the revenue interest earned by the Council. Based on current investment rates, increasing the overall capital programme by £100,000 will reduce annual interest by and thus increase the revenue budget by £1,000. Similarly reducing the overall capital programme by £100,000 will increase annual interest by and thus reduce the revenue budget by £1,000. £1,000 is equivalent to approximately 2p on the average band D Council Tax.

Secondly additional capital expenditure can result in additional revenue maintenance costs, for instance a new piece of ICT equipment is likely to require additional annual maintenance and support.

Thirdly, any additional capital expenditure funded by borrowing will result in long term commitments to pay interest on the loan.

4. Capital Financing Requirement

The Capital Financing Requirement (CFR) provides details of an authority's underlying need to borrow.

	2015/16 Actual £000	2016/17 Estimate £000	2017/18 Estimate £000	2018/19 Estimate £000	2019/20 Estimate £000
CDC Capital Financing Requirement at year end	0	0	7,831	23,435	31,050
Movement in CFR	0	0	7,831	15,604	7,614

Breakdown of Movement in CFR					
Net financing need for the year	0	0	7,831	15,800	8,200
Minimum Revenue Provision (MRP)	0	0	0	(196)	(586)
Movement in CFR	0	0	7,831	15,604	7,614

The Council is required to repay an element of the accumulated General Fund capital spend each year through a revenue charge known as the Minimum Revenue Provision (MRP).

5. Authorised Temporary Borrowing Limits

This indicator sets limits on how much CDC can borrow.

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Authorised Limit	3,000	3,000	13,000	30,000	35,000
Operational Limit	3,000	3,000	10,000	25,000	33,000

The Authorised Limit for Chiltern represents the maximum temporary borrowing limit. The Operational Limit is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt. The Authorised Limit represents a limit beyond which external debt is prohibited. It represents the level of external debt which, while not desired, could be afforded in the short term.

Prudential Indicators for Prudence

1. Net Borrowing and The Capital Financing Requirement

The first prudential indicator for prudence is to ensure that in the medium term borrowing will only be used to fund capital expenditure. There are a number of planned capital projects which will require the Council to borrow funds but owing to timing differences, it is possible that some funds will be borrowed in advance of need. The Council will then have cash surpluses until the project is complete. If this situation does occur the cash surpluses will be invested until required for the payment of suppliers.

2. Treasury Management Indicator

The second indicator is whether or not the authority has adopted the CIPFA Code of Practice for Treasury Management in the Public Sector. CDC has done this and thus meets this indicator.

3. Upper limit for interest rate exposure.

The interest rates exposure indicators are designed to limit exposure to the effects of changes in interest rates. This measure is more pertinent in the environment of significantly fluctuating interest rates, which is of less relevance at the present time.

	2016/17	2017/18	2018/19	2019/20
Fixed Rate	100%	100%	100%	100%
Variable Rate	60%	70%	80%	90%

As the Council's cash balances decrease, balances held will relate to day to day cash flow requirements. These balances will need to be held in instant access funds, which will be at variable interest rates.

4. Maturity Structure of Borrowings

This indicator is designed to reduce the risk of large sums of borrowings having to be repaid at the same time. The recommended lower limit for maturity is less than 1 year and the recommended upper limit is 40 years. The maturity structure within this range will vary according to the income streams generated by investment decisions.

5. Upper limit for total principal sums invested for over 364 days.

Where a local authority invests, or plans to invest, for periods longer than 364 days, the local authority must set an upper limit for each forward financial year period for the maturing of such investments. This prudential indicator is referred to as prudential limits for principal sums invested for periods longer than 364 days. This indicator is designed to ensure that authorities always have sufficient funds to cover their cash flow needs and thus do not need to realise investments before they reach maturity.

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Upper Limit	5	10	10	10

The above upper limit figure has been calculated taking into account the maximum that could be available for investing in excess of 1 year allowing for the needs of short term cash flow and the use of capital receipts to fund capital expenditure.

MINIMUM REVENUE PROVISION (MRP)

The Local Government and Public Involvement Act 2007 provided a new power to the Secretary of State to issue guidance on accountancy practice rather than through the formal issue of Regulations through statute.

The first guidance issued under this new power relates to Minimum Revenue Provision (MRP). This is the amount which local authorities provide for the repayment of their borrowings

Under the guidance authorities will be required to prepare an annual statement in respect of their policy on making MRP. This must be submitted to Full Council and will form part of the annual prudential indicator report.

The guidance provides a number of options for making a 'prudent provision', this is to say that the provision for the repayment of borrowing used to finance the acquisition of an asset should be made over a period bearing some relation to that over which the asset provides a service to the authority.

The options for prudent provision are as follows:

Option 1 - Regulatory Method

Where debt is supported by Revenue Support Grant (RSG), authorities will be able to continue using the formulae used in the current regime, since the supported borrowing element of the RSG is also calculated this way.

Option 2 - CFR Method

This method is based upon 4% of an authority's non housing CFR (capital financing requirement) at the end of the preceding financial year.

Option 3 - Asset Life Method

Here equal annual instalments of MRP will be made over the estimated life of asset financed by borrowing. Under this method the concept of an MRP holiday makes its debut. This provides the ability for an authority to defer MRP on a newly constructed building or infrastructure asset until the asset comes into service.

Option 4 - Depreciation Method

Using this approach will require an authority to charge MRP in accordance with the standard rules for depreciation accounting. As with option 3 the MRP holiday will be available for assets yet to be brought into service.

It is anticipated that options 1 & 2 will only be used where capital expenditure is incurred prior to 1st April 2008 and where capital expenditure is incurred on or after that date which the authority is satisfied forms part of its supported capital expenditure. Options 3 and 4 would be used in relation to all capital expenditure incurred after the 1st April which is financed by borrowing or credit arrangements.

In this Council's case from 1 April 2017 there will be some borrowing.

It is therefore recommended that option 3, the Asset Life Method, is adopted as the Council's annual policy on making MRP for 2017/18.

SUBJECT:	<i>Treasury Management – Quarterly Report Quarter 3 2016/17</i>
REPORT OF:	<i>Jim Burness, Director of Resources</i>
RESPONSIBLE OFFICER	<i>Helen O'Keeffe, Principal Accountant</i>
REPORT AUTHOR	<i>Helen O'Keeffe, hokeeffe@chiltern.gov.uk 01494 732781</i>
WARD/S AFFECTED	<i>All</i>

1. Purpose of Report

- 1.1 To report on the Treasury Management operation of the Council for October – December 2016.

RECOMMENDATION

The Cabinet is requested to note the Treasury Management performance for Quarter 3 2016/17.

2. Background

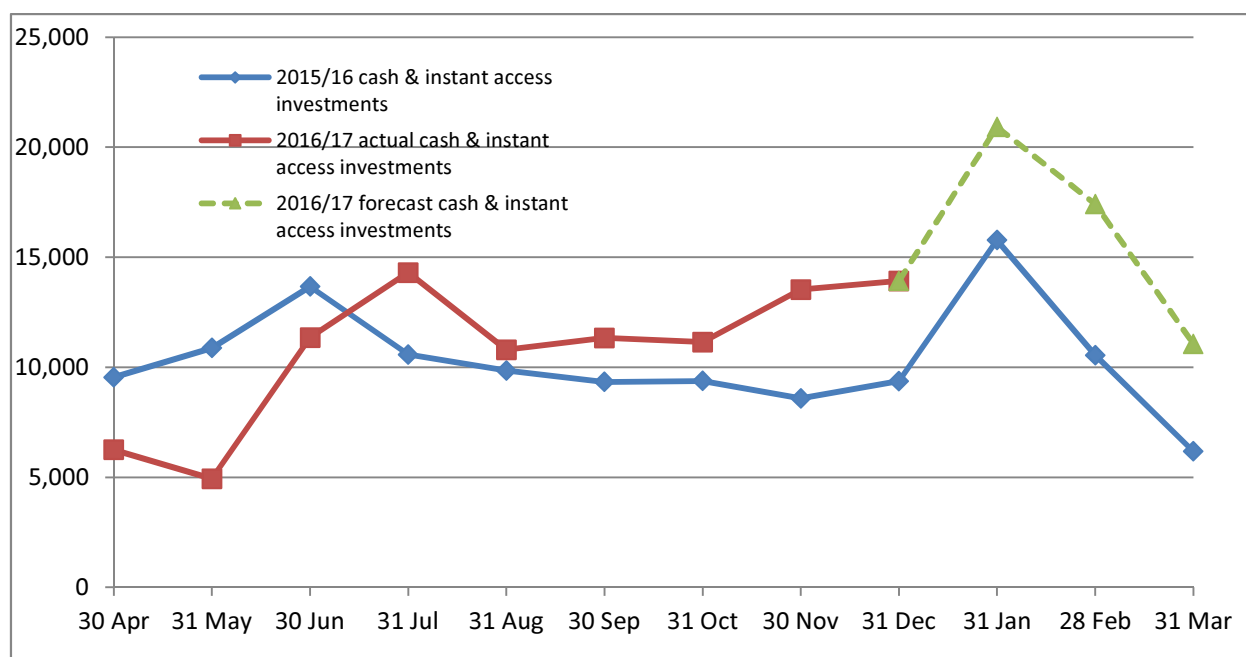
- 2.1 The Council is required to comply with the CIPFA Code of Practice on Treasury Management. The primary requirements of the code are:
- (i) Creation and maintenance of a Treasury Management Policy Statement, which sets out the policies, and objectives of the Council's treasury management activities.
 - (ii) Creation and maintenance of Treasury Management Practices, which set out the manner in which the Council will achieve those policies and objectives.
 - (iii) Receipt by the Cabinet and Council of an annual strategy report for the year ahead and an annual review report of the previous year.
 - (iv) The delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.

3. Quarterly Report on Treasury Management Quarter to December 2016

- 3.1 As a debt free authority the treasury management activities of the Council are exclusively concerned with the investment of its reserves, as the Council does not undertake any borrowing.
- 3.2 The base rate was decreased from 0.5% to 0.25% in August, with the rate having remained at 0.5% since March 2009. The base rate remained at 0.25% throughout the quarter.
- 3.3 The total of loans outstanding at the end of the quarter was £21,000,000 detailed in the table below.

UK Institutions	Fitch Credit Rating	Principal £	Interest Rate	Invested	Matures
Standard Life MMF		5,000,000	0.29% variable	immediate	access
Invesco MMF		5,000,000	0.30% variable	immediate	access
Lloyds Banking Group	A+				
Fixed Deposit		1,000,000	1.05%	04/11/16	06/11/17
Fixed Deposit		1,000,000	1.55%	02/06/14	02/06/17
Fixed Deposit		1,000,000	1.05%	27/07/16	27/07/17
Nationwide Building Society	A				
Fixed Deposit		1,000,000	0.95%	19/05/16	19/05/17
Fixed Deposit		1,000,000	0.60%	28/07/16	28/04/17
Fixed Deposit		1,000,000	0.63%	04/10/16	04/10/17
Santander	A				
Fixed Deposit		2,000,000	1%	09/03/16	09/03/17
Fixed Deposit		1,000,000	1%	20/06/16	20/06/17
Close Brothers	A				
Fixed Deposit		1,000,000	1.60%	13/10/15	13/10/17
Fixed Deposit		1,000,000	1%	31/08/16	28/02/18
Total Deposits		21,000,000			

- 3.4 The weighted average interest rate earned on fixed rate investments in the quarter was 1.04%. By way of comparison the weighted average interest rate earned in the quarter for South Bucks District Council was 0.96%. As at the end of December, £3.92m was held in instant access funds for everyday cashflow purposes compared to £6.33m at the end of September.
- 3.5 The following graph shows how the level of cash and instant access investments fluctuated in 2015/16, and the forecast levels of cash and instant access investments in 2016/17. The purpose of the graph is to illustrate that we always have a sufficient level of cash reserves to meet our immediate short term cash requirements.



- 3.6 Capita Asset Services Treasury is engaged by the Council as its Treasury Management consultants providing advice on investment, performance and regulations where necessary.

4. The Prudential Capital Code – Prudential Indicators

- 4.1 In accordance with the Prudential Capital Code the Council reviews its Prudential Indicators on a quarterly basis. Prudential Indicators are reviewed annually as part of the Treasury Management Strategy review. Movements in the Prudential Indicators for the year 2016/17 to date are as follows:
- 4.2 Interest rate exposures

The interest rate exposure on investments has moved as follows:

Date	Investments as a % of total	
	Fixed	Variable
31/03/16	65%	35%
30/06/16	79%	21%
30/09/16	71%	29%
31/12/16	52%	48%

This Prudential Indicator sets an upper limit on fixed interest rate exposures of 100% and variable interest rate exposures of 60% of net outstanding principal sums.

- 4.3 Principal sums invested for periods longer than 364 days

The upper limit for sums invested for periods longer than 364 days is £5m. As at the end of December the figures are as follows:

Date	Total investments	Sums invested for greater than 364 days	% of total investments
31/03/16	£17m	£6m	35%
30/06/16	£14m	£11m	79%
30/09/16	£17m	£11m	65%
31/12/16	£21m	£10m	48%

Of the £10m invested for greater than 364 days, £7m of this is for 6 loans with durations of 365 or 366 days. The time periods over which sums have been invested reflect the current level of rates that do not incentivise long term cash investments.

- 4.4 Fixed term and money market fund investments have increased from £17m to £21m between September and December.

5 Corporate Implications

- 5.1 The budgeted income from investments for 2016/17 has been set at £140,000. Interest earned in the year to December is £134,000. Current interest rates are

lower than at the beginning of the year therefore interest income is likely to decrease as the year progresses. However, it is likely that the annual budget for interest income will be exceeded by a modest amount.

Background Papers:	None
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SUBJECT:	<i>Service Plan Summaries</i>
REPORT OF:	<i>Leader of the Council, Councillor Isobel Darby and Leader of the Council, Councillor Ralph Bagge</i>
RESPONSIBLE OFFICER	<i>Acting Chief Executive, Bob Smith</i>
REPORT AUTHOR	<i>Rachel Prance 01494 732 903 and Sarah Woods 01494 586 800</i>
WARD/S AFFECTED	<i>This report applies to whole district</i>

1. Purpose of Report

This report provides a summary of each of the service plans produced by service areas within the council with the exception of Legal & Democratic services which is yet to be submitted.

RECOMMENDATION

Cabinet are asked to note these service plans.

2. Reasons for Recommendations

Service plans are an important part of the Council's performance management framework as detailed in the Joint Business Plan 2016 – 2020 and link to the Councils' policy objectives.

3. Content of Report

Service plans provide a summary of achievements from the current year and an overview of what each service aims to deliver for 2017-18. As well as looking at aims and achievements, services are asked to look at a range of areas including:

- Shared Services Programme
- Know your customer and equalities
- Performance indicators and risks
- Costs and cost comparison information.

4. Consultation

Not Applicable.

5. Options

Each Head of Service/Principal Officer produced a joint service plan workbook for South Bucks and Chiltern and this information was used to produce a summary for each council. These summaries will be made available on the Council's internet site. The service planning process will continue to be developed to ensure that the process is straightforward for managers to complete and provides a useful management tool for each service.

7. Corporate Implications

- 3.1 *Financial – Service plans assist effective performance management and assist the budgeting process.*
- 3.2 *Legal – None.*
- 3.3 *Resources – Service plans are a useful tool to help monitor progress made by the Council to improve service delivery.*
- 3.4 *Risks issues – Critical operational risks are reviewed as part of the service planning process.*
- 3.5 *Equalities – Equalities are considered during the service planning process.*
- 3.6 *Sustainability – any sustainability implications are fed into the service Actions Plans.*

8. Links to Council Policy Objectives

Service plans are an important part of the Council's performance management framework as detailed in the Joint Business Plan 2016 - 2020.

The Joint Business Plan states that performance management is about how we consistently plan and manage improvements to our services and involves making the best use of the resources (financial, personnel, skills) and information to drive improvement.

Continuous improvement is driven by regular consultation and analysis of customer needs feeding into the service planning process. This helps to identify actions to drive improvement and measures to monitor if the desired improvements are delivered.

The joint performance management framework is a clear statement that Chiltern and South Bucks District Councils are committed to providing value for money services that meet the needs of users and improve the quality of life for residents. Rising public expectation alongside reducing budgets require the Councils to embed a culture of performance improvement so that we can continue to deliver quality services to our customers at the correct cost.

9. Next Step

Service plans will be adopted and implemented.

Background Papers:	<ol style="list-style-type: none">1) Business Support Service Plan Workbook 2017-18 final2) Comms, Performance and Policy Service Plan Workbook 2017-18 final3) Customer Services Service Plan Workbook 2017-18 final4) Environment Service Plan Workbook 2017-18 final5) Finance Service Plan Workbook 2017-18 final6) Healthy Communities Service Plan Workbook 2017-18 final7) Human Resources Service Plan Workbook 2017-18 final8) Sustainable Development Service Plan Workbook 2017-18 final
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Service Plan Summaries – 2017-18

- Business Support
- Communications, Policy & Performance
- Customer Services
- Environment
- Finance
- Healthy Communities
- Human Resources
- Legal & Democratic - *Not yet submitted*
- Sustainable Development



Shared Service Plan Summary

Business Support

Service Plan April 2017 to March 2018

Service units covered by plan	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 (CDC) Resources (SBDC)	Deliver and maintain excellent value, customer focussed, environmentally sustainable ICT\Information Management operations and services
Understand the needs of the business and provide appropriate, innovative and agile business solutions	Support Services (CDC) Resources (SBDC)	Understand the needs of the business and provide appropriate, innovative and agile business solutions
Enable and lead business change/ transformation programme management	Support Services (CDC) Resources (SBDC)	Enable and lead business change/ transformation programme



Shared Service Plan Summary

		management
Be continuously improving, learning, transparent and accountable	Support Services (CDC) Resources (SBDC)	Be continuously improving, learning, transparent and accountable
Deliver and maintain excellent value, customer focussed, environmentally sustainable ICT\Information Management operations and services	Support Services (CDC) Resources (SBDC)	Deliver and maintain excellent value, customer focussed, environmentally sustainable ICT\Information Management operations and services

Key Service Aims & Objectives

To enable delivery of the following ICT Services to support business processes for both South Bucks and Chiltern District Council:

- Network operations
- Telecommunication technology – voice, data
- Secure integration with partner networks
- Web services – infrastructure, environment, security
- Network security
- Service desk support
- IT Training
- System support
- System integration
- ICT procurement
- ICT supplier management.

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.

To provide the following robust Information Management services to ensure that both Councils'



Shared Service Plan Summary

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 & Subject Access 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.

Support service reviews.

Contribute to the successful implementation of shared services.

Lead on the Transformation Programme

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 2016/17

Key achievements and outcomes during 2016/17

Business Support

Shared Business Support service review successfully completed on target. Previously outsourced SBDC infrastructure seamlessly absorbed into new in-house service

Both CDC & SBDC networks refreshed and converged into one shared network. Final phase to implement virtual desktops will be complete by March 2017.

Last shared service review will complete in 2017. Support to approved business case for Planning Services will conclude Business Support involvement for that initiative. Support will continue to implement the remaining new shared services for Waste, Democratic Services and Planning Services (if approved).



Shared Service Plan Summary

Roll out of harmonised Project Management Framework with refresher training for relevant staff.
Significant paper reduction, freeing up office space, across CSB through Ditch the Paper project
Programme initiated for Flexible & Mobile working. Draft and consultation of new policy & guidance document. Building Control pilot due to complete March 2017
Information Asset Register with Retention and Disposal Schedule in place for all services
70% of IG policies harmonised adopted
Service desk system upgraded to accommodate multi-authority support. Improved self-service portal and management reporting
Improvements to Uniform to improve monitoring of staff workload and performance
By March 2017 CDC, SBDC and WDC Waste will be on the same core ICT system

Section 3 - Know your customer

Who are the main customers for the service?

Main customers are:

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

A shared service commenced on 1 January 2016. The final design of the service structure was based on feedback from all service reviews to date, involving the views of Business Support staff and consultation during the formulation of the shared ICT strategy. The service continues to be alert to feedback indicating a need to calibrate delivery.

Service delivery is being reorganised and realigned to better fit the changing needs of the business. Member and officers are on shared infrastructure. By 31.03.2017 everyone will be on one network. Focus will then turn to supporting mobile working and the IT requirements of the shared Customer strategy.



Shared Service Plan Summary

Section 4 – Action plan

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Business Support		
Complete the project to converge the networks of both Councils onto shared infrastructure	<ul style="list-style-type: none"> • Complete the implementation of VDI • Complete the design & implementation of DR failover • Document final build 	<ul style="list-style-type: none"> • Services will have all their IT resources on one • Improved support for services by pooling IT staff • Improved career opportunities for IT staff • Increased resilience from pooling of staff and commission of DR failover facility
Complete Building Control mobile working pilot. This is the 1 st service sub-project in the Mobile Working Programme	<ul style="list-style-type: none"> • Complete business process design • Implement Idox mobile app for BC • Set up BC VDI environment • Rebuild BC clients • Implement new remote access solution 	<ul style="list-style-type: none"> • Better customer service • Improved ability for channel shift • More efficient, cost effective processes • Reduced office space requirement
Complete all service reviews	Remaining service: <ul style="list-style-type: none"> • Planning 	<ul style="list-style-type: none"> • Reduced costs from shared teams • Greater resilience • More efficient service delivery
Harmonise information governance policies	<ul style="list-style-type: none"> • Identify all processes • Review processes • Publish revised processes 	Clear understanding of the processes required to maintain good information management within the services
Ensure both Councils comply with requirements of General Data Protection Regulation (GDPR) which comes into force May 2018	<ul style="list-style-type: none"> • Establish requirements • Perform gap analysis • Amend policies & procedures • Roll out training • Review data sharing register 	<ul style="list-style-type: none"> • Avoidance of increased penalties through data breaches • Improved data sharing with partners
Support the completion of implementing shared services	Remaining services: <ul style="list-style-type: none"> • Democratic Services • Planning 	<ul style="list-style-type: none"> • Reduced costs from shared teams • Greater resilience



Shared Service Plan Summary

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
	<ul style="list-style-type: none"> Waste Client 	<ul style="list-style-type: none"> More efficient service delivery

Section 5 – Key Performance indicators

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
Business Support									
CdBS 3 (C)	Percentage of responses to FOI requests sent within 20 working days (by month)	71%	90%	August 2016	100%	90%	90%	90%	90%
JtBS1 (C)	Availability of ICT systems to staff from 8am to 6pm (by period quarterly)	99.85 %	99.5%	September 2016	99.8 %	99.5%	99.5%	99.5%	99.5%
JtBS2 (C)	Percentage of calls to ICT helpdesk resolved within agreed timescales (by period quarterly)	84%	95%	September 2016	81%	95%	95%	95%	95%
SbBS 3 (C)	Percentage of responses to FOI requests sent within 20 working days (by month)	91%	90%	August 2016	100%	90%	90%	90%	90%



Shared Service Plan Summary

Section 6 – Critical Risks

Ref	Strategic risk title	Relevance / service actions to mitigate
1	Joint Working	<ul style="list-style-type: none"> Ensuring that ICT platforms seamlessly support the aims of joint working
2	Transformation and Management of Change	<ul style="list-style-type: none"> During the implementation of shared systems to working with service staff to support buy-in to the new ways of working Listening to the needs of the council services to ensure shared systems support their processes Leading on Mobile Working Programme
3	Financial Stability	<ul style="list-style-type: none"> Work with service staff to leverage the maximum benefit from the investment made in ICT systems Achieve best value for the councils where new systems are required or enhancements to current systems to support shared services
4	Workforce Issues	<ul style="list-style-type: none"> Monitoring staff workload and securing outside resource where required e.g. sharing with other authorities using same applications Keeping staff skill sets current
5	Waste & Environmental Services	<ul style="list-style-type: none"> Not applicable.
6	Joint/Partnership working	<ul style="list-style-type: none"> Not applicable.
7	Business Continuity	<ul style="list-style-type: none"> Refresh of ICT infrastructure and redesign for shared network services Move to thin client / virtual desktop DR / failover facility will be commissioned in 2017 and hosted at another location Joint working with relevant services in other Bucks authorities to share expertise and resource
8	Information Management & Security	<ul style="list-style-type: none"> Shared Information Governance Group (IGG) in place. Information Governance Structure (IGS) established across all services Comprehensive training programme being delivered to all IGS roles



Shared Service Plan Summary

Ref	Strategic risk title	Relevance / service actions to mitigate
		<ul style="list-style-type: none"> All services have an Information Asset Register with Retention and Disposal Schedule
9	New Legislative Changes	<ul style="list-style-type: none"> Officers identified to monitor their ICT discipline for legislative changes The General Data Protection Regulation (GDPR) comes into force in May 2018 and places significant new and expanded restrictions on the collection, use, storage, sharing, and destruction of EU residents' personal data. Violations of this set of regulations will incur penalties up to the higher of 4% of annual worldwide turnover and EUR20 million
10	Affordable Housing	<ul style="list-style-type: none"> Not applicable.
11	Major Infrastructure Projects Impacts.	<ul style="list-style-type: none"> Supporting the IT\information management needs of the HS2 Team
12	Demographic Changes	<ul style="list-style-type: none"> Supporting services to develop skills for customer insight Overlap with GIS to map statistical data to location
13	Property/ Asset Management	<ul style="list-style-type: none"> R&R programme in place for ICT assets Business Support has good control over physical assets and works with suppliers to get the best value.
14	Economic Viability	<ul style="list-style-type: none"> Not applicable.

Operational risk code and title	Relevance / Mitigation
CSB BS01 Shared Network Availability	<ul style="list-style-type: none"> . Clear ICT strategy . Components are only purchased from reputable companies . Redundancy designed into system configuration . Monitor \ adopt appropriate advances in technology e.g. virtual servers . An R&R programme is in place . Forward planning of R&R and Network U\G requirements \ budgets . Current warranties where relevant and cost effective . Daily monitoring of network performance \ capacity . Separate electrical supply and uninterruptable power supplies (UPS). Generator hire contract in place . Regular, planned maintenance



Shared Service Plan Summary

Operational risk code and title	Relevance / Mitigation
	<ul style="list-style-type: none"> . Maintenance contracts in place where required . Contract in place for disaster recovery with regular trials. This will be replaced in 2017 by a DR failover facility being installed and hosted at another location . Licenses monitored. Service Desk Administrator ITIL and FAST accredited . Comprehensive documented operational procedures in place
CSB BS02 Data Integrity	<ul style="list-style-type: none"> . Information Management strategy in place . Action plan in place to realise Information Management strategy . Data quality objectives for all staff . Regular backups performed. Restores performed on a regular basis. Backup logs checked to confirm jobs completed successfully and to analyse for anomalies . Backup tapes stored onsite in a fireproof safe. Previous nights' tapes stored off-site. Tapes will be replaced in 2017 by data streaming to the DR failover facility hosted at another location . Snapshots taken to SAN. Up to 7 days' worth of data available at a time . Financial and technical procedures in place to ensure systems must be installed and maintained by Business Support . PRINCE2 methodology used on projects to ensure consistent IT implementation . Change management controls in place . User testing required for all implementations and upgrades . Staff training is delivered as part of all implementation projects . Contracts in place with system suppliers for system development and specialised consultancy. Supplier manuals available to all staff . Regular account meetings with system suppliers . Encourage services to document system procedures . Regular audits
CSB BS03 Security	<ul style="list-style-type: none"> . Systems bought from reputable vendors who comply with relevant standards . Security assessment included in product evaluation . Systems are correctly licensed with maintenance contracts in place . Systems are maintained at supported versions and replaced at vendor specified 'end of life' . Change management controls in place . 3rd party remote access controlled by IT . End users are trained in good practice for using systems and data



Shared Service Plan Summary

Operational risk code and title	Relevance / Mitigation
	<ul style="list-style-type: none"> handling . ICT Security Policy ensures that customers understand their responsibilities . Physical access to key network devices controlled by building security system . All external communications are via BucksNet. BCC\Update have documented security procedures . BucksNet also subject to PSN compliance . SLA in place with BCC and Updata . Dual factor remote access . All audits for GCSX\GCF\PSN passed to date . Annual health check performed by CREST\CHECK certified consultant . Quarterly penetration testing by CREST\CHECK certified consultant. Quarterly internal vulnerability testing by CDC IT . Patch management scheme in place . Inventory controls in place . Security Marking . Remote Control of devices e.g. Samsung's . End point encryption implemented . Network client physical ports managed. Only removable media issued by ICT can be used in network clients . Creation/deletion of network accounts controlled by starters/leavers forms issued by Personnel . Network rights controlled by Active Directory group policies . Anti-malware software which covers anti-virus, personal firewall and application control installed on the client . Virus/spam/malware protection in place and automatically updated on hosts . 2 Virus/spam/malware products used . Monitoring of e-mail subject matter and attachments
CSB BS04 Staff	<ul style="list-style-type: none"> . Formal and on the job training and staff development . Three IT Trainees posts to 'grow' replacements . Programme of cross training to promote generic skill sets . Documentation . Adoption of ITIL and implementation of ITIL compliant service desk . 3rd party contracts (Fordway, Updata etc) to fill gaps . Good supplier management . Good communication - regular Meetings, 121s, appraisal



Shared Service Plan Summary

Operational risk code and title	Relevance / Mitigation
	interviews . Clear aims and objectives . Work plan to manage work load . Sharing resource and expertise with other authorities \ shared service

Section 7 – Costs and cost comparison information

Cost information
<ul style="list-style-type: none"> • Costs have reduced as a result of the shared network. Systems and hardware are reducing on a ratio of 2:1 enabling a reduction in licensing and support maintenance costs • Business Support is now a shared service which has reduced costs. A reduction in posts has led to reduced salary bill. Generic working will enable further efficiencies • Costs increased during the initial phase of shared services to accommodate maintaining old systems whilst transitioning to the new systems but savings are now being realised • Costs have reduced by around 3% when compared with 2014/15



Shared Service Plan Summary

Communications, Performance and Policy

Service Plan April 2017 to March 2018

Service units covered by plan	Communications Performance and Policy
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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 (CDC and SBDC)	<input type="checkbox"/>
Promote best practice in customer involvement and consultation	Leader (CDC and SBDC)	<input type="checkbox"/>
Enable the Councils to improve services and plan for future needs through the Corporate Plan, service planning and performance reports.	Leader (CDC and SBDC)	<input type="checkbox"/>
Lead the delivery of the joint Sustainable Community Strategy and Partnership	Leader (CDC and SBDC)	<input type="checkbox"/>
Lead the development of corporate strategy and the interpretation of government policy	Leader (CDC and SBDC)	<input type="checkbox"/>
Provision of research and management information	Leader (CDC and SBDC)	<input type="checkbox"/>

Communications

Key Service Aims & Objectives
To manage the Councils' 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 councils 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 councils and



Shared Service Plan Summary

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 councils' magazine. To support services to produce up to date information about services in easy to read and to access formats

Performance and Policy

Key Service Aims & Objectives

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

To support the Councils and their services by co-ordinating the Councils' performance management system, developing corporate strategy and interpreting government policy

Advise on the development, implementation and monitoring of the Councils' Joint Business Plan

Lead Councils' 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

Support service managers to develop their services through effective, consistent service planning

Support effective consultation through promoting good practice and monitoring

Section 2 - Key achievements/outcomes for 2016/17

Key achievements and outcomes during 2016/17

Communications, Performance and Policy

Delivered better staff communications and supported the development of an organisational development strategy towards both councils operating as one team

Supported both Leaders during periods of great change and low resources

Supported and promoted a strategic approach to mitigation of the HS2 line

Provided a media relations service to promote council services and events

Ensured web editors were well supported at both councils – daily and training

Designed new Aylesbury Crematorium website

Continued to improve media monitoring

Supported the use of effective social media at both councils

Continued to develop the Members Bulletin



Shared Service Plan Summary

Continued advising and supporting consultations
Continued chairing South Bucks Parish Clerks meetings
Worked with the Head of Customer Services to develop a customer services/channel shift strategy
Launched a new joint branding for use by both councils
Continued to provide an excellent in-house design service
Reviewed Joint Strategic Partnership working to improve focus on deliverables
Continued to develop the joint business plan
Continued to ensure all strategies and plans are based on robust information and accurate data
Delivered effective performance management
Ensured Data Quality was of a high standard at both councils

Section 3 - 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.



Shared Service Plan Summary

Section 4 – Action plan

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Communications		
Deliver better staff communications and support the development of an organisational development strategy towards both councils operating as one team	Supporting the Management Team and Leaders with staff communications and engagement	Staff are informed about, and able to participate in, decisions affecting their working life Effective communications are known to assist in making staff feel valued, which generates commitment, and helps deliver a high quality service and achieve corporate goals
Support both Leaders to moderate expectations during periods of great change and low resources	Provide support for the Leaders with communications, engagement and information	Corporate goals are achieved and high quality services provided
Support a strategic approach to mitigation of the HS2 line	Continue to support the HS2 project team after the Hybrid Bill process including community engagement	Environment is protected and community is supported
Provide a media relations service to promote council services and events	<ul style="list-style-type: none"> Provide newsworthy and timely press releases and respond quickly to press enquiries Pitch features about key services to the media Host media briefings for major service changes/developments 	Residents feel informed about council services
Ensure web editors are well supported at both councils – daily and training	Regular training is provided particularly as websites develop	Information on the website is accurate, accessible and well written
Launch new Aylesbury Crematorium website	Key information is up to date and available	Residents will be aware of the progress of the new Aylesbury Crematorium and the services it will provide
Continue to improve	Regular email bulletins to all staff and	Staff and members are aware of



Shared Service Plan Summary

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
media monitoring	members on key stories at both councils	how the councils are being perceived externally
Support the use of effective social media at both councils	All staff and members are signed up to the social media policy Social media is monitored and responded to in timely fashion	Residents feel informed about council services
Continue to develop the Members Bulletin	Weekly bulletin produced	Members have a good view of the key issues affecting both councils
Continue advising and supporting consultations	Involvement at the start of consultations/surveys by services	Ensure consultations are effective and the opinions of residents and customers are used to improve services
Continue chairing South Bucks Parish Clerks meetings	Regular meetings to ensure parish clerks and town councils are engaged with the council	Better informed partners
Work with the Head of Customer Services to develop a customer services/channel shift strategy	Engage with the new joint customer services team to scope	Residents will receive a high quality, cost effective customer service at both councils
Promote the new joint branding for use by both councils	Set up all-service working group to scope out the project Engage with and gain support from Members	Residents have a clear idea of who is providing the services they are accessing
Continue to provide an excellent in-house design service	Promotional and informative literature is produced	Residents feel informed about council services
Performance and Policy		
Review Joint Strategic Partnership working to improve focus on deliverables	<ul style="list-style-type: none"> Deliver action plan for the ageing population Re-convene the economic development sub-group 	Improved partnership working based on a real understanding of the needs of the different communities



Shared Service Plan Summary

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Continue to develop the joint business plan	<ul style="list-style-type: none"> Links to JSP and service planning Cabinets to approve 	Business Plan is key for local community and staff in setting the direction for joint working Leads everything the councils do
Continue to ensure all strategies and plans are based on robust information and accurate data	<ul style="list-style-type: none"> Use of analysed census information Ongoing development and refreshing of KnowledgeSource 	Key strategies and policies designed with the detailed understanding of the needs of customers and residents in both districts
Effective performance management	<ul style="list-style-type: none"> Look to improve the way we communicate and use the performance information Investigate using joint trend information 	Better informed residents, partners, members and staff Improved customer perception
Ensure Data Quality is of a high standard at both councils	Monitor data quality	Information collected, handled and stored at both councils is of a high and legal standard

Section 5 – Key Performance indicators

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
Communications, Performance and Policy									
CdCP 1 (C)	Number of unique visitors to the main website (monthly by period and annual)	330,946	Data only	Sept 2016	28,297	Data only	Data only	Data only	Data only
SbCP 1 (C)	Number of unique visitors to the main	261,452	Data only	Sept 2016	22,112	Data only	Data only	Data only	Data only



Shared Service Plan Summary

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
	website (quarterly and annual)								

Section 6 – Critical Risks

Ref	Strategic risk title	Relevance / service actions to mitigate
1	Joint Working	<p>Governance in place – Joint Committee, JAIC.</p> <p>Joint senior management team</p> <p>Programme documentation and programme management resources</p> <p>Plan for service reviews, business cases presented</p> <p>Member involvement in joint working in line with member expectations</p> <p>Communication plan for members, staff, external partners</p> <p>External approaches to join the joint working carefully considered at a political level and impact on programme assessed</p>
2	Transformation and Management of Change	<ul style="list-style-type: none"> . Senior members and managers show commitment to change . Case for changes clearly made and communicated . Build on success, in order to establish confidence to change . Prioritise programme of change, and ensure it is adequately resourced . Develop change management approach, and organisational development plan
3	Financial Stability	<p>Review of MTFSS</p> <p>Clear service priorities</p> <p>Analysis of Government spending plans, bought in where necessary</p> <p>Savings programmes agreed and monitored</p> <p>Annual review of cost base</p>



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Ref	Strategic risk title	Relevance / service actions to mitigate
		Strategies for use of reserves
4	Workforce Issues	Organisational development and workforce planning Monitoring of key personnel statistics Good staff communications processes Training and development strategies in place, resourced and monitored
5	Waste & Environmental Services	Governance in place for joint contract Have adequate in-house knowledge of cost share model Co-ordinated approach by both Councils on JWC and with BCC Effective contract monitoring and good relationships with contractors Good communications with residents
6	Joint/Partnership working	Co-ordinate and streamline representation on partnership groups Monitor impact of changes arising from partner cut backs Identify key partnerships to support
7	Business Continuity	Clear senior management arrangements for responsibility on business continuity Business continuity plans in place ICT DR plans in place Maximise reciprocal support arrangements across two Councils
8	Information Management & Security	Policies and procedures in place, overseen by joint IG group, and made common where practical Communication and training for staff on policies and procedures Officer mechanisms to enable corporate approach to be taken to information management Information management incorporated in any service review process
9	New Legislative Changes	Corporate capacity to identify and analyse forthcoming legislative changes affecting the Councils Analyse and produce action plans for Welfare Reform changes Analyse and respond to changes to Planning system Use of professional or local authority network groups to gain and share knowledge
10	Affordable Housing	Housing strategies in place and regularly reviewed Good relationships between housing and planning services



Shared Service Plan Summary

Ref	Strategic risk title	Relevance / service actions to mitigate
		Resources identified to support housing schemes
11	Major Infrastructure Projects Impacts.	Impact assessments made formally or informally on major projects Clear Council position on a particular proposal Lobbying mechanisms identified Member communications strategy in place Communication strategies with residents on any major proposals Resources identified to fund actions or responses
12	Demographic Changes	Corporate analysis of Census and related data Incorporate Census data into service planning Communicate key messages to members
13	Property/ Asset Management	Asset Management Plans in place and reviewed Professional advice used where appropriate Resources in place to support AMPs
14	Economic Viability	Good liaison arrangements with local businesses Monitor key indicators of the local economy Take advance of opportunities offered by LEP

Operational risk code and title	Relevance / Mitigation
CSB CPP01 Failure to provide comprehensive, accurate and engaging communications to promote key services, messages and events	<ol style="list-style-type: none"> 1. Communications and media training provided to appropriate staff 2. Communications are checked and signed off by those qualified to do so, prior to publication 3. Comms team to lead in the revamp of the joint web sites, ensuring trained web editors in place, good quality and best practice principles are adopted 4. Letters to be checked and signed by a responsible officer, standard letters to be signed off as suitable, prior to use 5. Publicity materials to be reviewed and signed off by a responsible officer 6. Work with services to consider how to reach priority groups 7. Only specifically trained, appointed officers permitted to provide information to the press and public 8. Development of good relationships with the local press and other media 9. Media protocols issued to all staff 10. Copyright expressly negotiated and retained by Council All



Shared Service Plan Summary

Operational risk code and title	Relevance / Mitigation
	releases and publications to be proof read, reviewed by head of service, checked by Comms team and signed off by MT
CSB CPP02 Failure to develop joint key policies and a joint vision linked to the Joint Business Plan, based on Community needs	<ol style="list-style-type: none"> 1. Promote "Have your say", and consider when to act on responses 2. Consider using customer surveys, forums, panels etc., when needed 3. Work with Strategic Partnership to share understanding of customer needs and develop joint SCS 4. Joint Business Plan in place 5. Continue building on and improving the joint service planning procedures, e.g. PIs As the review period of policies / strategies come round, ensure a joint policy / strategy is developed
CSB CPP03 Failure to manage performance effectively	<ol style="list-style-type: none"> 1. Robust joint performance management system in place with links to service planning 2. Risks, actions and performance indicators will be updated in the joint Covalent system and reported on quarterly 3. Covalent is backed-up regularly and as an off-site web based system, the provider has business continuity in place 4. Covalent update reminders sent plus e-mail reminders 5. Priority indicators identified by MT and Cabinet are updated and reported on monthly 6. Sense check of information provided by Performance & Policy team, questions raised where needed and additional information obtained

Section 7 – Costs and cost comparison information

Cost information

Costs have reduced by around 28% when compared to 2014/15.



Shared Service Plan Summary

Customer Services

Service Plan April 2017 to March 2018

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 & Benefits		
Revenues Collection and Administration (the billing, administration, collection and recovery of Council Tax and Non Domestic Rates including the award of any discounts, reliefs or exemptions)	Customer Services - CDC Resources - SBDC	<input checked="" type="checkbox"/>
Benefits Administration (National Housing Benefit Scheme)	Customer Services – CDC Resources - SBDC	<input checked="" type="checkbox"/>
Administration of Local Council Tax Support schemes	Customer Services – CDC Resources - SBDC	<input checked="" type="checkbox"/>
Counter Fraud (to investigate suspected cases of Council Tax, Council Tax Support and corporate fraud, apply sanctions or to prosecute when fraud is detected)	Customer Services – CDC Resources - SBDC	<input checked="" type="checkbox"/>
Administration of discretionary awards including Discretionary Housing Payments, Discretionary Council Tax Support and Discretionary Rate Relief	Customer Services – CDC Resources - SBDC	<input checked="" type="checkbox"/>
Welfare Reform (to ensure the Council keeps up to date with the legislation and changes being brought in).	Customer Services – CDC Resources - SBDC	<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). (This includes dealing with additional service	Customer Services (CDC)	<input checked="" type="checkbox"/>



Shared Service Plan Summary

specific calls such as Waste, Revenues and Housing)	Resources - SBDC	
Front line service delivery on behalf of the Service Departments as agreed with each individual service area	Customer Services (CDC) Resources - SBDC	☒
Provision of 'Universal Support – Delivered Locally' (providing assistance with online applications to Universal Credit Customers and providing personal budgeting support)	Customer Services (CDC) Resources - SBDC	☒ Contracted by DWP

Customer Services

Key Service Aims & Objectives

- To deliver an efficient, professional and accessible service responsive to the needs of its customers, service departments and partners.
- Working with services to aim to deliver resolution at first point of contact as far as appropriate.
- To work in partnership with other authorities and agencies to provide front line services to customers contacting the Council Offices face to face and by telephone.
- To work with services to improve the service provided to customers and to ensure that it meets customers' needs, reducing avoidable contact and initiating proactive contact where appropriate.

Revenues and Benefits

Key Service Aims & Objectives

- To provide an efficient, customer focussed Revenues and Benefits Service.
- 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 assess claims for Housing Benefit quickly, accurately and efficiently ensuring right first time assessment of benefit claims and making required payment in a timely manner. Providing an accessible service which is responsive to the constantly changing environment of benefits



Shared Service Plan Summary

administration.

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.

To ensure legislative and government policy changes are implemented promptly and accurately.

Section 2 - Key achievements/outcomes for 2016/17

Key achievements and outcomes during 2016/17

Customer Services

Developed Joint Customer Services Strategy and associated corporate work programme

Developed joint Complaints, Compliments and Feedback Procedure

Commenced pilot of working with Chesham Town Council to work together to resolve customer enquiries at first point of contact

Implemented CTalk at South Bucks DC improving resilience and enabling consistent management information

Combined South Bucks DC and Chiltern DC general enquiry email box and developed web forms to enable emails to route to correct service area

Introduce individual performance management targets and indicators

Incorporated South Bucks waste calls in to the contact centre

Revenues and Benefits

Implemented shared service from May 2016

Implemented new on line claim form

Implemented Risk Based Verification

Set up and commenced work on the South Bucks Recovery Project

Carried out empty homes review generating potential additional new homes bonus of £1,695,070 (CDC) and £1,357,059 (SBDC) over 6 years

Introduced revised Benefits Cap

Introduced text and email reminders reducing number of formal reminders and customer contact

Introduced revised process for quality checking enabling monitoring of individual performance and more effective performance management

Implemented auto arrangements with summons documentation

Implemented automatic registration for Open access enabling more efficient self service

Implemented payment deduction programme for streamlined recovery via DWP

Introduced LOCTA for tracing of debtors

Customer Services

Classification: OFFICIAL



Shared Service Plan Summary

Conducted review of Small Business Rate Relief; encouraging take up at both Councils
Reviewed Discretionary Rate Relief Policy for SBDC
Introduced Discretionary housing payments for Universal Credit customers
Began work with Northgate re transition of service to Nottingham at end of South Derbyshire contract
Implemented PTC consolidation of reports for Civica at CDC

Section 3 - Know your customer

Summary – Know your customer (Chiltern)

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 joint service will work with service areas to develop our approach to engaging with customers and ensuring we meet their needs. This will include the development of the joint customer services strategy and looking at opportunities for channel shift and for dealing with as many enquiries as appropriate at the first point of contact.

Summary – Know your customer (South Bucks)

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 Service and reception staff also deal with internal services and residents within the district.

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 joint service will work with service areas to develop our approach to engaging with customers and ensuring we meet their needs. This will include the development of the joint customer services strategy and looking at opportunities for channel shift and for dealing with as many enquiries as appropriate at the first point of contact.



Shared Service Plan Summary

Section 4 – Action plan

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Customer Services		
Implement Customer Service Strategy and associated programme of work	To be included in the Customer Service strategy work programme To include process for monitoring and learning from complaints	Clear strategy with regard to our approach, learning from customers' needs and /feedback and monitoring
Continued implementation of the ICT developments in business case and shared service implementation plan	Ongoing development of the use of management information to tailor to meet service needs and to be used for performance management. Review, improve and promote ICT facilities for Customers Implement web chat	More accessible and efficient service
Ongoing development of partnership working opportunities	Continue with Chesham Town Council pilot – evaluate outcomes Identify further opportunities Develop SLAs Monitor outcomes	More enquiries being dealt with at first point of contact More support in the community and so services easier to access
Develop SLAs with all service areas	Service Specialists, CSM and Team leaders to work with service areas to agree ongoing approach and explore opportunities for delivering at first point of contact; Develop SLA and ongoing monitoring and liaison	Reduce avoidable contact; More dealt with at first point of contact; Encourage channel shift
Ongoing implementation of Universal Support – Delivered Locally	Support for vulnerable residents needing welfare support, support with personal budgeting and help with on line applications	Financial Independence
Incorporate front line service in to Customer Services for remaining shared service following introduction (Planning and Democratic Services)	Process and protocol to be agreed Training of CS staff completed Calls transferred Ongoing service liaison	More efficient Customer Services dealt with at first point of contact



Shared Service Plan Summary

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Revenues and Benefits		
Continued implementation of process improvements and ICT developments identified in business case	<ul style="list-style-type: none"> • Implementation of workflow – new ways of working • Online claims form attachment module • Ferris E circs • Change of circs form • Implement Open exec performance module • Promote Open Access • Open Channel phase 1 • Ebilling 	Overall more efficient and cost effective service. Improved productivity. More accessible service with the ability to self-serve
South Bucks Recovery Project	Continue with targeted recovery action. Write off of debts that are uneconomical to recover	Maximising income for the Council and so best use of resources for residents of the district
Review change of circumstances proof guidelines	Review and implement new ways of working Ensure consistent approach	Simpler process
Ongoing implementation of Universal Support – Delivered Locally	Support for vulnerable residents needing welfare support, support with personal budgeting and help with on line applications	Financial Independence
Discount Review	Carry out review of Council Tax discounts	Accurate data Maximising income
Review bailiff arrangements	Review ongoing SLA with bailiff companies to ensure delivering value for money	Maximising income. Value for money
Transition of Northgate service to Nottingham	As per transition plan	Ongoing consistent service
Implementation of Business Rates revaluation	Upload revised RV Maximise Small Business rates relief Apply transitional protection	Billed correctly at new amounts
Action changes as a result of increased number of RTI information records	Action relevant changes Identify over and under payments and ensure correct benefit	Correct benefit entitlement



Shared Service Plan Summary

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
	FERIS award	
Preparation for decisions on service delivery post 2018	Identify preferred options with members and make preparations accordingly	Value for money and efficient customer service

Section 5 – Key Performance Indicators

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
Customer Services and Revenues and Benefits									
CdCS 1 (C)	New measure for complaints - t.b.a.	N/A		N/A	N/A				
CdRB 1 (P)	Speed of processing - new HB/CTS claims (average year to date)	17.11	18	September 2016	18.75	18	18	18	18
CdRB 2 (P)	Speed of processing - changes of circumstances for HB/CTS claims (average year to date)	4.41	5	September 2016	4.08	5	5	5	5
CdRB 3 (P)	% of Council Tax collected (cumulative)	99.36 %	99.00%	September 2016	53.94 %	99.00%	99.00 %	99.00 %	99.00 %
CdRB 4 (P)	Percentage of Non-domestic Rates Collected (cumulative)	98.30 %	98.00%	September 2016	54.74 %	98.00%	98.00 %	98.00 %	98.00 %
SbCS 1 (C)	Number of complaints received (cumulative)	Annual Indicator	80	September 2016	31	80	80	80	80

Customer Services

Classification: OFFICIAL



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PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
SbRB 1 (P)	Speed of processing - new HB/CTS claims	17.5	19.0	September 2016	18.1	19.0	19.0	19.0	19.0
SbRB 2 (P)	Speed of processing - changes of circumstances for HB/CTS claims	6.9	8.0	September 2016	8.3	8.0	8.0	8.0	8.0
SbRB 3 (P)	Percentage of Council Tax collected	97.9%	98.0%	September 2016	57.90%	98.0%	98.0%	98.0%	98.3%
SbRB 4 (P)	Percentage of non-domestic rates collected	98.8%	98.8%	September 2016	58.50%	98.8%	98.8%	98.8%	98.9%

Section 6 – Critical Risks

Ref	Strategic risk title	Relevance / service actions to mitigate
1	Joint Working	<ul style="list-style-type: none"> Implementing Communication Strategy across the service to cascade information and receive feedback
2	Transformation and Management of Change	<ul style="list-style-type: none"> Implementing Communication Strategy across the service to cascade information and receive feedback
3	Financial Stability	<ul style="list-style-type: none"> Maximisation of collection of Council Tax and Business Rates
4	Workforce Issues	<ul style="list-style-type: none"> Implementing performance management framework Implementing Communication Strategy across the service to cascade information and receive feedback
5	Waste & Environmental Services	<ul style="list-style-type: none"> Delivery of Joint Waste Contract CDC – telephone service.
6	Joint/Partnership working	<ul style="list-style-type: none"> Service proactive in looking at areas for partnership working
7	Business Continuity	<ul style="list-style-type: none"> Service has business continuity plans
8	Information Management & Security	<ul style="list-style-type: none"> Staff aware of data protection responsibility To be included as part of ongoing training



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Ref	Strategic risk title	Relevance / service actions to mitigate
		programme
9	New Legislative Changes	<ul style="list-style-type: none"> Involved in changes re Welfare reform Attend network groups Plan in advance for implementation
10	Affordable Housing	<ul style="list-style-type: none"> Work closely with Housing to prevent homelessness
11	Major Infrastructure Projects Impacts.	<ul style="list-style-type: none"> Customer services able to deal with requests for information on Council's position from general public
12	Demographic Changes	<ul style="list-style-type: none"> Service able to react to needs of its customers
13	Property/ Asset Management	<ul style="list-style-type: none"> Potential business rates issues that could be explored
14	Economic Viability	<ul style="list-style-type: none"> Support customers in low employment through access to HB and Council Tax Support. Council Tax support schemes include incentives to work

Operational risk code and title	Relevance / Mitigation
CSB CS01 Failure to maintain an efficient and timely telephone service which impacts on customer satisfaction levels.	Regular monitoring of waiting time and abandonment rate at CDC and volumes at SBDC. Plan to implement joint telephone system and considering joint call centre and customer services team which will increase capacity.
CSB CS02 Failure to maintain an efficient and timely front of house/reception service which impacts on customer satisfaction levels.	Regular monitoring of numbers of visitors. Plan to implement joint Customer Services team which will increase capacity. Developing Customer Services strategy and increased channel shift to reduce personal callers.
CSB CS03 Failure to cope with increased demand due to changes in services and output from service reviews.	Regular monitoring of demand. Involvement in service reviews. Regular liaison meetings with services. Will be reviewing and developing service level agreements. Contingency plans in place for specific projects e.g. waste
CSB RB01 Failure to collect Council Tax and Non Domestic Rates to the level expected	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 at both authorities. Maximise methods of recovery.
CSB RB02 Failure to comply with regulations resulting in a loss of Housing Benefit Subsidy	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.



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Operational risk code and title	Relevance / Mitigation
	Introducing improved performance management for individuals.
CSB RB03 Failure to set an appropriate Council Tax Reduction/Support scheme on time.	Low risk as current schemes in place. Still small risk of schemes being challenged. EQIA completed to consider equalities duty.
CSB RB04 Failure to cope with increased demand for Housing Benefit/Council Tax reductions due to economic impact	Regular monitoring of caseload and volumes of work. Performance is good currently so capacity to decrease performance to deal with increased volumes.
CSB RB05 Failure to provide an adequate fraud prevention service	Fraud partnership in place across the two Councils. Monitoring of ongoing performance. History of successful prosecutions and publicity.

Section 7 – Costs and cost comparison information

Cost information

Customer Services – the budgeted costs for 2016/17 are the first year of the joint service. Prior to incorporation in the joint service structure, staff working on the Customer Service element of the joint waste contract were not included in the budgeted costs for Customer Services. As part of the business case for the shared service these were included in the CS budget resulting in an increase of approximately £80K in staffing costs. The budget also includes a temporary project officer post which was approved to oversee implementation of some of the changes recommended in the business case. This accounts for the increase in direct costs. The other increase relates to indirect costs which are attributable to recharges which are in the main out of the control of Customer Services. An element of these has been reviewed for the 2017/18 budget resulting in a decrease.

Revenues – The reduction in the Chiltern budget reflects the savings identified in the shared service business case. CDC has the 4th lowest cost per head of population in the comparator group. This is an improvement on last year’s position of 6th.

The overall cost of the South Bucks service has increased by £97,000. The real cost of delivering the service has not increased significantly and the increase in budgeted costs is in the main due to recharges for accommodation. In previous years the recharge for accommodation had not been applied to the Housing Benefit, Business Rates and Council Tax cost centres. The recharge for the small number of desks (3) has now been applied and amounts to approximately £55k. This recharge is high because the accommodation charge for South Bucks is allocated on a per desk basis as many services are no longer located there and so have a lower desk allocation the amount is split between a smaller number of services. £37k of the increase is attributable to a reduction in government grant.

South Bucks is showing as having the 6th lowest charge per head in the comparator group. It is above the



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average for the group but beneath the average for all districts.



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Environment

Service Plan April 2017 to March 2018

Service units covered by plan

Contract Services
Property Services

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 decrease the generation of residual waste and increase recycling/composting rates in line with the waste hierarchy as set out in the Waste Framework Directive, 2010	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 for CDC, Resources for SBDC	<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"/>

Environment

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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 for CDC, Resources for SBDC	<input checked="" type="checkbox"/>
Manage off street car parks in the district	Environment for CDC, Resources for SBDC	<input type="checkbox"/>
Overseeing of street markets / common land	Environment	<input checked="" type="checkbox"/>
Management of public conveniences	Environment	<input type="checkbox"/>
South Bucks only		
Provide expert advice to Planning on Landscape related matters	Environment	<input checked="" type="checkbox"/>
Design and implement environmental improvement schemes within the district	Environment	<input type="checkbox"/>

Key Service Aims & Objectives

Contract Services
Shared service review commenced and will conclude 16/17
Management of joint waste team for CDC/SBDC/WDC based at CDC and SBDC and management of joint waste, recycling and cleansing contract between Chiltern and Wycombe District Council with Serco
Management of the waste and recycling collection and street cleansing contract with Biffa for South Bucks
Promote/educate residents to reduce, reuse and recycle their waste and work with the Bucks 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
Estates, facilities and parking
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



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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
For SBDC design and implement environmental improvement schemes throughout the district and provide advice to planning regarding landscaping schemes

Section 2 - Key achievements/outcomes for 2016/17

Key achievements and outcomes during 2016/17

Contract Services
Shared service review for waste services was completed and new team for CDC/SBDC/WDC is in place
Working with the Waste Partnership for Bucks to plan delivery of DCLG funded projects to increase participation in food waste collections, to reduce residual waste and increase recycling and quality of recycling collected
Joint waste service (CDC/WDC) - Recycling rates continue to be over 50% Recycling rate for 2015/16 waste 52.56% and this continues to exceed the national recycling rate which is below 50%
Joint waste service (CDC/WDC) – new streamlined collection calendars designed, printed and delivered to timescale to approx. 98,000 households (CDC/WDC)
CDC - Successful mass renewal process for approx. 11,000 chargeable garden waste customers in August/September. Current total number of households subscribed to the service is over 15,000
Joint waste service (CDC/WDC)- undertook a survey with residents to establish the preferred method of communicating waste collection calendar dates – most residents prefer a paper based calendar but the publication for 2016/17 was streamlined to provide better value for money
Estates, facilities and Parking
Shared service review implemented in Parking, Estates and Facilities
Future office space planning undertaken to maximise effectiveness of the councils' office space
Led on new joint crematorium at Aylesbury and planning consent now granted
Management of property portfolio to budget and progressing capital projects
Cleared Capswood 1 first floor and refurbished for letting purposes
Introduced new working hours for the on-site caretaker at Capswood to provide a better service to



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customers
Provided numerous open days at Stoke Poges Memorial Gardens which were warmly received by South Bucks residents and other visitors
Carried out numerous internal moves in KGVH to free up more space
Managed the highly successful "Ditch the Paper" campaign to reduce waste and free up more much needed storage and working space
Introduced a new FM Helpdesk to make reporting works and issues easier for customers and more manageable for the FM team
Currently completing the final stages of the building maintenance and cleaning tender to provide a more streamlined and cost effective FM service
Currently working on an action group to introduce mobile and flexible working throughout both councils
Increased off-street car parking spaces. Approval received to submit a planning application for an extension to the existing multi-storey car park in Amersham and build a multi-storey car park in Gerrards Cross on the existing Station Road surface car park. This equates to an additional 366 spaces in Amersham and an additional 328 spaces in Gerrards Cross
Rolled out customer web access for parking fines. Work is currently in progress. The system is expected to be up and running for the new financial year

Section 3 - Know your customer

Chiltern

Who are the main customers for the service?

Chiltern has a population of 94,545 and 39,337 households. Wycombe District has a population of 174,878 and 71,559 households for which waste services are delivered in partnership with Chiltern. A waste and recycling collection service is provided to all the households within the District, together with a Collect and Return and clinical waste collection service. Schools and interest groups within the district are visited as part of the waste communication initiatives. Street cleansing, litter collection and fly tip removal are also carried out across both districts, providing residents with a clean local environment to live and work in.

An annual review takes place of all customers on 'collect & return' lists and clinical collection lists to ensure that we are still meeting their needs.

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.



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Some services, such as the Chilterns Crematorium and the 18 pay and display car parks 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.

South Bucks

Who are the main customers for the service?

South Bucks has a population of 69,120 and 28,587 households. A waste and recycling collection service is provided to all the households within the District, together with an assisted collection service and clinical waste collection service. With 0.4% of households from the Gypsy and Traveller communities, the 7th highest concentration nationally, it is important their particular needs are met regarding waste and recycling services.

A public consultation exercise was undertaken between April and June 2013 prior to the introduction of the new waste and recycling collection service. This primarily focussed on the new proposed service and gave residents the opportunity to express preferences for bin colours and how we collect batteries and textiles. As well as taking views into account we also asked for feedback. 14% either praised the new service or welcomed the changes and a focus group's suggestion to describe the bin type in braille on the lid was implemented.

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 pay and display car parking, will have an extended customer base of local businesses and people travelling into the district for work or leisure.

Property services also have internal customers as they are responsible for facilities management at Capswood offices.



Shared Service Plan Summary

Section 4 – Action plan

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Contract Services		
Implement Contender database for SBDC	SBDC property database installed and integrated with existing CDC/SBDC database	Cost effective and efficient handling of service requests and logging of reports
Harmonisation of waste policies and procedures across CDC/WDC/SBDC	Improved ways of working and updated waste policies published on web sites	Provision of clear information and consistency for residents
Improved process for chargeable garden waste renewals and subscriptions for CDC/SBDC	Scoping options for process and implementing improvements	Improved on line subscription/ renewal process for residents
Migration of SBDC tier one waste calls to Customer Services	To be introduced by Quarter one	More resilience provided for call handling
Further rationalisation of recycling centres	Removing recycling centres which are abused and which attract the dumping of fly tipped waste and commercial waste	Improving local neighbourhoods and using resources appropriately
Review Assisted Collection List	Annual review to ensure service is provided to those who need it	No change
Review Clinical collection service	Review of information held to check it is up to date	No change
Complete any outstanding recycling service changes in Flats -SBDC	Ongoing project	Improved services for residents in flats
Reorganisation of storage capacity for waste receptacles	Joint project with property team	None
Additional monitoring of cleansing standards	From January 2017, our contractors Serco will be carrying out additional monitoring of cleansing standards across Wycombe and Chiltern District	Improved services for residents



Shared Service Plan Summary

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
	areas. This will include monitoring of litter bin emptying, and feedback on the need for provision of additional litter bins in key locations.	
Estates, facilities and parking		
Maximise the potential of the Councils' property assets, including best use of Council offices	Review options Seek approval for direction Develop action plan to deliver Implement action plan	Value for money
Maximise car park income and ensure well managed services	Monitor income against costs Regular checks Review charges	Good car parking service
Maximise cemetery park income and ensure well managed services	Monitor income against costs Regular checks Review charges	Good cemetery park service
Maximise energy savings	Refer to carbon reduction plans	Lower costs
Ensure non-operational property managed correctly		Maintain income to council To enable leisure, community and waste services have fit for purpose buildings
Progress second crematorium site (CDC)	Refer to project plan when developed	Improved service

Section 5 – Key Performance indicators

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
Environment									
CdWR 1 (C)	Customer satisfaction	86.7%	86%	Sept 2016	85.6 %	84.4 %	86%	86%	86%



Shared Service Plan Summary

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
	survey (every six months)								
CdWR 3 (P)	Percentage of household waste sent for reuse, recycling and composting (cumulative)	52.53 %	57.00%	Sept 2016	55.92 %	53.00 %	53.00 %	53.00 %	53.00 %
CdWR 4 (C)	Household refuse collections, number of containers missed per month (calculated on wkly basis)	New PI	New PI	Sept 2016	1,407	1,733	1,733	1,733	1,733
SbWR 1 (C)	Household refuse collections, number of containers missed per month (calculated by P&C team on wkly basis)	1077	125	Sept 2016	100	100	100	100	100
SbWR 3 (C)	Percentage of household waste sent for reuse, recycling and composting (cumulative)	52.82 %	50.00%	Sept 2016	54.58 %	53.00%	55.00 %	56.00 %	56.00 %

Section 6 – Critical Risks



Shared Service Plan Summary

Ref	Strategic risk title	Relevance / service actions to mitigate
1	Joint Working	<ul style="list-style-type: none"> Shared services will be in place for car parking and properties and facilities
2	Transformation and Management of Change	<ul style="list-style-type: none"> Service reviews encourage and support staff on a path to continuous improvement
3	Financial Stability	<ul style="list-style-type: none"> Savings generated from service reviews.
4	Workforce Issues	<ul style="list-style-type: none"> Workforce planning Training and development of staff
5	Waste & Environmental Services	<ul style="list-style-type: none"> This service leads on this area and will continue to monitor, consult and review service delivery and manage the service level agreements Monitoring of EU and UK legislation
6	Joint/Partnership working	<ul style="list-style-type: none"> n/a
7	Business Continuity	<ul style="list-style-type: none"> Environment business continuity plans to be updated Supports emergencies such as loss of power at council offices
8	Information Management & Security	<ul style="list-style-type: none"> n/a
9	New Legislative Changes	<ul style="list-style-type: none"> n/a
10	Affordable Housing	<ul style="list-style-type: none"> n/a
11	Major Infrastructure Projects Impacts.	<ul style="list-style-type: none"> n/a
12	Demographic Changes	<ul style="list-style-type: none"> n/a
13	Property/ Asset Management	<ul style="list-style-type: none"> This service leads in this area and will continue to seek improvements
14	Economic Viability	<ul style="list-style-type: none"> n/a

Operational risk code and title	Relevance / Mitigation
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Operational risk code and title	Relevance / Mitigation
<p>CSB PFE01 Failure to provide a safe environment for users of Council property</p>	<ol style="list-style-type: none"> 1. Services well specified and contractors monitored for performance against contract, compliance with legislation and H & S risks managed. 2. Ensure adequate Health and Safety measures are in place. 3. Officers are trained in relevant legislation. Additional training provided as required. Clear procedures in place. 4. Limited out of hours service provided to cover any out of hour situations, if contractors available. 5. Constant monitoring of contractors throughout projects to ensure safe delivery. 6. COSHH regulations followed and contractors informed accordingly. 7. Asbestos policy in place and inspections take place. Asbestos report at each operational property in H & S file. 8. Fire risk assessments for all operational properties and inspections take place. Fire risk assessment in H & S files in each operational property. Fire systems maintained. 9. Annual testing of utilities carried out and any necessary maintenance carried out. 10. Ensure leases / licenses are drafted in accordance with good practice. Ensure tenants comply with lease terms. Asset register updated regularly. 11. Council procurement and project management rules followed and project planned accordingly. 12. Major environmental improvement schemes to have robust project plans.
<p>CSB PFE04 Illegal Occupancy of Council Land</p>	<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 & BCC to effect quickest removal permitted by legal constraints. Established procedures for removal of debris & detritus after occupancy of land.</p>
<p>CSB PFE05 Failure to provide an effective, quality crematorium service</p>	<ol style="list-style-type: none"> 1. Full IT back-up service provided by CDC IT, with short term manual back-up procedures in place for short outages. 2. Paper records help in fireproof cabinets until backed up on computer. 3. Robust staff recruitment, selection, performance management and training procedures in place. 4. Staff trained to multi-task including grounds maintenance and office staff as relief cremator operators.



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Operational risk code and title	Relevance / Mitigation
	<p>5. Facility in place with telephone provider (BT) to redirect 'phones to Crematorium mobile in the event of telephone line problems.</p> <p>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.</p> <p>7. Segregation of duties in place with responsibilities fully defined.</p> <p>8. Buildings and associated plant and equipment routinely maintained in good condition, including fire alarm and security systems.</p> <p>9. Emergency generator installed in the event of a power failure.</p> <p>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.</p> <p>11. Periodic refresher training takes place, new staff are fully trained in all procedures and all staff are trained to strictly follow procedures.</p>
<p>CSB WR01 Failure to provide services within required timescales including inclement weather and following appropriate legislation</p>	<p>Officers are trained in relevant legislation.</p> <p>Additional training provided as required. Clear procedures in place.</p>
<p>CSB WR02 Failure to ensure operations are carried out to minimise the risk of an incident caused by a health and safety breach.</p>	<p>Officers use appropriate PPE and follow RA's, visit in pairs / use Wycombe Alert system at weekends / evenings.</p> <p>Services well specified and contractors monitored for performance against contract, compliance with legislation and H & S risks managed.</p> <p>Procedure in place for dealing with release of chemicals/pollution as a result of fly tipping, and H & S controls are in place.</p> <p>Work underway on reviewing risk assessments and SSOW (Safe systems of work).</p> <p>Officer training is being reviewed and joint training with contractors under consideration.</p> <p>Work underway on reviewing risk assessments and SSOW (Safe systems of work). Officer training is being reviewed and joint training with contractors under consideration.</p>



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Section 7 – Costs and cost comparison information

Summary – Cost information - CDC

Waste and recycling - 4th out of 18 per head of population and cost is 8.74% lower than in 2014/15. Costs have reduced due to shared service between Chiltern and Wycombe.

Street cleansing - 4th out of 18 per head of population and cost is 12.32% lower than in 2014/15. Costs are below average due to benefits gained from the joint contract.

Public Offices – cost is 25.76% lower than in 2014/15.

Cemeteries – 10th out of 18 per head of population and cost is 32.08% lower than in 2014/15. There is only one cemetery in the district.

Parking – 11th out of 18 per head of population and 15.85% more income than in 2014/15. This is better than average because of the lower proportion of free car parking.

Parks and open spaces – 6th out of 18 per head of population and costs are 11.61% higher than in 2014/15.

Summary – Cost information - SBDC

Waste and recycling - 16th out of 18 per head of population and cost is 29.26% more than in 2014/15. We are likely to remain one of the most expensive for waste collection costs per head of population within this comparator group because we have the lowest property numbers across a largely rural district (and hence lack capacity for economies of scale), the enviable security of our own depot, and a recycling rate of over 50%.

Street Cleansing – 11th out of 18 per head of population and cost is 49.62% less than in 2014/15. The result is driven by low head count in the district and its rural nature.

Public Offices – cost is 9.34% less than in 2014/15

Cemeteries – 18th out of 18 per head of population and cost is 5.34% more than in 2014/15. We have the highest cost within the comparator group, mainly due to the award winning Stoke Poges Memorial Garden.



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Parking – 16th out of 18 per head of population and 4.99% more income than in 2014/15. This is better than average because of the lower proportion of free car parking.

Parks and open spaces – 1st out of 18 per head of population and 124.44% more income than in 2014/15. This is better due to income from Stoke Place.



Shared Service Plan Summary

Finance

Service Plan April 2017 to March 2018

Service units covered by plan	Finance Internal Audit
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Section 1 – Key Service Functions & Aims/Objectives

Key Service Functions	Portfolio reporting to	Statutory/Mandatory
Finance <ul style="list-style-type: none"> Production and monitoring of the Medium Term Financial Strategy Provision of core financial services - creditor payments, payroll, insurance, sundry debtor invoicing, banking services Provision of core accounting services - budget setting, budget monitoring, final accounts, completion of statutory returns, financial advice Management of the Council's cash flow and investments 	Support Services (CDC) Resources (SBDC)	<input checked="" type="checkbox"/> (Partially)
Procurement <ul style="list-style-type: none"> Production and monitoring of procurement strategy and assistance with its implementation 	Support Services (CDC) Resources (SBDC)	<input checked="" type="checkbox"/> (Partially)
Internal Audit <ul style="list-style-type: none"> 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 	Support Services (CDC) Resources (SBDC)	<input checked="" type="checkbox"/>
External Audit <ul style="list-style-type: none"> Liaison with external audit 	Support Services (CDC) Resources	<input checked="" type="checkbox"/>



Shared Service Plan Summary

	(SBDC)	
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Key Service Aims & Objectives

A) Help maintain effective governance arrangements throughout the organisation
B) Assist the Authority to 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

Section 2 - Key achievements/outcomes for 2016/17

Key achievements and outcomes during 2016/17

Finance
The CDC Cash Receipting system was rolled out to SBDC, generating process standardisation and simplification
Re-let Cash Collection contract
We again received unqualified audit opinions on the Councils' formal statutory Accounts, and the Charitable Trust's Accounts
Re-let the joint Treasury Management Advice contract
Continued to support changes to the financial management arrangements, as a result of the creation of more joint teams

Section 3 - Know your customer

Who are the main customers for the service?

<p>The main customers of Finance are internal. However we do interact with suppliers and debtors. Joint working has made it very important for Finance to be able to provide consistent financial information across the 2 authorities. There is also a continuing need to correctly account for joint working initiatives.</p>



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Section 4 – Action plan

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Finance		
Help keep the longer term financial strategy up to date to address the funding gap and longer term funding pressures	This needs to take into account the proposed changes to local authority funding, specifically the proposal for 100% retention of NDR monies and the phasing out of RSG	Value for money
Closedown the Statutory Accounts earlier	- Trust, Crem - CDC, SBDC	Preparation for statutory requirement
Tender the external audit contracts for CDC and SBDC (contracts end with audit of 17/18 Accounts)	Sign up to PSAA arrangement	Value for money
Retender for joint Banking services – Contract expires 31 March 18		Value for money
Support the Councils with their capital investment plans (ie car parks, Chiltern pools, SBDC Strategic Asset Review)	Business Case Development Obtaining PWLB borrowing Registering for CIS	Value for money
Help set up a trading	Consideration of VAT and corporate	Value for money



Shared Service Plan Summary

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
company (ie if this is an outcome from the SBDC Strategic Asset Review)	taxation issues	
Help devise appropriate financial management arrangements for the new Aylesbury Crematorium	-	Value for money
Review VAT partial exemption calculations	-	Value for money
Continue to implement finance process improvements (including streamlining and improving payroll / HR processes)	eg reduce cheque usage, reviewing use of bank giro credit slips, electronic payslips for members etc	Value for money

Section 5 – Key Performance indicators

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
Covered within monthly budget monitoring pack									

Section 6 – Critical Risks

Ref	Strategic risk title	Relevance / service actions to mitigate
1	Joint Working	<ul style="list-style-type: none"> Provision of clear financial information to support joint working business cases and financial monitoring of joint working initiatives will provide objective assurance



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Ref	Strategic risk title	Relevance / service actions to mitigate
2	Transformation and Management of Change	<ul style="list-style-type: none"> Provision of clear financial information to support transformation projects will provide objective assurance
3	Financial Stability	<ul style="list-style-type: none"> Provision of clear, timely and reliable financial information is essential to mitigate this risk
4	Workforce Issues	<ul style="list-style-type: none"> N/A
5	Waste & Environmental Services	<ul style="list-style-type: none"> N/A
6	Joint/Partnership working	<ul style="list-style-type: none"> N/A
7	Business Continuity	<ul style="list-style-type: none"> We will continue to keep the Finance business continuity arrangements up to date
8	Information Management & Security	<ul style="list-style-type: none"> We will be reviewing the finance file plans and we will continue to keep the Finance retention schedule up to date
9	New Legislative Changes	<ul style="list-style-type: none"> Monitoring and reacting to changes to financial legislation
10	Affordable Housing	<ul style="list-style-type: none"> N/A
11	Major Infrastructure Projects Impacts.	<ul style="list-style-type: none"> N/A
12	Demographic Changes	<ul style="list-style-type: none"> Financial modelling provided if required
13	Property/ Asset Management	<ul style="list-style-type: none"> Provision of clear financial information to support asset management decisions
14	Economic Viability	<ul style="list-style-type: none"> N/A

Operational risk code and title	Relevance / Mitigation
CSB BR01 The Authority is unable to set a robust Medium Term Financial Strategy	<ol style="list-style-type: none"> Possible changes to the national funding formula are monitored and the LGA lobbies to protect member's interests. However this risk cannot be fully controlled 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 Councils' project management framework. Regular updates of MTFS Seek further savings



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Operational risk code and title	Relevance / Mitigation
<p>CSB BR02 The Authority could have to hold a Council Tax referendum</p>	<ol style="list-style-type: none"> 1. Tax increase to be set at or below the Government guideline figure (subject to Member agreement) 2. Members to be fully briefed on implications of tax referendum 3. Appeal against the decision (if possible)
<p>CSB BR03 The Authority will fail to keep within its annual revenue budget</p>	<ol style="list-style-type: none"> 1. Use reserves to fund overspending 2. Seek further in year savings 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 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 5. Professional staff are involved in relevant areas and, where appropriate, training is provided to ensure current standards are understood and implemented 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 Councils' project management framework 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 8. The Workforce plan aims to ensure staff issues are dealt with appropriately. HR monitor turnover rates and exit interviews are conducted to understand why staff leave. Joint working arrangements also help provide resilience 9. HR monitor pay rates and keep the grading structure under review. Where necessary the Authority is also willing to pay market supplements etc 10. Pay estimate is set prudently 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 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



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Operational risk code and title	Relevance / Mitigation
	<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 investment returns and action is taken when performance is unsatisfactory. In addition we obtain independent support and advice from a specialist financial advisor. 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>
CSB BR04 The Authority will fail to keep within its capital programme	<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>
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 experienced finance team, training etc

Section 7 – Costs and cost comparison information

Cost information

The cost of the finance service has reduced over the past 5 years.
 Direct Costs CDC + SBDC 2012/13 £945,190
 Direct Costs CDC + SBDC 2016/17 £818,900 13% reduction.

The cost of Internal Audit has reduced over the past 5 years



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Direct Costs CDC + SBDC 2012/13 £131,150
Direct Costs CDC + SBDC 2016/17 £115,105 12% reduction.



Shared Service Plan Summary

Healthy Communities

Service Plan April 2017 to March 2018

Service units covered by plan	Community and Leisure Community Safety Environmental Health Housing Licensing
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Section 1 – Key Service Functions & Aims/Objectives

Key Service Functions	Portfolio reporting to	Statutory/ Mandatory
Housing - Housing Strategy, Homelessness, Housing Advice and Allocations, Housing Conditions (Grants, Advice and Enforcement) and Energy Efficiency (CDC only)	Communities, Health and Housing (CDC) Healthy Communities (SBDC)	☒
Environmental Health - Health and Safety, Food Safety and Pest and Dog Control, Health Protection and Public Health Emergency Planning Business Continuity, Air Quality, and remediating contaminated land, Water/flood management (CDC only)	Communities, Health and Housing (CDC) Healthy Communities (SBDC)	☒
Climate Change, Sustainability, Environmental Project Management e.g. HS2, Aviation, Flooding (CDC)	Environment (CDC)	☒
Carbon management and energy efficiency (SBDC)	Environment (SBDC)	☒
Community Safety – Reducing Crime and Disorder, Preventing Violent Extremism and reducing Antisocial behaviour	Communities, Health and Housing (CDC) Healthy Communities (SBDC)	☒
Licensing – Taxi, Private Hire, Premises, Alcohol, Street Trading	Communities, Health	☒



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and Collections, and Animal Licensing	and Housing (CDC) Healthy Communities (SBDC)	
Community & Leisure - Community Engagement and Cohesion, Safeguarding, Grants, Leisure Client, Sports Development, Community and Partnerships, Health Inequalities and Community Transport	Communities, Health and Housing (CDC) Healthy Communities (SBDC)	☒

Key Service Aims & Objectives

Community & Leisure

Enable the Council to safeguard vulnerable adults and children and young people

Oversee the delivery of customer focussed leisure services at the Councils' leisure centres to ensure they meet the needs of the community

Review existing leisure facility infrastructure and plan effectively to provide appropriate and sufficient provision up to 2045

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 the Prevention Matters and delivery of Senior Health Fairs and delivering actions arising from the countywide Adult Wellbeing, Healthy Eating and Active Bucks strategies

To facilitate the Councils' 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 & Wellbeing Plans to support Community infrastructure and build capacity within both Chiltern and South Bucks

Community Safety

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



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Reduce anti-social behaviour in our communities
Protect vulnerable individuals and communities at risk of fraud
Reduce the fear of crime and perception of anti-social behaviour
Safeguard Communities and Individuals at risk of Domestic Violence, Extremism, Child Sexual Exploitation, Modern Slavery and FGM
Environmental Health
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 meets customer needs
Provide effective partnership working to protect and improve public health and environmental quality and mitigate the impact of major projects
Develop a service that supports mitigating the impact of Climate Change and support the community to reduce carbon emissions
Improve the resilience of both Local Authorities to meet increasing demands and respond effectively to emergencies
Continue to develop shared policies and procedures to deliver more efficient services
Housing
To provide Housing advice and assistance to prevent or reduce homelessness whilst minimising the associated costs to the Councils
To facilitate the provision of new affordable housing and make the best use of the housing stock to meet housing need
Provide housing assistance and choice based lettings through the operation of the Bucks Home Choice policy and web based system
To 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)
To support the delivery of home energy efficiency assisting the council to meet its Home Energy Conservation Act responsibilities and targets
Licensing
Protect the public through the operation of effective Licensing strategies, processes and enforcement
Deliver a consistent, transparent licensing and enforcement system across both Chiltern and South Bucks District Councils



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

Section 2 - Key achievements/outcomes for 2016/17

Key achievements and outcomes during 2016/17

Community and Leisure

Supported the rollout of superfast broadband in Chesham

Delivered the Open Spaces and Playing Pitch strategy and Leisure Facilities Strategy for both Councils which will inform the future needs and delivery of leisure

Delivered the Councils' grant funding programmes which have supported over fifty community groups helping lever in an additional £1million across both districts

Reviewed and introduced the Safeguarding policies to mainstream actions to protect Children and vulnerable persons

Undertaken a Feasibility and Options Appraisal as to the replacement needs of the Chiltern Pools

Supported community groups to participate in building resilient communities (Volunteer training, funding workshops and mentoring) as well as celebrating and recognising local volunteers through the Community Awards event

Worked with BCC to enable the continued use of the Evreham Centre until 2021

Delivered workforce health programme in partnership with local Clinical Commissioning Group including staff health checks, lunchtime leisure activities, discounted access to leisure centres lunchtime health fairs

Over 1 million customer visits across Chiltern and South Bucks leisure centres and over 20,000 throughput in the leisure contract outreach programme targeting isolated older residents, young people and disadvantaged communities

Improvements in leisure centre facilities including the redevelopment of Prestwood Leisure Centre car park and the upgrading of both reception and fitness suites at Chesham and Chiltern Pools centres

Environmental Health

Implemented the shared service review of Environmental Health delivering a single team and improving work flows and service outcomes

Resolved some long term unresolved nuisance cases e.g. Iver Sewage Works fly nuisance

Integrated the database systems and document imaging in to a single system

Implemented the IPPC module for risk rating regulated industrial pollution premises

Introduced the Enterprise workflow system allowing service requests to be monitored

Introduced targeted approach to improving the low or zero rated food premises

Delivered a robust response to serious breaches of regulatory controls resulting in prosecution and



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the service of enforcement notices aimed to improve outcomes
Work on mitigation of the impact of major projects such as HS2 and informing the policies and strategies in relation to the major transport project eg M4 Smart Motorway, HS2, Heathrow, WRATH, Crossrail, East West Rail
Supported the Council to address its Health and Safety, Business Continuity and Emergency planning risks
Housing
Undertook the Joint Housing members Workshop to identify actions to be considered in the Housing Strategy
Reviewed the Private Housing Strategy and Financial Assistance Plan for both Councils
Delivered the Green Deal Communities Project securing 629 improved homes across the partnership receiving Awards and Commendations for the partnership project
Reviewed and re-commissioned the LOCATA contract to support the Bucks Choice Housing solution
Delivered 49 disabled facilities grants (DFGs) in CDC and SBDC during first 6 months of 2016/17 enabling persons to remain at home
Established the Chiltern Affordable Housing Members Working Group to assist in taking a strategic approach to Affordable Housing delivery and identified a number of site opportunities for potential schemes (including joint working with Paradigm Housing)
Secured the commitment to acquire land and negotiated with developers to deliver affordable housing on site in South Bucks
Worked with Planning and Building Control to address housing standards issues through enforcement activity and supported multi-agency enforcement action in several challenging cases
Worked with agencies and Revs and Bens to address the potential impact of the changes to Housing Benefit and reduction in Benefits Cap
Addressed the complex needs of Homelessness clients enabling clients to secure appropriate accommodation or to determine the Council no longer had a duty to assist
Supported the Council to review and address the issue of empty homes through joint working with Capacity Grid and Revs and Bens (increasing the potential for additional New Home Bonus)
Supported the delivery of 35 affordable housing units on site in Chiltern through the use of S106 agreements at Lincoln Park (Amersham), Lindo Close (Chesham) and Donkey Field (Little Chalfont). Secured the delivery of 12 affordable rented units on site in South Bucks at Station Road, Taplow through S.106 agreement and funding support to Registered Provider
Licensing
Reviewed the Taxi and Private Hire policy
Reviewed and Harmonised all licensing fees
Reduced licensing operational costs from £156k in 2012/13 to £10k in 2016 through the introduction



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of the shared service
The majority of applications that Licensing deals with are now available electronically. The most recent figures showed that 96% of applications were completed using online forms where this is possible
Delivered training for Taxi and Private hire drivers and operators on safeguarding and child sexual exploitation (CSE)
Extended the range of licensing applications available online
New structured website forms being implemented for key issues that we are contacted about. E.g. Taxi accident reporting, and licensee change of address
Processing of applications has been achieved within good timeframes. Most recent figures showed that in the most recent quarter 99% of licences were dealt with within the required timescales
Community Safety
Promoted the Community Responder initiative to communities across both Councils
Raised awareness of Dementia through creating Dementia friendly communities
Undertook a complex Domestic Homicide Review involving 10 partners working across Wycombe and South Bucks
Delivered the Community Cards Scheme involving 32 schools
Delivered Section 17 awareness as part of staff induction process
Increased the number of NHW co-ordinators following a proactive campaign to encourage take-up
Provided Safeguarding training to members of the BME community e.g. Chesham Mosque and both the Asian Volleyball team and the Asian Cricket team
Developed an awareness campaign to highlight the courier and other fraud scams that are impacting on the district
Supported the roll out of the Early Help process

Section 3 - 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.



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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.

Section 4 – Action plan

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Environmental Health		
Mobile working pilot in Environmental Health	<ul style="list-style-type: none"> • Agree Project Plan • Implement project plan • Test • Review 	Improved access to services, quicker and more efficient processing
Targeting Food Businesses	Working to improve the worst performing food businesses	Improved food businesses
Better working with business	<p>Seek opportunities to reduce excessive tasks and target added value services for business</p> <p>Develop new business area of the websites</p>	Improved targeted guidance and services
Processing HS2 applications	<p>HS2 Project Board agreement</p> <p>Process Mapped service</p> <p>Process applications</p>	Efficient in dealing with HS2 using skills developed over last 5 years
Major infrastructure	Seek to mitigate the impacts of national infrastructure projects on the Districts	Lesser impact of developments
Public Spaces Protect Order Review	Review the Order and update following consultation and liaison with TVP	Improved ability to tackle issues
Noise procedures	Enable service requests to be received via the Mobile App	Improved ability to tackle issues



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List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Deliver actions across both councils to improve air quality and reduce the impact of climate change	<ul style="list-style-type: none"> • Establish the Air quality Partnership • Develop the Air Quality Action Plan 	Reduced ill health through poorly insulated dwellings Opportunity for business investment creating employment
Chesham Culvert	Undertake actions to reduce the risk of Chesham culvert flooding in partnership with BCC and EA	Improved ability to tackle issues
Long term service requests	Undertake actions to reduce the repeat long term service requests	Improved ability to tackle issues
Work through the Customer Services Strategy to meet customer needs at the first point of contact	<ul style="list-style-type: none"> • Enable customers to access advice and support through web, phone • Enable customers to upload data regarding service requests enabling real-time response • Enable customers to access advice and support through web, phone, or through communities 	Improved ability to tackle issues
Business Continuity Plan	<ul style="list-style-type: none"> • Review and update the plan • Test the plan 	cost effective, customer focused services
Emergency Plan	<ul style="list-style-type: none"> • Review and update the plan • Test the plan 	cost effective, customer focused services
Health and Safety Policies and procedures	<ul style="list-style-type: none"> • Review and update the risk assessments and procedures • Monitor compliance 	cost effective, customer focused services
Joint Sustainability and Energy Use Plan	<ul style="list-style-type: none"> • Consultation • Approval • Implementation • Maximise external funding opportunities or • Invest capital to secure payback 	conserve the environment and promote sustainability
Housing		
Police houses used for Temporary Accommodation	Reduced costs of B+B by accommodating within the district Lease income from tenants utilising the property offsetting costs of B+B	Improved ability to tackle issues
Agree redevelop proposals for GX police station site	Reduced costs of B+B by accommodating within the district Lease income from tenants utilising the	Improved ability to tackle issues



Shared Service Plan Summary

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
	property offsetting costs of B+B	
Agree development proposals Summers Road Car Park	Reduced costs of B+B by accommodating within the district Lease income from tenants utilising the property offsetting costs of B+B	Improved ability to tackle issues
Agree development proposals for 'Land at Amersham'	Reduced costs of B+B by accommodating within the district Lease income from tenants utilising the property offsetting costs of B+B	Improved ability to tackle issues
Agree affordable housing development on other CDC owned sites	Reduced costs of B+B by accommodating within the district Lease income from tenants utilising the property offsetting costs of B+B	Improved ability to tackle issues
Agree affordable housing development on PHG owned sites	Reduced costs of B+B by accommodating within the district Lease income from tenants utilising the property offsetting costs of B+B	Improved ability to tackle issues
Develop a joint housing and homelessness strategy to best meet statutory responsibilities and maximise affordable housing provision	<ul style="list-style-type: none"> • use information on customer needs and available resources to draft strategy • review actions to prevent homelessness • seek approval • implement strategy • develop action plan • deliver action plan 	Improved housing service
Temporary Accommodation strategy		Improved ability to tackle issues.
Support joint working with BCC to enable Disabled Adaptations to be delivered to those in need	Work with partners to ensure Better Care Funding is targeted at service delivery	Improved ability to tackle issues
Enforce Housing standards as necessary	Address standards issues in homes of multiple occupancy (HMO), Private rented and owner occupied premises to protect the vulnerable occupant	Improved ability to tackle issues
Improve energy efficiency in dwellings	Address fuel Poverty and Affordable Warmth through partnership actions	Improved ability to tackle issues



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List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Community and Leisure		
Consider the Consultation findings in relation to the Chiltern pools project	Community consultation to identify gaps in Feasibility Plan Review Feasibility Plan Develop project plan to proceed	Improved access to high quality leisure facilities
Establish and implement the Chiltern Pools project	Invest to save opportunity to deliver a new leisure facility Develop detailed project plan required to proceed to development stage Issue tenders and appoint contractors	Improved access to high quality leisure facilities
Establish the SBDC Leisure working group to implement the strategic Review	Identify opportunities to deliver the Leisure Strategy	Improved access to high quality leisure facilities
Establish Evreham mitigation Project	Invest to save opportunity to deliver a new leisure facility Release site for affordable housing delivery	Improved access to high quality leisure facilities
Review the delivery of the Lottery	Assess income generation against the current Council demands for community funding	Improved access to community funding
Widen the Community funding streams	Assess income generation against the current Council demands for community funding	Improved access to community funding
Deliver the Community Wellbeing Plan	Empower communities to deliver services and develop community resilience	Increase community engagement
Community Safety & Licensing		
Harmonise the Street Trading Licensing policies	Review policies Consultation	Improved control of street trading and income generation



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List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
	Adopt policies	
Implement the Taxi and Private hire Policy	Review policies Consultation Adopt policies	Improved control of taxi/Private hires vehicles and drivers
Review of street collection guidance	Review guidance Consider whether to create policies Consult (if necessary) Adopt new guidance/policies	Improved agreed approach to procedure and management of street collections in the districts
Review of licensing pages both websites	Webpages to be reviewed in terms of how 'customer friendly' they are, with the aim of making it easier for the public to understand guidance	Information on websites easier to understand, leading to less wasted time and a more efficient Licensing service
Review Licencing Act policies	Review each policy and consult in time for statutory review of each	Policies reviewed in line with legislative timescales
Redesign of Applications to make them more user-friendly and modern	Will be carried out by Victoria forms (external provider) so action is to chase these changes and ensure they are carried out for all application types in order of importance	Improved look and feel of applications
Mainstream the safeguarding responsibilities and the joint working to address offenders	Raise awareness of staff of the councils powers to tackle complex issues	Earlier resolution to service requests
Introduce harmonised procedures for Fixed Penalty Fines linked to the Community Safety Accreditation Scheme	Review policy and procedures Develop the process and procedures	More consistent service across both Districts
Develop the Street Associations project	Establish Project group with Police	Supports street and NHW associations to widen their role to address Social isolation, Enviro-crime, Bogus Callers, Good Neighbourhood activity



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List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Introduce the new arrangements for the CCTV provision	Establish Project group with Police	Earlier resolution to service requests
Undertake the Domestic homicide Reviews as appropriate	Establish Project group with Police as necessary	More consistent service across agencies to protect individuals
Implement the Community Safety Action Plan following the annual priority update	Establish Project group with Police as necessary	More consistent service across agencies to protect individuals
Continue to support the Police Crime Panel with its scrutiny process	Support the PCP scrutiny process	Budget and other scrutiny of the PCC
Agree and deliver the Prevent Action Plan	<ul style="list-style-type: none"> Review Prevent Actions plan Train frontline staff Train community groups 	Safer and healthier local communities

Section 5 – Key Performance indicators

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
Community and Leisure									
CdCL 1 (C)	Customer satisfaction rating at the Chiltern leisure facilities - annual	62.8%	65%	March 16	62.8%	65%	65%	65%	65%
CdCL 2 (C)	Total participation in physical activities delivered through the GLL	8,415	6,000	Sep-16	4,882	9,723	10000	11,000	12,000



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PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
	community engagement plan (by period quarterly)								
CdCL 3 (C)	Total number of users at all leisure centres (cumulative)	915,382	875,000	Sep-16	709,794	900,000	925,000	950,000	950,000
SbCL 1a (C)	Customer satisfaction rating at the Beacon Centre.	82.46%	81%	2015/16	82.46%	82%	82%	82%	82%
SbCL 1b (C)	Customer satisfaction rating at the Evreham Centre.	66.69%	78%	2015/16	66.69%	78%	82%	82%	82%
Community Safety									
CdC mSf1 (P)	Percentage reduction in burglaries from dwellings year to date for Chiltern (quarterly)	-19.20%	Data only	Sep-16	7.2%	Data only	Data only	Data only	Data only
CdC mSf2 (C)	Percentage reduction in violent offences against a person, year to date	-53.90%	Data only	Sep-16	-25.90%	Data only	Data only	Data only	Data only



Shared Service Plan Summary

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
	(quarterly)								
SbC mSf1 (C)	Percentage reduction in burglaries from dwelling, year to date (quarterly)	- 6.70%	Data only	Sep-16	- 36.6 0%	Data only	Data only	Data only	Data only
SbC mSf2 (P)	Percentage reduction in violent offences against a person, year to date (quarterly)	- 33.40 %	Data only	Sep-16	- 36.2 0%	Data only	Data only	Data only	Data only
Environmental Health									
CdEH 2 (C)	Percentage of food premises (risk rating A to C) that are broadly compliant (snapshot quarterly)	96%	91%	Sep-16	96.7 1%	96%	96.5%	97%	97.5%
SbEH 2 (C)	Percentage of food premises (risk rating A to C) that are broadly compliant (snapshot quarterly)	96%	88%	Sep-16	97.2 7%	89%	96.5%	97%	97.5%



Shared Service Plan Summary

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
Housing									
CdHS 1 (P)	Number of applicants with/expecting children who have been in B & B accommodation for longer than 6 weeks (snapshot figure at end of month)	0	0	Sep-16	0	0	0	0	0
CdHS 2 (C)	Number of affordable homes delivered by (i) new build (ii) vacancies generated by local authority scheme (iii) acquisition of existing properties for social housing (cumulative)	22	33	Sep-16	13	33	33	33	33
CdHS 3i (C)	Average Length of stay in B & B temporary accommodation for all households	10	5	Sep-16	7	10	8	6	6



Shared Service Plan Summary

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
	(snapshot at end of quarter)								
CdHS 4 (C)	Number of private sector dwellings vacant for more than 6 months and returned to occupation following local authority intervention	28	40	2015/16	28	40	40	40	40
CdHS 8 (P)	Number of households living in temporary accommodation (snapshot at the end of the month)	31	21	Sep-16	36	30	30	25	25
SbHS 1 (P)	Number of applicants with/expecting children who have been in B & B accommodation for longer than 6 weeks (snapshot figure at end of month)	15	0	Sep-16	21	0	0	0	0



Shared Service Plan Summary

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
SbHS 2 (C)	Number of affordable homes delivered by (i) new build (ii) vacancies generated by local authority scheme (iii) acquisition of existing properties for social housing (cumulative)	3	22	Sep-16	4	22	22	22	22
SbHS 3i (C)	Average Length of stay in B & B temporary accommodation for all households (snapshot at end of quarter)	13	4	Sep-16	22	10	8	6	6
SbHS 4 (C)	Number of private sector dwellings vacant for more than 6 months and returned to occupation following local authority	0	15	2015/16	0	15	15	15	15



Shared Service Plan Summary

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
	intervention								
SbHS 8 (P)	Number of households living in temporary accommodation (snapshot at the end of the month)	66	15	Sep-16	64	45	40	35	35
Licensing									
JtLI5 (C)	Percentages of licences received and issued/renewed within statutory or policy deadlines (cumulative quarterly)	98.40%	97%	Sep-16	99.70%	97%	97%	97%	97%
Strategic Environment									
CdSE 1 (C)	Cumulative CO2 reduction from local authority operations from base year of 2008/09 (annual)	22.00%	1.30%	2015/16	22.00%	11.70%	12.00%	12.00%	12.00%



Shared Service Plan Summary

Section 6 – Critical Risks

Ref	Strategic risk title	Relevance / service actions to mitigate
1	Joint Working	<ul style="list-style-type: none"> • Joint Services address the concerns of either authority • Policies are being aligned to meet both authorities' needs • Savings to meet the needs of both authorities • Resilience and service quality has improved • Regular team meetings keep staff up to speed on the joint working • Staff are encouraged to engage in the harmonisation of processes, values and behaviours and UGRs
2	Transformation and Management of Change	<ul style="list-style-type: none"> • working with staff to adopt new ways of working and support mobile and flexible working
3	Financial Stability	<ul style="list-style-type: none"> • Service reviews have delivered identifiable savings • New more cost effective ways of working are continually sought
4	Workforce Issues	<ul style="list-style-type: none"> • Workforce planning • Team building • Mentoring and coaching • UGRs and values and behaviours will support the change management required to adopt mobile and flexible working
5	Waste & Environmental Services	<ul style="list-style-type: none"> • Partnership working across service areas to address complex service requests
6	Joint/Partnership working	<ul style="list-style-type: none"> • Partnership working to address impact of legislative change and address complex service request or tackle community safety and safeguarding issues
7	Business Continuity	<ul style="list-style-type: none"> • Business continuity training and plans being reviewed • Services can be delivered from an alternative location
8	Information Management & Security	<ul style="list-style-type: none"> • Data transferred to joint uniform system and housing databases and document imaging systems to deliver robust data handling and recording systems



Shared Service Plan Summary

Ref	Strategic risk title	Relevance / service actions to mitigate
		<ul style="list-style-type: none"> All files scanned and copied to cases IAA appointed Data destruction follows corporate procedures
9	New Legislative Changes	<ul style="list-style-type: none"> Service planning to address changing needs
10	Affordable Housing	<ul style="list-style-type: none"> Whilst the service review increasing the resources to supporting the delivery of affordable housing and prevention of homelessness, demand has doubled requiring additional resources to be considered Housing Strategy to identify actions required by the Councils to address demands Supporting the return of empty properties Prevention of homelessness and review of data held on Buck Home Choice Acquiring land/assets to deliver affordable housing Reviewing council owned and L+Q/PHG sites to consider options to increase affordable housing
11	Major Infrastructure Projects Impacts.	<ul style="list-style-type: none"> Feed into HS2, Aviation consultation
12	Demographic Changes	<ul style="list-style-type: none"> Service planning to address changing needs
13	Property/ Asset Management	<ul style="list-style-type: none"> N/A
14	Economic Viability	<ul style="list-style-type: none"> N/A

Operational risk code and title	Relevance / Mitigation
CSB Comm01 Failure to safeguard children and vulnerable adults	<ol style="list-style-type: none"> Revised joint policy and procedures being developed Training to staff to be reviewed and implemented as result of turnover across both councils Safe recruitment practices being undertaken and reviewed
CSB Comm02 Risk of incurring legal action	<ol style="list-style-type: none"> Regular inspections to comply with contractual obligations 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 Buildings are checked annually by surveyors. As a result of inspections the rolling capital programme is adjusted to account for works required
CSB Comm03 Inequalities in	<ol style="list-style-type: none"> Chiltern and South Bucks CSP Prevent Action Plan



Shared Service Plan Summary

Operational risk code and title	Relevance / Mitigation
communities generate ill-will, lack of cohesion, violent extremism or violent protests	2. Effective engagement with communities 3. WRAP training and safeguarding training being undertaken to staff 4. Community grants used to promote cohesion 5. Monitor community feeling via the Community Safety Team and front line staff 6. Engagement with the voluntary and community sector 7. Regular liaison with the wider community 8. Regular liaison with the facility committees 9. Communication and information with relevant parties 10. Community Impact Assessment to be maintained
CSB Comm04 Failure to deliver a replacement for the Chiltern Pools or Evreham Centre leading to increased costs to the Councils	Communication and information with relevant parties Effective Project management within timescales
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 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 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	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 LI02 Delays in issuing licences	Monitor performance and manage process flow
CSB LI04 Incorrect decisions resulting in legal challenge	Mentor and train staff and monitor case work Manage training through performance appraisal and training plan



Shared Service Plan Summary

Operational risk code and title	Relevance / Mitigation
	<p>processes</p> <p>Officers not to give advice and information on areas that they do not have expertise in</p>

Section 7 – Costs and cost comparison information

Cost information

CDC

Community: 9th lowest per head of population out of 18 and below the comparator group average. Costs have reduced by 23.65% when compared with 2014/15 following the introduction of the shared services

Community Safety: 6th lowest per head of population out of 18 and below the comparator group average. Costs have reduced by 11.01% when compared with 2014/15 following the introduction of the shared services

Environmental Health: 10th lowest per head of population out of 18. Emergency planning – 6th lowest of 18. Environmental Health costs have increased by 3.09% when compared with 2014/15.

Housing: Homelessness – 4th lowest per head of population out of 18 – Other housing costs – 13th lowest per head of population out of 18. Homelessness – Costs have increased by 182% when compared with 2014/15

Licensing: 6th lowest per head of population out of 18. Costs have reduced by around 96% when compared with 2014/15 following the introduction of the shared licencing team and improved processes

SBDC

Community – 6th lowest per head of population out of 18 and below the comparator group average. Costs have reduced by 15.75% when compared with 2014/15 following the introduction of the shared services

Community Safety - 5th lowest per head of population out of 18 and below the comparator group average. Costs have reduced by 25.45% when compared with 2014/15 following the introduction of the shared services

Environmental Health - 7th lowest per head of population out of 18 and below the comparator group average. Emergency planning – 4th lowest out of 18. Costs have increased by 36.43% when compared with 2014/15



Shared Service Plan Summary

Housing – Homelessness – 3rd lowest per head of population out of 18 – Other housing costs – 8th lowest per head of population out of 18. Homelessness – Costs have reduced by 80% when compared with 2014/15 following the introduction of the shared services

Licensing - 7th lowest per head of population out of 18. Costs have reduced by 93% when compared with 2014/15 following the introduction of the shared licencing team and improved processes



Shared Service Plan Summary

Human Resources

Service Plan April 2017 to March 2018

Service units covered by plan	Human Resources
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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/SBDC	<input type="checkbox"/>
Training and Development - developing skills and productivity to encourage improvement in all areas	Leader for CDC/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/SBDC	<input type="checkbox"/>
Equality of Opportunity - compliance with the Equality Act 2010	Leader for CDC/SBDC	<input type="checkbox"/>
Fair and transparent Pay Policy – harmonisation of total reward package for both authorities and compliance with Localism Act	Leader for CDC/SBDC	<input type="checkbox"/>
Health and Well-being	Leader for CDC/SBDC	<input type="checkbox"/>
Ensure effective employee relations	Leader for CDC/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



Shared Service Plan Summary

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

Section 2 - Key achievements/outcomes for 2016/17

Key achievements and outcomes during 2016/17

Human Resources

- The penultimate shared service review will be completed by the end of the calendar year and planning for the final shared services review is underway.
- 83% of CDC staff and 63% of SBDC staff are on harmonised terms and conditions, totalling 76% across the two Councils. The intention is to move all staff on to harmonised T&Cs by end of calendar year.
- An Organisation Development strategy was developed, and work undertaken with staff to identify organisational values and behaviours.
- An electronic HR database has been introduced across both Councils and subsequent absence management module. The introduction of a cloud-based recruitment system is well underway and will go live in January 2017. Consequently HR processes are being reviewed to improve standardisation and efficiency.
- iIP Bronze has been awarded to both Councils.

Section 3 - Know your customer

Summary – Know your customer (Chiltern)

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., Local Government Association, South East District Network.

Human Resources

Classification: OFFICIAL



Shared Service Plan Summary

Unemployment locally remains low with a claimant count of 0.7% in July 2015.

The BAME community accounts for 8.51% of the population in Chiltern (2011 Census).

Summary – Know your customer (South Bucks)

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.

Significant increase in BAME community from 6.6% in 2001 Census to 15.7% in 2011 census. 2.2% of population say that no-one in their household has English as their first language. This has wider implications for the delivery of all services at SBDC and therefore a joined up approach to engaging with these communities to establish if they have any additional / specialist needs will be required. Across the Council we have a very low number, if any; requests for language translation, these requests are rarely from BAME groups.

Unemployment locally remains low with claimant count of 0.6% in July 2015.

Section 4 – Action plan

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Human Resources		
Ensure HR capacity is available to support sustainable Development shared services review and Phase 3 programme	Review HR resource against phase 3 programme	Value for money
Evaluate future skills and behaviours	Identify required skills and behaviours needed to meet organisational development and succession planning strategies Identify existing skills and behaviours Identify gaps	Business continuity



Shared Service Plan Summary

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
	Develop an action plan to enable gaps to be filled Implement action plan Review results Feed back into process.	
Shared Competency and Performance Review Process	Develop shared competency framework Develop shared performance review process Consult with UNISON and staff Training and implementation Implement	Staff and managers proactively accessing performance and learning opportunities leading to higher employee motivation and engagement and hence better customer care and improvement to services
Implement approach to Organisation Development in conjunction with Management Team/Heads of service	Work to phase 3 programme	This will contribute to the delivery of good quality services, ensuring resilience of those services and deliver the required savings
Implement remaining shared service review outcomes	Joint recruitment, joint training, joint induction	Value for money
Improve levels of staff satisfaction and improve engagement with staff	<ul style="list-style-type: none"> Produce action plan from outcome of 2015/16 staff survey Continue to consult with UNISON and staff on new changes where applicable 	Improved levels of satisfaction on with delivery of HR service and in turn good quality services to residents
Implement new employment legislation	To be agreed once clear on changes	The Council will be compliant with legislation therefore reducing the risk of related legal action
Development of joint workforce plan	To be agreed	



Shared Service Plan Summary

Section 5 – Key Performance Indicators

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
Human Resources									
CdHR 1 (P)	Working days lost due to sickness absence (cumulative for year)	7.95	11	September 2016	7.66	10.00	9.00	9.00	9.00
CdHR 2 (C)	Voluntary leavers as a % of workforce (cumulative for year)	18.6%	8%	September 2016	8.80	16%	16%	16%	16%
CdHR 14 (P)	Working days lost due to short term sickness absence (upto 20 working days)	New PI	New PI	September 2016	5.1	5.00	4.50	4.00	4.00
CdHR 15 (P)	Working days lost due to long term sickness absence (more than 20 working days)	New PI	New PI	September 2016	2.56	3.00	3.00	3.00	3.00
SbHR 1 (P)	Working days lost due to sickness absence (cumulative for year)	15.43	11.00	September 2016	13.28	10.00	9.00	9.00	9.00
SbHR 2 (C)	Voluntary leavers as a percentage of workforce	10.47 %	8%	September 2016	15.58	16%	16%	16%	16%



Shared Service Plan Summary

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
	(cumulative for year).								
SbHR 14 (P)	Working days lost due to short term sickness absence (upto 20 working days)	New PI	New PI	September 2016	3.5	5.00	4.50	4.00	4.00
SbHR 15 (P)	Working days lost due to long term sickness absence (more than 20 working days)	New PI	New PI	September 2016	9.76	3.00	3.00	3.00	3.00

Section 6 – Critical Risks

Ref	Strategic risk title	Relevance / service actions to mitigate
1	Joint Working	<ul style="list-style-type: none"> • Support implementation of shared services • Provide workshops ahead of consultation to let staff know what to expect • Offer individual meetings during consultation to answer any private queries. • Hold workshops to help staff complete their expression of interest and prepare for interview. • Support communication effort
2	Transformation and Management of Change	<ul style="list-style-type: none"> • Senior members and managers show commitment to change. • Case for changes clearly made and communicated. • Build on success, in order to establish confidence to change. • Prioritise programme of change, and ensure it is adequately resourced.



Shared Service Plan Summary

Ref	Strategic risk title	Relevance / service actions to mitigate
3	Financial Stability	<ul style="list-style-type: none"> Continue to develop partnership and collaborative joint working with other Local Authorities HR units to improve value for money.
4	Workforce Issues	<ul style="list-style-type: none"> Workforce planning Good staff communications processes Training and development strategies in place, resourced and monitored. Develop and retain, where possible, existing staff with expert knowledge. Act quickly to recruit individuals to fill any vacancies
5	Waste & Environmental Services	N/A
6	Joint/Partnership working	<ul style="list-style-type: none"> Highlight the importance of partnership working by including in JDs for example.
7	Business Continuity	<ul style="list-style-type: none"> Review regularly and update services Business Continuity plan
8	Information Management & Security	<ul style="list-style-type: none"> Staff aware of data protection responsibility Update staff training records.
9	New Legislative Changes	<ul style="list-style-type: none"> Keep up to date with employment law changes and work appropriately for their implementation
10	Affordable Housing	<ul style="list-style-type: none"> N/A
11	Major Infrastructure Projects Impacts.	<ul style="list-style-type: none"> N/A
12	Demographic Changes	<ul style="list-style-type: none"> N/A
13	Property/ Asset Management	<ul style="list-style-type: none"> N/A
14	Economic Viability	<ul style="list-style-type: none"> Support local apprenticeship initiatives.

Operational risk code and title	Relevance / Mitigation
CSB HR01 Failure to provide trusted, robust, accurate HR advice	1. Procured advice from Croners and South East Employers. Second opinion is available from SEE. Keep up to date with current legislation via Croners, CIPD, ACAS;



Shared Service Plan Summary

Operational risk code and title	Relevance / Mitigation
	<ul style="list-style-type: none"> 2. Ensure the right policies and procedures are in place and are communicated to staff and managers; 3. Ensure people managers are properly trained / coached to handle staff matters; 4. Simple guidelines for the handling of confidential sensitive issues/documents within the unit to be documented and used to remind staff; 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.
<p>CSB HR02 Failure to recruit and retain right people in right posts</p>	<ul style="list-style-type: none"> 1. Monitor staff turnover rates and encourage an increase in cross training to provide staff cover; 2. Monitor pay and benefit rates and keep pay policy under review; 3. Ensure robust selection processes and techniques are in place; 4. Report to Management Team/Personnel Committee on recruitment and retention of staff; 5. Efficient recruitment procedure with appropriate benefits to attract the right staff; 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.
<p>CSB HR03 Failure to develop staff to maximise their effectiveness (including management and leadership skills).</p>	<ul style="list-style-type: none"> 1. Comprehensive harmonised competency based Performance Review Framework to be developed place to replace existing provision; 2. Encourage two-way communication with staff e.g. meetings, appraisals, UNISON, Grievance Procedure; 3. Encourage the monitoring of performance and provision of feedback, including through the appraisals process; 4. Manage underperformers when needed, through the disciplinary procedure; 5. Introduce more focused and objective competency based assessment; 6. Ensure both Councils continue to retain IIP recognition; Establish talent management programme.
<p>CSB HR04 Inappropriate breach of policies and practices</p>	<ul style="list-style-type: none"> 1. Fair and reasonable policies and benefits in place which are consistently applied; 2. Monitor senior managers' performance in maintaining sickness



Shared Service Plan Summary

Operational risk code and title	Relevance / Mitigation
	records and managing absence/flexi time abuse; 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;
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)	1. Robust and frequent communications in place to explain the 'why', 'what' and 'how' to staff moving onto new Terms and Conditions. 2. Monitor process and identify impacts of any delays, including costs, resources and income; 3. Should risk become more likely to occur, plan contingency actions to minimise impact; 4. Ensure all staff are fully informed about the changes; 5. Where possible, promote balance across both workforces in relation to gains and losses to demonstrate fairness.

Section 7 – Costs and cost comparison information

Cost information
Costs have reduced by around 5% when compared with 2014/15.



Shared Service Plan Summary

Sustainable Development

Service Plan April 2017 to March 2018

Service units covered by plan	Building Control Development Management (including Enforcement, Conservation and Arboricultural 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 an up to date joint Local Plan, including complying with the Duty to Co-operate. Supporting the preparation of neighbourhood plans	Sustainable Development	<input checked="" type="checkbox"/>
Monitoring of a range of matters including the implementation of key planning policies, and the Councils' 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, and a range of other bodies whose policies or strategic proposals may affect the Districts	Sustainable Development	<input checked="" type="checkbox"/>
Working and collaborating with a range of partners, including the LEP and other agencies on joint issues, particularly issues relating to strategic infrastructure	Sustainable Development	<input type="checkbox"/>
Preparation, research and development of other planning related information and evidence to support the Councils' 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 Councils' 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"/>



Shared Service Plan Summary

Providing planning information and 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"/>
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"/>

Building Control

Key Service Aims & Objectives

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 that 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 Management

Key Service Aims & Objectives

To take planning decisions to deliver the Councils' strategic objectives in accordance with the Local Plan unless to do so would be outweighed by the benefits of other material considerations or the NPPF

To successfully defend the Councils' decisions at appeal

To resolve alleged breaches of planning control in accordance with the Councils' 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



Shared Service Plan Summary

Planning Policy

Key Service Aims & Objectives

Develop a new joint 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)

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 2016/17

Key achievements and outcomes during 2016/17

Building Control

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 high level of customer satisfaction

Designed and implemented a Builders Partnership Scheme

Actively worked to introduce mobile and agile working, through operating a pilot scheme

Significant move to paperless office – since January 2016 all building notices/regularisation applications/partners applications have been processed in a digitised format (no hard copies)

Increased the number of partners

Planning Policy

Joint Local Plan for Chiltern and South Bucks – preparation of evidence base; duty to co-operate discussions; and publication of preferred options consultation undertaken in October – December 2016

Worked collaboratively with other organisations delivering infrastructure whilst minimising the adverse impacts of such proposals (E.g. Western rail access to Heathrow, Wilton Park diversion)

Supported neighbourhood planning through the making (adoption) of Chalfont St Peter Neighbourhood Plan and the designation of a number of other neighbourhood areas (Gerrards Cross, Iver, Farnham Royal, Taplow, Seer Green)

Development Management

Business case prepared examining the case for a shared planning service for Chiltern and South Bucks, bringing about a range of benefits and improvements

Maintained top-quality performance as one of the best authorities in the country in terms of dealing with major, minor and other applications within the statutory period/timescales agreed with the

Sustainable Development

Classification: OFFICIAL



Shared Service Plan Summary

applicant
Maintained high levels of customer satisfaction
Achieved a high success rate in successfully defending the Council’s decisions on appeal (South Bucks)
A significant improvement in the approach to, and performance of Enforcement at South Bucks following the appointment of a new Manager in October 2016

Section 3 - Know your customer

Who are the main customers for the service?

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

Planning/Enforcement/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, those who make allegations about unauthorised development, contraveners, the Planning Inspectorate, adjacent local planning authorities, duty to co-operate organisations.

Planning/Enforcement/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. Formal consultation has been and will be undertaken on the joint Local Plan.

Building Control – direct customers – applicants, agents, property owners, builders, Members, Thames Water, Land Charges team, solicitors, Planning, Housing team, those with disabilities.

Building Control – indirect customers – owners and occupiers of neighbouring properties, the general public, and other statutory agencies such as Fire Authority. We will continue to survey our customers as well as issuing newsletters and holding seminars on relevant subjects according to demand.



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Section 4 – Action plan

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Building Control		
Increased number of partners	Ongoing	Wider range of partners
Mobile and agile working	Go live early in 2017/18	Reduced costs from mobile working
Paperless office	April 2017	Reduced accommodation thus reduced office costs
Planning Policy		
Joint Local Plan	Publication stage of draft joint Local Plan (Regulation 19)	The draft plan with policies which addresses all issues
Joint Local Plan	Submission of the draft joint Local Plan (regulation 22)	The submission local plan which addresses all issues
Support those town/parish councils seeking neighbourhood area designation/producing neighbourhood plans	Not known – dependent upon town/parish councils timescales	Neighbourhood plans consistent with the development plan
Development Management		
Shared Planning Service	Phase I staff restructure	
Shared planning service	Phase 2 staff restructure	
Joint Local Plan	Input into the local plan process	A sound local plan which addresses all relevant issues



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Section 5 – Key Performance indicators

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
Unit									
CdPP 1 (C)	Net additional homes provided (Annual)		133	2014/15	189	145	145	145	145
CdSD 7 (C)	Percentage of planning applicants who are satisfied or very satisfied with the planning service (cumulative, quarterly)	77%	80%	June 2016	87.5 %	80%	80%	80%	80%
CdSD 8 (C)	Planning appeals allowed (cumulative)	39.76 %	35%	June 2016	53.33 %	35%	35%	35%	35%
CdSD 10 (P)	Processing of planning applications: minor applications processed within 8 weeks (cumulative)	81.92 %	70.00%	July 2016	82.29 %	75.00%	80.00%	80.00%	80.00%
CdSD 11 (P)	Processing of planning applications: other applications processed within 8 weeks (cumulative)	92.15 %	90.00%	July 2016	92.47 %	90.00%	90.00 %	90.00 %	90.00 %
CdSD 12 (C)	% of new enforcement	100%	30%	June 2016	100%	100%	100%	100%	100%



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PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
	cases where an initial site visit for an urgent priority case is undertaken within the timescale set out in the Enforcement Policy (Cumulative, monthly)								
CdSD 31 (P)	Special measures: speed of processing of major applications - minimum percentage of decisions on major applications which are made within 13 weeks or timescale agreed with the applicant; for assessment in October/November 2018 (cumulative)	Annual Indicator	51.00%	July 2016	100.00%	51.00%	51.00%	51.00%	51.00%
CdSD 32 (C)	% of new enforcement cases where an initial site visit for a high	100%	30%	June 2016	100%	100%	100%	100%	100%



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PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
	priority case is undertaken within the timescale set out in the Enforcement Policy (Cumulative, monthly)								
JtBC1 (C)	Applications checked within 10 working days (cumulative)	92.7%	85%	July 2016	98.3 %	92%	92%	92%	92%
JtBC4 (C)	Customer satisfaction with the building control service. (cumulative)	92.7%	94%	July 2016	100%	92%	92%	92%	92%
SbPP 1 (C)	Net additional homes provided		199	2014/15	139	203	253	253	253
SbSD 7 (C)	Percentage of planning applicants who are satisfied or very satisfied with the planning service	90.3%	80%	July 2016	91.4 %	80%	80%	80%	80%
SbSD 8 (C)	Planning appeals allowed.	24.2%	30.0%	July 2016	23.7 %	35.0%	35.0%	35.0%	35.0%
SbSD 10 (C)	Processing of planning applications: minor applications (cumulative)	98.22 %	92.00%	July 2016	94.64 %	90.00%	90.00 %	90.00 %	90.00 %
SbSD	Processing of	97.88	95.00%	July 2016	96.25	90.00%	90.00	90.00	90.00



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PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
11 (C)	planning applications: other applications (cumulative)	%			%		%	%	%
replaced by new PI in 2017/18 – see line below									
New in 2017/18	Percentage of new enforcement allegations where an initial site visit for a low priority case is undertaken within 20 days (the timescales set out in the Enforcement Policy and Procedure) (quarterly snapshot)						85.00 %	85.00 %	85.00 %
SbSD 31 (P)	Special measures: speed of processing of major applications -	Annual Indicator	51.00%	July 2016	100.00%	51.00%	51.00 %	51.00 %	51.00 %



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PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
	minimum percentage of decisions on major applications which are made within 13 weeks or timescale agreed with the applicant; for assessment in October/November 2018 (cumulative)								
SbSD 33 (C)	Percentage of new enforcement cases where an initial site visit for a high-priority case is undertaken within the timescale (3 working days) set out in the enforcement and monitoring policy (Cumulative, monthly)	100%	30%	June 2016	99%	98%	100 %	100 %	100%



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Section 6 – Critical Risks

Ref	Strategic risk title	Relevance / service actions to mitigate
1	Joint Working	<ul style="list-style-type: none"> • Programme Initiation Document • Member Working Group for the Review • Active involvement of all staff in the service review • Use external specialist support • Meeting between Head of Service and relevant Managers
2	Transformation and Management of Change	<ul style="list-style-type: none"> • Programme Initiation Document • Member Working Group for the Review • Active involvement of all staff in the service review • Use external specialist support • Meeting between Head of Service and relevant Managers
3	Financial Stability	<ul style="list-style-type: none"> • Active monitoring of Building Control and Development Management income, and appeals expenditure budgets • Income generation considered as part of normal budget preparation process and as part of planning shared service review
4	Workforce Issues	<ul style="list-style-type: none"> • Workforce planning via service reviews • Training & development plans via staff appraisals • Provide staff with an interesting and stimulating team environment; provide the necessary support to enable staff to be able to undertake their jobs successfully
5	Waste & Environmental Services	<ul style="list-style-type: none"> • N/A
6	Joint/Partnership working	<ul style="list-style-type: none"> • The Bucks Local Planning Authorities have been working closely together under the 'Duty to Co-operate' in relation to the preparation of their local plans. Partnership working with a number of other bodies in relation to strategic infrastructure projects (e.g. Heathrow, HS2, Western rail access to Heathrow, relief roads at Beaconsfield and Iver etc)
7	Business Continuity	<ul style="list-style-type: none"> • Business Continuity Plans will need updating following service review outcomes
8	Information Management & Security	<ul style="list-style-type: none"> • All staff required to comply with the Council's corporate policies
9	New Legislative Changes	<ul style="list-style-type: none"> • Maintain a watching brief through the technical



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Ref	Strategic risk title	Relevance / service actions to mitigate
		planning press for new/revised legislation
10	Affordable Housing	<ul style="list-style-type: none"> • Implementation of affordable housing policies via the Development Management process • Inclusion of relevant policies in the joint local plan, supported by a robust evidence base • Respond to Government on any Government consultations which would adversely affect the provision of affordable housing
11	Major Infrastructure Projects Impacts.	<ul style="list-style-type: none"> • The establishment of a dedicated HS2 team to deal with schedule 17 applications. Active engagement with promoters of other major infrastructure projects (e.g. WRAtH, Heathrow) in order to influence their emerging proposals • One post with a focus on infrastructure
12	Demographic Changes	<ul style="list-style-type: none"> • Plan making process to take account of major changes to demography
13	Property/ Asset Management	<ul style="list-style-type: none"> • A planning input into the review of the councils assets; the provision of pre-application advice; dealing with the Councils' own applications
14	Economic Viability	<ul style="list-style-type: none"> • Local Plan includes an assessment of objectively assessed needs for employment and will seek to provide for employment needs

Operational risk code and title	Relevance / Mitigation
CSB BC01 Loss of staff	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	Likelihood and rating increased due to high income budget target set for 2017/18. 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	Staff training; new Regulations/guidance provided to all Surveyors;



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Operational risk code and title	Relevance / Mitigation
not meet the Building Regulations	recommendations authorised by a more senior Surveyor; enhanced resilience of 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; JDs for all Surveyors require them to deal with dangerous structures; Principals required to be able to undertake inspections within an hour 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	QA accreditation retained, with annual external audit. Marketing Plan. Officer with responsibility for the 'customer experience'. 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.
CSB DCE01a Loss of staff - CDC	Currently a high rating due to the stage which has been reached in the shared planning service review – being addressed as part of the review. 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 DCE01b Loss of/insufficient staff - SBDC	Currently a high rating due to the stage which has been reached in the shared planning service review – being addressed as part of the review. 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. A more risk based approach (with reduced sign off and fewer checks overall) to be taken in the proposed planning shared service.



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Operational risk code and title	Relevance / Mitigation
CSB DCE02b Poor decision making - SBDC	Staff training; training of Planning Committee; template for officers' reports; procedures require checks in signing off decisions and recommendations. A more risk based approach (with reduced sign off and fewer checks overall) to be taken in the proposed planning shared service.
CSB DCE03a Low levels of customer satisfaction - CDC	The level of customer satisfaction at Chiltern has increased as is shown by PI performance. Ensure that the service continuously explores how it could be more customer focused; monitoring of customer survey and complaints feedback; in response to all complaints consider whether improvements are needed; processing of complaints regarding unauthorised development in accordance with Enforcement policy.
CSB DCE03b Low levels of customer satisfaction -SBDC	Ensure that the service continually explores how it could be more customer focussed; monitoring of customer survey and complaints feedback; in response to all complaints consider whether improvements are needed; actively seek customer views ; speedier processing of allegations of unauthorised development in accordance with Enforcement policy
CSB DCE04a Reduced application and pre-application fee income -CDC	Realistic budget setting. 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 CDC rather than applicants having the choice of submitting to CDC or PINS.
CSB DCE04b Reduced application and pre-application fee income - SBDC	Realistic budget setting. Ensure we maintain good performance in processing major applications and in our appeal performance regarding major applications (over a 2 year period) thus ensuring that all applications have to be submitted to SBDC rather than applicants having the choice of submitting to SBDC or PINS.
CSB DCE05a Judicial Review of decisions - CDC	Seek legal advice as appropriate; ensure all decisions are robust and justified; seriously consider appellants evidence/offers in relation to appeals/enforcement appeals.
CSB DCE05b Judicial Review of decisions - SBDC	Seek legal advice as appropriate; ensure all decisions are robust and justified; seriously consider appellants evidence/offers in relation to appeals/enforcement appeals.
CSB DCE06b Low customer satisfaction in relation to enforcement – SBDC	Team now being led by a new Manager who is very proactive and is changing the team ethos significantly.
CSB PP01a Insufficient planning staff (number and experience) –	Reduce loss of staff by providing staff with an interesting and stimulating team environment; provide the necessary support to



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Operational risk code and title	Relevance / Mitigation
CDC & SBDC	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 & SBDC	Continual engagement with Duty to Co-operate bodies and key stakeholders (& recorded); ensure that policies are fully supported by the evidence base and are steered by the Sustainability Appraisal; ensure LDS is up to date; seek legal advice where needed; regular liaison between Planning Policy Manager/HOSD and the 2 Cabinet Members; reports, via Management Team to Joint Member Reference Group; prepare robust evidential proofs; ensure staff are trained to give evidence.
CSB PP03a Timetable for adoption not met – CDC & SBDC	LDS timetable being reviewed – report to JMRG on 16 November 2016. Regular reports to JMRG on progress being made.

Section 7 – Costs and cost comparison information

Cost information

CDC

Building control costs are 6th highest in the comparator group of 18. Building control costs have reduced by 26.17% when compared with 2014/15. Since the Council has a relatively small population, these costs tend to be on the higher side per head of population, reflecting the fixed cost element of providing the service. There have been staff savings arising from the joint service.

Development management costs are 3rd highest in the comparator group of 18. Development management costs have reduced by 14.53% when compared with 2014/15

Planning policy costs are 7th highest in the comparator group of 18. Planning policy costs have increased by around 10% when compared with 2014/15

Development Management & Planning Policy: since the Council has a relatively small population, these 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. Additionally, Planning Policy costs vary each year depending on what Local Plan documents are



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being prepared (some require a more extensive and specialist evidence base than others), and the stage they are at.

SBDC

Building control costs are the lowest in the comparator group of 18. Building control costs have reduced by 125.20% when compared with 2014/15

Development management costs are 2nd highest in the comparator group of 18. Development management costs have reduced by 35.74% when compared with 2014/15

Planning policy costs are 2nd highest in the comparator group of 18. Planning policy costs have increased by around 113% when compared with 2014/15

Development Management & Planning Policy: since the Council has a relatively small population, these 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. Additionally, Planning Policy costs vary each year depending on what Local Plan documents are being prepared (some require a more extensive and specialist evidence base than others), and the stage they are at.

SUBJECT:	<i>Chiltern DC and South Bucks DC Joint Economic Development Strategy</i>
REPORT OF:	<i>Leader – Cllr Isobel Darby</i>
RESPONSIBLE OFFICER	<i>Interim Director of Services - Anita Cacchioli</i>
REPORT AUTHOR	<i>Anita Cacchioli – 01494 732235– acacchioli@chiltern.gov.uk</i>
WARD/S AFFECTED	<i>All</i>

1. Purpose of Report

- 1.1 To seek approval of The Economic Development Strategy for Chiltern and South Bucks Councils' 2017-2026 (attached as Appendix 1)

RECOMMENDATION

That Cabinet approve The Economic Development Strategy for Chiltern and South Bucks Councils 2017-2026 for consultation with the Services Overview Committee and that, if no comments are made or changes proposed by the Committee, the Strategy is recommended to the Council for adoption as part of the Budget and Policy Framework. In addition, the Economic Development Strategy be referred to the Planning Policy Joint Member Reference Group due to links with the emerging Local Plan.

2. Executive Summary

- 2.1 The Economic Development Strategy for Chiltern and South Bucks sets out the two Councils' economic development priorities for 2017–2026, presents the economic opportunities for the districts as well as their strengths, weaknesses and the threats they face.
- 2.2 The Economic Development Strategy considers the Councils' roles in shaping economic growth that is appropriate and beneficial for the two districts, residents and businesses while ensuring that the local economy remains competitive and can continue to be largely self-managing but directed to serve the needs of the community.
- 2.3 The Chiltern and South Bucks Economic Development Strategy shares the vision of the districts' Joint Business Plan, that by 2026 the districts will continue to be "prosperous and diverse economies that encourage local employers and small businesses". It also addresses the Joint Sustainable Community Strategy aspiration of "supporting the local economy to continue to thrive and provide local jobs for local people".
- 2.4 The Councils' emerging joint Local Plan is seeking to plan to meet the needs for employment and local businesses to 2036 within the context of a step change in housing delivery, increasing needs for jobs, a highly constrained area with limited space for employment development and challenges of competing land uses, viability, supply and infrastructure needs. The Chiltern and South Bucks Economic Development Strategy will form part of the evidence base for the Local Plan and could be an important part of the evidence base to support delivery of the plan objectives and proposals.

3. Reasons for Recommendations

3.1 The adoption of a strategy to reinforce the commitment and work towards achieving the vision contained in the Chiltern and South Bucks Joint Business Plan (2015-2020) and Joint Sustainable Community Strategy 2013-2026 as well as the recommendations of the Councils' 2014 Peer review and to support the emerging Local Plan is recommended.

4. Background

4.1 In November 2014 the LGA peer review recommended that the two Councils should consider their roles in shaping economic growth "so that growth is appropriate and beneficial for the two districts, their residents and businesses" and "ensure that the region remains competitive and can continue to be largely self-managing, but directed to serve the needs of the community".

4.2 Although this is the first Economic Development Strategy for Chiltern and South Bucks Councils, the importance of the local economy is highlighted in a range of strategies and plans, including the emerging local plan and the Chiltern and South Bucks Joint Business Plan (2015-2020). This sets out the vision that by 2026 the two districts will be: "prosperous and diverse economies that encourage local employers and small businesses so we can protect the areas' economy for the future and achieve a better balance between the jobs available and the people to fill them".

4.3 While the Joint Sustainable Community Strategy 2013-2026 sets out the following challenges for the economy:

- Supporting the local economy to continue to thrive and provide local jobs for local people;
- Identifying workforce skills and technological resources for tomorrow's economy and encouraging their development;
- Sustainable delivery of new homes, of the right type to meet residents' needs, and with the necessary supporting infrastructure;
- Understanding and managing the impact of growth in the north of Buckinghamshire on infrastructure.

5. Content of Report

5.1 A great deal of data has been interrogated to help inform the strategy, this includes: the current state of the local economy and projected growth, the industrial and occupational structure, the labour market, educational attainment, enterprise and business survival, earnings, demography, availability and affordability of residential and commercial property, in and out commuting, deprivation, as well as in-depth analysis of forecasts and projections relating to the above.

5.2 Consideration was also given to the local, regional and national policy environment.

5.3 Online, telephone and focus group consultation was carried out to establish local business sentiment with 219 business' participating in the online survey and 266 businesses participating in the telephone consultation.

5.4 As a consequence the Strengths and Weaknesses of; Opportunities and Threats to the local economy were identified (SWOT) and Six Strategic Economic Objectives shaped through consultation identified in response.

5.5 SWOT

5.6 Strengths

Chiltern and South Bucks have one of the most productive economies in the country, where highly qualified workers are well remunerated for working in growing sectors. The districts combine good quality of life and low deprivation with excellent communications with ready access to national road and rail services.

The districts enjoy very high levels of entrepreneurship combined with large, well known employers that make a significant contribution to the growth sectors identified by the Government and the Buckinghamshire Thames Valley Local Enterprise Partnership.

Chiltern and South Bucks have proved themselves to be comparatively resilient economies, exhibiting some of the highest levels of growth seen in the UK since 2008's recession in output, business population and employment.

5.7 Weaknesses

The gap between residence and work place based earnings is large, albeit closing, causing local inequality and contributing to the comparative shortage of young people in the local economy. The economy is skewed towards very small firms reducing the availability of employee jobs and towards service jobs in the private sector increasing exposure to market downturns in those parts of the economy.

Despite the prosperity of Chiltern and South Bucks housing affordability is among the lowest in the country and worsening. Population rises are expected to outstrip housing supply.

Commercial property across the districts is ageing and does not neatly map to demand, particularly for small and start-up businesses, while commercial rents may be too low to either support speculative development or dissuade changes of use for existing commercial stock to residential, threatening economic vibrancy. There is a lack of land with development potential for period to 2036.

5.8 Opportunities

If HS2 goes ahead the project will provide contracting and service opportunities for local businesses during the construction phase. The construction of Crossrail and the third runway at Heathrow offer both short and long term opportunities as the local economic geography changes.

The Government's emerging Industrial Strategy may favour sectors with a strong footprint in the districts.

The new joint Local Plan and Green Belt review offers an opportunity to bring forward sites for employment generating use and safeguard the economic vibrancy of the districts.

The districts have a strong and established tourism offer, particularly for the Chilterns, however the potential exists to convert day trips into longer stays giving additional exposure to the wider sector.

5.9 Threats

The high and rising cost of residential property may become a disincentive to companies to locate in the districts, frustrating attempts of local businesses to recruit. For commercial property, the conversion of floorspace to residential uses further erodes the choice of premises available in the districts. Recruitment difficulties may be compounded by the loss of large numbers of the highest achieving young people after Key Stage 5 combined with high levels of education deprivation for young people across the districts.

A lack of good quality, mid-sized commercial premises prevent expanding businesses from remaining in the districts.

The loss of employment space in town centres reduces the space available to businesses and allows retail expenditure to leak out the centres and out of the districts entirely.

Poor public transport and slow broadband speeds frustrate the development of the rural economy.

6. Six Strategic Economic Objectives

6.1 Connectivity

As well as helping to raise productivity, digital technology enables new ways of working, relieving pressure on employment space. Road and rail connectivity improves the economic geography of Chiltern and South Bucks. Investment in ICT including broadband was named as the top priority for investment by more businesses than any other issue in the Economic Development Strategy Survey, while across Chiltern and South Bucks more than a third of businesses do not have broadband speeds over 24MBPS.

- Broadband investment: continued investment in broadband with a focus on business premises
- Wireless / 5G investment: ensure essential outdoor mobile services – such as basic talk, text and data - are available throughout the districts¹
- Transport: lobbying for enhancement and maintenance of the strategic road network
- Support the improvement of north-south connectivity within Buckinghamshire to provide access to the opportunities for economic growth associated with housing growth and planned infrastructure improvements (including East West Rail and the Oxford Cambridge Expressway)²

¹ See National Infrastructure Commission, Connected Future (2016) on 5G telecommunication technology https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/577906/CONNECTED_FUTURE_ACCESSIBLE.pdf

² See for example paragraph 3.16 of the 2016 Autumn Statement: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/571559/autumn_statement_2016_web.pdf

6.2 Enterprise and business growth

Chiltern and South Bucks are among the most entrepreneurial places in the country delivering high productivity. However, the districts have a comparatively high share of home based businesses and the shares of business stock with five or more employees are among the lowest in Great Britain. Growing businesses to become employers and relocate to commercial premises can help Chiltern and South Bucks businesses *scale up*³.

- Business support: provision / promotion of business support activities to help businesses and aspiring businesses to grow and prosper. To include networking, training and signposting
- Incubation space: provision / promotion of incubation space for growing businesses
- Ensure public sector procurement opportunities are made available to local businesses
- Promote sectors where Chiltern and South Bucks have strengths in nationally significant sectors to ensure the districts are not overlooked as the Industrial Strategy develops and associated resources can be used to benefit the local economy
- Promote / provide finance for businesses, particularly those with high growth potential
- Maintain dialogue with large employers

6.3 Space for business

Employment floorspace in Chiltern and South Bucks does not match demand and is under pressure from conversion to residential use. In the six years to 2015/16, South Bucks' employment floorspace fell by 16,000m² (2.6 per cent), including a 13,000m² (8.4 per cent) fall in office space, both among the largest falls across the UK. The districts must be able to meet the demand of small businesses and provide opportunities for them to grow and move into suitable, high quality space.

- Planning for a portfolio of premises to meet the current and future needs of businesses by size and sector, including changes brought about by the advance of the *digital* industries and facilitating the co-location of
- Provide or plan for smaller office units of up to 400m²
- Promote or bring forward prestigious offices for head office functions and to attract businesses displaced by Heathrow expansion
- Promote the efficient use of employment land and buildings, enabling new ways of working, supporting the use of new technologies and promoting developments that build on the strengths of the local economy.

³ For a comparison of *Initial Scaling* and *Stepping Up* see ERC's Growth Dashboard (2016): <http://www.enterpriseresearch.ac.uk/wp-content/uploads/2016/11/ERC-UK-Local-Growth-Dashboard-FINAL.pdf> and see Theresa May's 2016 speech to CBI for the importance of Scale Ups: <https://www.gov.uk/government/speeches/cbi-annual-conference-2016-prime-ministers-speech>

- Promote / provide inward investment to make the most of the local connectivity, to supplement enterprise driven employment growth and widen the range of jobs available locally
- Promotion of live work units
- Protect the natural environment and landscape

6.4 Skills and employability

While Chiltern and South Bucks residents have some of highest levels of educational attainment in the country and, as part of Buckinghamshire, see the highest share of young people attend Russell Group universities after Key Stage 5, education deprivation for young people persists in parts of the district. Businesses report recruitment difficulties.

- Provide / support services that forge links between employers and educators, in order to enable young people to become more work ready through greater employer involvement and to ensure they gain the right skills for the local growth sectors
- Provide / support services that directly connect local businesses and young people in work experience and apprenticeship opportunities, as well as full and part-time employment
- Promotion of apprenticeships and vocation routes to employment
- Promotion of youth enterprise as a route into employment
- Provision / support schemes to help older workers remain economically active

6.5 Tourism and town centres

Although Chiltern and South Bucks already attract significant numbers of visitors, day trips are comparatively rarely converted into overnight stays. Longer stays generate markedly higher spending helping to raise employment in the sector. Town centres must continue to be vibrant and liveable places to maintain the quality of life offered by Chiltern and South Bucks and ensure their attractiveness as destinations and places to live are maintained.

- Promotion / support for tourism uses in rural areas to help convert day visits to overnight stays, with the associated uplift in local spending.
- Enhance the competitiveness and vitality of town centres so they continue and develop as places of employment and commerce with a varied retail offer complementing their leisure and recreation and cultural offers
- Support for tourism businesses to recruit and grow, providing jobs well aligned with local labour supply.

6.6 Monitoring and review

Ongoing measurement of the economy's performance against the strategic objectives. Including metrics such as claimant count and job openings, jobs density, growth in employment floorspace, educational attainment, business rates collected and planning permissions for housing and commercial development.

- Progress against these strategic objectives to be periodically measured and presented for discussion.

7. Consultation

7.1 Consultation with business and other key stakeholders is imperative in the development of a credible economic strategy. In addition to internal consultation with officers and councillors, a cross section of the business community and representative organisations from across Chiltern and South Bucks were consulted through on line and telephone surveys, as well as more interactive focus group and face to face consultations with partners including Bucks Business First, Buckinghamshire Thames Valley Local Enterprise Partnership and Chiltern Chamber of Commerce contributing.

8. Options

8.1 To agree the Economic Development Strategy, themes and Actions.

8.2 To agree the Economic Development Strategy, themes and Action with amendments.

8.3 To not agree the Economic Development Strategy, themes and Actions.

8.4 The adoption of a Strategy to reinforce the commitment and work towards achieving the vision contained in the Chiltern and South Bucks Joint Business Plan (2015-2020) and Joint Sustainable Community Strategy 2013-2026 as well as the recommendations of the Councils' 2014 Peer review and to support the emerging Local Plan is recommended.

9. Corporate Implications

Financial

There are no financial implications arising from the adoption of the Economic Development Strategy, the financial implications of any future projects that may arise from the Strategy will be considered at the time with separate business cases presented for approval as required. The Strategy could assist the Councils in seeking external funding opportunities that may arise and in discussions with others such as the Local Enterprise Partnership.

Legal

Economic Development activities are not a "statutory duty" of Chiltern or South Bucks Councils; however, within the Local Government Act 2000 all local councils were given legal powers to allow them to safeguard the "economic, social and environmental well-being" of their local areas. This was superseded by The general power of Competence; a power available to local authorities in England to do "anything that individuals generally may do". It was provided for in the Localism Act 2011. It was brought into force for local authorities on 18 February 2012.

The Strategy would support the preparation and delivery of the employment/economic objectives of the Local Plan, the preparation of which is a statutory requirement.

The Strategy will form part of the Council's formal Budget and Policy Framework, reinforcing the Chiltern and South Bucks Joint Business Plan (2015-2020) and Joint Sustainable Community Strategy 2013-2026. As such, consultation with the Overview and Scrutiny Committee is required under the Council's Constitution. The Strategy will need to be reconsidered by Cabinet before firm proposals are recommended to full Council for adoption.

Risk Assessment

Minimal risk as the Councils are committed to supporting business as set out in the existing Chiltern and South Bucks Joint Business Plan (2015-2020). The Strategy could also de-risk to a degree the soundness of the Local Plan as to meet the test of soundness the Council will need to be able to demonstrate that it can be deliverable.

10. Links to Council Policy Objectives

- 10.1 Prosperous and diverse economies that encourage local employers and small businesses so we can protect the areas' economy for the future and achieve a better balance between the jobs available and the people to fill them;
- 10.2 High quality education and lifelong learning which improves people's lives, enabling them to make well-informed decisions and play their full part in the community;
- 10.3 A wide range of high quality housing, including a good supply of affordable homes to help meet community needs and maintain our services and communities;
- 10.4 Effective and targeted transport solutions, including a well-maintained transport infrastructure with improved north-south and east-west links;

11. Next Step

- 11.1 To present the Economic Development Strategy to the Overview and Scrutiny Committee along with a draft action plan for comment. Subsequent to Council approval, to present the adopted strategy and action plan to the Joint Strategic Partnership, share with other key partners and take into account in the service planning process, with progress against objectives reviewed annually.

Background Papers:	<ul style="list-style-type: none"> • LGA peer Review 2014 • Emerging Local Plan documents and evidence base http://www.chiltern.gov.uk/planning/localplan2014-2036 • Chiltern & South Bucks Economy Survey, 2016 • Buckinghamshire Business Survey, 2016 • Chiltern and South Bucks Joint Business Plan (2015-2026) http://www.chiltern.gov.uk/CHttpHandler.ashx?id=3820&p=0
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- Joint Community Strategy 2013
<http://www.chiltern.gov.uk/CHttpHandler.ashx?id=3250&p=0>
- HalifaxQualityofLifeSurvey2016
<http://static.halifax.co.uk/assets/pdf/mortgages/pdf/161217-Halifax-Quality-of-Life%202016-FINAL.pdf>
- National Infrastructure Commission, Connected Future (2016) on 5G telecommunication technology
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/577906/CONNECTED_FUTURE_ACCESSIBLE.pdf
- paragraph 3.16 of the 2016 Autumn Statement:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/571559/autumn_statement_2016_web.pdf
- IDBR, ONS, 2016, DWP, 2016, Business Demography, 2016, MYPE, ONS, 2016, APS, ONS, 2016, ASHE, 2016
- Regional Accounts, ONS, 2016, Experian Local Market Forecasts ©, September 2016, APS, ONS, 2016, DWP, 2016, Business Demography, 2016, Companies House, 2016, ASHE, 2016
- BRES, ONS, 2016
- SNPP, ONS, 2016
- Business Demography, ONS, 2016
- Census 2011, ONS, 2014
- Origin-Destination, Census 2011, ONS, 2014
- Indices of deprivation, DCLG, 2015
- https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/464597/English_Indices_of_Deprivation_2015_-_Research_Report.pdf
- ERC's Growth Dashboard (2016):
<http://www.enterpriseresearch.ac.uk/wp-content/uploads/2016/11/ERC-UK-Local-Growth-Dashboard-FINAL.pdf>
- Theresa May's 2016 speech to CBI for the importance of Scale Ups:
<https://www.gov.uk/government/speeches/cbi-annual-conference-2016-prime-ministers-speech>

	<p>https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/32457/11-1429-strategy-for-uk-life-sciences.pdf</p> <ul style="list-style-type: none">• Business Secretary Sajid Javid speech https://www.gov.uk/government/speeches/manufacturing-doing-what-works <p>“Fixing the Foundations” the Government’s 10 point plan for raising rural productivity https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/454866/10-point-plan-rural-productivity-pb14335.pdf</p> <p>Page 25 Chancellors Autumn Statement https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/571559/autumn_statement_2016_web.pdf</p>
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Chiltern and South Bucks Economic Development Strategy

January 2017

Produced on behalf of Chiltern District Council & South Bucks District Council by



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1.0 Introduction

Buckinghamshire Business First were commissioned in April 2016 to prepare an economic development strategy for Chiltern and South Bucks district councils following a Local Government Association Peer review recommendation that they should consider their roles in shaping economic growth “so that growth is appropriate and beneficial for the two districts, their residents and businesses” and to “ensure that the region remains competitive and can continue to be largely self-managing but directed to serve the needs of the community” and to influence the growth programmes of the Buckinghamshire Thames Valley LEP and other partners. Although there had been no current economic development strategy for Chiltern and South Bucks, the importance of the economy is prominent in a range of strategies and plans, including planning documents and the Chiltern and South Bucks Joint Business Plan¹ (2016-2020) and the Joint Community Strategy².

Following a literature and policy review and statistical analysis of third party sources an electronic survey of BBF members across the districts was drafted and distributed. The survey was completed by 219 businesses and was complemented by the findings of the 2016 Buckinghamshire Business Survey, a telephone survey of 800 businesses, including 266 from Chiltern and South Bucks. From these stages a SWOT analysis and strategic objectives and actions were drafted and tested in workshop and individual consultations. The research was presented to the districts’ cabinets and shared with the steering group.

Chiltern and South Bucks both offer a good business environment and a high quality of life. Only eight per cent of businesses are dissatisfied with the districts as a place to do business³, while they consistently rank highly in the Halifax Quality of Life index⁴ and 96.0 per cent of residents report medium to very high life satisfaction according to the latest Government well-being survey.

South Bucks is a relatively small district at 141 square kilometres with 69,120 residents. It is within the Metropolitan Green Belt area, with 87 per cent of the land designated as green belt. There are many small towns and villages, with the largest being Beaconsfield, Burnham and Gerrards Cross. These three towns have the best infrastructure and facilities. Most of the towns and villages have historical roots which are preserved through the use of conservation areas and listed buildings. The larger towns of High Wycombe, Uxbridge, Maidenhead and Slough border the

¹ <http://www.chiltern.gov.uk/CHttpHandler.ashx?id=3820&p=0>

² <http://www.chiltern.gov.uk/CHttpHandler.ashx?id=3250&p=0>

³ According to the Chiltern & South Bucks economy survey undertaken for this strategy.

⁴ 2016 report available at <http://static.halifax.co.uk/assets/pdf/mortgages/pdf/161217-Halifax-Quality-of-Life%202016-FINAL.pdf>

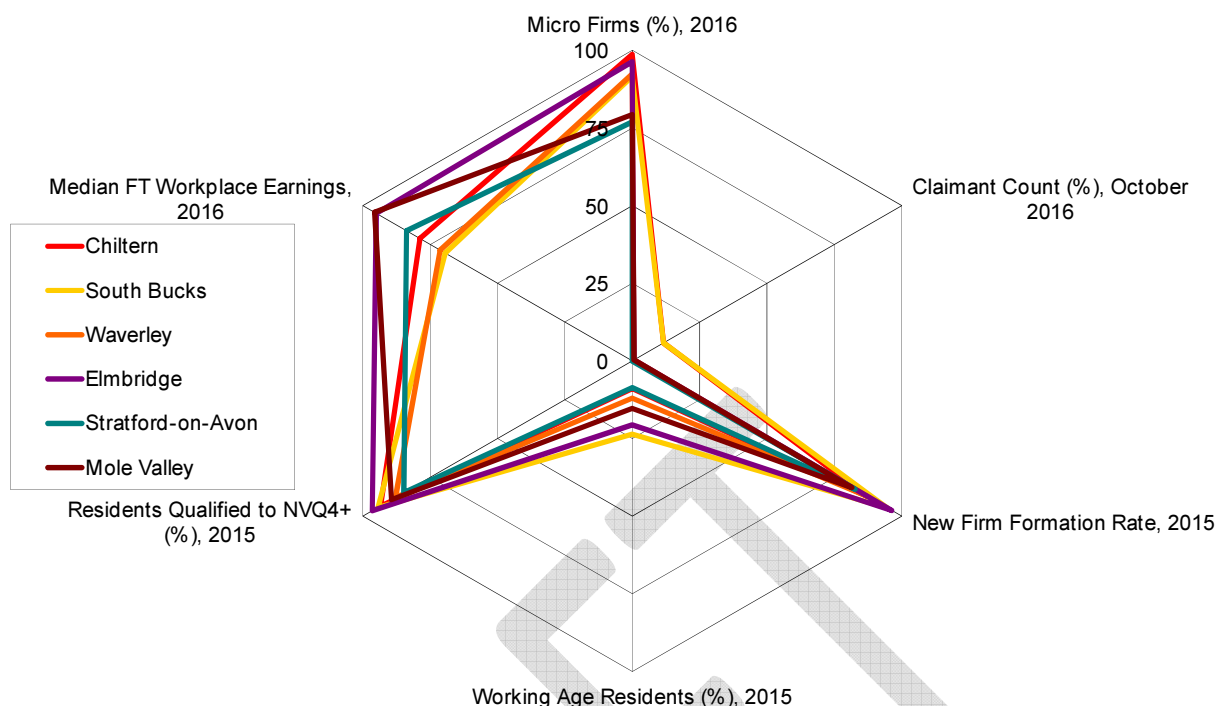
District. These centres provide shopping facilities and services not available within the district as well as employment opportunities. In return, South Bucks provides the open spaces which help meet the recreational needs of these larger centres. There are good links to London via the Chiltern Railway, M40 and M4.

Chiltern District is home to 94,545 residents. It is a little larger than South Bucks District at 196 square kilometres, with 72 per cent of the land lying within the Chiltern Hills Area of Outstanding Natural Beauty and 80 per cent falling within the Metropolitan Green Belt. Whilst there are many picturesque villages dotted around a mainly rural landscape, a majority of residents live in the settlements of Amersham, Chesham and Chalfont St Peter. Most of the towns and villages have historical roots which are preserved through the use of conservation areas and listed buildings. The area borders South Bucks to the South, Wycombe District to the west, Aylesbury Vale to the north and North West London to the east. There are good links with London via Transport for London's Metropolitan line and the Chiltern Railway.

Chiltern and South Bucks is a highly productive local economy, offering well paid, knowledge intensive jobs for its highly qualified, entrepreneurial and well-remunerated residents. Although its proximity to London and excellent road and rail connections, combined with its outstanding natural environment, make it popular with commuters, jobs density in Chiltern and South Bucks is above the national level, while the districts' GVA per job is among the very highest in the country.

As can be seen in the charts below, Chiltern and South Bucks share the characteristics of other prosperous districts in the South East of England, with low unemployment, an economy predominantly made up of very small businesses where workers earn very high wages, new businesses are often formed and residents are among the most highly qualified in the country.

Chart 1: Chiltern & South Bucks' nearest neighbours



Sources: IDBR, ONS, 2016, DWP, 2016, Business Demography, 2016, MYPE, ONS, 2016, APS, ONS, 2016, ASHE, 2016

When compared to the country as a whole Chiltern and South Bucks collectively outperform the national economy across a range of indicators, having higher productivity, stronger recent growth and stronger forecast performance, while residents have higher educational attainment as well as higher employment and lower unemployment rates. Deprivation is relatively low, Chiltern and South Bucks having the 3rd and 25th lowest deprivation among the 326 local authority districts in England⁵. While no ward ranks in below the 4th least deprived decile nationally, there is marked deprivation on individual domains, across the districts on *barriers to housing*, with a more localised geography to deprivation on the *crime; education, skills and training; employment; and income* domains.

However, there are differences between the districts. Chiltern's economy has grown more slowly than South Bucks' over the recession and Experian expect Chiltern to lag behind both South Bucks and the country as a whole in the period to 2026. Chiltern has also failed to match South Bucks' performance on the enterprise indicators, starting fewer VAT / PAYE registered companies and registering fewer businesses with Companies House per head of population. Chiltern outperforms South Bucks on workplace-based employee earnings but has lower residence based earnings.

⁵ Measured by average rank of lower level super output areas on 2015's indices of deprivation

Chart 2: Chiltern & South Bucks' comparative performance (National=100)



Sources: Regional Accounts, ONS, 2016, Experian Local Market Forecasts ©, September 2016, APS, ONS, 2016, DWP, 2016, Business Demography, 2016, Companies House, 2016, ASHE, 2016

The Economic Development Strategy for Chiltern and South Bucks sets out the councils' economic development priorities for 2017–2026, presenting the economic opportunities for the districts as well as their strengths, weaknesses and the threats they face.

The economic development strategy considers the Councils' roles in shaping economic growth and ensures growth is appropriate and beneficial for the two districts, their residents and businesses while ensuring that the local economy remains competitive and can continue to be largely self-managing but directed to serve the needs of the community. The economic development strategy will additionally be used to influence the growth programmes of the Buckinghamshire Thames Valley LEP and other partners.

Although this is the first economic development strategy for Chiltern and South Bucks, the importance of the economy is highlighted in a range of strategies and plans, including the emerging local plan and the Chiltern and South Bucks Joint

Business Plan⁶ (2015-2026) which sets out the vision that by 2026 the districts will be: “prosperous and diverse economies that encourage local employers and small businesses so we can protect the areas’ economy for the future and achieve a better balance between the jobs available and the people to fill them”. 2016’s Joint Community Strategy⁷ set out the following challenges for the economy:

- Supporting the local economy to continue to thrive and provide local jobs for local people;
- Identifying workforce skills and technological resources for tomorrow’s economy and encouraging their development;
- Sustainable delivery of new homes, of the right type to meet residents’ needs, and with the necessary supporting infrastructure;
- Understanding and managing the impact of growth in the north of Buckinghamshire on infrastructure

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⁶ <http://www.chiltern.gov.uk/CHttpHandler.ashx?id=3820&p=0>

⁷ <http://www.chiltern.gov.uk/CHttpHandler.ashx?id=3250&p=0>

2.0 The Chiltern and South Bucks economy

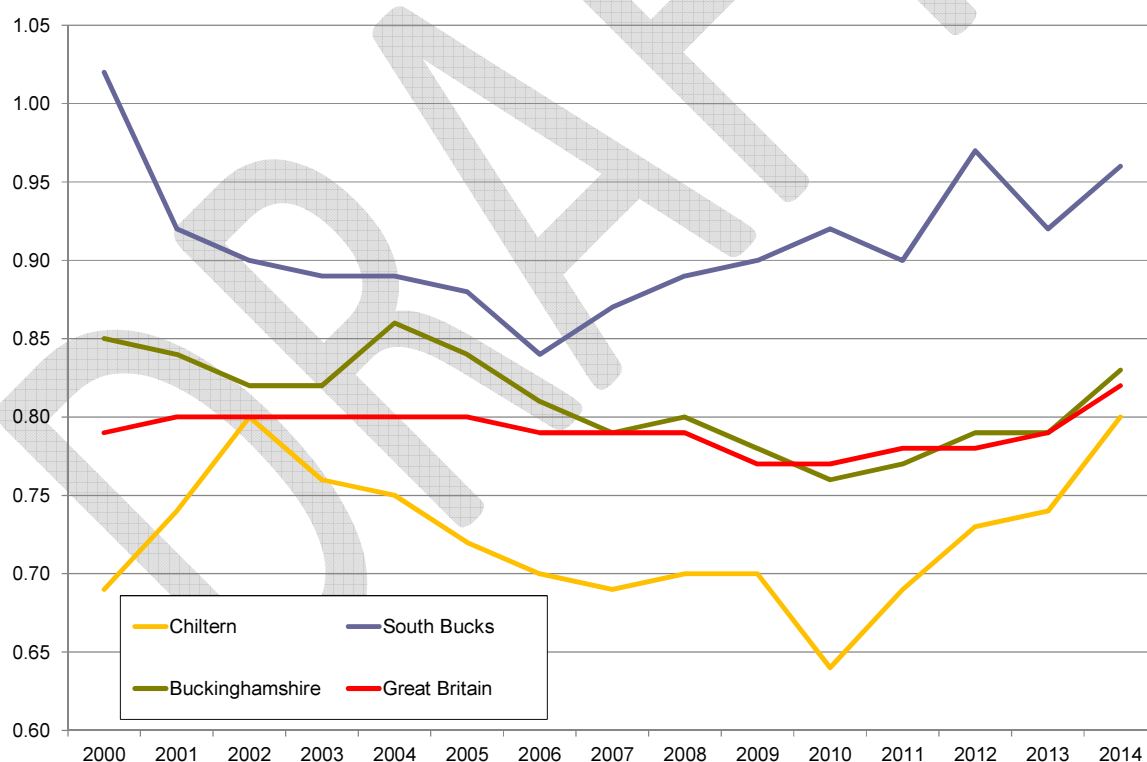
Chiltern and South Bucks provide 71,000 jobs in 10,945 businesses in an economy worth £4.7bn. At £66,200, the districts' GVA per job is well above the national level and among the highest in the UK outside London.

From 2007 to 2014, the Chiltern and South Bucks economy grew 29.6 per cent, with growth in South Bucks (34.2 per cent) being stronger than in Chiltern (25.0 per cent), to rank 28th and 100th respectively among England's 326 local authority districts.

2.1 Industrial and occupational structure

The number of jobs in the districts for every working age resident has increased in recent years as shown in the chart below. While recent improvement has been faster in Chiltern, at 0.96 South Bucks has the 59th highest jobs density of all 380 local authority districts in Great Britain, despite the marked out-commuting highlighted in section 2.8.

Chart 3: Jobs density over time



Source: ONS, 2016

Across Great Britain, 84.1 per cent of VAT / PAYE registered businesses employ fewer than ten people. In Chiltern and South Bucks this rises to 90.8 and 88.7 per cent respectively, the 5th and 29th highest shares of all 380 local authorities in Great Britain. Despite the presence of large companies such as FTSE 100 listed Intercontinental Hotels as well as GE Healthcare, Martin-Baker and Bosch there are only 20 companies in the districts that employ 250 or more staff.

The professional, scientific and technical sector accounts for almost a quarter (23.6 per cent) of all businesses in Chiltern and South Bucks, including the 780 management consultancies in Chiltern that account for 11.9 per cent of all business (i.e. a little over 1 in 8) in the district. This is more than double the national rate ranking 4th highest among all 380 local authority districts in Great Britain. In South Bucks there are 530 management consultancies, accounting for 9.6 per cent of the total, ranking 14th in the country.

Table 1: Business population by number of employees, 2016

	Micro (0 to 9)			Small (10 to 49)			Medium (50 to 249)			Large (250+)		
	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank
Chiltern & South Bucks	10,860	89.8	-	1,040	8.6	-	180	1.5	-	20	0.2	-
Chiltern	5,955	90.8	5	515	7.9	374	85	1.3	375	10	0.2	344
South Bucks	4,905	88.7	29	525	9.5	350	95	1.7	332	10	0.2	329
Aylesbury Vale	9,295	88.3	37	1,010	9.6	346	190	1.8	316	25	0.2	268
Wycombe	8,995	86.0	110	1,170	11.2	291	260	2.5	198	25	0.2	264
Buckinghamshire	29,150	88.1	1	3,220	9.7	27	630	1.9	26	70	0.2	25
South East	385,755	85.2	2	54,375	12.0	10	10,960	2.4	10	1,615	0.4	9
London	466,430	86.8	1	56,265	10.5	11	12,260	2.3	11	2,190	0.4	6
Great Britain	2,459,475	84.1	-	376,805	12.9	-	77,630	2.7	-	11,850	0.4	-

Source: IDBR, ONS, 2016

Health, education and retail are the biggest employers of any broad industrial group across the country as a whole but in Chiltern and South Bucks all three rank behind professional, scientific and technical services which employs 8,800 people, or 11.7 per cent of all employment.

Retail in Chiltern and South Bucks employs 6,600 people in 815 businesses. The number of businesses in the sector has fallen by 40 since 2012's post-recession peak with employment falling 200 over the same period. Since 2012, the fall in total employment in retail has been entirely accounted for by a fall in the number of part-time workers. Part-time workers now make up less than half (50.9 per cent) of the retail workforce in Chiltern and South Bucks for the first time since 2008.

Table 2: Business population by broad industry group, 2016

	1 : Agriculture, forestry & fishing (A)			2 : Mining, quarrying & utilities (B,D and E)			3 : Manufacturing (C)			4 : Construction (F)			5 : Motor trades (Part G)			6 : Wholesale (Part G)			7 : Retail (Part G)			8 : Transport & storage (inc postal) (H)			9 : Accommodation & food services (I)		
	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank
Chiltern & South Bucks	200	1.7	-	65	0.5	-	395	3.3	-	1,200	9.9	-	260	2.2	-	470	3.9	-	815	6.7	-	275	2.3	-	475	3.9	-
Chiltern	130	2.0	214	15	0.2	367	230	3.5	322	665	10.1	240	135	2.1	334	255	3.9	210	460	7.0	346	115	1.8	361	225	3.4	380
South Bucks	70	1.3	240	50	0.9	57	165	3.0	351	535	9.7	269	125	2.3	317	215	3.9	211	355	6.4	364	160	2.9	256	250	4.5	338
Aylesbury Vale	715	6.8	109	45	0.4	298	525	5.0	190	1,130	10.7	195	325	3.1	186	440	4.2	162	690	6.6	359	330	3.1	226	420	4.0	370
Wycombe	205	2.0	215	55	0.5	247	540	5.2	177	1,135	10.9	186	285	2.7	261	510	4.9	75	800	7.6	309	255	2.4	310	425	4.1	364
Hillingdon	35	0.2	329	65	0.5	286	510	3.6	320	1,760	12.3	99	375	2.6	278	695	4.8	82	1,335	9.3	211	1,045	7.3	29	825	5.8	215
Dacorum	140	1.6	229	25	0.3	349	340	3.9	292	1,085	12.5	85	200	2.3	314	370	4.3	151	615	7.1	341	295	3.4	198	425	4.9	305
Slough	10	0.2	343	40	0.6	191	270	4.2	268	515	8.0	346	210	3.2	155	370	5.7	19	565	8.7	245	650	10.0	9	285	4.4	348
Spelthorne	15	0.3	323	40	0.7	111	180	3.4	333	625	11.7	132	150	2.8	253	210	3.9	203	435	8.1	281	685	12.8	5	265	4.9	300
Three Rivers	45	0.8	272	50	0.9	51	180	3.3	337	710	13.1	70	120	2.2	322	265	4.9	72	335	6.2	370	205	3.8	163	235	4.3	353
Windsor and Maidenhead	80	0.8	278	55	0.5	239	330	3.2	344	780	7.6	350	200	2.0	340	430	4.2	159	760	7.4	320	230	2.3	328	525	5.1	282
Buckinghamshire	1,125	3.4	23	165	0.5	24	1,460	4.4	23	3,465	10.5	22	875	2.6	25	1,420	4.3	13	2,300	7.0	27	860	2.6	23	1,315	4.0	27
South East	12,105	2.7	11	2,445	0.5	11	19,560	4.3	11	51,655	11.4	2	12,405	2.7	10	18,100	4.0	7	38,985	8.6	11	14,030	3.1	10	25,090	5.5	10
London	670	0.1	12	2,285	0.4	12	13,910	2.6	12	46,670	8.7	12	7,090	1.3	12	21,195	3.9	8	44,980	8.4	12	13,415	2.5	12	30,025	5.6	9
England	101,580	3.9	-	14,825	0.6	-	123,875	4.8	-	269,355	10.4	-	71,535	2.8	-	108,695	4.2	-	245,115	9.5	-	96,175	3.7	-	156,885	6.1	-
United Kingdom	150,870	5.0	-	18,790	0.6	-	144,180	4.8	-	311,375	10.3	-	83,655	2.8	-	124,105	4.1	-	289,800	9.6	-	110,245	3.7	-	187,865	6.2	-

	10 : Information & communication (J)			11 : Financial & insurance (K)			12 : Property (L)			13 : Professional, scientific & technical (M)			14 : Business administration & support services (N)			15 : Public administration & defence (O)			16 : Education (P)			17 : Health (Q)			18 : Arts, entertainment, recreation & other services (R,S,T and U)		
	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank
Chiltern & South Bucks	1,370	11.3	-	285	2.4	-	665	5.5	-	2,855	23.6	-	1,025	8.5	-	45	0.4	-	280	2.3	-	520	4.3	-	885	7.3	-
Chiltern	785	12.0	37	160	2.4	73	235	3.6	97	1,690	25.8	9	515	7.9	188	25	0.4	331	165	2.5	154	290	4.4	319	460	7.0	102
South Bucks	585	10.6	55	125	2.3	106	430	7.8	3	1,165	21.1	35	510	9.2	42	20	0.4	340	115	2.1	314	230	4.2	336	425	7.7	54
Aylesbury Vale	955	9.1	73	180	1.7	248	335	3.2	181	2,040	19.4	66	865	8.2	149	100	1.0	152	240	2.3	255	515	4.9	268	675	6.4	194
Wycombe	1,225	11.7	42	185	1.8	231	315	3.0	217	2,185	20.9	39	850	8.1	159	55	0.5	294	255	2.4	187	470	4.5	312	710	6.8	141
Hillingdon	1,700	11.9	39	265	1.8	213	460	3.2	171	2,175	15.2	158	1,265	8.8	70	50	0.3	343	265	1.8	361	720	5.0	251	790	5.5	341
Dacorum	1,120	12.9	24	160	1.8	214	240	2.8	271	1,660	19.2	68	755	8.7	87	40	0.5	314	220	2.5	144	390	4.5	311	585	6.8	152
Slough	1,080	16.7	5	120	1.9	212	150	2.3	333	880	13.6	210	535	8.3	139	20	0.3	349	120	1.9	360	370	5.7	180	285	4.4	375
Spelthorne	690	12.9	25	80	1.5	304	130	2.4	321	780	14.6	177	480	9.0	59	20	0.4	333	85	1.6	378	180	3.4	378	305	5.7	319
Three Rivers	670	12.4	33	110	2.0	166	215	4.0	56	1,140	21.0	36	415	7.7	216	15	0.3	361	115	2.1	301	270	5.0	254	325	6.0	269
Windsor and Maidenhead	1,335	13.1	22	215	2.1	143	355	3.5	112	2,485	24.3	14	1,000	9.8	17	30	0.3	352	260	2.5	141	465	4.6	302	675	6.6	169
Buckinghamshire	3,555	10.8	3	650	2.0	11	1,315	4.0	1	7,075	21.4	2	2,735	8.3	9	195	0.6	25	775	2.3	19	1,505	4.6	26	2,270	6.9	7
South East	43,700	9.7	2	9,830	2.2	6	15,000	3.3	6	82,795	18.3	2	39,090	8.6	2	2,895	0.6	11	10,920	2.4	9	23,925	5.3	10	30,180	6.7	5
London	65,850	12.3	1	16,470	3.1	1	24,605	4.6	1	117,070	21.8	1	53,465	10.0	1	1,960	0.4	12	10,425	1.9	12	28,060	5.2	12	39,005	7.3	3
England	198,225	7.7	-	62,540	2.4	-	92,905	3.6	-	425,305	16.5	-	219,605	8.5	-	19,000	0.7	-	60,825	2.4	-	147,665	5.7	-	170,365	6.6	-
United Kingdom	215,410	7.2	-	71,510	2.4	-	104,700	3.5	-	478,500	15.9	-	247,595	8.2	-	24,190	0.8	-	72,980	2.4	-	173,830	5.8	-	200,455	6.7	-

Source: IDBR, ONS, 2016

Table 3: Total employment (workplace-based) by broad industry group, 2015

	Agriculture, forestry & fishing (A)			Mining, quarrying & utilities (B, D and E)			Manufacturing (C)			Construction (F)			Motor trades (Part G)			Wholesale (Part G)			Retail (Part G)			Transport & storage (inc postal) (H)			Accommodation & food services (I)		
	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank
Chiltern & South Bucks	200	0.3	-	300	0.4	-	4,100	5.6	-	3,700	5.0	-	1,500	2.0	-	6,100	8.3	-	6,600	9.0	-	1,600	2.2	-	5,400	7.4	-
Chiltern	100	0.3	107	-	0.1	375	2,300	6.3	257	1,900	5.1	205	700	1.9	241	2,900	8.0	14	3,400	9.3	281	500	1.4	376	2,200	6.0	250
South Bucks	100	0.3	129	300	0.8	247	1,800	4.9	302	1,800	4.9	224	800	2.2	165	3,200	8.7	10	3,200	8.7	313	1,100	3.0	278	3,200	8.6	91
Aylesbury Vale	300	0.3	104	400	0.5	315	5,900	7.8	222	3,500	4.7	239	1,900	2.5	111	4,100	5.4	84	7,000	9.3	285	2,400	3.1	264	4,500	6.0	247
Wycombe	300	0.4	97	1,400	1.6	91	5,300	6.3	259	4,600	5.5	162	1,900	2.2	172	8,400	10.0	5	8,600	10.2	217	2,200	2.6	313	5,200	6.2	237
Hillingdon	100	0.0	285	1,200	0.7	269	7,400	4.0	327	5,500	3.0	347	2,600	1.4	322	8,900	4.8	127	14,500	7.9	340	33,100	18.1	4	14,600	8.0	124
Dacorum	-	0.1	272	300	0.4	347	4,600	7.0	239	3,600	5.5	167	1,500	2.2	158	4,700	7.2	22	7,600	11.6	115	4,000	6.1	72	4,200	6.4	216
Slough	-	0.0	275	1,800	2.3	49	6,300	7.9	220	2,600	3.3	338	2,000	2.5	106	4,300	5.4	83	6,500	8.2	332	9,800	12.4	12	3,100	3.9	373
Spelthorne	-	0.1	237	500	1.4	133	1,900	4.9	301	2,800	7.2	59	700	1.7	282	2,000	5.2	96	4,300	11.1	153	4,000	10.2	16	2,900	7.3	155
Three Rivers	-	0.0	323	400	0.9	212	1,000	2.3	357	5,800	13.3	4	900	2.0	209	3,000	6.9	30	2,400	5.4	376	900	2.2	351	2,400	5.4	311
Windsor and Maidenhead	-	0.1	257	1,100	1.4	126	2,700	3.3	339	3,000	3.7	315	1,100	1.4	328	5,400	6.7	37	6,400	8.0	336	1,400	1.7	369	7,400	9.2	77
Buckinghamshire	800	0.3	10	2,100	0.9	23	15,300	6.5	23	11,800	5.1	23	5,200	2.2	17	18,600	8.0	1	22,200	9.5	21	6,200	2.7	26	15,100	6.5	21
South East	56,300	1.4	8	45,000	1.1	10	255,200	6.1	10	199,400	4.8	6	83,600	2.0	6	197,700	4.7	2	415,400	10.0	6	182,500	4.4	7	306,500	7.4	5
London	2,000	0.0	11	27,700	0.5	11	116,000	2.3	11	145,600	2.9	11	41,900	0.8	11	150,800	3.0	9	437,100	8.7	11	229,100	4.5	6	376,700	7.5	4
England	341,300	1.3	-	276,100	1.1	-	2,053,100	8.0	-	1,182,600	4.6	-	470,000	1.8	-	1,055,400	4.1	-	2,533,900	9.9	-	1,204,700	4.7	-	1,805,400	7.0	-
Great Britain	477,300	1.6	-	370,800	1.3	-	2,378,700	8.1	-	1,376,100	4.7	-	542,200	1.8	-	1,167,700	4.0	-	2,915,200	9.9	-	1,354,600	4.6	-	2,109,800	7.1	-

	Information &			Financial & insurance (K)			Property (L)			Professional, scientific &			Business administration			Public administration &			Education (P)			Health (Q)			Arts, entertainment,		
	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank
Chiltern & South Bucks	5,500	7.5	-	1,500	2.0	-	2,300	3.1	-	8,600	11.7	-	4,600	6.3	-	1,000	1.4	-	7,700	10.5	-	8,400	11.4	-	4,100	5.6	-
Chiltern	2,600	7.1	32	800	2.3	112	1,000	2.7	24	4,500	12.3	36	1,400	3.9	351	600	1.7	341	5,000	13.8	14	4,500	12.4	211	1,900	5.3	90
South Bucks	2,900	8.0	27	700	1.8	151	1,300	3.5	7	4,100	11.2	50	3,200	8.6	126	400	1.0	375	2,700	7.4	295	3,900	10.5	273	2,200	6.1	46
Aylesbury Vale	3,400	4.5	85	1,400	1.9	138	1,400	1.8	154	5,800	7.8	132	8,100	10.8	71	3,700	5.0	111	7,700	10.3	96	10,300	13.7	174	3,400	4.6	166
Wycombe	7,100	8.4	21	1,600	1.9	141	1,700	2.0	111	9,100	10.8	55	6,000	7.1	203	1,700	2.0	314	7,500	8.9	198	8,100	9.6	295	3,600	4.3	198
Hillingdon	7,600	4.1	101	1,900	1.1	257	1,800	1.0	330	16,800	9.2	77	26,300	14.4	25	7,600	4.1	159	13,800	7.5	290	15,100	8.2	331	4,200	2.3	371
Dacorum	5,400	8.3	23	900	1.4	200	1,000	1.5	225	6,600	10.0	63	5,100	7.8	155	2,100	3.2	232	5,800	8.9	204	5,100	7.7	347	3,200	4.9	131
Slough	8,900	11.2	10	1,000	1.3	220	600	0.7	369	7,100	9.0	82	8,800	11.0	66	1,700	2.1	309	6,000	7.6	285	7,200	9.0	312	1,800	2.3	372
Spelthorne	3,300	8.4	22	400	1.1	258	900	2.3	59	2,600	6.7	175	3,300	8.5	135	1,200	3.1	237	3,300	8.4	234	2,900	7.4	352	2,100	5.3	85
Three Rivers	3,700	8.5	20	1,700	4.0	60	1,300	3.0	13	7,800	18.1	11	3,200	7.4	179	600	1.5	353	3,300	7.7	276	2,700	6.2	370	2,200	5.0	112
Windsor and Maidenhead	8,400	10.5	11	1,400	1.8	150	2,000	2.5	32	11,100	13.8	24	5,100	6.4	243	1,800	2.3	296	8,200	10.3	98	6,400	8.0	335	7,100	8.8	5
Buckinghamshire	16,000	6.9	1	4,500	1.9	16	5,400	2.3	2	23,600	10.1	5	18,700	8.0	12	6,400	2.8	23	23,000	9.9	4	26,800	11.5	22	11,200	4.8	7
South East	256,000	6.1	2	119,600	2.9	5	77,000	1.8	2	377,400	9.1	2	323,200	7.8	7	131,700	3.2	11	419,700	10.1	2	521,200	12.5	7	198,400	4.8	2
London	386,300	7.7	1	362,100	7.2	1	139,400	2.8	1	709,500	14.1	1	550,200	10.9	1	215,900	4.3	6	387,400	7.7	10	508,500	10.1	11	251,000	5.0	1
England	1,113,200	4.3	-	909,500	3.5	-	481,700	1.9	-	2,270,200	8.8	-	2,308,100	9.0	-	1,021,100	4.0	-	2,306,100	9.0	-	3,218,400	12.5	-	1,148,000	4.5	-
Great Britain	1,196,800	4.1	-	1,025,400	3.5	-	534,700	1.8	-	2,503,100	8.5	-	2,571,000	8.7	-	1,258,300	4.3	-	2,625,000	8.9	-	3,829,300	13.0	-	1,309,400	4.4	-

Source: BRES, ONS, 2016

Work in Chiltern and South Bucks is concentrated in the most knowledge-intensive occupations across the industrial structure. Managerial, professional and technical occupations (SOCs 1,2 and 3) are all overrepresented compared to England with process, plant and machine operatives, elementary, sales and administrative occupations (SOCs 8, 9, 7 and 4) all under-represented. In manufacturing, professionals are 50 per cent overrepresented compared to the industry across England as a whole, while the share of elementary jobs is a little over half the national rate. This occupational distribution underpins the high productivity of Chiltern and South Bucks and demonstrates the demand for highly skilled workers in the districts.

Table 4: Workplace-based industrial structure by occupation, 2011 (England=100)

	All categories: Industry	A, B, D, E Agriculture, energy and water	C Manufacturing	F Construction	G, I Distribution, hotels and restaurants	H, J Transport and communication	K, L, M, N Financial, Real Estate, Professional and Administrative activities	O, P, Q Public administration, education and health	R, S, T, U Other
1. Managers, directors and senior officials	134.6	121.5	151.6	149.3	129.3	145.8	128.4	119.7	108.2
2. Professional	106.5	70.3	155.6	107.9	145.3	112.3	107.1	103.9	83.5
3. Associate professional and technical	115.1	96.1	163.7	82.3	141.4	159.8	105.2	82.9	103.4
4. Administrative and secretarial	95.0	112.1	126.5	124.5	115.3	95.0	92.7	78.4	80.7
5. Skilled trades	104.0	105.0	82.6	97.3	113.8	136.8	132.4	99.3	140.9
6. Caring, leisure and other service	110.7	134.5	102.2	56.2	111.5	115.6	95.5	122.8	109.1
7. Sales and customer service	72.4	45.4	116.2	67.8	75.5	58.3	56.6	50.8	68.5
8. Process, plant and machine operatives	59.2	117.1	45.4	74.6	62.1	50.4	63.0	83.7	93.6
9. Elementary	78.0	93.6	52.6	74.2	86.9	69.0	66.9	79.6	81.2

Source: Census 2011, ONS, 2014

The creative industries⁸ employ 6,400 people across Chiltern and South Bucks, representing 8.6 per cent of all employment, more than double the national share. In life sciences, an existing industrial strategy sector⁹, the 700 jobs in Chiltern give the district the 7th highest location quotient of all 380 local authorities in Great Britain, while there are a further 100 people employed in the sector in South Bucks. There are more than 10,000 employed in professional and business services in the two districts, representing 14.6 per cent of employment, both districts ranking in the top 100 local authorities in Great Britain.

⁸ Using the definition set out by DCMS (2016) in https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/534305/Focus_on_Employment_revised_040716.pdf

⁹ See https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/32457/11-1429-strategy-for-uk-life-sciences.pdf

2.2 Labour market

At 78.1 per cent, the employment rate in Chiltern and South Bucks is above the national and regional levels. However, while Chiltern's employment rate is the 59th highest among the 380 local authorities in Great Britain, South Bucks ranks only 216th, still above the national level but below the regional rate. At 20.2 per cent, the economic inactivity rate of working age residents is below the national rate, with more than three quarters of the economically inactive not wanting to work, Looking after family or home (34.2 per cent, rising to 45.5 per cent women), full-time study (23.8 per cent), long term sickness (16.1 per cent) and retirement (11.8 per cent) being the most common reasons for being economically inactive.

Table 5: Labour market summary, year to Q2 2016

	Employment rate aged 16-64			Unemployment rate - 16+			Economic inactivity aged 16-64			Economic inactivity - want a job			Economic inactivity - do not want a job		
	No	%	Rank	No	%	Rank	No	%	Rank	No	%	Rank	No	%	Rank
Chiltern & South Bucks	74,600	78.1	-	2,600	3.3	-	19,300	20.2	-	3,900	20.2	-	15,400	79.9	-
Chiltern	44,100	80.9	59	1,400	3.0	52	9,600	17.7	285	2,400	24.5	185	7,300	75.5	194
South Bucks	30,500	74.3	216	1,200	3.6	120	9,700	23.6	104	1,500	15.7	323	8,100	84.3	56
Aylesbury Vale	94,600	80.9	59	3,300	3.2	73	19,700	16.8	303	4,300	22.0	232	15,300	78.0	141
Wycombe	88,400	80.5	68	4,000	4.1	171	17,500	15.9	330	6,300	35.8	41	11,200	64.2	338
Hillingdon	148,800	74.9	195	8,700	5.4	276	45,000	22.7	133	9,900	21.9	239	35,200	78.1	138
Dacorum	78,600	83.4	28	2,800	3.3	86	14,400	15.2	339	2,200	15.4	326	12,100	84.6	50
Slough	71,500	74.3	216	3,500	4.6	213	21,500	22.3	148	5,100	23.6	203	16,400	76.4	174
Spelthorne	49,200	81.1	54	2,000	3.8	146	8,300	13.6	358	2,800	33.8	56	5,500	66.2	322
Three Rivers	42,300	75.4	183	1,400	3.1	62	11,500	20.6	196	-	-	-	10,500	91.3	13
Windsor and Maidenhead	72,400	80.7	63	2,600	3.4	98	14,200	15.8	332	3,100	22.0	232	11,100	78.0	141
Buckinghamshire	257,500	79.9	4	8,700	3.1	6	56,500	17.5	21	14,500	25.6	11	42,000	74.4	17
South East	4,270,500	77.3	1	192,400	4.1	3	1,061,000	19.2	11	284,500	26.8	1	776,600	73.2	11
London	4,317,900	73.2	5	286,600	6.1	10	1,295,100	22.0	8	332,500	25.7	4	962,600	74.3	8
England	25,509,100	74.0	-	1,412,200	5.1	-	7,547,400	21.9	-	1,836,500	24.3	-	5,710,900	75.7	-
Great Britain	29,359,100	73.8	-	1,633,300	5.1	-	8,801,400	22.1	-	2,152,700	24.5	-	6,648,700	75.5	-

Source: APS, ONS, 2016

While unemployment is low in Chiltern and South Bucks at 3.3 per cent of residents aged 16 and over, this still represents 2,600 people. The Job Seekers' Allowance claimant count in the districts has fallen by 23.2 per cent over the last year to 517, or 0.5 per cent of working age residents, the second lowest total on record behind the 504 of December 2015, with 165 having been claiming for over six months, including 80 who have been claiming for 12 months or more. The number of JSA claimants aged 18-24 fell to a new low of 60, having peaked at 490 in the months following the start of the 2008 recession (40 in Chiltern and 20 in South Bucks).

Almost half of JSA claimants in Chiltern and South Bucks (53.2 per cent) are looking for work as sales assistants and retail cashiers, with the next most commonly sought roles being senior officials in national government (6.4 per cent), general administrative occupations (5.3 per cent) and elementary goods storage and handling occupations (3.2 per cent).

There were 8,140 jobs vacancies in Chiltern and South Bucks in the year ending November 2016. Nurses were the occupation most commonly sought by employers, ahead of *other* administrative occupations, chefs, carers and home carers, business sales executives and sales accounts and business development managers.

Despite having some of the smallest public sectors of all local authority areas, the industries most commonly recruiting are dominated by the public sector with human health activities with 734 openings, education (441) and social work activities without accommodation (305) accounting for more than a third (34.5 per cent) of all job openings in the last year¹⁰ The private sector industries with the highest number of openings were food and beverage service activities (539), manufacture of machinery (292), accommodation (253) and retail (excluding motor vehicles).

The employers with the most job openings in the last year in Chiltern and South Bucks were the NHS, Intercontinental Hotels, GE, Sunrise Senior Living, Citrix Limited, BMI Healthcare and Mitchells and Butler. Other prominent recruiters included Pinewood, Shepperton, The Entertainer, Buckinghamshire County Council and Chiltern District Council.

2.3 Educational attainment

Across Chiltern and South Bucks 41 per cent of businesses rate the availability of skills and labour as either *minor* or very *positive*, according to the 2013 Buckinghamshire Business Survey. Accordingly, educational attainment in Chiltern and South Bucks is among the highest in the country with 53.0 per cent of working age residents holding degree level qualifications and 96.5 per cent being qualified to at least NVQ level 1.

Table 6: Educational attainment, 2015 (working age residents)

	NVQ4+			NVQ3+			NVQ2+			NVQ1+			No Quals		
	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank
Chiltern & South Bucks	49,700	53.0		68,710	73.3		80,645	86.0		90,500	96.5		3,300	3.5	
Chiltern	28,200	52.5	26	37,610	69.3	36	45,395	81.8	43	52,000	96.7	18	1,800	3.3	17
South Bucks	21,500	53.8	20	31,100	77.5	5	35,250	86.8	6	38,500	96.3	23	1,500	3.8	23
Aylesbury Vale	49,500	43.7	79	71,740	63.2	90	89,580	78.2	113	105,100	92.9	152	8,100	7.2	163
Wycombe	53,500	48.6	46	75,080	67.8	46	90,860	80.7	66	104,300	94.8	78	5,700	5.2	81
Buckinghamshire	152,700	48.2	2	215,620	67.7	1	260,940	80.8	2	299,800	94.6	5	17,100	5.4	5
South East	2,175,400	39.8	3	3,330,550	60.5	3	4,322,225	76.8	2	5,119,300	93.7	2	343,400	6.3	2
London	2,871,300	49.9	1	3,813,310	65.4	1	4,614,745	76.3	3	5,340,300	92.7	3	419,300	7.3	3
Great Britain	14,621,500	37.1		22,884,890	57.4		30,168,205	76.5		36,054,600	91.4		3,376,400	8.6	

Source: APS, ONS, 2016

Although lower than the shares recorded among residents, the proportion of people working in Chiltern and South Bucks with degree level qualifications is

¹⁰ Where an industry was specified (18.6 per cent of all openings).

among the highest in the country, ranking 31st and 57th among the local authorities in England and Wales at the 2011 Census.

2.4 Enterprise and business survival

Chiltern and South Bucks are among the most entrepreneurial places in the country, forming 113.0 new VAT / PAYE business for every 10,000 residents in 2015, well above the 73.5 recorded across the country as a whole. South Bucks performs particularly well on this measure, raking 18th among the 380 local authority districts in Great Britain and 6th outside London.

Table 7: Business births and deaths, 2015

	Business births			Business deaths			Annual change (%)	
	No.	Rate	Rank	No.	Rate	Rank	Births	Deaths
Chiltern & South Bucks	1,480	113.0	-	1,035	79.0	-	2.8	4.3
Chiltern	765	101.8	43	550	73.2	23	3.4	5.8
South Bucks	715	128.1	18	485	86.9	15	2.1	9.0
Aylesbury Vale	1,135	75.6	105	730	48.6	120	1.8	-10.4
Wycombe								
Hillingdon	2,310	98.6	46	1,335	57.0	70	11.3	5.5
Dacorum	1,085	89.5	63	880	72.6	24	8.0	7.3
Slough	1,260	115.9	29	600	55.2	78	35.5	-13.0
Spelthorne	775	97.0	49	790	98.9	9	-5.5	59.6
Three Rivers	760	103.9	39	510	69.7	32	7.0	6.3
Windsor and Maidenhead	1,405	119.1	25	960	81.4	16	8.1	12.3
Buckinghamshire	3,845	91.3	3	2,665	63.3	3	3.4	0.9
South East	55,590	76.7	2	37,895	52.3	2	8.4	2.6
London	100,920	146.1	1	56,830	82.3	1	13.9	7.3
England	344,385	77.6	-	223,120	50.3	-	10.0	2.2
Great Britain	377,635	73.5	-	248,055	48.3	-	9.2	2.3

Source: Business Demography, ONS, 2016

In the third quarter of 2016, 502 new companies were registered with Companies House, 38.3 per 10,000 residents (16+), rising to 46.1 in South Bucks to rank 33rd in Great Britain and 19th outside London with Chiltern also bettering the national average to rank 61st, with 33.9 registrations per 10,000 residents.

Across Chiltern and South Bucks, 11,500 people, or 12.2 per cent of working residents are self-employed, above the national, regional and county level, with Chiltern scoring particularly highly on this measure at 14.4 per cent to rank 53rd among all local authorities in Great Britain.

2.5 Earnings

Earnings in Chiltern and South Bucks are among the highest in the country. South Bucks' residents had gross full-time annual earnings of £37,459 in 2016, the 14th

highest of any local authority district in Great Britain, with Chiltern ranking 18th with £36,282. The gap between residents and workers earnings was the biggest in the country in Chiltern in 2014 but by 2016 South Bucks' gap was bigger at £9,119 the 6th largest in Great Britain. Despite this, the earnings of those working in Chiltern and South Bucks are above the national rate, with Chiltern recording the 70th highest workplace based earnings of all 380 local authorities in Great Britain at £30,111.

Table 8: Gross median full-time earnings by residence and workplace, 2016¹¹

	Residence				Workplace			
	£	Rank	% change	Rank	£	Rank	% change	Rank
Chiltern	36,282	18	-4.2	346	30,111	70	0.0	244
South Bucks	37,459	14	10.2	15	28,340	-	-	-
Aylesbury Vale	31,322	81	5.1	89	27,160	152	8.4	34
Wycombe	31,969	71	-0.8	292	32,416	32	5.6	77
Hillingdon	33,508	44	2.1	181	33,469	19	2.4	171
Dacorum	34,404	34	8.1	33	30,032	71	15.0	4
Slough	28,286	155	-0.3	276	31,587	47	3.4	133
Spelthorne	35,021	27	2.8	154	33,494	18	-7.6	351
Three Rivers	32,207	64	0.4	240	33,154	23	8.9	29
Windsor and Maidenhead	37,859	12	1.8	195	32,997	25	-3.8	325
Buckinghamshire	32,656	3	1.0	22	30,587	4	5.8	1
South East	30,752	2	2.3	5	29,731	2	2.3	5
London	33,776	1	2.0	6	36,302	1	2.0	6
England	28,503	-	2.4	-	28,500	-	2.4	-
Great Britain	28,314	-	2.2	-	28,291	-	2.2	-

Source: ASHE, ONS, 2016

For men, earnings are even higher, reaching £46,310 in 2015, the 2nd highest in the country behind Copeland where the highly paid nuclear industry dominates a small labour market.

Despite performing strongly at the median, approximately ten per cent of people working in Chiltern and South Bucks were earning less than the £7.50 per hour which will become the minimum under the National Living Wage from April 2017.

2.6 Demography

There were 163,665 people living in Chiltern and South Bucks in 2015, with 58.9 per cent being of working age, falling to 58.2 per cent in Chiltern, well below the 63.3 per cent recorded across the country as a whole. The districts' demography is unusual in national terms. While Chiltern has the 14th highest share of residents aged 10-19 of any local authority in England it has the 2nd lowest share of residents

¹¹ 2015 data used for South Bucks.

in their 20s, with comparative share rising for each 10 year cohort until ranking 33rd for the share of residents in their 50s at 15.0 per cent.

By 2026, the population of Chiltern and South Bucks is projected to increase to 174,815 rising to 179,649 by 2031. Despite these being rises of 7.6 and 10.6 per cent respectively, they are below both the rates projected for both England and the South East. However there are marked differences in the performances of Chiltern and South Bucks, with South Bucks projected to grow more than twice as fast as Chiltern. The working age population is projected to make up only 54.4 per cent of all residents by 2031.

Table 9: Population projections to 2026 and 2031 (2014 based)

	2014	2026	2031	2014-26			2014-2031		
				No.	%	Rank	No.	%	Rank
Chiltern & South Bucks	162,484	174,815	179,649	12,331	7.6	-	17,165	10.6	-
Chiltern	93,972	98,480	100,518	4,508	4.8	249	6,546	7.0	242
South Bucks	68,512	76,335	79,131	7,823	11.4	80	10,619	15.5	81
Aylesbury Vale	184,560	213,556	222,888	28,996	15.7	25	38,328	20.8	26
Wycombe	174,878	187,722	192,388	12,844	7.3	176	17,510	10.0	178
Buckinghamshire	521,922	576,094	594,925	54,172	10.4	6	73,003	14.0	8
South East	8,873,818	9,733,360	10,053,159	859,542	9.7	3	1,179,341	13.3	3
London	8,538,689	9,892,748	10,327,543	1,354,059	15.9	1	1,788,854	20.9	1
England	54,316,618	59,135,245	60,853,180	4,818,627	8.9	-	6,536,562	12.0	-

Source: SNPP, ONS, 2016

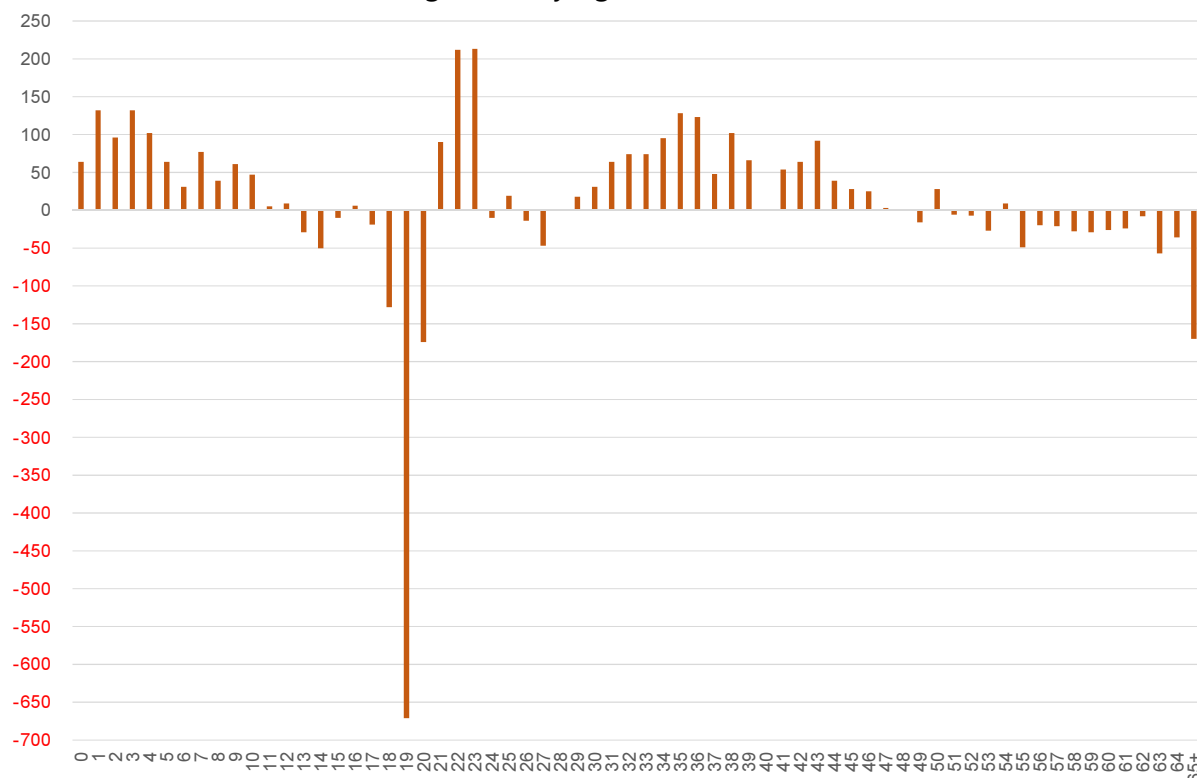
At only 8.0 per cent of residents, Chiltern has the 2nd lowest share of residents in their 20s of all 326 local authorities in England, with South Bucks ranking 46th with 9.4 per cent. While 460 people aged 17-20 moved into Chiltern and South Bucks in 2015, 1,410 moved out, a net loss of 950. There were 2,071 residents aged 17 in Chiltern and South Bucks in 2015 but only 1,174 aged 21. The number of Chiltern residents aged 21 is just 50.2 per cent of the population of 17 year olds. This is the second largest fall of any of the 380 local authorities in Great Britain. In South Bucks this share rises to almost two thirds (66.4 per cent) but still ranks comfortably in the lower quartile at 348th.

The destinations of those leaving Chiltern and South Bucks suggest that university admission is the primary cause, with the most popular being Birmingham, Nottingham, Southampton, Oxford, Leeds, Exeter, Bournemouth, Bristol, Coventry, Sheffield and Charnwood (which includes Loughborough University).

The out-migration of 17-20 years olds is partially offset by the return of young people from universities at 21, 22 and 23. However, there is then net out-migration to age 30, with there being net in-migration for every year from 29 to 47 peaking at 35. There is net out-migration for almost every year from 55 to 100, peaking at 68, when the top destinations being short moves to Wycombe, Windsor and Maidenhead and Aylesbury Vale but also featuring prominently are the coastal

authorities of Poole, Suffolk Coastal, North Devon, Christchurch, King's Lynn and West Norfolk and Torbay.

Chart 4: Balance of internal migration by age, 2015



Source: MYPE, ONS, 2016

2.7 Residential and commercial property

Despite having seen marked population growth in recent years, house building in Chiltern and South Bucks has not kept pace with the country as a whole, the districts' housing stock rising by (1.7 per cent) from 2012 to 2015, below the 1.5 per cent seen across England.

In the year to Q3 2016, just 190 dwellings were completed in Chiltern and South Bucks, representing 0.3 per cent of stock, only a third of the 0.6 per cent achieved across England and well below the 1.3 per cent of Aylesbury Vale. By 2026, the number of households in Chiltern and South Bucks will have risen by 5,342 (8.1 per cent) to 71,100, according to the latest household projections from DCLG (2014 based, released July 2016).

House prices in Chiltern and South Bucks are among the highest in the country, with very poor affordability. For the year ending Q1 2016, South Bucks and Chiltern has the 9th and 12th highest median house price of all 348 local authorities in England and Wales, the highest and 3rd highest outside London, at £527,540 and £490,000. Median house prices are 17.02 times higher than median earnings in South Bucks, and 15.66 times higher in Chiltern, making them respectively the 7th and 12th least affordable places in England and the least and third least affordable outside

London. Across England, median house prices are 7.63 times higher than median earnings.

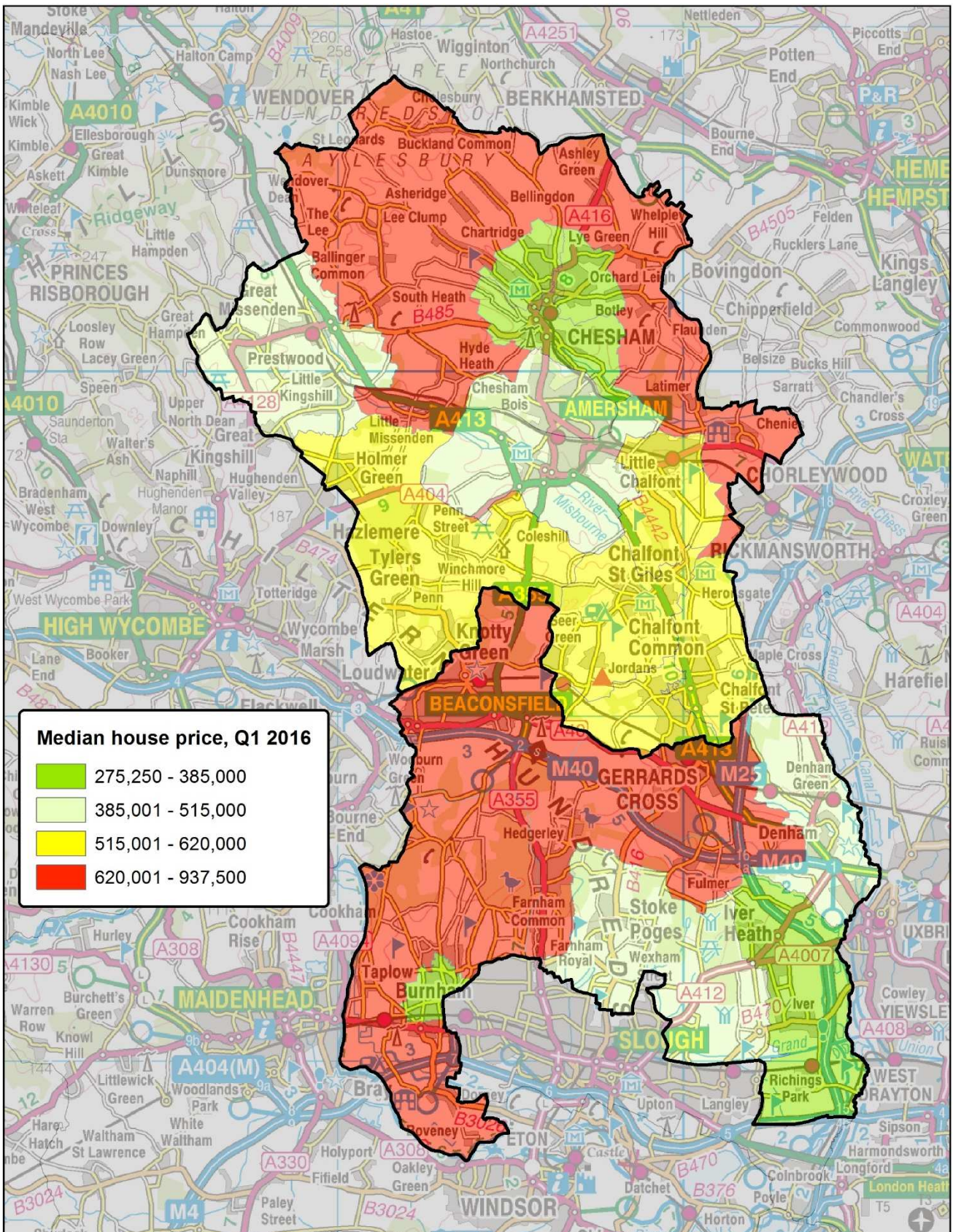
At the lower quartile, the ratio falls to 16.73 in South Bucks but rises to 15.96 in Chiltern to rank as the 11th and 12th least affordable local authority districts in England and the 2nd and 3rd least affordable outside London.

Reflecting high sales prices, private rents in Chiltern and South Bucks are amongst the highest in the country. The median private rent stood at £1,275 in South Bucks and £1,275 in Chiltern for the year ending September 2016, the 24th and 25th highest rate of all 326 local authorities in England, rising to means of £1,628 and £1,439.

Table 10: Private rents, year ending September 2016

	Mean		Median		Annual change			
	£	Rank	£	Rank	Mean %	Rank	Median %	Rank
Chiltern	1,439	21	1,250	25	6.8	57	9.8	16
South Bucks	1,628	15	1,275	24	7.6	43	3.0	172
Aylesbury Vale	909	93	825	97	5.7	73	6.5	67
Wycombe	1,105	60	950	63	6.4	60	6.1	68
Dacorum	1,074	63	975	60	8.7	30	8.9	25
Hillingdon	1,159	52	1,150	42	-5.5	318	-2.1	311
Slough	871	107	850	84	8.7	29	9.7	17
Spelthorne	1,133	55	1,100	45	-2.0	301	0.0	230
Three Rivers	1,364	28	1,200	31	-3.1	308	-4.0	320
Windsor and Maidenhead	1,381	25	1,200	31	-1.8	299	0.0	230
Buckinghamshire	1,133	2	950	3	7.2	3	8.6	3
South East	984	2	850	2	6.1	2	6.3	2
England	839	-	650	-	6.5	0	4.0	-

Source: Valuation Office Agency, 2016

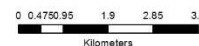


Median house price by MSAO, Q1 2016
Source: ONS, 2016

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Produced by BBF
28 November 2016



From 2008 to 2012, total business floorspace in Chiltern and South Bucks fell by 1,000m², including a 29,000m² fall in industrial floorspace. While Chiltern's office floorspace increased by 10,000m² over this period, South Bucks saw a 2,000m² fall, according to data from the Valuation Office Agency. Since 2012 office floorspace has come under threat, and been lost, to residential land uses through permitted development rights, so that from 2012 to 2016 total employment floorspace across the districts fell by 12,000m², with office floorspace falling 13,000m², most notably in South Bucks where 12,000m², or 7.7 per cent of the all stock, was lost, the 27th highest share of all 348 local authorities in England and Wales. Losses on office and industrial floorspace were partly offset by gains in retail floorspace in South Bucks and *other* floorspace in Chiltern.

Table 11: Change in business floorspace over time (2012/13 – 2015/16)

	Retail			Office			Industrial			Other		
	m ²	% change	Rank	m ²	% change	Rank	m ²	% change	Rank	m ²	% change	Rank
Chiltern	88,000	-2.2	333	120,000	-0.8	204	215,000	-1.4	212	93,000	10.7	41
South Bucks	94,000	9.3	22	144,000	-7.7	320	181,000	-2.7	254	187,000	-3.1	310
Aylesbury Vale	224,000	2.3	161	167,000	-0.6	201	892,000	7.2	24	211,000	11.6	37
Wycombe	302,000	2.4	157	391,000	-2.3	249	750,000	-0.1	176	160,000	1.9	205
Dacorum	214,000	2.9	130	279,000	-6.7	313	711,000	12.3	7	134,000	0.8	243
Hillingdon	403,000	4.1	98	633,000	1.4	136	1,086,000	-3.0	261	174,000	14.5	24
Slough	268,000	0.4	242	395,000	-3.7	283	1,174,000	3.6	66	98,000	19.5	10
Spelthorne	173,000	0.6	234	200,000	37.0	3	322,000	-0.3	183	123,000	-29.7	348
Three Rivers	52,000	0.0	253	166,000	5.1	55	142,000	-4.1	277	131,000	156.9	1
Windsor & Maidenhead	229,000	1.3	208	413,000	-2.8	263	311,000	-2.8	259	138,000	0.0	254
Buckinghamshire	707,000	2.5	14	822,000	-2.6	24	2,038,000	2.6	6	650,000	4.3	13
South East	14,778,000	2.2	6	13,588,000	-0.7	8	35,858,000	-0.1	6	9,343,000	4.0	3
England	98,809,000	2.4	-	85,738,000	0.5	-	303,569,000	-0.1	-	57,990,000	3.4	-

Source: Valuation Office Agency, 2016

Businesses in Chiltern and South Bucks reported finding suitable premises to be their biggest challenge in the 2013 Buckinghamshire Business Survey and this was again the factor that would be most beneficial to business in business survey undertaken for this strategy, cited by more than 40 per cent of respondents. The shortage was also taken up in the focus group sessions, with the view emerging that while there was a good range of premises over 2,000m², premises up to 400m² were in short supply, particularly with parking. This echoes both the latest HEDNA (October 2016) which found that across Buckinghamshire "demand for offices is generally for small-medium sized office accommodation in the range of around 45m² to 465m² and the 2013 Chiltern Employment Land Review which found that not only did the district have "insufficient office floorspace to meet future needs" but that much existing stock was unattractive to the market being ageing and lacking the "flexibility which modern businesses require".

Box 1: Land supply in Chiltern and South Bucks

Based on available employment space identified by Council monitoring data and site assessments, in quantitative terms, Chiltern has insufficient office floorspace to meet future needs up to 2026, under various scenarios of future growth. Although a reasonable amount of office stock exists across the District, much of this is ageing,

lacks the flexibility which modern businesses require and is less attractive to the market. The Council will need to encourage the upgrading and renewal of existing space and consider measures to bring forward additional land supply.

There is a need to improve the spatial distribution of Chiltern's industrial stock to better meet with market demand. It is crucial that any new allocations are located within areas of higher demand, such as Amersham and the Chalfonts, which have good accessibility. By contrast, the District has more than enough industrial floorspace, in quantitative terms, to meet future needs under all future development scenarios. However, depending upon the future redevelopment prospect of some of the District's key industrial sites, this surplus may change to a shortfall of industrial floorspace under two of the six scenarios to 2026.

Chiltern Employment Land Needs Assessment (2013)

[Buckinghamshire's] industrial market is considered to be constrained by a lack of flexible industrial premises that can accommodate SMEs. Local commercial agents confirmed that there was minimal demand for larger office space, while most of the remaining demand was from smaller local businesses around the [functional economic market area]. (page 119)

Chiltern is projected to need approximately three hectares of additional B1a/b land over the period 2014-2036. B8 land requirements are projected to remain unchanged while B1c/B2 requirements are projected to decrease by four hectares (page 134)

[For South Bucks] The largest absolute increase in FTE employment is forecast for professional, scientific and technical activities. Other sectors exhibiting significant growth are Construction, Wholesale and retail trade, Administrative and support services, and Human health and social work activities. In line with the general trend, Manufacturing is forecast to experience significant decline with FTE employment contracting by 45%. (Page 134)

Buckinghamshire Housing and economic development needs assessment update, October 2016

2.8 Commuting

There were 77,902 employed residents of Chiltern and South Bucks in 2011, with 40.6 per cent (31,614) also working in the two districts. Of the 62,547 people usually employed in Chiltern and South Bucks, 50.5 per cent are also residents, including 12,697 who work from home.

With 16.3 per cent of all employed residents working from home, homeworking is more common in Chiltern and South Bucks than in Buckinghamshire overall. Similarly, at 20.3 per cent, the share of all jobs in the district that are home-based is above the level recorded across the county.

Table 12: Commuting to and from Chiltern and South Bucks, 2011

	Live and work	Employed residents			Work in area		
		No.	%	Rank	No.	%	Rank
Aylesbury Vale	48,276	90,724	53.2	194 of 378	68,148	70.8	101 of 378
Chiltern	18,361	44,785	41.0	303 of 378	31,755	57.8	236 of 378
South Bucks	10,173	33,117	30.7	354 of 378	30,792	33.0	369 of 378
Wycombe	46,528	86,350	53.9	189 of 378	73,822	63.0	182 of 378
Chiltern & South Bucks	31,614	77,902	40.6	-	62,547	50.5	-
Bucks TV LEP	147,772	254,976	58.0	39 of 39	204,517	72.3	36 of 39
South East	3,383,500	3,906,068	84.9	11 of 11	3,722,701	90.9	10 of 11

Source: Origin-Destination, Census 2011, ONS, 2014

Hillingdon, Wycombe and Westminster and the City of London are the most common workplaces outside the districts, providing work for 5,282, 5,046 and 4,949 Chiltern and South Bucks residents respectively, ahead of Slough (4,356), Windsor and Maidenhead (2,330), Ealing (1,434) and Aylesbury Vale (1,271). In total, 18,437 Chiltern and South Bucks residents work in London (23.7 per cent of all employed residents), with residents aged 35-49 making up almost 44.7 per cent (8,242) of that total.

Living and working in the districts is least common for residents aged 25-34, followed by those aged 35-49. In both cohorts, less than 40 per cent employed residents work in the districts, with 3,417 (30.0 per cent) and 8,242 (30.4 per cent) respectively commuting to London. For those aged 50-64, the share living and working is 48.8 per cent, rising to 65.3 and 65.9 per cent for those aged 65-74 and over 75 respectively.

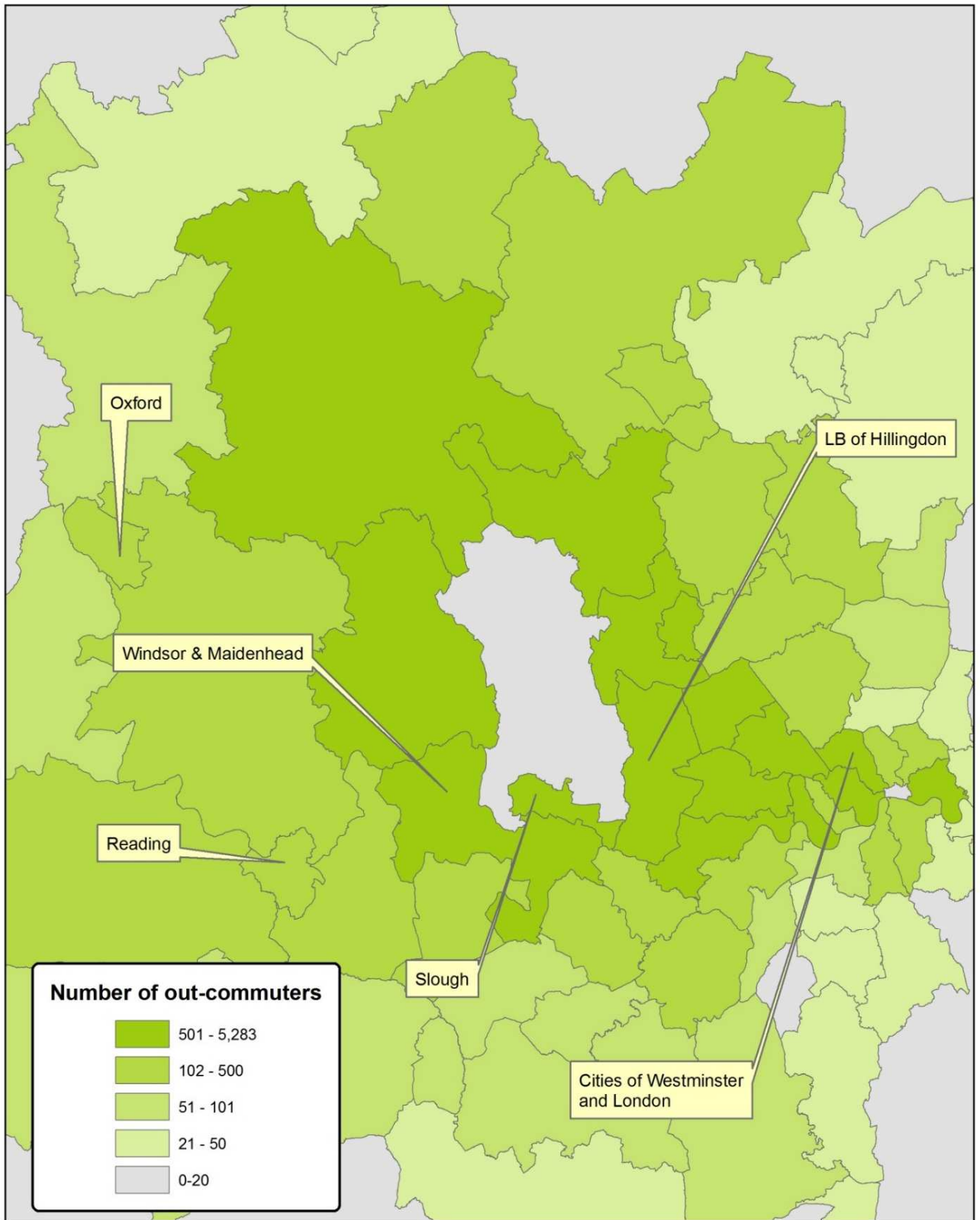
Overall, 67.4 per cent of those that live and work in Chiltern and South Bucks, excluding those that work from home, travel to work by car, with 19.0 per cent walking, 2.1 per cent taking the bus (2,342) and 1.3 per cent travelling by train. For employed residents working outside Chiltern and South Bucks 70.8 per cent travel to work by car, with 13.4 per cent taking the train and 7.4 per cent taking the Underground.

In 2001, 62,268 people worked in Chiltern and South Bucks, while 73,137 employed people lived in the districts, with 34,419 people living and working there. By 2011, the number of people working in the districts had risen 0.4 per cent while the number of employed residents had risen 6.5 per cent. While the share of workers living locally fell slightly from 55.3 to 50.5 per cent, the share of employed residents working in the districts had fallen from 47.1 to 40.6 per cent.

Table 13: Place of work and residence for Chiltern and South Bucks' residents and workers, 2011

Place of work of residents			Place of residence of workers		
Local authority	No.	%	Local authority	No.	%
Chiltern & South Bucks	24,457	31.1	Chiltern & South Bucks	31,614	50.5
Chiltern	19,411	24.7	Chiltern	20,391	32.6
South Bucks	6,849	8.7	South Bucks	11,223	17.9
Hillingdon	5,283	6.7	Hillingdon	2,563	4.1
Wycombe	5,046	6.4	Wycombe	6,652	10.6
Westminster, City of London	4,949	6.3	Westminster, City of London	194	0.3
Slough	4,356	5.5	Slough	3,947	6.3
Windsor and Maidenhead	2,330	3.0	Windsor and Maidenhead	1,889	3.0
Ealing	1,434	1.8	Ealing	759	1.2
Aylesbury Vale	1,271	1.6	Aylesbury Vale	2,611	4.2
Dacorum	1,138	1.4	Dacorum	1,559	2.5
Camden	1,041	1.3	Camden	144	0.2
Hounslow	1,034	1.3	Hounslow	400	0.6
Three Rivers	975	1.2	Three Rivers	998	1.6
Hammersmith and Fulham	620	0.8	Hammersmith and Fulham	165	0.3
Watford	607	0.8	Watford	448	0.7
Brent	583	0.7	Brent	315	0.5
Tower Hamlets	580	0.7	Tower Hamlets	59	0.1
Harrow	544	0.7	Harrow	541	0.9
Islington	450	0.6	Islington	81	0.1
Bracknell Forest	394	0.5	Bracknell Forest	398	0.6
Southwark	391	0.5	Southwark	51	0.1
Wokingham	354	0.5	Wokingham	414	0.7
Runnymede	352	0.4	Runnymede	143	0.2
Spelthorne	347	0.4	Spelthorne	198	0.3
Kensington and Chelsea	336	0.4	Kensington and Chelsea	94	0.2
Reading	302	0.4	Reading	201	0.3
South Oxfordshire	276	0.4	South Oxfordshire	443	0.7
Milton Keynes	261	0.3	Milton Keynes	142	0.2
St Albans	245	0.3	St Albans	268	0.4
Hertsmere	220	0.3	Hertsmere	171	0.3
Lambeth	211	0.3	Lambeth	88	0.1
Barnet	200	0.3	Barnet	212	0.3
Oxford	194	0.2	Oxford	83	0.1
Welwyn Hatfield	189	0.2	Welwyn Hatfield	84	0.1
Richmond upon Thames	179	0.2	Richmond upon Thames	222	0.4
West Berkshire	143	0.2	West Berkshire	100	0.2
Central Bedfordshire	126	0.2	Central Bedfordshire	298	0.5
Luton	123	0.2	Luton	179	0.3
Elmbridge	118	0.2	Elmbridge	114	0.2
Hackney	105	0.1	Hackney	68	0.1
Total	78,631	100.0		62,547	100.0

Source: Origin-Destination, Census 2011, ONS, 2014



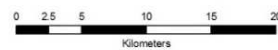
Place of work of Chiltern and South Bucks' out-commuters, 2011

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28 November 2014

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2.9 Deprivation

Deprivation is low across Chiltern and South Bucks. On the 2015 index of multiple deprivation Chiltern is the third least deprived local authority district of all 326 in England with South Bucks ranking 25th. At the ward level, only two wards rank among the most deprived half of England on the index of multiple deprivation, Wexham and Iver Heath in South Bucks and Ridgeway in Chiltern.

Table 14: Deprivation by ward (100=least deprived in England)

	Index of multiple deprivation	Income	Employment	Education, skills and training	Health deprivation	Crime	Barriers to housing and services	Living environment	
Chiltern	Seer Green	100.0	98.6	98.1	99.1	99.9	82.6	97.4	98.2
	Austenwood	99.9	99.9	99.8	99.9	99.9	87.7	66.9	98.9
	Chesham Bois and Weedon Hill	99.9	99.8	99.8	99.9	99.9	93.4	61.0	98.2
	Great Missenden	99.8	93.9	97.2	98.4	99.6	74.1	82.9	88.0
	Amersham Common	98.5	93.8	89.4	96.1	96.7	77.9	63.2	95.0
	Chalfont St Giles	98.3	94.8	95.7	94.6	99.8	75.0	49.6	95.3
	Little Missenden	96.7	94.8	97.1	99.0	97.8	73.3	18.6	98.5
	Prestwood and Heath End	96.1	91.5	91.5	87.4	98.1	56.7	75.2	98.4
	Penn and Coleshill	95.8	99.4	99.6	98.3	99.9	81.4	13.6	95.3
	Holmer Green	95.3	87.9	91.2	78.6	90.9	57.6	64.3	98.7
	Central	95.2	85.4	82.8	84.9	89.3	48.1	97.0	89.8
	Amersham Town	94.9	86.1	89.7	93.9	98.6	76.3	26.4	89.8
	Little Chalfont	94.1	73.5	71.9	89.1	98.3	75.0	87.5	97.5
	Chalfont Common	94.0	90.5	72.0	96.0	84.4	49.3	87.5	98.7
	Hilltop and Townsend	93.2	87.0	86.1	82.8	95.0	63.5	69.9	75.0
	Gold Hill	92.6	68.1	69.3	81.0	98.1	37.2	94.7	95.8
	Ballinger, South Heath and Chartridge	87.4	99.4	97.8	97.1	99.7	76.7	6.8	53.6
	Amersham-on-the-Hill	82.3	53.2	60.0	86.7	88.7	43.9	87.1	93.2
	Ashley Green, Latimer and Chenies	79.2	95.2	95.2	92.9	99.1	60.1	7.0	39.9
	Cholesbury, The Lee and Bellingdon	77.3	99.1	96.5	97.9	99.9	65.9	3.8	37.3
	Asheridge Vale and Lowndes	73.6	59.2	57.5	61.2	87.1	39.4	60.6	97.4
	Newtown	73.4	53.8	54.4	50.3	87.5	59.2	84.0	77.5
	St Mary's and Waterside	51.0	38.3	35.9	39.5	81.5	34.0	48.7	76.5
	Vale	50.2	28.5	36.1	30.7	87.2	15.7	95.6	88.6
Ridgeway	37.9	17.2	24.2	13.1	75.6	41.7	90.0	99.1	
South Bucks	Gerrards Cross North	98.6	97.4	96.3	99.9	98.9	52.6	66.6	63.7
	Beaconsfield North	97.9	94.7	96.5	97.9	97.2	49.0	68.5	81.7
	Beaconsfield West	93.7	87.2	90.1	75.9	97.6	38.0	84.1	78.5
	Farnham Royal	93.5	80.2	92.9	90.8	97.6	31.0	70.7	88.0
	Gerrards Cross South	92.1	88.7	99.3	99.2	99.7	87.1	9.7	87.4
	Gerrards Cross East and Denham South West	83.9	74.9	93.2	69.2	99.5	76.6	13.7	72.3
	Beaconsfield South	83.0	72.1	80.1	80.9	97.3	22.1	48.1	86.9
	Stoke Poges	82.1	84.4	81.4	82.3	93.6	29.5	37.4	83.7
	Denham North	76.9	52.1	61.9	62.4	64.9	68.4	64.0	92.7
	Dorney and Burnham South	74.1	95.1	94.7	82.8	92.7	2.6	26.2	59.5
	Taplow	73.4	98.4	98.7	93.8	97.6	13.8	11.5	27.1
	Iver Heath	72.0	65.2	80.4	48.3	84.9	45.3	35.3	62.1
	Burnham Church	69.7	64.2	67.4	74.4	80.0	8.5	73.6	77.1
	Denham South	69.6	79.1	85.9	59.8	95.7	24.9	14.0	65.0
	Burnham Lent Rise	67.1	55.1	54.3	43.4	76.7	32.9	85.5	62.9
	Iver Village and Richings Park	64.8	60.9	71.5	47.2	80.2	21.1	56.5	57.0
	Hedgerley and Fulmer	64.7	71.5	83.7	83.1	88.6	13.2	13.5	49.5
	Burnham Beeches	63.5	94.2	84.6	89.8	99.2	4.9	10.3	43.5
Wexham and Iver West	40.5	60.6	65.7	34.2	89.7	4.2	10.7	50.6	

Source: Indices of deprivation, DCLG, 2015

While the performance of Chiltern and South Bucks is comparatively strong on the education, skills and training domain of the indices of deprivation, the districts were both placed in the *weak education, strong adulthood* quadrant of the 2016 Social Mobility Index, so that “those from disadvantaged backgrounds do relatively badly at school but a strong labour market or low housing costs may help them convert this into good outcomes as an adult or, alternatively, be symptomatic of significant inequalities between rich and poor”. Given the very high housing costs and the discrepancy between earnings of residents and workers in Chiltern and South Bucks, it is more likely that this performance indicates significant inequalities among the districts’ community. This is reflected by the districts’ score on the education sub-domains of the indices of deprivation where only 12 of the 97 lower level output areas in Chiltern and South Bucks rank among England’s most deprived half on the adult sub-domain that rises to 22 on the children’s domain.¹²

DRAFT

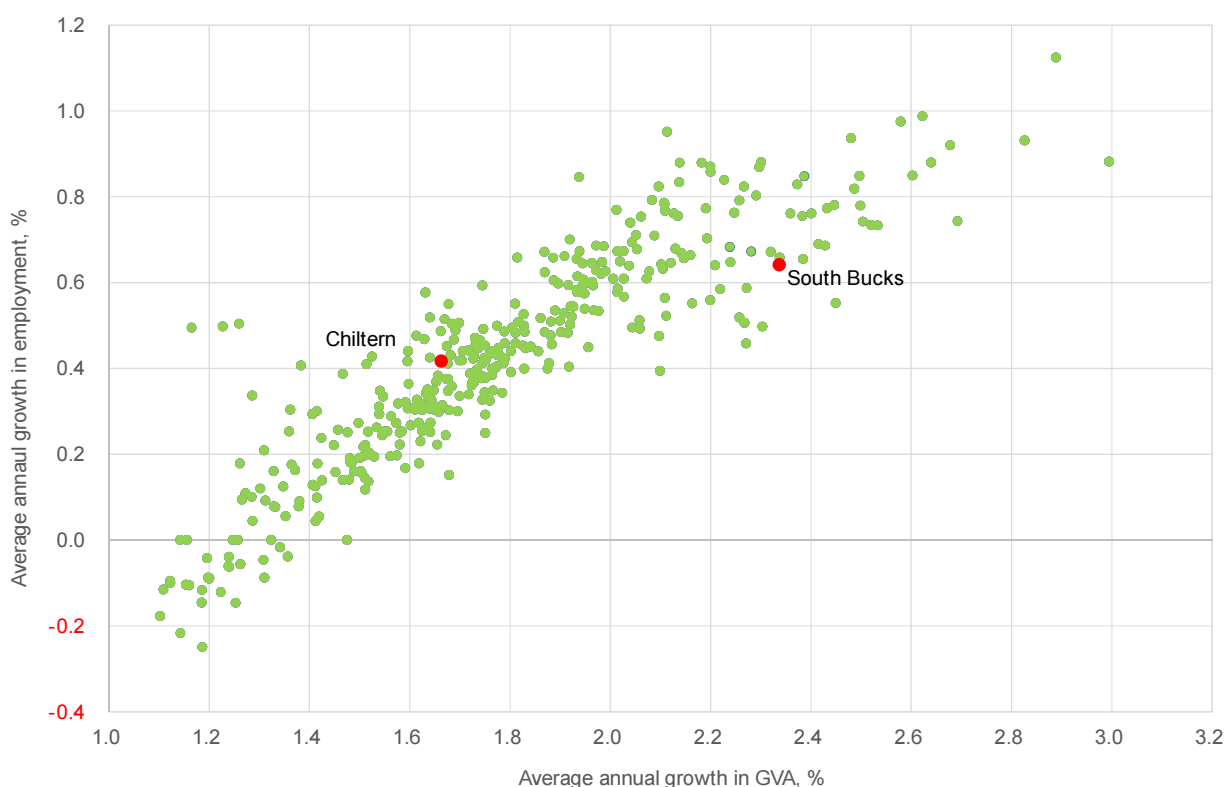
¹² See section 2.5.6 of the Indices of Deprivation Research Report for an explanation of sub-domains: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/464597/English_Indices_of_Deprivation_2015_-_Research_Report.pdf

2.10 Forecasts and projections

From 2016 to 2026 employment in Chiltern and South Bucks is forecast to increase by 0.5 per cent per annum, with output rising 2.0 per cent per annum. However, the two districts are expected to experience different trajectories, so that while in 2016 they ranked 45th and 46th among the 380 local authority districts in Great Britain for GVA per job, by 2026 South Bucks is forecast to rank 36th compared to Chiltern's 54th.

Following vote in favour of leaving the European Union in the June's referendum, economic forecasts have been downgraded. Experian's Local Market Forecast © now expects employment growth in the districts from 2016-2016 to lead to 600 fewer jobs, a reduction in growth from to 4,800 to 4,200 additional jobs.

Chart 5: Annual growth in employment and GVA 2016-2026 by local authority, %



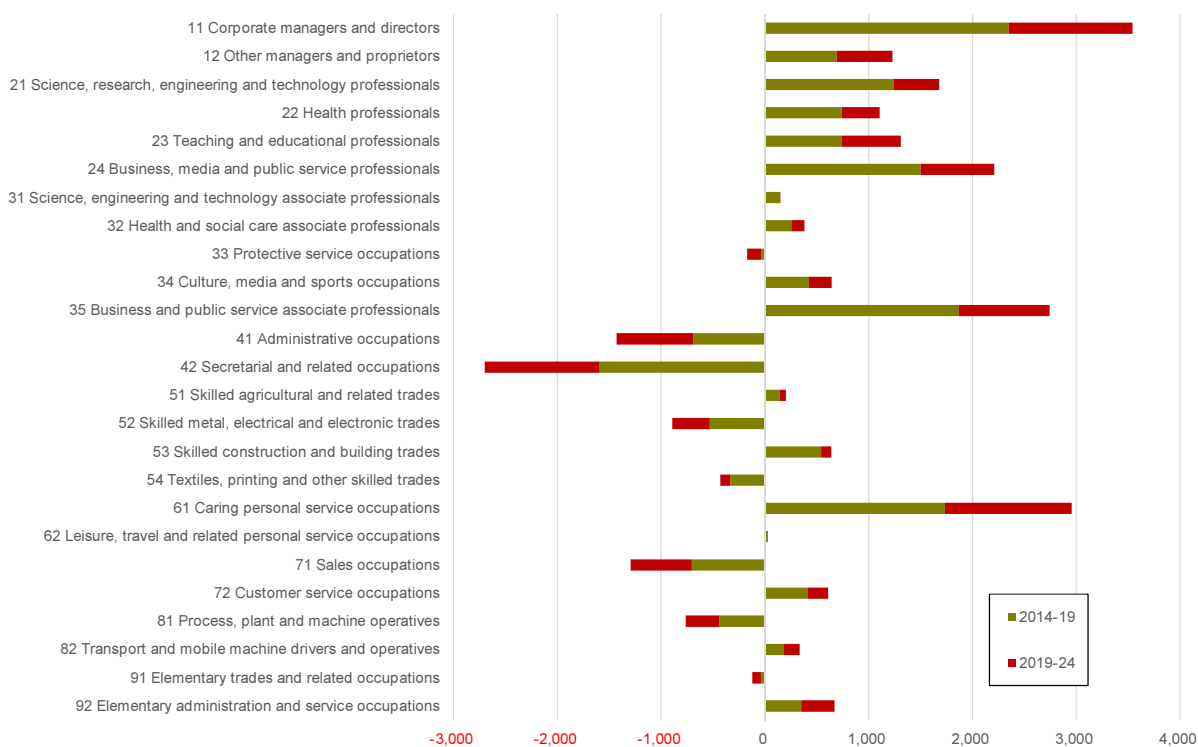
Source: Experian, Local Markets Forecast ©, September 2016

The main reason for the divergence is the forecast rate of growth is the difference in the districts' industrial structures, with South Bucks having the greater share of output in the sectors with the strongest forecast performance. In 2014, professional and other private services made up 43.0 per cent of the South Bucks economy but only 36.0 per cent of Chiltern's, with construction accounting for 7.6 and 6.6 per cent respectively, so that while the sectors' rates of growth were high in both districts South Bucks saw the greatest cumulative impact. Conversely, manufacturing made up 10.0 per cent of the Chiltern economy but only 3.5 per cent

of South Bucks' and is forecast to have one of the lowest output growth rates of any sector (0.1 per cent per annum in South Bucks and -0.1 per cent in Chiltern).

Accompanying this change in industrial structure will be changes in occupational structure. Data for Buckinghamshire, from UKCES's *Working Futures* (2016) project that the county will be employing fewer people in administrative, sales and process plant and machine operative occupations but more in all other occupations classes, notably in managerial, professional and caring occupations, with expansion demand projected to be greatest for corporate managers and directors, business and public service associate professionals and caring personal service occupations, which includes teaching assistants, nursery nurses and care workers and home carers.

Chart 6: Projected occupational change in Buckinghamshire, 2014-24



Source: UKCES, 2016

Skills shortage vacancies in Buckinghamshire in 2015 were most prevalent in skilled trade occupations (i.e. SOC 5) where the number of jobs in projected to fall in the coming years. In 2015, these roles accounted for 21 per cent of skills shortage vacancies, ahead of elementary (19 per cent) professional (18 per cent) and associate professional (16 per cent) occupations. Across the Buckinghamshire labour market 27 per cent of skills gaps (i.e. staff not being fully proficient) are caused by not being able to recruit staff with the required skills, the 12th highest share among the 39 Local Enterprise Partnerships.

The Chiltern and South Bucks economy offers highly skilled, well-paid work at a jobs density above the national and county levels despite marked out-commuting. The

area's high productivity is delivered by growing numbers of pre-dominantly small firms operating in national growth sectors. The districts' residents are highly qualified and highly entrepreneurial contributing to the districts' unemployment rate being among the lowest in the country.

Although generally prosperous, not all residents benefit from the success of the district and there is a geography of unemployment and deprivation, with some local concentrations. However, the strength of the economy, combined with its proximity and ease of access to London and the location in the Chiltern Hills Area of Outstanding Natural Beauty, contribute to Chiltern and South Bucks having some of the most expensive, and least affordable, housing in the country. The high cost of housing may deter new recruits from moving to the area, while the small firm size reduces employment opportunities, so that while the success of local schools mean very many young people go to university, the numbers starting their careers in Chiltern and South Bucks is very much lower, frustrating attempts to align labour supply and demand.

The policy challenges arising from the economic assessment are:

- Addressing localised unemployment and deprivation
- Improving poor housing affordability
- Supporting the industrial structure of the economy
- Supporting small businesses and the self employed
- Maintaining the supply of commercial property
- Provision of skills appropriate to local demand, particularly in growth sectors

3.0 Business sentiment

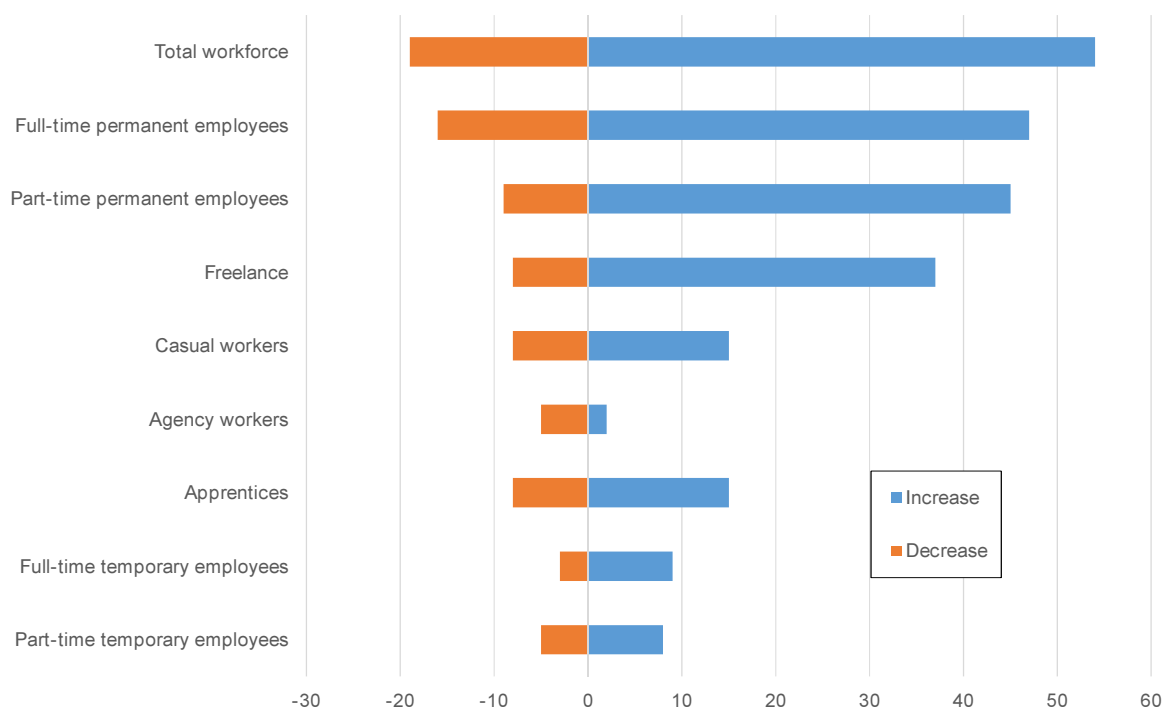
Chiltern and South Bucks is a great place to run a business. Only 8.3 per cent of businesses are dissatisfied with the districts as a business location. Of the 30.7 per cent of businesses in the districts that were looking to relocate in the next two years, 28.8 per cent wanted to stay in the districts, with a further 22.7 per cent wishing to stay in Buckinghamshire.

Businesses in Chiltern and South Bucks are ambitious, with almost three quarters (72.1 per cent) planning to increase turnover in the next year, including a quarter (25.0 per cent) planning to increase turnover by at least 20 per cent. Of those companies looking to increase turnover most rapidly, 92.6 per cent are expecting to increase staffing levels.

The districts have a small firm economy, being skewed towards the smallest micro businesses. More than a fifth of those working in Chiltern and South Bucks at the 2011 Census worked from home. The electronic survey reflected that orientation with 45.3 per cent of respondents being home-based, 36.3 per cent in rented commercial premises and 18.4 per cent being owner occupiers.

More than two thirds of home-based businesses (68.6 per cent) are expecting to increase turnover next year, with 30 per cent expecting to recruit additional staff in the next year, rising to 92 per cent of those planning turnover growth in the next year.

Chart 7: Change in numbers of staff by type in the last year



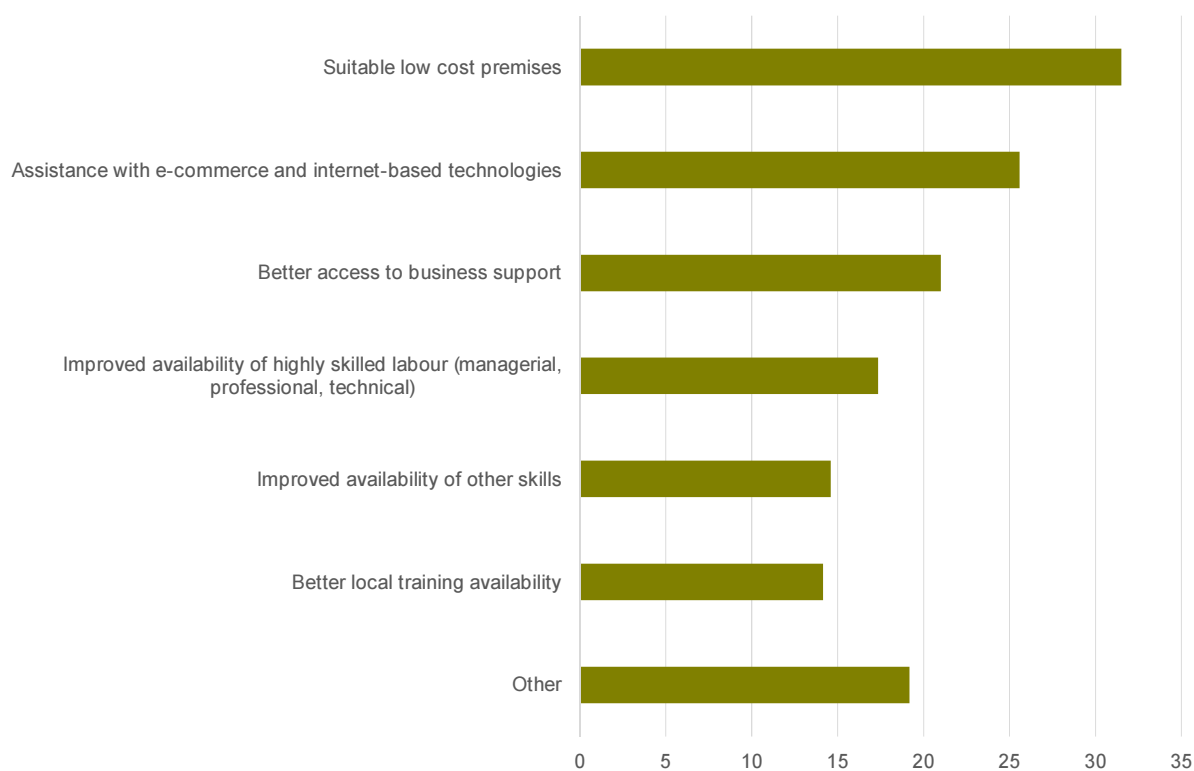
Source: Chiltern and South Bucks Survey, 2016

A shortage of suitable commercial property impacts on the success of 1 in 6 businesses in Chiltern and South Bucks (16.4 per cent), rising to more than one in three businesses looking to relocate.

Businesses expecting to relocate in the next two years were more likely to be moving to change some aspect of their business than because their lease was coming to an end. The most common reason for seeking to relocate were to secure more car parking, to find larger premises and to find cheaper accommodation. An approaching end of lease was cited in 16.7 per cent of cases.

The factors that would be significantly beneficial to business by district are presented below. In both Chiltern and South Bucks suitable low cost premises were most commonly cited ahead of assistance with e-commerce, better access to business support and the availability improved availability of skills, with higher skills more commonly cited than other skills.

Chart 8: Factors that would be beneficial to business



Source: Chiltern and South Bucks Survey, 2016

The importance of sufficient broadband speeds has long been acknowledged by Government. The 2016 Autumn Statement has allocated £740 from the new National Productivity Investment Fund to support the market to roll out full-fibre connections and future 5G communications, having previously argued in 2015's Plan for Productivity that "there are still too many businesses hampered by slow connections", pledging to "ensure superfast broadband (at least 24MBPS) is available to 95% of UK households and businesses by 2017". In Chiltern and South

Bucks more than a third of businesses do not have broadband speeds over 24MBPS. While three quarters of businesses in the districts are satisfied with their broadband speeds more than one in 20 businesses with superfast broadband find their speeds insufficient, rising to more than 1 in 5 overall.

Table 15: Broadband speed

	Slow (0-2MBPs)	Standard (2-24MBPs)	Superfast
Chiltern	15.3	48.7	36.0
South Bucks	16.3	41.9	41.8
Buckinghamshire	15.0	42.2	42.9

Source: Buckinghamshire Business Survey, 2016

Table 16: Is broadband speed sufficient by connection speed?

	No broadband		Broadband		Superfast		Don't know		All	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Buckinghamshire	22.1	77.9	77.0	23.0	92.7	7.3	84.4	15.6	75.4	24.6
Chiltern	25.7	74.3	80.4	19.6	91.9	8.1	92.0	8.0	76.2	23.8
South Bucks	31.1	68.9	80.9	19.1	93.6	6.4	78.9	21.1	78.0	22.0

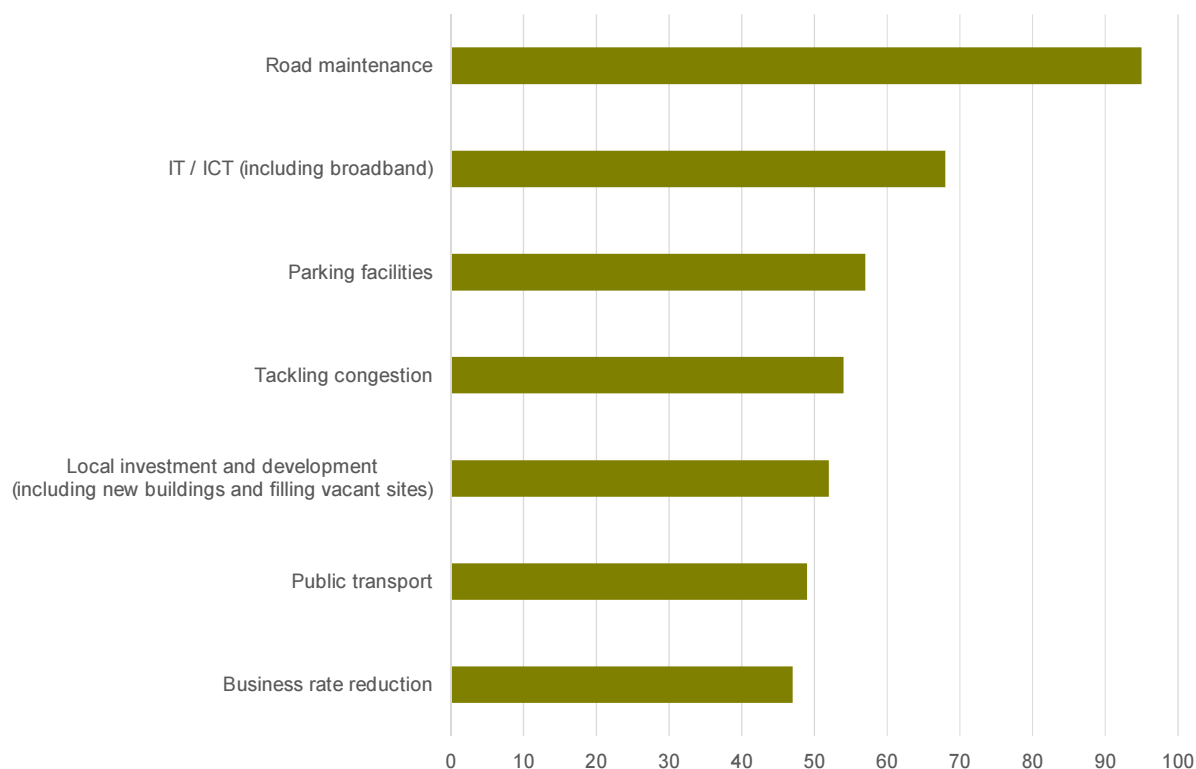
Source: Buckinghamshire Business Survey, 2016

Where businesses are looking to relocate in the next two years, almost one in five gave the need to find faster broadband as a reason for moving.

On Business Rates, although almost half of survey respondents made business rate reduction a priority for business investment, the 2016 Buckinghamshire Business Survey found that when given two statements 58.6 per cent of businesses in Chiltern and South Bucks preferred "The council should provide value for money services, whilst retaining and improving services for my business and local area, even if this means that there are small increases in business rates", with only 24.6 per cent favouring "business rates should be kept to a minimum, even if this means that less services are provided for my business and the local area, cutting front line services for my business and local people".

The priorities of businesses in Chiltern and South Bucks for public investment are set out below in chart 9.

Chart 9: Businesses priorities for public investment (% of respondents)



Source: Chiltern and South Bucks Survey, 2016

The advantages of trading in Chiltern and South Bucks are reflected by the satisfaction its businesses report with it as a location and their desire to remain and grow in the districts. However, the mix and availability of commercial property and access to broadband continue to present challenges. Although local government support for continued broadband rollout is ongoing, investment in ICT including broadband ranks behind only road maintenance as businesses' priority for public investment. Businesses are already highlighting a shortage of suitable commercial premises across the districts, with this situation likely to be exacerbated by the loss of office space, including through permitted development rights, set out in section 2.7 and the recruitment and growth ambitions of Chiltern and South Bucks businesses, particularly those currently home-based.

The policy priorities arising from engagement with business are:

- public investment in ICT including broadband
- addressing the shortage of suitable commercial premises for the districts' small and home-based businesses to grow in to premises
- facilitating recruitment to small businesses

4.0 Policy Environment

The importance of the economy is highlighted in a range of local strategies and plans, including planning documents and the Chiltern and South Bucks Joint Business Plan¹³ (2016-2020) which sets out the vision that by 2026 the districts will be: “prosperous and diverse economies that encourage local employers and small businesses so we can protect the areas’ economy for the future and achieve a better balance between the jobs available and the people to fill them”. While 2016’s Joint Community Strategy¹⁴ set out the following challenges for the economy:

- Supporting the local economy to continue to thrive and provide local jobs for local people
- Identifying workforce skills and technological resources for tomorrow’s economy and encouraging their development
- Sustainable delivery of new homes, of the right type to meet residents’ needs, and with the necessary supporting infrastructure
- Understanding and managing the impact of growth in the north of Buckinghamshire on infrastructure

These challenges are reflected in the strategic priorities to 2020 identified in Buckinghamshire Thames Valley Local Enterprise Partnership’s refreshed Strategic Economic Plan 2016-31)¹⁵:

- **Business Growth and Innovation:** strengthening the local growth hub; accelerating innovation in ambitious, growth orientated companies and priority sectors (including life science, the information economy and the creative industries); encouraging investment in key research infrastructure; providing a sustainable source of funding for business growth; enhancing entrepreneurship programmes in the skills system; encouraging peer to peer learning; markedly growing Buckinghamshire’s export performance; and promoting business resource efficiency and resilience.
- **Skills and Talent:** delivering STEAM (science, technology, engineering, arts and mathematics) inspiration activities for pre-secondary school age children and delivering business-school challenges in STEAM; encouraging business incubation in FE and HE to stimulate youth enterprise and graduate enterprise; establish enhanced workplace based qualifications; improve

¹³ <http://www.southbucks.gov.uk/CHttpHandler.ashx?id=3820&p=0>

¹⁴ <http://www.southbucks.gov.uk/CHttpHandler.ashx?id=4989&p=0>

¹⁵ <http://www.buckstvlpe.co.uk/uploads/downloads/SEP%20refresh-1.pdf>

systems to aggregate employer skills needs; and help establish new partnerships to deliver undergraduate provision in areas of skill shortages.

- **Connectivity:** making major transport infrastructure fit for economic purpose; supporting the work of the National Infrastructure Commission; recognising the importance of corridors across Buckinghamshire and into *England's Economic Heartland*; improving digital connectivity; and fixing utility constraints
- **Town Centre Regeneration:** supporting the delivery of new housing and business space; ensuring employment growth develops linked to the scale and location of planned future housing growth; stimulating sustainable, vibrant and liveable urban centres; and ensuring main urban centres include sufficient high quality green and blue infrastructure.

At the national level, Theresa May's cabinet reshuffle removed some of the political uncertainty about the UK's exit from the EU announcing in her first speech as Conservative Party leader that there would be no second EU referendum and then creating Cabinet posts in her reshuffle that reflected the intention for the UK to leave the EU. The UK's four principles and 12 priorities for negotiation have subsequently been set out¹⁶ including certainly, control of immigration, free trade with European markets and new trade agreements with other countries, ensuring Britain remains one of the best places in the world for science and innovation and delivering a "smooth, orderly Brexit".

Despite the demise of the Department for Business, Innovation and Skills, the reshuffle hinted at policy consistency for the economic development agenda by creating a Department for Business, Enterprise and Industrial Strategy, led by Greg Clark, who has set out role of the new department as being "delivering a comprehensive industrial strategy, leading government's relationship with business, furthering our world-class science base, delivering affordable, clean energy and tackling climate change".

The UK had an industrial strategy since 2012 providing a focus on 11 sectors which in turn produced their own sector specific industrial strategies. By 2016, then Business Secretary Sajid Javid¹⁷ promised that the "closed shop" approach of the 2012 industrial strategy was to be replaced with an "open door", so that although

¹⁶ <https://www.gov.uk/government/speeches/the-governments-negotiating-objectives-for-exiting-the-eu-pm-speech>

¹⁷ <https://www.gov.uk/government/speeches/manufacturing-doing-what-works>

the Government would still support the 11 sectors of the original strategy “Britain’s business leaders deserve a strategy as wide-ranging as the economy you serve so well. A strategy of deeds, not words”, before citing cuts in Corporation Tax (since accelerated), raised investment allowances and lowering the threshold for small business exemption from National Insurance. As noted in section 2.1, Chiltern and South Bucks perform well in the current industrial strategy sectors and may need to prepare for a less targeted approach to intervention.

In January 2017, the industrial strategy Green Paper was published¹⁸ with the objective to “improve living standards and economic growth by increasing productivity and driving growth across the whole country”. The Green Paper identifies *ten pillars* that reinforce each other to drive growth, arguing “an economy with more innovative start-ups will require more highly skilled people, more venture capital, and better digital infrastructure”.

From 2010 employment in the UK has steadily risen, reaching first an absolute all-time high, subsequently reaching a record share of the working age population. However, productivity growth has been much slower, so that while total output (GDP) joins employment at a record high, GDP per capita (constant prices) is almost unchanged since the pre-recession high in Q4 2007.

Accordingly the emphasis in central Government economic plans has shifted from “achieving strong, sustainable and balanced growth that is more evenly shared across the country and between industries” in 2011’s Plan for Growth to acknowledging that compared to employment “productivity is the more essential ingredient” in 2015’s *Plan for Productivity* that focused on raising the UK’s performance and closing the gap in productivity between the UK and the other G7 economies and retained in the Industrial Strategy Green Paper. The Plan for Productivity contained two sections:

- **Long-term investment**, which stresses the role of investment in raising productivity through investing in equipment and physical infrastructure but also the development of human and intellectual capital.
- **Dynamic economy**, concerning the matching of skills, technology and machine to their best use. The section includes lessening the constraints placed on the economy by the “delay and inflexibility” of the planning system, raising exports and making sure it is “easy to start a business, that

¹⁸ <https://www.gov.uk/government/consultations/building-our-industrial-strategy>

the best new businesses can scale up rapidly, and they can fulfil their long term potential”

However, the Plan for Productivity also stated “cities are the driving force of the economy” before going on to note “it is important that all areas of the economy contribute to, and benefit from, productivity growth”. Launched with *Fixing the Foundations* was the Government’s 10 point plan for raising rural productivity¹⁹.

The 2016 Autumn Statement²⁰ retained the emphasis on productivity, most notably through the launch of the National Productivity Investment Fund. However the emphasis on major cities is less explicit, despite retaining a focus on regional rebalancing and retaining references to the *Northern Powerhouse* and *Midlands Engine* and offering larger per capita allocations to areas outside the Greater South East from the Local Growth Fund.

The Industrial Strategy White Paper includes *cultivating world leading sectors* and *driving growth across the whole country* among its pillars. While the Green Paper further reduces the emphasis on cities noting challenges extend to towns and rural areas reflecting on connectivity, skills, R&D expenditure and local institutional leadership, it retains a sector focus with Chiltern and South Bucks’ strength featuring prominently. Reviews of the UK’s creative and life science industries are to be launched ahead of *sector deals*, drafted by businesses to “enhance their competitiveness as a sector”.

The Autumn Statement also offered further business rate relief, while moving to local business rate retention remains an objective for Government. The motivation to build the districts’ business rate base may depend on the details of 100 per cent business rate retention and the extent to which that relates to retention within the sector rather than within the billing authority. However, the Industrial Strategy’s support for businesses focuses on scale ups, suggesting measures to improve access to finance, to ensure the uptake of new technology and digital processes and to build networks.

¹⁹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/454866/10-point-plan-rural-productivity-pb14335.pdf

²⁰ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/571559/autumn_statement_2016_web.pdf

5.0 SWOT

5.1 Strengths

Chiltern and South Bucks has one of the most productive economies in the country, where highly qualified workers are well remunerated for working in growing sectors. The districts combine good quality of life and low deprivation with excellent communications with ready access to national road and rail services.

The districts enjoy very high levels of entrepreneurship combined with large, well known employers that make a significant contribution to the growth sectors identified by the Government and the Buckinghamshire Thames Valley Local Enterprise Partnership.

Chiltern and South Bucks have proved themselves to be comparatively resilient economies, exhibiting some of the highest levels of growth seen in the UK since 2008's recession in output, business population and employment.

5.2 Weaknesses

The gap between residence and work place based earnings is large, albeit closing, causing local inequality and contributing to the comparative shortage of young people in the local economy. The economy is skewed towards very small firms reducing the availability of employee jobs and towards service jobs in the private sector increasing exposure to market downturns in those parts of the economy.

Despite the prosperity of Chiltern and South Bucks housing affordability is among the lowest in the country and worsening. Population rises are expected to outstrip housing supply.

Commercial property across the districts is ageing and does not neatly map to demand, particularly for small and start-up businesses, while commercial rents may be too low to either support speculative development or dissuade changes of use for existing commercial stock to residential, threatening economic vibrancy. There is a lack of land with development potential for period to 2036.

5.3 Opportunities

If HS2 goes ahead the project will provide contracting and service opportunities for local businesses during the construction phase. The construction of Crossrail and the third runway at Heathrow offer both short and long term opportunities as the local economic geography changes.

The Government's emerging Industrial Strategy may favour sectors with a strong footprint in the districts.

The new joint Local Plan offers an opportunity to bring forward sites for employment generating use and safeguard the economic vibrancy of the districts.

The districts have a strong and established tourism offer, particularly for the Chilterns, however the potential exists to convert day trips into longer stays giving additional exposure to the wider sector.

5.4 Threats

The high and rising cost of residential property may become a disincentive to companies to locate in the districts, frustrating attempts of local businesses to recruit. For commercial property, the conversion of floorspace to residential uses further erodes the choice of premises available in the districts. Recruitment difficulties may be compounded by the loss of large numbers of the highest achieving young people after Key Stage 5 combined with high levels of education deprivation for young people across the districts.

A lack of good quality, mid-sized commercial premises prevent expanding businesses from remaining in the districts.

The loss of employment space in town centres reduces the space available to businesses and allows retail expenditure to leak out of the centres and potentially out of the districts entirely.

Poor public transport and slow broadband speeds frustrate the development of the rural economy.

Strengths	Weaknesses
<p>Productivity</p> <p>Skilled workforce</p> <p>Communications</p> <p>Industrial structure skewed to growth sectors</p> <p>Low deprivation</p> <p>Natural environment</p> <p>Resilience</p> <p>Business support infrastructure</p>	<p>Unbalanced industrial structure</p> <p>Lack of young people / ageing population</p> <p>Significant inequality</p> <p>Housing affordability</p> <p>Quality and choice of commercial property</p> <p>Price of commercial property</p>
Opportunities	Threats
<p>HS2 contracting</p> <p>Heathrow third runway – housing displaced business and future economic geography</p> <p>Industrial strategy</p> <p>Strong presence in growth sectors</p> <p>New Local Plan</p> <p>Priorities set out in the forthcoming Industrial Strategy</p>	<p>Diminishing employment floor space</p> <p>Cost of living high and rising</p> <p>Low value added to young people in deprived areas</p> <p>Labour market shortages</p> <p>Broadband coverage and speeds</p>

6.0 Strategic Economic Objectives and Action Plan

The Chiltern and South Bucks Economic Development Strategy share the vision of the districts' Joint Business Plan, that by 2026 the districts will be "prosperous and diverse economies that encourage local employers and small businesses". Through achieving this the Councils can "protect the areas' economy for the future and achieve a better balance between the jobs available and the people to fill them", while also addressing the Joint Community Plan aspiration of "supporting the local economy to continue to thrive and provide local jobs for local people".

The actions are split by the following strategic objectives:

- 1) Connectivity
- 2) Enterprise and business growth
- 3) Space for business
- 4) Skills and employability
- 5) Tourism and town centres
- 6) Monitoring and review

6.1 Connectivity

As well as helping to raise productivity, digital technology enables new ways of working, relieving pressure on employment space. Road and rail connectivity improves the economic geography of Chiltern and South Bucks. Investment in ICT including broadband was named as the top priority for investment by more businesses than any other issue in the Economic Development Strategy Survey, while across Chiltern and South Bucks more than a third of businesses do not have broadband speeds over 24MBPS.

- Broadband investment: continued investment in broadband with a focus on business premises
- Wireless / 5G investment: ensure essential outdoor mobile services – such as basic talk, text and data - are available throughout the districts²¹

²¹ See National Infrastructure Commission, Connected Future (2016) on 5G telecommunication technology https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/577906/CONNECTED_FUTURE_ACCESSIBLE.pdf

- Transport: lobbying for enhancement and maintenance of the strategic road network
- Support the improvement of north-south connectivity within Buckinghamshire to provide access to the opportunities for economic growth associated with housing growth and planned infrastructure improvements (including East West Rail and the Oxford Cambridge Expressway)²²

6.2 Enterprise and business growth

Chiltern and South Bucks are among the most entrepreneurial places in the country delivering high productivity. However, the districts have a comparatively high share of home based businesses and the shares of business stock with five or more employees are among the lowest in Great Britain. Growing businesses to become employers and relocate to commercial premises can help Chiltern and South Bucks businesses *scale up*²³.

- Business support: provision / promotion of business support activities to help businesses and aspiring businesses to grow and prosper. To include networking, training and signposting
- Incubation space: provision / promotion of incubation space for growing businesses
- Ensure public sector procurement opportunities are made available to local businesses
- Promote sectors where Chiltern and South Bucks have strengths in nationally significant sectors to ensure the districts are not overlooked as the Industrial Strategy develops and associated resources can be used to benefit the local economy
- Promote / provide finance for businesses, particularly those with high growth potential
- Maintain dialogue with large employers

²² See for example paragraph 3.16 of the 2016 Autumn Statement:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/571559/autumn_statement_2016_web.pdf

²³ For a comparison of *Initial Scaling* and *Stepping Up* see ERC's Growth Dashboard (2016):
<http://www.enterpriseresearch.ac.uk/wp-content/uploads/2016/11/ERC-UK-Local-Growth-Dashboard-FINAL.pdf> and see Theresa May's 2016 speech to CBI for the importance of Scale Ups:
<https://www.gov.uk/government/speeches/cbi-annual-conference-2016-prime-ministers-speech>

6.3 Space for business

Employment floorspace in Chiltern and South Bucks does not match demand and is under pressure from conversion to residential use. In the six years to 2015/16, South Bucks' employment floorspace fell by 16,000m² (2.6 per cent), including a 13,000m² (8.4 per cent) fall in office space, both among the largest falls across the UK. The districts must be able to meet the demand of small businesses and provide opportunities for them to grow and move into suitable, high quality space.

- Planning for a portfolio of premises to meet the current and future needs of businesses by size and sector, including changes brought about by the advance of the *digital* industries and facilitating the co-location of complementary small scale commercial activity
- Provide or plan for smaller office units of up to 400m²
- Promote or bring forward prestigious offices for head office functions and to attract businesses displaced by Heathrow expansion
- Promote the efficient use of employment land and buildings, enabling new ways of working, supporting the use of new technologies and promoting developments that build on the strengths of the local economy.
- Promote / provide inward investment to make the most of the local connectivity, to supplement enterprise driven employment growth and widen the range of jobs available locally
- Promotion of live work units
- Protect the natural environment and landscape

6.4 Skills and employability

While Chiltern and South Bucks residents have some of the highest levels of educational attainment in the country and, as part of Buckinghamshire, see the highest share of young people attend Russell Group universities after Key Stage 5, education deprivation for young people persists in parts of the district. Businesses report recruitment difficulties.

- Provide / support services that forge links between employers and educators, in order to enable young people to become more work ready through greater employer involvement and to ensure they gain the right skills for the local growth sectors

- Provide / support services that directly connect local businesses and young people in work experience and apprenticeship opportunities, as well as full and part-time employment
- Promotion of apprenticeships and vocation routes to employment
- Promotion of youth enterprise as a route into employment
- Provision / support schemes to help older workers remain economically active

6.5 Tourism and town centres

Although Chiltern and South Bucks already attract significant numbers of visitors, day trips are comparatively rarely converted into overnight stays. Longer stays generate markedly higher spending helping to raise employment in the sector. Town centres must continue to be vibrant and liveable places to maintain the quality of life offered by Chiltern and South Bucks and ensure their attractiveness as destinations and places to live are maintained.

- Promotion / support for tourism uses in rural areas to help convert day visits to overnight stays, with the associated uplift in local spending.
- Enhance the competitiveness and vitality of town centres so they continue and develop as places of employment and commerce with a varied retail offer complementing their leisure and recreation and cultural offers
- Support for tourism businesses to recruit and grow, providing jobs well aligned with local labour supply.

6.6 Monitoring and review

Ongoing measurement of the economy's performance against the strategic objectives. Including metrics such as claimant count and job openings, jobs density, growth in employment floorspace, educational attainment, business rates collected and planning permissions for housing and commercial development.

- Progress against these strategic objectives to be periodically measured and presented for discussion.

SUBJECT:	To extend the Head of Environment's delegated powers under the Scheme of Delegation to Officers
REPORT OF:	<i>Councillor Mike Smith</i>
RESPONSIBLE OFFICER	<i>Mr Chris Marchant Head of Environment</i>
REPORT AUTHOR	<i>Mr Chris Marchant Head of Environment</i>
WARD/S AFFECTED	<i>All</i>

1. Purpose of Report

To extend the Head of Environment's delegated powers under the Scheme of Delegations to further streamline the management of landlord and tenant matters.

RECOMMENDATION

That the Cabinet agree to extend the Head of Environment's delegated powers to include authority to grant leases or tenancies of no more than 7 years (with security excluded) or take on leases of no more than 7 years or to terminate a lease or tenancy granted by the Council.

2. Reasons for Recommendations

The Head of Environment does not have any delegated authority to take a short lease or tenancy or to terminate a lease or tenancy against tenants who are, for example, in rent arrears or otherwise in breach of the terms of their tenancy. The ability, in particular, to bring about the termination of a tenancy is an integral part of good estate management practice. Cases would be dealt within in consultation with the Head of Finance and Head of Legal Services.

3. Content of Report

The Cabinet has already given delegated authority to the Head of Environment to grant leases and licences at the London Road Depot as part of the Council Constitution. This delegation was extended in May 2014 to the whole of the Council's property portfolio and has been used successfully for over a decade. The delegation is currently worded as follows:

"Responsibility for the day to day management control and maintenance of the Council's property portfolio for the grant of short term tenancies including licences and non protected leases of no more than 7 years in length with an annual rent of no more than £35,000 per annum, for the use and occupation of land and buildings subject to the consideration for such licences or leases being assessed by a qualified Valuer."

To extend this to include the ability to take on leases or to instigate termination would assist with the overall efficiency of the Head of Environment's property and estate management functions.

The intention in relation to termination is for authority to be given by the Cabinet to the Head of Environment across the Council's property portfolio but it is only expected to be exercised when tenants are in persistent and long term (over a period of in excess of 6 months) rent arrears and in consultation with the Head of Legal Services and the Head of Finance.

Extending the Officers scheme of delegation as set out above would:

1. ultimately streamline the process and reduce the volume of minor Landlord & Tenant matters for Cabinet consideration
2. enable Officers to deal with tenants who are persistent late payers in a more timely manner
3. permit the Head of Environment to instruct Legal on credit control matters involving the Council's tenants.

4. Consultation

The Head of Legal Services and the Head of Finance have been consulted as part of this suggested extension of delegated powers. Neither raised any objections or concerns about this change to the Head of Environment's scheme of delegation.

5. Options

1. Do nothing- leave the Head of Environment's scheme of delegations unchanged. Each case for non-payment of rent where forfeiture is the only option would need to be considered by Cabinet on a case by case basis.
2. Agree to this extension to the scheme of delegations for the Head of Environment.

7. Corporate Implications

Objective 1.(E) Specifically to maximise the potential the of the Council's property assets and implement Strategic Asset Management Planning.

3.1 Financial –

Best use of the Council's assets

8. Links to Council Policy Objectives

If the Head of Environment's scheme of delegations is extended to include forfeiture proceedings this would assist with the management of the Council's property assets.

9. Next Step

If Cabinet approval is forthcoming Officers will have ability to instigate forfeiture of a tenancy in cases of non-payment of rent and persistent rent arrears. This will be on a case by case basis in consultation with Finance and Legal Services.

Background	None
Papers:	

SUBJECT:	<i>Buckinghamshire Armed Forces Covenant</i>
REPORT OF:	<i>Councillor Graham Harris – Cabinet Member for Community, Health & Housing</i>
RESPONSIBLE OFFICER	<i>Martin Holt</i>
REPORT AUTHORS	<i>Paul Nanji 01494 732110 pnanji@chiltern.gov.uk</i>
WARD/S AFFECTED	<i>All</i>

1. Purpose of Report

To inform members on the Armed Forces Covenant and Action Plan

RECOMMENDATION

That Cabinet recommend to Council to adopt the *Buckinghamshire Armed Forces Covenant and associated 2016/2017 action plan*.

2. Reasons for Recommendations

2.1 The Armed Forces Community Covenant plays an important role in bringing together the wider community and armed forces personnel and their families. This plays an important role in helping reduce social isolation, improving health & wellbeing and facilitating education and employment opportunities.

2.2 Chiltern District Council is a member of the Buckinghamshire Armed Forces Community Covenant group and works closely with the armed forces community supporting a range of initiatives including:

- Improving access for children of service personnel to schools and other community based social and sporting activities;
- Improving employment opportunities by matching armed forces skills to their civilian counterparts and providing links between employers and ex-service personnel;
- Improving understanding and awareness of historic conflicts that help bring together different generations and share knowledge.

3. Background

3.1 The Armed Forces Community Covenant was published by government in May 2011 and whilst not a formal legal document its key principles have been enshrined in law through the 2011 Armed Forces Act. The legislation obliges the Defence Secretary to

report annually on progress made by the government in honouring the covenant. It is a voluntary statement of mutual support between civilians and the armed forces within local communities that encourages mutual understanding and brings the two parties together. Every local authority in Great Britain has now signed a Covenant.

The aims are to:

- encourage local communities to support the armed forces community and to nurture understanding and awareness among the public of issues affecting the armed forces community
- recognise and remember the sacrifices made by the armed forces community;
- encourage activities which help to integrate the armed forces community into local life
- encourage the armed forces community to help and support the wider community, whether through participation in events and joint projects, or other forms of engagement

3.2 Covenants in each community are specific to local needs and the scheme recognises that one size does not fit all. Consequently, the nature of the support offered locally will be determined by both need and capacity of each local authority area.

3.3 On the 5th July 2012 the Buckinghamshire Armed Forces Covenant (See Appendix 1) was signed by the County Council, all four district councils, NHS Buckinghamshire, the Clinical Commissioning Groups, Thames Valley Police, Bucks Fire and Rescue, Thames Valley Probation, Job Centre Plus, Community Impact Bucks, representatives of the Armed Forces Charities, representatives of local charities the business community and the armed forces community. All signatories agreed to work and act together to honour the Covenant. (Appendix 1)

4. Content of Report

4.1 Adopting the Buckinghamshire *Armed Forces Covenant formally* demonstrates the Council's support and commitment to strengthen its link between the community and armed forces personnel, their families and veterans.

4.2 The 2016/2017 Buckinghamshire Armed Forces Covenant Action Plan (Appendix 2) details various projects and initiatives that Chiltern District Council in association with other partners is supporting. These include being an active representative at the covenant's forum group meetings and working collaboratively with member organisations to bring military personnel and their families closer to the communities they live within.

- 4.3 Practical examples include supporting local town and parish councils and community groups to promote and organise World War One centenary events to commemorate battles and other significant events including the Gallipoli campaign April 2015, Battle of the Somme July 1st 2016, Battle of Jutland May 31st 2017 and Armistice Day November 11th 2018.
- 4.4 The Council's personnel committee now advertises vacancies on the Jobs4reservists website and Career Transitions Partnership, where appropriate. The Council is also working towards Bronze level status in the Defence Employer Recognition Scheme which includes promoting being armed forces-friendly and open to employing reservists, armed forces veterans (including the wounded, injured and sick), cadet instructors and military spouses/partners.
- 4.5 The four district councils housing teams are working collaboratively to support ex-service personnel address their housing issues. A positive example includes ex-service personnel (i.e. those who served within the last 5 years) being exempt from the qualification requirements that apply to our social housing waiting lists and are free to register.
- 4.6 The Council also helps enable armed forces personnel access local universal local services such as youth clubs and play schemes for their children and other community groups including sports clubs and social activities.

5. Corporate Implications

5.1 Financial

There are no additional resources associated with supporting the Buckinghamshire Armed Forces Covenant and all projects will be undertaken within existing budgets.

5.2 Environmental

Many events and activities organised through the *Covenant will utilise open space and increase awareness of the local countryside.*

5.3 Equalities

Buckinghamshire *Armed Forces Covenant* directly supports a diverse range of community projects and proactively enables armed forces personnel and their family's access local services.

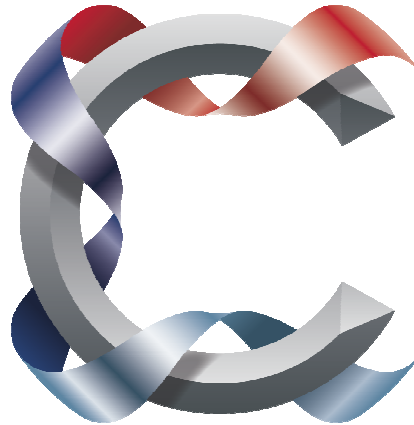
6. Links to Council Objectives

- Work towards safe, healthy and cohesive communities.

7. Next Steps

7.1 Feedback from the Communities PAG will help inform Cabinet's decision to formally adopt Buckinghamshire *Armed Forces Covenant*.

APPENDIX 1



Community Covenant

AN ARMED FORCES COMMUNITY COVENANT

BETWEEN

Buckinghamshire County Council, the District Councils of Buckinghamshire, NHS Buckinghamshire, Clinical Commissioning Groups, Thames Valley Police, Bucks Fire, Thames Valley Probation, Community Impact Bucks, representatives of the Armed Forces Charities, representatives of Buckinghamshire based charities and the business community of Buckinghamshire

AND

The Armed Forces Community in Buckinghamshire

**We, the undersigned, agree to work and act together to
honour the Armed Forces Community Covenant**

5th July 2012

Signatories

<p>Cllr Marion Clayton Chairman Buckinghamshire County Council Armed Forces Champion</p>	<p>Brigadier Neil Baverstock OBE MA Signed on behalf of the Army</p>
<p>Martin Tett Leader Buckinghamshire County Council</p>	<p>Commodore Martin Atherton Signed on behalf of the Royal Navy</p>
<p>Group Captain Mark Heffron Signed on behalf of RAF High Wycombe</p>	<p>Group Captain Christina Elliot Signed on behalf of RAF Halton</p>
<p>Cllr John Warder Chairman Signed on behalf of: Chiltern District Council</p>	<p>Cllr Derek Isham Chairman Signed on behalf of: Aylesbury District Council</p>

<p>Cllr Wendy Mallen Chairman Signed on behalf of: Wycombe District Council</p>	<p>Cllr Alan Walters Chairman Signed on behalf of: South Bucks District Council</p>
<p>Fred Hucker Chair, NHS Buckinghamshire and Oxfordshire Cluster Signed on behalf of: NHS Buckinghamshire</p>	<p>David Hill Chief Executive Signed on behalf of: Milton Keynes Council</p>
<p>Oliver Wright Chief Inspector Signed on behalf of: Thames Valley Police</p>	<p>Dr Graham Jackson GP Chair of Aylesbury Vale Clinical Commissioning Group Signed on behalf of the Buckinghamshire Clinical Commissioning Groups</p>
<p>Sue Cooke Director for Bucks Signed on behalf of: Thames Valley Probation</p>	<p>Dennis O'Driscoll Area Manager for Buckinghamshire Signed on behalf of: Bucks Fire & Rescue</p>

Alex Pratt Chairman, Bucks Business First Signed on behalf of: The Business Community	Mike Barry Buckinghamshire County Chairman Signed on behalf of the Royal British Legion
John Stevens Branch Chairman Signed on behalf of: SSAFA Forces Help Buckinghamshire	Martine Bantick Customer Service Operations Manager Signed on behalf of Jobcentre Plus
Professor Peter Thomas MBE Chairman Signed on behalf of the Bucks & Milton Keynes Sports Board	Barry Clarke Vice Chairman Signed on behalf of: Community Impact Bucks
Ken Birkby	Richard Dickson

<p>Chairman Signed on behalf of: Action4Youth</p>	<p>Development Director Signed on behalf of Bucks Community Foundation</p>
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Other Signatories

SECTION 1: PARTICIPANTS

This Armed Forces Community Covenant is made between:

The serving, reservists and former members of the Armed Forces and their families working and residing in Buckinghamshire

- And Buckinghamshire County Council
- And Aylesbury District Council
- And Chiltern District Council
- And South Bucks District Council
- And Wycombe District Council
- And Milton Keynes Council
- And NHS Buckinghamshire
- And Clinical Commissioning Groups
- And Thames Valley Police
- And Bucks Fire & Rescue
- And Thames Valley Probation
- And Buckinghamshire Business First
- And Jobcentre Plus
- And Royal British Legion
- And SSAFA Forces Help
- And Community Impact Bucks
- And Bucks & Milton Keynes Sports Board
- And Bucks Community Foundation
- And Action4Youth

SECTION 2: PRINCIPLES OF THE ARMED FORCES COMMUNITY COVENANT

2.1 The Armed Forces Community Covenant is a voluntary statement of mutual support between a civilian community and its local Armed Forces Community. It is intended to complement the Armed Forces Covenant, which outlines the moral obligation between the Nation, the Government and the Armed Forces, at the local level including the military charity sector.

2.2 The purpose of this Community Covenant is to encourage support for the Armed Forces Community working and residing in Buckinghamshire and to recognise and remember the sacrifices made by members of this Armed Forces Community, particularly those who have given the most. This includes in-Service and ex-Service personnel their families and widow(er)s in Buckinghamshire.

2.3 For Buckinghamshire County Council and partner organisations, the Community Covenant presents an opportunity to bring their knowledge, experience and expertise to bear on the provision of help and advice to members of the Armed Forces Community. It also presents an opportunity to build upon existing good work of other initiatives.

2.4 For the Armed Forces community, the Community Covenant encourages the integration of Service life into civilian life and encourages members of the Armed Forces to help their local community.

SECTION 3: OBJECTIVES AND GENERAL INTENTIONS

Aims of the Community Covenant

3.1 It aims to encourage all parties within a community to offer support to the local Armed Forces community and make it easier for Service personnel, families and veterans to access the help and support available from the MOD, from statutory providers and from the Charitable and Voluntary Sector. These organisations already work together in partnership at local level.

3.2 The scheme is intended to be a two-way arrangement and the Armed Forces community are encouraged to do as much as they can to support their community and promote activity which integrates the Service community into civilian life.

SECTION 4: ARMED FORCES COMMUNITY IN BUCKINGHAMSHIRE

Buckinghamshire has enduring links with the RAF with RAF High Wycombe and RAF Halton. It is also the home of the Defence School of Languages in Beaconsfield (DSL) and a significant reserve, primarily 7 Rifles as well as the Army Cadet Force, Air Training Corps and Sea Cadet Corps. There are also a substantial number of veterans and their families living throughout the County.

SECTION 5: MEASURES

The Community Covenant provides the opportunity to work more strategically and collaboratively with the armed forces community. This work will be driven through the Community Covenant action plan and monitored through the Bucks Network.

The action plan has been crafted around the six strategic themes of the Community Covenant and delivers measurable outcomes. The signatories of this covenant and their representatives agree to take a joint and collaborative approach to achieve the general aims identified in the Community Covenant action plan, as it changes to meet new priorities.

THE ARMED FORCES COVENANT

An Enduring Covenant Between

The People of the United Kingdom
Her Majesty's Government

– and –

All those who serve or have served in the
Armed Forces of the Crown

and their Families

The first duty of Government is the defence of the realm. Our Armed Forces fulfil that responsibility on behalf of the Government, sacrificing some civilian freedoms, facing danger and, sometimes, suffering serious injury or death as a result of their duty. Families also play a vital role in supporting the operational effectiveness of our Armed Forces. In return, the whole nation has a moral obligation to the members of the Naval Service, the Army and the Royal Air Force, together with their families. They deserve our respect and support, and fair treatment.

Those who serve in the Armed Forces, whether Regular or Reserve, those who have served in the past, and their families, should face no disadvantage compared to other citizens in the provision of public and commercial services. Special consideration is appropriate in some cases, especially for those who have given most such as the injured and the bereaved.

This obligation involves the whole of society: it includes voluntary and charitable bodies, private organisations, and the actions of individuals in supporting the Armed Forces. Recognising those who have performed military duty unites the country and demonstrates the value of their contribution.

This has no greater expression than in upholding this Covenant.

Appendix 2

Buckinghamshire Armed Forces Community Covenant 2016/17

The Context

Buckinghamshire's population is presently estimated at 517,000 and there are estimated to be 4,000 regular military personnel serving at the two RAF stations in the county¹. This has resulted in there being a concentration of residents with links to the armed forces in Halton (Aylesbury HP22 5PG), Naphill (High Wycombe HP14 4UE) and the surrounding areas.

BUCKINGHAMSHIRE COVENANT ACTION PLAN

- Armed Forces Community Covenant key objectives: RECOGNISE, REMEMBER, INTEGRATE and SUPPORT.
- Armed Forces community comprises serving personnel (both Regular and Reservist) and their dependents; and Veterans and their dependents.

Work Strand Themes:

1. Health and Wellbeing: page 2
2. Education and Children and Young People: page 4
3. Economy and Skills: page 11
4. Environment and Communities: page 12
5. Recognise and Remember: page 13

¹ "Buckinghamshire has always had strong links with the Armed Forces; the 2 RAF stations at Halton and Wycombe. There are 4000 regular military personnel serving at the stations in Buckinghamshire"
<https://www.buckscc.gov.uk/media/2844068/Armed-Forces-2-Year-Report.pdf>

HEALTH AND WELLBEING (No changes made)				
Ser (a)	Outcome (b)	Measure of Effect (c)	Responsibility (d)	Current Status (e)
H1	Identify and respond to opportunities to improve monitoring of veteran status in local health services and work to improve the understanding of the health and wellbeing needs of the service personnel population in Bucks including families, veterans and reservists.	<p>Armed Forces Health and Wellbeing Forum identifies key opportunities.</p> <p>Data from current services who are monitoring is analysed and incorporated into the JSNA.</p> <p>Work undertaken with the CCG's to explore the potential of increasing monitoring of veteran status in primary care</p>	BCC - Public Health NHS Bucks/Clinical Commissioning Groups/ Healthcare Providers	<p>Drug and alcohol services are already monitoring and have provided data.</p> <p>Some mental health services are already monitoring and Oxford Health are exploring the potential to expand this as part of a new IT programme.</p> <p>Meeting is being established between CCG's, Public Health and local Defence Medical Services to consider a pilot project in primary care.</p> <p>Exploring the possibility of identifying a GP practice that might pilot some activity – perhaps one of the ones close to the RAF stations.</p> <p>Look to widen the remit of the armed forces health and wellbeing forum to include more general wellbeing factors.</p>
H2	Ensure that opportunities to promote the health and wellbeing of military staff and their families are considered in multi-agency prevention work programmes and that RAF Medical and Welfare staff are supported as necessary with	Provision of appropriate community programmes such as smoking cessation and chlamydia screening is linked	BCC – Public Health CCG's Defence Medical Service RAF Welfare Services	<p>There are existing links on some programme e.g. chlamydia screening.</p> <p>Support and materials has been provided for healthy living events run for military personnel and their families.</p>

	<p>events and programmes Continue to run health and lifestyle events at the bases based</p>	<p>to RAF stations as required</p> <p>RAF stations report receiving adequate support when requested.</p> <p>Relevant multi-agency strategies and action plans make reference to local armed forces.</p>		
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EDUCATION, CHILDREN AND YOUNG PEOPLE (Updated for consideration)				
Ser (a)	Outcome (b)	Measure of Effect (c)	Responsibility (d)	Current Status (e)
ED1	To work with schools to maximise the value of the Service Pupil Premium by encouraging registration of Service children and promoting best practice in utilisation of SPP as part of Pupil Premium funding.	Schools report on the use of Pupil Premium on their website and a focus for all Ofsted Inspections. This is inclusive of the Service Pupil Premium, however there is no statutory obligation to report on SPP as a discrete strand of funding.	Bucks County Council/Armed Forces/Schools	<p>Eligibility for Pupil Premium</p> <p>Schools The Service Pupil Premium is provided by the Department for Education, to State maintained schools, Free schools and Academies in England who have children of Regular Armed Forces personnel among their pupil population (Reception to Year 11) to provide additional (mainly pastoral) support outside the school curriculum.</p> <p>Parents of these children are encouraged to ensure that the Head Teacher of their child(ren)'s school is made aware of their Service status prior to the Spring School Census which is conducted on the third Thursday in January each year so that the school becomes eligible to receive the additional funding.</p> <p>The Premium is currently £300 per Service pupil and is paid directly to schools.</p> <p>The information recorded by schools regarding Service status is protected and the data regarding individual children is not shared outside the school.</p> <p>For more information on eligibility please see: www.gov.uk/service-premium-information-for-schools</p>

				<p>Early Years settings</p> <p>BCC Early Years and Childcare Commissioning reviewed the support and use of funding available to all Early Years settings providers with Service children in 2016.</p> <p>BCC provides a non-statutory payment of 0.5% of the SPP to all Early Years settings providers with Service children. This will be reviewed annually.</p> <p><i>Jane Nichols at BCC is contact for this.</i></p> <p>Local actions</p> <ul style="list-style-type: none"> • Registering the child/children with the school as a Service pupil has been widely publicised to schools via School Bulletin and Governor Times, and to parents/carers via the BFIS web site, Twitter and posted on those Facebook groups that are Service related. • BCC employs School Liaison Officers covering Aylesbury Vale, Chiltern & South Bucks and Wycombe areas. The head teacher liaison groups they facilitate enable head teachers to share successful practice and policy and collaborate to address shared priorities. These groups have been used to disseminate information pertaining to schools with pupils qualifying for the SPP.
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				<ul style="list-style-type: none"> Buckinghamshire Learning Trust (BLT) is commissioned by BCC to work with schools to improve outcomes for disadvantaged groups; this may include those qualifying for Service Pupil Premium. <p>Next steps:</p> <ul style="list-style-type: none"> BCC School Liaison Officers will encourage and facilitate the sharing of best practice and collaboration between schools with a SPP cohort. BCC will continue to promote awareness of the SPP to schools and families through Schools Bulletin and BFIS. <p>Eleanor Markland is BCC contact</p>
ED2	Develop access to youth opportunities across the community, including supporting the Army, Air, Sea and Combined Cadet Forces including the promotion of the Cadets Expansion Programme.	<p>Increase in Bucks schools participating.</p> <p>Continued support community events such as RAF Family Fun Day</p>	Bucks County Council, District Councils and schools	<p>There are currently two state schools in the county hosting a Combined Cadet Force: The Royal Grammar School, Wycombe Sir Thomas Fremantle School, Winslow</p> <p>This year BCC School Liaison Officers will meet with Lt Col L.J. Williams MBE TD, Chairman Joint service and youth committees for Buckinghamshire, to ensure headteachers in other secondary schools are aware of the opportunities offered through Army, Air, Sea and Combined Cadet Forces.</p> <p>Eleanor Markland is BCC contact</p>

				<p>Community Events</p> <p>A RAF Family Fun Day event was held at Walters Ash in June 2016. This event was attended by various teams from Bucks County Council, RAF Services and local business. The event was a great success with attendance figures over 3000 people. This was a 3 day event and raised £10,000. Plans are already underway for next year's event on 10th June 2017; the theme will be Down by the Seaside.</p> <p>Jo Atkins is BCC Contact</p>
ED3	Continue to support Service children in schools.		Bucks County Council, schools, and Dani Bowman RAF High Wycombe	<p>The Buckinghamshire Family Information Service (BFIS) has a web page dedicated to supporting Service parents. It contains information and advice specifically for Families in the Forces including links to partner organisations, charities and support groups, HIVE contact details, RAF Base information and information about Service Pupil Premium.</p> <p>https://www.bucksfamilyinfo.org/kb5/buckinghamshire/fsd/parent.page?parentchannel=8</p> <p>BCC Contact: familyinfo@buckscc.gov.uk</p> <p>'Scrapbot'</p> <p>Buckinghamshire Educational Psychology Service has developed an online digital scrapbook / diary for primary school children called "Scrapbot". This application has been developed through a successful funding bid for £17k from the MOD Education Support</p>

			<p>Fund around “My Story”. It aims to mitigate the effects of high mobility by promoting a sense of identity, self and successful adaptation to new and unfamiliar environments and educational settings.</p> <p>The pilot project will provide 12 months of free access to Buckinghamshire looked after children and children of military personnel. Schools with qualifying children on role have been contacted and the project has been promoted through the School Bulletin. Claire Olliffe is BCC contact.</p> <p>‘Girls On A Mission’ programme This is free six-week motivational training course for girls, for girls aged 16-24 years old, run by RAF Halton and the BCC Children’s Partnerships Team. It aimed to increase their physical and emotional health whilst having fun and making friends.</p> <p>The project was a great success and delivered a number of outcomes:</p> <ol style="list-style-type: none"> a. Young people improve their levels of physical health – 75% of young people reported their physical fitness levels had improved. b. The benefits of regular exercise are realised – 50% of participants. c. Behaviour change achieved – 83% changed their attitude towards physical fitness. d. Awareness of other sporting activities and clubs –
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				<p>67%.</p> <p>e. Increased skills in the following:</p> <ul style="list-style-type: none"> i. self-confidence – 83% ii. communication – 75% iii. listening – 75% iv. contribution/participation – 67% v. commitment – 92% vi. teamwork – 58% <p>f. AQA Accreditations completed – 100%</p> <p>12 girls completed the pilot course and the project received Highly Commended in The Health & Wellbeing Award in the national Children & Young People Now Awards 2015.</p> <p>To view the full evaluation report please visit: http://www.buckschildrenstrust.org.uk/working-with-families/girls-on-a-mission/</p> <p>Further work being carried out for a course to be delivered in 2017.</p> <p>Jo Atkins is BCC contact.</p>
ED4	Buckinghamshire Armed Forces Early Help and Safeguarding Protocol	Protocol agreed and used.	Bucks County Council, Buckinghamshire Safeguarding Children Board, RAF High Wycombe, RAF	<p>The Buckinghamshire Armed Forces Early Help and Safeguarding Protocol</p> <p>The purpose of this document is to highlight the particular needs faced by Service families and identify the processes to ensure that they, and those who work with Service children, are aware of where they can</p>

			<p>Halton, SSAFA</p>	<p>access support in relation to Early Help and Safeguarding and have a clear understanding of the child protection processes to be followed.</p> <p>The Protocol was agreed. This has been widely shared and well received and endorsed by the Buckinghamshire Safeguarding Children Board.</p> <p>http://search3.openobjects.com/mediamanager/buckinghamshire/fsd/docs/service_children_protocol_v_final_28_jan_2015.pdf</p> <p>Partners have been asked to publish on their web sites.</p> <p>Family Resilience and Early Help</p> <p>The BCC Family Resilience team have a Lead Officer for Service Families whose role includes liaison with RAF bases and partners to ensure that service families are aware of the opportunities the team provides.</p> <p>BCC Contact: familyinfo@buckscc.gov.uk</p>
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ECONOMY AND SKILLS (Update for consideration)				
Ser (a)	Outcome (b)	Measure of Effect (c)	Responsibility (d)	Current Status (e)
EC1	Promote the Corporate covenant in Buckinghamshire It will be important to continue to ensure that corporate covenant commitments match what local armed forces personnel and their families need.	More Bucks organisations achieve corporate covenant status.	Buckinghamshire Business First / Buckinghamshire County Council	Contact needed with local businesses. Event planned in new year with Business Community to promote the Covenant.
EC2	Continue the work that has started on specific support for spouses.	More spouses in work.	Buckinghamshire Business First/Armed Forces/Jobcentre Plus/Bucks New University	Update required
EC3	Investigate what support and activities could be offered to 16+ service children who may need assistance in skills and employment.	More 16+ children with better skills, and in work	Buckinghamshire Business First/Armed Forces/Jobcentre Plus	RAF stations to also ask their communities whether there are NEETs and would they like to come forward to be offered support. See BBF website http://www.bbf.uk.com/workforce-support/find-new-people/talent-pools Could stakeholders link this to their sites?

ENVIRONMENT AND COMMUNITIES (Update for consideration)				
Ser (a)	Outcome (b)	Measure of Effect (c)	Responsibility (d)	Current Status (e)
EN1	Continue to develop successful bids to the MOD community covenant fund to bring funding into Bucks to support local projects and initiatives.	No. of successful bids	Armed Forces/Partnership group	Further bids to be made
EN2	Find a solution to better support veterans who are homeless and support them back into independent lives	New housing options in place for veterans. Veterans receive more appropriate support.	Bucks County Council/District Councils/ Veterans charities	Local authorities in Bucks to discuss with veterans charities. District Council colleagues to input.
EN3	Communicate activities, projects and information that support the Armed Forces in Bucks including the work of the community covenant and should include: a. Review web pages on armed forces community covenant partner websites. b. Use GP waiting rooms, library, district, county council digi screens to promote events.	Web pages on partner web sites are up to date, providing relevant information and link effectively to each other	Partnership group/County Council/ District Councils	BCC, WDC and CDC websites all have links Yes - British Legion, Buckinghamshire Children and Young People's Partnership, South Central Ambulance Service (news item re co-responders) No –SSAFA, RAF High Wycombe, Halton, BBF We need to know what needs to be communicated so that the relevant places with screens can be contacted etc.

RECOGNISE AND REMEMBER (Update for consideration)

Ser (a)	Outcome (b)	Measure of Effect (c)	Responsibility (d)	Current Status (e)
R1	Continue support for Armed Forces and Veterans Day - which is next on 17 th June 2017	A successful Armed Forces and Veterans Day planned and delivered – June 2017	All	Arrangements in progress
R2	Continued support for events including Remembrance Sunday	Events are successfully organised and supported	All	Remembrance Sunday 13 th November 2016
R3	Support the Maybe Magazine Project	Successful publication in winter 2016	All	In progress. Launch on 28 th October

SUBJECT:	<i>Affordable Rented Housing Contribution – Springett Place</i>
REPORT OF:	<i>Cllr Graham Harris Portfolio Holder Health Housing and Communities</i>
RESPONSIBLE OFFICER	<i>Martin Holt Head of Healthy Communities</i>
REPORT AUTHOR	<i>Martin Holt 01494 732055</i>
WARD/S AFFECTED	<i>All or specify individual wards affected by the item of report</i>

1. Purpose of Report

This report is to inform Cabinet of the decision by the Chief Executive to use delegated powers in consultation with the Cabinet Leader to support delivering of affordable rented properties on the proposed development, (3 x 3 bedroom houses, 2 x 2 bedroom houses, 2 x 1 bedroom flats) with a contribution of £40K per unit (total £280,000) to Paradigm (PHG) from the Council.

RECOMMENDATION

1. Cabinet note that the Chief Executive has exercised his powers of urgency under the Scheme of Delegation (in consultation with the Cabinet Leader) to authorise payment of a contribution of £40K per unit (total £280,000) to Paradigm (PHG) from the Council, subject to incorporating provisions in the funding/nomination agreement that could provide for a repayment of grant to the Council in the event of any property subsequently being sold within 10 years.
2. Authority be delegated to the Head of Healthy Communities, in consultation with the Head of Legal and Democratic Services, to negotiate and conclude any agreement required to give effect to the decision to provide funding, including provisions for repayment on any future sales to sitting tenants.

2. Reasons for Exercise of Urgency Powers

To enable the PHG board at its meeting 14th December to consider the proposal to develop affordable rented properties on the proposed Springett Place development, rather than provide shared ownership properties on site.

To enable a contribution of £40K per unit (total £280,000) from the Council to Paradigm (PHG) to develop 3 x 3 bedroom houses, 2 x 2 bedroom houses, 2 x 1 bedroom flats for affordable rent.

To provide for a repayment of grant to the Council in the event of any property subsequently being sold to a sitting tenant.

To assist the Council discharge its duties in relation to affordable housing and homelessness.

3. Background to Decision

Following receipt of planning permission Paradigm Housing Group (PHG) is redeveloping the Springett Place site, to provide; a terrace of five houses and two maisonettes with associated parking: 3 x 3 bedroom houses, 2 x 2 bedroom houses, 2 x 1 bedroom flats.

Paradigm approached the Council to convert the tenure of the scheme from shared ownership to affordable rent, in return for a contribution of £40K per unit (total £280,000) from the Council. Affordable rented accommodation is much needed to assist the Council in discharging its duties in relation to Affordable Housing and Homelessness, were as share ownership would be sold as low cost market housing.

As at 24th October 2016 a total of 587 applicants were registered with Chiltern District Council for Bucks Home Choice and were entitled to express interest in vacant social or affordable housing for rent.

The availability of properties to let via Bucks Home Choice remains limited in comparison with the number of households registered with Bucks Home Choice. Since 1st April 2016, an average of between just 3 to 4 properties per week have been available for letting and been advertised. Consequently, many applicants in Chiltern District continue to face a long wait for accommodation.

During the first half of 2016/17 (1.4.16 to 30.9.16) a total of 101 properties were let in Chiltern via Bucks Home Choice or direct lettings as follows:

1 bedroom = 47 (Average wait = 17 months)
2 bedroom = 44 (Average Wait = 17 months)
3 bedroom = 10 (Average Wait = 28 months)

The Affordable Members Working Group supported the need to delivery of affordable housing for rent and whilst a number of sites are in consideration, in reality these will take a significant period of time to come to fruition, involving community consultation and planning consent. This proposal has planning consent, is ready to be developed, with contractors due to start on site in 2017.

In support of the Council's contribution to the development Paradigm has confirmed that it can look at incorporating provisions in the funding/nomination agreement with CDC that

could provide for a repayment of grant to the Council in the event of any property subsequently being sold to a sitting tenant.

Budget

The available budget arising from historic s106 for Chiltern is;

106 funding	£
Current balance	1,650,000
Springett place	280,000
Balance	1,370,000

In consideration of the proposal, the councils need to deliver affordable rented accommodation, Members views and the requirement to meet the PHG board deadline of the 14th December, the Chief Executive has exercised his powers of urgency under the Scheme of Delegation (in consultation with the Cabinet Leader) to authorise payment of a contribution of £40K per unit (total £280,000) to Paradigm (PHG) from the Council, subject to incorporating provisions in the funding/nomination agreement that could provide for a repayment of grant to the Council in the event of any property subsequently being sold within 10 years

4. Consultation

Not Applicable

5. Options

- 1) *to note the decision taken to support the delivery of affordable rented properties assisting the Council meet its Homeless and Housing enabling duties*

7. Corporate Implications

Reports must include specific comments addressing the following implications;

- 3.1 *Financial* - The available budget arising from historic s106 for Chiltern is currently £1.65M
- 3.2 *Legal* – *the Councils has grant making powers to support the delivery of affordable housing*
- 3.3 *The proposal supports the Councils objectives of providing affordable housing*

8. Links to Council Policy Objectives

9. Next Step

An agreement will be drafted with PHG to provide for a repayment of grant to the Council in the event of any property subsequently being sold within ten years

Background Papers:	It is a legal requirement that we make available any background papers relied on to prepare the report and should be listed at the end of the report (copies of Part 1 background papers for executive decisions must be provided to Democratic Services)
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MINUTES of the Meeting of the
CHILTERN & WYCOMBE JOINT WASTE COLLECTION COMMITTEE
held on **8 DECEMBER 2016**
at **CHILTERN DISTRICT COUNCIL**

PRESENT:

Councillors: J Teesdale (Wycombe District Council) - Chairman
W Mallen (Wycombe District Council)

Officers: A Cacchioli (CDC & SBDC), S Gordon (CDC, SBDC & WDC),
C Marchant (CDC & SBDC), S Markham (CDC & SBDC) and N
Stannett (WDC).

APOLOGIES FOR ABSENCE were received from Councillors M R Smith
(Chiltern District Council) and C M Jones (Chiltern District Council)

53 MINUTES

The Minutes of the meeting held on the 29 September 2016 were agreed as a correct record.

54 DECLARATIONS OF INTEREST

There were no declarations of interest.

55 WASTE SERVICE HIGHLIGHT REPORT

Councillor M Smith had submitted apologies for the meeting. The Constitution required one Cabinet Member from each Council to be in attendance in order for the meeting to be quorate. As no formal decisions were being made at the meeting, and the reports being considered were for noting only, it was agreed that the meeting continue an informal basis. An item on proposed changes to the JWCC Terms of Reference and Constitution, to include South Bucks, was being considered at the meeting (Minute 58 refers). However, comments on that item could be forwarded to the Councils' respective Cabinet meetings.

The Committee then considered the report which provided an overview of the joint waste service for the period August to October 2016. This included the budget, key targets, formal complaints and key risks. During the discussion the following key points were made:

A single joint waste team for Chiltern, South Bucks and Wycombe was now in place and the joint team were focusing on harmonising processes between the Chiltern & Wycombe and South Bucks contracts.

Whilst reviewing the key targets it was noted that the volume of missed collections had reduced significantly. Service performance still required further improvement, and Serco were reviewing collection rounds in order to achieve this. One Member reported that some rounds were not being completed on a regular basis. It was acknowledged that missed collections may happen occasionally due to vehicle breakdown, but this was not acceptable. A technical problem with the telephone system had impacted on the call targets.

The figures relating to accidents were reviewed. The health and safety processes for both contracts were being reviewed in light of guidance in order to implement an optimal harmonised approach.

The risk register was reviewed and the following changes were agreed:

- Risk 8 (Contract change notice) to be removed.
- Risk 9 (KOT changes) to be removed
- Risk 7 (Contract novation) to be removed

Following the implementation of an audit action plan the external auditors had now concluded that strong controls were in place for the application of controls for KOTs.

RESOLVED –

That the report be noted.

56 JOINT WASTE BUDGET REPORT

The Joint Committee considered a report outlining the proposed 2017/18 budget for the joint waste service, the split between Chiltern and Wycombe, and the proposed fees and charges for 2017/18 highlighting significant changes.

It was noted that officers were proposing to increase the level of indexation that would be applied to the joint contract from 1% to 1.5% to take account of increased contract costs and property growth. The 2017/18 budget had taken account of the current property growth forecasts, but additional collection

rounds were likely to be required in 2018/19. Serco were currently reviewing their collection rounds with a view to implementing improved efficiency.

Whilst considering the proposed fees and charges it was noted that changes had been made to align these with SBDC where possible.

In response to a question regarding the eligibility criteria for issuing larger waste receptacles it was noted that an audit would be carried out in 2017. The list of residents' receiving the collect and return, and clinical waste collection service was reviewed regularly.

RESOLVED –

That the report be noted.

57 HEADLINE PROJECT PLAN FOR JOINT WASTE TEAM - HARMONISATION

Following the implementation of a new joint waste team for Chiltern, South Bucks and Wycombe districts, the Committee received a presentation covering the following key areas:

- Building the new joint waste team
- Project approach to harmonisation and service objectives
- Key challenges
- Communications
- Phases approach/project plan
- Priority 1, 2, 4 and 4 work packages
- Maintaining service delivery
- Preparing for the future

Members were particularly pleased to note the aspiration and enthusiasm of staff in the joint waste team.

RESOLVED –

That the presentation be noted.

58 CHILTERN AND WYCOMBE JOINT WASTE COLLECTION COMMITTEE - REVISED CONSTITUTION TO INCLUDE SOUTH BUCKS

The Joint Committee were asked to comment on a draft report being considered at each of the Councils' respective Cabinet meetings on proposed changes to the Chiltern & Wycombe Joint Waste Collection Committee (JWCC) Terms of Reference and Constitution to include South Bucks District Council and update the document.

Confidentiality and voting arrangements were identified as the two key issues. Each Agenda would be structured to maintain confidentiality, and restrictions on voting had been changed so that Members could not vote on contract issues relating to another Council. Although the Cabinet could agree the proposed changes in principle, Full Council approval was also required.

The Joint Committee, whilst reviewing the proposed changes, made the following key points:

The proposed changes to voting rights were endorsed. It was acknowledged however that decisions were usually arrived at through consensus rather than voting.

The ability to appoint substitute Members was suggested in order to provide flexibility to enable Council's to appoint alternative voting Members where one voting Member is unable to attend a meeting.

Members welcomed the layout of the proposed Terms of Reference and Constitution. It was noted that the majority of the original document remained unchanged because it was still relevant, but elements had required updating.

Any additional comments from Members could be to be forwarded to the Councils' respective Cabinet meetings.

RESOLVED –

That the report be noted.

59 DATE OF NEXT MEETING

It was agreed that meetings of the Joint Waste Collection Committee would be held on a quarterly basis from now on, and the date of next meeting would be circulated to Members electronically.

The new Terms of Reference and Constitution would take effect from the beginning of the next Municipal Year in May 2017.

There was a discussion on chairmanship. This would usually rotate around the participating authorities, but continuity was considered important so it was felt useful to allow the term of office for Chairman to be agreed by the Committee. The proposed Terms of Reference provided for this by limiting appointments of Chairman to a maximum of 2 years, so shorter appointments could be made, if required.

The meeting ended at 11.40 am

Item 18.1

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

Item 19

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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Notice Issued under Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 of the intention to consider a report in private

Regulation 5 of the above Regulations requires 28 clear-days notice of a decision-making body's intention to meet in private, including a statement of the reasons for the meeting to be held in private.

Where the date by which a meeting must be held makes compliance with this regulation impracticable, the meeting may only be held in private with the agreement of the Chairman of the relevant Overview & Scrutiny Committee that the meeting is urgent and cannot reasonably be deferred. Once agreement is reached a notice must be published setting out the reasons why the meeting is urgent and cannot reasonably be deferred.

Decision to be taken	Decision-Maker & Date	Reason Private	Reason Regulation 5 Not Complied With
<p>Amersham Multi-Storey Car Park Update: To provide clarification to Members as to the decision making process regarding the Amersham Multi-Storey car park (AMSCP) project.</p>	<p>Cabinet 7 February 2017</p>	<p>Paragraph 3 of Schedule 12A of the Local Government Act 1972: Financial or business affairs of any person or organisation</p>	<p>Information was not available in time for publication of the 28 Day Notice and consideration of this item is required as a matter of urgency in light of the project timescales</p>

Approval for this to be considered in private by the Cabinet on 7 February 2017 was received from Councillor N Rose (Chairman of the Resources Overview Committee) who agreed that this item was urgent and could not reasonably be deferred.

Bob Smith
Chief Executive, Chiltern District Council

Notice Published: **30 January 2017**

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