



## **Cabinet (CDC)**

**Tuesday, 6 February 2018 at 4.30 pm**

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

### **S U P P L E M E N T A R Y   A G E N D A**

Item

11      Service Plan Summaries 2018-2019

Service Plans can be seen in their entirety in the attached appendices.

*Appendix 1: Business Support Service Plan 2018-19 (Pages 3 - 30)*

*Appendix 2: Communications, Performance and Policy Service Plan 2018-19 (Pages 31 - 56)*

*Appendix 3: Customer Services Service Plan 2018-19 (Pages 57 - 90)*

*Appendix 4: Environment Service Plan 2018-19 (Pages 91 - 130)*

*Appendix 5: Finance Service Plan 2018-19 (Pages 131 - 154)*

*Appendix 6: Healthy Communities Service Plan 2018-19 (Pages 155 - 212)*

*Appendix 7: Human Resources Service Plan 2018-19 (Pages 213 - 236)*

*Appendix 8: Legal and Democratic Services Service Plan 2018-19 (Pages 237 - 264)*

*Appendix 9: Planning & Economic Development Service Plan 2018-19  
(Pages 265 - 314)*

**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: Cabinet (CDC)**

Councillors: I Darby (Chairman)  
M Stannard  
P Martin  
M Smith  
E Walsh  
F Wilson

**Date of next meeting – Tuesday, 1 May 2018**

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# Service Plan Workbook 2018/19

## Business Support

### Why develop a service plan?

*Service plans form a key part of the Council's corporate planning and performance system.* They provide the detail about how services will deliver the Council's objectives and priorities.

The plans help us to measure progress against what we have said we would do and enable individual officers to see how the work they do on a day to day basis contributes to the Council's objectives.

This workbook will help you work through all the elements that need to be covered when planning your service for the next year.

### When do service plans run from and to?

Service plans are run in parallel with the financial year.

You need to use this workbook to plan for the next financial year from April 2018 until end of March 2019, also thinking about longer term objectives and actions to include and work towards.

### Service Plan Workbook and Summary

The service plan workbook is a working document for you to work through in the form of tables, checklists and text boxes.

The summary from each of the sections in the workbook will then be taken to create a 3-4 page Service Plan Summary for each service, which will be the outward facing service plan for staff, Members and for publication, so please ensure each summary is concise with a sufficient amount of detail.

The workbook is each manager's working document, so they can choose to keep it concise and high level or add in more detail to make it a useful working manual for the team.

### Timetable for developing Service Plans

Service plan workbooks should be submitted to the Policy & Performance team by early November 2017, who will provide feedback on the content and pull together the service plan summaries. The summaries will then be submitted through to Management Team in early December for approval before going to the next available Cabinet at each Council.

### Involving Staff and Members

The Head of Service/principal officer has the responsibility for writing the service plan. However it is important that all staff in service areas are included in developing the plan, to help them understand their work programme for the next 12 months and how it links in with the Council's objectives.

Relevant Councillors such as the Cabinet/portfolio lead for each area should also be consulted, when



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carrying out your service planning, to ensure that they are aware of and aligned with the direction the service is going in.

<b>I have discussed this service plan with:</b>	<b>Y/N</b>
Portfolio holder(s)	Y
Unit managers	Y
Officers	Not yet

### **Cross-cutting issues**

When you are working through your service plan you should keep in mind the following cross cutting issues: diversity, mainstreaming community safety, use of ICT and website, localism and the big society, external funding, sustainability and equalities and how your service can take each of these into account.

### **Prefilling**

The Performance team will pre-fill some sections from either existing information or the previous years' service plan.

All of this information will need to be reviewed, checked and amended where necessary.



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## Service Plan details

Head of Service/Principal Officer	Sim Dixon
Draft version completed	
Final version completed	
Service units covered by plan	ICT Information Management Transformation Programme Management

## Section 1 – Key Service Aims/Objectives

Please list each of the services in your area (with a brief overview of functions they provide) and the Cabinet portfolio that it reports to. Please mark whether or not each function is statutory.

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) Customer and Business Support (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) Customer and Business Support (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) Customer and Business Support (SBDC)	Enable and lead business change/ transformation programme management
Be continuously improving, learning, transparent and accountable	Support Services (CDC) Customer and Business Support (SBDC)	Be continuously improving, learning, transparent and accountable



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Please put in your key service aims/objectives below, these should provide a short description of the purpose of each of the services in your area. In the final column please select key aims for each area (3-5 aims) that will be included in the Service Plan summary for publication. These will also be used to update the Council's Corporate Plan.

## BUSINESS SUPPORT

Key Service Aims/Objectives	Include in Service Plan Summary
<p>To enable delivery of the following ICT &amp; Information Management Services to support business processes for both South Bucks and Chiltern District Council:</p> <ul style="list-style-type: none"> <li>• Network operations</li> <li>• Telecommunication technology – voice, data</li> <li>• Secure integration with partner networks</li> <li>• Web services – technical aspects</li> <li>• Network security</li> <li>• Service desk support</li> <li>• IT Training</li> <li>• System support</li> <li>• System integration</li> <li>• ICT procurement</li> <li>• ICT supplier management</li> <li>• Information security</li> <li>• Content/data handling</li> <li>• Systems/business process development</li> <li>• Process Freedom of Information &amp; Subject Access requests</li> <li>• Ensure systems observe the principles of the Data Protection Act and other relevant legislation</li> </ul>	
To enable the service units within Chiltern & South Bucks to provide efficient services to all people in the community through the correct application of people, processes and technology.	<input checked="" type="checkbox"/>
That the service itself operates with agility to customer need whilst as efficiently and cost effectively as possible.	<input checked="" type="checkbox"/>
To optimise the collection, secure storage, retrieval and distribution of Chiltern & South Bucks data.	<input checked="" type="checkbox"/>
To improve the provision of information to all members.	<input checked="" type="checkbox"/>
To achieve better customer service through facilitating the controlled sharing of information corporately and with partners.	<input checked="" type="checkbox"/>
Contribute to the successful implementation of Planning Services and Land Charge shared services.	<input checked="" type="checkbox"/>
Continue to contribute to initiatives such as Mobile Working and Customer Experience Strategy.	<input checked="" type="checkbox"/>
Ensure compliance with relevant legislation and standards e.g. Data Protection and Public Services Network (PSN).	<input checked="" type="checkbox"/>
Transparent governance structure for all projects.	<input checked="" type="checkbox"/>



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Key Service Aims/Objectives	Include in Service Plan Summary
Management of unstructured data under the Transparency Act.	<input checked="" type="checkbox"/>
Lead in preparing the Councils for GDPR.	<input checked="" type="checkbox"/>

**Children's Act 2004 and Protection of Vulnerable Adults:** We are required to put in place arrangements to protect children and vulnerable adults and promote their welfare. How does your service takes account of the need to safeguard and promote the welfare of children and vulnerable adults, and how will you improve this in the coming year?

A lot of this act revolves around the timely and appropriate sharing of information across multiple agencies. Workshops have been performed with front line staff to ensure that they are up to date on how to handle and safely share data not only with partner organisations but also in a shared service context.

A training programme has been devised and provided for all staff in information governance roles. This content also includes how to handle and safely share data with partner organisations, in a shared service context and the wider public.



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## Section 2 – Key achievements/outcomes for previous year

**Please list key achievements and outcomes that the service has achieved since March 2017.** This is because the service plan summaries containing this information go to Cabinet during February 2018, so you will be looking back over the current year for your achievements.

The top 5 from each service area will feed into the Service Plan Summary for publication.

### Business Support

Key achievements and outcomes in the previous year
Completed the project to refresh and converge the networks of both Councils onto shared infrastructure.
Produced a project plan to prepare the Councils for compliance with GDPR and started implementation.
Supported the implementation of Planning Services and Land Charge shared services.
Completed the single network project.
Moved to new WAN telecoms infrastructure and Skype for Business platform.
Completed mobile working pilots in Environmental Health and within other services.
Supported the Accommodation Project.
Established a new IT training room.
Maintained PSN Compliance.
Completed consolidation of Planning systems.
Made significant upgrades to the IDOX systems.
Refreshed the WIFI at key Council sites.
Moved Members onto secure total mobile working.
Successful completion of the ditch the paper initiative to eliminate paper in order to encourage transition to electronic ways of working and removed the necessity for offsite storage for paper documents.
Moved to new IT system for administrating Freedom of Information requests





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## Section 3 – Shared Services programme

Please identify, for each unit you are responsible for, current plans in relation to the shared services reviews:

Unit Name	Review and implementation completed (say when)	Review and/or implementation continuing in 2016/17	Review scheduled for/continuing in 2017/18	Review not yet scheduled.
Business Support	Shared service implemented January 2016	NA	NA	NA



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## Section 4 - Know your customer -

This section allows you to think about who your customers are and the make-up of the customers that your team needs to provide a service to. This information will help you to influence your service delivery and the way it is tailored to different sets of customers. It can also help you to provide a basis for prioritisation over which aspects of the service to continue, improve, grow or cut back. There is a wide range of information available about the make-up of customers in the district e.g. Acorn data, Census data and information from other statistical sources and data.

Current priority groups identified through the SBDC Cohesion and Inequalities Strategy 2010 that we wish to ensure can access services, support and are able to get involved are: Carers; People with a disability – physical (such as sight and hearing impairment), mental health and learning difficulties; Low income families/households; Elderly; Young; Gypsy, Roma Traveller community (due to low literacy levels).

Information about your customers	
Who are your key customers? (If your customers are internal departments this should be stated).	<p>Business Support is primarily an internal support service. Main customers are:</p> <ul style="list-style-type: none"> <li>• Members</li> <li>• Officers</li> <li>• Through FoI and SARs, members of the public</li> <li>• Due to the provision of web services, members of the public can be direct customers</li> </ul> <p>Through the joint provision of information, other public bodies and third sector organisations can become customers.</p>
Are there key features/distinctive characteristics that need to be taken into account?	Business Support is an enabler. Internally, it helps Council services to be efficient and cost effective. Externally, it helps disseminate council information to the public and other organisations by ensuring all websites can be securely accessed and information securely shared.
Do you carry out a customer satisfaction survey for your area? Please list all satisfaction surveys that you currently undertake.	<p>Yes.</p> <p>All customers are asked for feedback by the service desk when support calls are resolved.</p> <p>Participation in SOCITM benchmarking on a regular frequency</p> <p>Service reviews continue to provide good feedback on how Business Support is performing.</p> <p>The feedback from Business Support's own service review and consultation for the Shared ICT Strategy also provided very useful data which is still being used to guide service design</p>
As well as satisfaction surveys do you have any other regular consultation and engagement in place (e.g. focus groups)?	Internal user groups at both sites
Please tick any of the following that you will be carrying out next year.	<p>Customer Focus Groups <input checked="" type="checkbox"/></p> <p>Consultations <input checked="" type="checkbox"/></p> <p>Roadshows <input type="checkbox"/></p> <p>Newsletters <input type="checkbox"/></p> <p>Seminars/workshops <input type="checkbox"/></p>



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	Review of website\intranet pages X
Are there any key changes you will need to make to service delivery in the next year to tailor it to customer need?	<ul style="list-style-type: none"> <li>• A new iteration of the IT Strategy will need to be produced as the current one expires in 2018.</li> <li>• Support will need to be amended in regards to the roll out and use of virtual desktops.</li> <li>• The programme for Flexible &amp; Mobile working has begun. This will require changes to how Members and officers receive ICT support.</li> <li>• Service processes and procedures are being reviewed to evaluate how performance management can be introduced into Business Support to facilitate mobile working within the service</li> </ul>
What will the Customer Experience Strategy entail for your service?	<ul style="list-style-type: none"> <li>• Chiltern District Council and South Bucks District Council are likely to be delivering a significant programme of transformation to change the way that we deliver our services to our customers. Implementation of this programme will commence in 2018/19. Throughout this year all services will be involved in analysing data to identify customer needs and in tailoring service delivery to better meet those needs. Once the programme is implemented there will be an increased focus on the use of customer insight and data to develop our services in the future.</li> </ul>
In your view what would an excellent service look like to the community? How would you rate your service against this view?	<p>Business Support should provide IT systems and information management techniques that enable safe, easy, seamless access to the Councils' services and information from any location.</p> <p>Business Support is making inroads towards this view but a lot of work remains to be done before it is achieved</p>

Please summarise the main points covered in this section below (including identifying your main customers, key characteristics, key changes you are looking to make to service delivery in the next year and what consultation and engagement you are looking to carry out). This section will feed into the Service Plan Summary for publication.

### Summary – Know your customer (Chiltern)

Main customers are:

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

The service continues to be alert to feedback indicating a need to calibrate delivery.

### Summary – Know your customer (South Bucks)

Main customers are:

- Members
- Officers
- Residents



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- General public
- Other public organisations

The service continues to be alert to feedback indicating a need to calibrate delivery.



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## Section 5 – Action plan (short term/medium term)

The next 3 sections which cover performance indicators, actions and risks, we monitor using the Covalent Performance Management system.

Think about where you want to be in line with the Council’s aims and priorities and what you need to do to get there. What actions will we be carrying out over the short term (1 year), medium term (2-3 years) and longer term (4-10 years)? What will the outcome of these actions be for residents? Any expected savings should be detailed in the action plan table. Please keep actions concise. Think about any key policy changes in the next few years, e.g. welfare reform, localism act, national planning policy framework and if they require a change to the way you currently deliver your service make sure appropriate actions are included in your plan. Consider the value for money of your service (refer to Joint Performance Management Framework for more information), and identify actions to include which will improve it.

You should include all key actions that you will be undertaking and select **5 - 10** actions that you will update progress on Covalent on a quarterly basis. The ones selected for Covalent *will be included in your Service Plan Summary* for publication. Please include relevant shared services actions.

### Short term – actions for 2018/:

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completi on date (e.g. end March 2018)	Lead Office r	Expected savings
Create a plan to ensure both Councils comply with requirements of General Data Protection Regulation (GDPR) which comes into force May 2018	<ul style="list-style-type: none"> <li>Establish requirements</li> <li>Perform gap analysis</li> <li>Amend &amp; harmonise policies &amp; procedures</li> <li>Roll out training</li> <li>Review data sharing register</li> </ul>	<p>Avoidance of increased penalties through data breaches</p> <p>Improved data sharing with partners</p> <p>Clear understanding of the processes required to maintain good information management within the services</p>	Y	Aim 1	30.04.18	ZB	Good information management will provide efficiencies and savings within the services



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List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completi on date (e.g. end March 2018)	Lead Office r	Expected savings
Support the completion of implementing shared services	Remaining services: <ul style="list-style-type: none"> <li>• Planning</li> <li>• Land Charges</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced costs from shared teams</li> <li>• Greater resilience</li> <li>• More efficient service delivery</li> <li>• All SBDC Idox data migrated to shared databases giving one core system for regulatory services</li> </ul>	Y	Aim 1	30.09.18	PS	All reviews have produced savings
Revised ICT strategy		<ul style="list-style-type: none"> <li>• Ensure that the Councils IT estate supports corporate aims &amp; objectives</li> <li>• Streamlined &amp; cost effective use of IT by the Councils</li> </ul>	Y	Aim 1	29.06.18	SD	Ensuring that the Councils ICT estate is aligned with corporate objectives will ensure efficient running & success of key projects
Upgrade desktops to Windows 10	<ul style="list-style-type: none"> <li>• Make changes to VDi environment</li> <li>• Plan rollout</li> <li>• Pilot</li> <li>• Train</li> <li>• Rollout</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that the Councils IT estate is on supported versions of software</li> <li>• Enable use of technology with richer functionality</li> </ul>	Y	Aim 1	30.03.19	FP	No cash savings within BS but increases efficiencies in the services



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List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completi on date (e.g. end March 2018)	Lead Office r	Expected savings
Evaluate core systems for GDPR compliance & Win10 compatibility	<ul style="list-style-type: none"> <li>• Consult vendors on compliance with GDPR &amp; Win10 readiness</li> <li>• Consult with relevant services</li> <li>• Perform gap analysis</li> <li>• Where necessary &amp; available upgrade</li> <li>• Where deficiencies cannot be rectified by software, advise on manual procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that the Councils IT estate is on supported versions of software</li> <li>• Ensure the Councils IT estate is compliant with GDPR requirements</li> </ul>	Y	Aim 1	30.03.19	KS	Avoidance of costs through non-compliance with GDPR legislation or unable to utilize new technologies



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List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completi on date (e.g. end March 2018)	Lead Office r	Expected savings
Design & implement a plan to manage unstructured data	Work with Services to: <ul style="list-style-type: none"> <li>Design service file plan</li> <li>Design service file work flow with processes</li> <li>Implement file workflow</li> <li>Classify historic data &amp; delete or save in accordance with retention schedule and service file plan</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in amount of data saved to Councils network directory structure</li> <li>Reduction in time to retrieve information</li> <li>Compliance with GDPR directive</li> <li>Ability to publish more data to the Councils websites providing better service for the customer, compliance with Transparency Agenda &amp; reduction in officer time servicing requests for information</li> </ul>		Aim 1	30.03.19	SD	No cash savings within BS but increases efficiencies in the services





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## Medium/long term – actions for 2-3/4-10 years:

List of Key Actions/ Projects	What will be the key outcomes and benefits seen by residents	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. 2 years = March 2019)	Lead Officer	Expected savings
Implement mobile working for relevant services. A phased programme that will be tailored to the individual needs of each service	<ul style="list-style-type: none"> <li>Better customer service</li> <li>Improved ability for channel shift</li> <li>More efficient, cost effective processes</li> <li>Reduced office space requirement</li> </ul>	Aim 1	31.03.20	PS	No cash savings within BS but increases efficiencies in the
Implement IT requirements of Customer Experience Programme	<ul style="list-style-type: none"> <li>Residents will have improved access to council services</li> <li>Improved response times</li> <li>Reduced costs</li> </ul>	Aim 1	31.03.20	SD	No cash savings within BS but increases efficiencies in the
Implement requirements of revised IT strategy	<ul style="list-style-type: none"> <li>Ensure the Councils have an IT estate that supports corporate objectives &amp; underpins efficient, cost effective service delivery</li> </ul>	Aim 1	31.03.20	SD	Maintain cost neutrality



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## Section 6 – Performance indicators

Please review your performance indicators listed below, your indicators should assist you with achieving your service objectives, be customer focused and reflect the aims and priorities of the Council.

Identify a **maximum of 5** key performance indicators per unit to be tracked via Covalent. You must include priority and corporate indicators within these 5.

Corporate indicators include those which management team and cabinets have selected as priority indicators (P) to be included in the monthly budget pack.

Activity indicators are data only and for South Bucks only are also reported monthly in the budget pack (A).

Corporate indicators are also reported on within the quarterly performance report (C).

Any changes to these must first be approved by MT/Cabinet and this will be swept up in the annual PI review process which will occur once the service plan summaries have been signed off.

MT would like to align PIs across both councils, where possible. They would also like quarterly performance reporting to concentrate on one or two key measures that define how your service is doing rather than indicators you use to assist your day to day management of the unit.

Additional indicators you wish to track to help manage the day to day business should be logged as departmental indicators (D) – used by your service only and not reported on outside your service by finance or policy and performance.

### Corporate Performance Indicators:

PI Code	Short Name	2016/ 17 Value	2016/17 Target	Last update	Current value	Annual Target 2017/18	Future Targets		
							2018/19	2019/20	2020/21
CdBS3 (C)	Percentage of responses to FOI requests sent within 20 working days (by month)	87%	90%	June 2017	100%	90%	90%	90%	90%
JtBS1 (C)	Availability of ICT systems to staff from 8am to 6pm (by period quarterly)	99.6%	99.5%	June 2017	99.95%	99.5%	99.5%	99.5%	99.5%
JtBS2 (C)	Percentage of calls to ICT helpdesk resolved within agreed timescales (by period quarterly)	83.7%	95%	June 2017	92.6%	95%	95%	95%	95%
SbBS3 (C)	Percentage of responses to FOI requests sent within 20 working days (by month)	94%	90%	June 2017	93%	90%	90%	90%	90%



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**Activity Indicators - Data Only, no targets:**

PI Code	Short Name	2016/17 Value	Last update	Current value
CdBS4 (A)	Number of FOI requests made by month	681	June 2017	52
SbBS4 (A)	Number of FOI requests received each month	653	June 2017	56



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## Section 7 - Risks

Please consult the Risk Register guidance when reviewing your risks. You need to consider any key risks that will affect the delivery of key service outcomes, *other than* the identified strategic, budgetary and business continuity risks.

### Likelihood:

Likelihood Score	Description	Frequency (How often it might / does happen.)
1	Rare	This will probably never happen and is only possible in exceptional circumstances.
2	Unlikely	This is possible, but not an expected occurrence.
3	Possible	This might happen occasionally, but likely to occur less than annually.
4	Likely	This is likely to occur within the next year but is not a persistent issue.
5	Almost Certain	This is likely to happen and could be persistent or occur frequently.

**NB. Where scores fall across more than one level, always use the highest score.**

### Impact:

Impact Score	Description	Impact definitions
1	Negligible	<ul style="list-style-type: none"> <li>Negligible loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>Can be easily and quickly remedied.</li> <li>No or extremely unlikely financial loss.</li> <li>No or extremely unlikely reputational loss.</li> <li>No breach of Governance Rules, or of legal or contractual obligations.</li> </ul>
2	Minor	<ul style="list-style-type: none"> <li>Minor loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>Short term impact on operational efficiency and performance.</li> <li>Financial loss of £10,000 or less (Based on Financial Rules write-off limits).</li> <li>Failure to meet internal standards where there is no external interest and overall objectives are not compromised.</li> <li>Unlikely to generate complaints or cause reputational damage.</li> <li>Small breach of legal or contractual obligations which can be quickly put right without penalty.</li> </ul>



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Impact Score	Description	Impact definitions
3	<b>Moderate</b>	<ul style="list-style-type: none"> <li>Moderate loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>Medium term impact on operational efficiency and performance.</li> <li>Financial loss of £10,000 or more but below £100,000.</li> <li>Failure to meet internal standards, where there is an external interest and overall objectives could be compromised.</li> <li>Likely to generate low levels of complaints and / or short term reputational damage.</li> <li>May attract the short term attention of regulatory or legislative bodies.</li> </ul>
4	<b>Major</b>	<ul style="list-style-type: none"> <li>Major loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>One-off event which could destabilise the Council.</li> <li>Widespread medium or long term impact on operational efficiency and performance.</li> <li>Financial loss of £100,000 or more, but below £1m.</li> <li>Likely to generate complaints and adverse media attention resulting in medium term reputational damage.</li> <li>Breach of legal or contractual obligation attracting the medium-term attention of legislative or regulatory bodies.</li> </ul>
5	<b>Catastrophic</b>	<ul style="list-style-type: none"> <li>Total sustained loss or interruption to critical service(s), project(s), systems or environmental health.</li> <li>Long term impact on operational efficiency and performance.</li> <li>Financial loss of £1m or more.</li> <li>Likely to generate many complaints and extensive adverse media attention resulting in long term reputational damage.</li> <li>Serious breach of legal or contractual obligation attracting the rapid intervention of legislative or regulatory bodies.</li> <li>Loss of credibility.</li> </ul>
<p><b>NB. Only one of the bullet points need apply within any category.</b>  <b>Where scores fall across more than one level, always use the highest score.</b></p>		

Please note that you should have no more than 5 critical risks in addition to the strategic risks applying to your service.

Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
CSB BS01 Shared Network Availability	2	4	8	<ul style="list-style-type: none"> <li>. Clear ICT strategy</li> <li>. Components are only purchased from reputable companies</li> <li>. Redundancy designed into system configuration</li> </ul>



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Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
				<ul style="list-style-type: none"> <li>. Monitor \ adopt appropriate advances in technology e.g. virtual servers</li> <li>. An R&amp;R programme is in place</li> <li>. Forward planning of R&amp;R and Network U\G requirements \ budgets</li> <li>. Current warranties where relevant and cost effective</li> <li>. Daily monitoring of network performance \ capacity</li> <li>. Separate electrical supply and uninterruptable power supplies (UPS). Generator hire contract in place</li> <li>. Regular, planned maintenance</li> <li>. Maintenance contracts in place where required</li> <li>. Failover facility in place</li> <li>. Licenses monitored. Service Desk Administrator ITIL and FAST accredited</li> <li>. Comprehensive documented operational procedures in place</li> </ul>
CSB BS02 Data Integrity	2	3	6	<ul style="list-style-type: none"> <li>. Information Management strategy in place</li> <li>. Action plan in place to realise Information Management strategy</li> <li>. Data quality objectives for all staff</li> <li>. Regular backups performed. Restores performed on a regular basis. Backup logs checked to confirm jobs completed successfully and to analyse for anomalies</li> <li>. Failover facility in place</li> <li>. Snapshots taken to SAN. Up to 7 days' worth of data available at a time</li> <li>. Financial and technical procedures in place to ensure systems must be installed and maintained by Business Support</li> <li>. PRINCE2 methodology used on projects to ensure consistent IT implementation</li> <li>. Change management controls in place</li> <li>. User testing required for all implementations and upgrades</li> <li>. Staff training is delivered as part of all implementation projects</li> <li>. Contracts in place with system suppliers for system development and specialised consultancy. Supplier manuals available to all staff</li> <li>. Regular account meetings with system suppliers</li> <li>. Encourage services to document system procedures</li> <li>. Regular audits</li> </ul>
CSB BS03 Security	3	4	12	<ul style="list-style-type: none"> <li>. Systems bought from reputable vendors who comply with relevant standards</li> <li>. Security assessment included in product evaluation</li> </ul>



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Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
				<ul style="list-style-type: none"> <li>. Systems are correctly licensed with maintenance contracts in place</li> <li>. Systems are maintained at supported versions and replaced at vendor specified 'end of life'</li> <li>. Change management controls in place</li> <li>. 3rd party remote access controlled by IT</li> <li>. End users are trained in good practice for using systems and data handling</li> <li>. ICT Security Policy ensures that customers understand their responsibilities</li> <li>. Physical access to key network devices controlled by building security system</li> <li>. All external communications managed by specialist contractor with documented security procedures in place</li> <li>. SLA in place with contractor</li> <li>. Contractor obligated to maintain PSN compliance</li> <li>. Dual factor remote access</li> <li>. All audits for PSN passed to date</li> <li>. Annual health check performed by CREST\CHECK certified consultant</li> <li>. Quarterly penetration testing by CREST\CHECK certified consultant. Quarterly internal vulnerability testing by CDC IT</li> <li>. Patch management scheme in place</li> <li>. Inventory controls in place</li> <li>. Security Marking</li> <li>. Remote Control of devices via MDM</li> <li>. End point encryption implemented</li> <li>. Network client physical ports managed. Only removable media issued by ICT can be used in network clients</li> <li>. Creation/deletion of network accounts controlled by starters/leavers forms issued by Personnel</li> <li>. Network rights controlled by Active Directory group policies</li> <li>. Anti-malware software which covers anti-virus, personal firewall and application control installed on the client</li> <li>. Anti-malware protection in place and automatically updated on hosts</li> <li>. 2 anti-malware products used</li> <li>. Monitoring of e-mail subject matter and attachments</li> </ul>
CSB BS04 Staff	3	4	12	<ul style="list-style-type: none"> <li>. Formal and on the job training and staff development</li> </ul>



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Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
				<ul style="list-style-type: none"> <li>. Three IT Trainees posts to 'grow' replacements</li> <li>. Programme of cross training to promote generic skill sets</li> <li>. Documentation</li> <li>. Adoption of ITIL and implementation of ITIL compliant service desk</li> <li>. 3rd party contracts (Fordway, Updata etc.) to fill gaps</li> <li>. Good supplier management</li> <li>. Good communication - regular Meetings, 121s, appraisal interviews</li> <li>. Clear aims and objectives</li> <li>. Work plan to manage work load</li> <li>. Sharing resource and expertise with other authorities \ shared service</li> </ul>

The Council periodically conducts a review of its strategic risks. Please outline below the role your service plays in mitigating these risks. If it does not apply to your service, state N/A.

Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
1	Joint Working	<ul style="list-style-type: none"> <li>.Governance in place – Joint Committee, JAIC.</li> <li>.Programme documentation and programme management resources.</li> <li>.Member involvement in joint working in line with member expectations</li> <li>.Communication plan for members, staff, external partners</li> </ul>	<ul style="list-style-type: none"> <li>● Ensuring that ICT platforms seamlessly support the aims of joint working</li> </ul>
2	Transformation and Management of Change	<ul style="list-style-type: none"> <li>. Senior members and managers show commitment to change.</li> <li>. Case for changes clearly made and communicated.</li> <li>. Build on success, in order to establish confidence to change.</li> <li>. Prioritise programme of change, and ensure it is adequately resourced.</li> <li>. Develop change management approach, and organisational development plan.</li> </ul>	<ul style="list-style-type: none"> <li>● Supported the implementation of shared systems</li> <li>● Work with service staff to support buy-in to the new ways of working</li> <li>● Listening to the needs of the Council services to ensure shared systems support their processes</li> <li>● Leading on Mobile Working Programme</li> <li>● Support for the Customer Experience strategy</li> </ul>
3	Financial Stability	<ul style="list-style-type: none"> <li>.Review of MTFSS.</li> <li>.Clear service priorities.</li> </ul>	<ul style="list-style-type: none"> <li>● Work with service staff to leverage the maximum benefit</li> </ul>





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Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
		<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> <p>.Strategies for use of reserves.</p>	<p>from the investment made in ICT systems</p> <ul style="list-style-type: none"> <li>• Achieve best value for the Councils where new systems are required or enhancements to current systems to support shared services</li> </ul>
4	Workforce Issues	<p>.Organisational development and workforce planning.</p> <p>.Monitoring of key personnel statistics.</p> <p>.Good staff communications processes.</p> <p>.Staff assistance programme in place.</p> <p>.Training and development strategies in place resourced and monitored.</p> <p>. Appropriate management policies, procedures and approach in place.</p>	<ul style="list-style-type: none"> <li>• Monitoring staff workload and securing outside resource where required e.g. sharing with other authorities using same applications</li> <li>• Keeping staff skill sets current</li> </ul>
5a	Waste & Environmental Services - SERCO	<p>.Governance in place for joint contract.</p> <p>.Have adequate in-house knowledge of cost share model.</p> <p>.Co-ordinated approach by both Councils on JWC and with BCC</p> <p>.Effective contract monitoring and good relationships with contractors</p> <p>.Good communications with residents</p>	<ul style="list-style-type: none"> <li>• Not applicable.</li> </ul>
5b	Waste & Environmental Services - BIFFA	<p>.Governance in place for joint contract.</p> <p>.Have adequate in-house knowledge of cost share model.</p> <p>.Co-ordinated approach by both Councils on JWC and with BCC</p> <p>.Effective contract monitoring and good relationships with contractors</p> <p>.Good communications with residents</p>	<ul style="list-style-type: none"> <li>• Not applicable.</li> </ul>
6	Joint/Partnership working	<p>.Co-ordinate and streamline representation on partnership groups.</p> <p>.Monitor impact of changes arising from partner cut backs.</p> <p>.Identify key partnerships to support.</p>	<ul style="list-style-type: none"> <li>• Not applicable.</li> </ul>
7	Business Continuity	<p>.Clear senior management arrangements for responsibility on business continuity.</p> <p>.Business continuity plans in place.</p> <p>.ICT DR plans in place.</p> <p>.Maximise reciprocal support arrangements across two Councils.</p>	<ul style="list-style-type: none"> <li>• Refresh of ICT infrastructure and redesign for shared network services</li> <li>• Move to thin client / virtual desktop</li> <li>• DR / failover facility in place</li> <li>• Joint working with relevant services in other Bucks authorities to share expertise and resource</li> </ul>



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Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
8	Information Management & Security	<p>.Policies and procedures in place, overseen by joint IG group, and made common where practical.</p> <p>.Communication and training for staff on policies and procedures.</p> <p>.Officer mechanisms to enable corporate approach to be taken to information management.</p> <p>.Information management incorporated in any service review process.</p>	<ul style="list-style-type: none"> <li>• Shared Information Governance Group (IGG) in place.</li> <li>• Information Governance Structure (IGS) established across all services</li> <li>• Comprehensive training programme being delivered to all IGS roles</li> <li>• All services have an Information Asset Register with Retention and Disposal Schedule</li> <li>• Working with services to delete obsolete\duplicate data</li> <li>• Working with services to enforce good management of unstructured data</li> </ul>
9	New Legislative Changes	<p>.Corporate capacity to identify and analyse forthcoming legislative changes affecting the Councils.</p> <p>.Analyse and produce action plans for Welfare Reform changes.</p> <p>.Analyse and respond to changes to Planning system.</p> <p>.Use of professional or local authority network groups to gain and share knowledge.</p>	<ul style="list-style-type: none"> <li>• Officers identified to monitor their ICT discipline for legislative changes</li> <li>• 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</li> <li>• Producing plan for GDPR compliance.</li> </ul>
10	Affordable Housing	<p>.Housing strategies in place and regularly reviewed.</p> <p>.Good relationships between housing and planning services.</p> <p>.Resources identified to support housing schemes.</p> <p>.Partnerships with RSLs.</p> <p>.Efforts made to secure sites/properties for temp/affordable housing.</p>	<ul style="list-style-type: none"> <li>• Not applicable.</li> </ul>
11	Major Infrastructure Projects Impacts.	<p>.Impact assessments made formally or informally on major projects.</p> <p>.Clear Council position on a particular proposal.</p> <p>.Lobbying mechanisms identified.</p>	<ul style="list-style-type: none"> <li>• Supporting the IT\information management needs of the HS2 Team</li> </ul>



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Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
		.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. .Take into account in service design/delivery.	<ul style="list-style-type: none"> <li>Supporting services to develop skills for customer insight</li> <li>Overlap with GIS to map statistical data to location</li> </ul>
13	Property/ Asset Management	.Asset Management Plans in place and reviewed. .Professional advice used where appropriate.	<ul style="list-style-type: none"> <li>R&amp;R programme in place for ICT assets</li> <li>Business Support has good control over physical assets and works with suppliers to get the best value.</li> </ul>
14	Economic Viability	.Good liaison arrangements with local businesses. .Monitor key indicators of the local economy. .Take advance of opportunities offered by LEP. . Adjust fees & charges if necessary.	<ul style="list-style-type: none"> <li>Not applicable.</li> </ul>

Ongoing through your risks are there any improvements you need to put in place to mitigate key service risks and weaknesses in any areas? (please include improvement identified through internal and external audits and business continuity plans)

The key risk for Business Support is disruption to the delivery of the network service.

During 2017/18 a failover facility was put in place which would mean that network would be re-established within hours in a separate location with office space for officers to work from.



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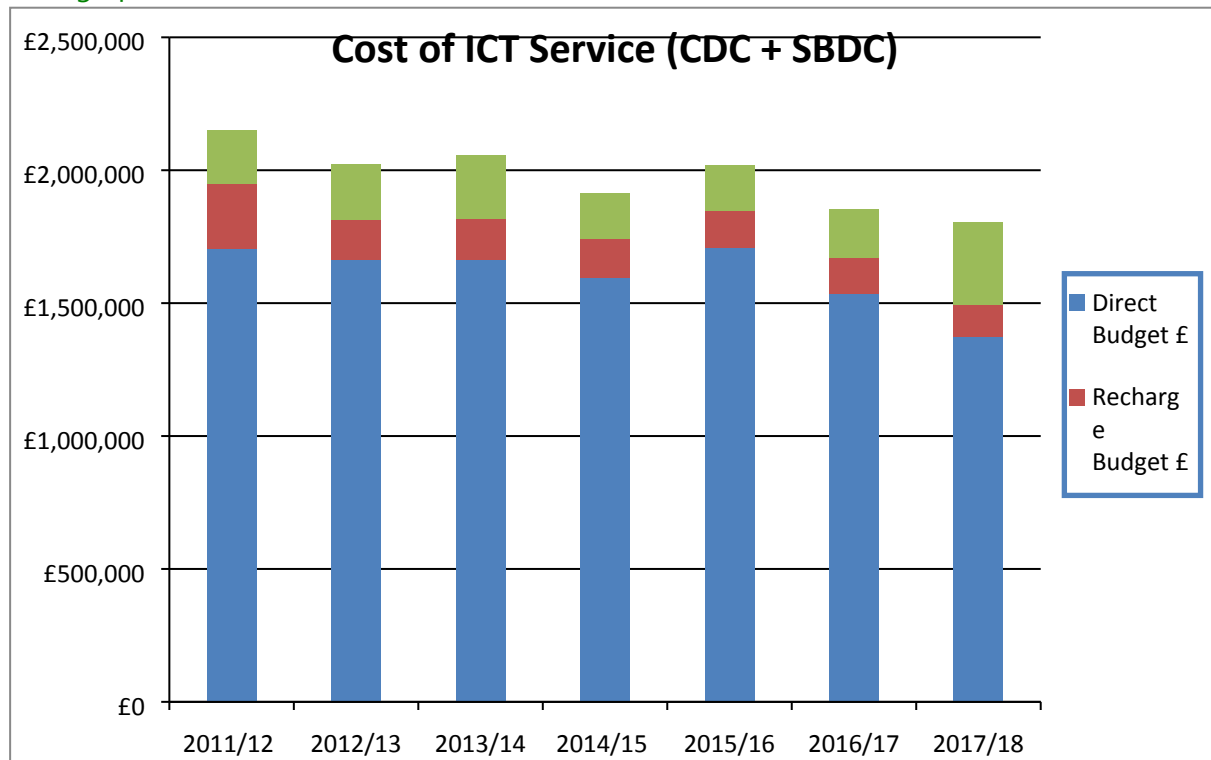
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**Section 8 – Costs and cost comparison information - prefilled**

Comparative data is useful to help review the financial cost/efficiency of the service.

Cost graphs



**Joint service**

Year	Direct Budget £	Recharge Budget £	Capital Charges £	Total Cost £
2011/12	1,705,180	243,620	200,380	2,149,180
2012/13	1,664,922	147,210	210,030	2,022,162
2013/14	1,662,960	153,380	240,740	2,057,080
2014/15	1,594,220	148,232	170,080	1,912,532
2015/16	1,708,560	139,318	170,080	2,017,958
2016/17	1,534,920	136,079	182,800	1,853,799
2017/18	1,371,910	123,811	308,910	1,804,631

Cost information	
How does the cost compare to our nearest neighbour comparators?	Not available.
Is there a reason our costs are higher/lower than our nearest neighbour comparator groups	Not available.



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How have our actual costs changed over the last 3 years?	Costs have reduced, this has been helped through the shared service and shared network.
--	---

Please summarise your cost information below. How are the costs changing over time, do we compare favourably with our nearest neighbour (please highlight if there is any reasons you know of why costs may be different). This section will feed into the Service Plan Summary for publication.

### Summary – Cost information

- Significant cost savings have resulted from the consolidation of call systems and network infrastructure, however new investment for initiatives such as the customer experience strategy will mean the cost of IT will increase.





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# Service Plan Workbook 2018/19

## Communications, Performance and Policy

### Why develop a service plan?

*Service plans form a key part of the Council's corporate planning and performance system. They provide the detail about how services will deliver the Council's objectives and priorities.*

The plans help us to measure progress against what we have said we would do and enable individual officers to see how the work they do on a day to day basis contributes to the Council's objectives.

This workbook will help you work through all the elements that need to be covered when planning your service for the next year.

### When do service plans run from and to?

Service plans are run in parallel with the financial year.

**You need to use this workbook to plan for the next financial year from April 2018 until end of March 2019, also thinking about longer term objectives and actions to include and work towards.**

### Service Plan Workbook and Summary

The service plan workbook is a working document for you to work through in the form of tables, checklists and text boxes.

The summary from each of the sections in the workbook will then be taken to create a 3-4 page Service Plan Summary for each service, which will be the outward facing service plan for staff, Members and for publication, so please ensure each summary is concise with a sufficient amount of detail.

The workbook is each manager's working document, so they can choose to keep it concise and high level or add in more detail to make it a useful working manual for the team.

### Timetable for developing Service Plans

**Service plan workbooks should be submitted to the Policy & Performance team by early November 2017**, who will provide feedback on the content and pull together the service plan summaries. The summaries will then be submitted through to Management Team in early December for approval before going to the next available Cabinet at each Council.

### Involving Staff and Members

The Head of Service/principal officer has the responsibility for writing the service plan. However **it is important that all staff in service areas are included in developing the plan, to help them understand their work programme for the next 12 months and how it links in with the Council's**



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**objectives.** Relevant Councillors such as the Cabinet/portfolio lead for each area should also be consulted, when carrying out your service planning, to ensure that they are aware of and aligned with the direction the service is going in.

<b>I have discussed this service plan with:</b>	<b>Y/N</b>
Portfolio holder(s)	
Unit managers	
Officers	

### Cross-cutting issues

When you are working through your service plan you should keep in mind the following cross cutting issues: diversity, mainstreaming community safety, use of ICT and website, localism and the big society, external funding, sustainability and equalities and how your service can take each of these into account.

### Prefilling

The Performance team will pre-fill some sections from either existing information or the previous years' service plan.

**All of this information will need to be reviewed, checked and amended where necessary.**





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## Service Plan details

Head of Service/Principal Officer	Rachel Prance
Draft version completed	
Final version completed	
Service units covered by plan	Communications Policy & Performance Strategic Partnerships

## Section 1 – Key Service Aims/Objectives

Please list each of the services in your area (with a brief overview of functions they provide) and the Cabinet portfolio that it reports to. Please mark whether or not each function is statutory.

Key Service Functions	Portfolio reporting to	Statutory/Mandatory
Corporate communications including media, public relations, marketing and websites	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"/>

Please put in your key service aims/objectives below, these should provide a short description of the purpose of each of the services in your area. In the final column please select key aims for each area (3-5 aims) that will be included in the Service Plan summary for publication. These will also be used to update the Council's Corporate Plan.

## Communications

Key Service Aims/Objectives	Include in Service Plan Summary
To manage the Councils' corporate communications function.	<input checked="" type="checkbox"/>
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.	<input checked="" type="checkbox"/>
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.	<input checked="" type="checkbox"/>
Provide an in-house design and marketing service to all departments within the councils and	<input checked="" type="checkbox"/>



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Key Service Aims/Objectives	Include in 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 support services to produce up to date information about services in easy to read and to access formats.	<input checked="" type="checkbox"/>

## Performance and Policy

Key Service Aims/Objectives	Include in Service Plan Summary
Improving knowledge-based decision-making across the Councils including developing customer insight profiles;	<input checked="" type="checkbox"/>
To support the Councils and their services by co-ordinating the Councils' performance management system, developing corporate strategy and interpreting government policy.	<input checked="" type="checkbox"/>
Advise on the development, implementation and monitoring of the Councils' Joint Business Plan	<input type="checkbox"/>
Lead Councils' approach to corporate planning and performance management	<input checked="" type="checkbox"/>
Organise the work of the Joint Strategic Partnership including regular reviews and delivery of the Joint Sustainable Community Strategy	<input checked="" type="checkbox"/>
Support service managers to develop their services through effective, consistent service planning	<input type="checkbox"/>
Support effective consultation through promoting good practice and monitoring	<input type="checkbox"/>

**Children's Act 2004 and Protection of Vulnerable Adults:** We are required to put in place arrangements to protect children and vulnerable adults and promote their welfare. How does your service takes account of the need to safeguard and promote the welfare of children and vulnerable adults, and how will you improve this in the coming year?

Policy and Performance – N/A

Communications – Promoting best practice and raising awareness.



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## Section 2 – Key achievements/outcomes for previous year

Please list key achievements and outcomes that the service has achieved since March 2017. This is because the service plan summaries containing this information go to Cabinet during February 2018, so you will be looking back over the current year for your achievements.

You should aim to have 5-10 key outcomes. The top 5 from each service area will feed into the Service Plan Summary for publication.

### Joint Communications Projects

Key achievements and outcomes in the previous year
Upgraded our websites to make them mobile friendly.
Supported the implementation of the economic development strategy.
Supported the submission to the Secretary of State for Modernising Local Government in Bucks , and continue to lead on follow-up communications.
Undertook mini peer review of Communications team with LGA.
Facilitated the corporate peer challenge for both councils.
Supported the Planning Policy team with the Local Plan consultation
Continued to provide an excellent in-house design service
Led on internal communications for various projects, including the accommodation project, flexible and mobile working project, meet the Chief Executive and Leaders, values and behaviours and Stronger in Partnership.
Continued to develop the community engagement programme with HS2 Limited and its contractors
Supported the launch of the Chiltern and South Bucks Lottery

### Communications Projects CDC

Key achievements and outcomes in the previous year
Supported Chiltern Pools redevelopment Consultations.
Completed the branding for the new Bierton Crematorium.
Led on the Amersham Multi-Storey car park redevelopment communications.
Continued promotion and support of the Community Awards

### Communications Project SBDC

Key achievements and outcomes in the previous year
Led on Gerrards Cross Police Station redevelopment communications plan.
Led on Bath Road redevelopment communications plan.
Continued promotion and support of the Chairman's Awards.
Supported the South Bucks Country Park consultation



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## Performance & Policy

### Key achievements and outcomes in the previous year

Supported and facilitated the Annual Business Meeting.

Reviewed Joint Strategic Partnership working to improve focus on deliverables.

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.

Continued chairing South Bucks Parish Clerks meetings.



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## Section 3 – Shared Services programme

Please identify, for each unit you are responsible for, current plans in relation to the shared services reviews:

Unit Name	Review and implementation completed (say when)	Review and/or implementation continuing in 2016/17	Review scheduled for/continuing in 2017/18	Review not yet scheduled.
Communications, Performance and Policy	1 <sup>st</sup> August 2015.			



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## Section 4 - Know your customer - to be prefilled – will require checking/tweaking

This section allows you to think about who your customers are and the make-up of the customers that your team needs to provide a service to. This information will help you to influence your service delivery and the way it is tailored to different sets of customers. It can also help you to provide a basis for prioritisation over which aspects of the service to continue, improve, grow or cut back. There is a wide range of information available about the make-up of customers in the district e.g. Acorn data, Census data and information from other statistical sources and data.

Current priority groups identified through the SBDC Cohesion and Inequalities Strategy 2010 that we wish to ensure can access services, support and are able to get involved are: Carers; People with a disability – physical (such as sight and hearing impairment), mental health and learning difficulties; Low income families/households; Elderly; Young; Gypsy, Roma Traveller community (due to low literacy levels).

Information about your customers	
<p>Who are your key customers? (If your customers are internal departments this should be stated).</p>	<p>Main customer groups:</p> <p>1a. <b>Residents: Policy &amp; Performance</b> - engagement on behalf of Joint Strategic Partnership, corporate information e.g. Annual Report. This provides opportunities to consult on key decision and policy development, along with reviews of how services are delivered to ensure that they are shaped around resident's needs. This work supports other services to develop more responsive services.</p> <p>1b. <b>Residents: Communications</b> – provision of information about council services via various methods including publicity material, media, and website. Supporting local residents in local issues such as the HS2 campaign</p> <p>2a. <b>Partners: Policy &amp; Performance</b> – Bucks Network, Joint Strategic Partnership, Armed Forces Group, Parish and Town Clerks</p> <p>2b. <b>Partners: Communications</b> – other local authorities, TVP, NHS, HS2 action groups, GOSS (website), SOCITM, Vuelio (media and FOI monitoring)</p> <p>3a. <b>Senior Managers: Policy &amp; Performance</b> – service planning and development, KnowledgeSource, PI support, information and advice.</p> <p>3b. <b>Service Managers: Communications</b> – support for communicating service changes, events, promotions.</p> <p>4a. <b>Members: Policy &amp; Performance</b> - corporate and performance management information and analysis and reports to MT, Cabinet, O&amp;S, full Council</p> <p>4b. <b>Members: Communications</b> – provision of information about services, advice on handling media enquiries.</p> <p>5a. <b>Internal customers: Policy and Performance</b> - Main customer group is internal, both staff and members. Each service unit has different needs and different levels of help and support are required for service planning and development. It is important to ensure ease of access to information and advice for services. The service unit needs to develop a partnership approach with services to offer maximum support and feedback for service issues and assist managers with keeping up to date with legislative changes and promoting innovation and best practice</p>



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	<p>across the Councils. Research information and statistics are also provided to departments as required. Reports on customer statistics and website information are also collated and provided to departments.</p> <p>We continue to work closely with colleagues across Bucks through the Joint Strategic Partnership, Bucks Network, and Bucks Policy Officers Groups to join up work, look for opportunities to share best practice and workload, avoiding duplication across the County.</p> <p>5b. <b>Internal customers: Communications</b> – the main customer groups are staff and Members.</p> <p>To maintain the reputation of the council it is essential that we have good, timely and honest internal communications particularly whilst managing change. The service will provide an in-house design and marketing service to all departments within the councils and promote the benefits and cost effectiveness to other departments; produce internal promotional material covering issues such as accommodation reviews, organisational development, flexible and mobile working</p> <p>6. <b>Media: Communications</b> - it is essential we maintain a good relationship with the media through prompt responses to enquiries, publishing news releases, ensuring the website is current and joint working on events, projects and consultations</p>
<p>Are there key features/distinctive characteristics that need to be taken into account?</p>	
<p>Do you carry out a customer satisfaction survey for your area? Please list all satisfaction surveys that you currently undertake.</p>	
<p>As well as satisfaction surveys do you have any other regular consultation and engagement in place (e.g. focus groups)?</p>	<p>Currently undertaking consultations on the Chiltern Pools, Gerrards Cross car park, Amersham multi-storey car park, modernising local government</p>
<p>Please tick any of the following that you will be carrying out next year.</p>	<p>Consultations – yes Newsletters - yes Seminars/workshops - yes Review of website pages – yes Residents Surveys - yes Comms team will be co-ordinating all these on behalf of service areas.</p>
<p>Are there any key changes you will need to make to service delivery in the next year to tailor it to customer need?</p>	<p>More focus on service delivery/customer needs</p>
<p>What will the Customer Experience Strategy entail for your service?</p>	<ul style="list-style-type: none"> <li>Chiltern District Council and South Bucks District Council are likely to be delivering a significant programme of transformation to change the way that we deliver our services to our customers. Implementation of this programme will commence in 2018/19. Throughout this year all services will be involved in analysing data to identify customer needs</li> </ul>



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	and in tailoring service delivery to better meet those needs. Once the programme is implemented there will be an increased focus on the use of customer insight and data to develop our services in the future.
In your view what would an excellent service look like to the community? How would you rate your service against this view?	Positive council branding with residents engaging with development of council services and having a good understanding of the service provided by both councils.

Please summarise the main points covered in this section below (including identifying your main customers, key characteristics, key changes you are looking to make to service delivery in the next year and what consultation and engagement you are looking to carry out). This section will feed into the Service Plan Summary for publication.

### Summary – Know your customer (Chiltern)

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.

### Summary – Know your customer (South Bucks)

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.





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### Section 5 – Action plan (short term/medium term)

The next 3 sections which cover performance indicators, actions and risks, we monitor using the Covalent Performance Management system.

Think about where you want to be in line with the Council's aims and priorities and what you need to do to get there. What actions will we be carrying out over the short term (1 year), medium term (2-3 years) and longer term (4-10 years)? What will the outcome of these actions be for residents? Any expected savings should be detailed in the action plan table. Please keep actions concise. Think about any key policy changes in the next few years, e.g. welfare reform, localism act, national planning policy framework and if they require a change to the way you currently deliver your service make sure appropriate actions are included in your plan. Consider the value for money of your service (refer to Joint Performance Management Framework for more information), and identify actions to include which will improve it.

You should include all key actions that you will be undertaking and select **5 - 10** actions that you will update progress on Covalent on a quarterly basis. The ones selected for Covalent *will be included in your Service Plan Summary* for publication. Please include relevant shared services actions.

#### Communications

##### Short term – actions for 2018/19

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. end March 2018)	Lead Officer	Expected savings
.Deliver better staff comms and support the development of 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 comms are known to assist in making staff feel valued, which generates commitment, and helps deliver a high quality service and achieve corporate goals	Y		Ongoing	Rachel Prance	
.Support both Leaders to moderate	.Provide support for the Leaders with communications,	.Corporate goals are achieved and high quality services	Y		Ongoing	Rachel Prance	



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List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. end March 2018)	Lead Officer	Expected savings
expectations during periods of great change and low resources	engagement and information	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	Y		Ongoing	Rachel Prance	
.Provide a media relations service to promote council services and events	.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			Ongoing	Rachel Prance	
.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	Y		Ongoing	Dominic James	
.Launch new Bierton 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	Y		Date tbc	Dominic James	
.Continue to improve media monitoring	.Regular email bulletins to all staff and members on key stories at both councils	.Staff and members are aware of how the councils are being perceived externally	Y		Ongoing	Kate Murray	
.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	Y		Ongoing	Rachel Prance	
.Continue to develop the	.Weekly bulletin produced	.Members have a good view of the key issues	Y		Ongoing	Kate Murray	



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List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. end March 2018)	Lead Officer	Expected savings
Members Bulletin		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	Y		Ongoing	Rachel Prance	
.Continue chairing South Bucks Parish Clerks meetings	.Regular meetings to ensure parish clerks and town councils are engaged with the council	.Better informed partners	Y		Ongoing	Rachel Prance	
.Promote and review 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	Y		Ongoing	Rachel Prance/Aaron Percival	
.Continue to provide an excellent in-house design service	.Promotional and informative literature is produced	.Residents feel informed about council services	Y		Ongoing	Aaron Percival	
.Support stronger in partnership working	.Arrange more joint cabinet meetings .Support debate and decisions on partnership working and transformation .Promote closer working between Members as per the Peer review report .Support future partnership requirements for political leadership		Y		Ongoing	Rachel Prance	
.Support the development of a unified position on future local government structures	.Table the debate .Support the .Work with Communications to communicate stance. .Feed results into future transformation project		Y		Ongoing	Rachel Prance	



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## Medium/long term – actions for 2-3/4-10years

List of Key Actions/ Projects	What will be the key outcomes and benefits seen by residents	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. 2 years = March 2019)	Lead Officer	Expected savings
Introduce a Cloud image library	Residents feel informed about council services		Ongoing	Aaron Percival/Rachel Prance/IT	
Undertake design work for partner organisations	Potential income for the Councils		Ongoing	Aaron Percival	



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## Performance and Policy

### Short term – actions for 2018/19

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. end March 2018)	Lead Officer	Expected savings
.Review Joint Strategic Partnership working to improve focus on deliverables	.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.	Y		Ongoing	Rachel Prance	
. Continue to develop the joint business plan	.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.	Y		Ongoing	Ani Sultan	
.Continue to ensure all strategies and plans are based on robust information and accurate data	.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.	Y		Ongoing	Rachel Prance	
.Effective performance management	.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.	Y		Ongoing	Ani Sultan	
.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.	Y		Ongoing	Ani Sultan	



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## Medium/long term – actions for 2-3/4-10years

List of Key Actions/ Projects	What will be the key outcomes and benefits seen by residents	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. 2 years = March 2019)	Lead Officer	Expected savings
Completely tailored performance information (directly into a personal device if desired)	Better informed residents, partners, members and staff.		End March 2018	Performance & Policy Officers	
Policy newsletter updates and information on upcoming matters	Better informed staff and members		Ongoing	Performance & Policy Officers	



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### Section 6 – Performance indicators to be prefilled – will require checking/tweaking

Please review your performance indicators listed below, your indicators should assist you with achieving your service objectives, be customer focused and reflect the aims and priorities of the Council. Please highlight any changes to these indicators in pink. Only Corporate Performance Indicators will show in your Service Plan Summary for publication.

Identify a maximum of 5 key performance indicators per unit to be tracked via Covalent. You must include priority and corporate indicators within these 5.

Corporate indicators include those which management team and cabinets have selected as priority indicators (P) to be included in the monthly budget pack.

Activity indicators are data only and for South Bucks only are also reported monthly in the budget pack. (A)

Corporate indicators are also reported on within the quarterly performance report (C)

Any changes to these must first be approved by MT/Cabinet and this will be swept up in the annual PI review process which will occur once the service plan summaries have been signed off.

MT would like to align PIs across both councils, where possible. They would also like quarterly performance reporting to concentrate on one or two key measures that define how your service is doing rather than indicators you use to assist your day to day management of the unit.

Additional indicators you wish to track to help manage the day to day business should be logged as departmental indicators (D) – used by your service only and not reported on outside your service by finance or policy and performance.

Please ensure you only include measures that are absolutely essential.

### Corporate Performance Indicators

PI Code	Short Name	2016/17 Value	2016/17 Target	Last update	Current value	Annual Target 2017/18	Future Targets		
							2018/19	2019/20	2020/21
CdCP1 (C)	Number of unique visitors to the main website (monthly by period and annual)	30373 (average)	Data only	September 2017	85249	Data only	Data only	Data only	Data only
SbCP1 (C)	Number of unique visitors to the main website (quarterly and annual)	24291 (average)	Data only	September 2017	60001	Data only	Data only	Data only	Data only

### Activity Indicators - Data Only, no targets.

PI Code	Short Name	2016/17 Value	Last update	Current value
SbCP2 (A)	No of job seekers allowance claims	285	September 2017	280

### Section 7 - Risks to be prefilled – will require checking/tweaking



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Please consult the Risk Register guidance when reviewing your risks. You need to consider any key risks that will affect the delivery of key service outcomes, *other than* the identified strategic, budgetary and business continuity risks.

- Likelihood:

Likelihood Score	Description	Frequency (How often it might / does happen.)
1	Rare	This will probably never happen and is only possible in exceptional circumstances.
2	Unlikely	This is possible, but not an expected occurrence.
3	Possible	This might happen occasionally, but likely to occur less than annually.
4	Likely	This is likely to occur within the next year but is not a persistent issue.
5	Almost Certain	This is likely to happen and could be persistent or occur frequently.

**NB. Where scores fall across more than one level, always use the highest score.**

- Impact:

Impact Score	Description	Impact definitions
1	Negligible	<ul style="list-style-type: none"> <li>• Negligible loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>• Can be easily and quickly remedied.</li> <li>• No or extremely unlikely financial loss.</li> <li>• No or extremely unlikely reputational loss.</li> <li>• No breach of Governance Rules, or of legal or contractual obligations.</li> </ul>
2	Minor	<ul style="list-style-type: none"> <li>• Minor loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>• Short term impact on operational efficiency and performance.</li> <li>• Financial loss of £10,000 or less (Based on Financial Rules write-off limits).</li> <li>• Failure to meet internal standards where there is no external interest and overall objectives are not compromised.</li> <li>• Unlikely to generate complaints or cause reputational damage.</li> <li>• Small breach of legal or contractual obligations which can be quickly put right without penalty.</li> </ul>





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Impact Score	Description	Impact definitions
3	<b>Moderate</b>	<ul style="list-style-type: none"> <li>Moderate loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>Medium term impact on operational efficiency and performance.</li> <li>Financial loss of £10,000 or more but below £100,000.</li> <li>Failure to meet internal standards, where there is an external interest and overall objectives could be compromised.</li> <li>Likely to generate low levels of complaints and / or short term reputational damage.</li> <li>May attract the short term attention of regulatory or legislative bodies.</li> </ul>
4	<b>Major</b>	<ul style="list-style-type: none"> <li>Major loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>One-off event which could destabilise the Council.</li> <li>Widespread medium or long term impact on operational efficiency and performance.</li> <li>Financial loss of £100,000 or more, but below £1m.</li> <li>Likely to generate complaints and adverse media attention resulting in medium term reputational damage.</li> <li>Breach of legal or contractual obligation attracting the medium-term attention of legislative or regulatory bodies.</li> </ul>
5	<b>Catastrophic</b>	<ul style="list-style-type: none"> <li>Total sustained loss or interruption to critical service(s), project(s), systems or environmental health.</li> <li>Long term impact on operational efficiency and performance.</li> <li>Financial loss of £1m or more.</li> <li>Likely to generate many complaints and extensive adverse media attention resulting in long term reputational damage.</li> <li>Serious breach of legal or contractual obligation attracting the rapid intervention of legislative or regulatory bodies.</li> <li>Loss of credibility.</li> </ul>
<p><b>NB. Only one of the bullet points need apply within any category.</b>  <b>Where scores fall across more than one level, always use the highest score.</b></p>		

In the final column **please select key risks for your area that will be included in the Service Plan** summary for publication.

Please note that you should have **no more than 5 critical risks** in addition to the strategic risks applying to your service.

Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
CSB CPP01 Failure to provide comprehensive, accurate and	2	3	6	1. Communications and media training provided to appropriate staff



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Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
engaging communications to promote key services, messages and events				<ol style="list-style-type: none"> <li>2. Communications are checked and signed off by those qualified to do so, prior to publication</li> <li>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</li> <li>4. Letters to be checked and signed by a responsible officer, standard letters to be signed off as suitable, prior to use</li> <li>5. Publicity materials to be reviewed and signed off by a responsible officer</li> <li>6. Work with services to consider how to reach priority groups</li> <li>7. Only specifically trained, appointed officers permitted to provide information to the press and public</li> <li>8. Development of good relationships with the local press and other media</li> <li>9. Media protocols issued to all staff</li> <li>10. Copyright expressly negotiated and retained by Council All releases and publications to be proof read, reviewed by head of service, checked by Comms team and signed off by MT</li> </ol>
CSB CPP02 Failure to develop joint key policies and a joint vision linked to the Joint Business Plan, based on Community needs	2	3	6	<ol style="list-style-type: none"> <li>1. Consider using customer surveys, forums, panels etc., when needed</li> <li>2. Work with Joint Strategic Partnership to share understanding of customer needs and develop joint SCS</li> <li>3. Joint Business Plan in place</li> <li>4. 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</li> </ol>
CSB CPP03 Failure to manage performance effectively	3	3	9	<ol style="list-style-type: none"> <li>1. Robust joint performance management system in place with links to service planning</li> <li>2. Risks, actions and performance indicators will be updated in the joint Covalent system and reported on quarterly</li> <li>3. Covalent is backed-up regularly and as an off-site web based system, the provider has business continuity in place</li> <li>4. Covalent update reminders sent plus e-mail reminders</li> <li>5. Priority indicators identified by MT and Cabinet are updated and reported on monthly</li> <li>6. Sense check of information provided by</li> </ol>



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Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
				Performance & Policy team, questions raised where needed and additional information obtained

The Council periodically conducts a review of its strategic risks. **Please outline below the role your service plays in mitigating these risks.** If it does not apply to your service, state N/A.

Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
1	Joint Working	<ul style="list-style-type: none"> <li>.Governance in place – Joint Committee, JAIC.</li> <li>.Programme documentation and programme management resources.</li> <li>.Member involvement in joint working in line with member expectations</li> <li>.Communication plan for members, staff, external partners</li> </ul>	
2	Transformation and Management of Change	<ul style="list-style-type: none"> <li>. Senior members and managers show commitment to change.</li> <li>. Case for changes clearly made and communicated.</li> <li>. Build on success, in order to establish confidence to change.</li> <li>. Prioritise programme of change, and ensure it is adequately resourced.</li> <li>. Develop change management approach, and organisational development plan.</li> </ul>	
3	Financial Stability	<ul style="list-style-type: none"> <li>.Review of MTFSS.</li> <li>.Clear service priorities.</li> <li>.Analysis of Government spending plans, bought in where necessary.</li> <li>.Savings programmes agreed and monitored.</li> <li>.Annual review of cost base</li> <li>.Strategies for use of reserves.</li> </ul>	
4	Workforce Issues	<ul style="list-style-type: none"> <li>.Organisational development and workforce planning.</li> <li>.Monitoring of key personnel statistics.</li> <li>.Good staff communications processes.</li> <li>.Staff assistance programme in place.</li> <li>.Training and development strategies in place resourced and monitored.</li> <li>. Appropriate management policies, procedures and approach in place.</li> </ul>	
5a	Waste & Environmental Services - SERCO	<ul style="list-style-type: none"> <li>.Governance in place for joint contract.</li> <li>.Have adequate in-house knowledge of cost share model.</li> <li>.Co-ordinated approach by both Councils on JWC and with BCC</li> <li>.Effective contract monitoring and good relationships with contractors</li> </ul>	The team assists with the communications side of the joint waste contract



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Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
		.Good communications with residents	
5b	Waste & Environmental Services - BIFFA	.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	The team assists with the communications side of the joint waste contract
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.	Merged LSP in place with themed groups emerging and working together
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.	The team feeds into the Corporate Business Continuity Plans.
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.	The team reviews Government policy changes and helps to educate on applicable changes e.g. Localism, HS2.
10	Affordable Housing	.Housing strategies in place and regularly reviewed. .Good relationships between housing and planning services. .Resources identified to support housing schemes. .Partnerships with RSLs. .Efforts made to secure sites/properties for temp/affordable housing.	
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	The team co-ordinates responses on HS2.



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Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
		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. .Take into account in service design/delivery.	The team actively analyses data such as IMD, Health Profiles, Census
13	Property/ Asset Management	.Asset Management Plans in place and reviewed. .Professional advice used where appropriate.	
14	Economic Viability	.Good liaison arrangements with local businesses. .Monitor key indicators of the local economy. .Take advance of opportunities offered by LEP. . Adjust fees & charges if necessary.	

Ongoing through your risks are there any improvements you need to put in place to mitigate key service risks and weaknesses in any areas? (please include improvement identified through internal and external audits and business continuity plans)



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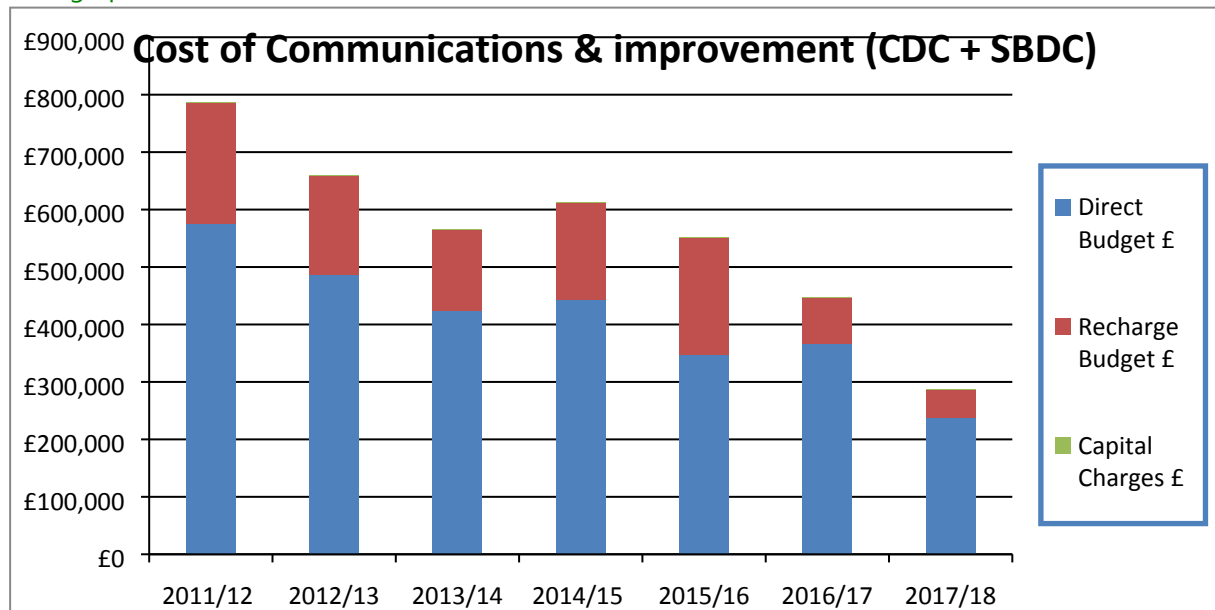
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## Section 8 – Costs and cost comparison information - prefilled

Comparative data is useful to help review the financial cost/efficiency of the service.

### Cost graphs



### Joint Service

Year	Direct Budget £	Recharge Budget £	Capital Charges £	Total Cost £
2011/12	576,160	209,480	0	785,640
2012/13	485,630	173,660	0	659,290
2013/14	423,840	142,130	0	565,970
2014/15	443,280	168,864	0	612,144
2015/16	347,140	205,020	1	552,161
2016/17	366,000	80,656	0	446,656
2017/18	238,333	49,307	0	287,640

### Cost information

How does the cost compare to our nearest neighbour comparators?	Not available.
Is there a reason our costs are higher/lower than our nearest neighbour comparator groups	Not available.
How have our actual costs changed over the last 3 years?	Costs have reduced by around 53% when compared to 2014/15.



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**Please summarise your cost information below.** How are the costs changing over time, do we compare favourably with our nearest neighbour (please highlight if there is any reasons you know of why costs may be different). This section will feed into the Service Plan Summary for publication.

### Summary – Cost information

Costs have reduced by around 53% when compared to 2014/15.







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# Service Plan Workbook 2018/19

## Customer Services

### Why develop a service plan?

*Service plans form a key part of the Council's corporate planning and performance system.* They provide the detail about how services will deliver the Council's objectives and priorities.

The plans help us to measure progress against what we have said we would do and enable individual officers to see how the work they do on a day to day basis contributes to the Council's objectives.

This workbook will help you work through all the elements that need to be covered when planning your service for the next year.

### When do service plans run from and to?

Service plans are run in parallel with the financial year.

**You need to use this workbook to plan for the next financial year from April 2018 until end of March 2019, also thinking about longer term objectives and actions to include and work towards.**

### Service Plan Workbook and Summary

The service plan workbook is a working document for you to work through in the form of tables, checklists and text boxes.

The summary from each of the sections in the workbook will then be taken to create a 3-4 page Service Plan Summary for each service, which will be the outward facing service plan for staff, Members and for publication, so please ensure each summary is concise with a sufficient amount of detail.

The workbook is each manager's working document, so they can choose to keep it concise and high level or add in more detail to make it a useful working manual for the team.

### Timetable for developing Service Plans

**Service plan workbooks should be submitted to the Policy & Performance team by early November 2017**, who will provide feedback on the content and pull together the service plan summaries. The summaries will then be submitted through to Management Team in early December for approval before going to the next available Cabinet at each Council.

### Involving Staff and Members

The Head of Service/principal officer has the responsibility for writing the service plan. However **it is important that all staff in service areas are included in developing the plan, to help them**



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**understand their work programme for the next 12 months and how it links in with the Council's objectives.** Relevant Councillors such as the Cabinet/portfolio lead for each area should also be consulted, when carrying out your service planning, to ensure that they are aware of and aligned with the direction the service is going in.

<b>I have discussed this service plan with:</b>	<b>Y/N</b>
Portfolio holder(s)	
Unit managers	
Officers	

### Cross-cutting issues

When you are working through your service plan you should keep in mind the following cross cutting issues: diversity, mainstreaming community safety, use of ICT and website, localism and the big society, external funding, sustainability and equalities and how your service can take each of these into account.

### Prefilling

The Performance team will pre-fill some sections from either existing information or the previous years' service plan.

**All of this information will need to be reviewed, checked and amended where necessary.**



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### Service Plan details

Head of Service/Principal Officer	Nicola Ellis
Draft version completed	
Final version completed	
Service units covered by plan	Customer Services Revenues & Benefits

### Section 1 – Key Service Aims/Objectives

Please list each of the services in your area (with a brief overview of functions they provide) and the Cabinet portfolio that it reports to. Please mark whether or not each function is statutory.

Key Service Functions	Portfolio reporting to	Statutory/ Mandatory
<b>Revenues &amp; Benefits (Both)</b>		
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 Customer Services and Business Support - SBDC	<input checked="" type="checkbox"/>
Benefits Administration (National Housing Benefit Scheme)	Customer Services – CDC Customer Services and Business Support - SBDC	<input checked="" type="checkbox"/>
Administration of Local Council Tax Support schemes	Customer Services – CDC Customer Services and Business Support - 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 Customer Services and Business Support - SBDC	<input checked="" type="checkbox"/>
Administration of discretionary awards including Discretionary Housing Payments, Discretionary Council Tax Support and Discretionary Rate Relief	Customer Services – CDC Customer Services and Business Support - 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 Customer Services and Business Support - SBDC	<input checked="" type="checkbox"/>



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<b>Customer Services (Both)</b>		
Front line customer service (operating a switchboard and reception service to help provide customers with information, help and advice).	Customer Services (CDC) Customer Services and Business Support - SBDC	<input checked="" type="checkbox"/>
Front line service delivery on behalf of the Service Departments as agreed with each individual service area	Customer Services (CDC) Customer Services and Business Support - SBDC	<input checked="" type="checkbox"/>
Provision of 'Universal Support – Delivered Locally' (providing assistance with online applications to Universal Credit Customers and providing personal budgeting support)	Customer Services (CDC) Customer Services and Business Support - SBDC	<input checked="" type="checkbox"/> Contracted by DWP

Please put in your key service aims/objectives below, these should provide a short description of the purpose of each of the services in your area. In the final column please select key aims for each area (3-5 aims) that will be included in the Service Plan summary for publication. These will also be used to update the Council's Corporate Plan.

## Customer Services

Key Service Aims/Objectives	Include in Service Plan Summary
<b>Both</b>	
To deliver an efficient, professional and accessible service responsive to the needs of its customers, service departments and partners.	<input checked="" type="checkbox"/>
Working with services to aim to deliver resolution at first point of contact as far as appropriate.	<input checked="" type="checkbox"/>
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.	<input checked="" type="checkbox"/>
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.	<input checked="" type="checkbox"/>

## Revenues & Benefits

Key Service Aims/Objectives	Include in Service Plan Summary



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Key Service Aims/Objectives	Include in Service Plan Summary
To provide an efficient, customer focussed Revenues and Benefits Service.	<input checked="" type="checkbox"/>
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.	<input checked="" type="checkbox"/>
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.	<input checked="" type="checkbox"/>
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.	<input checked="" type="checkbox"/>
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 administration.	<input type="checkbox"/>
To provide 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.	<input checked="" type="checkbox"/>
To ensure legislative and government policy changes are implemented promptly and accurately.	<input type="checkbox"/>

**Children's Act 2004 and Protection of Vulnerable Adults:** We are required to put in place arrangements to protect children and vulnerable adults and promote their welfare. How does your service takes account of the need to safeguard and promote the welfare of children and vulnerable adults, and how will you improve this in the coming year?

We have a Welfare Officer who is a key member of the Team. This resource is used extensively by Chiltern and is available to South Bucks when required. His / her role is to be pro-active in promoting benefit take-up, to liaise with all other welfare agencies (e.g. Social Services, Age Concern, CAB etc.) and provide direct assistance to those residents needing help to access the benefits system, or seeking provision of welfare advice. This 'client support' role may include a request for benefit to be back-dated, a claim for a Discretionary Housing Payment, a special arrangement for the payment of Council Tax, or any other issue relevant to the situation, such as a claim for other welfare benefits.

At CDC an indicator is shown against the computer record of anyone deemed to be vulnerable for future reference and when the claim falls due for review, or a visit is required, these cases are passed direct to the Welfare Officer. In addition, any cases which clearly need special treatment will be identified by the Teams and passed to the Welfare Officer as they arise.

The Welfare Officer also engages with various community groups, the voluntary sector and welfare agencies to jointly promote take up of benefits and encourage prompt reporting of changes to minimise overpayment debts occurring.

Both Councils' local Council Tax Support scheme features a maximum level of entitlement for working age



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customers. However both schemes offer some protection for vulnerable customers:

- Chiltern – 90% maximum entitlement for vulnerable groups as opposed to 80% for other working age. Vulnerable groups defined as customers in receipt of disability benefits, with a disabled child, in receipt of Carer’s Allowance or lone parents with a child under 5.
- South Bucks – Customers in receipt of disability benefits receive 100% protection and so are not subject to any level of maximum entitlement.

Both Councils have a discretionary scheme enabling additional awards of Council tax Support where a customer is experiencing exceptional hardship.

Officers are aware of their responsibilities in respect of safeguarding and complete relevant on line training.

## Section 2 – Key achievements/outcomes for previous year

Please list key achievements and outcomes that the service has achieved since March 2017. This is because the service plan summaries containing this information go to Cabinet during February 2018, so you will be looking back over the current year for your achievements. You should aim to have 5-10 key outcomes. The top 5 from each service area will feed into the Service Plan Summary for publication.

### Customer Services

Key achievements and outcomes in the previous year
Shortlisted as finalists in IRRV Revenues Team of the Year and IRRV Excellence Partnership Awards
Winner of highly commended Revenues Team of the Year award and highly commended in Excellence in Partnership Award
Developed Joint Customer Experience Strategy, full business case and started associated corporate work programme
Taken on joint electoral registration calls
Taken on South Bucks Revenues and Waste calls
Introduced Change Champions project to analyse customer insights and make recommendations to services
Created training and induction programme, including training matrix
Embedded performance management for individuals, leading to improvements being seen
Successfully completed office move in accordance with Accommodation Strategy, resulting in paperless working in accordance with the clear desk policy
Worked with other services to ensure correspondence is customer-focussed

### Revenues and Benefits

Key achievements and outcomes in the previous year
Shortlisted as finalists in IRRV Revenues Team of the Year in the IRRV Excellence in Partnership Awards
Winner of both highly commended Revenues Team of the Year award and highly commended Excellence in Partnership



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Continued work on the South Bucks Recovery Project and generated income above the set target
Carried out single persons discount review generating revenue of £231k (CDC) and £148k (SBDC)
Completed Christmas accuracy campaign leading to an improved accuracy percentage
Completed Christmas accuracy campaign
Increased number of Business Rates and Council Tax courts taken to improve collection rates
Setup of Ebilling of Council Tax and Non Domestic Rates , with over 1000 users
Dealt with revaluation of Business Rates
Introduced new small business rate relief scheme
Developed policy for discretionary business rates scheme
Introduced pub business rates relief scheme
Supported small businesses through SSBR scheme
Began work on bringing Northgate services in-house
Introduced E-Review form
Introduced wider use of WURTI access
Implemented full roll-out of Universal Credit in South Bucks
(Implemented flexible and mobile working)
Implemented Welfare Reforms – Removal of Family Premium & restriction to child allowances in Housing Benefit



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## Section 3 – Shared Services programme

Please identify, for each unit you are responsible for, current plans in relation to the shared services reviews:

Unit Name	Review and implementation completed (say when)	Review and/or implementation continuing in 2016/17	Review scheduled for/continuing in 2017/18	Review not yet scheduled.
Customer services	December 2015			
Revenues and Benefits.	May 2016			





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## Section 4 - Know your customer - to be prefilled – will require checking/tweaking

This section allows you to think about who your customers are and the make-up of the customers that your team needs to provide a service to. This information will help you to influence your service delivery and the way it is tailored to different sets of customers. It can also help you to provide a basis for prioritisation over which aspects of the service to continue, improve, grow or cut back. There is a wide range of information available about the make-up of customers in the district e.g. Acorn data, Census data and information from other statistical sources and data.

Current priority groups identified through the SBDC Cohesion and Inequalities Strategy 2010 that we wish to ensure can access services, support and are able to get involved are: Carers; People with a disability – physical (such as sight and hearing impairment), mental health and learning difficulties; Low income families/households; Elderly; Young; Gypsy, Roma Traveller community (due to low literacy levels).

Information about your customers	
<p>Who are your key customers? (If your customers are internal departments this should be stated).</p>	<p><b>Revenues &amp; Benefits</b></p> <p>External customers include:</p> <ul style="list-style-type: none"> <li>• All council taxpayers within the districts</li> <li>• All business ratepayers within the districts</li> <li>• All Housing Benefit and Council Tax Support claimants</li> <li>• Customers in receipt of a discretionary award</li> <li>• Universal Credit customers requiring personal budgeting support</li> <li>• Valuation Officer/Listing Officer</li> <li>• Customers requiring information under FOI</li> <li>• Paradigm Housing Association</li> <li>• Private Sector Landlords</li> <li>• Letting Agents</li> <li>• Other Housing Associations</li> <li>• Pensions Service</li> <li>• Jobcentre Plus</li> <li>• Bucks County Welfare Service and ASC Team</li> <li>• Age UK</li> <li>• CAB</li> <li>• DWP</li> <li>• Other Local Authorities</li> <li>• Rent Officer</li> <li>• Civica Open Revenues (Chiltern)</li> <li>• Newlyn and Bristow and Sutor (Bailiffs) (Chiltern)</li> <li>• Northgate (South Bucks)</li> </ul> <p>Internal customers include:</p> <ul style="list-style-type: none"> <li>• Customer Service Team</li> <li>• Post Room Team</li> <li>• Environmental Services</li> <li>• Health and Housing Team</li> <li>• IT section</li> <li>• Finance</li> <li>• Planning</li> </ul>



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	<p><b>Customer Services</b></p> <p>External customers Customers calling the council on the telephone – these will be customers of a variety of services. The level of involvement with the customer will depend on the Council and the service area that the enquiry relates to. For Chiltern DC these customers can be residents of Wycombe who will contact us with regard to the joint waste contract.</p> <p>Customers will also come to the council offices for information and advice and the customer services team will be the first point of contact.</p> <p><u>The Census information below gives a brief overview of each district</u></p> <p>Chiltern is made up of 38,773 households and has a population of 92,652. People aged 65 and over make up 19.4% of the overall population in Chiltern. South Bucks is made up of 26,514 households and has a population of 66,867. People aged 65 and over make up 19.4% of the overall population in South Bucks. The ageing population means that the customer services team may need to adapt services to be more accommodating to the needs of the elderly. 5,054 (5.5% of the population) stated that their activities were limited a lot due to their health in Chiltern, for South Bucks this was 3,965 people (5.9% of the population).</p> <p>There has been an increase in the number of Black &amp; Minority Ethnic Groups (BMEs) in Chiltern from 4.55% in 2001 to 8.51% in 2011. There are 638 households within Chiltern that do not have English as a main language they make up 1.74% of the overall number of households. For South Bucks there are 15.7% from a BME group, an increase from 6.6% in 2001. There are 578 households within South Bucks that do not have English as a main language (Census 2011). This might mean that there may be a need to provide information in a different language if required; however there have been limited requests for this in the past.</p> <p><b>Chiltern</b> – Internal Customers are the main groups of ‘customers’ for Chiltern customer service are the Council service departments for whom we provide front line customer facing services. We liaise with service managers to determine the most effective and efficient way to provide services to the public on their behalf at the first point of contact in a friendly and informative manner. We work with the service managers to ensure that staff are kept informed about the services and are trained in legislation and how to provide the service.</p>
<p>Are there key features/distinctive characteristics that need to be taken into account?</p>	<p>All customers have different needs and expectations and one size does not fit all. Service delivery has to be individually tailored to ensure customer satisfaction and to cope with the unexpected. Benefit claimants are often the more vulnerable members of society and their needs may</p>



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	<p>vary accordingly. Both Chiltern and South Bucks also have an ageing population with 19.4% of the population being aged 65 and over. In Chiltern there are 2,495 people aged 85 and over and in South Bucks there are 1,921 people aged 85 and over and these residents may require different requirements from customer service. South Bucks also has a relatively high level of gypsies and travellers, 0.4% of the population.</p>
<p>Do you carry out a customer satisfaction survey for your area? Please list all satisfaction surveys that you currently undertake.</p>	<p>We do carry out complaints/compliments monitoring but this is informal. This will be developing further and a joint approach developed across both Councils to ensure we are effectively monitoring and learning from the feedback.</p> <p><u>Customer Services</u></p> <p>Surveys have been carried out in the past but we are looking at developing appropriate way of customer engagement and monitoring satisfaction through work on the CS strategy.</p> <p>Revenues and Benefits at CDC have introduced a survey as part of the on line claim process to identify how customers found the process.</p>
<p>As well as satisfaction surveys do you have any other regular consultation and engagement in place (e.g. focus groups)?</p>	<p>Chiltern and South Bucks have regular liaison meetings with a range of partners including the Citizens Advice Bureau, Registered Housing Providers sustainment teams and Job Centre Plus.</p> <p>Revenues and Customer Services are also represented at Disability Focus Group meetings.</p> <p>Northgate have been carrying out an exercise to look at reasons for customer contact and analysing why customers contact the Council so that we can use this to inform service delivery. This has resulted in changes to website as an example.</p> <p>Customer services have regular liaison meeting with all services.</p>
<p>Please tick any of the following that you will be carrying out next year.</p>	<p>Customer Focus Groups</p> <p>Consultations <input checked="" type="checkbox"/></p> <p>Roadshows</p> <p>Newsletters</p> <p>Seminars/workshops</p> <p>Review of website pages <input checked="" type="checkbox"/></p> <p>We will be looking in detail at how we engage with customers going forward as part of the work on developing the Customer Service strategy</p> <p>Consultation may be appropriate if either of the Councils wish to make changes to the Council Tax Support scheme.</p>
<p>Are there any key changes you will need to make to service delivery in</p>	<p>Service delivery is always tailored to customer need and continues to adapt to changes as they occur. Further changes in the welfare system</p>



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<p>the next year to tailor it to customer need?</p>	<p>and the ongoing introduction of Universal Credit are likely to increase the level of advice and support that some customers may require. There will be a need to ensure that all customer facing staff are well versed in both the effects of the changes and the agencies to whom customers can be signposted.</p> <p>The development of the Customer Experience Strategy and the associated work programme will result in changes in the way we work. We will be looking for opportunities to channel shift and to enable our services to be more accessible.</p>
<p>What will the Customer Experience Strategy entail for your service?</p>	<ul style="list-style-type: none"> <li>Chiltern District Council and South Bucks District Council are likely to be delivering a significant programme of transformation to change the way that we deliver our services to our customers. Implementation of this programme will commence in 2018/19. Throughout this year all services will be involved in analysing data to identify customer needs and in tailoring service delivery to better meet those needs. Once the programme is implemented there will be an increased focus on the use of customer insight and data to develop our services in the future.</li> </ul>



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<p>In your view what would an excellent service look like to the community? How would you rate your service against this view?</p>	<p>An excellent Revenues and Benefits service would meet its customer's needs by being easily accessible, providing timely turnaround of benefits, have a high collection rate of council tax and business rates, provide a high quality counter fraud service and deliver value for money for the residents of the districts. It would be adaptable to customer's needs and progressive in identifying better ways of delivering the service and looking for opportunities for efficiency. It would be staffed by motivated and knowledgeable employees.</p> <p>Excellent Customer Services would be an efficient and effective service where customers found it easy to access and to get the information they require. It would provide the initial frontline contact for back office services so therefore filtering the customer contact to services and dealing with as much as possible at the first point of contact.</p> <p>I would rate all of my services quite highly against these measures but I think there is more that we can do to get to excellent. Our performance in Revenues and Benefits is good in both Councils but we need to identify if customers find it easy to access and if the service delivers what customers want and need. We need to make sure that we are delivering the service in the most efficient and cost effective way and so delivering value for money for the residents of both districts. We need to look at the future and pursue opportunities to do things differently and our business case for a shared service and the changes we are currently implementing embraces these opportunities for both councils and ensures we have the capacity to deliver the changes required.</p> <p>Customer Services has historically been delivered differently in both Councils but both deliver a high quality service. We need to look at what is the best approach to delivering customer services for each individual service and develop opportunities to enhance our approach and to deliver more at that first point of contact. We are exploring this through work on the Customer Services Strategy. This will involve liaison with partners and potentially enhancing their role. We need to focus on channel shift to minimise face to face contact and ensure services are accessible in a number of more cost effective ways and therefore delivering value for money for the community.</p> <p>Overall we need to ensure that we are managing the performance of our staff and ensuring that this is maximised where possible and that staff are given opportunities to develop and the training they require.</p>
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Please summarise the main points covered in this section below (including identifying your main customers, key characteristics, key changes you are looking to make to service delivery in the next year and what consultation and engagement you are looking to carry out). This section will feed into the Service Plan Summary for publication.

**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



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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.



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## Section 5 – Action plan (short term/medium term)

The next 3 sections which cover performance indicators, actions and risks, we monitor using the Covalent Performance Management system.

Think about where you want to be in line with the Council's aims and priorities and what you need to do to get there. What actions will we be carrying out over the short term (1 year), medium term (2-3 years) and longer term (4-10 years)? What will the outcome of these actions be for residents? Any expected savings should be detailed in the action plan table. Please keep actions concise. Think about any key policy changes in the next few years, e.g. welfare reform, localism act, national planning policy framework and if they require a change to the way you currently deliver your service make sure appropriate actions are included in your plan. Consider the value for money of your service (refer to Joint Performance Management Framework for more information), and identify actions to include which will improve it.

You should include all key actions that you will be undertaking and select **5 - 10** actions that you will update progress on Covalent on a quarterly basis. The ones selected for Covalent *will be included in your Service Plan Summary* for publication. Please include relevant shared

### Customer Services

#### Short term – actions for 2018/19

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. end March 2018)	Lead Officer	Expected savings
Deliver Customer Experience Strategy and associated programme of work	As per programme plan	-Customer access to accounts, with ability to access all services online -Customer expectations managed through updates e.g. push notifications	Yes	Cost effective customer focused services Phase 2 transformation programme	June 2019	NE	£515k/annum



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List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. end March 2018)	Lead Officer	Expected savings
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	Yes	Cost effective customer focused services Working towards safe healthy and cohesive communities Shared service implementation plan	31/03/18	YH	
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	Yes	Cost effective customer focused services  Working towards safe healthy and cohesive communities	Ongoing as roll out progresses	YH	
Incorporate front line service in to Customer Services for remaining shared service following introduction (Planning)	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	Yes	Cost effective customer focused services	31/03/2019	YH	
Incorporate front line service in to Customer Services for South Bucks Revenues	Process and protocol to be agreed Training of CS staff completed Ongoing service liaison	More efficient Customer Services dealt with at first point of contact	Yes	Cost effective customer focused services	31/03/2019	YH	





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List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. end March 2018)	Lead Officer	Expected savings
Flexible and Mobile Working	-Customer service able to access all systems and take calls from any location	-More resilient service	Yes	Cost effective customer focused services	August 2018	YH	
Review arrangements for cash and cheque handling at CDC	Promote alternative payment methods  Customer communication	Reduce cash handling and promote other payment methods	Yes	Cost effective customer focused services	March 2019	NE	£25k pa

### Medium/long term – actions for 2-3/4-10years

List of Key Actions/ Projects	What will be the key outcomes and benefits seen by residents	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. 2 years = March 2019)	Lead Officer	Expected savings
Support ongoing roll out of Universal Credit and migration from Housing Benefit	Support for vulnerable residents needing welfare support, support with personal budgeting and help with on line applications	Cost effective customer focused services	2021	NE	



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List of Key Actions/ Projects	What will be the key outcomes and benefits seen by residents	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. 2 years = March 2019)	Lead Officer	Expected savings
Deliver Customer Experience Strategy and associated programme of work	Longer term actions arising from work on CS strategy	Cost effective customer focused services Phase 2 transformation programme	2019	NE	£515k/annum

## Revenues and Benefits

### Short term – actions for 2018/19

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objective s/ Corporate value	Target Completion date (e.g. end March 2018)	Lead Officer	Expected savings
Deliver Customer Experience Strategy and associated programme of work	As per programme plan	-Customer access to accounts, with ability to access all services online -Customer expectations managed through updates e.g. push notifications	Yes	Cost effective customer focused services Phase 2 transformation programme	June 2019	NE	£515k/annum



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List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objective s/ Corporate value	Target Completion date (e.g. end March 2018)	Lead Officer	Expected savings
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	Yes	Cost effective customer focused services	Ongoing until June 2018	RC	Income £97K
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	Yes	Cost effective customer focused services  Working towards safe healthy and cohesive communities	Ongoing as roll out progresses	NE	
Transition of Northgate service in-house	As per transition plan	Ongoing consistent service	Yes	Cost effective customer focused services	31/10/18	NE/NB	
Action changes as a result of increased number of RTI information records WURTI?	Action relevant changes Identify over and under payments and ensure correct benefit FERIS award	Correct benefit entitlement	No	Cost effective customer focused services	31/03/2019	RC/NB/AW	



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List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objective s/ Corporate value	Target Completion date (e.g. end March 2018)	Lead Officer	Expected savings
Procurement and Implementation of single revenues system	Review available options Develop procurement specification Undertake procurement exercise Implementation – Conversion, UAT, Training	Ongoing consistent service	Yes	Cost effective customer focused services	October 2019	NE	TBA
Support ongoing roll out of Universal Credit and migration from Housing Benefit	Full roll out across the districts	Support for vulnerable residents needing welfare support, support with personal budgeting and help with on line applications	Y	Cost effective customer focused services	June 2018	NE	TBA
Implementation of decision in respect of service delivery post November 2018	As per Transition Plan	Value for money and consistent and efficient customer service	y	Cost effective customer focused services	November 2018	NE	



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## Medium/long term – actions for 2-3/4-10years

List of Key Actions/ Projects	What will be the key outcomes and benefits seen by residents	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. 2 years = March 2019)	Lead Officer	Expected savings
Consider potential implementation of Council Tax penalties	Encourage reporting of changes and so more accurate data. Potential income to the Council.	Cost effective customer focused services	2019/20	NE	
Exploring option of commercial recovery work	Potential income generation	Cost effective customer focused services	2019/20	NE	
Review and delivery of joint Council Tax support scheme	Ongoing, consistent service	Cost effective customer focused services	2019/20	NE	



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### Section 6 – Performance indicators to be prefilled – will require checking/tweaking

Please review your performance indicators listed below, your indicators should assist you with achieving your service objectives, be customer focused and reflect the aims and priorities of the Council. Please highlight any changes to these indicators in yellow. Only Corporate Performance Indicators will show in your Service Plan Summary for publication. Identify a maximum of 5 key performance indicators per unit to be tracked via Covalent. You must include priority and corporate indicators within these 5.

Corporate indicators include those which management team and cabinets have selected as priority indicators (P) to be included in the monthly budget pack.

Activity indicators are data only and for South Bucks only are also reported monthly in the budget pack. (A)

Corporate indicators are also reported on within the quarterly performance report (C)

Any changes to these must first be approved by MT/Cabinet and this will be swept up in the annual PI review process which will occur once the service plan summaries have been signed off.

MT would like to align PIs across both councils, where possible. They would also like quarterly performance reporting to concentrate on one or two key measures that define how your service is doing rather than indicators you use to assist your day to day management of the unit.

Additional indicators you wish to track to help manage the day to day business should be logged as departmental indicators (D) – used by your service only and not reported on outside your service by finance or policy and performance.

Please ensure you only include measures that are absolutely essential.

### Customer Services

#### Corporate Performance Indicators

PI Code	Short Name	2016/17 Value	2016/17 Target	Last update	Current value	Annual Target 2017/18	Future Targets		
							2018/19	2019/20	2020/21
CdCS1 (C)	New measure for complaints - t.b.a.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
CdRB1 (P)	Speed of processing - new HB/CTS claims (average year to date)	17.86	18	October 2017	16.92	18	18	18	18
CdRB2 (P)	Speed of processing - changes of circumstances for HB/CTS claims (average year to date)	3.85	5	October 2017	4.34	5	5	5	5
CdRB3 (P)	% of Council Tax collected (cumulative)	99.43%	99.00%	October 2017	63.48%	99.00%	99.00%	99.00%	99.00%



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PI Code	Short Name	2016/17 Value	2016/17 Target	Last update	Current value	Annual Target	Future Targets		
CdRB4 (P)	Percentage of Non-domestic Rates Collected (cumulative)	98.72%	98.00%	October 2017	64.98%	98.00%	98.00%	98.00%	98.00%
SbCS1 (C)	Number of complaints received (cumulative)	102	80	Q2 2017-18	65	80	80	80	80
SbRB1 (P)	Speed of processing - new HB/CTS claims	17.31	19.0	October 2017	16.23	19.0	19.0	19.0	19.0
SbRB2 (P)	Speed of processing - changes of circumstances for HB/CTS claims	7.16	8.0	October 2017	7.22	8.0	8.0	8.0	8.0
SbRB3 (P)	Percentage of Council Tax collected	97.9%	98.0%	October 2017	66.9%	98.0%	98.0%	98.3%	98.3%
SbRB4 (P)	Percentage of non-domestic rates collected	99%	98.8%	October 2017	67.8%	98.8%	98.8%	98.9%	98.9%

#### Department Performance Indicators

SbCS2 (D)	Number of complaints to the Ombudsman classified as maladministration	1	0	2016/17	1	0	0	0	0
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#### Activity Indicators - Data Only, no targets.

PI Code	Short Name	2016/17 Value	Last update	Current value
SbRB6 (A)	Number of Council Tax Dwellings –	28,694	2016/17	28,694
SbRB7 (A)	Number of NNDR hereditaments	1,979	2016/17	1,979
SbRB8 (A)	CTB and HB Caseload	3,780	October 2017	2,960
SbRB9 (A)	No of housing benefit and Council Tax claims received per month	1,066	October 2017	693
CDRB6 (A)	Number of Council Tax Dwellings –	39,412	2016/17	39,412
CDRB7 (A)	Number of NNDR hereditaments	2,642	2016/17	2,642
CDC	CTB and HB Caseload	4,135	October 2017	3,879
CDC	No of housing benefit and Council Tax claims received per month			



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## Section 7 - Risks to be prefilled – will require checking/tweaking

Please consult the Risk Register guidance when reviewing your risks. You need to consider any key risks that will affect the delivery of key service outcomes, *other than* the identified strategic, budgetary and business continuity risks.

- Likelihood:

Likelihood Score	Description	Frequency (How often it might / does happen.)
1	Rare	This will probably never happen and is only possible in exceptional circumstances.
2	Unlikely	This is possible, but not an expected occurrence.
3	Possible	This might happen occasionally, but likely to occur less than annually.
4	Likely	This is likely to occur within the next year but is not a persistent issue.
5	Almost Certain	This is likely to happen and could be persistent or occur frequently.

**NB. Where scores fall across more than one level, always use the highest score.**

- Impact:

Impact Score	Description	Impact definitions
1	Negligible	<ul style="list-style-type: none"> <li>• Negligible loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>• Can be easily and quickly remedied.</li> <li>• No or extremely unlikely financial loss.</li> <li>• No or extremely unlikely reputational loss.</li> <li>• No breach of Governance Rules, or of legal or contractual obligations.</li> </ul>





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Impact Score	Description	Impact definitions
<b>2</b>	<b>Minor</b>	<ul style="list-style-type: none"> <li>• Minor loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>• Short term impact on operational efficiency and performance.</li> <li>• Financial loss of £10,000 or less (Based on Financial Rules write-off limits).</li> <li>• Failure to meet internal standards where there is no external interest and overall objectives are not compromised.</li> <li>• Unlikely to generate complaints or cause reputational damage.</li> <li>• Small breach of legal or contractual obligations which can be quickly put right without penalty.</li> </ul>
<b>3</b>	<b>Moderate</b>	<ul style="list-style-type: none"> <li>• Moderate loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>• Medium term impact on operational efficiency and performance.</li> <li>• Financial loss of £10,000 or more but below £100,000.</li> <li>• Failure to meet internal standards, where there is an external interest and overall objectives could be compromised.</li> <li>• Likely to generate low levels of complaints and / or short term reputational damage.</li> <li>• May attract the short term attention of regulatory or legislative bodies.</li> </ul>
<b>4</b>	<b>Major</b>	<ul style="list-style-type: none"> <li>• Major loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>• One-off event which could destabilise the Council.</li> <li>• Widespread medium or long term impact on operational efficiency and performance.</li> <li>• Financial loss of £100,000 or more, but below £1m.</li> <li>• Likely to generate complaints and adverse media attention resulting in medium term reputational damage.</li> <li>• Breach of legal or contractual obligation attracting the medium-term attention of legislative or regulatory bodies.</li> </ul>
<b>5</b>	<b>Catastrophic</b>	<ul style="list-style-type: none"> <li>• Total sustained loss or interruption to critical service(s), project(s), systems or environmental health.</li> <li>• Long term impact on operational efficiency and performance.</li> <li>• Financial loss of £1m or more.</li> <li>• Likely to generate many complaints and extensive adverse media attention resulting in long term reputational damage.</li> <li>• Serious breach of legal or contractual obligation attracting the rapid intervention of legislative or regulatory bodies.</li> <li>• Loss of credibility.</li> </ul>
<p><b>NB. Only one of the bullet points need apply within any category.</b>  <b>Where scores fall across more than one level, always use the highest score.</b></p>		



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In the final column **please select key risks for your area that will be included in the Service Plan** summary for publication.

Please note that you should have **no more than 5 critical risks** in addition to the strategic risks applying to your service.

Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
CSB CS01 Failure to maintain an efficient and timely telephone service which impacts on customer satisfaction levels.	3	2	6	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.	2	2	4	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.	3	3	9	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
<b>CSB CS04 NEW RISK</b> Failure to maintain current level of service delivery at a significant period of change	4	4	16	Ensure project plan and management is in place. Ensure contingency is sound. Ensure dedicated resources are available, and that expertise are combined. Ensure testing is adequate. Introduce contract penalties.
CSB RB01 Failure to collect Council Tax and Non Domestic Rates to the level expected	3	3	9	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	3	3	9	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. Introducing improved performance management for individuals.
CSB RB03 Failure to deliver an appropriate Council Tax Reduction/Support scheme	2	4	8	Low risk as current schemes in place. Still small risk of schemes being challenged. EQIA completed to consider equalities duty.



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Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
CSB RB04 Failure to cope with increased demand for Housing Benefit/Council Tax reductions due to economic impact	2	2	4	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.	2	3	6	Fraud partnership in place across the two Councils. Monitoring of ongoing performance. History of successful prosecutions and publicity.
CSB RB06 NEW RISK Failure to maintain current level of service delivery at a significant period of change	4	4	16	Ensure project plan and management is in place. Ensure contingency is sound. Ensure dedicated resources are available, and that expertise are combined. Ensure testing is adequate. Introduce contract penalties.



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The Council periodically conducts a review of its strategic risks. Please outline below the role your service plays in mitigating these risks. If it does not apply to your service, state N/A.

Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
1	Joint Working	Governance in place – Joint Committee, JAIC. Joint senior management team. Programme documentation and programme management resources. Plan for service reviews, business cases presented. Member involvement in joint working in line with member expectations. Communication plan for members, staff, external partners. External approaches to join the joint working carefully considered at a political level and impact on programme assessed.	<ul style="list-style-type: none"> <li>Implementing Communication Strategy across the service to cascade information and receive feedback</li> </ul>
2	Transformation and Management of Change	<ul style="list-style-type: none"> <li>Senior members and managers show commitment to change.</li> <li>Case for changes clearly made and communicated.</li> <li>Build on success, in order to establish confidence to change.</li> <li>Prioritise programme of change, and ensure it is adequately resourced.</li> <li>Develop change management approach, and organisational development plan.</li> </ul>	<ul style="list-style-type: none"> <li>Implementing Communication Strategy across the service to cascade information and receive feedback</li> <li>Project management of Customer Experience programme</li> <li>Engage with staff and Members Working Group</li> </ul>
3	Financial Stability	Review of MTFSS. Clear service priorities. Analysis of Government spending plans, bought in where necessary. Savings programmes agreed and monitored. Annual review of cost base. Strategies for use of reserves.	<ul style="list-style-type: none"> <li>Maximisation of collection of Council Tax and Business Rates</li> <li>Ongoing South Bucks Recovery Project</li> </ul>
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.	<ul style="list-style-type: none"> <li>Implementing performance management framework</li> <li>Implementing Communication Strategy across the service to cascade information and receive feedback</li> </ul>
5	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	<ul style="list-style-type: none"> <li>Delivery of Joint Waste Contract CDC – telephone service.</li> </ul>



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Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
		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.	<ul style="list-style-type: none"> <li>Service proactive in looking at areas for partnership working</li> </ul>
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.	<ul style="list-style-type: none"> <li>Service has business continuity plans</li> </ul>
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.	<ul style="list-style-type: none"> <li>Staff aware of data protection responsibility</li> <li>To be included as part of ongoing training programme</li> </ul>
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.	<ul style="list-style-type: none"> <li>Involved in changes re Welfare reform</li> <li>Attend network groups</li> <li>Plan in advance for implementation</li> </ul>
10	Affordable Housing	Housing strategies in place and regularly reviewed. Good relationships between housing and planning services. Resources identified to support housing schemes	<ul style="list-style-type: none"> <li>Work closely with Housing to prevent homelessness</li> <li>Close working on temporary accommodation and B&amp;B</li> </ul>
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.	<ul style="list-style-type: none"> <li>Customer services able to deal with requests for information on Council's position from general public</li> </ul>
12	Demographic Changes	Corporate analysis of Census and related data. Incorporate Census data into service planning.	<ul style="list-style-type: none"> <li>Service able to react to needs</li> </ul>



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Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
		Communicate key messages to members.	of its customers
13	Property/ Asset Management	Asset Management Plans in place and reviewed. Professional advice used where appropriate. Resources in place to support AMPs.	<ul style="list-style-type: none"> <li>Potential business rates issues that could be explored</li> </ul>
14	Economic Viability	Good liaison arrangements with local businesses. Monitor key indicators of the local economy. Take advance of opportunities offered by LEP.	<ul style="list-style-type: none"> <li>Support customers in low employment through access to HB and Council Tax Support. Council Tax support schemes include incentives to work.</li> </ul>

Ongoing through your risks are there any improvements you need to put in place to mitigate key service risks and weaknesses in any areas? (please include improvement identified through internal and external audits and business continuity plans)

Significant change occurring and so risk to service delivery. Need to continually monitor this and identify mitigating action.

Significant change can lead to staff losses and so workforce planning is key. A number of officers are close to retirement age. So need to ensure that succession planning is considered in this period.



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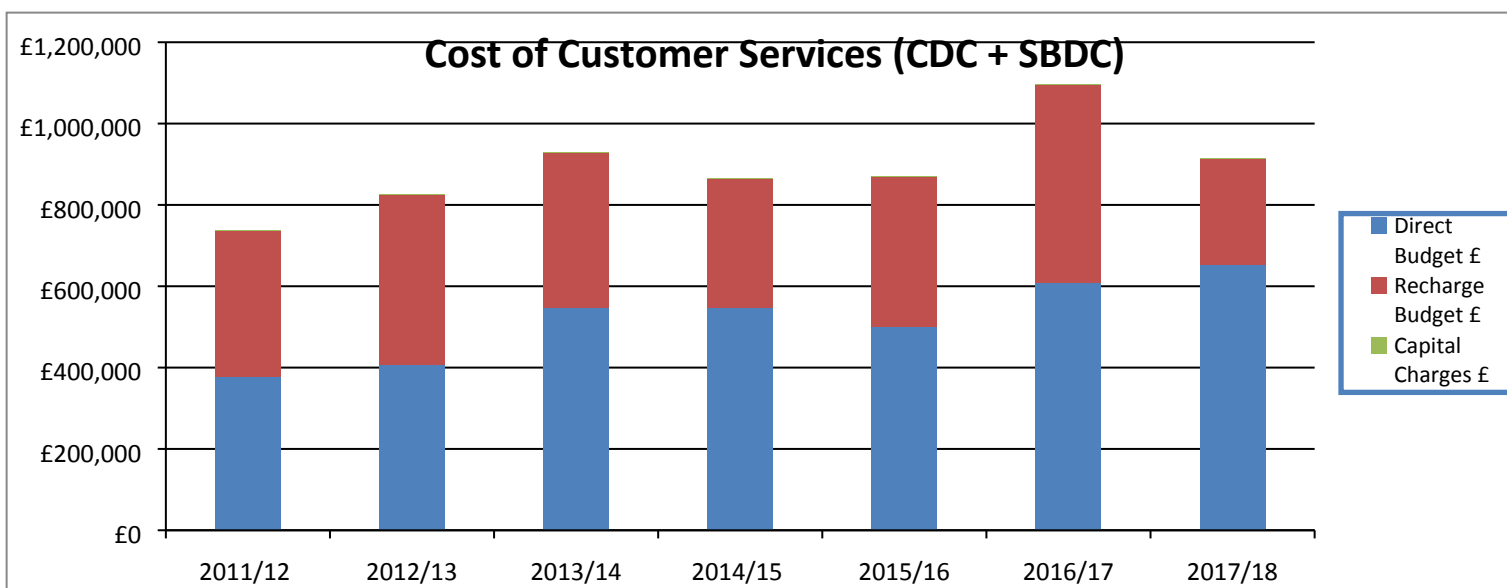
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## Section 8 – Costs and cost comparison information

Comparative data is useful to help review the financial cost/efficiency of the service.

### Cost graphs

#### Customer Services



#### Joint Service

Year	Direct Budget £	Recharge Budget £	Capital Charges £	Total Cost £
2011/12	377,770	358,940	0	736,710
2012/13	406,550	420,220	0	826,770
2013/14	548,113	380,290	0	928,403
2014/15	545,940	319,108	0	865,048
2015/16	499,670	369,826	0	869,496
2016/17	607,450	488,714	0	1,096,164
2017/18	652,100	262,922	0	915,022



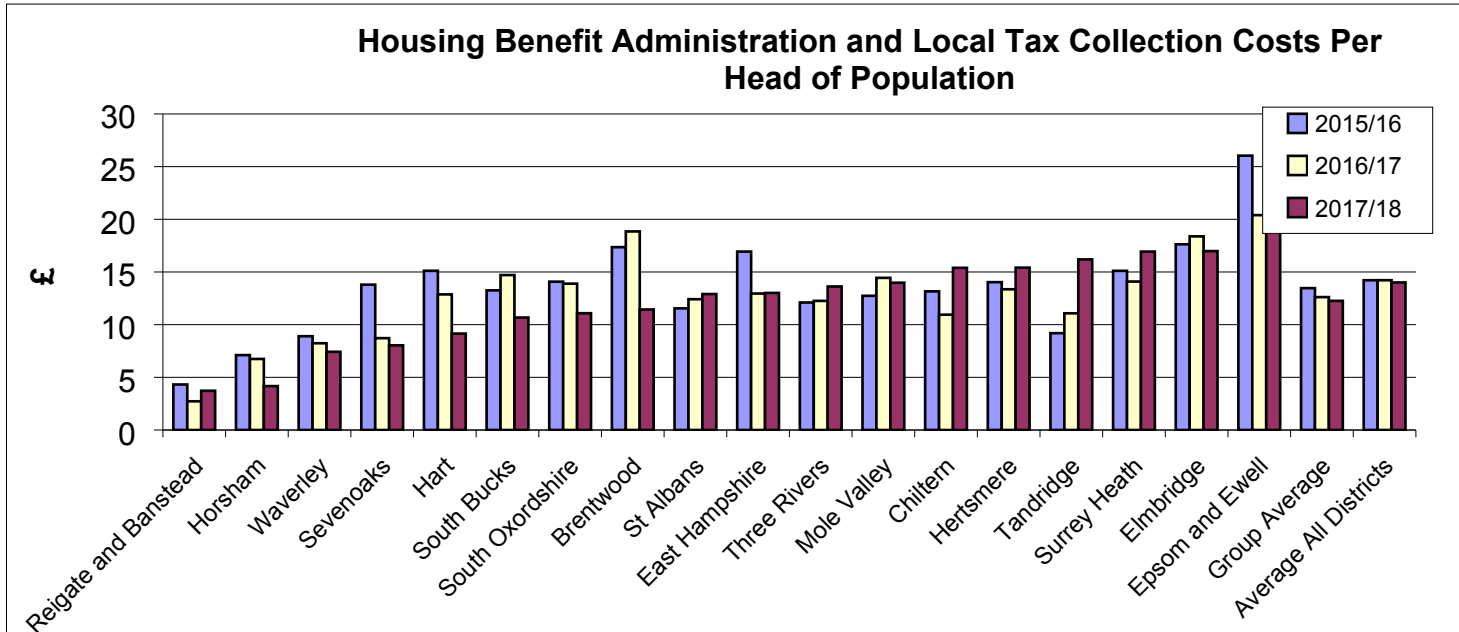
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## Revenues and Benefits



Data	2015/16			2016/17			2017/18		
	Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop
E3635 Reigate and Banstead	143.1	618	4.3	143.1	390	2.7	145.6	542.0	3.7
E3835 Horsham	134.2	954	7.1	134.2	905	6.7	138.0	575.0	4.2
E3640 Waverley	122.9	1,094	8.9	122.9	1,012	8.2	123.8	919.0	7.4
E2239 Sevenoaks	117.8	1,625	13.8	117.8	1,027	8.7	119.1	957.0	8.0
E1736 Hart	93.3	1,410	15.1	93.3	1,201	12.9	94.2	862.0	9.2
E0434 South Bucks	68.5	908	13.3	68.5	1,008	14.7	69.6	743.0	10.7
E3133 South Oxfordshire	137.0	1,929	14.1	137.0	1,903	13.9	138.1	1,531.0	11.1
E1533 Brentwood	75.6	1,312	17.4	75.6	1,425	18.8	76.4	874.0	11.4
E1936 St Albans	144.8	1,672	11.5	144.8	1,798	12.4	146.3	1,888.0	12.9
E1732 East Hampshire	117.5	1,990	16.9	117.5	1,522	13.0	118.0	1,535.0	13.0
E1938 Three Rivers	90.4	1,094	12.1	90.4	1,108	12.3	92.5	1,260.0	13.6
E3634 Mole Valley	86.2	1,098	12.7	86.2	1,245	14.4	86.2	1,205.0	14.0
E0432 Chiltern	94.0	1,237	13.2	94.0	1,029	10.9	95.1	1,464.0	15.4
E1934 Hertsmere	102.4	1,437	14.0	102.4	1,368	13.4	103.5	1,595.0	15.4
E3639 Tandridge	85.4	785	9.2	85.4	946	11.1	86.7	1,404.0	16.2





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E3638	Surrey Heath	87.5	1,322	15.1	87.5	1,233	14.1	88.4	1,497.0	16.9
E3631	Elmbridge Epsom and	132.8	2,341	17.6	132.8	2,441	18.4	132.8	2,255.0	17.0
E3632	Ewell	78.3	2,039	26.0	78.3	1,597	20.4	79.6	1,635.0	20.5
	Group Average	106.2	1,381.4	13.5	106.2	1,286.5	12.6	107.4	1,263.4	12.3
	Average All Districts	108.1	1,537	14.2	108.1	1,537	14.2	109.7	1,536.6	14.0

CDC's costs are made up as follows:		2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £
R130	Council Tax	297,403	285,438	608,927
R100	NNDR	48,041	135,854	116,508
R140	CT Benefits	297,403		0
N950	Housing Benefits	595,000	609,933	738,913
R479	CDC / Dacorum Training Support Adj	-1,074	-2,000	0
		1,236,773	1,029,225	1,464,348

SBDC's costs are made up as follows:		2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £
2288	Council Tax	474,158	512,478	522,477
2289	NNDR	-159	30,059	28,978
2292	CT Benefits			0
2642	Housing Benefits	230,740	225,141	0
	HB/Ctax Admin grant adj	202,700	239,880	191,820
	Note: Although the CIPFA stats provide a breakdown by HB, CTB and tax collection. We compare in total as have a single contract covering all these areas.			
		907,439	1,007,558	743,275

Cost information	
How does the cost compare to our nearest neighbour comparators?	Customer services comparisons are not available; however CDC was 13 <sup>th</sup> and SBDC 6 <sup>th</sup> per head of population in their nearest neighbour group of 18 for revenues and benefits.
Is there a reason our costs are higher/lower than our nearest neighbour comparator groups	Not available.



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<p>How have our actual costs changed over the last 3 years?</p>	<p>The costs of Customer Services have increased over the last four years. £865,048 in 2014/15 versus £915,022 in 2017/18. Revenues and Benefits costs have reduced for both CDC (7%) and SBDC (18%).</p>
---	---

Please summarise your cost information below. How are the costs changing over time, do we compare favourably with our nearest neighbour (please highlight if there is any reasons you know of why costs may be different). This section will feed into the Service Plan Summary for publication.

### Summary – Cost information

Revenues and Benefits – CDC has the 13<sup>th</sup> lowest cost per head of population in the comparator group. South Bucks is showing as having the 6<sup>th</sup> lowest charge per head in the comparator group.



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# Service Plan Workbook 2018/19

## Environment

### Why develop a service plan?

Service plans form a key part of the Council's corporate planning and performance system, providing details regarding how services will deliver the Council's objectives and priorities.

The plans help to measure progress and enable individual officers to see how the work they do on a day to day basis contributes to the Council's objectives.

This workbook will help you work through all the elements that need to be covered when planning your service for the next year.

### When do service plans run from and to?

Service plans are run in parallel with the financial year.

**You need to use this workbook to plan for the next financial year from April 2018 until end of March 2019, also thinking about longer term objectives and actions to include and work towards.**

### Service Plan Workbook and Summary

The service plan workbook is a working document for you to work through in the form of tables, checklists and text boxes, and serves as each manager's working document. As such, this document can be concise and high level, or more detailed, which can make it a useful working manual for the team.

The summary from each of the sections in the workbook will be used to create a Service Plan Summary for each service, which will be the outward facing service plan for staff, Members and publication. Therefore, please ensure each summary is concise with a sufficient amount of detail.

### Timetable for developing Service Plans

**Service plan workbooks should be submitted to the Policy & Performance team by early November 2017**, who will provide feedback on the content and pull together the service plan summaries. The summaries will then be submitted through to Management Team in early December for approval before going to the next available Cabinet at each Council.

### Involving Staff and Members

The Head of Service/principal officer has the responsibility for writing the service plan. However **it is important that all staff in service areas are included in developing the plan, to help them**



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**understand their work programme for the next 12 months and how it links in with the Council's objectives.** Relevant Councillors such as the Cabinet/portfolio lead for each area should also be consulted, when carrying out your service planning, to ensure that they are aware of and aligned with the direction the service is going in.

<b>I have discussed this service plan with:</b>	<b>Y/N</b>
Portfolio holder(s)	
Unit managers	
Officers	

### **Cross-cutting issues**

When you are working through your service plan you should keep in mind the following cross cutting issues: diversity, mainstreaming community safety, use of ICT and website, localism and the big society, external funding, sustainability and equalities and how your service can take each of these into account.

### **Prefilling**

The Performance team will pre-fill some sections from either existing information or the previous years' service plan.

**All of this information will need to be reviewed, checked and amended where necessary.**



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### Service Plan details

Head of Service/Principal Officer	Chris Marchant
Draft version completed	
Final version completed	
Service units covered by plan	Waste Estates Facilities Parking

### Section 1 – Key Service Aims/Objectives

Please list each of the services in your area (with a brief overview of functions they provide) and the Cabinet portfolio that it reports to. Please mark whether or not each function is statutory.

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"/>
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"/>
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 checked="" 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"/>



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Key Service Functions	Portfolio reporting to	Statutory/ Mandatory
Maintenance of off-street parking provision to ensure they are of a 'fit for purpose' standard	Environment for CDC, Resources for SBDC	<input checked="" type="checkbox"/>
Carry out Civil Parking Enforcement across all CDC.SBDC regulated car park a	Environment	<input checked="" type="checkbox"/>
Manage CDC and SBDC car park estate to maintain sufficient car parking supply to meet demand	Environment for CDC, Resources for SBDC	<input checked="" type="checkbox"/>
Overseeing of street markets / common land	Environment	<input checked="" type="checkbox"/>
Management of public conveniences	Environment	<input checked="" type="checkbox"/>
Provide expert advice to Planning on Landscape related matters	Environment	<input checked="" type="checkbox"/>
Design and implement environmental improvement schemes within the districts	Environment	<input checked="" type="checkbox"/>

Please put in your key service aims/objectives below, these should provide a short description of the purpose of each of the services in your area. In the final column please select key aims for each area (3-5 aims) that will be included in the Service Plan summary for publication. These will also be used to update the Council's Corporate Plan.

### Waste

Key Service Aims/Objectives	Include in Service Plan Summary
Management of joint waste team for CDC/SBDC/WDC based at CDC and SBDC.	<input checked="" type="checkbox"/>
Management of the waste and recycling collection and street cleansing contract with Biffa for South Bucks and Serco for Chiltern/Wycombe.	<input checked="" type="checkbox"/>
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.	<input checked="" type="checkbox"/>
Reduce fly tipping and prosecute fly tippers as part of the Illegal Dumping Costs campaign	<input checked="" type="checkbox"/>
Improve our street scene by reducing litter, graffiti and flyposting	<input checked="" type="checkbox"/>

### Estates

Key Service Aims/Objectives	Include in Service Plan Summary
Manage the Council's property portfolio both operational, investment, common land and public open spaces in compliance or regulations / guidance	<input checked="" type="checkbox"/>



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Key Service Aims/Objectives	Include in Service Plan Summary
Management of the Councils' new developments and projects as required	<input checked="" type="checkbox"/>
Supporting all Council departments and services by providing property advice and managing works as required	<input checked="" type="checkbox"/>
Supporting road closures and street markets within the districts	<input checked="" type="checkbox"/>
Reduce costs and maximise income through the operational property.	<input checked="" type="checkbox"/>
Riparian responsibilities and powers under the Land Drainage Act 1991 and emergency response to flooding and general support	<input checked="" type="checkbox"/>
Management of property related contracts and grounds maintenance contracts	<input checked="" type="checkbox"/>
Designing and implementing environmental improvement schemes throughout the district and provide advice to planning regarding landscaping schemes	<input checked="" type="checkbox"/>

## Facilities

Key Service Aims/Objectives	Include in Service Plan Summary
Provide facilities management for the Amersham and Capswood offices, cemeteries, memorial gardens, Public Conveniences and other properties both operational and investment	<input checked="" type="checkbox"/>
Management of energy contracts to minimise costs and reduce carbon emissions produced by the council properties	<input checked="" type="checkbox"/>
To manage the street naming / numbering process within the District.	<input checked="" type="checkbox"/>

## Parking

Key Service Aims/Objectives	Include in Service Plan Summary
Manage and operate pay and display car parks in the district to ensure safety of the public, enforcement of regulations, and tariff setting, reviewing and restrictions.	<input checked="" type="checkbox"/>



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**Children's Act 2004 and Protection of Vulnerable Adults:** We are required to put in place arrangements to protect children and vulnerable adults and promote their welfare. How does your service take account of the need to safeguard and promote the welfare of children and vulnerable adults, and how will you improve this in the coming year?

Any officer working with children (e.g. waste education activities) is advanced CRB checked. Contracts Manager has been on Child Safety course.

It is recognised that some of our customers, such as those receiving clinical waste or assisted collections are among the most vulnerable in our community. Contact with these customers is always carried out with care and understanding.

Any Environmental Improvement work on play areas is always carried out with the safety and wellbeing of children in mind.

In terms of Parking Enforcement, all appeals are reviewed on their own merit to determine if vulnerability could be classed as mitigation.

E-learning courses are available for refresher training – Safeguarding and Child Protection and Safeguarding vulnerable adults.





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## Section 2 – Key achievements/outcomes for previous year

Please list key achievements and outcomes that the service has achieved since March 2017 .

This is because the service plan summaries containing this information go to Cabinet during February 2018, so you will be looking back over the current year for your achievements.

You should aim to have 5-10 key outcomes. The top 5 from each service area will feed into the Service Plan Summary for publication.

### Waste

#### Key achievements and outcomes in the previous year

Working with the Waste Partnership for Bucks to commence delivery of DCLG funded projects to increase participation in food waste collections and to reduce residual waste, including the delivery of food waste bag pack and wheelie bin stickers to all households.

Joint waste service (CDC/WDC) - Recycling rates continue to be over 50%, continuing to exceed the national recycling rate which is approximately 10% lower.

Migrated the entire SBDC waste service to Contender software.

All calls are now filtered via Customer Services, with the waste contact team acting as 2<sup>nd</sup> tier of contact.

Joint Waste team shortlisted for LARAC award for Best Team of the Year.

Work commenced to review and harmonise waste policies.

Reviewed and rationalised bring sites across all 3 districts

Three-way waste team successfully commenced in October 2016, covering three districts (Chiltern, South Bucks and Wycombe) and managing two waste contracts.

Introduced rolling subscriptions for the SBDC chargeable garden waste service.

Contender mobile working app introduced to facilitate improved mobile working for Contract Monitoring Officers.

### Estates

#### Key achievements and outcomes in the previous year

Led on new joint crematorium at Aylesbury and planning consent now granted.

Management of property portfolio to budget and progressing capital projects.

Provided numerous open days at Stoke Poges Memorial Gardens which were warmly received by South Bucks residents and other visitors.

### Facilities

#### Key achievements and outcomes in the previous year

Cleared Capswood 1 and refurbished for letting purposes.

Carried out accommodation project to maximise effectiveness of the councils' office space at both KGVH and Capswood.



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Building maintenance contract being managed by Derwent FM.

Tendered for the Grounds Maintenance Contract for Stoke Poges Memorial Gardens, Car Parks, Cemeteries, Open Spaces and Winter Working.

Continued to manage the "Ditch the Paper" campaign

## Parking

### Key achievements and outcomes in the previous year

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

Consulted on and followed governance process for South Bucks Car Park Strategy, to be formally adopted in 2018. **Working on the basis consultation will be complete by the time the service plans are finalised**

Consulted on and followed governance process for Chiltern Car Park Strategy, to be formally adopted in 2018. **Working on the basis consultation will be complete by the time the service plans are finalised**

Adopted Traffic Management Act 2004 powers to enable South Bucks car parks to be enforced under Civil Parking Enforcement.

Commenced works on Amersham Multi-Storey Car Park.

Harmonised permits within Chiltern and South Bucks.

Created an Annual Parking Report to ensure transparency with the public.



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## Section 3 – Shared Services programme

Please identify, for each unit you are responsible for, current plans in relation to the shared services reviews:

Unit Name	Review and implementation completed (say when)	Review and/or implementation continuing in 2016/17	Review scheduled for/continuing in 2017/18	Review not yet scheduled.
Car Parks	October 2014			
Property services	April 2014			
Contract services	August 2016			
Waste	October 2016			



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## Section 4 - Know your customer - to be prefilled – will require checking/tweaking

This section allows you to think about who your customers are and the make-up of the customers that your team needs to provide a service to. This information will help you to influence your service delivery and the way it is tailored to different sets of customers. It can also help you to provide a basis for prioritisation over which aspects of the service to continue, improve, grow or cut back. There is a wide range of information available about the make-up of customers in the district e.g. Acorn data, Census data and information from other statistical sources and data.

Current priority groups identified through the SBDC Cohesion and Inequalities Strategy 2010 that we wish to ensure can access services, support and are able to get involved are: Carers; People with a disability – physical (such as sight and hearing impairment), mental health and learning difficulties; Low income families/households; Elderly; Young; Gypsy, Roma Traveller community (due to low literacy levels).

Information about your customers	
<p>Who are your key customers? (If your customers are internal departments this should be stated).</p>	<p><u>Contract Services</u></p> <p>Chiltern has a population of 94,545 and 39,419 households. South Bucks has a population of 69,120 and 28,694 households. Wycombe District has a population of 174,878 and 71,771 properties, for which waste service are delivered in partnership with Chiltern to a total of 111,190 properties. In total, the Joint Waste team provides a service to 139,884 properties across the three districts.</p> <p>More than 40% of homes are detached in Chiltern and South Bucks. South Bucks has 0.4% of households from the Gypsy and Traveller communities, the 7<sup>th</sup> highest concentration nationally. We operate a waste collection service to all the households within the Districts. As well as providing a waste and recycling collection service we also provide an assisted collection service (collect and return) and clinical waste collection service. We also go into schools within the district as part of our waste education initiatives.</p> <p><u>Property Services</u></p> <p>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 delivered by property 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 both Amersham and Capswood offices. They also work closely with Parish and Town Councils, Thames Valley Police and Bucks County Council.</p> <p>In terms of the work carried out on environmental improvement residents of all ages, ethnicity, and able/disabled abilities of the district and surrounding areas use the open spaces and facilities in South Bucks and Chiltern.</p>
<p>Are there key features/distinctive</p>	<p>Generally South Bucks and Chiltern have relatively low levels of</p>



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<p>characteristics that need to be taken into account?</p>	<p>deprivation. However there are pockets of deprivation in both districts that need to be considered.</p> <p>Based on the Indices of Multiple Deprivation 2010 for South Bucks there are areas within Denham South, Wexham &amp; Iver West, Burnham Lent Rise and Burnham Church wards which fall in the most deprived 41-50% for England.</p> <p>For Chiltern there are areas within Asheridge Vale and Lowndes, Chalfont Common, Newtown, Ridgeway, St Mary's and Waterside and Vale wards which fall in the most deprived 50% for England.</p> <p>It is recognised that if deprived areas are cleaner of litter and graffiti this helps to contribute to a reduction in the fear of crime and is likely to encourage residents to be prouder of their local area and more likely to look after it.</p> <p>South Bucks and Chiltern has an increasingly ageing population. For Chiltern 19.4% of the population is aged 65 years and over with 5.5% of the population aged 80 and over. For South Bucks 19.3% of the population is aged 65 years and over with 5.8% of the population aged 80 and over (Census 2011). This may have an effect on the waste collection and the need for a higher level of assisted collection services for residents who are unable to have boundary collections.</p> <p>For Chiltern there were 1,560 residents claiming ESA and incapacity benefits as of February 2014 and 1,160 for South Bucks (DWP, February 2014). These groups will need to be taken into account when considering the assisted collection and clinical waste collection service.</p>
<p>Do you carry out a customer satisfaction survey for your area? Please list all satisfaction surveys that you currently undertake.</p>	<p>At South Bucks a waste satisfaction survey is carried out periodically and at Chiltern this is carried out for some services such as the crematorium.</p> <p>For the Chiltern and Wycombe waste service satisfaction surveys are done by an independent company every six months as part of the waste contract.</p>
<p>As well as satisfaction surveys do you have any other regular consultation and engagement in place (e.g. focus groups)?</p>	<p>Yes for certain services and prior to service changes.</p>
<p>Please tick any of the following that you will be carrying out next year.</p>	<p>Customer Focus Groups <input type="checkbox"/></p> <p>Consultations <input checked="" type="checkbox"/></p> <p>Roadshows <input checked="" type="checkbox"/></p> <p>Newsletters <input type="checkbox"/></p> <p>Seminars/workshops <input type="checkbox"/></p> <p>Review of website pages <input checked="" type="checkbox"/></p>
<p>Are there any key changes you will need to make to service delivery in the next year to tailor it to customer need?</p>	<p>Within waste, the Customer Experience Strategy will shape the way in which the service is delivered, with quality of service being of utmost importance. This will further inform the review of the way the Garden Waste service is renewed, alongside improvement of booking online and customer transactions.</p> <p>SBDC clinical waste data will be integrated within the Contender database.</p>



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	<p>Assisted collections and Clinical waste collection database to be reviewed for integration into the shared Contender operating system.</p> <p>5 variations (additions) will be made to the Derwent FM contract in order to ensure all parts of maintenance are covered.</p>
<p>What will the Customer Experience Strategy entail for your service?</p>	<ul style="list-style-type: none"> <li>Chiltern District Council and South Bucks District Council are likely to be delivering a significant programme of transformation to change the way that we deliver our services to our customers. Implementation of this programme will commence in 2018/19. Throughout this year all services will be involved in analysing data to identify customer needs and in tailoring service delivery to better meet those needs. Once the programme is implemented there will be an increased focus on the use of customer insight and data to develop our services in the future.</li> </ul>
<p>In your view what would an excellent service look like to the community? How would you rate your service against this view?</p>	<p>Reliable waste and recycling collection service with a high recycling rate and decreasing levels of residual waste. A clean district with no visible litter/graffiti or fly tipping. A pleasant environment with clean and accessible open space, cemeteries and car park facilities within the district all of a high standard.</p>

Please summarise the main points covered in this section below (including identifying your main customers, key characteristics, key changes you are looking to make to service delivery in the next year and what consultation and engagement you are looking to carry out). This section will feed into the Service Plan Summary for publication.

### Summary – Know your customer (Chiltern)

Chiltern has a population of 94,545 and 39,419 households. Wycombe District has a population of 174,878 and 71,771 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. Some services, such as the Chilterns Crematorium and the 18 pay and display car parks providing spaces, will have an extended customer base. The parking team also have internal customers, and need to be mindful of the customer base within each area when setting tariffs.

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



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### Summary – Know your customer (South Bucks)

South Bucks has a population of 69,120 and 28,694 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. The parking team also have internal customers, and need to be mindful of the customer base within each area when setting tariffs.

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



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### Section 5 – Action plan (short term/medium term)

The next 3 sections which cover performance indicators, actions and risks, we monitor using the Covalent Performance Management system.

Think about where you want to be in line with the Council's aims and priorities and what you need to do to get there. What actions will we be carrying out over the short term (1 year), medium term (2-3 years) and longer term (4-10 years)? What will the outcome of these actions be for residents? Any expected savings should be detailed in the action plan table. Please keep actions concise. Think about any key policy changes in the next few years, e.g. welfare reform, localism act, national planning policy framework and if they require a change to the way you currently deliver your service make sure appropriate actions are included in your plan. Consider the value for money of your service (refer to Joint Performance Management Framework for more information), and identify actions to include which will improve it.

You should include all key actions that you will be undertaking and select **5 - 10** actions that you will update progress on Covalent on a quarterly basis. The ones selected for Covalent *will be included in your Service Plan Summary* for publication. Please include relevant shared services actions.

### Waste

**Short term – actions for 2018/19 (TAKEN FROM YOUR 2016/17 ACTIONS, PLEASE AMEND AS NECESSARY):**

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Management Principles	Target Completion date (e.g. 1 year projects end March 2017)	Lead Officer	Expected savings
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	Yes	Optimise the effectiveness of our resources and assets	End March 2019	Dan Sexton	None
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	Yes	Provide best value for money services	End March 2019	Richard Williams	Not currently known
Improve the customer experience for the more vulnerable	More frequent review of information held to check it is up to date	No change	No	Provide great value services Optimise	Ongoing	Tracey Webb	None as affects very small





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customers – assisted and clinical collections				the effectiveness of our resources and assets			numbers
Contract Option Review	Scoping options for contract provision for CDC/WDC and SBDC	No change during 2018/19	No	Provide best value for money services.	March 2019	Sally Gordon	None at present
Joint Waste Service (CDC/WDC) – DCLG funded project (to Bucks Waste Partnership)	To encourage food waste participation and reduced contamination levels. Engagement with residents to educate and support their use of food waste and recycling schemes.	Improved participation levels and improved quality of materials collected.	Yes	Listen to our customer – consult with you on key issues and respond to results	End March 2019	Dan Sexton	None

### Medium/long term – actions for 2-3/4-10years

List of Key Actions/ Projects	What will be the key outcomes and benefits seen by residents	Link to Council Aims/ Objectives/ Management Principles	Target Completion date (e.g. 2 year projects end March 2018)	Lead Officer	Expected savings
Joint Waste Service (CDC/WDC) – current term of waste collection & street cleansing contract expires March 2020: preparation for and eventual re-tender of Biffa contract for Waste Collection and Recycling and Street Cleansing	Achieve seamless service provision for residents	Provide best value for money services. Provide excellent services. Promote sustainability	Project between circa March 2018 and October 2021	Sally Gordon	TBA



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## Estates, Facilities & Parking

### Short term – actions for 2017/18

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Managem ent Principles	Target Completion date (e.g. 1 year projects end March 2017)	Lead Officer	Expected savings
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		Aim 1 – cost effectiveness	Ongoing	CM	
Maximise car parking usage to ensure adequate provision and prioritise short-stay over long-stay where appropriate, along with well-managed services	Monitor income against costs Regular checks Review charges.	Good car parking service	Y	Cost effective, Customer focused services	ongoing	JR	
Maintain adequate usage of car parks to maximise availability	Regular checks	Good car parking service	Y	Cost effective, Customer focused services	ongoing	JR	
Provide increased off street car parking in Amersham to meet future needs	Completion of Amersham Multi-Storey car park	Good car parking service		Promote cohesive communities	November 2018	CM	
Maximise cemetery income and ensure well managed services	Monitor income against costs Regular checks Review charges.	Good cemetery park service	Y	Cost effective, Customer focused services	ongoing	KK/ CH	
Maximise energy savings	Refer to carbon reduction plans.	Lower costs	N	Cost effective, Customer focused services	ongoing	LN	
Ensure operational and non-operational property managed	Regular inspections	Maintain income to	Y	Promote healthy communities	Ongoing	LN/ KK/ JR	



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List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Managem ent Principles	Target Completion date (e.g. 1 year projects end March 2017)	Lead Officer	Expected savings
correctly		council To enable leisure, community and waste services have fit for purpose buildings		s			
Progress second crematorium site (CDC)	Refer to project plan when developed	Improved service	Y	Cost effective, Customer focused services	November 2018	CM	



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### Medium/long term – actions for 2-3/4-10years

List of Key Actions/ Projects	What will be the key outcomes and benefits seen by residents	Link to Council Aims/ Objectives/ Management Principles	Target Completion date (e.g. 2 year projects end March 2018)	Lead Officer	Expected savings
Plan and develop leisure provision for the future including the re-development of the Chiltern Pools facility	Sufficient leisure provision	Aim – Promote healthy communities	2021	CM	
Consider provision of increased off-street parking in Beaconsfield and Gerrards Cross to meet future needs	Good car parking service	Cost effective, Customer focused services	2020	CM	
Constant/regular review of car parking needs.	Good car parking service	Cost effective, Customer focused services	Ongoing	JR	
Plan future office accommodation needs	Cost-effective use of Councils' resources	Cost effective, Customer focused services	Ongoing	CM	
Carry out strategic property developments	Cost-effective use of Councils' resources	Cost effective, Customer focused services	Ongoing	CM	



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### Section 6 – Performance indicators to be prefilled – will require checking/tweaking

Please review your performance indicators listed below, your indicators should assist you with achieving your service objectives, be customer focused and reflect the aims and priorities of the Council. Please highlight any changes to these indicators in yellow. Only Corporate Performance Indicators will show in your Service Plan Summary for publication. Identify a **maximum of 5** key performance indicators per unit to be tracked via Covalent. You must include priority and corporate indicators within these 5.

Corporate indicators include those which management team and cabinets have selected as priority indicators (P) to be included in the monthly budget pack.

Activity indicators are data only and for South Bucks only are also reported monthly in the budget pack. (A)

Corporate indicators are also reported on within the quarterly performance report (C)

Any changes to these must first be approved by MT/Cabinet and this will be swept up in the annual PI review process which will occur once the service plan summaries have been signed off.

MT would like to align PIs across both councils, where possible. They would also like quarterly performance reporting to concentrate on one or two key measures that define how your service is doing rather than indicators you use to assist your day to day management of the unit.

Additional indicators you wish to track to help manage the day to day business should be logged as departmental indicators (D) – used by your service only and not reported on outside your service by finance or policy and performance.

*Please ensure you only include measures that are absolutely essential.*

#### Enter sub-service name

#### Corporate Performance Indicators

PI Code	Short Name	2016/17 Value	2016/17 Target	Last update	Current value	Annual Target 2017/18	Future Targets		
							2018/19	2019/20	2020/21
CdWR1 (C)	Customer satisfaction survey (every six months)	84.9%	86%	Q2 2017/18	84.3%	84.4 %	86%	86%	86%
CdWR3 (P)	Percentage of household waste sent for reuse, recycling and composting (cumulative)	51.9%	58.00 %	Q2 2017/18	53.83 %	53.00 %	53.00 %	53.00 %	53.00 %
CdWR4 (C)	Household refuse collections, number of containers missed per month (calculated on weekly basis)	1,251	1,733	Oct 2017	1,479	1,733	1,733	1,733	1,733
SbWR1 (C)	Household refuse collections, number	99	100	Oct 2017	112	100	100	100	100



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PI Code	Short Name	2016/17	2016/17	Last	Curren	Annual	Future Targets		
	of containers missed per month (calculated by P&C team on weekly basis)								
SbWR3 (C)	Percentage of household waste sent for reuse, recycling and composting (cumulative)	52.44%	53%	Oct 2017	55.2%	55%	56.00%	56.00%	56.00%

#### Department Performance Indicators

PI Code	Short Name	2016/17 Value	2016/17 Target	Last update	Current value	Annual Target 2017/18	Future Targets		
							2018/19	2019/20	2020/21
CdWR7 (D)	Average number of days to remove fly-tips (from notification), cumulative	New PI	New PI	Q2 2017/18	1.56	2	2	2	2
SbWR7 (D)	Average number of days to remove fly-tips (from notification), cumulative	8.06	2	Q2 2017/18	3.9	2	2	2	2

#### Activity Indicators - Data Only, no targets.

PI Code	Short Name	2016/17 Value	Last update	Current value
CdPF3 (A)	Number of car park tickets issued each month	1,102,954	Oct 2017	110,529
CdPF4 (A)	Number of penalty charge notices issued each month	4,389	Oct 2017	338
CdWR10 (A)	Number of contract instructions issued to Serco	NA	NA	NA
SbPF3 (A)	Number of car park tickets issued - monthly total	539,169	Oct 2017	45,295
SbPF4 (A)	No of car park excess charge tickets issued - monthly total	2,802	Oct 2017	211
SbWR9 (A)	Number of Enforcement actions undertaken within the District by District and County Officers per month	311	Oct 2017	19
SbWR10 (A)	Number of contract instructions issued to Biffa	3,450	Oct 2017	946



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## Section 7 - Risks to be prefilled – will require checking/tweaking

Please consult the Risk Register guidance when reviewing your risks. You need to consider any key risks that will affect the delivery of key service outcomes, *other than* the identified strategic, budgetary and business continuity risks.

- Likelihood:

Likelihood Score	Description	Frequency (How often it might / does happen.)
1	<b>Rare</b>	This will probably never happen and is only possible in exceptional circumstances.
2	<b>Unlikely</b>	This is possible, but not an expected occurrence.
3	<b>Possible</b>	This might happen occasionally, but likely to occur less than annually.
4	<b>Likely</b>	This is likely to occur within the next year but is not a persistent issue.
5	<b>Almost Certain</b>	This is likely to happen and could be persistent or occur frequently.

**NB. Where scores fall across more than one level, always use the highest score.**

- Impact:

Impact Score	Description	Impact definitions
1	<b>Negligible</b>	<ul style="list-style-type: none"> <li>• Negligible loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>• Can be easily and quickly remedied.</li> <li>• No or extremely unlikely financial loss.</li> <li>• No or extremely unlikely reputational loss.</li> <li>• No breach of Governance Rules, or of legal or contractual obligations.</li> </ul>
2	<b>Minor</b>	<ul style="list-style-type: none"> <li>• Minor loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>• Short term impact on operational efficiency and performance.</li> <li>• Financial loss of £10,000 or less (Based on Financial Rules write-off limits).</li> <li>• Failure to meet internal standards where there is no external interest and overall objectives are not compromised.</li> <li>• Unlikely to generate complaints or cause reputational damage.</li> <li>• Small breach of legal or contractual obligations which can be quickly put right without penalty.</li> </ul>



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Impact Score	Description	Impact definitions
3	<b>Moderate</b>	<ul style="list-style-type: none"> <li>Moderate loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>Medium term impact on operational efficiency and performance.</li> <li>Financial loss of £10,000 or more but below £100,000.</li> <li>Failure to meet internal standards, where there is an external interest and overall objectives could be compromised.</li> <li>Likely to generate low levels of complaints and / or short term reputational damage.</li> <li>May attract the short term attention of regulatory or legislative bodies.</li> </ul>
4	<b>Major</b>	<ul style="list-style-type: none"> <li>Major loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>One-off event which could destabilise the Council.</li> <li>Widespread medium or long term impact on operational efficiency and performance.</li> <li>Financial loss of £100,000 or more, but below £1m.</li> <li>Likely to generate complaints and adverse media attention resulting in medium term reputational damage.</li> <li>Breach of legal or contractual obligation attracting the medium-term attention of legislative or regulatory bodies.</li> </ul>
5	<b>Catastrophic</b>	<ul style="list-style-type: none"> <li>Total sustained loss or interruption to critical service(s), project(s), systems or environmental health.</li> <li>Long term impact on operational efficiency and performance.</li> <li>Financial loss of £1m or more.</li> <li>Likely to generate many complaints and extensive adverse media attention resulting in long term reputational damage.</li> <li>Serious breach of legal or contractual obligation attracting the rapid intervention of legislative or regulatory bodies.</li> <li>Loss of credibility.</li> </ul>
<p><b>NB. Only one of the bullet points need apply within any category.</b>  <b>Where scores fall across more than one level, always use the highest score.</b></p>		

In the final column **please select key risks for your area that will be included in the Service Plan** summary for publication.

Please note that you should have **no more than 5 critical risks** in addition to the strategic risks applying to your service.





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Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
CSB PFE01 Failure to provide a safe environment for users of Council property	2	3	6	<ol style="list-style-type: none"> <li>1. Services well specified and contractors monitored for performance against contract, compliance with legislation and H &amp; S risks managed.</li> <li>2. Ensure adequate Health and Safety measures are in place.</li> <li>3. Officers are trained in relevant legislation. Additional training provided as required. Clear procedures in place.</li> <li>4. Limited out of hours service provided to cover any out of hour situations, if contractors available.</li> <li>5. Constant monitoring of contractors throughout projects to ensure safe delivery.</li> <li>6. COSHH regulations followed and contractors informed accordingly.</li> <li>7. Asbestos policy in place and inspections take place. Asbestos report at each operational property in H &amp; S file.</li> <li>8. Fire risk assessments for all operational properties and inspections take place. Fire risk assessment in H &amp; S files in each operational property. Fire systems maintained.</li> <li>9. Annual testing of utilities carried out and any necessary maintenance carried out.</li> <li>10. Ensure leases / licenses are drafted in accordance with good practice. Ensure tenants comply with lease terms. Asset register updated regularly.</li> <li>11. Council procurement and project management rules followed and project planned accordingly.</li> <li>12. Major environmental improvement schemes to have robust project plans</li> </ol>
CSB PFE04 Illegal Occupancy of Council Land	2	4	8	<p>Early warning of movement through joint working with BCC traveller unit.</p> <p>Physical barriers to prevent access.</p> <p>Established procedures with TVP &amp; BCC to effect quickest removal permitted by legal constraints.</p> <p>Established procedures for removal of debris &amp; detritus after occupancy of land.</p>
CSB PFE05 Failure to provide an effective, quality crematorium service	2	4	8	<ol style="list-style-type: none"> <li>1. Full IT back-up service provided by CDC IT, with short term manual back-up procedures in place for short outages.</li> <li>2. Paper records held in fireproof cabinets until backed up on computer.</li> <li>3. Robust staff recruitment, selection, performance management and training procedures in place.</li> </ol>



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Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
				<p>4. Staff trained to multi-task including grounds maintenance and office staff as relief cremator operators.</p> <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>
CSB WR01 Failure to provide services within required timescales including inclement weather and following appropriate legislation	1	4	4	<p>Officers are trained in relevant legislation. Additional training provided as required. Clear procedures in place.</p>
CSB WR02 Failure to ensure operations are carried out to minimise the risk of an incident caused by a health and safety breach.	2	4	4	<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 &amp; S risks managed.</p> <p>Procedure in place for dealing with release of chemicals/pollution as a result of fly tipping, and H &amp; S controls are in place.</p> <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>



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Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
				<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> <p>External auditor has been appointed to advise on Health and Safety practices within Biffa and Serco.</p>

The Council periodically conducts a review of its strategic risks. Please outline below the role your service plays in mitigating these risks. If it does not apply to your service, state N/A.

Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
1	Joint Working	<p>Governance in place – Joint Committee, JAIC. 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>	<ul style="list-style-type: none"> <li>Shared services will be in place for car parking and properties and facilities.</li> </ul>
2	Transformation and Management of Change	<ul style="list-style-type: none"> <li>Senior members and managers show commitment to change.</li> <li>Case for changes clearly made and communicated.</li> <li>Build on success, in order to establish confidence to change.</li> <li>Prioritise programme of change, and ensure it is adequately resourced.</li> <li>Develop change management approach, and organisational development plan.</li> </ul>	<ul style="list-style-type: none"> <li>Service reviews encourage and support staff on a path to continuous improvement</li> </ul>
3	Financial Stability	<p>Review of MTFs.</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> <p>Strategies for use of reserves.</p>	<ul style="list-style-type: none"> <li>Savings generated from service reviews.</li> </ul>



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Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
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.	<ul style="list-style-type: none"> <li>Workforce planning</li> <li>Training and development of staff</li> </ul>
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 with BCC and AVDC Effective contract monitoring and good relationships with contractors Good communications with residents	<ul style="list-style-type: none"> <li>Continuing to monitor, consult and review service delivery and manage the service level agreements.</li> <li>Monitoring of EU and UK legislation.</li> <li>Governance for joint waste contract and joint waste team activities covered at Joint Waste Collection Committee.</li> </ul>
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.	<ul style="list-style-type: none"> <li>n/a</li> </ul>
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.	<ul style="list-style-type: none"> <li>Environment business continuity plans to be updated</li> <li>Supports emergencies such as loss of power at council offices</li> <li>Biffa and Serco business continuity plans regularly updated.</li> </ul>
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.	<ul style="list-style-type: none"> <li>n/a</li> </ul>
9	New Legislative Changes	Corporate capacity to identify and analyse forthcoming legislative changes affecting the Councils. Analyse and produce action plans for Welfare	<ul style="list-style-type: none"> <li>n/a</li> </ul>



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Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
		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. Resources identified to support housing schemes	• n/a
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.	• n/a
12	Demographic Changes	Corporate analysis of Census and related data. Incorporate Census data into service planning. Communicate key messages to members.	• n/a
13	Property/ Asset Management	Asset Management Plans in place and reviewed. Professional advice used where appropriate. Resources in place to support AMPs.	• This service leads in this area and will continue to seek improvements.
14	Economic Viability	Good liaison arrangements with local businesses. Monitor key indicators of the local economy. Take advantage of opportunities offered by LEP.	• n/a

Ongoing through your risks are there any improvements you need to put in place to mitigate key service risks and weaknesses in any areas? (please include improvement identified through internal and external audits and business continuity plans)

Contract monitoring officers to undertake weekly checks of each contractor's operations, as advised by H&S auditor.  
Ongoing training and development of all staff to meet future challenges and embrace new ways of working.



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## Section 8 – Costs and cost comparison information - prefilled

Comparative data is useful to help review the financial cost/efficiency of the service.

### Cost graphs

#### Waste and Recycling



		2015/16			2016/17			2017/18		
		Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop
E1533	Brentwood	75.6	2,219	29.4	75.6	2,602	34.4	76.4	3,103.0	40.6
E0432	Chiltern	94.0	1,670	17.8	94.0	2,536	27.0	95.1	2,440.0	25.7
E1732	East Hampshire	117.5	2,911	24.8	117.5	3,302	28.1	118.0	3,512.0	29.8
E3631	Elmbridge	132.8	3,153	23.7	132.8	4,817	36.3	132.8	4,351.0	32.8
E3632	Epsom and Ewell	78.3	2,125	27.1	78.3	2,192	28.0	79.6	2,023.0	25.4
E1736	Hart	93.3	1,678	18.0	93.3	1,567	16.8	94.2	1,696.0	18.0
E1934	Hertsmere	102.4	1,919	18.7	102.4	3,126	30.5	103.5	3,161.0	30.5
E3835	Horsham	134.2	3,521	26.2	134.2	3,917	29.2	138.0	3,733.0	27.1
E3634	Mole Valley	86.2	3,915	45.4	86.2	4,940	57.3	86.2	5,077.0	58.9
E3635	Reigate and Banstead	143.1	3,125	21.8	143.1	3,442	24.1	145.6	3,474.0	23.9
E2239	Sevenoaks	117.8	4,124	35.0	117.8	4,295	36.5	119.1	4,308.0	36.2

# Appendix 4

Classification Marking



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E0434	South Bucks	68.5	1,918	28.0	68.5	2,560	37.4	69.6	2,447.0	35.2
E3133	South Oxfordshire	137.0	2,862	20.9	137.0	3,943	28.8	138.1	3,972.0	28.8
E1936	St Albans Surrey	144.8	3,287	22.7	144.8	4,850	33.5	146.3	3,814.0	26.1
E3638	Heath	87.5	3,473	39.7	87.5	3,462	39.6	88.4	3,769.0	42.6
E3639	Tandridge Three	85.4	2,930	34.3	85.4	2,869	33.6	86.7	3,008.0	34.7
E1938	Rivers	90.4	1,874	20.7	90.4	2,595	28.7	92.5	3,591.0	38.8
E3640	Waverley	122.9	2,592	21.1	122.9	3,466	28.2	123.8	3,606.9	29.1
	Group Average	106.2	2,738.7	25.8	106.2	3,360.1	31.6	107.4	3,393.7	32.4
	Average All Districts	108.1	2,500	23.1	108.1	2,500	23.1	109.7	3,053.3	27.8

CDC's costs are made up as follows:		2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £
G520	Street Cleansing (17/18 G520 34%)	799,857	809,606	886,748
G520	Refuse Collection (17/18 G520 37%)	870,432	881,042	964,696
G520/W100	Recycling (G520 29%) Support Adj		845,425	589,083
		1,670,289	2,536,073	2,440,527

SBDC's costs are made up as follows:		2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £
3442	District Cleansing	681,803	663,083	0
3559		-21,169		602
3440/1 3425	Refuse Collection	437,611	430,395	417,929
G520	Waste Contract			1,993,023
3443	Recycling		681,488	0
3447	Dropmore Road depot		35,516	35,527
3425		7,350		
3441		812,842	749,696	
		1,918,437	2,560,178	2,447,081



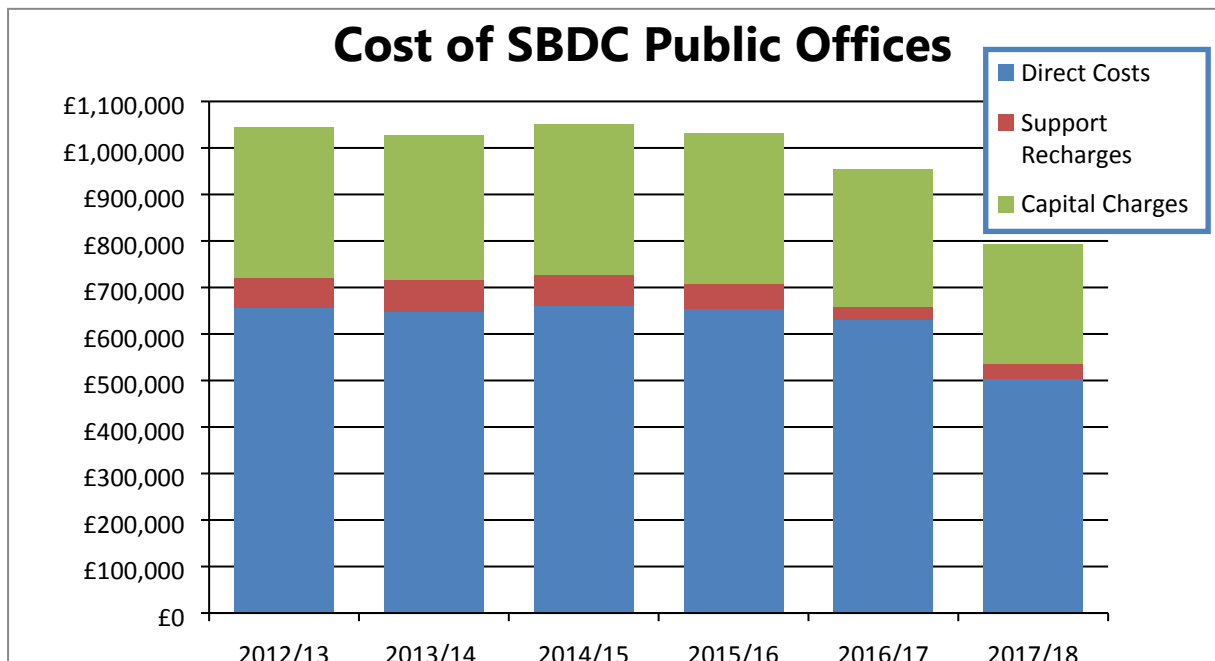
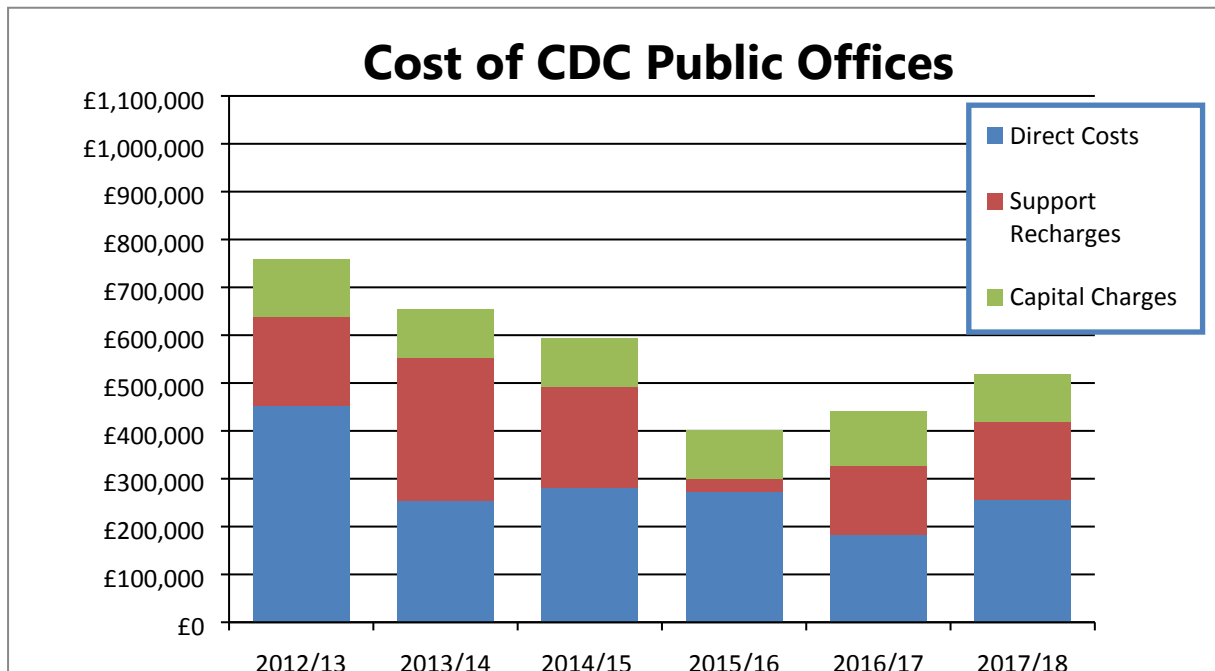
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Properties, Facilities



CDC public offices





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Year	Direct Budget £	Recharge Budget £	Capital Charges £	Total Cost £
2011/12	500,960	169,810	168,360	839,130
2012/13	451,951	185,910	120,670	758,531
2013/14	253,522	298,018	102,160	653,700
2014/15	282,130	209,941	102,160	594,231
2015/16	272,965	26,513	102,160	401,638
2016/17	183,440	143,297	114,400	441,137
2017/18	255,710	162,928	99,900	518,538

Cost Centre P900

#### SBDC Public offices

Year	Direct Budget £	Recharge Budget £	Capital Charges £	Total Cost £
2011/12	647,140	69,960	311,300	1,028,400
2012/13	655,220	66,360	323,370	1,044,950
2013/14	647,140	69,960	311,300	1,028,400
2014/15	661,370	66,860	323,370	1,051,600
2015/16	654,520	54,102	323,370	1,031,992
2016/17	630,900	27,432	295,000	953,332
2017/18	504,340	31,692	256,320	792,352



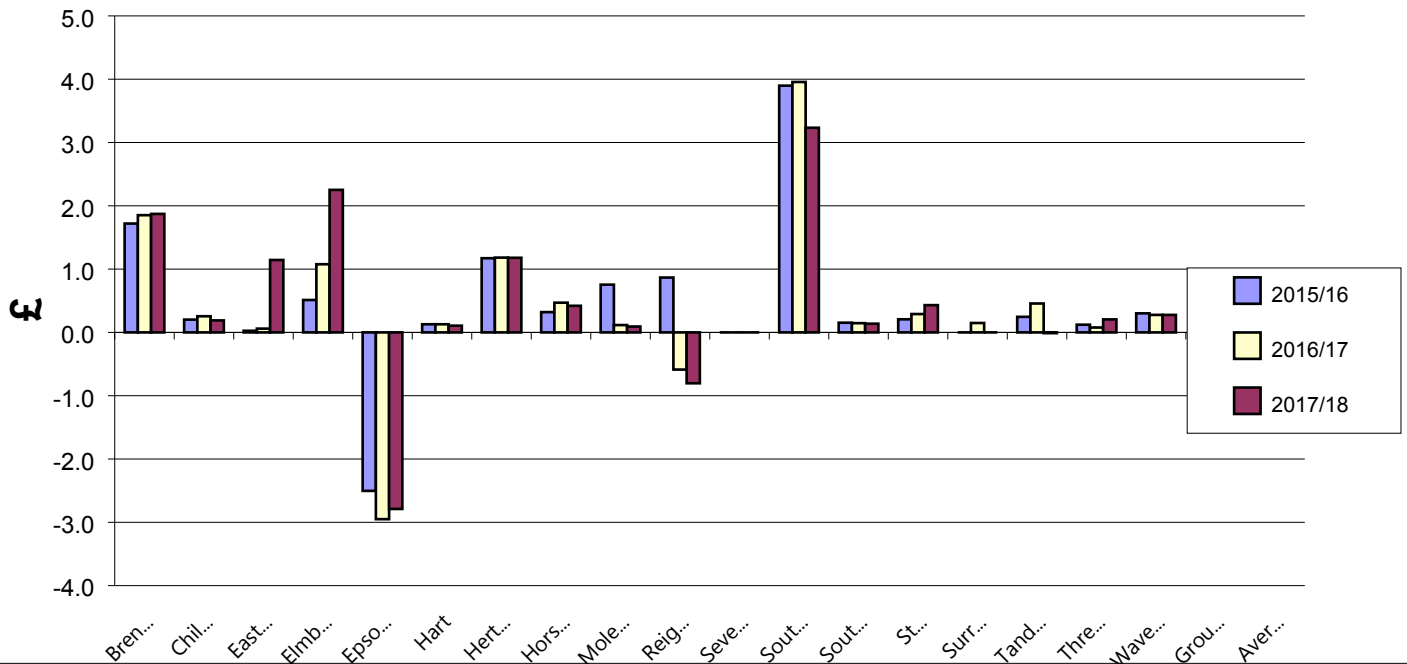
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### Cemetery etc Costs Per Head of Population



	2015/16			2016/17			2017/18		
	Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop
Brentwood	75.6	130	1.7	75.6	140	1.9	76.4	143.0	1.9
Chiltern	94.0	19	0.2	94.0	24	0.3	95.1	18.0	0.2
East Hampshire	117.5	3	0.0	117.5	7	0.1	118.0	135.0	1.1
Elmbridge	132.8	68	0.5	132.8	143	1.1	132.8	299.0	2.3
Epsom and Ewell	78.3	-196	-2.5	78.3	-231	-3.0	79.6	-222.0	-2.8
Hart	93.3	12	0.1	93.3	12	0.1	94.2	10.0	0.1
Hertsmere	102.4	120	1.2	102.4	121	1.2	103.5	122.0	1.2
Horsham	134.2	43	0.3	134.2	63	0.5	138.0	58.0	0.4
Mole Valley	86.2	65	0.8	86.2	10	0.1	86.2	8.0	0.1
Reigate and Banstead	143.1	124	0.9	143.1	-84	-0.6	145.6	-117.0	-0.8
Sevenoaks	117.8	0	0.0	117.8	0	0.0	119.1	0.0	0.0
South Bucks	68.5	267	3.9	68.5	271	4.0	69.6	225.0	3.2
South Oxfordshire	137.0	21	0.2	137.0	20	0.1	138.1	19.0	0.1
St Albans	144.8	30	0.2	144.8	42	0.3	146.3	63.0	0.4
Surrey Heath	87.5	0	0.0	87.5	13	0.1	88.4	0.0	0.0
Tandridge	85.4	21	0.2	85.4	39	0.5	86.7	-1.0	0.0

# Appendix 4

Classification Marking



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Three Rivers	90.4	11	0.1	90.4	7	0.1	92.5	19.0	0.2
Waverley	122.9	37	0.3	122.9	34	0.3	123.8	34.2	0.3
Group Average	106.2	43.1	0.5	106.2	35.1	0.4	107.4	45.2	0.4
Average All Districts	108.1	-51.7	-0.5	108.1	-51.7	-0.5	109.7	-74.4	-0.7

CDC's costs are made up as follows:		2017/18
Code	Description	Budget £
G380, G420	Great Missenden Cemetery Support Adj	17,547
		17,547

SBDC's costs are made up as follows:		2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £
3493	Stoke Poges Memorial Gardens	232,651	234,164	213,135
3541	Holtspur	5,706	6,335	-7,316
3542	Shepherds Lane	3,553	4,115	-406
3543	Hedgerley	12,313	13,945	10,175
3544	Closed Churchyards	12,347	12,270	9,680
		266,570	270,829	225,268



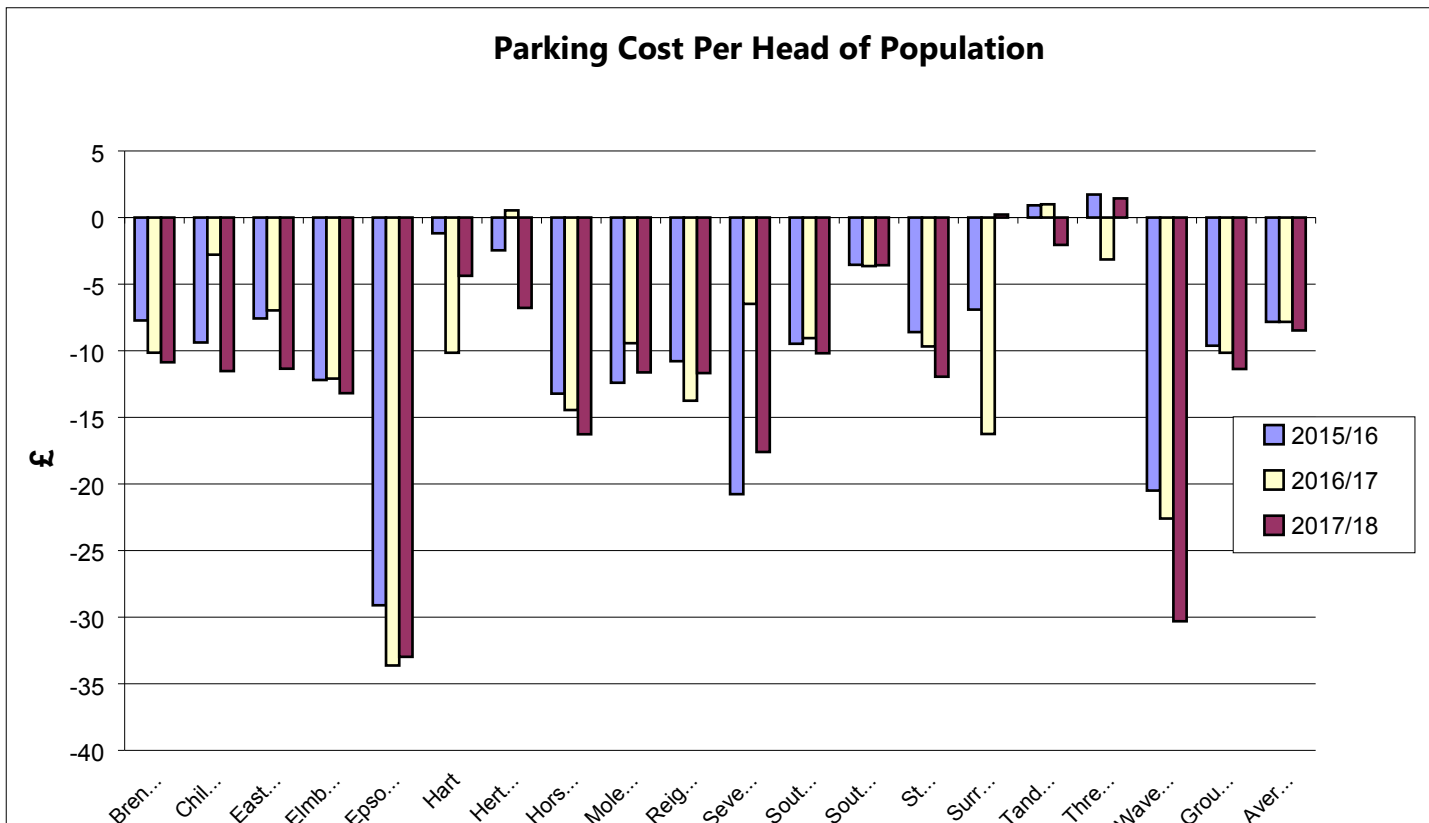
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## Parking



		2015/16			2016/17			2017/18		
		Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop
E1533	Brentwood	75.6	-584	-7.7	75.6	-767	-10.1	76.4	-830.0	-10.9
E1736	Chiltern	93.3	-875	-9.4	93.3	-260	-2.8	95.1	-1,096.0	-11.5
E1732	East Hampshire	117.5	-890	-7.6	117.5	-819	-7.0	118.0	-1,339.0	-11.3
E3635	Elmbridge	143.1	-1,745	-12.2	143.1	-1,730	-12.1	132.8	-1,751.0	-13.2
E3632	Epsom and Ewell	78.3	-2,279	-29.1	78.3	-2,633	-33.6	79.6	-2,625.0	-33.0
E0432	Hart	94.0	-111	-1.2	94.0	-954	-10.1	94.2	-412.0	-4.4
E3639	Hertsmere	85.4	-210	-2.5	85.4	46	0.5	103.5	-702.0	-6.8
E3835	Horsham	134.2	-1,774	-13.2	134.2	-1,939	-14.4	138.0	-2,245.0	-16.3
E3634	Mole Valley	86.2	-1,069	-12.4	86.2	-813	-9.4	86.2	-1,002.0	-11.6
E3631	Reigate and Banstead	132.8	-1,432	-10.8	132.8	-1,826	-13.8	145.6	-1,700.0	-11.7
E3638	Sevenoaks	87.5	-1,817	-20.8	87.5	-567	-6.5	119.1	-2,096.0	-17.6
E0434	South Bucks	68.5	-649	-9.5	68.5	-620	-9.1	69.6	-709.0	-10.2
E3133	South Oxfordshire	137.0	-486	-3.5	137.0	-499	-3.6	138.1	-494.0	-3.6

# Appendix 4

ClassificationMarking



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E1936	St Albans	144.8	-1,245	-8.6	144.8	-1,401	-9.7	146.3	-1,748.0	-11.9
E2239	Surrey Heath	117.8	-814	-6.9	117.8	-1,914	-16.2	88.4	20.0	0.2
E1938	Tandridge	90.4	83	0.9	90.4	90	1.0	86.7	-178.0	-2.1
E1934	Three Rivers	102.4	177	1.7	102.4	-322	-3.1	92.5	133.0	1.4
E3640	Waverley	122.9	-2,519	-20.5	122.9	-2,777	-22.6	123.8	-3,752.0	-30.3
	Group Average	106.2	-1,013.3	-9.6	106.2	-1,094.7	-10.2	107.4	-1,251.4	-11.4
	Average All Districts	108.1	-846	-7.8	108.1	-846	-7.8	109.7	-929.7	-8.5

CDC's costs are made up as follows:		2017/18
Code	Description	Budget £
C270	General - All Car Parks	-892,205
CP01	Parking Service	375,404
C750	Surface Car Parks	-60,370
C755	AMSCP Support Adj Depreciation	-518,340
		-1,095,511

SBDC's costs are made up as follows:		2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £
3466	Altons			
3467	Penncroft			
3468	Warwick Road			
3469	Council Hall			
3470	Jennery Lane			
3471	Neville Court			
3472	Summers Road			
3473	Farnham Common			
3474	Bullstrode Way			
3475	Packhorse Road			
3477	Station Road			
3478	Rogers Lane			
3489	Attendants Costs			
3490	Administration			
	Total	-748,920	-812,575	-889,670
	Adj for CCTV in car parks			
CP01	Car Parking Service	99,578	192,473	180,749
		-649,342	-620,102	-708,921



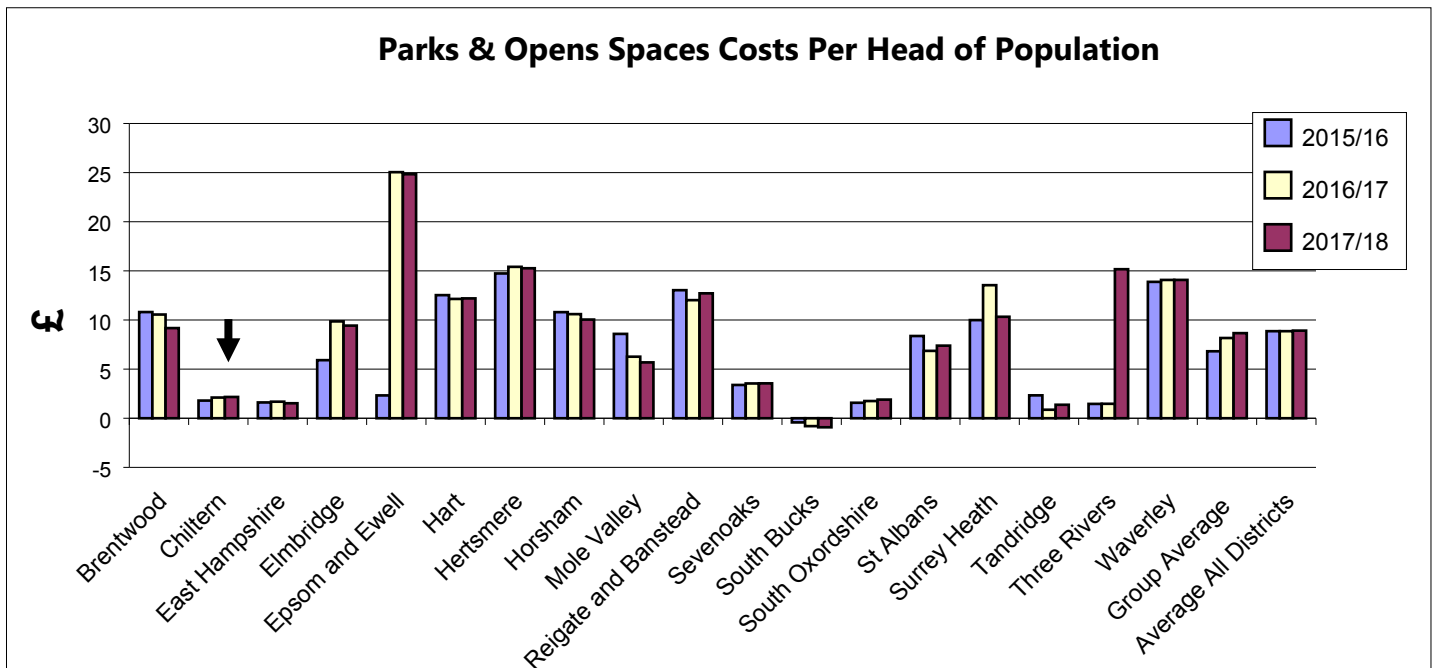
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## Parks and open spaces



		2015/16			2016/17			2017/18		
		Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop
E1533	Brentwood	75.6	817	10.8	75.6	798.0	10.6	76.4	701	9.2
E0432	Chiltern	94.0	169	1.8	94.0	198.0	2.1	95.1	206	2.2
E1732	East Hampshire	117.5	189	1.6	117.5	198.0	1.7	118.0	180	1.5
E3631	Elmbridge	132.8	785	5.9	132.8	1,309.0	9.9	132.8	1,252	9.4
E3632	Epsom and Ewell	78.3	182	2.3	78.3	1,961.0	25.0	79.6	1,977	24.8
E1736	Hart	93.3	1,169	12.5	93.3	1,133.0	12.1	94.2	1,149	12.2
E1934	Hertsmere	102.4	1,509	14.7	102.4	1,578.0	15.4	103.5	1,580	15.3
E3835	Horsham	134.2	1,449	10.8	134.2	1,422.0	10.6	138.0	1,386	10.0
E3634	Mole Valley	86.2	740	8.6	86.2	540.0	6.3	86.2	490	5.7
E3635	Reigate and Banstead	143.1	1,865	13.0	143.1	1,720.0	12.0	145.6	1,851	12.7
E2239	Sevenoaks	117.8	399	3.4	117.8	417.0	3.5	119.1	423	3.6
E0434	South Bucks	68.5	-29	-0.4	68.5	-55.0	-0.8	69.6	-64	-0.9
E3133	South Oxfordshire	137.0	216	1.6	137.0	240.0	1.8	138.1	262	1.9
E1936	St Albans	144.8	1,212	8.4	144.8	993.0	6.9	146.3	1,081	7.4
E3638	Surrey	87.5	874	10.0	87.5	1,185.0	13.5	88.4	913	10.3



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Heath										
E3639	Tandridge Three	85.4	199	2.3	85.4	74.0	0.9	86.7	119	1.4
E1938	Rivers	90.4	132	1.5	90.4	133.0	1.5	92.5	1,403	15.2
E3640	Waverley	122.9	1,706	13.9	122.9	1,730.0	14.1	123.8	1,743	14.1
Group Average		106.2	754.6	6.8	106.2	865.2	8.2	107.4	925.1	8.7
Average All Districts		108.1	958	8.9	108.1	957.8	8.9	109.7	978.2	8.9

CDC's costs are made up as follows:		2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £
B450	Woodlands	36,620	43,770	42,404
B500	Commons and Manorial Waste	45,817	50,151	53,247
B550	Travellers	1,467	7,784	8,430
B600	Amenity Areas excluding CHHA	33,438	40,581	48,693
B607	Small Works	43,797	38,670	37,631
B635	Footpaths	8,296	16,668	15,995
	Support Adj			
		169,435	197,624	206,400

SBDC's costs are made up as follows:		2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £
3495	Stoke Place	-115,563	-118,817	-124,093
3530	General Open Spaces	67,611	50,739	46,286
3639	Environmental policy	12,152	8,518	9,100
4387	Colne Valley	0		
4389	Chiltern AONB	6,644	4,122	4,364
		-29,156	-55,438	-64,343

## Cost information

How does the cost compare to our nearest neighbour comparators?

CDC:

Waste Collection and Street Cleansing - 4<sup>th</sup> lowest per head of population out of 18

Public Offices – not available

Cemeteries – 5<sup>th</sup> out of 18 per head of population

Parking – 9<sup>th</sup> out of 18 per head of population

Parks and open spaces – 5<sup>th</sup> out of 18 per head of population

SBDC

Waste Collection and Street Cleansing - 16<sup>th</sup> out of 18 per head of population



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	<p>Public Offices – not available                  Cemeteries – 18<sup>th</sup> out of 18 per head of population                  Parking – 12<sup>th</sup> out of 18 per head of population                  Parks and open spaces – 1<sup>st</sup> out of 18 per head of population</p>
<p>Is there a reason our costs are higher/lower than our nearest neighbour comparator groups</p>	<p>CDC:                  Waste &amp; Recycling lower further to the joint waste service with Wycombe District Council                  Street cleansing: costs are below average due to benefits gained from the joint contract.                  Cemeteries: there is only one cemetery in the district.                  Car Parking: better than average because of the lower proportion of free car parking.                  Parks and open spaces: much better than average for the groups</p> <p>SBDC:                  Waste &amp; Recycling: 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: the result is driven by low head count in the district and its rural nature.                  Cemeteries: we have the highest cost within the comparator group, mainly due to the award winning Stoke Poges Memorial Garden.                  Car Parking: better than average because of the lower proportion of free car parking.                  Parks and open spaces: better due to income from Stoke Place.</p>
<p>How have our actual costs changed over the last 4 years?</p>	<p>Waste Collection and Street Cleansing – cost is 13% lower than in 2014/15                  Public Offices – cost is 13% lower than in 2014/15                  Cemeteries – cost is 50% lower than in 2014/15                  Parking – 33% more income than in 2014/15                  Parks and open spaces – costs are 17% higher than in 2014/15</p> <p>SBDC                  Waste Collection and Street Cleansing - cost is 13% more than in 2014/15                  Public Offices – cost is 25% less than in 2014/15                  Cemeteries – cost is 12% less than in 2014/15                  Parking – 20% more income than in 2014/15                  Parks and open spaces – 160% more income than in 2014/15</p>





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Please summarise your cost information below. How are the costs changing over time, do we compare favourably with our nearest neighbour (please highlight if there is any reasons you know of why costs may be different). This section will feed into the Service Plan Summary for publication.

#### Summary – Cost information - CDC

Waste Collection and Street Cleansing - 4<sup>th</sup> lowest per head of population out of 18, and cost is 13% lower than in 2014/15. Costs have reduced due to shared service between Chiltern and Wycombe.

Public Offices – cost is 13% lower than in 2014/15.

Cemeteries – 5<sup>th</sup> out of 18 per head of population and cost is 50% lower than in 2014/15. There is only one cemetery in the district.

Parking – 9<sup>th</sup> out of 18 per head of population and 33% more income than in 2014/15.

Parks and open spaces – 5<sup>th</sup> out of 18 per head of population and costs are 17% higher than in 2014/15.

#### Summary – Cost information - SBDC

Waste Collection and Street Cleansing - 13<sup>th</sup> lowest per head of population out of 18, and cost is 13% lower 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%.

Public Offices – cost is 25% less than in 2014/15

Cemeteries – Cost per head of population is highest in the group of 18, and cost is 12% less than in 2014/15.

Parking – 12<sup>th</sup> out of 18 per head of population and 20% more income than in 2014/15.

Parks and open spaces – 1<sup>st</sup> out of 18 per head of population and 160% more income than in 2014/15. This is better due to income from Stoke Place.





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# Service Plan Workbook 2018/19

## Finance

### Why develop a service plan?

*Service plans form a key part of the Council's corporate planning and performance system.* They provide the detail about how services will deliver the Council's objectives and priorities.

The plans help us to measure progress against what we have said we would do and enable individual officers to see how the work they do on a day to day basis contributes to the Council's objectives.

This workbook will help you work through all the elements that need to be covered when planning your service for the next year.

### When do service plans run from and to?

Service plans are run in parallel with the financial year.

**You need to use this workbook to plan for the next financial year from April 2018 until end of March 2019, also thinking about longer term objectives and actions to include and work towards.**

### Service Plan Workbook and Summary

The service plan workbook is a working document for you to work through in the form of tables, checklists and text boxes.

The summary from each of the sections in the workbook will then be taken to create a 3-4 page Service Plan Summary for each service, which will be the outward facing service plan for staff, Members and for publication, so please ensure each summary is concise with a sufficient amount of detail.

The workbook is each manager's working document, so they can choose to keep it concise and high level or add in more detail to make it a useful working manual for the team.

### Timetable for developing Service Plans

**Service plan workbooks should be submitted to the Policy & Performance team by early November 2017,** who will provide feedback on the content and pull together the service plan summaries. The summaries will then be submitted through to Management Team in early December for approval before going to the next available Cabinet at each Council.

### Involving Staff and Members

The Head of Service/principal officer has the responsibility for writing the service plan. However **it is important that all staff in service areas are included in developing the plan, to help them**



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**understand their work programme for the next 12 months and how it links in with the Council's objectives.** Relevant Councillors such as the Cabinet/portfolio lead for each area should also be consulted, when carrying out your service planning, to ensure that they are aware of and aligned with the direction the service is going in.

<b>I have discussed this service plan with:</b>	<b>Y/N</b>
Portfolio holder(s)	Y
Unit managers	Y
Officers	N

### **Cross-cutting issues**

When you are working through your service plan you should keep in mind the following cross cutting issues: diversity, mainstreaming community safety, use of ICT and website, localism and the big society, external funding, sustainability and equalities and how your service can take each of these into account.

### **Prefilling**

The Performance team will pre-fill some sections from either existing information or the previous years' service plan.

**All of this information will need to be reviewed, checked and amended where necessary.**



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## Service Plan details

Head of Service	Rodney Fincham
Draft version completed	Nov 17
Final version completed	
Service units covered by plan	Finance Internal Audit

## Section 1 – Key Service Aims/Objectives

Please list each of the services in your area (with a brief overview of functions they provide) and the Cabinet portfolio that it reports to. Please mark whether or not each function is statutory.

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



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Key Service Aims / Objectives	Include in Service Plan Summary
A) Help maintain effective governance arrangements throughout the organisation.	<input checked="" type="checkbox"/>
B) Assist the Authority to improve the VFM that it provides (including issues relating to procurement).	<input checked="" type="checkbox"/>
C) Provide value for money financial services that are driven by customer needs.	<input checked="" type="checkbox"/>
D) Ensure the Authority has sufficient financial knowledge and experience to meet its needs.	<input checked="" type="checkbox"/>

**Children's Act 2004 and Protection of Vulnerable Adults:** We are required to put in place arrangements to protect children and vulnerable adults and promote their welfare. How does your service takes account of the need to safeguard and promote the welfare of children and vulnerable adults, and how will you improve this in the coming year?

A lot of this act revolves around the timely and appropriate sharing of information across multiple agencies. A training programme has been devised and provided for all staff in information governance roles. This content also includes how to handle and safely share data with partner organisations, in a shared service context and the wider public.



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## Section 2 – Key achievements/outcomes for previous year

Please list key achievements and outcomes that the service has achieved since March 2017. This is because the service plan summaries containing this information go to Cabinet during February 2018, so you will be looking back over the current year for your achievements.

You should aim to have 5-10 key outcomes. The top 5 from each service area will feed into the Service Plan Summary for publication.

### Finance

#### Key achievements and outcomes in the previous year

We produced the 16/17 statutory Accounts by the end of May 17, as a trial run as the statutory deadline for the production of these is to be reduced to the end of May for 17/18.

We again received unqualified audit opinions on the Councils' formal statutory Accounts, and the Charitable Trust's Accounts.

We provided support to the Councils with their capital investment plans:

- helping ensure all major developments have robust business plans,
- arranging the PWLB borrowing as required, and
- registering for the Construction Industry Scheme.

We have appointed new external auditors, via the national PSAA auditor appointment process (Confirmation of appointment due by End Dec).

We agreed a 1 year extension to the current joint bank contract.

The joint Cash Receipting system has been upgraded to maintain compliance with the payment card data security standards (Due to be done by End Nov).

The joint Finance system has been upgraded (Due to be done by End Feb).

We helped set up the 100% SBDC owned property development company (Consilio Property Limited).

We continued to support changes to the financial management arrangements, as a result of the creation of more joint teams.



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## Section 3 – Shared Services programme

Please identify, for each unit you are responsible for, current plans in relation to the shared services reviews:

Unit Name	Review and implementation completed (say when)	Review and/or implementation continuing in 2016/17	Review scheduled for/continuing in 2017/18	Review not yet scheduled.
Finance	Review completed and implemented on 1 <sup>st</sup> August 2014			





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## Section 4 - Know your customer

This section allows you to think about who your customers are and the make-up of the customers that your team needs to provide a service to. This information will help you to influence your service delivery and the way it is tailored to different sets of customers. It can also help you to provide a basis for prioritisation over which aspects of the service to continue, improve, grow or cut back. There is a wide range of information available about the make-up of customers in the district e.g. Acorn data, Census data and information from other statistical sources and data.

Current priority groups identified through the SBDC Cohesion and Inequalities Strategy 2010 that we wish to ensure can access services, support and are able to get involved are: Carers; People with a disability – physical (such as sight and hearing impairment), mental health and learning difficulties; Low income families/households; Elderly; Young; Gypsy, Roma Traveller community (due to low literacy levels).

Information about your customers	
Who are your key customers? (If your customers are internal departments this should be stated).	The main customers of Finance are internal. However we do interact with suppliers and debtors. In the coming year Consilio Property Ltd will be a key customer.
Are there key features/distinctive characteristics that need to be taken into account?	No, with the exception of Consilio Property Ltd where its commercial nature needs to be recognised.
Do you carry out a customer satisfaction survey for your area? Please list all satisfaction surveys that you currently undertake.	There is currently no Finance satisfaction survey.
As well as satisfaction surveys do you have any other regular consultation and engagement in place (e.g. focus groups)?	As part of the Finance Shared Service review Customer Voice workshops were held. Annual consultation on the budgets.
Please tick any of the following that you will be carrying out next year.	Customer Focus Groups <input type="checkbox"/> Consultations <input checked="" type="checkbox"/> Budget Consultation Roadshows <input type="checkbox"/> Newsletters <input type="checkbox"/> Seminars/workshops <input checked="" type="checkbox"/> Via Budget Mgr training Review of website pages <input checked="" type="checkbox"/> On going
Are there any key changes you will need to make to service delivery in the next year to tailor it to customer need?	Joint working means it is important for Finance to be able to provide consistent financial information across the two authorities. Especially where new joint team are formed.
What will the Customer Experience Strategy entail for your service?	<ul style="list-style-type: none"> <li>Chiltern District Council and South Bucks District Council are likely to be delivering a significant programme of transformation to change the way that we deliver our services to our customers. Implementation of this programme will commence in 2018/19. Throughout this year all services will be involved in analysing data to identify customer needs and in tailoring service delivery to better meet those needs. Once the</li> </ul>



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Information about your customers	
	programme is implemented there will be an increased focus on the use of customer insight and data to develop our services in the future.
In your view what would an excellent service look like to the community? How would you rate your service against this view?	From a community perspective, Finance needs to provide value for money financial services which help direct the Authorities' limited resources to priority areas.  The Finance Team assists all Council departments to manage their own budgets effectively.

Please summarise the main points covered in this section below (including identifying your main customers, key characteristics, key changes you are looking to make to service delivery in the next year and what consultation and engagement you are looking to carry out). This section will feed into the Service Plan Summary for publication.

**Summary – Know your customer (Chiltern) and (South Bucks)**

The main customers of Finance are internal. However we do interact with suppliers and debtors.  
As part of the Shared Finance Service review Customer Voice workshops were held.  
We are currently in the process of obtaining formal customer feedback.  
In the coming year Consilio Property Ltd will be a key customer.  
Joint working will make it increasingly important for Finance to be able to provide consistent financial information across the 2 authorities. There will also be an increasing need to correctly account for joint working initiatives.



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### Section 5 – Action plan (short term/medium term)

The next 3 sections which cover performance indicators, actions and risks, we monitor using the Covalent Performance Management system.

Think about where you want to be in line with the Council's aims and priorities and what you need to do to get there. What actions will we be carrying out over the short term (1 year), medium term (2-3 years) and longer term (4-10 years)? What will the outcome of these actions be for residents? Any expected savings should be detailed in the action plan table. Please keep actions concise. Think about any key policy changes in the next few years, e.g. welfare reform, localism act, national planning policy framework and if they require a change to the way you currently deliver your service make sure appropriate actions are included in your plan. Consider the value for money of your service (refer to Joint Performance Management Framework for more information), and identify actions to include which will improve it.

You should include all key actions that you will be undertaking and select **5 - 10** actions that you will update progress on Covalent on a quarterly basis. The ones selected for Covalent *will be included in your Service Plan Summary* for publication. Please include relevant shared services actions.

#### Short term – actions for 2018/19

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. end March 2018)	Lead Officer	Expected savings
Help keep up to date the longer term financial strategy 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	N	Aim 1 – cost-effectiveness	2018/19	RF	-
Closedown the Statutory Accounts in line with the earlier statutory timetable.	- Trust, Crem - CDC, SBDC	Statutory requirement	Y	Good Financial Management	Apr 18 May 18	Jl Jl	- -
Retender / renegotiate joint Banking services – Contract expires 31 March 19.		VFM	Y	Aim 1 – cost-effectiveness	Mar 19	HoK	-



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List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. end March 2018)	Lead Officer	Expecte d savings
Support the Councils with their capital investment plans (i.e. car parks, Chiltern pools, SBDC housing plans).	Business Case Development  Obtaining PWLB borrowing	VFM	Y	Aim 1 – cost-effectiveness	2018/19	RF	-
Support the new 100% SBDC owned property development company (Consilio Property Limited).	Consideration of VAT and corporate taxation issues.	VFM	N	Aim 1 – cost-effectiveness	2018/19	TBC	-
Help devise appropriate financial management arrangements for the new Aylesbury Crem.	Arrangements need to be harmonised for the two Crematoria, be streamlined and make best use of technology.	VFM	N	Good Corporate Governance	2018/19	TC	-
Review VAT partial exemption calculations	-	VFM	N	Aim 1 – cost-effectiveness	2018/19	TC	-
Continue to implement finance process improvements (including streamlining and improving payroll / HR processes).	e.g. reduce cheque payments, store more documents electronically, electronic payslips for members etc.	VFM	N	Aim 1 – cost-effectiveness	2018/19	All Finance Team	-



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## Medium/long term – actions for 2-3/4-10years

List of Key Actions/ Projects	What will be the key outcomes and benefits seen by residents	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. 2 years = March 2019)	Lead Officer	Expected savings
Retender for joint Insurance services – Contract expires 31 March 20.	Better VFM for Council Tax payers	VFM	2019/20	TBC	TBC
Retender for joint Payroll services – Contract expires 31 March 20.	Better VFM for Council Tax payers	VFM	2019/20	TBC	TBC



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**Section 6 – Performance indicators**

Please review your performance indicators listed below, your indicators should assist you with achieving your service objectives, be customer focused and reflect the aims and priorities of the Council. Please highlight any changes to these indicators in pink. Only Corporate Performance Indicators will show in your Service Plan Summary for publication.

Identify a maximum of 5 key performance indicators per unit to be tracked via Covalent. You must include priority and corporate indicators within these 5.

Corporate indicators include those which management team and cabinets have selected as priority indicators (P) to be included in the monthly budget pack.

Activity indicators are data only and for South Bucks only are also reported monthly in the budget pack (A).

Corporate indicators are also reported on within the quarterly performance report (C).

Any changes to these must first be approved by MT/Cabinet and this will be swept up in the annual PI review process which will occur once the service plan summaries have been signed off.

MT would like to align PIs across both councils, where possible. They would also like quarterly performance reporting to concentrate on one or two key measures that define how your service is doing rather than indicators you use to assist your day to day management of the unit.

Additional indicators you wish to track to help manage the day to day business should be logged as departmental indicators (D) – used by your service only and not reported on outside your service by finance or policy and performance.

Please ensure you only include measures that are absolutely essential.

**Corporate Performance Indicators**

PI Code	Short Name	2015/16 Value	2015/16 Target	Last update	Current value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
None									

**Department Performance Indicators**

PI Code	Short Name	2015/16 Value	2015/16 Target	Last update	Current value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20

The Finance team has a number of departmental indicators that are monitored via a monthly internal monitoring report I:\cs\FINANCE\ADMIN (CDC+SBDC)\MONITORING REPORT (CDC+SBDC)

**Activity Indicators - Data Only, no targets.**

PI Code	Short Name	2015/16 Value	Last update	Current value
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The Finance team has a number of activity indicators that are monitored via a monthly internal monitoring report I:\cs\FINANCE\ADMIN (CDC+SBDC)\MONITORING REPORT (CDC+SBDC)



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## Section 7 - Risks

Please consult the Risk Register guidance when reviewing your risks. You need to consider any key risks that will affect the delivery of key service outcomes, *other than* the identified strategic, budgetary and business continuity risks.

### Likelihood:

Likelihood Score	Description	Frequency (How often it might / does happen.)
1	Rare	This will probably never happen and is only possible in exceptional circumstances.
2	Unlikely	This is possible, but not an expected occurrence.
3	Possible	This might happen occasionally, but likely to occur less than annually.
4	Likely	This is likely to occur within the next year but is not a persistent issue.
5	Almost Certain	This is likely to happen and could be persistent or occur frequently.

**NB. Where scores fall across more than one level, always use the highest score.**

### Impact:

Impact Score	Description	Impact definitions
1	Negligible	<ul style="list-style-type: none"> <li>Negligible loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>Can be easily and quickly remedied.</li> <li>No or extremely unlikely financial loss.</li> <li>No or extremely unlikely reputational loss.</li> <li>No breach of Governance Rules, or of legal or contractual obligations.</li> </ul>
2	Minor	<ul style="list-style-type: none"> <li>Minor loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>Short term impact on operational efficiency and performance.</li> <li>Financial loss of £10,000 or less (Based on Financial Rules write-off limits).</li> <li>Failure to meet internal standards where there is no external interest and overall objectives are not compromised.</li> <li>Unlikely to generate complaints or cause reputational damage.</li> <li>Small breach of legal or contractual obligations which can be quickly put right without penalty.</li> </ul>



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Impact Score	Description	Impact definitions
3	<b>Moderate</b>	<ul style="list-style-type: none"> <li>Moderate loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>Medium term impact on operational efficiency and performance.</li> <li>Financial loss of £10,000 or more but below £100,000.</li> <li>Failure to meet internal standards, where there is an external interest and overall objectives could be compromised.</li> <li>Likely to generate low levels of complaints and / or short term reputational damage.</li> <li>May attract the short term attention of regulatory or legislative bodies.</li> </ul>
4	<b>Major</b>	<ul style="list-style-type: none"> <li>Major loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>One-off event which could destabilise the Council.</li> <li>Widespread medium or long term impact on operational efficiency and performance.</li> <li>Financial loss of £100,000 or more, but below £1m.</li> <li>Likely to generate complaints and adverse media attention resulting in medium term reputational damage.</li> <li>Breach of legal or contractual obligation attracting the medium-term attention of legislative or regulatory bodies.</li> </ul>
5	<b>Catastrophic</b>	<ul style="list-style-type: none"> <li>Total sustained loss or interruption to critical service(s), project(s), systems or environmental health.</li> <li>Long term impact on operational efficiency and performance.</li> <li>Financial loss of £1m or more.</li> <li>Likely to generate many complaints and extensive adverse media attention resulting in long term reputational damage.</li> <li>Serious breach of legal or contractual obligation attracting the rapid intervention of legislative or regulatory bodies.</li> <li>Loss of credibility.</li> </ul>
<p><b>NB. Only one of the bullet points need apply within any category.</b>  <b>Where scores fall across more than one level, always use the highest score.</b></p>		

In the final column **please select key risks for your area that will be included in the Service Plan** summary for publication.

Please note that you should have **no more than 5 critical risks** in addition to the strategic risks applying to your service.

Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
CSB BR01 The Authority is unable to set a robust Medium Term Financial Strategy	3	4	12	1. Possible changes to the national funding formula are monitored and the LGA lobbies to protect members interests. However this risk cannot be fully





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Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
				<p>controlled.</p> <p>2. Achievement of savings is given a high priority within the Council, and progress is monitored via the monthly budget monitoring reports. Significant saving projects are also managed in accordance with the Councils’ project management framework.</p> <p>3. Regular updates of MTFs.</p> <p>4. Seek further savings.</p>
CSB BR02 The Authority could have to hold a Council Tax referendum.	1	3	3	<p>1. Tax increase to be set at or below the Government guideline figure (subject to Member agreement).</p> <p>2. Members to be fully briefed on implications of tax referendum.</p> <p>3. Appeal against the decision (if possible).</p>
CSB BR03 The Authority will fail to keep within its annual revenue budget.	3	2	6	<p>1. Use reserves to fund overspending.</p> <p>2. Seek further in year savings.</p> <p>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.</p> <p>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.</p> <p>5. Professional staff are involved in relevant areas and, where appropriate, training is provided to ensure current standards are understood and implemented.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>9. HR monitor pay rates and keep the grading structure under review. Where necessary the Authority is also willing to pay market supplements etc.</p> <p>10. Pay estimate is set prudently</p>



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Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
				<p>11. Contracts are let by competitive tender and where appropriate benchmarked against 'in-house' bids. Joint tender opportunities are considered and specifications are written with a view to the likely cost.</p> <p>12. Performance targets are challenging and carefully monitored. However the Council has accepted that certain costs will fall outside of the budgeted costs and has therefore accepted this issue.</p> <p>13. Cost pressures are monitored via budget monitoring. Budget framework provides for expenditure to be contained within the approved budgets. New areas of significant expenditure have to be approved by Members.</p> <p>14. There is regular monitoring of 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.	2	2	4	<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	3	3	9	Adequately resourced finance team, internal control framework.
CSB FS02 Treasury Management	2	4	8	Investments are only made in line with the Treasury Management Strategy and with institutions with good credit ratings.
CSB FS03 Fraud/Error	3	2	6	Internal control framework, Internal Audit.
CSB FS04 Non Compliance with Financial Rules & Regulations	2	3	6	Internal control framework, Internal Audit, Skilled and experience finance team, training etc.



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The Council periodically conducts a review of its strategic risks. Please outline below the role your service plays in mitigating these risks. If it does not apply to your service, state N/A.

Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
1	Joint Working	<p>Governance in place – Joint Committee, JAIC. Joint senior management team. Programme documentation and programme management resources. Plan for service reviews, business cases presented. Member involvement in joint working in line with member expectations. Communication plan for members, staff, external partners. External approaches to join the joint working carefully considered at a political level and impact on programme assessed.</p>	<ul style="list-style-type: none"> <li>Provision of clear financial information to support joint working business cases and financial monitoring of joint working initiatives will provide objective assurance.</li> </ul>
2	Transformation and Management of Change	<ul style="list-style-type: none"> <li>Senior members and managers show commitment to change.</li> <li>Case for changes clearly made and communicated.</li> <li>Build on success, in order to establish confidence to change.</li> <li>Prioritise programme of change, and ensure it is adequately resourced.</li> <li>Develop change management approach, and organisational development plan.</li> </ul>	<ul style="list-style-type: none"> <li>Provision of clear financial information to support transformation projects will provide objective assurance.</li> <li>Active engagement in transformation projects.</li> </ul>
3	Financial Stability	<p>Review of MTFs. Clear service priorities. Analysis of Government spending plans, bought in where necessary. Savings programmes agreed and monitored. Annual review of cost base. Strategies for use of reserves.</p>	<ul style="list-style-type: none"> <li>Provision of clear, timely and reliable financial information is essential to mitigate this risk.</li> </ul>
4	Workforce Issues	<p>Organisational development and workforce planning. Monitoring of key personnel statistics. Good staff communications processes. Training and development strategies in place resourced and monitored.</p>	<ul style="list-style-type: none"> <li>Regular staff meetings to promote good staff communications and re-enforce corporate values &amp; behaviours.</li> </ul>
5	Waste & Environmental Services	<p>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.</p>	<ul style="list-style-type: none"> <li>N/A</li> </ul>



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Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
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.	<ul style="list-style-type: none"> <li>N/A</li> </ul>
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.	<ul style="list-style-type: none"> <li>We will continue to keep the Finance business continuity arrangements up to date.</li> </ul>
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.	<ul style="list-style-type: none"> <li>We will continue to keep the Finance Information Asset Register and Finance Retention Schedule up to date.</li> </ul>
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.	<ul style="list-style-type: none"> <li>Monitoring and reacting to changes to financial legislation.</li> </ul>
10	Affordable Housing	Housing strategies in place and regularly reviewed. Good relationships between housing and planning services. Resources identified to support housing schemes	<ul style="list-style-type: none"> <li>N/A</li> </ul>
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.	<ul style="list-style-type: none"> <li>N/A</li> </ul>
12	Demographic Changes	Corporate analysis of Census and related data. Incorporate Census data into service planning. Communicate key messages to members.	<ul style="list-style-type: none"> <li>Financial modelling provided if required.</li> </ul>



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Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
13	Property/ Asset Management	Asset Management Plans in place and reviewed. Professional advice used where appropriate. Resources in place to support AMPs.	<ul style="list-style-type: none"> <li>Provision of clear financial information to support asset management decisions.</li> </ul>
14	Economic Viability	Good liaison arrangements with local businesses. Monitor key indicators of the local economy. Take advance of opportunities offered by LEP.	<ul style="list-style-type: none"> <li>N/A</li> </ul>

Ongoing through your risks are there any improvements you need to put in place to mitigate key service risks and weaknesses in any areas? (please include improvement identified through internal and external audits and business continuity plans)

-



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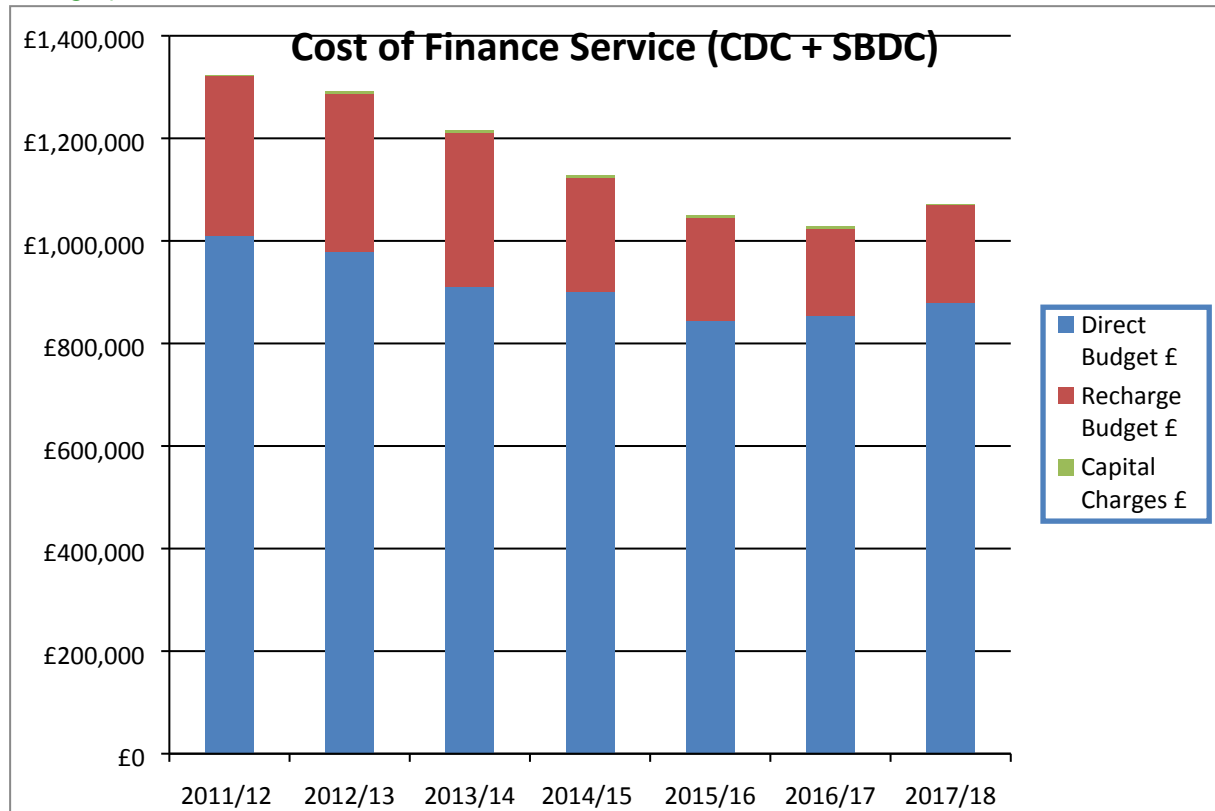
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**Section 8 – Costs and cost comparison information**

Comparative data is useful to help review the financial cost/efficiency of the service.

Cost graphs



**Joint Service**

Year	Direct Budget £	Recharge Budget £	Capital Charges £	Total Cost £	Percentage change
2011/12	1,009,850	312,580	0	1,322,430	
2012/13	979,310	308,290	5,000	1,292,600	-2.3%
2013/14	910,900	298,960	5,310	1,215,170	-6.4%
2014/15	900,579	222,800	5,310	1,128,689	-7.7%
2015/16	845,100	199,273	5,310	1,049,683	-7.5%
2016/17	853,020	170,888	5,310	1,029,218	-2.0%
2017/18	880,090	191,357	0	1,071,447	3.9%

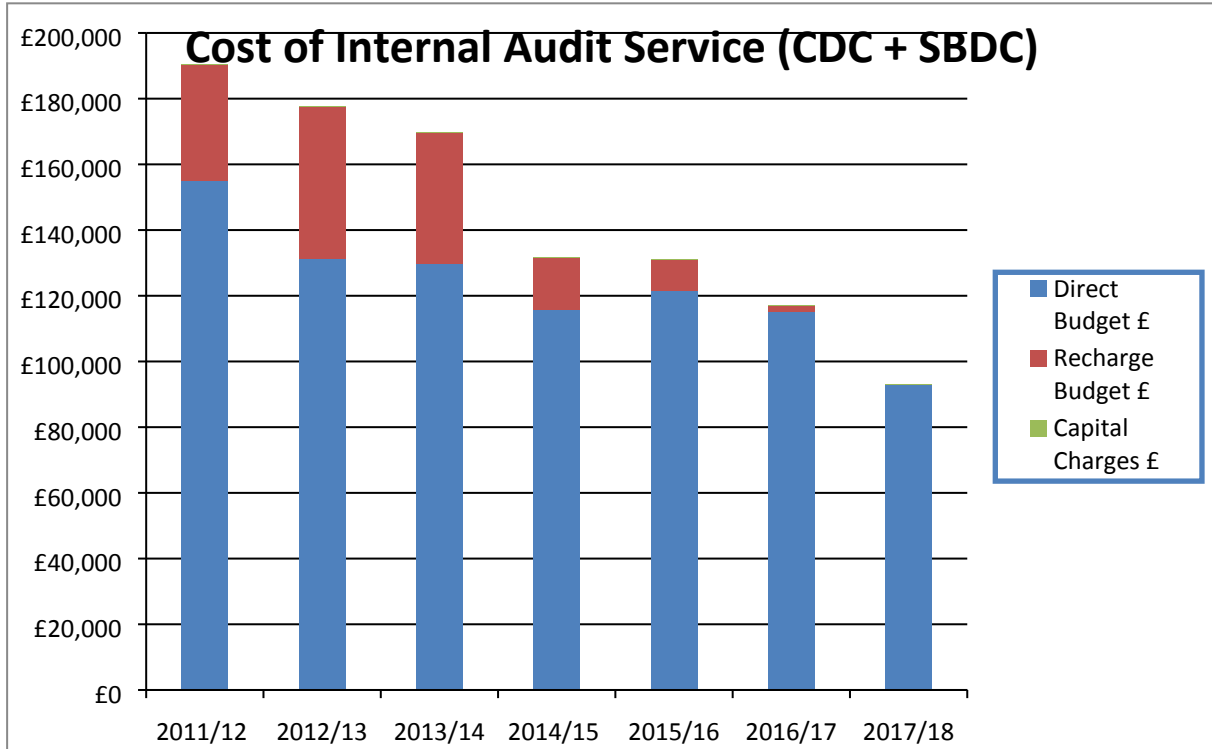


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Joint Service

Year	Direct Budget £	Recharge Budget £	Capital Charges £	Total Cost £
2011/12	154,890	35,420	0	190,310
2012/13	131,150	46,480	0	177,630
2013/14	129,720	40,130	0	169,850
2014/15	115,750	15,810	0	131,560
2015/16	121,560	9,550	0	131,110
2016/17	115,105	1,926	0	117,031
2017/18	92,840	0	0	92,840

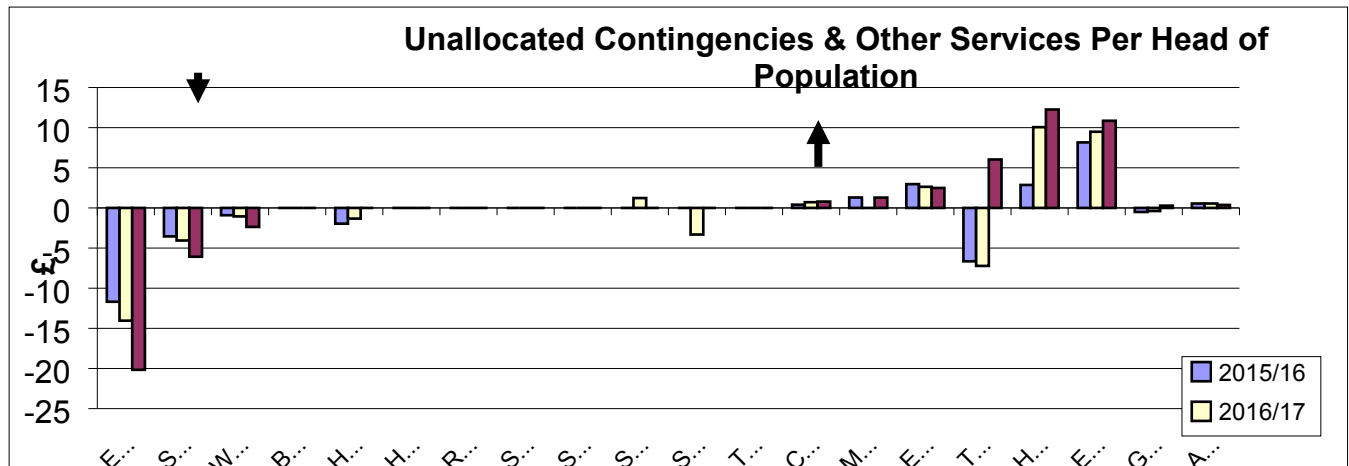


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Unallocated contingencies and other services



Data	2015/16			2016/17			2017/18		
	Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop
E1533 Brentwood	75.6	0	0.0	75.6	0	0.0	76.4	0	0.0
E0432 Chiltern	94.0	38	0.4	94.0	67	0.7	95.1	75	0.8
E1732 Hampshire	117.5	959	8.2	117.5	1,115	9.5	118.0	1,281	10.9
E3631 Elmbridge Epsom and Ewell	132.8	-1,552	-11.7	132.8	-1,865	-14.0	132.8	-2,678	-20.2
E3632 Hart	78.3	232	3.0	78.3	206	2.6	79.6	198	2.5
E1736 Hart	93.3	-183	-2.0	93.3	-124	-1.3	94.2	0	0.0
E1934 Hertsmere	102.4	293	2.9	102.4	1,030	10.1	103.5	1,269	12.3
E3835 Horsham	134.2	0	0.0	134.2	0	0.0	138.0	0	0.0
E3634 Mole Valley	86.2	112	1.3	86.2	0	0.0	86.2	111	1.3
E3635 Reigate and Banstead	143.1	0	0.0	143.1	0	0.0	145.6	0	0.0
E2239 Sevenoaks	117.8	0	0.0	117.8	0	0.0	119.1	0	0.0
E0434 South Bucks	68.5	-243	-3.5	68.5	-278	-4.1	69.6	-423	-6.1
E3133 South Oxfordshire	137.0	0	0.0	137.0	0	0.0	138.1	0	0.0
E1936 St Albans	144.8	0	0.0	144.8	178	1.2	146.3	0	0.0
E3638 Surrey Heath	87.5	0	0.0	87.5	-290	-3.3	88.4	0	0.0
E3639 Tandridge	85.4	0	0.0	85.4	0	0.0	86.7	0	0.0
E1938 Three Rivers	90.4	-601	-6.6	90.4	-653	-7.2	92.5	558	6.0
E3640 Waverley	122.9	-112	-0.9	122.9	-130	-1.1	123.8	-293	-2.4
Group Average	106.2	-58.7	-0.5	106.2	-41.3	-0.4	107.4	5.4	0.3
Average All Districts	108.1	59	0.5	108.1	59	0.5	109.7	41.0	0.4





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CDC's costs are made up as follows:		2014/15	2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £	Budget £
G440	Land Drainage	8,232	7,428		
B650	Mill Meadow			-2,615	1,565
G460	Ruckles Field (Hsg Land)	-1,500	-600	-600	-600
R400	Misc. Properties Management	50,618	63,245	62,961	67,155
R410	Amersham Community Centre	-7,330	-6,580	-6,580	-6,580
R420	Civic Centre Site	2,720	2,353	2,907	2,907
R425	Amersham Estate (Quarr Farm)	-22,214	-22,695	-22,605	-22,181
B250	Little Chalfont Hall	-3,510	-3,510	-3,510	-3,510
B300	Chalfont St Peter Comm. Centre	-4,520	-4,500		
B350	Old School - Ashley Green	3,000	3,000	3,330	3,330
HS01	H&S at Work (CDC Internal)	3	1	35,380	33,166
		25,499	38,142	68,668	75,252

SBDC's costs are made up as follows:		2014/15	2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £	Budget £
1261/1254	Community Liaison	140,300			
2275	Miscellaneous	21,020	-228,333		
BU01/BU02/2276	Information Technology	-58,590	-58,590	24,999	
3295	River Road, Taplow	-5,860			
3633/HS01	H&S	4,070			
3552	Street Naming	34,100			
3560	Misc. Land/Property	-6,180			
3430	Council Offices	-323,370	-323,368	-294,999	-295,000
FP01	Joint Property			-73,528	-68,362
FP02	Joint Facilities			5,169	
3432/3	Beaconsfield Offices & Brindley House	-95,890			
3446/7/3554	Depots	12,310			
3700/HC01	H&H Corporate	74,150	86,301		
2200	Joint Working	61,770	57,290	18,540	
2310	Photocopier Services			-10,370	
3700	H&H Corporate			52,466	
	Transfer from reserves		223,679		
	Other Adjustments	-6,680			
RE02	Revenues Not Shared				-60,000
		-148,850	-243,021	-277,723	-423,362



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Cost information	
How does the cost compare to our nearest neighbour comparators?	Unallocated contingencies and other services costs represent an amalgamation of items of expenditure that do not relate to specifically defined service areas. It includes costs that do not relate to the provision of on-going services. A number of the costs therefore have no direct bearing on the VFM of the current services and the comparison is of limited meaningfulness.
Is there a reason our costs are higher/lower than our nearest neighbour comparator groups	N/A
How have our actual costs changed over the last 3 years?	Unallocated contingencies have remained stable over the past few years.

Please summarise your cost information below. How are the costs changing over time, do we compare favourably with our nearest neighbour (please highlight if there is any reasons you know of why costs may be different). This section will feed into the Service Plan Summary for publication.

Summary – Cost information
<p>After a number of years of continued cost reduction, in 17/18 the cost of the Finance team has increased slightly due to inflationary pressures.</p> <p>However the overall cost of the finance service has still seen a real reduction over the past 5 years.</p> <p>Direct Costs CDC + SBDC 2013/14 £910,900</p> <p>Direct Costs CDC + SBDC 2017/18 £880,090 3% reduction.</p> <p>The cost of Internal Audit has reduced over the past 5 years</p> <p>Direct Costs CDC + SBDC 2013/14 £129,720</p> <p>Direct Costs CDC + SBDC 2017/18 £ 92,840 28% reduction.</p>



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# Service Plan Workbook 2018/19

## Healthy Communities

### Why develop a service plan?

*Service plans form a key part of the Council's corporate planning and performance system.* They provide the detail about how services will deliver the Council's objectives and priorities.

The plans help us to measure progress against what we have said we would do and enable individual officers to see how the work they do on a day to day basis contributes to the Council's objectives.

This workbook will help you work through all the elements that need to be covered when planning your service for the next year.

### When do service plans run from and to?

Service plans are run in parallel with the financial year.

**You need to use this workbook to plan for the next financial year from April 2018 until end of March 2019, also thinking about longer term objectives and actions to include and work towards.**

### Service Plan Workbook and Summary

The service plan workbook is a working document for you to work through in the form of tables, checklists and text boxes.

The summary from each of the sections in the workbook will then be taken to create a 3-4 page Service Plan Summary for each service, which will be the outward facing service plan for staff, Members and for publication, so please ensure each summary is concise with a sufficient amount of detail.

The workbook is each manager's working document, so they can choose to keep it concise and high level or add in more detail to make it a useful working manual for the team.

### Timetable for developing Service Plans

**Service plan workbooks should be submitted to the Policy & Performance team by early November 2017**, who will provide feedback on the content and pull together the service plan summaries. The summaries will then be submitted through to Management Team in early December for approval before going to the next available Cabinet at each Council.

### Involving Staff and Members

The Head of Service/principal officer has the responsibility for writing the service plan. However **it is important that all staff in service areas are included in developing the plan, to help them understand their work programme for the next 12 months and how it links in with the Council's**



**objectives.** Relevant Councillors such as the Cabinet/portfolio lead for each area should also be consulted, when carrying out your service planning, to ensure that they are aware of and aligned with the direction the service is going in.

<b>I have discussed this service plan with:</b>	<b>Y/N</b>
Portfolio holder(s)	
Unit managers	
Officers	

### **Cross-cutting issues**

When you are working through your service plan you should keep in mind the following cross cutting issues: diversity, mainstreaming community safety, use of ICT and website, localism and the big society, external funding, sustainability and equalities and how your service can take each of these into account.

### **Prefilling**

The Performance team will pre-fill some sections from either existing information or the previous years' service plan.

**All of this information will need to be reviewed, checked and amended where necessary.**

**Service Plan details**

Head of Service/Principal Officer	Martin Holt
Draft version completed	
Final version completed	
Service units covered by plan	Community Community Safety Environmental Health Housing Licensing Strategic Environment

**Section 1 – Key Service Aims/Objectives**

Please list each of the services in your area (with a brief overview of functions they provide) and the Cabinet portfolio that it reports to. Please mark whether or not each function is statutory.

Key Service Functions	Portfolio reporting to	Statutory/Mandatory
<b>Housing</b> - Housing Strategy and delivery of affordable housing options, Homelessness, Housing Advice and Allocations, Housing Conditions (Grants including repairs and adaptations, Advice and Enforcement against poor housing conditions) and Energy Efficiency.	Communities, Health and Housing (CDC) Healthy Communities (SBDC)	<input checked="" type="checkbox"/>
<b>Environmental Health</b> - 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)	<input checked="" type="checkbox"/>
Climate Change, Sustainability, , Environmental Project Management e.g. HS2, Aviation, Flooding (CDC)	Environment (CDC)	<input checked="" type="checkbox"/>
Carbon management and energy efficiency (SBDC)	Environment (SBDC)	<input checked="" type="checkbox"/>
<b>Community Safety</b> – Reducing Crime and Disorder, Preventing Violent Extremism and reducing Antisocial behaviour	Communities, Health and Housing (CDC) Healthy Communities (SBDC)	<input checked="" type="checkbox"/>
<b>Licensing</b> – Taxi, Private Hire, Premises, Alcohol, Street Trading and Collections, and Animal Licensing, Mobile Homes and Skin Piercing	Communities, Health and Housing (CDC) Healthy Communities (SBDC)	<input checked="" type="checkbox"/>
<b>Community &amp; Leisure</b> - 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)	<input checked="" type="checkbox"/>



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Please put in your key service aims/objectives below, these should provide a short description of the purpose of each of the services in your area. In the final column please select key aims for each area (3-5 aims) that will be included in the Service Plan summary for publication. These will also be used to update the Council's Corporate Plan.

## Community & Leisure

Key Service Aims/Objectives	Include in Service Plan Summary
Enable the Council to safeguard vulnerable adults and children and young people	<input checked="" type="checkbox"/>
Oversee the delivery of customer focussed leisure services at the Council's leisure centres to ensure they meet the needs of the community.	<input checked="" type="checkbox"/>
Review existing leisure facility infrastructure and plan effectively to provide appropriate and sufficient provision up to 2045, including Chiltern Pools and Farnham Park.	<input checked="" type="checkbox"/>
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.	<input checked="" type="checkbox"/>
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 a cohesive and integrated community.	<input checked="" type="checkbox"/>
Work closely with partners to develop services that help reduce antisocial behaviour, social isolation and improve community engagement and participation	<input checked="" type="checkbox"/>
To work in partnership to support and develop the community and voluntary sector infrastructure to deliver services and support to meet identified needs	<input checked="" type="checkbox"/>
Support the health and wellbeing of vulnerable and older people through Prevention Matters, particularly working with Public Health and CCG, to deliver – Senior Health Fairs and delivering actions arising from the countywide Health and Wellbeing, Healthy Eating and Physical Activity strategies	<input checked="" type="checkbox"/>
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.	<input checked="" type="checkbox"/>
To implement the Community & Wellbeing Plans to support Community infrastructure and build capacity within both Chiltern and South Bucks.	<input checked="" type="checkbox"/>
To support the implementation of the Economic Development Strategy Action Plan, particularly in reference to supporting local visitor strategies.	

## Community Safety

Key Service Aims/Objectives	Include in Service Plan Summary
Reduce house burglary and theft from vehicles	<input checked="" type="checkbox"/>



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Key Service Aims/Objectives	Include in Service Plan Summary
Tackling violence in our communities and domestic abuse	<input checked="" type="checkbox"/>
Reduce anti-social behaviour in our communities	<input checked="" type="checkbox"/>
Protect vulnerable individuals and safeguarding (including extremism)	<input checked="" type="checkbox"/>
Reduce the fear of crime through effective communications	<input checked="" type="checkbox"/>
Improve community resilience	<input checked="" type="checkbox"/>

### Environmental Health

Key Service Aims/Objectives	Include in Service Plan Summary
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	<input checked="" type="checkbox"/>
Provide effective and efficient regulatory services that meets customer needs	<input checked="" type="checkbox"/>
Provide effective partnership working to protect and improve public health and environmental quality and mitigate the impact of major projects e.g. HS2, Crossrail, Heathrow	<input checked="" type="checkbox"/>
Develop a service that supports mitigating the impact of Climate Change and support the community to reduce carbon emissions	<input checked="" type="checkbox"/>
Improve the resilience of both Local Authorities to meet increasing demands and respond effectively to emergencies	<input checked="" type="checkbox"/>
Continue to develop shared policies and procedures to deliver more efficient services	<input checked="" type="checkbox"/>

### Housing

Key Service Aims/Objectives	Include in Service Plan Summary
To provide Housing advice and assistance to prevent or reduce homelessness whilst minimising the associated costs to the Councils	<input checked="" type="checkbox"/>
To facilitate the provision of new affordable housing, as well as other affordable housing options, and make the best use of the housing stock to meet housing need	<input checked="" type="checkbox"/>
To significantly reduce the use of temporary accommodation and improve budget provisioning.	
Provide housing assistance and choice based lettings through the operation of the Bucks Home Choice policy and web based system	<input checked="" type="checkbox"/>
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)	<input checked="" type="checkbox"/>



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Key Service Aims/Objectives	Include in Service Plan Summary
Promote healthy living, well-being and address health inequalities (by tackling poor and/or unsuitable housing conditions)	<input checked="" type="checkbox"/>
To support the delivery of home energy efficiency assisting the council to meet its Home Energy Conservation Act responsibilities and targets	<input checked="" type="checkbox"/>

## Licensing

Key Service Aims/Objectives	Include in Service Plan Summary
Protect the public through the operation of effective Licensing strategies, processes and enforcement	<input checked="" type="checkbox"/>
Deliver a consistent, transparent licensing and enforcement system across both Chiltern and South Bucks District Councils	<input checked="" type="checkbox"/>
Further develop effective pre application and advice services for applicants and residents	<input checked="" type="checkbox"/>
To use the licensing and regulatory systems for the prevention of crime and disorder; the prevention of public nuisance; the protection of children from harm and to ensure public safety	<input type="checkbox"/>
To maximise opportunities to harmonise fees and charges, raise income and reduce the service delivery costs thereby reducing the charge to both councils	<input type="checkbox"/>

**Children's Act 2004 and Protection of Vulnerable Adults:** We are required to put in place arrangements to protect children and vulnerable adults and promote their welfare. How does your service takes account of the need to safeguard and promote the welfare of children and vulnerable adults, and how will you improve this in the coming year?

This service leads the Councils' strategic response to safeguarding and is currently reviewing the Children and Young Persons Safeguarding policy, procedures and training required to deliver effective controls. The service will lead on the implementation of new duties, policies and training in relation Adult Safeguarding and the prevention of violent extremism.

Community Safety supports the partnership actions to prevent, deter and investigate the exploitation of children and young people as well as adults and older people. The service delivers partnership actions such as supporting the delivery of Chelsea's Choice a child sexual exploitation (CSE) theatre production in to local schools. Licensing is working countywide to address the findings of several reports in to CSE which in other areas has involved licensed premises and vehicles. A CSE and vulnerable persons awareness requirement is being added to the fit and proper test for licenced drivers.

Licensing premises and the Licensing trade are at risk in terms of vulnerable adults and children – this is managed through an effective Licensing department and working closely with other organisations and departments.

Housing will work to minimise the use of B&B accommodation for families with young children, and seek to promote more self-contained options. Additionally, the team operates within safeguarding provisions and allocates resources accordingly, whilst also working with statutory partners e.g. BCC to ensure those who are vulnerable are accessing the support required.

The Housing has worked with partners to agree new joint working protocols with the Bucks CC First Response Team to ensure that vulnerable young people (16-17yrs) who are facing homeless are properly assessed and can





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access the help and support that they need.

Regulatory controls through the enforcement of Housing Standards, Food and Health and Safety, the provision of Public Health and Pollution Controls and the Licensing of events all protect individuals from harm.

The division also enables the Councils' response to Business Continuity and Emergency Planning supporting the community to be more resilient in times of crisis.



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## Section 2 – Key achievements/outcomes for previous year

Please list key achievements and outcomes that the service has achieved since March 2016. This is because the service plan summaries containing this information go to Cabinet during February 2017, so you will be looking back over the current year for your achievements. You should aim to have 5-10 key outcomes. The top 5 from each service area will feed into the Service Plan Summary for publication.

### Community and Leisure

Key achievements and outcomes in the previous year
Continued to review the Safeguarding policies to mainstream actions to protect Children and vulnerable persons
Utilised the feasibility and options appraisal studies to progress the project of replacing the Chiltern Pools to pre-planning stage.
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
<b>Over 950k customer visits across Chiltern and South Bucks leisure centres and over 6k throughput in the leisure contract outreach programme targeting isolated older residents, young people and disadvantaged communities</b>
Following Farnham Park Playing Fields strategic review, implemented the key findings of the report to improve facilities such as the changing rooms, sports fields and general infrastructure.
Supported a range of actions to support the delivery of the Economic Development Strategy, particularly in regards to local visitor strategies across both districts.
<b>Established the new Chiltern and South Bucks Community Lottery.</b>
<b>Delivered the 2017 Youth Awards to celebrate and reward local young people</b>
<b>Improved the changing room facilities at Chiltern Pools and upgraded the Gym facilities at Chalfont leisure centres through the contract surplus fund</b>
<b>Supported a range of diversionary summer activities across both districts including Amersham, Burnham and Chesham</b>

### Community Safety

Key achievements and outcomes in the previous year
<b>Delivered the Community Cards Scheme involving 32 schools</b>
Delivering Section 17 awareness as part of staff induction process
Increased the number of NHW co-ordinators following a proactive campaign to encourage take-up
<b>Relaunched Safe Place Scheme</b>
<b>Established Hotel Watch</b>
<b>Established Ask for Angela</b>



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## Supported members of faith groups to access safeguarding training

### Environmental Health

#### Key achievements and outcomes in the previous year

**Delivered a robust response to serious breaches of regulatory controls resulting in prosecution and 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 e.g. 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**

**Implemented a Mobile Working Pilot for Environmental Health to allow for a more efficient and streamlined operations.**

Positioned the team to attract and deliver external work and projects, linking the economic development strategy with the team's aims and objectives.

Reviewed the pest and dog control services to align and improve procedures for the customers of both Councils.

### Housing

#### Key achievements and outcomes in the previous year

**Presented the Joint Housing Strategy to Members following consultation and governance process.**

**Reviewed the Private Housing Strategy and Financial Assistance Plan for both Councils in light of new civil penalties and enforcement powers.**

Delivered 47 additional affordable dwellings across CDC and SBDC in 2016/17 through new build, acquisitions and equity loans

Delivered 96 DFGs in CDC and SBDC during 2016/17 (and have delivered 68 DFGs during the first 6 months of 2017/18)

**Supported the South Bucks Members Task and Finish group for Homelessness to review delivery of Housing.**

Revised and updated county-wide affordable warmth strategy.

Part of a county-wide review of processes for delivering disabled grants.

**Launched a county-wide resilience service to provide early intervention to prevent homelessness further to a successful bid in the DCLG Homelessness Trailblazer funding, with the service delivered by Connections Support.**

**Purchased Gerrards Cross Police Station to ensure the continuation of Temporary Accommodation within the site.**

CDC Affordable Housing Group continued to support the delivery of affordable housing.

Processing and procedural arrangements have been put in place to support the implementation of the Homelessness Reduction Act 2017.



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## Licensing

Key achievements and outcomes in the previous year
<b>Reviewed the Taxi and Private Hire policy (CDC)</b>
Maintained balance of income and costs.
<b>Extended the range of licensing applications available online so that the majority of applications that Licensing deals with are now available electronically.</b>
New structured website forms being implemented for key issues that we are contacted about. E.g. Taxi accident reporting and licensee change of address.
<b>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</b>
<b>Reviewed Licensing Act 2003 (LA03) Policy (CDC)</b>
Reviewed Mobile Homes fees and policies for both districts.
<b>Introduced requirements of Section 165 of the Equality Act to ensure information is available to customers regarding wheelchair-accessible vehicles.</b>
Introduced new processes under the Immigration Act 2016, of the right to work of Licence holders.



## Section 3 Shared Services programme

Please identify, for each unit you are responsible for, current plans in relation to the shared services reviews:

Unit Name	Review and implementation completed (say when)
Community Review	Review completed and implemented 1 <sup>st</sup> December 2014
Licensing Review	Review completed and implemented March 2014
Community Safety Review	Review completed and implemented March 2014
Housing Review	Review completed and implemented in September 2014
Environmental Health	Review completed and implemented on 1 <sup>st</sup> October 2015



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## Section 4 - Know your customer - to be prefilled – will require checking/tweaking

This section allows you to think about who your customers are and the make-up of the customers that your team needs to provide a service to. This information will help you to influence your service delivery and the way it is tailored to different sets of customers. It can also help you to provide a basis for prioritisation over which aspects of the service to continue, improve, grow or cut back. There is a wide range of information available about the make-up of customers in the district e.g. Acorn data, Census data and information from other statistical sources and data.

Current priority groups identified through the SBDC Cohesion and Inequalities Strategy 2010 that we wish to ensure can access services, support and are able to get involved are: Carers; People with a disability – physical (such as sight and hearing impairment), mental health and learning difficulties; Low income families/households; Elderly; Young; Gypsy, Roma Traveller community (due to low literacy levels).

### Information about your customers

Who are your key customers? (If your customers are internal departments this should be stated).

The following groups have been identified as key customers for the service

- Residents, employees and visitors to the district.
- Owners of Commercial premises.
- Licensed drivers, proprietors and operators who require Private Hire and Hackney Carriage licences.
- Voluntary and Partner Organisations, e.g. TVP, CIB.
- Government and Local Authority colleagues

**Lone parents** -There were 1,609 lone parent families in Chiltern in 2011, this accounts for 4.4% of all households compared to 3.6% in 2001. In South Bucks there were 1,195 lone parent households in South Bucks in 2011, this accounts for 4.5% of all households compared to 3.3% in 2001.

**BME**– In Chiltern 8.5% fell within a non-white ethnic group in 2011, an increase from 4.6% in 2001. In South Bucks 15.7% of the population fell within a non-white ethnic group in 2011, an increase from 6.6% in 2001, 2.2% say no member of the household has English as their first language.

**Children in care** - There is a high level of children in care in foster care, and in children homes. This has increased in recent years.

**Carers**- In Chiltern there were 9,664 people who provided some form of unpaid care (10.4% of the population), of these carers there were 1,481 who provided 50 or more hours unpaid care a week. In South Bucks there were 6,893 people who provided some form of unpaid care (10.4% of the population); of these carers there were 1,174 who provided 50 or more hours unpaid care a week.

**People with a disability – physical (such as sight and hearing impairment)** - In Chiltern there were 12,448 people who stated that their day to day activities were limited which accounted for 13.4% of the population. Of this number there were 5,054 (5.5% of the population) who said their activities were limited a lot. In South Bucks there were 9,300 people which accounted for 13.9% of the population. Of this number 3,965 (5.9% of the population) said their activities were limited a lot.

**Children and adults with mental health and learning difficulties** - These figures have increased over recent years and the NHS is leading on



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	<p>a number of initiatives to reduce this including the '5 ways to wellbeing' initiative.</p> <p><b>Homelessness</b> – the introduction of the Homelessness Reduction Act will increase the opportunity to assist those most in need and support them in to suitable accommodation. However the supply of homeless accommodation and move on accommodation will be a significant challenge. We will work with those threatened with homelessness to put in place an action plan which includes accommodation, access to support services and managing finances.</p> <p><b>Elderly</b> - There were 17,968 people within Chiltern aged 65 and over, which accounted for 19.4% of the population. 2,495 of these were aged 85 or over which accounted for 2.7% of the population. In South Bucks there were 12,951 people aged 65 and over which accounted for 19.4% of the population. 1,921 of these were aged 85 or over which accounted for 2.2% of the population.</p> <p><b>Young</b> - There were 18,956 people aged 0-15 in Chiltern which accounted for 20.5% of the population of the district. In South Bucks there were 12,666 people aged 0-15 which accounted for 18.9% of the population of the district.</p> <p><b>Socially isolated</b> - This group can include those with physical and mental health problems, the elderly and lone parents. There are many reasons behind this including issues around transport, finances, mobility.</p> <p><b>Vulnerable children and adults</b> - This group continually changes. It can include the elderly and most young people. An adult can become vulnerable just by a sudden change in circumstances.</p>
<p>Are there key features/distinctive characteristics that need to be taken into account?</p>	<p>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.</p> <p>There are pockets of deprivation and crime, which need to be monitored and appropriate action taken.</p> <p>Accessibility and awareness of services and service providers is a key problem in many of these groups. It's not just running the services for them that is important, it's making sure they know about them and can access them.</p> <p>Sometimes that means actually helping and supporting them to get to these activities / services.</p>
<p>Do you carry out a customer satisfaction survey for your area? Please list all satisfaction surveys that you currently undertake.</p>	<ul style="list-style-type: none"> <li>• An email Customer Satisfaction Survey is conducted through all email contacts with the service in the areas of Licensing, Environmental Health, Community and Housing services.</li> <li>• A survey is sent to the recipient of each Disabled Facilities Grant from the Housing Team.</li> <li>• We are always seeking to better understand the customer needs and deliver services that support their requirements through a process of continuous improvement.</li> </ul>
<p>As well as satisfaction surveys do you</p>	<ul style="list-style-type: none"> <li>• Community Safety holds virtual community forums to raise</li> </ul>



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<p>have any other regular consultation and engagement in place (e.g. focus groups)?</p>	<p>awareness of crime prevention, particularly in crime hotspots. It is hoped that a community forum can be set up for each District to enable the top priorities to be established.</p> <ul style="list-style-type: none"> <li>• Working with communities to address emergency planning concerns around flooding</li> <li>• Licensing now hold seminars/workshops to assist regulatory compliance.</li> <li>• Community undertake Community Audit Walkabouts; receive feedback at Leisure Centres via comment book in reception, talk back box and via the Better website.</li> <li>• Licensing Public Access enables residents and businesses to be aware of applications in their area.</li> </ul>
<p>Please tick any of the following that you will be carrying out next year.</p>	<p>Customer Focus Groups <input checked="" type="checkbox"/> (Chiltern Pools Review)          Consultations <input checked="" type="checkbox"/> (Policy changes)          Roadshows <input checked="" type="checkbox"/> (Health Fairs)          Newsletters <input checked="" type="checkbox"/>          Seminars/workshops <input checked="" type="checkbox"/> (Housing, EH, Licensing)          Review of website pages <input checked="" type="checkbox"/> (continuous improvement)</p>
<p>Are there any key changes you will need to make to service delivery in the next year to tailor it to customer need?</p>	<p>Business Advice – seeking to raise offers knowledge of the needs of businesses and enable support as appropriate</p> <p>Community Safety – will work with partners to promote greater awareness of the risk of cyber-crime to protect vulnerable persons from crime and disorder.</p> <p>Community is very customer focussed and is continually changing to meet changing needs and demographics. The only major change relates to capacity. The section is very small.</p> <p>Environmental Health – Further enhancements to web information and use of social media. Online forms will also need improvements to improve usability.</p> <p>Housing – continue to promote the use of the Bucks Home Choice system to assess housing need.</p> <p>Housing- major change is expected due to the Homelessness Reduction Act 2017, as the introduction of new legal responsibilities will need to be reflected in service delivery.</p> <p>Housing – Review and amend HMO (Houses in Multiple Occupations) licensing and enforcement service as required in response to proposed changes in Government regulations</p> <p>Leisure – use the findings of Chiltern Pools consultation to progress the Chiltern Pools design and offer. Consult on a community-led visitor</p>





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	<p>strategy as part of the Economic Development Strategy action plan, and review the findings of the Farnham Park Playing Fields needs assessment.</p> <p>Licensing – promote the online systems and payments, advice and training courses, more enforcement. Continuous web improvement to encourage channel-shift away from telephone contact with department.</p>
<p>What will the Customer Experience Strategy entail for your service?</p>	<ul style="list-style-type: none"> <li>Chiltern District Council and South Bucks District Council are likely to be delivering a significant programme of transformation to change the way that we deliver our services to our customers. Implementation of this programme will commence in 2018/19. Throughout this year all services will be involved in analysing data to identify customer needs and in tailoring service delivery to better meet those needs. Once the programme is implemented there will be an increased focus on the use of customer insight and data to develop our services in the future.</li> </ul>
<p>In your view what would an excellent service look like to the community? How would you rate your service against this view?</p>	<ul style="list-style-type: none"> <li>Customers receive service(s) right first time, at the time of asking, reducing the need for repeat working. This would be monitored through the division not receiving complaints against the service or being referred to the Ombudsman, and customers frequently commenting on the excellent service provided by the team.</li> <li>Housing – a community where people can access housing that is affordable, safe and secure.</li> <li>Health-aware businesses and a reduced carbon footprint. Services are targeted to the needy leading to reduced inequalities and improved community cohesion. The service currently strives to achieve these aims and will use additional information generated by the Census 2011 and TVP’s Strategic Assessment to improve intelligence and aid better targeting of services within the available funding levels.</li> <li>Community - A low crime area with a reduced waiting list for housing, low levels of homelessness. An excellent service would be accessible in terms of location and for all abilities. The service needs to be customer focused, safe and without barriers, the service needs to meet customer needs/requirements. Customers should have confidence in the service provided and gain a sense of reward from the service. Information must be accurate, useful and up to date.</li> </ul>

Please summarise the main points covered in this section below (including identifying your main customers, key characteristics, key changes you are looking to make to service delivery in the next year and what consultation and engagement you are looking to carry out). This section will feed into the Service Plan Summary for publication.

### Summary – Know your customer (Chiltern)

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

Our aim is to ensure customers receive service(s) right first time, at the time of asking reducing the need for



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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 customer's actions

This will be monitored through: complaints against the service or Ombudsman enquiries, customer satisfaction comments and resolution times.

### Summary – Know your customer (South Bucks)

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

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

We will seek to maintain accurate case records so that applications or service requests are delivered in a timely manner benefiting the customer or those affected by the customer's actions.

This will be monitored through; complaints against the service or Ombudsman enquiries, customer satisfaction comments and resolution times.



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## Section 5 – Action plan (short term/medium term)

The next 3 sections which cover performance indicators, actions and risks, we monitor using the Covalent Performance Management system.

Think about where you want to be in line with the Council's aims and priorities and what you need to do to get there. What actions will we be carrying out over the short term (1 year), medium term (2-3 years) and longer term (4-10 years)? What will the outcome of these actions be for residents? Any expected savings should be detailed in the action plan table. Please keep actions concise. Think about any key policy changes in the next few years, e.g. welfare reform, localism act, national planning policy framework and if they require a change to the way you currently deliver your service make sure appropriate actions are included in your plan. Consider the value for money of your service (refer to Joint Performance Management Framework for more information), and identify actions to include which will improve it.

You should include all key actions that you will be undertaking and select **5 - 10** actions that you will update progress on Covalent on a quarterly basis. The ones selected for Covalent *will be included in your Service Plan Summary* for publication. Please include relevant shared

### Community and Leisure

#### Short term – actions for 2018/19

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. end March 2018)	Lead Officer	Expected savings
Submit planning application for Chiltern Pools replacement further to detailed design and business case.	Invest to save opportunity to deliver a new leisure facility  Issue tenders and appoint contractors	Improved access to high quality leisure facilities.	Yes	<b>1</b> Deliver cost effective, customer focussed services  <b>2</b> Working towards safe and healthier local communities	June 2018	MH	Within current budget forecasts of expenditure



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List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. end March 2018)	Lead Officer	Expected savings
Appointment of construction contractor for Chiltern Pools project.	Invest to save opportunity to deliver a new leisure facility  Issue tenders and appoint contractors	Improved access to high quality leisure facilities.	Yes	<b>1</b> Deliver cost effective, customer focussed services <b>2</b> Working towards safe and healthier local communities	August 2018	MH	
Promote and Monitor the delivery of the Lottery and widen funding resources to community groups.	Assess income generation against the current Council demands for community funding	Improved access to community funding	No	<b>1</b> Deliver cost effective, customer focussed services <b>2</b> Working towards safe and healthier local communities	March 2019	PN/Community Team	Within current budget forecasts of expenditure
Deliver the Community Wellbeing Plan	Empower communities to deliver services and develop community resilience	Increase community engagement	No	<b>1</b> Deliver cost effective, customer focussed services <b>2</b> Working towards safe and healthier local communities	March 2019	PN/Community Team	Within current budget forecasts of expenditure

# Appendix 6



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List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. end March 2018)	Lead Officer	Expected savings
Appoint Leisure Contractor to operate CDC Centres		Improved access to high quality leisure facilities.	Yes	<b>1</b> Deliver cost effective, customer focussed services <b>2</b> Working towards safe and healthier local communities	March 2020	MH	
Implement the community Wellbeing plan	Enabling communities Working with CCG/BCC to deliver Social Prescribing and the Strategic Transformation Plan	Improved wellbeing	no	<b>1</b> Deliver cost effective, customer focussed services <b>2</b> Working towards safe and healthier local communities	March 2020	PN	
Beacon Centre	Replacement Floor and tiered seating	Improved facilities	yes	<b>1</b> Deliver cost effective, customer focussed services <b>2</b> Working towards safe and healthier local communities	April 2019	PN	



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### Medium/long term – actions for 2-3/4-10years

List of Key Actions/ Projects	What will be the key outcomes and benefits seen by residents	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. 2 years = March 2019)	Lead Officer	Expected savings
Chiltern Pools  Replacement of Chiltern Pools with Chiltern Life Centre	Improved access to high quality leisure facilities	<b>1</b> Deliver cost effective, customer focussed services <b>2</b> Working towards safe and healthier local communities	December 2020	MH	Within current budget forecasts of expenditure
Evreham Centre  Mitigate the loss of the Evreham Centre	Improved access to high quality leisure facilities	<b>1</b> Deliver cost effective, customer focussed services <b>2</b> Working towards safe and healthier local communities	October 2021	MH	Within current budget forecasts of expenditure
Farnham Park Playing Fields  Redevelopment of the Farnham Park Playing Fields	Improved access to high quality leisure facilities	<b>1</b> Deliver cost effective, customer focussed services <b>2</b> Working towards safe and healthier local communities	August 2020	MH	Within current budget forecasts of expenditure



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**Community Safety and Licensing**  
**Short term – actions for 2018/19**

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. end March 2018)	Lead Officer	Expected savings
Harmonise the Street Trading Licensing policies	Review policies  Consultation  Adopt policies	Improved control of street trading and income generation.	No	<b>1</b> Deliver cost effective, customer focussed services <b>2</b> Working towards safe and healthier local communities	March 2019	NM	
Implement the Taxi and Private hire Policy	Review policies  Consultation  Adopt policies	Improved control of taxi/Private hires vehicles and drivers.	No	<b>1</b> Deliver cost effective, customer focussed services <b>2</b> Working towards safe and healthier local communities	March 2019	NM	
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	no	<b>1</b> Deliver cost effective, customer focussed services	March 2019	NM	



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List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. end March 2018)	Lead Officer	Expected savings
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	no	<b>1</b> Deliver cost effective, customer focussed services	March 2019	NM	
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	no	<b>1</b> Deliver cost effective, customer focussed services	March 2019	NM	
Undertake the Domestic homicide Reviews as appropriate	Establish Project group with Police as necessary	More consistent service across agencies to protect individuals.	No	<b>1</b> Deliver cost effective, customer focussed services <b>2</b> Working towards safe and healthier local communities	March 2019	KG	No additional savings,





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List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. end March 2018)	Lead Officer	Expected savings
Implement the Community Safety Partnership Plan following the annual priority update	Establish Project group with Police as necessary	More consistent service across agencies to protect individuals.	No	<b>1</b> Deliver cost effective, customer focussed services <b>2</b> Working towards safe and healthier local communities	March 2019	KG	No additional savings,
Continue to support the Police Crime Panel with its scrutiny process	Support the PCP scrutiny process	Budget and other scrutiny of the PCC.	No	<b>1</b> Deliver cost effective, customer focussed services <b>2</b> Working towards safe and healthier local communities	March 2019	CG	
Agree and deliver the Prevent Action Plan	<ul style="list-style-type: none"> <li>Review Prevent Actions plan</li> <li>Train frontline staff</li> <li>Train community groups</li> </ul>	Safer and healthier local communities	Yes	<b>1</b> Deliver cost effective, customer focussed services <b>2</b> Working towards safe and healthier local communities	March 2019	K Galvin	



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## Medium/long term – actions for 2-3/4-10years

List of Key Actions/ Projects	What will be the key outcomes and benefits seen by residents	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. 2 years = March 2019)	Lead Officer	Expected savings



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## Environmental Health

### Short term – actions for 2018/19

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. end March 2018)	Lead Officer	Expected savings
Targeting Food Businesses	Working to improve the worst performing food businesses	Improved food businesses	Yes	1. Delivering cost-effective, customer-focused services	March 2019	BC/IS/AS	No savings but increased efficiency to address workloads
Processing HS2 applications	Monitor and review the processing of applications	Efficient in processing of H2S applications	Yes	3. Striving to conserve the environment and promote sustainability.	March 2019	BC/IN	No savings but increased efficiency to address workloads
Review Anti-Social Behaviour controls, measures and delivery by the Environmental Health team	Develop updated procedure notes for effectively dealing with ASB	Safer and healthier local communities	Yes	2 Working towards safe and healthier local communities	April 2018	BC	No savings but increased efficiency to address workloads
Review noise complaints system and implement use of noise app	Process map and improve the customer journey with innovative use of mobile apps.	Safer and healthier local communities	Yes	2 Working towards safe and healthier local communities	April 2018	BC	No savings but increased efficiency to address workloads
Design a project plan to implement better working with businesses	Develop plan on how to better engage with business and offer added value services.	More tailored added value services	Yes	2 Working towards safe and healthier local communities	April 2018	BC	Potential for income to be generated



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List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. end March 2018)	Lead Officer	Expected savings
Major infrastructure	Seek to mitigate the impacts of national infrastructure projects on the Districts	Lesser impact of developments	Yes	3. Striving to conserve the environment and promote sustainability.	On going	BC/TF	
Deliver Air Quality Action Plan across both councils to improve air quality and reduce the impact of climate change	<ul style="list-style-type: none"> <li>Establish the Air quality Partnership</li> <li>Progress against action plan</li> </ul>	<p>Reduced ill health through poorly insulated dwellings</p> <p>Opportunity for business investment creating employment</p>	Yes	2 Working towards safe and healthier local communities	March 2019	TF	No savings but increased efficiency to address workloads
Business Continuity Plan, Emergency Plan, Health and Safety Policies and procedures	<ul style="list-style-type: none"> <li>Test the plans and controls</li> <li>Undertake staff training</li> </ul>	cost effective, customer focused services	Yes	1. Delivering cost-effective, customer-focused services	March 2019	G Chanell	NA
Monitor Joint Sustainability and Energy Use Plan  "Intelligent green Plan"	<ul style="list-style-type: none"> <li>Implementation</li> <li>Maximise external funding opportunities or</li> <li>Invest capital to secure payback</li> </ul>	conserve the environment and promote sustainability	Yes	1. Delivering cost-effective, customer-focused services	March 2019	J Faul	5% savings in energy use



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## Medium/long term – actions for 2-3/4-10years

List of Key Actions/ Projects	What will be the key outcomes and benefits seen by residents	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. 2 years = March 2019)	Lead Officer	Expected savings



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## Housing

### Short term – actions for 2018/19

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completi on date (e.g. end March 2018)	Lead Officer	Expected savings
Mitigate the loss of Temporary Accommodation at GX Police Station Houses	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.	N	1 Deliver cost effective, customer focussed  2 Working towards safe and healthier local communitie s	May 2018	MS	£38k income to Council
Implement Affordable Housing Action Plan	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.	Y	1 Deliver cost effective, customer focussed  2 Working towards safe and healthier local communitie s	March 2019	MS/MH/ Estates	
Maximise affordable housing/temporary accommodation development opportunities on Council-owned and RSL sites	Sites identified and developments underway  Reduced costs of B+B by accommodating within the district.	Improved ability to tackle issues.	Y	1 Deliver cost effective, customer focussed  2 Working towards safe and healthier local communitie s	Ongoing	MV/MH	



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List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completi on date (e.g. end March 2018)	Lead Officer	Expected savings
Implement new HMO legislation as appropriate	Policies and procedures in place to deliver new legislation	Improved ability to tackle issues.	N	<p>1 Deliver cost effective, customer focussed</p> <p>2 Working towards safe and healthier local communitie s</p>	Implement ation date of legislation (to be confirmed)	MV/MH	
Ensure effective implementation of Homelessness Reduction Act 2017 and ensure Councils are fully compliant with statutory obligations	Policies and procedures in place that are fully compliant with requirements of Act	Improved ability to tackle issues.	Y	<p>1 Deliver cost effective, customer focussed</p> <p>2 Working towards safe and healthier local communitie s</p>	April 2018	MV/MH	
Review and revise Housing Allocation Policy in light of current demands and new legislative requirements	Review completed and revised Allocations Policy adopted	Improved ability to tackle issues.	N	<p>1 Deliver cost effective, customer focussed</p> <p>2 Working towards safe and healthier local communitie s</p>	April 2018	MV/MH	



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List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completi on date (e.g. end March 2018)	Lead Officer	Expected savings
Identify and influence improvements in cross-county DFGs	Improvements agreed and implemented following countywide Alignment Workshops	Improved ability to tackle issues.	Y	<p>1 Deliver cost effective, customer focussed</p> <p>2 Working towards safe and healthier local communities</p>	Oct 2018	MV/MH	
Review the CAB service delivery in relation to targeted groups including Gypsies + Travellers	Review current implication and consider future funding	Improved ability to tackle issues.		<p>1 Deliver cost effective, customer focussed</p> <p>2 Working towards safe and healthier local communities</p>	April 2019	MV	





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## Housing

### Medium/long term – actions for 2-3/4-10years

List of Key Actions/ Projects	What will be the key outcomes and benefits seen by residents	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. 2 years = March 2019)	Lead Officer	Expected savings
Develop GX police station	40% affordable housing developed on site	1 Deliver cost effective, customer focussed services	Ongoing	MS/MH/ MV/ Estates	Avoidance of increased costs
Continue to review development opportunities to access affordable housing in both private rented and affordable housing stock across the districts through innovative partnership resulting in income generation to the Council	Increased availability of affordable housing options to lower income households	1 Deliver cost effective, customer focussed services	Ongoing	MH/MV	



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### Section 6 – Performance indicators to be prefilled – will require checking/tweaking

Please review your performance indicators listed below, your indicators should assist you with achieving your service objectives, be customer focused and reflect the aims and priorities of the Council. Please highlight any changes to these indicators in **yellow**. *Only Corporate Performance Indicators will show in your Service Plan Summary for publication.* Identify a **maximum of 5** key performance indicators per unit to be tracked via Covalent. You must include priority and corporate indicators within these 5.

Corporate indicators include those which management team and cabinets have selected as priority indicators (P) to be included in the monthly budget pack.

Activity indicators are data only and for South Bucks only are also reported monthly in the budget pack. (A)

Corporate indicators are also reported on within the quarterly performance report (C)

Any changes to these must first be approved by MT/Cabinet and this will be swept up in the annual PI review process which will occur once the service plan summaries have been signed off.

MT would like to align PIs across both councils, where possible. They would also like quarterly performance reporting to concentrate on one or two key measures that define how your service is doing rather than indicators you use to assist your day to day management of the unit.

Additional indicators you wish to track to help manage the day to day business should be logged as departmental indicators (D) – used by your service only and not reported on outside your service by finance or policy and performance.

*Please ensure you only include measures that are absolutely essential.*

### Community and Leisure

#### Corporate Performance Indicators

PI Code	Short Name	2016/17 Value	2016/17 Target	Last update	Current value	Annual Target 2017/18	Future Targets		
							2018/19	2019/20	2020/21
CdCL1 (C)	Customer satisfaction rating at the Chiltern leisure facilities – annual	60.6%	65%	2016/17	60.6%	65%	65%	65%	65%
CdCL2 (C)	Total participation in physical activities delivered through the GLL community engagement plan (by period quarterly)	21,981	6600	Q2 17/18	4,882	15,000 annual 3,750 quarterly	7,000	7,000	7,000
CdCL3 (C)	Total number of users at all leisure centres (by period)	943,848	900,000	Q2 17/18	227,319	900,000 annual 225,000 quarterly	900,000	900,000	900,000
SbCL1a (C)	Customer satisfaction rating	82.36%	82%	2016/17	82.36%	83%	84%	85%	85%



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PI Code	Short Name	2016/17	2016/17	Last	Curren	Annual	Future Targets		
	at the Beacon Centre.								
SbCL1b (C)	Customer satisfaction rating at the Evreham Centre.	70.69%	78%	2016/17	70.69%	80%	82%	84%	84%
SbCL1c (C)	Satisfaction rating at the Farnham Park Golf Trust	No survey for 15-16	77%	2015/16	0%	77%	77%	77%	

### Department Performance Indicators

PI Code	Short Name	2016/17 Value	2016/17 Target	Last update	Current value	Annual Target 2017/18	Future Targets		
							2018/19	2019/20	2020/21
CdCL4 (D)	Number of participants with disabilities attending leisure centre courses annual)	2,634	250	2016/17	2,634	250	250	250	250
CdCL5 (D)	Number of adults participating in community outreach programme (by period quarterly)	3,647	2,500	Q2 17/18	1,380	2,500 annual 625 quarterly	2,500	2,500	2,500
CdCL6 (D)	Number of adults participating in community outreach programme from disadvantaged communities (cumulative)	697	2,000	Q2 17/18	2,049	1,000 annual 250 quarterly	1,000	1,000	1,000
CdCL7 (D)	Number of young people participating in outreach youth projects in targeted ASB hotspots (cumulative)	390	1,000	Q2 17/18	393	1,000 annual 250 quarterly	1,000	1,000	1,000
CdCL8 (D)	Number of community outreach programmes delivered (by period quarterly)	48	16	Q2 17/18	15	16 annual 4 quarterly	16	16	16
CdCL9 (D)	Number of	9	15	2016/17	9	15	15	15	15

PI Code	Short Name	2016/17	2016/17	Last	Curren	Annual	Future Targets		
	community outreach programmes still operating six months from commencement (annual)								
CdCL10 (D)	Number of elderly people (60 plus) attending leisure centre club sessions (by period quarterly)	4,572	3,000	Sep-16	3,722	3,000	3,000	3,000	3,000
CdCL11 (D)	Number of exercise referrals (by period quarterly)	414	300	Q2 17/18	50	300 annual 75 quarterly	300	300	300
CdCL12 (D)	Percentage completion rate of the exercise referral programme (by period quarterly)	69%	69%	Q2 17/18	81%	69%	69%	69%	69%
SbCL4 (D)	Number of visits by participants with disabilities to leisure courses (cumulative)	308		Q2 17/18	18	18	18	18	18

**Activity Indicators - Data Only, no targets.**

PI Code	Short Name	2016/17 Value	Last update	Current value
SbCL8 (A)	No of enquiries received by the CAB relating to benefits, debt and housing.	1,393	Aug-17	165
SbCL5 (A)	Number of rounds at The South Buckinghamshire - Farnham Park Course	34,144	Sept-17	3,420
SbCL6 (A)	Number of rounds at The South Buckinghamshire - Academy Course	10,643	Apr-16	972
CdCL13 (A)	Sports development number of visits (cumulative)	-	-	-
SbCL2 (A)	Total participation in physical activities delivered through the GLL community engagement plan (by period quarterly)	5,575	Q2 17/18	2,394
SbCL3a (A)	Total attendance at Evreham Centre	61,746	Q2 17/18	12,055
SbCL3b (A)	Total attendance at Beacon Centre	129,924	Q2 17/18	27,343
SbCL7 (A)	Sports development number of visits (cumulative)	7,747	Sep-17	3,546



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## Community Safety

### Corporate Performance Indicators

PI Code	Short Name	2015/16 Value	2015/16 Target	Last update	Current value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
CdCmSf1 (P)	Percentage reduction in burglaries from dwellings year to date for Chiltern (quarterly)	NEW PI	Data only	Q2 17/18	0%	Data only	Data only	Data only	Data only
CdCmSf2 (C)	Percentage reduction in violent offences against a person, year to date (quarterly)	-10.5%	Data only	Q2 17/18	-14.1%	Data only	Data only	Data only	Data only
SbCmSf1 (C)	Percentage reduction in burglaries from dwelling, year to date (quarterly)	-37.9%	Data only	Q2 17/18	0%	Data only	Data only	Data only	Data only
SbCmSf2 (P)	Percentage reduction in violent offences against a person, year to date (quarterly)	-8.5%	Data only	Q2 17/18	-0.1%	Data only	Data only	Data only	Data only

## Environmental Health

### Corporate Performance Indicators

PI Code	Short Name	2016/17 Value	2016/17 Target	Last update	Current value	Annual Target 2017/18	Future Targets		
							2018/19	2019/20	
CdEH2 (C)	Percentage of food premises (risk rating A to C) that are broadly compliant (snapshot quarterly)	88.71%	96%	Q2 17/18	86.2%	93%	93%	93%	93%
SbEH2 (C)	Percentage of food premises (risk rating A to C) that are broadly compliant (snapshot quarterly)	89%	89%	Q2 17/18	86%	90%	91%	93%	93%



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### Department Performance Indicators

PI Code	Short Name	2016/17 Value	2016/17 Target	Last update	Current value	Annual Target 2017/18	Future Targets		
							2018/19	2019/20	
JtEP6 (D)	Emergency Planning - Training exercises undertaken	1	1	2016/17	1	1	1	1	1

### Housing

#### Corporate Performance Indicators

PI Code	Short Name	2016/17 Value	2016/17 Target	Last update	Current value	Annual Target 2017/18	Future Targets		
							2018/19	2019/20	
CdHS1 (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)	2	0	Sep-17	4	0	0	0	0
CdHS2 (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)	35	33	Q2 17/18	0	33	33	33	33
CdHS3i (C)	Average Length of stay in B & B temporary accommodation for all households (snapshot at end of quarter)	9	10	Q2 17/18	12	12	12	12	12
CdHS4 (C)	Number of private sector dwellings vacant for more than 6 months and returned to occupation following local	29	40	2016/17	29	28	28	28	28

# Appendix 6



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PI Code	Short Name	2016/17	2016/17	Last	Curren	Annual	Future Targets		
	authority intervention								
CdHS8 (P)	Number of households living in temporary accommodation (snapshot at the end of the month)	32	34	Sep-17	36	38	38	38	38
SbHS1 (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)	14	18	Sep-17	4	18	15	10	10
SbHS2 (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)	9	22	Q2 17/18	24	22	22	22	22
SbHS3i (C)	Average Length of stay in B & B temporary accommodation for all households (snapshot at end of quarter)	18	10	Q2 17/18	14	22	22	22	22
SbHS4 (C)	Number of private sector dwellings vacant for more than 6 months and returned to occupation following local authority intervention	0	15	2016/17	0	15	15	15	15
SbHS8 (P)	Number of households living in temporary accommodation (snapshot at the	68	45	Sep-17	63	68	68	68	68



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PI Code	Short Name	2016/17 Value	2016/17 Target	Last update	Current value	Annual Target 2017/18	Future Targets		
	end of the month)								

### Department Performance Indicators

PI Code	Short Name	2016/17 Value	2016/17 Target	Last update	Current value	Annual Target 2017/18	Future Targets		
							2018/19	2019/20	
CdHS5 (D)	Preventing homelessness - number of households where homelessness prevented (monthly cumulative)	54	30	Sep-16	17	30	30	30	30
CdHS7 (D)	Number of clients directly accessing the private rented sector through local authority partnership schemes (by period quarterly)	2	Data only	Q2 17/18	3	Data only	Data only	Data only	Data only
SbHS7 (D)	Number of clients directly accessing the private rented sector through local authority partnership schemes (by period quarterly)	0	2	Q2 17/18	1	2	2	2	2

### Activity Indicators - Data Only, no targets.

PI Code	Short Name	2016/17 Value	Last update	Current value
SbHS11 (A)	Number of homelessness acceptances	7	Sep-17	14
SbHS12 (A)	No of homelessness applications	10	Sep-17	14





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## Section 7 - Risks to be prefilled – will require checking/tweaking

Please consult the Risk Register guidance when reviewing your risks. You need to consider any key risks that will affect the delivery of key service outcomes, *other than* the identified strategic, budgetary and business continuity risks.

- Likelihood:

Likelihood Score	Description	Frequency (How often it might / does happen.)
1	Rare	This will probably never happen and is only possible in exceptional circumstances.
2	Unlikely	This is possible, but not an expected occurrence.
3	Possible	This might happen occasionally, but likely to occur less than annually.
4	Likely	This is likely to occur within the next year but is not a persistent issue.
5	Almost Certain	This is likely to happen and could be persistent or occur frequently.

**NB. Where scores fall across more than one level, always use the highest score.**

- Impact:

Impact Score	Description	Impact definitions
1	Negligible	<ul style="list-style-type: none"> <li>• Negligible loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>• Can be easily and quickly remedied.</li> <li>• No or extremely unlikely financial loss.</li> <li>• No or extremely unlikely reputational loss.</li> <li>• No breach of Governance Rules, or of legal or contractual obligations.</li> </ul>
2	Minor	<ul style="list-style-type: none"> <li>• Minor loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>• Short term impact on operational efficiency and performance.</li> <li>• Financial loss of £10,000 or less (Based on Financial Rules write-off limits).</li> <li>• Failure to meet internal standards where there is no external interest and overall objectives are not compromised.</li> <li>• Unlikely to generate complaints or cause reputational damage.</li> <li>• Small breach of legal or contractual obligations which can be quickly put right without penalty.</li> </ul>



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Impact Score	Description	Impact definitions
3	<b>Moderate</b>	<ul style="list-style-type: none"> <li>Moderate loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>Medium term impact on operational efficiency and performance.</li> <li>Financial loss of £10,000 or more but below £100,000.</li> <li>Failure to meet internal standards, where there is an external interest and overall objectives could be compromised.</li> <li>Likely to generate low levels of complaints and / or short term reputational damage.</li> <li>May attract the short term attention of regulatory or legislative bodies.</li> </ul>
4	<b>Major</b>	<ul style="list-style-type: none"> <li>Major loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>One-off event which could destabilise the Council.</li> <li>Widespread medium or long term impact on operational efficiency and performance.</li> <li>Financial loss of £100,000 or more, but below £1m.</li> <li>Likely to generate complaints and adverse media attention resulting in medium term reputational damage.</li> <li>Breach of legal or contractual obligation attracting the medium-term attention of legislative or regulatory bodies.</li> </ul>
5	<b>Catastrophic</b>	<ul style="list-style-type: none"> <li>Total sustained loss or interruption to critical service(s), project(s), systems or environmental health.</li> <li>Long term impact on operational efficiency and performance.</li> <li>Financial loss of £1m or more.</li> <li>Likely to generate many complaints and extensive adverse media attention resulting in long term reputational damage.</li> <li>Serious breach of legal or contractual obligation attracting the rapid intervention of legislative or regulatory bodies.</li> <li>Loss of credibility.</li> </ul>
<p><b>NB. Only one of the bullet points need apply within any category.</b>  <b>Where scores fall across more than one level, always use the highest score.</b></p>		

In the final column **please select key risks for your area that will be included in the Service Plan** summary for publication.

Please note that you should have **no more than 5 critical risks** in addition to the strategic risks applying to your service.

Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
CSB Comm01 Failure to safeguard children and vulnerable adults	1	3	3	1. Revised joint policy and procedures being developed

# Appendix 6



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Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
				<ul style="list-style-type: none"> <li>2. Training to staff to be reviewed and implemented as result of turnover across both councils</li> <li>3. Safe recruitment practices being undertaken and reviewed</li> </ul>
CSB Comm02 Risk of incurring legal action	1	1	1	<ul style="list-style-type: none"> <li>1. Regular inspections to comply with contractual obligations.</li> <li>2. Risk assessments are undertaken for all aspects of services provision to ensure controls are adequate. Actions are taken as required to comply with the above.</li> <li>3. Buildings are checked annually by surveyors. As a result of inspections the rolling capital programme is adjusted to account for works required.</li> </ul>
CSB Comm03 Inequalities in communities generate ill-will, lack of cohesion, violent extremism or violent protests	1	2	2	<ul style="list-style-type: none"> <li>1. Chiltern and South Bucks CSP Prevent Action Plan</li> <li>2. Effective engagement with communities</li> <li>3. WRAP training and safeguarding training being undertaken to staff</li> <li>4. Community grants used to promote cohesion</li> <li>5. Monitor community feeling via the Community Safety Team and front line staff</li> <li>6. Engagement with the voluntary and community sector</li> <li>7. Regular liaison with the wider community</li> <li>8. Communication and information with relevant parties</li> <li>9. Community Impact Assessment to be maintained</li> </ul>
CSB Comm04 Failure to deliver a replacement for the Chiltern Pools or Evreham Centre leading to increased costs to the Councils	3	4	12	<ul style="list-style-type: none"> <li>Communication and information with relevant parties</li> <li>Effective Project management within timescales</li> <li>Agreed strategy to close facility</li> </ul>
<b>NEW RISK</b> CSB Comm05 Leisure Contract failure with GLL	1	5	5	Increased level of scrutiny through Leisure Advisory Board.
CSB EH01 Incorrect decisions resulting in legal challenge	1	2	2	<ul style="list-style-type: none"> <li>Mentor and train staff and monitor case work</li> <li>Manage training through performance appraisal and training plan processes</li> <li>Officers not to give advice and information on areas that they do not have expertise in.</li> </ul>
CSB HS01a Increased use of B+B - CDC	3	2	6	<ul style="list-style-type: none"> <li>Increase the focus on prevention of homelessness.</li> <li>Manage the numbers placed in B+B placements to support move to TA.</li> <li>Increase the monitoring frequency and discussion over the controls</li> </ul>
CSB HS01b Increased use of B+B - SBDC	4	3	12	<ul style="list-style-type: none"> <li>Increase the focus on prevention of homelessness.</li> <li>Manage the numbers placed in B+B placements to support move to TA.</li> </ul>



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Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
				Increase the monitoring frequency and discussion over the controls
CSB HS02 Incorrect decisions resulting in legal challenge	1	2	2	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.
<b>NEW RISK</b> CSB HS03 Increased cost of temporary accommodation provision	4	3	12	Looking to secure alternative forms of temporary accommodation to decrease costs. Focus on continuous development of homelessness tools and options. Increase affordable housing delivery to ensure faster moving-on.
CSB LI01 Delays in issuing licences	2	1	2	Monitor performance and manage process flow.
CSB LI02 Incorrect decisions resulting in legal challenge	1	2	2	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.

The Council periodically conducts a review of its strategic risks. Please outline below the role your service plays in mitigating these risks. If it does not apply to your service, state N/A.

Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
1	Joint Working	Governance in place – Joint Committee, JAIC. Joint senior management team. Programme documentation and programme management resources. Plan for service reviews, business cases presented. Member involvement in joint working in line with member expectations Communication plan for members, staff, external partners External approaches to join the joint working carefully considered at a political level and impact on programme assessed.	<ul style="list-style-type: none"> <li>• Service reviews address concerns of either authority</li> <li>• Policies aligned to both authorities</li> <li>• Savings to meet the needs of both authorities</li> <li>• Resilience and service quality improved</li> <li>• Regular team meetings keep staff up to speed on the joint working.</li> <li>• Staff are encouraged to engage in the process where appropriate.</li> </ul>
2	Transformation and Management of Change	. Senior members and managers show commitment to change. . Case for changes clearly made and	<ul style="list-style-type: none"> <li>• Service reviews support staff address new challenges</li> <li>• Service reviews empower</li> </ul>

# Appendix 6



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Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
		<p>communicated.</p> <ul style="list-style-type: none"> <li>. Build on success, in order to establish confidence to change.</li> <li>. Prioritise programme of change, and ensure it is adequately resourced.</li> <li>. Develop change management approach, and organisational development plan.</li> </ul>	<p>continuous improvement and learning within staff teams</p>
3	Financial Stability	<p>Review of MTFs. Clear service priorities. Analysis of Government spending plans, bought in where necessary. Savings programmes agreed and monitored. Annual review of cost base Strategies for use of reserves.</p>	<ul style="list-style-type: none"> <li>• Service reviews identify deliverable savings</li> <li>• New more cost effective ways of working are continually sought.</li> </ul>
4	Workforce Issues	<p>Organisational development and workforce planning. Monitoring of key personnel statistics. Good staff communications processes. Training and development strategies in place, resourced and monitored.</p>	<ul style="list-style-type: none"> <li>• Workforce planning</li> <li>• Team building</li> <li>• Mentoring and coaching</li> <li>• Review of salaries in line with the revised JDs</li> </ul>
5	Waste & Environmental Services	<p>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</p>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
6	Joint/Partnership working	<p>Co-ordinate and streamline representation on partnership groups. Monitor impact of changes arising from partner cut backs. Identify key partnerships to support.</p>	<ul style="list-style-type: none"> <li>• Partnership working to address impact of legislative change</li> <li>•</li> </ul>
7	Business Continuity	<p>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.</p>	<ul style="list-style-type: none"> <li>• Business continuity training and plans being reviewed</li> <li>• Services can be delivered from an alternative location.</li> </ul>
8	Information Management & Security	<p>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</p>	<ul style="list-style-type: none"> <li>• Data transferred to joint uniform system and housing databases and document imaging systems to deliver robust data handling and recording systems</li> <li>• all files scanned and copied to cases</li> </ul>

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Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
		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.	<ul style="list-style-type: none"> <li>Service planning to address changing needs</li> </ul>
10	Affordable Housing	Housing strategies in place and regularly reviewed. Good corporate relationships between housing and other council departments. Resources identified to support housing schemes	<ul style="list-style-type: none"> <li>Updated Housing Strategy in place, alongside action plan.</li> <li>Monitoring date e.g. BHC to identify trends and respond as appropriate.</li> </ul>
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.	<ul style="list-style-type: none"> <li>Feed into HS2, Aviation consultation</li> </ul>
12	Demographic Changes	Corporate analysis of Census and related data. Incorporate Census data into service planning. Communicate key messages to members.	<ul style="list-style-type: none"> <li>Service planning to address changing needs</li> </ul>
13	Property/ Asset Management	Asset Management Plans in place and reviewed. Professional advice used where appropriate. Resources in place to support AMPs.	<ul style="list-style-type: none"> <li>N/A</li> </ul>
14	Economic Viability	Good liaison arrangements with local businesses. Monitor key indicators of the local economy. Take advance of opportunities offered by LEP.	<ul style="list-style-type: none"> <li>N/A</li> </ul>

Ongoing through your risks are there any improvements you need to put in place to mitigate key service risks and weaknesses in any areas? (please include improvement identified through internal and external audits and business continuity plans)

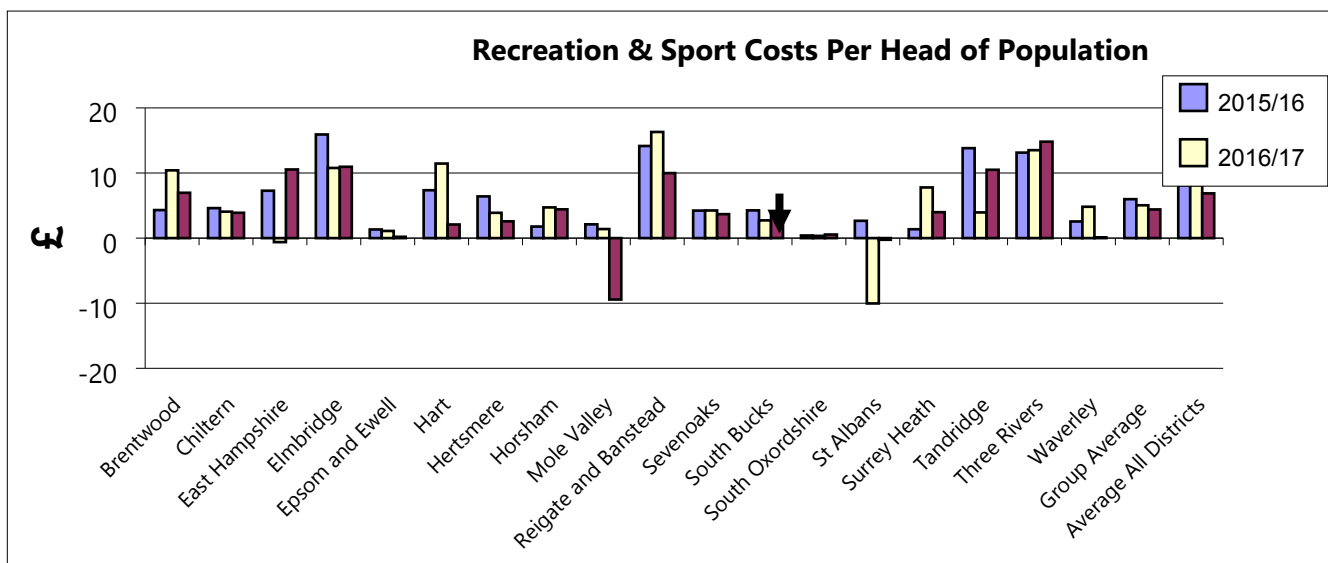
Moving more clients into private accommodation will mitigate most risks within Housing.  
Ensure staff training is maintained due to importance of up-to-date knowledge.

## Section 8 – Costs and cost comparison information - prefilled

Comparative data is useful to help review the financial cost/efficiency of the service.

### Cost graphs

#### Community & Leisure



		2015/16			2016/17			2017/18		
		Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop
E1732	Brentwood	117.5	506	4.3	117.5	1,223	10.4	76.4	532	7.0
E0432	Chiltern	94.0	433	4.6	94.0	382	4.1	95.1	370	3.9
E1936	East Hampshire	144.8	1,054	7.3	144.8	-89	-0.6	118.0	1,244	10.5
E3631	Elmbridge	132.8	2,114	15.9	132.8	1,431	10.8	132.8	1,455	11.0
E3632	Epsom and Ewell	78.3	104	1.3	78.3	86	1.1	79.6	16	0.2
E3639	Hart	85.4	628	7.4	85.4	978	11.5	94.2	197	2.1
E1934	Hertsmere	102.4	656	6.4	102.4	398	3.9	103.5	267	2.6
E3835	Horsham	134.2	238	1.8	134.2	633	4.7	138.0	610	4.4
E3640	Mole Valley	122.9	260	2.1	122.9	171	1.4	86.2	-813	-9.4
E3635	Reigate and Banstead	143.1	2,025	14.2	143.1	2,333	16.3	145.6	1,454	10.0
E2239	Sevenoaks	117.8	498	4.2	117.8	500	4.2	119.1	438	3.7
E1533	South Bucks	75.6	322	4.3	75.6	206	2.7	69.6	256	3.7
E3133	South Oxfordshire	137.0	55	0.4	137.0	47	0.3	138.1	76	0.6
E3634	St Albans	86.2	229	2.7	86.2	-865	-10.0	146.3	-37	-0.3

# Appendix 6



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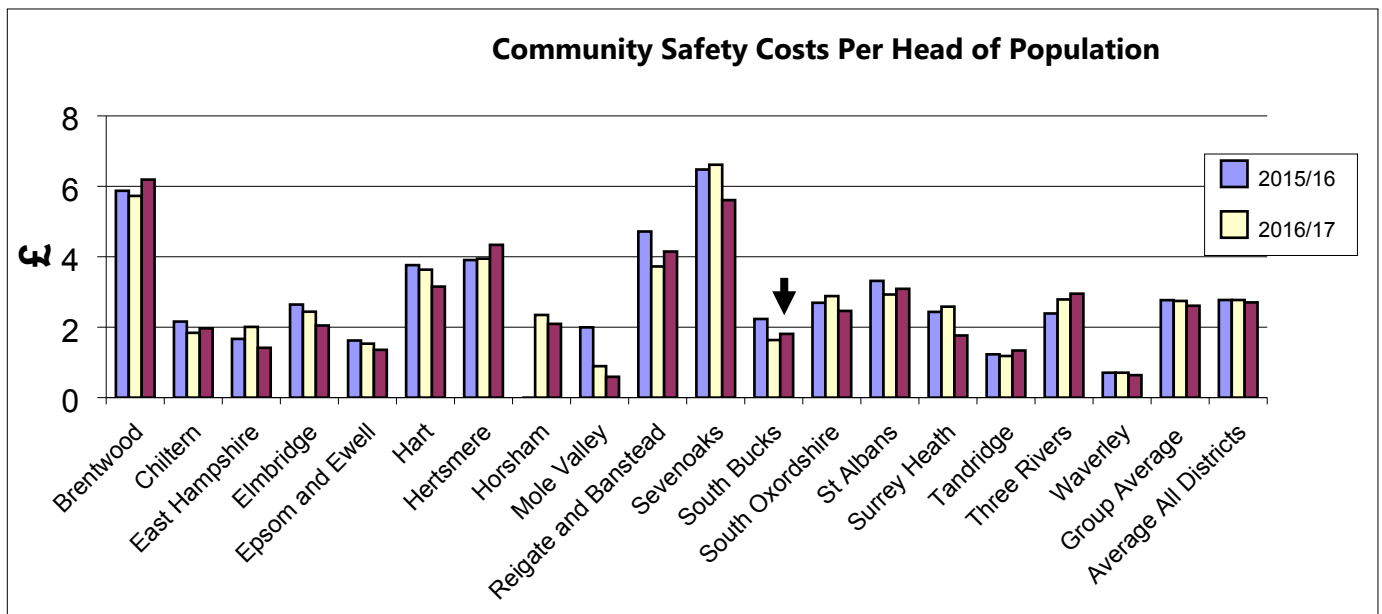
E3638	Surrey Heath	87.5	119	1.4	87.5	681	7.8	88.4	352	4.0
E1736	Tandridge Three Rivers	93.3	1,289	13.8	93.3	368	3.9	86.7	910	10.5
E1938	Rivers	90.4	1,187	13.1	90.4	1,221	13.5	92.5	1,370	14.8
E0434	Waverley	68.5	175	2.6	68.5	330	4.8	123.8	14	0.1
	Group Average	106.2	660.7	6.0	106.2	557.4	5.0	107.4	483.9	4.4
	Average All Districts	108.1	879	8.1	108.1	879	8.1	109.7	753.9	6.9

CDC's costs are made up as follows:		2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £
B100/CL01	Leisure Contract Monitoring	436,931	237,064	229,533
CL02	Community & Leisure (not shared)		143,740	139,740
B150	Chalfont Leisure Centre	5,000	5,430	5,450
B200	Chesham Leisure Centre	-15,090	-13,270	-13,240
R870	Chiltern Pools Support Adj	6,470	8,970	9,000
		433,311	381,934	370,483

SBDC's costs are made up as follows:		2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £
3496	The Academy Golf Course	97,949	137,701	60,952
3533	Sports Development	8,860	12,190	12,190
3536	Evreham Centre	38,872	27,242	27,749
3537	Community Development	0	13,400	15,000
3545	Beacon Centre	-34,234	-65,949	-58,971
3531/CL01	Community & Leisure	212,115	194,750	188,559
CL02	Community & Leisure (not shared)		11,000	11,000
		323,562	330,334	256,479



## Community Safety



	2015/16			2016/17			2017/18		
	Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop
E1533 Brentwood	75.6	444	5.9	75.6	433	5.7	76.4	473	6.2
E0432 Chiltern East	94.0	203	2.2	94.0	173	1.8	95.1	187	2.0
E1732 Hampshire	117.5	196	1.7	117.5	236	2.0	118.0	167	1.4
E3631 Elmbridge	132.8	351	2.6	132.8	324	2.4	132.8	272	2.0
E3632 Epsom and Ewell	78.3	127	1.6	78.3	120	1.5	79.6	108	1.4
E1736 Hart	93.3	351	3.8	93.3	339	3.6	94.2	297	3.2
E1934 Hertsmere	102.4	400	3.9	102.4	404	3.9	103.5	449	4.3
E3835 Horsham	134.2	0	0.0	134.2	315	2.3	138.0	289	2.1
E3634 Mole Valley	86.2	172	2.0	86.2	77	0.9	86.2	51	0.6
E3635 Reigate and Banstead	143.1	675	4.7	143.1	533	3.7	145.6	604	4.1
E2239 Sevenoaks	117.8	763	6.5	117.8	779	6.6	119.1	668	5.6
E0434 South Bucks	68.5	153	2.2	68.5	112	1.6	69.6	126	1.8
E3133 South Oxordshire	137.0	369	2.7	137.0	395	2.9	138.1	340	2.5
E1936 St Albans	144.8	480	3.3	144.8	424	2.9	146.3	452	3.1
E3638 Surrey Heath	87.5	213	2.4	87.5	226	2.6	88.4	156	1.8
E3639 Tandridge	85.4	105	1.2	85.4	101	1.2	86.7	116	1.3
E1938 Three Rivers	90.4	216	2.4	90.4	252	2.8	92.5	273	3.0



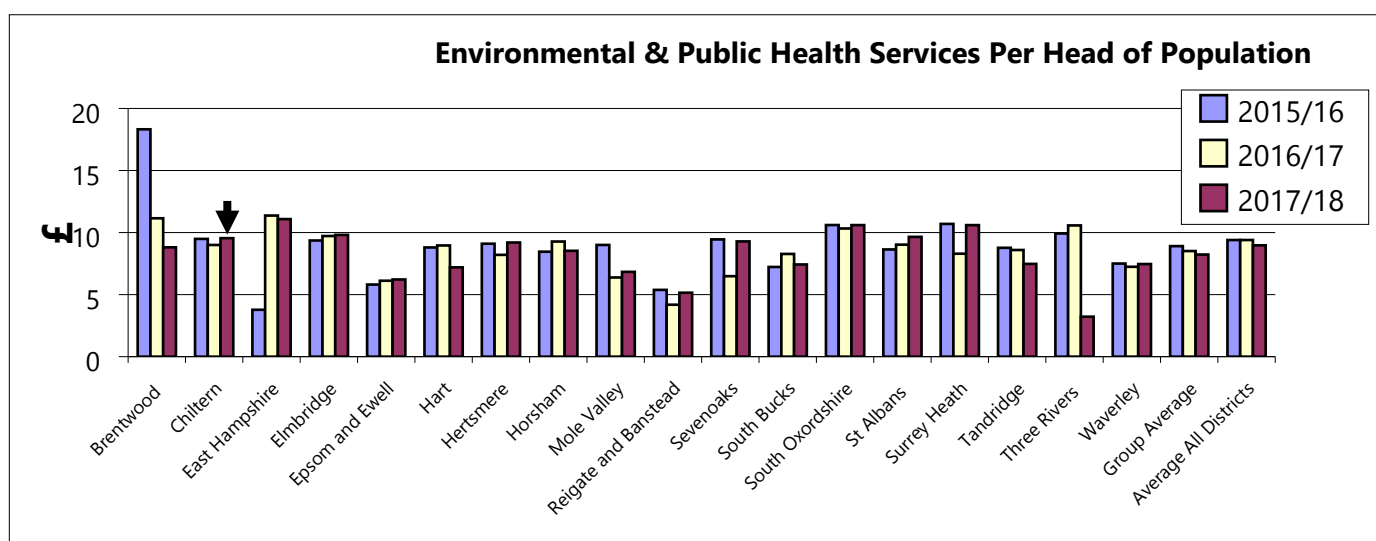
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E3640	Waverley	122.9	87	0.7	122.9	87	0.7	123.8	79	0.6
	Group Average	106.2	294.7	2.8	106.2	296.1	2.7	107.4	283.7	2.6
	Average All Districts	108.1	300	2.8	108.1	300	2.8	109.7	297	2.7

CDC's costs are made up as follows:		2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £
CS01 / R155	Community Safety	177,215	150,587	155,609
E550	Health Education	0		
R430	CCTV	25,972	22,466	31,345
	Support Adj	0		
		<b>203,187</b>	<b>173,053</b>	<b>186,954</b>

SBDC's costs are made up as follows:		2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £
1258	Community Safety	0		
CS01	Joint Com Safety CDC Contr	152,669	112,114	122,864
-	Adj for CCTV in car parks	0		
CS02	Police Crime Panel			2,928
		<b>152,669</b>	<b>112,114</b>	<b>125,792</b>

## Environmental Health



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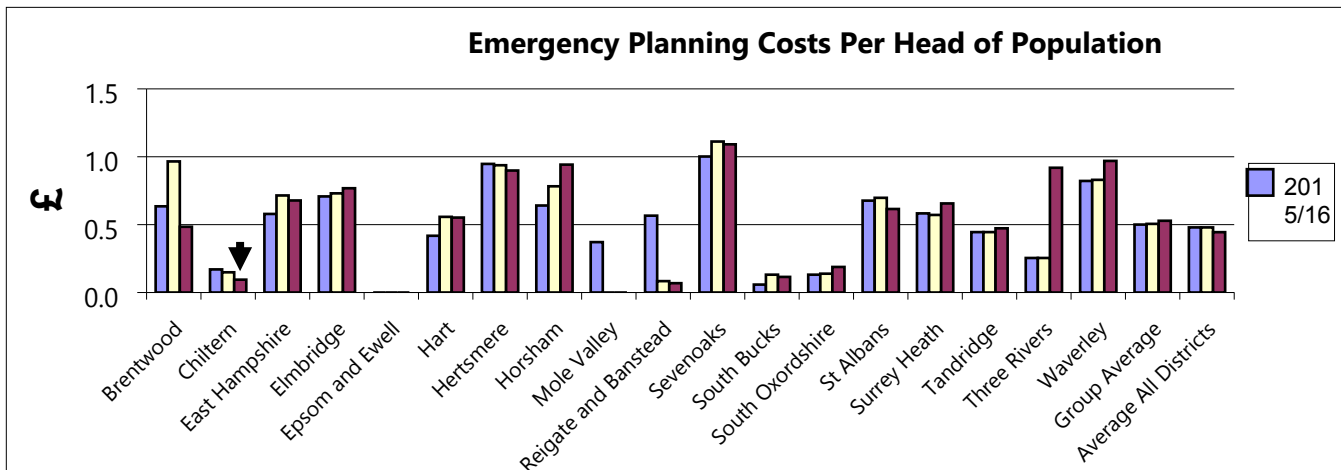
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Data		2015/16			2016/17			2017/18		
		Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop
E1533	Brentwood	75.6	1,385	18.3	75.6	843	11.2	76.4	673	8.8
E0432	Chiltern	94.0	892	9.5	94.0	846	9.0	95.1	908	9.5
E1732	East Hampshire	117.5	444	3.8	117.5	1,336	11.4	118.0	1,308	11.1
E3631	Elmbridge	132.8	1,243	9.4	132.8	1,291	9.7	132.8	1,303	9.8
E3632	Epsom and Ewell	78.3	455	5.8	78.3	479	6.1	79.6	495	6.2
E1736	Hart	93.3	821	8.8	93.3	836	9.0	94.2	678	7.2
E1934	Hertsmere	102.4	932	9.1	102.4	840	8.2	103.5	952	9.2
E3835	Horsham	134.2	1,135	8.5	134.2	1,245	9.3	138.0	1,177	8.5
E3634	Mole Valley	86.2	776	9.0	86.2	550	6.4	86.2	589	6.8
E3635	Reigate and Banstead	143.1	770	5.4	143.1	599	4.2	145.6	750	5.2
E2239	Sevenoaks	117.8	1,113	9.4	117.8	764	6.5	119.1	1,106	9.3
E0434	South Bucks	68.5	495	7.2	68.5	567	8.3	69.6	517	7.4
E3133	South Oxfordshire	137.0	1,453	10.6	137.0	1,415	10.3	138.1	1,464	10.6
E1936	St Albans	144.8	1,251	8.6	144.8	1,307	9.0	146.3	1,412	9.7
E3638	Surrey Heath	87.5	936	10.7	87.5	726	8.3	88.4	937	10.6
E3639	Tandridge	85.4	749	8.8	85.4	734	8.6	86.7	648	7.5
E1938	Three Rivers	90.4	897	9.9	90.4	956	10.6	92.5	298	3.2
E3640	Waverley	122.9	922	7.5	122.9	890	7.2	123.8	924	7.5
	Group Average	106.2	926.1	8.9	106.2	901.3	8.5	107.4	896.6	8.2
	Average All Districts	108.1	1,016	9.4	108.1	1,016	9.4	109.7	984	9.0

CDC's costs are made up as follows:		2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £
E850	Pest Control	10,683	6,556	6,871
E350/EH01	Food Safety	633,463	673,839	728,530
E150/ EH02	Air Pollution	9,984	3,600	3,600
E200	Noise Pollution	20,070		
G450	Contaminated land	6,513	1,682	5,377
F480	Public Conveniences	100,525	107,527	109,612
E250	Health and Safety at work	10,011		
E550	Health Education & Home Safety	6,968		
E600	Infectious Diseases			
E650	Public Health - General	38,335		
E700	Dog Warden Service	54,783	52,226	53,511
	Support Adj			
		891,335	845,430	907,501

SBDC's costs are made up as follows:		2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £
2275	Standby Allowance			0
3452	Windsor End PC	-10	20	20
3454	Burnham PC	862	-40	-40
3457	Farnham Common PC	124	2,239	2,779
3626/30	Pest & Dog Control	30,746	35,139	35,887
3629	Burial Expenses			0
3632/EH01	Environmental Health Admin		7,028	436,448
	Water Safety	18,421	20,745	
	Food Safety	92,106	103,724	
	Env Protection	207,239	233,379	
	Health & Safety + Animal & Public Health	10,149	10,745	27,246
HS01/3633+	Air Quality	136,615	153,745	15,100
		<b>496,252</b>	<b>566,724</b>	<b>517,440</b>



Data	2015/16			2016/17			2017/18		
	Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop
E1533 Brentwood	75.6	48	0.6	75.6	73	1.0	76.4	37.0	0.5
E0432 Chiltern	94.0	16	0.2	94.0	14	0.1	95.1	9.0	0.1
E1732 East Hampshire	117.5	68	0.6	117.5	84	0.7	118.0	80.0	0.7
E3631 Elmbridge	132.8	94	0.7	132.8	97	0.7	132.8	102.0	0.8
E3632 Epsom and Ewell	78.3	0	0.0	78.3	0	0.0	79.6	0.0	0.0
E1736 Hart	93.3	39	0.4	93.3	52	0.6	94.2	52.0	0.6

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E1934	Hertsmere	102.4	97	0.9	102.4	96	0.9	103.5	93.0	0.9
E3835	Horsham	134.2	86	0.6	134.2	105	0.8	138.0	130.0	0.9
E3634	Mole Valley	86.2	32	0.4	86.2	0	0.0	86.2	0.0	0.0
E3635	Reigate and Banstead	143.1	81	0.6	143.1	12	0.1	145.6	10.0	0.1
E2239	Sevenoaks	117.8	118	1.0	117.8	131	1.1	119.1	130.0	1.1
E0434	South Bucks	68.5	4	0.1	68.5	9	0.1	69.6	8.0	0.1
E3133	South Oxfordshire	137.0	18	0.1	137.0	19	0.1	138.1	26.0	0.2
E1936	St Albans Surrey	144.8	98	0.7	144.8	101	0.7	146.3	90.0	0.6
E3638	Heath	87.5	51	0.6	87.5	50	0.6	88.4	58.0	0.7
E3639	Tandridge Three	85.4	38	0.4	85.4	38	0.4	86.7	41.0	0.5
E1938	Rivers	90.4	23	0.3	90.4	23	0.3	92.5	85.0	0.9
E3640	Waverley	122.9	101	0.8	122.9	102	0.8	123.8	120.0	1.0
	Group Average	106.2	56.2	0.5	106.2	55.9	0.5	107.4	59.5	0.5
	Average All Districts	108.1	52	0.5	108.1	52	0.5	109.7	48.8	0.4

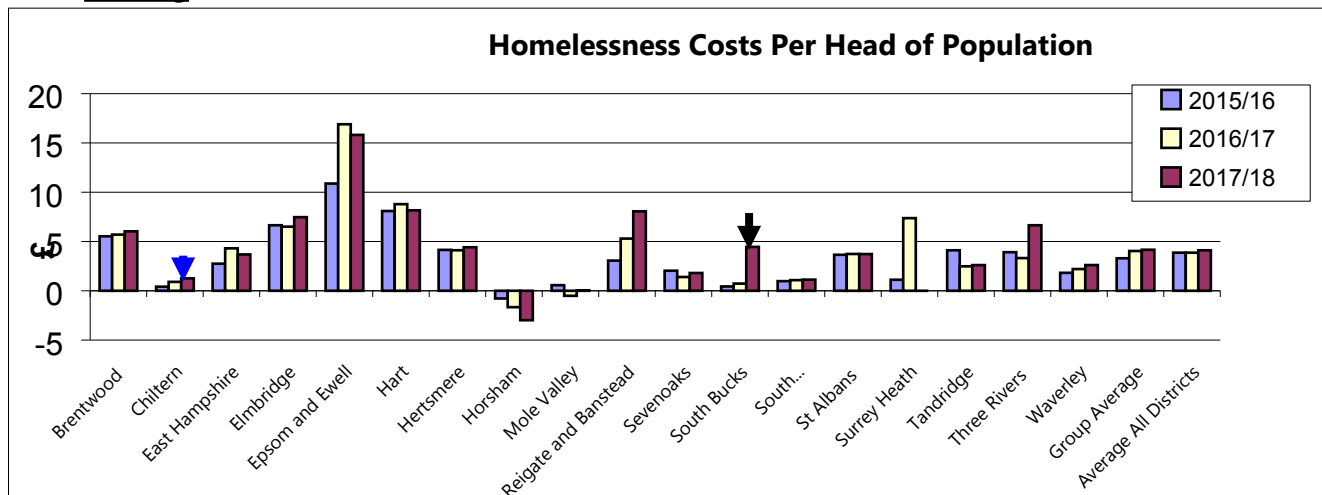
CDC's costs are made up as follows:		2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £
EP01	Emergency Planning Support Adj	15,783	14,219	9,263
		15,783	14,219	9,263

SBDC's costs are made up as follows:		2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £
EP01	Emergency Planning	4,117	8,599	7,610
		4,117	8,599	7,610



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**Housing**



Data

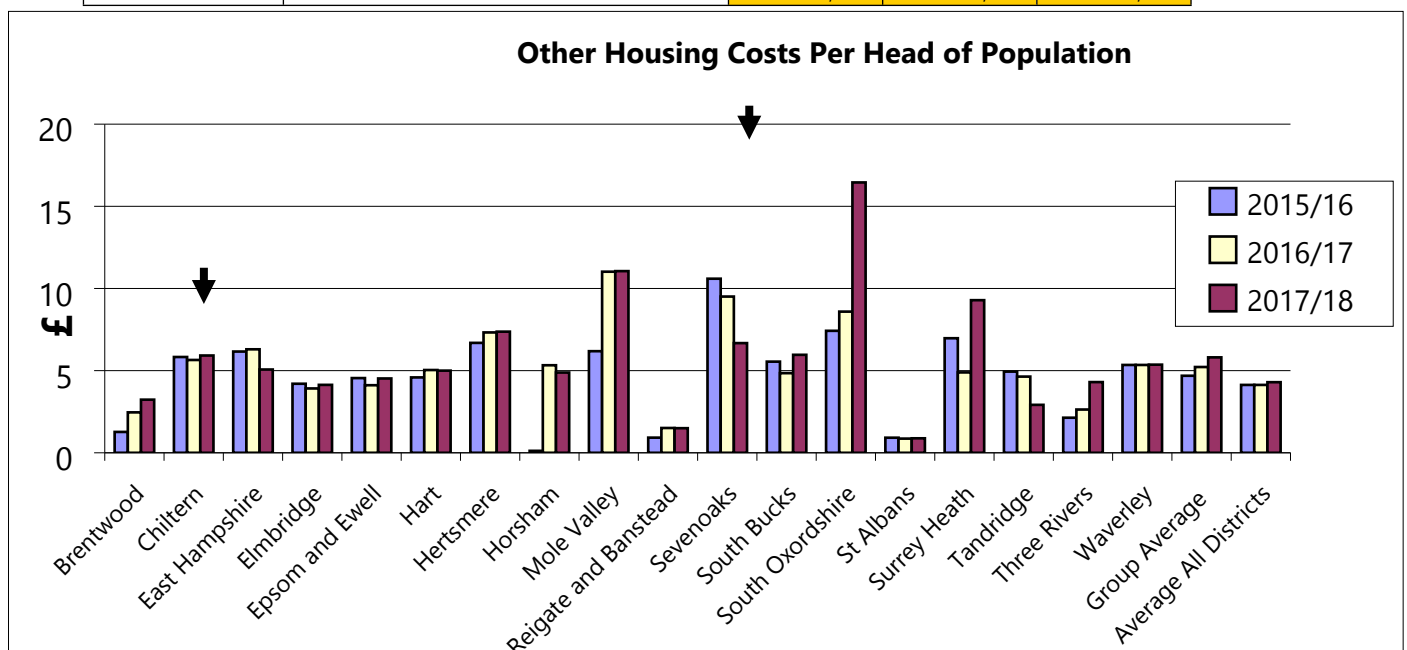
Data	2015/16			2016/17			2017/18		
	Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop
E1533 Brentwood	75.6	418	5.5	75.6	431	5.7	76.4	461.0	6.0
E0432 Chiltern	94.0	39	0.4	94.0	85	0.9	95.1	120.0	1.3
E1732 East Hampshire	117.5	323	2.7	117.5	506	4.3	118.0	435.0	3.7
E3631 Elmbridge	132.8	883	6.6	132.8	864	6.5	132.8	992.0	7.5
E3632 Epsom and Ewell	78.3	852	10.9	78.3	1,323	16.9	79.6	1,259.0	15.8
E1736 Hart	93.3	755	8.1	93.3	820	8.8	94.2	769.0	8.2
E1934 Hertsmere	102.4	425	4.2	102.4	421	4.1	103.5	457.0	4.4
E3835 Horsham	134.2	-105	-0.8	134.2	-223	-1.7	138.0	-412.0	-3.0
E3634 Mole Valley	86.2	49	0.6	86.2	-44	-0.5	86.2	4.0	0.0
E3635 Reigate and Banstead	143.1	438	3.1	143.1	758	5.3	145.6	1,174.0	8.1
E2239 Sevenoaks	117.8	240	2.0	117.8	165	1.4	119.1	215.0	1.8
E0434 South Bucks	68.5	30	0.4	68.5	50	0.7	69.6	310.0	4.5
E3133 South Oxfordshire	137.0	134	1.0	137.0	148	1.1	138.1	156.0	1.1
E1936 St Albans	144.8	529	3.7	144.8	541	3.7	146.3	545.0	3.7
E3638 Surrey Heath	87.5	98	1.1	87.5	645	7.4	88.4	0.0	0.0
E3639 Tandridge	85.4	351	4.1	85.4	212	2.5	86.7	226.0	2.6
E1938 Three Rivers	90.4	354	3.9	90.4	300	3.3	92.5	615.0	6.6
E3640 Waverley	122.9	224	1.8	122.9	271	2.2	123.8	323.2	2.6
Group Average	106.2	335.4	3.3	106.2	404.1	4.0	107.4	425.0	4.2
Average All Districts	108.1	418	3.9	108.1	418	3.9	109.7	450.7	4.1



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CDC's costs are made up as follows:		2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £
N670/Ho02	Homelessness Support Adj	38,500	84,500	119,500
		<b>38,500</b>	<b>84,500</b>	<b>119,500</b>

SBDC's costs are made up as follows:		2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £
3600/HO02	Homelessness	30,000	50,000	310,000
		<b>30,000</b>	<b>50,000</b>	<b>310,000</b>



Data		2015/16			2016/17			2017/18		
		Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop
E1533	Brentwood	75.6	96	1.3	75.6	186.0	2.5	76.4	247.0	3.2
E0432	Chiltern	94.0	548	5.8	94.0	531.0	5.6	95.1	563.0	5.9
E1732	East Hampshire	117.5	724	6.2	117.5	740.0	6.3	118.0	598.0	5.1

# Appendix 6



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E3631	Elmbridge Epsom and	132.8	558	4.2	132.8	520.0	3.9	132.8	549.0	4.1
E3632	Ewell	78.3	356	4.5	78.3	322.0	4.1	79.6	360.0	4.5
E1736	Hart	93.3	428	4.6	93.3	470.0	5.0	94.2	471.0	5.0
E1934	Hertsmere	102.4	685	6.7	102.4	750.0	7.3	103.5	763.0	7.4
E3835	Horsham	134.2	16	0.1	134.2	715.0	5.3	138.0	674.0	4.9
E3634	Mole Valley	86.2	533	6.2	86.2	950.0	11.0	86.2	953.0	11.1
E3635	Reigate and Banstead	143.1	132	0.9	143.1	216.0	1.5	145.6	218.0	1.5
E2239	Sevenoaks	117.8	1,248	10.6	117.8	1,120.0	9.5	119.1	795.0	6.7
E0434	South Bucks	68.5	380	5.5	68.5	332.0	4.8	69.6	415.0	6.0
E3133	South Oxfordshire	137.0	1,017	7.4	137.0	1,177.0	8.6	138.1	2,272.0	16.5
E1936	St Albans Surrey	144.8	133	0.9	144.8	125.0	0.9	146.3	129.0	0.9
E3638	Heath	87.5	610	7.0	87.5	428.0	4.9	88.4	821.0	9.3
E3639	Tandridge Three	85.4	422	4.9	85.4	396.0	4.6	86.7	253.0	2.9
E1938	Rivers	90.4	193	2.1	90.4	238.0	2.6	92.5	398.0	4.3
E3640	Waverley	122.9	657	5.3	122.9	657.0	5.3	123.8	664.0	5.4
	Group Average	106.2	485.3	4.7	106.2	548.5	5.2	107.4	619.1	5.8
	Average All Districts	108.1	447	4.1	108.1	446.5	4.1	109.7	471.3	4.3

CDC's costs are made up as follows:		2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £
N350	Renovation Grants	1,750	1,750	-3,750
N050,K300	Housing Advances			
N630,N353	Housing Enabling			
HO01	Joint Housing Support Adj	545,832	529,736	566,715
		547,582	531,486	562,965

SBDC's costs are made up as follows:		2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £
3596	Home Improvements	0		
3598	Housing Advances	0		

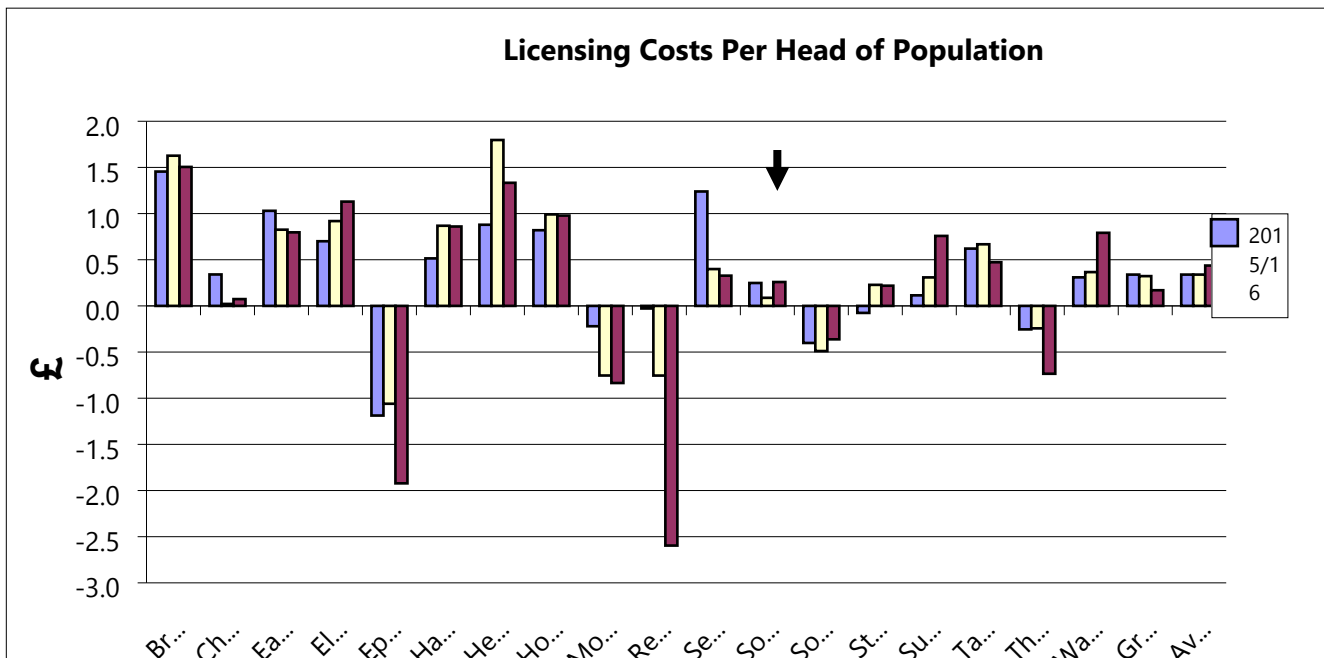




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3599/HO01	Housing Enabling	418,159	370,612	453,566
3634	Housing Dwellings A/c	0		
3635	GF Caravan Sites	0		
3637	Care & Community	0		
3615	S106 William King	-38,450	-38,450	-38,450
		<b>379,709</b>	<b>332,162</b>	<b>415,116</b>

Licensing



Data

		2015/16			2016/17			2017/18		
		Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop
E1533	Brentwood	75.6	110	1.5	75.6	123	1.6	76.4	115.0	1.5
E0432	Chiltern	94.0	32	0.3	94.0	2	0.0	95.1	7.0	0.1
E1732	East Hampshire	117.5	121	1.0	117.5	97	0.8	118.0	94.0	0.8
E3631	Elmbridge	132.8	93	0.7	132.8	122	0.9	132.8	150.0	1.1
E3632	Epsom and Ewell	78.3	-93	-1.2	78.3	-83	-1.1	79.6	-153.0	-1.9
E1736	Hart	93.3	48	0.5	93.3	81	0.9	94.2	81.0	0.9
E1934	Hertsmere	102.4	90	0.9	102.4	184	1.8	103.5	138.0	1.3
E3835	Horsham	134.2	110	0.8	134.2	133	1.0	138.0	135.0	1.0
E3634	Mole Valley	86.2	-19	-0.2	86.2	-65	-0.8	86.2	-72.0	-0.8
E3635	Reigate and Banstead	143.1	-4	0.0	143.1	-108	-0.8	145.6	-378.0	-2.6

# Appendix 6



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E2239	Sevenoaks	117.8	146	1.2	117.8	47	0.4	119.1	39.0	0.3
E0434	South Bucks	68.5	17	0.2	68.5	6	0.1	69.6	18.0	0.3
E3133	South Oxfordshire	137.0	-55	-0.4	137.0	-67	-0.5	138.1	-50.0	-0.4
E1936	St Albans	144.8	-11	-0.1	144.8	33	0.2	146.3	32.0	0.2
E3638	Surrey Heath	87.5	10	0.1	87.5	27	0.3	88.4	67.0	0.8
E3639	Tandridge	85.4	53	0.6	85.4	57	0.7	86.7	41.0	0.5
E1938	Three Rivers	90.4	-23	-0.3	90.4	-22	-0.2	92.5	-68.0	-0.7
E3640	Waverley	122.9	38	0.3	122.9	45	0.4	123.8	98.0	0.8
Group Average		106.2	36.8	0.3	106.2	34.0	0.3	107.4	16.3	0.2
Average All Districts		108.1	37	0.3	108.1	37	0.3	109.7	47.9	0.4

CDC's costs are made up as follows:		2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £
LI01,C950,E500,E800	Licences Support Adj	31,577	2,399	7,299
		31,577	2,399	7,299

SBDC's costs are made up as follows:		2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £
3627/LI01	Licences	17,233	6,020	18,312
		17,233	6,020	18,312

Cost information	
How does the cost compare to our nearest neighbour comparators?	<p><b>CDC:</b></p> <p>Community: 9<sup>th</sup> lowest per head of population out of 18 and below the comparator group average</p> <p>Community Safety: 5<sup>th</sup> lowest per head of population out of 18 and below the comparator group average</p> <p>Environmental Health: 12<sup>th</sup> lowest per head of population out of 18 and below the comparator group average. Emergency planning – 2<sup>nd</sup> lowest of 18.</p> <p>Housing: Homelessness – 4<sup>th</sup> lowest per head of population out of 18 – Other housing costs – 12<sup>th</sup> lowest per head of population out of 18</p> <p>Licensing: 6<sup>th</sup> lowest per head of population out of 18</p> <p><b>SBDC:</b></p> <p>Community – 8<sup>th</sup> lowest per head of population out of 18 and below the comparator group average</p> <p>Community Safety - 4<sup>th</sup> lowest per head of population out of 18 and</p>



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	<p>below the comparator group average</p> <p>Environmental Health - 6<sup>th</sup> lowest per head of population out of 18 and below the comparator group average. Emergency planning – 2<sup>nd</sup> lowest out of 18.</p> <p>Housing – Homelessness – 9<sup>th</sup> lowest per head of population out of 18 – Other housing costs –13<sup>th</sup> lowest per head of population out of 18</p> <p>Licensing – 8<sup>th</sup> lowest per head of population out of 18</p>
<p>Is there a reason our costs are higher/lower than our nearest neighbour comparator groups</p>	<p><b>CDC:</b> Unknown as insufficient information known about other districts.</p> <p><b>SBDC:</b> Unknown as insufficient information known about other districts.</p>
<p>How have our actual costs changed over the last 3 years?</p>	<p>Costs have mostly reduced because of the introduction of the shared service.</p> <p><b>CDC:</b> Community: Costs have reduced by 26% when compared with 2014/15 through the results of the service review Community Safety: Costs have reduced by 4% when compared with 2014/15 through the results of the service review Environmental Health: Costs have increased by 11% when compared with 2014/15 as a result of the increased demands arising from HS2 Housing: Homelessness – Costs have increased from £30,000 to £119,500 when compared with 2014/15 as a result of the increase demand for emergency housing provision. The Council are exploring a leasing scheme to reduce the impact of the costs of nightly B&amp;B. Licensing: Costs have reduced by around 89% when compared with 2014/15 following the introduction of the shared licencing team and improved processes</p> <p><b>SBDC:</b> Community: Costs have reduced by 35% when compared with 2014/15 through the results of the service review Community Safety: Costs have reduced by 16% when compared with 2014/15 through the results of the service review Environmental Health: Costs have increased by 25% when compared with 2014/15 as a result of increased demand for services Housing: Homelessness – Costs have increased by 24% when compared with 2014/15, however a significant increase in the costs of nightly B&amp;B has been identified and reviewed between the task and finish group and an affordable housing action plan to end the use of nightly B&amp;B is being considered. Licensing: Costs have reduced by 78% when compared with 2014/15 following the introduction of the shared licencing team and improved processes</p>



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Please summarise your cost information below. How are the costs changing over time, do we compare favourably with our nearest neighbour (please highlight if there is any reasons you know of why costs may be different). This section will feed into the Service Plan Summary for publication.

### Summary – Cost information

#### CDC

Community: 9<sup>th</sup> lowest per head of population out of 18. Costs have reduced by 26% when compared with 2014/15 following the introduction of the shared services

Community Safety: 5<sup>th</sup> lowest per head of population out of 18. Costs have reduced by 4% when compared with 2014/15 following the introduction of the shared services

Environmental Health: 12<sup>th</sup> lowest per head of population out of 18. Environmental Health costs have increased by 11% when compared with 2014/15. Emergency planning – 2<sup>nd</sup> lowest of 18.

Housing: Homelessness – 4<sup>th</sup> lowest per head of population out of 18 – Other housing costs – 13<sup>th</sup> lowest per head of population out of 18. Housing: Homelessness – Costs have increased from £30,000 to £119,500 when compared with 2014/15 as a result of the increase demand for emergency housing provision. The Council are exploring a leasing scheme to reduce the impact of the costs of nightly B&B.

Licensing: 6<sup>th</sup> lowest per head of population out of 18. Costs have reduced by around 89% when compared with 2014/15 following the introduction of the shared licencing team and improved processes

#### SBDC

Community – 8<sup>th</sup> lowest per head of population out of 18. Costs have reduced by 35% when compared with 2014/15 following the introduction of the shared services

Community Safety - 4<sup>th</sup> lowest per head of population out of 18. Costs have reduced by 16% when compared with 2014/15 following the introduction of the shared services

Environmental Health - 6<sup>th</sup> lowest per head of population out of 18. Costs have increased by 25% when compared with 2014/15. Emergency planning – 2<sup>nd</sup> lowest out of 18.

Housing – Homelessness – 9<sup>th</sup> lowest per head of population out of 18 – Other housing costs – 8<sup>th</sup> lowest per head of population out of 18. Homelessness – Costs have increased by 24% when compared with 2014/15 following the introduction of the shared services, however a significant increase in the costs of nightly B&B has been identified and reviewed between the task and finish group and an affordable housing action plan to end the use of nightly B&B is being considered.

Licensing - 8<sup>th</sup> lowest per head of population out of 18. Costs have reduced by 78% when compared with 2014/15 following the introduction of the shared licencing team and improved processes



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# Service Plan Workbook 2018/19

## Human Resources

### Why develop a service plan?

*Service plans form a key part of the Council's corporate planning and performance system.* They provide the detail about how services will deliver the Council's objectives and priorities.

The plans help us to measure progress against what we have said we would do and enable individual officers to see how the work they do on a day to day basis contributes to the Council's objectives.

This workbook will help you work through all the elements that need to be covered when planning your service for the next year.

### When do service plans run from and to?

Service plans are run in parallel with the financial year.

**You need to use this workbook to plan for the next financial year from April 2018 until end of March 2019, also thinking about longer term objectives and actions to include and work towards.**

### Service Plan Workbook and Summary

The service plan workbook is a working document for you to work through in the form of tables, checklists and text boxes.

The summary from each of the sections in the workbook will then be taken to create a 3-4 page Service Plan Summary for each service, which will be the outward facing service plan for staff, Members and for publication, so please ensure each summary is concise with a sufficient amount of detail.

The workbook is each manager's working document, so they can choose to keep it concise and high level or add in more detail to make it a useful working manual for the team.

### Timetable for developing Service Plans

**Service plan workbooks should be submitted to the Policy & Performance team by early November 2017**, who will provide feedback on the content and pull together the service plan summaries. The summaries will then be submitted through to Management Team in early December for approval before going to the next available Cabinet at each Council.

### Involving Staff and Members

The Head of Service/principal officer has the responsibility for writing the service plan. However **it is important that all staff in service areas are included in developing the plan, to help them**



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**understand their work programme for the next 12 months and how it links in with the Council's objectives.** Relevant Councillors such as the Cabinet/portfolio lead for each area should also be consulted, when carrying out your service planning, to ensure that they are aware of and aligned with the direction the service is going in.

<b>I have discussed this service plan with:</b>	<b>Y/N</b>
Portfolio holder(s)	
Unit managers	
Officers	

### **Cross-cutting issues**

When you are working through your service plan you should keep in mind the following cross cutting issues: diversity, mainstreaming community safety, use of ICT and website, localism and the big society, external funding, sustainability and equalities and how your service can take each of these into account.

### **Prefilling**

The Performance team will pre-fill some sections from either existing information or the previous years' service plan.

**All of this information will need to be reviewed, checked and amended where necessary.**



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## Service Plan details

Head of Service/Principal Officer	Louise Cole
Draft version completed	
Final version completed	
Service units covered by plan	Human Resources

## Section 1 – Key Service Aims/Objectives

Please list each of the services in your area (with a brief overview of functions they provide) and the Cabinet portfolio that it reports to. Please mark whether or not each function is statutory.

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 checked="" 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 checked="" type="checkbox"/>
Health and Well-being	Leader for CDC/SBDC	<input type="checkbox"/>
Ensure effective employee relations	Leader for CDC/SBDC	<input type="checkbox"/>

Please put in your key service aims/objectives below, these should provide a short description of the purpose of each of the services in your area. In the final column please select key aims for each area (3-5 aims) that will be included in the Service Plan summary for publication. These will also be used to update the Council’s Corporate Plan.

## Human Resources

Key Service Aims/Objectives	Include in Service Plan Summary
Implement and monitor a joint workforce plan which links to new joint Council vision and aims.	<input checked="" type="checkbox"/>
Leading a joint approach to people management	<input checked="" type="checkbox"/>
Supporting Service Managers to develop their services through effective and consistent people	<input checked="" type="checkbox"/>



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Key Service Aims/Objectives	Include in Service Plan Summary
management.	
Promoting positive employer-employee-union relationships with high quality employee relations advice and support.	<input checked="" type="checkbox"/>
Developing a learning organisation through supporting Service Managers to provide learning and development opportunities for all staff	<input checked="" type="checkbox"/>
Promoting a healthy and safe working environment	<input checked="" type="checkbox"/>
Ensuring compliance with employment legislation and internal policies	<input checked="" type="checkbox"/>
Enabling the Councils to become employers of choice	<input checked="" type="checkbox"/>

**Children's Act 2004 and Protection of Vulnerable Adults:** We are required to put in place arrangements to protect children and vulnerable adults and promote their welfare. How does your service takes account of the need to safeguard and promote the welfare of children and vulnerable adults, and how will you improve this in the coming year?

All job descriptions include a statement of the safeguarding responsibilities of staff. There is also e-learning on the Learning Pool on safeguarding. The intranet pages provide details of the correct escalation processes on safeguarding matters. The HR team participate in the Safeguarding Working Group and the HR Manager is the point of contact on Managing Allegations in relation to staff who working with children or vulnerable adults.





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## Section 2 – Key achievements/outcomes for previous year

**Please list key achievements and outcomes that the service has achieved since March 2017**. This is because the service plan summaries containing this information go to Cabinet during February 2018, so you will be looking back over the current year for your achievements.

**You should aim to have 5-10 key outcomes**. The top 5 from each service area will feed into the Service Plan Summary for publication.

### Human Resources

#### Key achievements and outcomes in the previous year

- The final shared service was completed successfully.
- All staff have been moved to harmonised T&Cs, with all statutory policies and key procedures also having been harmonised.
- Significant progress has been made to the harmonisation of processes.
- Total reward statement has been produced with harmonised benefits, and launched on the newly-updated intranet pages.
- A Health and Wellbeing Strategy has been drafted. As part of this, personal resilience training, mindfulness, mental health awareness and first aid training has been offered.
- Started to design an apprenticeship programme.
- In terms of Organisational Development Strategy:
  - Values and Behaviours have been built upon, with a Unwritten Ground Rules network established
  - Leadership and Management Charter was agreed and launched
  - Harmonised Appraisal Scheme developed and introduced
- Electronic absence module implemented.
- 4 HR Audits successfully completed with no significant recommendations.
- Drafted workplace development plan.
- Middle management development programme designed and delivered.



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## Section 3 – Shared Services programme

Please identify, for each unit you are responsible for, current plans in relation to the shared services reviews:

Unit Name	Review and implementation completed (say when)	Review and/or implementation continuing in 2016/17	Review scheduled for/continuing in 2017/18	Review not yet scheduled.
HR	1 <sup>st</sup> September 2015			



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## Section 4 - Know your customer - to be prefilled – will require checking/tweaking

This section allows you to think about who your customers are and the make-up of the customers that your team needs to provide a service to. This information will help you to influence your service delivery and the way it is tailored to different sets of customers. It can also help you to provide a basis for prioritisation over which aspects of the service to continue, improve, grow or cut back. There is a wide range of information available about the make-up of customers in the district e.g. Acorn data, Census data and information from other statistical sources and data.

Current priority groups identified through the SBDC Cohesion and Inequalities Strategy 2010 that we wish to ensure can access services, support and are able to get involved are: Carers; People with a disability – physical (such as sight and hearing impairment), mental health and learning difficulties; Low income families/households; Elderly; Young; Gypsy, Roma Traveller community (due to low literacy levels).

Information about your customers	
Who are your key customers? (If your customers are internal departments this should be stated).	All internal Staff at SBDC and CDC whether permanent or temporary, Members and residents and wider public applying for posts at either authority.  Wider stakeholders include other partners in Bucks, Workforce Development Group, Learning Pool, Occupational Health provider, Employee Assistance Programme provider, Healthcare Providers, Computershare Voucher Services, obsgopublic.com and AVDC as payroll provider.
Are there key features/distinctive characteristics that need to be taken into account?	Equality Duty - employee profile for CDC and SBDC analyses the workforce by a number of characteristics including age, sex, race, and disability by grade, average salary and full/part-time.
Do you carry out a customer satisfaction survey for your area? Please list all satisfaction surveys that you currently undertake.	Yes, a joint staff survey was developed in 2014/15, ran again in 2015/16 and will be repeated during 2016/17 so the results are directly comparable.
As well as satisfaction surveys do you have any other regular consultation and engagement in place (e.g. focus groups)?	Yes, union consultative negotiation groups. A group was established to review the outcomes of the staff survey and liP assessment. Joint Staffing Committee and it's sub-committees. All staff presentations/briefings and regular newsletters, Local Government Association, South East District Network group.
Please tick any of the following that you will be carrying out next year.	Customer Focus Groups <input checked="" type="checkbox"/> Consultations <input checked="" type="checkbox"/> Roadshows <input type="checkbox"/> Newsletters <input checked="" type="checkbox"/> Seminars/workshops <input checked="" type="checkbox"/> Review of website pages <input checked="" type="checkbox"/> update Pay Policy, Equality Duty information, recruitment pages, benefits pages and equalities pages.
Are there any key changes you will need to make to service delivery in	Yes, the implementation of the Customer Experience Strategy will require significant HR resources, subject to the approval of Joint Committee in



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<p>the next year to tailor it to customer need?</p>	<p>February 2018.</p> <p>The ongoing standardisations of HR practices across the two authorities will require many fundamental changes to the way the service is provided both to internal staff and to external customers applying for jobs at the Councils.</p> <p>Continue to review and update intranet pages to facilitate employee channel shift.</p>
<p>What will the Customer Experience Strategy entail for your service?</p>	<ul style="list-style-type: none"> <li>Chiltern District Council and South Bucks District Council are likely to be delivering a significant programme of transformation to change the way that we deliver our services to our customers. Implementation of this programme will commence in 2018/19. Throughout this year all services will be involved in analysing data to identify customer needs and in tailoring service delivery to better meet those needs. Once the programme is implemented there will be an increased focus on the use of customer insight and data to develop our services in the future.</li> </ul>
<p>In your view what would an excellent service look like to the community? How would you rate your service against this view?</p>	<p>An excellent service would be a cost effective, proactive, shared Human Resources service responsive to the needs of its customers that will enable and drive the delivery of both Councils' current and future business strategy through its staff.</p> <p>This would be achieved through full integration of the two authorities, streamlining processes and eliminating duplication. Complete implementation of harmonised terms and conditions and effective implementation. Equality of opportunity for all with internal development, training and promotion and a joint recruitment site.</p> <p>Delivery of Joint Workforce Plan based on new joint vision and aims with joint HR policies and procedures underneath based on best practice and equality impact assessed.</p> <p>Good employee relationship with and between staff and UNISON.</p>

Please summarise the main points covered in this section below (including identifying your main customers, key characteristics, key changes you are looking to make to service delivery in the next year and what consultation and engagement you are looking to carry out). This section will feed into the Service Plan Summary for publication.

### 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, Jobsgopublic.com, AVDC, Local Government Association, and South East District Network.



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## 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, Jobsgopublic.com and AVDC.

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.



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### Section 5 – Action plan (short term/medium term)

The next 3 sections which cover performance indicators, actions and risks, we monitor using the Covalent Performance Management system.

Think about where you want to be in line with the Council's aims and priorities and what you need to do to get there. What actions will we be carrying out over the short term (1 year), medium term (2-3 years) and longer term (4-10 years)? What will the outcome of these actions be for residents? Any expected savings should be detailed in the action plan table. Please keep actions concise. Think about any key policy changes in the next few years, e.g. welfare reform, localism act, national planning policy framework and if they require a change to the way you currently deliver your service make sure appropriate actions are included in your plan. Consider the value for money of your service (refer to Joint Performance Management Framework for more information), and identify actions to include which will improve it.

You should include all key actions that you will be undertaking and select **5 - 10** actions that you will update progress on Covalent on a quarterly basis. The ones selected for Covalent *will be included in your Service Plan Summary* for publication. Please include relevant shared services actions.

### Short term – actions for 2018/19 (TAKEN FROM YOUR 2016/17 ACTIONS, PLEASE AMEND AS NECESSARY):

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completi on date (e.g. end March 2018)	Lead Officer	Expecte d savings
Ensure HR capacity is available to support Customer Experience Strategy and Phase 3 programme	Review HR resource against phase 3 programme	Value for money	N	Value - staff	March 2019	LC	N/A
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 Develop an action plan to enable gaps to be filled Implement action	Business continuity	Y	Value - staff	March 2019	LC	N/A



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List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completi on date (e.g. end March 2018)	Lead Officer	Expecte d savings
	plan Review results Feed back into process.						
Improve levels of staff satisfaction and improve engagement with staff	<ul style="list-style-type: none"> <li>Produce action plan from outcome of 2016/17 staff survey</li> <li>Continue to consult with UNISON and staff on new changes where applicable</li> </ul>	Improved levels of satisfaction on with delivery of HR service and in turn good quality services to residents	Y	Governance and accountability	March 2019	LC	N/A
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	Y	Governance and accountability	March 2019	LC	TBA
Design and implement a Workforce Development Plan which supports succession planning and structured learning and development approach.	<ul style="list-style-type: none"> <li>Identify required skills and behaviours needed to meet organisational development and succession planning strategies</li> <li>Identify existing skills and behaviours</li> <li>Identify gaps</li> <li>Develop an action plan to enable gaps to be filled</li> <li>Implement action</li> </ul>	Business continuity	Y	Governance and accountability	March 2019	HR Manager	None



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List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completi on date (e.g. end March 2018)	Lead Officer	Expecte d savings
	<ul style="list-style-type: none"> <li>plan</li> <li>Review results</li> <li>Feed back into process.</li> <li>Link to Appraisal Scheme and Service Planning process.</li> </ul>						
Introduce Apprenticeship Programme	<ul style="list-style-type: none"> <li>Trail blaze apprenticeship scheme in Planning.</li> <li>Explore apprentices in other posts.</li> </ul>	Recruit locally. Promote apprenticeships with local employers.	Y	Governance and accountability	March 2019	HR Manager	None
Introduce in-house Coaching and Mentoring scheme in collaboration with WDC	<ul style="list-style-type: none"> <li>Train in-house coaches and mentors</li> <li>Launch scheme</li> </ul>	Improved staff skills and performance and hence service to residents.	Y	Governance and accountability	March 2019	HR Manager	None
Roll-out Management Development Programme to team leaders and new managers	<ul style="list-style-type: none"> <li>Revise MDP and roll out in 18/19.</li> </ul>	Improved managers skills and performance and hence service to customers.	Y	Governance and accountability	March 2019	HR Manager	None
Design and implement a recruitment and retention plan in the Planning Service,	<ul style="list-style-type: none"> <li>Devise short, medium and long term plan.</li> <li>Roll out in 18/19.</li> </ul>	Recruit and retain the best staff. Improved performance and service to residents.	Y	Governance and accountability	March 2019		None
Implement Health and Well Being Programme	<ul style="list-style-type: none"> <li>Deliver on agreed initiatives</li> </ul>	Improve the well-being and health of staff leads to	Y	Governance and accountability	March 2019		None





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List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. end March 2018)	Lead Officer	Expected savings
		better performance and service to residents.					

### Medium/long term – actions for 2-3/4-10years

List of Key Actions/ Projects	What will be the key outcomes and benefits seen by residents	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. 2 years = March 2019)	Lead Officer	Expected savings
Implement electronic filing of HR files	Work to phase 3 programme. This will facilitate more agile working within the HR team and contribute to the delivery of good quality services, ensuring resilience of those services.	Delivering cost effectiveness, customer focused service	2 years = March 2019	NPH	N/A



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### Section 6 – Performance indicators (to be prefilled – will require checking/tweaking)

Please review your performance indicators listed below, your indicators should assist you with achieving your service objectives, be customer focused and reflect the aims and priorities of the Council. Please highlight any changes to these indicators in pink. Only Corporate Performance Indicators will show in your Service Plan Summary for publication.

Identify a maximum of 5 key performance indicators per unit to be tracked via Covalent. You must include priority and corporate indicators within these 5.

Corporate indicators include those which management team and cabinets have selected as priority indicators (P) to be included in the monthly budget pack.

Activity indicators are data only and for South Bucks only are also reported monthly in the budget pack (A).

Corporate indicators are also reported on within the quarterly performance report (C).

Any changes to these must first be approved by MT/Cabinet and this will be swept up in the annual PI review process which will occur once the service plan summaries have been signed off.

MT would like to align PIs across both councils, where possible. They would also like quarterly performance reporting to concentrate on one or two key measures that define how your service is doing rather than indicators you use to assist your day to day management of the unit.

Additional indicators you wish to track to help manage the day to day business should be logged as departmental indicators (D) – used by your service only and not reported on outside your service by finance or policy and performance.

Please ensure you only include measures that are absolutely essential.

## Human Resources

### Corporate Performance Indicators

PI Code	Short Name	2016/ 17 Value	2016/ 17 Target	Last update	Current value	Annual Target 2017/18	Future Targets		
							2018/ 19	2019/ 20	2020/21
JtHR1 (P)	Working days lost due to sickness absence (cumulative for year)	New PI	New PI	September 2017	10.99	10	8.00	8.00	8.00
CdHR2 (C)	Voluntary leavers as a % of workforce (cumulative for year)	11.8%	16%	Q2 17/18	23.2%	16%	16%	16%	16%
JtHR14 (P)	Working days lost due to short term sickness absence (up to 20 working days)	New PI	New PI	September 2017	4.52	5.00	5.00	5.00	5.00
JtHR15 (P)	Working days lost due to long term sickness absence (more than 20 working days)	New PI	New PI	September 2017	6.5	5.00	5.00	5.00	5.00
SbHR2 (C)	Voluntary leavers as a percentage of workforce (cumulative for year).	13.95 %	16%	September 2017	9.2%	16%	16%	16%	16%



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### Department Performance Indicators

PI Code	Short Name	2016/ 17 Value	2016/ 17 Target	Last update	Current value	Annual Target 2017/18	Future Targets		
							2018/ 19	2019/ 20	2020/21
CdHR3 (D)	Percentage of employees with a disability (annual)	2.18%	6.00%	2016/17	2.18%	6.00%	6.00%	6.00%	6.00%
CdHR4 (D)	Ethnic minority representation in the workforce - employees (annual)	6.5%	8.5%	2016/17	6.5%	8.5%	8.5%	8.5%	8.5%
CdHR8 (D)	Racial Incidents Recorded (quarterly, cumulative)	0	0	Q2 17/18	0	0	0	0	0
CdHR9 (D)	Percentage staff received an appraisal by 31st March each year	N/A	85%	2016/17	N/A	N/A	85%	85%	85%
CdHR10 (D)	Racial Incidents Recorded (by month)	0	0	September 2017	0	0	0	0	0
CdHR16 (D)	Number of incidents of sickness absence (monthly)	433	260	September 2017	27	21.67	260	260	260
JtHR5 (D)	Top earners - Joint Management Team: women (quarterly)	33.33 %	35.00%	September 2017	44.44%	40.00%	40.00 %	40.00 %	40.00%
JtHR6 (D)	Top earners - Joint Management Team - ethnic minorities	.00%	7.20%	September 2017	.00%	7.20%	7.20%	7.20%	7.20%
JtHR7 (D)	Top earners - Joint Management Team - with a disability	.00%	2.00%	September 2017	.00%	2.00%	2.00%	2.00%	2.00%
SbHR3 (D)	Percentage of employees with a disability (snapshot)	6.20%	6.00%	September 2017	6.15%	6.00%	6.00%	6.00%	6.00%
SbHR4 (D)	Ethnic Minority representation in the workforce - employees (snapshot)	5.4%	15.7%	Q2 17/18	5.3%	15.7%	15.7%	15.7%	15.7%
SbHR8 (D)	Racial incidents recorded (cumulative for year)	0	.00	September 2017	.00	.00	.00	.00	.00
SbHR9 (D)	Percentage of staff who have received an appraisal	NA	85%	2016/17	N/A	85%	85%	85%	85%
SbHR10 (D)	Number of incidents of sickness absence (monthly)	245	260	September 2017	21	21.67	260	260	260



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### Activity Indicators - Data Only, no targets.

PI Code	Short Name	2016/17 Value	Last update	Current value
CdHR11 (A)	Number of starters (by month)	29	September 2017	2
CdHR12 (A)	Number of leavers (by month)	27	September 2017	3
CdHR13 (A)	Number of changes e.g. amendments to fixed term contracts, hours, change of name, department etc. (by month)	214	September 2017	20
SbHR11 (A)	Number of starters (by month)	25	September 2017	2
SbHR12 (A)	Number of leavers (by month)	18	September 2017	1
SbHR13 (A)	Number of changes e.g. amendments to fixed term contracts, hours, change of name, department etc. (quarterly, cumulative)	68	September 2017	78



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## Section 7 - Risks to be prefilled – will require checking/tweaking

Please consult the Risk Register guidance when reviewing your risks. You need to consider any key risks that will affect the delivery of key service outcomes, *other than* the identified strategic, budgetary and business continuity risks.

### Likelihood:

Likelihood Score	Description	Frequency (How often it might / does happen.)
1	<b>Rare</b>	This will probably never happen and is only possible in exceptional circumstances.
2	<b>Unlikely</b>	This is possible, but not an expected occurrence.
3	<b>Possible</b>	This might happen occasionally, but likely to occur less than annually.
4	<b>Likely</b>	This is likely to occur within the next year but is not a persistent issue.
5	<b>Almost Certain</b>	This is likely to happen and could be persistent or occur frequently.

**NB. Where scores fall across more than one level, always use the highest score.**

### Impact:

Impact Score	Description	Impact definitions
1	<b>Negligible</b>	<ul style="list-style-type: none"> <li>Negligible loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>Can be easily and quickly remedied.</li> <li>No or extremely unlikely financial loss.</li> <li>No or extremely unlikely reputational loss.</li> <li>No breach of Governance Rules, or of legal or contractual obligations.</li> </ul>
2	<b>Minor</b>	<ul style="list-style-type: none"> <li>Minor loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>Short term impact on operational efficiency and performance.</li> <li>Financial loss of £10,000 or less (Based on Financial Rules write-off limits).</li> <li>Failure to meet internal standards where there is no external interest and overall objectives are not compromised.</li> <li>Unlikely to generate complaints or cause reputational damage.</li> <li>Small breach of legal or contractual obligations which can be quickly put right without penalty.</li> </ul>



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Impact Score	Description	Impact definitions
<b>3</b>	<b>Moderate</b>	<ul style="list-style-type: none"> <li>Moderate loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>Medium term impact on operational efficiency and performance.</li> <li>Financial loss of £10,000 or more but below £100,000.</li> <li>Failure to meet internal standards, where there is an external interest and overall objectives could be compromised.</li> <li>Likely to generate low levels of complaints and / or short term reputational damage.</li> <li>May attract the short term attention of regulatory or legislative bodies.</li> </ul>
<b>4</b>	<b>Major</b>	<ul style="list-style-type: none"> <li>Major loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>One-off event which could destabilise the Council.</li> <li>Widespread medium or long term impact on operational efficiency and performance.</li> <li>Financial loss of £100,000 or more, but below £1m.</li> <li>Likely to generate complaints and adverse media attention resulting in medium term reputational damage.</li> <li>Breach of legal or contractual obligation attracting the medium-term attention of legislative or regulatory bodies.</li> </ul>
<b>5</b>	<b>Catastrophic</b>	<ul style="list-style-type: none"> <li>Total sustained loss or interruption to critical service(s), project(s), systems or environmental health.</li> <li>Long term impact on operational efficiency and performance.</li> <li>Financial loss of £1m or more.</li> <li>Likely to generate many complaints and extensive adverse media attention resulting in long term reputational damage.</li> <li>Serious breach of legal or contractual obligation attracting the rapid intervention of legislative or regulatory bodies.</li> <li>Loss of credibility.</li> </ul>
<p><b>NB. Only one of the bullet points need apply within any category.</b>  <b>Where scores fall across more than one level, always use the highest score.</b></p>		

In the final column **please select key risks for your area that will be included in the Service Plan** summary for publication.

Please note that you should have **no more than 5 critical risks** in addition to the strategic risks applying to your service.



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Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
CSB HR01 Failure to provide trusted, robust, accurate HR advice	2	4	8	<ol style="list-style-type: none"> <li>1. Procured advice South East Employers. Second opinion is available from SEE. Keep up to date with current legislation via CIPD, ACAS and SEE;</li> <li>2. Ensure the right policies and procedures are in place and are communicated to staff and managers;</li> <li>3. Ensure people managers are properly trained / coached to handle staff matters;</li> <li>4. Simple guidelines for the handling of confidential sensitive issues/documents within the unit to be documented and used to remind staff;</li> <li>5. Robust people management policies and procedures in place with training for managers;</li> </ol> Robust monitoring and checking process put into place to identify staff requiring vetting and barring checks and in keeping these up to date.
CSB HR02 Failure to recruit and retain right people in right posts	3	3	9	<ol style="list-style-type: none"> <li>1. Monitor staff turnover rates and encourage an increase in cross training to provide staff cover;</li> <li>2. Monitor pay and benefit rates and keep pay policy under review;</li> <li>3. Ensure robust selection processes and techniques are in place;</li> <li>4. Report to Management Team/Joint Staffing Committee on recruitment and retention of staff;</li> <li>5. Efficient recruitment procedure with appropriate benefits to attract the right staff;</li> <li>6. Ensure all systems are accessible and promote sharing of information and skills required to carry out tasks to provide back-up for key personnel; Develop people planning needs with Management team to analyse 'key' staff.</li> </ol>
CSB HR03 Failure to develop staff to maximise their effectiveness (including management and leadership skills).	3	4	12	<ol style="list-style-type: none"> <li>1. Comprehensive harmonised competency based Performance Review Framework to be developed place to replace existing provision;</li> <li>2. Encourage two-way communication with staff e.g. meetings, appraisals, UNISON, Grievance Procedure;</li> <li>3. Encourage the monitoring of performance and provision of feedback, including through the appraisals process;</li> <li>4. Manage underperformers when needed, through the disciplinary procedure;</li> <li>5. Management development programme and workshops to develop management competency in gaining effectiveness.</li> </ol>
CSB HR04 Inappropriate breach of policies and practices	2	4	8	<ol style="list-style-type: none"> <li>1. Fair and reasonable policies and benefits in place which are consistently applied;</li> </ol>



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Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
				2. 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;

The Council periodically conducts a review of its strategic risks. Please outline below the role your service plays in mitigating these risks. If it does not apply to your service, state N/A.

Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
1	Joint Working	Governance in place – Joint Committee, JSC. Joint senior management team. Programme documentation and programme management resources. Plan for service reviews, business cases presented. Member involvement in joint working in line with member expectations Communication plan for members, staff, external partners External approaches to join the joint working carefully considered at a political level and impact on programme assessed.	<ul style="list-style-type: none"> <li>Support implementation of shared services</li> <li>Provide workshops ahead of consultation to let staff know what to expect</li> <li>Offer individual meetings during consultation to answer any private queries.</li> <li>Hold workshops to help staff complete their expression of interest and prepare for interview.</li> <li>Support communication effort</li> </ul>
2	Transformation and Management of Change	. 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.	<ul style="list-style-type: none"> <li>Senior members and managers show commitment to change.</li> <li>Case for changes clearly made and communicated.</li> <li>Build on success, in order to establish confidence to change.</li> <li>Prioritise programme of change, and ensure it is adequately resourced.</li> </ul>
3	Financial Stability	Review of MTFSS. Clear service priorities. Analysis of Government spending plans, bought in where necessary. Savings programmes agreed and monitored. Annual review of cost base Strategies for use of reserves.	<ul style="list-style-type: none"> <li>Continue to develop partnership and collaborative joint working with other Local Authorities HR units to improve value for money.</li> </ul>





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Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
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.	<ul style="list-style-type: none"> <li>• Workforce planning</li> <li>• Good staff communications processes</li> <li>• Training and development strategies in place, resourced and monitored.</li> <li>• Develop and retain, where possible, existing staff with expert knowledge.</li> <li>• Act quickly to recruit individuals to fill any vacancies</li> </ul>
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	N/A
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.	<ul style="list-style-type: none"> <li>• Highlight the importance of partnership working by including in JDs for example.</li> </ul>
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.	<ul style="list-style-type: none"> <li>• Review regularly and update services Business Continuity plan</li> </ul>
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.	<ul style="list-style-type: none"> <li>• Staff aware of data protection responsibility</li> <li>• Update staff training records.</li> </ul>
9	New Legislative Changes	Corporate capacity to identify and analyse forthcoming legislative changes affecting the Councils. Analyse and produce action plans for Welfare	<ul style="list-style-type: none"> <li>• Keep up to date with employment law changes and work appropriately for their implementation</li> </ul>



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Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
		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. Resources identified to support housing schemes	<ul style="list-style-type: none"> <li>N/A</li> </ul>
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.	<ul style="list-style-type: none"> <li>N/A</li> </ul>
12	Demographic Changes	Corporate analysis of Census and related data. Incorporate Census data into service planning. Communicate key messages to members.	<ul style="list-style-type: none"> <li>N/A</li> </ul>
13	Property/ Asset Management	Asset Management Plans in place and reviewed. Professional advice used where appropriate. Resources in place to support AMPs.	<ul style="list-style-type: none"> <li>N/A</li> </ul>
14	Economic Viability	Good liaison arrangements with local businesses. Monitor key indicators of the local economy. Take advance of opportunities offered by LEP.	<ul style="list-style-type: none"> <li>Support local apprenticeship initiatives.</li> </ul>

Ongoing through your risks are there any improvements you need to put in place to mitigate key service risks and weaknesses in any areas? (please include improvement identified through internal and external audits and business continuity plans)

NA



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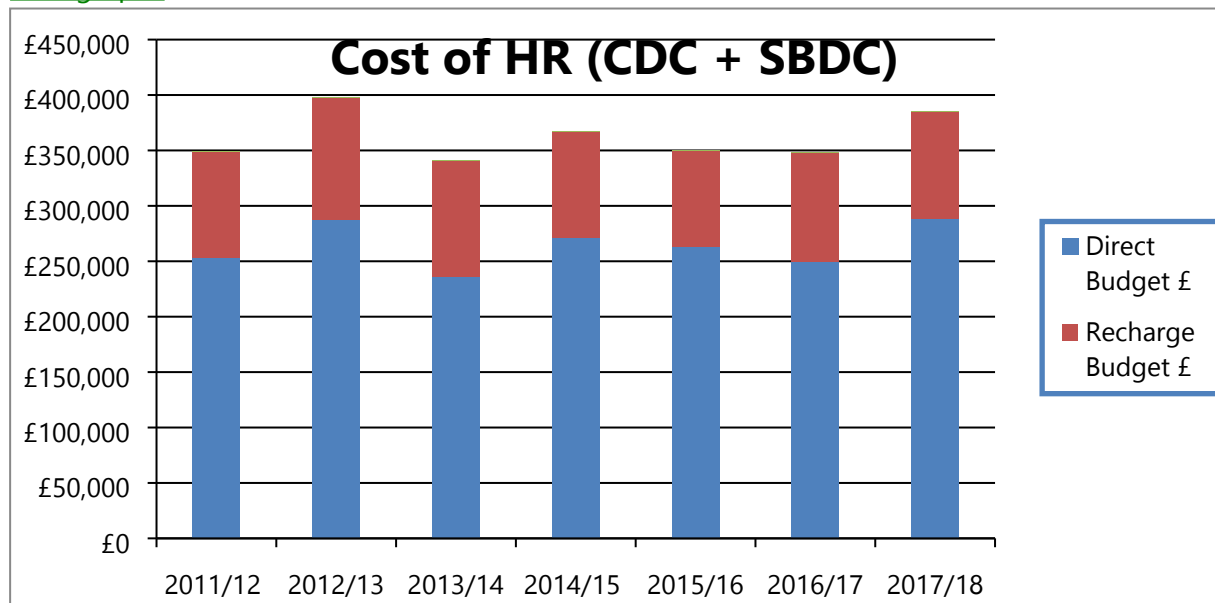
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## Section 8 – Costs and cost comparison information - prefilled

Comparative data is useful to help review the financial cost/efficiency of the service.

### Cost graphs



### Joint Service

Year	Direct Budget £	Recharge Budget £	Capital Charges £	Total Cost £
2011/12	253,510	95,980	0	349,490
2012/13	287,420	110,140	0	397,560
2013/14	235,920	105,440	0	341,360
2014/15	271,300	96,086	0	367,386
2015/16	262,990	87,310	1	350,301
2016/17	249,320	99,118	0	348,438
2017/18	288,341	96,629	0	384,970

### Cost information

How does the cost compare to our nearest neighbour comparators?	Not available.
Is there a reason our costs are higher/lower than our nearest neighbour comparator groups	Not available.
How have our actual costs changed over the last 3 years?	Costs have reduced by around 5% when compared with 2014/15.



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Please summarise your cost information below. How are the costs changing over time, do we compare favourably with our nearest neighbour (please highlight if there is any reasons you know of why costs may be different). This section will feed into the Service Plan Summary for publication.

### Summary – Cost information

Costs have increased by around 5% when compared with 2014/15.



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# Service Plan Workbook 2018/19

## Legal and Democratic Services

### Why develop a service plan?

*Service plans form a key part of the Council's corporate planning and performance system. They provide the detail about how services will deliver the Council's objectives and priorities.*

The plans help us to measure progress against what we have said we would do and enable individual officers to see how the work they do on a day to day basis contributes to the Council's objectives.

This workbook will help you work through all the elements that need to be covered when planning your service for the next year.

### When do service plans run from and to?

Service plans are run in parallel with the financial year.

### Service Plan Workbook and Summary

The service plan workbook is a working document for you to work through in the form of tables, checklists and text boxes.

The summary from each of the sections in the workbook will then be taken to create a 3-4 page Service Plan Summary for each service, which will be the outward facing service plan for staff, Members and for publication, so please ensure each summary is concise with a sufficient amount of detail.

The workbook is each manager's working document, so they can choose to keep it concise and high level or add in more detail to make it a useful working manual for the team.

### Timetable for developing Service Plans

Service plan workbooks should be submitted to the Policy & Performance team by early November 2017, who will provide feedback on the content and pull together the service plan summaries. The summaries will then be submitted through to Management Team in early December for approval before going to the next available Cabinet at each Council.

### Involving Staff and Members

The Head of Service/principal officer has the responsibility for writing the service plan. However it is important that all staff in service areas are included in developing the plan, to help them understand their work programme for the next 12 months and how it links in with the Council's objectives. Relevant Councillors such as the Cabinet/portfolio lead for each area should also be



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consulted, when carrying out your service planning, to ensure that they are aware of and aligned with the direction the service is going in.

<b>I have discussed this service plan with:</b>	<b>Y/N</b>
Portfolio holder(s)	
Unit managers	
Officers	

### **Cross-cutting issues**

When you are working through your service plan you should keep in mind the following cross cutting issues: diversity, mainstreaming community safety, use of ICT and website, localism and the big society, external funding, sustainability and equalities and how your service can take each of these into account.

### **Prefilling**

The Performance team will pre-fill some sections from either existing information or the previous years' service plan.



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### Service Plan details

Head of Service/Principal Officer	Joanna Swift
Draft version completed	
Final version completed	
Service units covered by plan	Democratic & Electoral Services Land Charges Legal Services

### Section 1 – Key Service Aims/Objectives

Please list each of the services in your area (with a brief overview of functions they provide) and the Cabinet portfolio that it reports to. Please mark whether or not each function is statutory.

Key Service Functions	Portfolio reporting to	Statutory/Mandatory
Democratic & Electoral Services		
<b>Member Services</b> (dealing with Members Allowances, managing meeting calendars, arranging meetings and agendas, publishing statutory notices, agendas and reports, taking minutes, preparing and publishing decision notices/minutes, advising on procedure and supporting members generally)	Support Services (CDC) and Resources (SBDC)	<input checked="" type="checkbox"/>
<b>Electoral Services</b> (Voter Registration, Annual Canvass Managing Elections and referenda, Boundary Reviews)	Support Services (CDC) and Resources (SBDC)	<input checked="" type="checkbox"/>
Legal Services and Land Charges		
<b>Corporate Legal and Propriety Services</b> - Monitoring Officer; Legal and procedural advice and support to Council, Cabinet, Committees/Sub-Committees and partnerships; statutory compliance	Support Services (CDC) and Resources (SBDC)	<input checked="" type="checkbox"/>
<b>Legal support to Regulatory Services</b> (including Planning, Building Control, Licensing, Statutory Nuisance, Food Safety, Unfit Premises, External Health & Safety)	Support Services (CDC) and Resources (SBDC)	<input checked="" type="checkbox"/>
<b>Legal support to Statutory (non- regulatory) Services</b> (including Homelessness, Revenues and Benefits and Waste Management & Recycling)	Support Services (CDC) and Resources (SBDC)	<input checked="" type="checkbox"/>
<b>Legal support to Discretionary Services</b> (including Off-street parking, Burials and cremations)	Support Services (CDC) and Resources (SBDC)	<input type="checkbox"/>
<b>Private Law Services</b> (including property matters, procurement and debt recovery)	Support Services (CDC) and Resources (SBDC)	<input type="checkbox"/>
<b>Local Land Charges</b> (maintaining the Register and responding to property related enquiries) – (Local Land Charges Act of 1975 and Rules of 1977)	Support Services (CDC) and Resources (SBDC)	<input checked="" type="checkbox"/>



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Please put in your key service aims/objectives below, these should provide a short description of the purpose of each of the services in your area. In the final column please select key aims for each area (3-5 aims) that will be included in the Service Plan summary for publication. These will also be used to update the Council's Corporate Plan.

### Democratic & Electoral Services

Key Service Aims/Objectives	Include in Service Plan Summary
To ensure that all member level meetings are serviced efficiently and that business is carried out in accordance with law and the councils constitutions.	<input checked="" type="checkbox"/>
Prompt publication of meeting agenda/reports/decision notices and minutes on the Councils' websites	<input checked="" type="checkbox"/>
To produce an accurate Register of Electors in accordance with statutory requirements and to process monthly applications for additions, deletions and amendments.	<input checked="" type="checkbox"/>
To run any Neighbourhood Plan referenda effectively and accordance the relevant legislation and Electoral Commission performance standards	<input checked="" type="checkbox"/>
Implement plan for introducing Mod.gov report management module.	<input checked="" type="checkbox"/>

### Land Charges

Key Service Aims/Objectives	Include in Service Plan Summary
To maintain a register of local land charges and respond to searches and applications for enquiries accurately and promptly.	<input checked="" type="checkbox"/>
Keep the requirements in the Infrastructure Act for migrating the statutory register to HM Land Registry under review and liaise as necessary with the Land Registry, LLCI, LGA and Business Support.	<input checked="" type="checkbox"/>
Implement shared TLC system	<input checked="" type="checkbox"/>
To digitise paper records at CDC and cleanse existing electronic LLC records at SBDC	<input checked="" type="checkbox"/>

### Legal Services

Key Service Aims/Objectives	Include in Service Plan Summary
To ensure legality and propriety in Council affairs identifying actual and potential breaches of the law and deal with complaints that members may have breached the code of conduct.	<input checked="" type="checkbox"/>
To provide an effective and efficient legal service consisting of clear, precise and timely advice and	<input checked="" type="checkbox"/>





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Key Service Aims/Objectives	Include in Service Plan Summary
effective implementation of decisions and completion of contracts/agreements.	
Deliver the cost-savings and new working practises identified in the Shared Service Business Plan.	<input checked="" type="checkbox"/>
To support the Cabinet and Management Team in respect of the preparation of the Joint Local Plan and other major infrastructure proposals affecting the Districts.	<input checked="" type="checkbox"/>
Support the introduction/implementation of a development company at SBDC and associated development projects.	<input checked="" type="checkbox"/>
To support the Cabinets and Management Team in respect of measures and procedures arising from the enactment of new legislation , statutory guidance and corporate projects	<input checked="" type="checkbox"/>

**Children’s Act 2004 and Protection of Vulnerable Adults:** We are required to put in place arrangements to protect children and vulnerable adults and promote their welfare. How does your service takes account of the need to safeguard and promote the welfare of children and vulnerable adults, and how will you improve this in the coming year?

A lot of this act revolves around the timely and appropriate sharing of information across multiple agencies. Workshops have been performed with front line staff to ensure that they are up to date on how to handle and safely share data not only with partner organisations but also in a shared service context. A training programme has been devised and provided for all staff in information governance roles. This content also includes how to handle and safely share data with partner organisations, in a shared service context and the wider public.



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## Section 2 – Key achievements/outcomes for previous year

**Please list key achievements and outcomes that the service has achieved since March 2017**. This is because the service plan summaries containing this information go to Cabinet during February 2018, so you will be looking back over the current year for your achievements.

**You should aim to have 5-10 key outcomes**. The top 5 from each service area will feed into the Service Plan Summary for publication.

### Democratic and Electoral Services

#### Key achievements and outcomes in the previous year

Managed the County Council Elections in May and the General Election in June
Successfully completed the digitised annual canvass of electors at both Councils
Managed by-elections at Burnham Lent Rise and Taplow, Beaconsfield North and, Penn and Coleshill
Reviewed Polling Station arrangements
Increased voter registration engagement
Reviewed and updated SBDC's constitution including the Scheme of Delegations to Officers

### Legal and Local Land Charges

#### Key achievements and outcomes in the previous year

Introduced VAT on Con29 Enquiries as required by HMRC
Completed a service review and implemented a joint Local Land Charges Services team
Progressed implementation of electronic TLC system for South Bucks in line with Chiltern
Supported the incorporation of a development company at South Bucks
Supported the Planning teams at both Councils with a number of high profile and complex planning enforcement matters
Dealt with emergency prohibition notices on 2 food premises and a successful prosecution for food hygiene offences



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## Section 3 – Shared Services programme

Please identify, for each unit you are responsible for, current plans in relation to the shared services reviews:

Unit Name	Review and implementation completed (say when)	Review and/or implementation continuing in 2017/18	Review scheduled for/continuing in 2018/19	Review not yet scheduled.
Legal Services	2 February 2015			
Democratic Services	1 January 2017			
Local Land Charges		1 January 2018		



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## Section 4 - Know your customer

This section allows you to think about who your customers are and the make-up of the customers that your team needs to provide a service to. This information will help you to influence your service delivery and the way it is tailored to different sets of customers. It can also help you to provide a basis for prioritisation over which aspects of the service to continue, improve, grow or cut back. There is a wide range of information available about the make-up of customers in the district e.g. Acorn data, Census data and information from other statistical sources and data.

Current priority groups identified through the SBDC Cohesion and Inequalities Strategy 2010 that we wish to ensure can access services, support and are able to get involved are: Carers; People with a disability – physical (such as sight and hearing impairment), mental health and learning difficulties; Low income families/households; Elderly; Young; Gypsy, Roma Traveller community (due to low literacy levels).

Information about your customers	
<p>Who are your key customers? (If your customers are internal departments this should be stated).</p>	<p><b>Legal department</b> serves the following internal departments:</p> <ul style="list-style-type: none"> <li>- Planning and Building Control</li> <li>- Environmental Health (including external Health &amp; Safety, Food Safety, Licensing, Statutory Nuisance);</li> <li>- Environment (including estates and parking)</li> <li>- Housing (including Homelessness and Unfit Premises);</li> <li>- Revenues and Benefits;</li> <li>- Waste Management and Recycling</li> </ul> <p><b>Land Charges</b> main customers are normally solicitors or agents acting on behalf of prospective buyers and sellers of property.</p> <p><b>Democratic &amp; Electoral Services</b> clients are split into 2 categories:</p> <ul style="list-style-type: none"> <li>• Decision making/representational role – mainly the elected members of the Council, but also the Management Team and internal staff across the Council are also served. Indirectly the public/residents are also customers, via public access to agenda and minutes of meetings.</li> <li>• Electoral Registration and Elections – the 72,685 electors in Chiltern and the 52,542 electors in South Bucks (ONS – UK Electoral Statistics 2011).</li> </ul>
<p>Are there key features/distinctive characteristics that need to be taken into account?</p>	<p>Chiltern has a population of 94,545 and 39,419 households. South Bucks has a population of 69,120 and 28,694 households.</p> <p>South Bucks and Chiltern have an increasingly ageing population. For Chiltern 19.4% of the population is aged 65 years and over with 5.5% of the population aged 80 and over. For South Bucks 19.3% of the population is aged 65 years and over with 5.8% of the population aged 80 and over (Census 2011).</p> <p>Some older members of the electorate may face some barriers to voting for example travelling to the polling station, filling out information online – however there are other options available such as postal voting and information is available over the phone.</p> <p>DEFRA has classed both South Bucks and Chiltern as being rural. South Bucks a rural-50 district (at least 50% of its population in rural settlements and larger market town) and Chiltern is 'significant rural' (more than 26% but less</p>



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	<p>than 50% of their population live in rural settlements and larger market towns).</p> <p>South Bucks has a number of gypsy and traveller sites within the district and is ranked 7 out of 348 authorities for the percentage of gypsy or Irish travellers who make up the population.</p>
<p>Do you carry out a customer satisfaction survey for your area? Please list all satisfaction surveys that you currently undertake.</p>	<p>Legal Services - client feedback is encouraged through on going surveys issued at the end of each matter. Democratic Services – survey of members' satisfaction with induction programme undertaken</p>
<p>As well as satisfaction surveys do you have any other regular consultation and engagement in place (e.g. focus groups)?</p>	<p>Legal Services have regular meetings with clients. Clients are also contacted through email, phone or face-to-face.</p> <p>Electoral services have feedback forms for candidates, agents and election staff</p>
<p>Please tick any of the following that you will be carrying out next year.</p>	<p>Customer Focus Groups <input type="checkbox"/></p> <p>Consultations <input checked="" type="checkbox"/></p> <p>Roadshows <input type="checkbox"/></p> <p>Newsletters <input type="checkbox"/></p> <p>Seminars/workshops <input checked="" type="checkbox"/></p> <p>Review of website pages <input checked="" type="checkbox"/></p>
<p>Are there any key changes you will need to make to service delivery in the next year to tailor it to customer need?</p>	<p><b>Land Charges</b> – CDC and South Bucks moving to a joint service and shared TLC (Total Land Charges) system.</p> <p>Legal – Use of Iken Case Management system will enable more flexible working practices</p> <p>Democratic Services – Introduction of the report management module of Modern.gov for report and agenda preparation</p>
<p>What will the Customer Experience Strategy entail for your service?</p>	<ul style="list-style-type: none"> <li>Chiltern District Council and South Bucks District Council are likely to be delivering a significant programme of transformation to change the way that we deliver our services to our customers. Implementation of this programme will commence in 2018/19. Throughout this year all services will be involved in analysing data to identify customer needs and in tailoring service delivery to better meet those needs. Once the programme is implemented there will be an increased focus on the use of customer insight and data to develop our services in the future.</li> </ul>
<p>In your view what would an excellent service look like to the community? How would you rate your service against this view?</p>	<p>Efficient, timely, accurate and professional services which are cost effective and value for money</p>



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Please summarise the main points covered in this section below (including identifying your main customers, key characteristics, key changes you are looking to make to service delivery in the next year and what consultation and engagement you are looking to carry out). This section will feed into the Service Plan Summary for publication.

#### Summary – Know your customer (Chiltern)

The customers for Legal are internal departments and council members. Land Charges customers are solicitors or agents acting for home buyers whilst Democratic and Electoral Services provide services to councillors, internal departments and particularly those writing reports and all members of the public who are eligible to vote.

The Joint Legal services team will be developing its electronic case management and time-recording system to increase efficiencies and enable more flexible working, as well as maximising income from external charging.

Local Land Charges will digitise remaining paper records.

Democratic and Electoral Services will be introducing report management through Modern.gov for preparing reports and agendas.

#### Summary – Know your customer (South Bucks)

The customers for Legal are internal departments and council members. Land Charges customers are solicitors or agents acting for home buyers whilst Democratic and Electoral Services provide services to councillors, internal departments and particularly those writing reports and all members of the public who are eligible to vote.

The Joint Legal services has introduced an electronic case management and time-recording system to increase efficiencies and enable more flexible working, as well as maximising income from external charging.

Local Land Charges will be continuing to digitise paper records and cleanse existing electronic records in preparation for the introduction of an electronic LLC register at both Councils and work towards a shared TLC system.

Democratic and Electoral Services will be introducing report management through Modern.gov for preparing reports and agendas.



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### Section 5 – Action plan (short term/medium term)

The next 3 sections which cover performance indicators, actions and risks, we monitor using the Covalent Performance Management system.

Think about where you want to be in line with the Council's aims and priorities and what you need to do to get there. What actions will we be carrying out over the short term (1 year), medium term (2-3 years) and longer term (4-10 years)? What will the outcome of these actions be for residents? Any expected savings should be detailed in the action plan table. Please keep actions concise. Think about any key policy changes in the next few years, e.g. welfare reform, localism act, national planning policy framework and if they require a change to the way you currently deliver your service make sure appropriate actions are included in your plan. Consider the value for money of your service (refer to Joint Performance Management Framework for more information), and identify actions to include which will improve it.

You should include all key actions that you will be undertaking and select **5 - 10** actions that you will update progress on Covalent on a quarterly basis. The ones selected for Covalent *will be included in your Service Plan Summary* for publication. Please include relevant shared services actions.

#### Short term – actions for 2018/19

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. end March 2018)	Lead Officer	Expected savings
Support further improvements to governance	Improve understanding of overview and scrutiny role.		No		Ongoing	JS	
Implement report management in Modern.gov	PID sets out programme for testing and phasing	Clearer reports	No			EC/LA	
Implement TLC at both Councils	PID sets out programme for testing and phasing	Quicker turn round times for SBDC searches	No	Customer focussed cost effective services	July 2018	JS	



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## Medium/long term – actions for 2-3/4-10years

List of Key Actions/ Projects	What will be the key outcomes and benefits seen by residents	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. 2 years = March 2019)	Lead Officer	Expected savings
Support the effective running of the District and Parish Elections	Assurance of a fair and accurate poll		May 2019	Returning Officer/D&ES Manager	-





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### Section 6 – Performance indicators (to be prefilled – will require checking/tweaking)

Please review your performance indicators listed below, your indicators should assist you with achieving your service objectives, be customer focused and reflect the aims and priorities of the Council. Please highlight any changes to these indicators in **pink**. *Only Corporate Performance Indicators will show in your Service Plan Summary for publication.*

Identify a **maximum of 5** key performance indicators per unit to be tracked via Covalent. You must include priority and corporate indicators within these 5.

Corporate indicators include those which management team and cabinets have selected as priority indicators (P) to be included in the monthly budget pack.

Activity indicators are data only and for South Bucks only are also reported monthly in the budget pack (A).

Corporate indicators are also reported on within the quarterly performance report (C).

Any changes to these must first be approved by MT/Cabinet and this will be swept up in the annual PI review process which will occur once the service plan summaries have been signed off.

MT would like to align PIs across both councils, where possible. They would also like quarterly performance reporting to concentrate on one or two key measures that define how your service is doing rather than indicators you use to assist your day to day management of the unit.

Additional indicators you wish to track to help manage the day to day business should be logged as departmental indicators (D) – used by your service only and not reported on outside your service by finance or policy and performance.

**Please ensure you only include measures that are absolutely essential.**

### Legal and Democratic Services

#### Corporate Performance Indicators:

PI Code	Short Name	2016/17 Value	2016/17 Target	Last update	Current value	Annual Target 2017/18	Future Targets		
							2018/19	2019/20	2020/21
CdLD2 (C)	Percentage of canvass forms returned	97%	94%	2016/17	94%	94%	94%	94%	94%
JtLD1 (C)	Client satisfaction with the shared legal service. Percentage satisfied or very satisfied.	100%	96%	2016/17	100%	98%	98%	98%	98%
SbLD2 (C)	Percentage of canvass forms returned	98%	90%	2016/17	98%	94%	94%	94%	94%
SbLD3 (C)	Percentage of standard searches carried out within 5 working days by period quarterly	100%	100%	September 2017	100%	100%	100%	100%	100%

### Department Performance Indicators



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PI Code	Short Name	2016/17 Value	2016/17 Target	Last update	Current value	Annual Target 2017/18	Future Targets		
							2018/19	2019/20	2020/21
CdLD4 (D)	Percentage of standard searches carried out within three working days (by period quarterly)	100%	100%	Q2 17/18	100%	100%	100%	100%	100%
CdLD5(a) (D)	Percentage of requests for advice on draft enforcement notices completed within 3 weeks of receiving full instructions	N/A	100%	Q2 17/18	100%	100%	100%	100%	100%
SbLD4 (D)	Percentage of standard searches carried out within three working days (by period, cumulative)	93%	100%	Q2 17/18	94%	94%	94%	94%	94%

#### Activity Indicators - Data Only, no targets.

PI Code	Short Name	2016/17 Value	Last update	Current value
CdLD7 (A)	Number of full land charge searches processed (standard search) by period monthly	942	September 2017	63
CdLD8 (A)	Number of full land charge searches processed (with additional requirements) by period monthly	695	September 2017	62
CdLD10 (A)	Percentage turn out for local elections	97%	2016/17	97%
SbLD7 (A)	Number of full land charge searches processed (standard search)	738	September 2017	67
SbLD8 (A)	Number of full land searches processed (with additional enquiries)	270	September 2017	16
SbLD9 (A)	Number of personal searches	554	September 2017	45
SbLD10 (A)	Percentage turn out for local elections	98%	2016/17	98%



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## Section 7 - Risks to be prefilled

Please consult the Risk Register guidance when reviewing your risks. You need to consider any key risks that will affect the delivery of key service outcomes, *other than* the identified strategic, budgetary and business continuity risks.

### Likelihood:

Likelihood Score	Description	Frequency (How often it might / does happen.)
1	Rare	This will probably never happen and is only possible in exceptional circumstances.
2	Unlikely	This is possible, but not an expected occurrence.
3	Possible	This might happen occasionally, but likely to occur less than annually.
4	Likely	This is likely to occur within the next year but is not a persistent issue.
5	Almost Certain	This is likely to happen and could be persistent or occur frequently.

**NB. Where scores fall across more than one level, always use the highest score.**

### Impact:

Impact Score	Description	Impact definitions
1	Negligible	<ul style="list-style-type: none"> <li>Negligible loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>Can be easily and quickly remedied.</li> <li>No or extremely unlikely financial loss.</li> <li>No or extremely unlikely reputational loss.</li> <li>No breach of Governance Rules, or of legal or contractual obligations.</li> </ul>
2	Minor	<ul style="list-style-type: none"> <li>Minor loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>Short term impact on operational efficiency and performance.</li> <li>Financial loss of £10,000 or less (Based on Financial Rules write-off limits).</li> <li>Failure to meet internal standards where there is no external interest and overall objectives are not compromised.</li> <li>Unlikely to generate complaints or cause reputational damage.</li> <li>Small breach of legal or contractual obligations which can be quickly put right without penalty.</li> </ul>



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Impact Score	Description	Impact definitions
3	<b>Moderate</b>	<ul style="list-style-type: none"> <li>Moderate loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>Medium term impact on operational efficiency and performance.</li> <li>Financial loss of £10,000 or more but below £100,000.</li> <li>Failure to meet internal standards, where there is an external interest and overall objectives could be compromised.</li> <li>Likely to generate low levels of complaints and / or short term reputational damage.</li> <li>May attract the short term attention of regulatory or legislative bodies.</li> </ul>
4	<b>Major</b>	<ul style="list-style-type: none"> <li>Major loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>One-off event which could destabilise the Council.</li> <li>Widespread medium or long term impact on operational efficiency and performance.</li> <li>Financial loss of £100,000 or more, but below £1m.</li> <li>Likely to generate complaints and adverse media attention resulting in medium term reputational damage.</li> <li>Breach of legal or contractual obligation attracting the medium-term attention of legislative or regulatory bodies.</li> </ul>
5	<b>Catastrophic</b>	<ul style="list-style-type: none"> <li>Total sustained loss or interruption to critical service(s), project(s), systems or environmental health.</li> <li>Long term impact on operational efficiency and performance.</li> <li>Financial loss of £1m or more.</li> <li>Likely to generate many complaints and extensive adverse media attention resulting in long term reputational damage.</li> <li>Serious breach of legal or contractual obligation attracting the rapid intervention of legislative or regulatory bodies.</li> <li>Loss of credibility.</li> </ul>
<p><b>NB. Only one of the bullet points need apply within any category. Where scores fall across more than one level, always use the highest score.</b></p>		

In the final column **please select key risks for your area that will be included in the Service Plan** summary for publication.

Please note that you should have **no more than 5 critical risks** in addition to the strategic risks applying to your service.



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Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
CSB L&DS01 Failure to provide accurate, up to date legal advice on time.	2	3	6	<ol style="list-style-type: none"> <li>1. Regular training undertaken by legal staff to ensure knowledge base is current - relevant training identified at annual appraisal and training plan set up within budget.</li> <li>2. Professional staff to meet CPD requirements.</li> <li>3. Staff share knowledge gained with other legal staff and relevant client depts.</li> <li>4. Head of Legal maintains training record and budget monitoring.</li> <li>5. Maintain Professional Indemnity Insurance.</li> <li>6. Seek to ensure all draft reports are submitted to legal before finalised. All matters open to question should be referred to the Monitoring Officer.</li> <li>7. Any relevant training is recognised through Annual Appraisals and Annual Training Plan set for legal services.</li> <li>8. Comply with Corporate H&amp;S stress policy if work overload issues.</li> <li>9. Section head allocates work of the section and monitors and reviews workloads - particularly at annual appraisal.</li> <li>10. Team meetings held 6 weekly - opportunity to raise staff issues. Updates on workloads reported to DMT.</li> </ol>
CSB L&DS03 Loss of staff in land charges causing backlogs resulting in complaints, reputational damage and loss of business	3	3	9	Limited opportunity to cover within section if staff are absent. Additionally, one member of staff at CDC is of retirement age so need to think about planning for replacement.
CSB L&DS04 Failure to comply with the Constitution, Rules of Procedure, Codes and Protocols and statutory requirements for Council, Cabinet and Committee meetings.	2	3	6	<p>Documents handled by more than one person Letters to be checked &amp; signed by responsible officer Use of standard letter / report &amp; Minute formats to ensure accuracy &amp; consistency Forward plan in place with regular reminders sent out to ensure compliance with publication deadlines</p>

The Council periodically conducts a review of its strategic risks. Please outline below the role your service plays in mitigating these risks. If it does not apply to your service, state N/A.



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Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
1	Joint Working	Governance in place – Joint Committee, Joint Staffing Committee. Joint senior management team. Programme documentation and programme management resources. Plan for service reviews, business cases presented. Member involvement in joint working in line with member expectations Communication plan for members, staff, external partners External approaches to join the joint working carefully considered at a political level and impact on programme assessed.	<ul style="list-style-type: none"> <li>N/A – shared service will be in place</li> </ul>
2	Transformation and Management of Change	. 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.	<ul style="list-style-type: none"> <li>N/A</li> </ul>
3	Financial Stability	Review of MTFs. Clear service priorities. Analysis of Government spending plans, bought in where necessary. Savings programmes agreed and monitored. Annual review of cost base Strategies for use of reserves.	<ul style="list-style-type: none"> <li>N/A</li> </ul>
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.	<ul style="list-style-type: none"> <li>Via shared service reviews and workforce planning</li> </ul>
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	<ul style="list-style-type: none"> <li>N/A</li> </ul>
6	Joint/Partnership working	Co-ordinate and streamline representation on partnership groups. Monitor impact of changes arising from partner	<ul style="list-style-type: none"> <li>N/A</li> </ul>



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Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
		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.	<ul style="list-style-type: none"> <li>N/A</li> </ul>
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.	<ul style="list-style-type: none"> <li>N/A</li> </ul>
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.	<ul style="list-style-type: none"> <li>Legal Services to keep abreast of changes and advise the Council as appropriate.</li> </ul>
10	Affordable Housing	Housing strategies in place and regularly reviewed. Good relationships between housing and planning services. Resources identified to support housing schemes	<ul style="list-style-type: none"> <li>N/A</li> </ul>
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.	<ul style="list-style-type: none"> <li>Legal Services to provide advice regarding major projects.</li> </ul>
12	Demographic Changes	Corporate analysis of Census and related data. Incorporate Census data into service planning. Communicate key messages to members.	<ul style="list-style-type: none"> <li>N/A</li> </ul>
13	Property/ Asset Management	Asset Management Plans in place and reviewed. Professional advice used where appropriate. Resources in place to support AMPs.	<ul style="list-style-type: none"> <li>N/A</li> </ul>



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Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
14	Economic Viability	Good liaison arrangements with local businesses. Monitor key indicators of the local economy. Take advance of opportunities offered by LEP.	<ul style="list-style-type: none"> <li>NA</li> </ul>

Ongoing through your risks are there any improvements you need to put in place to mitigate key service risks and weaknesses in any areas? (please include improvement identified through internal and external audits and business continuity plans)

**NA**





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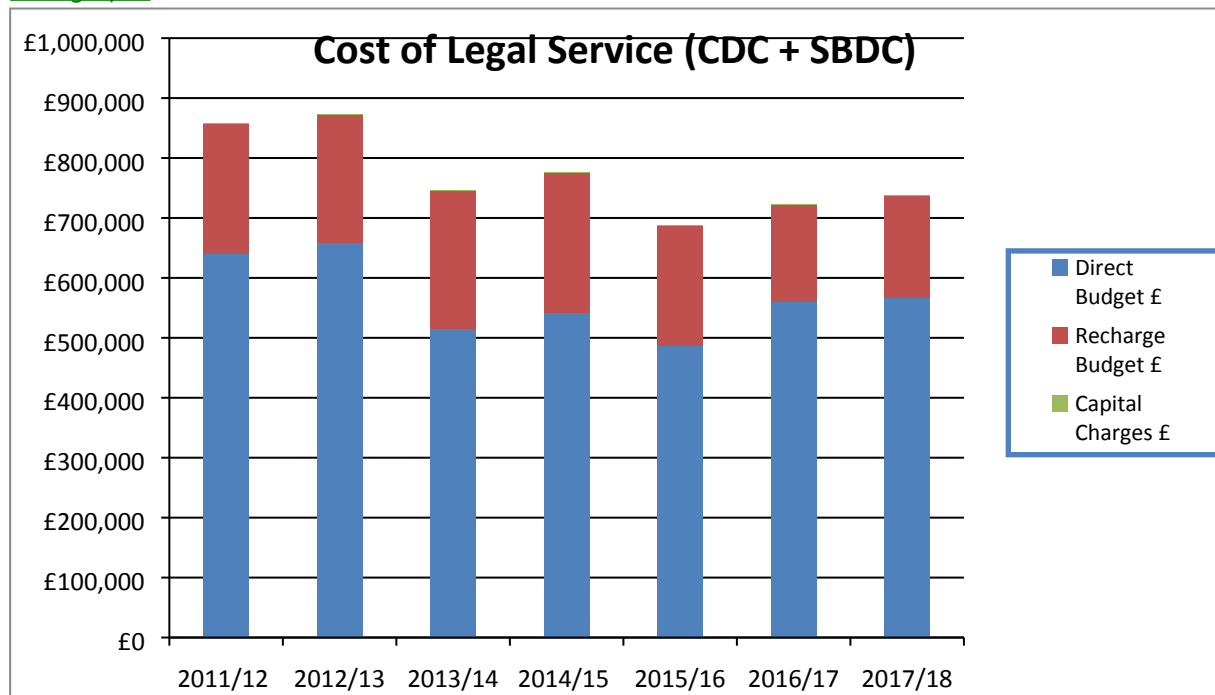
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## Section 8 – Costs and cost comparison information - prefilled

Comparative data is useful to help review the financial cost/efficiency of the service.

### Cost graphs



### Joint Service

Year	Direct Budget £	Recharge Budget £	Capital Charges £	Total Cost £
2011/12	639,830	217,970	0	857,800
2012/13	658,990	213,240	0	872,230
2013/14	515,724	230,565	0	746,289
2014/15	542,440	234,029	0	776,469
2015/16	486,350	200,760	0	687,110
2016/17	560,920	160,706	0	721,626
2017/18	567,840	168,850	0	736,690

Cost

Centre LE01

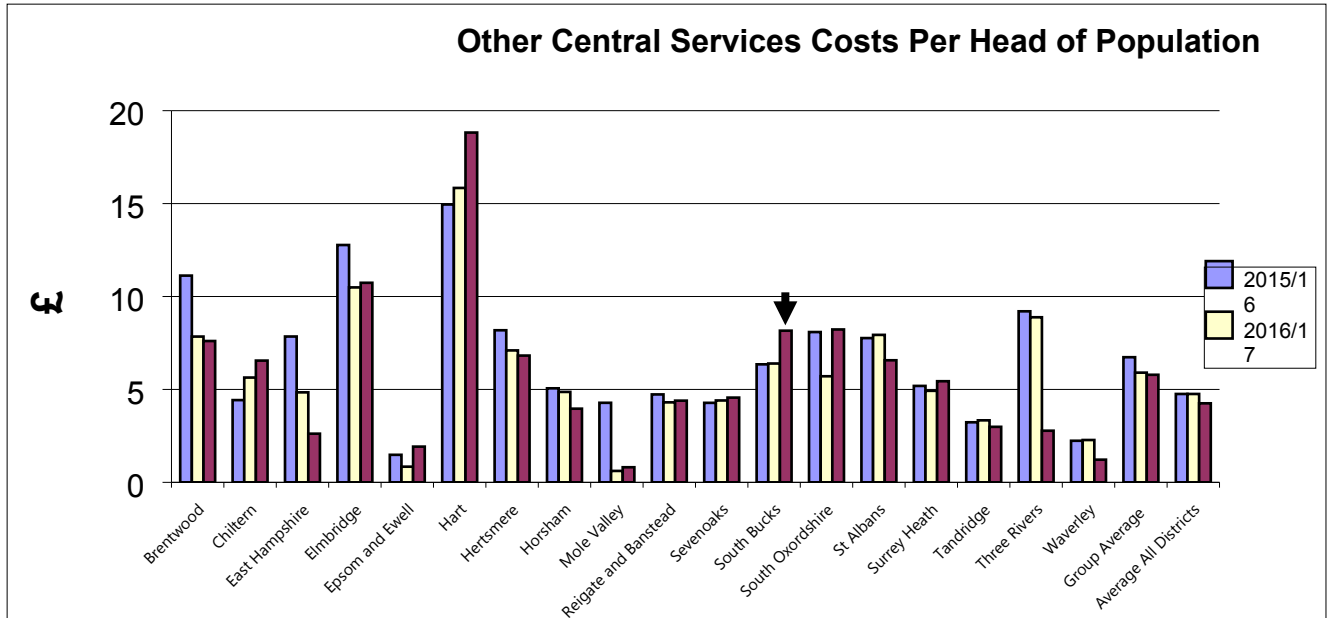


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Data

		2015/16			2016/17			2017/18		
		Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop
E1533	Brentwood	75.6	841	11.1	75.6	593.0	7.8	76.4	581	7.6
E0432	Chiltern	94.0	416	4.4	94.0	530.0	5.6	95.1	623	6.6
E1732	East Hampshire	117.5	922	7.8	117.5	569.0	4.8	118.0	309	2.6
E3631	Elmbridge	132.8	1,696	12.8	132.8	1,393.0	10.5	132.8	1,426	10.7
E3632	Epsom and Ewell	78.3	116	1.5	78.3	66.0	0.8	79.6	153	1.9
E1736	Hart	93.3	1,395	15.0	93.3	1,478.0	15.8	94.2	1,773	18.8
E1934	Hertsmeere	102.4	838	8.2	102.4	727.0	7.1	103.5	706	6.8
E3835	Horsham	134.2	679	5.1	134.2	653.0	4.9	138.0	547	4.0
E3634	Mole Valley	86.2	369	4.3	86.2	53.0	0.6	86.2	70	0.8
E3635	Reigate and Banstead	143.1	677	4.7	143.1	616.0	4.3	145.6	640	4.4
E2239	Sevenoaks	117.8	504	4.3	117.8	519.0	4.4	119.1	543	4.6
E0434	South Bucks	68.5	435	6.4	68.5	438.0	6.4	69.6	568	8.2
E3133	South Oxfordshire	137.0	1,108	8.1	137.0	782.0	5.7	138.1	1,136	8.2

# Appendix 8

Classification: OFFICIAL



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E1936	St Albans Surrey	144.8	1,124	7.8	144.8	1,149.0	7.9	146.3	961	6.6
E3638	Heath Tandridge	87.5	454	5.2	87.5	431.0	4.9	88.4	481	5.4
E3639	Three	85.4	276	3.2	85.4	285.0	3.3	86.7	259	3.0
E1938	Rivers	90.4	832	9.2	90.4	803.0	8.9	92.5	257	2.8
E3640	Waverley	122.9	275	2.2	122.9	280.0	2.3	123.8	151	1.2
	Group Average	106.2	719.8	6.7	106.2	631.4	5.9	107.4	621.3	5.8
	Average All Districts	108.1	514	4.8	108.1	514.0	4.8	109.7	466.5	4.3

CDC's costs are made up as follows:		2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £
R700	Land Charges	-87,071	-47,143	-42,235
Q100/ER01	Electoral Registration	124,109	175,087	203,466
Q200	Elections	83,037	28,171	8,661
Y140/5644	Grant to Parishes	80,000	29,000	0
R250	Grants	216,000	216,000	216,000
DS01	Democratic Services Support Adj		128,390	236,947
		416,075	529,505	622,839

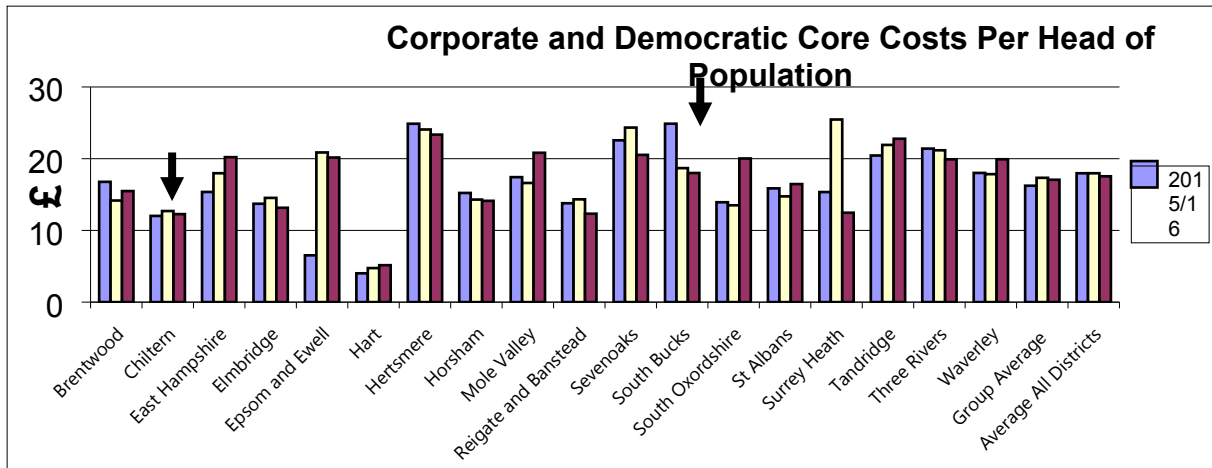
SBDC's costs are made up as follows:		2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £
1280	Voluntary Action Group	24,114	0	
1281	CAB	79,858	69,866	74,848
2316	Land Charges	22,724	13,126	28,875
2317/ER01	Electoral Registration	196,662	231,123	153,822
2321	Elections	90,891	76,023	35,062
3556	Subscriptions & Donations	32,345	47,554	38,781
	Grant to Parishes	0		
DS01	Democratic Services			236,947
2310	Customer Services	-11,370		0
		435,224	437,692	568,335



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Data		2015/16			2016/17			2017/18		
		Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop
E1533	Brentwood	75.6	1,268	16.8	75.6	1,071	14.2	76.4	1,183	15.5
E0432	Chiltern	94.0	1,130	12.0	94.0	1,194	12.7	95.1	1,167	12.3
E1732	East Hampshire	117.5	1,805	15.4	117.5	2,112	18.0	118.0	2,385	20.2
E3631	Elmbridge	132.8	1,822	13.7	132.8	1,930	14.5	132.8	1,747	13.2
E3632	Epsom and Ewell	78.3	511	6.5	78.3	1,634	20.9	79.6	1,605	20.2
E1736	Hart	93.3	375	4.0	93.3	443	4.7	94.2	485	5.1
E1934	Hertsmere	102.4	2,547	24.9	102.4	2,465	24.1	103.5	2,417	23.4
E3835	Horsham	134.2	2,043	15.2	134.2	1,919	14.3	138.0	1,949	14.1
E3634	Mole Valley	86.2	1,502	17.4	86.2	1,432	16.6	86.2	1,795	20.8
E3635	Reigate and Banstead	143.1	1,973	13.8	143.1	2,051	14.3	145.6	1,795	12.3
E2239	Sevenoaks	117.8	2,658	22.6	117.8	2,867	24.3	119.1	2,445	20.5
E0434	South Bucks	68.5	1,704	24.9	68.5	1,280	18.7	69.6	1,253	18.0
E3133	South Oxfordshire	137.0	1,908	13.9	137.0	1,850	13.5	138.1	2,766	20.0
E1936	St Albans	144.8	2,297	15.9	144.8	2,135	14.7	146.3	2,408	16.5
E3638	Surrey Heath	87.5	1,343	15.3	87.5	2,228	25.5	88.4	1,102	12.5
E3639	Tandridge	85.4	1,746	20.4	85.4	1,872	21.9	86.7	1,975	22.8
E1938	Three Rivers	90.4	1,935	21.4	90.4	1,914	21.2	92.5	1,842	19.9
E3640	Waverley	122.9	2,214	18.0	122.9	2,193	17.8	123.8	2,466	19.9
	Group Average	106.2	1,710.1	16.2	106.2	1,810.6	17.3	107.4	1,821.4	17.1
	Average All Districts	108.1	1,942	18.0	108.1	1,942	18.0	109.7	1,925	17.5



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CDC's costs are made up as follows:		2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £
P090	Treasury Mgt	68,574		0
R350	Subscriptions	16,750		0
CM01	Corporate Management	431,751	655,303	633,890
R475	HS2	54,454	47,712	80,107
R490	Member Support	592,845	466,923	444,976
R477	Shared Services	178,945	21,960	0
	Remove capital charges	-213,650		
R492	Chairman's Expenses			7,860
		1,129,669	1,191,898	1,166,833

SBDC's costs are made up as follows:		2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £
2274	Corporate Management	980,074	696,945	731,998
2323/4	Democratic Processes	546,352	425,704	520,927
CO01	Communications	55	0	0
2308	Committee Services	177,199	157,591	0
1251	Chief Executive		1	0
		1,703,680	1,280,241	1,252,925

## Cost information

How does the cost compare to our nearest neighbour comparators?

CDC:

There is no comparison available for legal services costs, however for other central services; the cost per head of population was 11<sup>th</sup> lowest for the comparator group of 18 and 2<sup>nd</sup> lowest for corporate and democratic core costs.

SBDC:

There is no comparison available for legal services costs, however for other central services, the cost per head of population was 12<sup>th</sup> lowest for the comparator group of 18, below the average for the group and 8<sup>th</sup> lowest in the group for corporate and democratic core costs, reflecting the high level of fixed costs for this provision against the lowest population count for the group.



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<p>Is there a reason our costs are higher/lower than our nearest neighbour comparator groups</p>	<p>Insufficient breakdown provided to assess.</p>
<p>How have our actual costs changed over the last 3 years?</p>	<p>CDC</p> <p>Cost of legal service: costs have reduced by 11% when compared to 2014/15</p> <p>Other central services: costs have increased by around 85% when compared with 2014/15</p> <p>Corporate and Democratic: costs have reduced by 12% when compared with 2014/15</p> <p>SBDC</p> <p>Cost of legal service: costs have reduced by 2% when compared to 2014/15</p> <p>Other central services: costs have increased by around 59% when compared to 2014/15</p> <p>Corporate and Democratic: costs have reduced by 18% when compared with 2014/15</p>

Please summarise your cost information below. How are the costs changing over time, do we compare favourably with our nearest neighbour (please highlight if there is any reasons you know of why costs may be different). This section will feed into the Service Plan Summary for publication.

### Summary – Cost information

**CDC:**

There is no comparison available for legal services costs, however for other central services; the cost per head of population was 11<sup>th</sup> lowest for the comparator group of 18 and 2<sup>nd</sup> lowest for corporate and democratic core costs.

Cost of legal service: costs have reduced by 11% when compared to 2014/15

Other central services: costs have increased by around 85% when compared with 2014/15

Corporate and Democratic: costs have reduced by 12% when compared with 2014/15

**SBDC:**

There is no comparison available for legal services costs, however for other central services, the cost per head of population was 12<sup>th</sup> lowest for the comparator group of 18, below the average for the group and 8<sup>th</sup> lowest in the group for corporate and democratic core costs, reflecting the high level of fixed costs for this provision against the



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lowest population count for the group.

Cost of legal service: costs have reduced by 2% when compared to 2014/15

Other central services: costs have increased by around 59% when compared to 2014/15

Corporate and Democratic: costs have reduced by 18% when compared with 2014/15







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# Service Plan Workbook 2018/19

## Planning & Economic Development

### Why develop a service plan?

*Service plans form a key part of the Council's corporate planning and performance system.* They provide the detail about how services will deliver the Council's objectives and priorities.

The plans help us to measure progress against what we have said we would do and enable individual officers to see how the work they do on a day to day basis contributes to the Council's objectives.

This workbook will help you work through all the elements that need to be covered when planning your service for the next year.

### When do service plans run from and to?

Service plans are run in parallel with the financial year.

**You need to use this workbook to plan for the next financial year from April 2018 until end of March 2019, also thinking about longer term objectives and actions to include and work towards.**

### Service Plan Workbook and Summary

The service plan workbook is a working document for you to work through in the form of tables, checklists and text boxes.

The summary from each of the sections in the workbook will then be taken to create a 3-4 page Service Plan Summary for each service, which will be the outward facing service plan for staff, Members and for publication, so please ensure each summary is concise with a sufficient amount of detail.

The workbook is each manager's working document, so they can choose to keep it concise and high level or add in more detail to make it a useful working manual for the team.

### Timetable for developing Service Plans

**Service plan workbooks should be submitted to the Policy & Performance team by early November 2017,** who will provide feedback on the content and pull together the service plan summaries. The summaries will then be submitted through to Management Team in early December for approval before going to the next available Cabinet at each Council.

### Involving Staff and Members

The Head of Service/principal officer has the responsibility for writing the service plan. However **it is important that all staff in service areas are included in developing the plan, to help them understand their work programme for the next 12 months and how it links in with the Council's objectives.** Relevant Councillors such as the Cabinet/portfolio lead for each area should also be



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consulted, when carrying out your service planning, to ensure that they are aware of and aligned with the direction the service is going in.

<b>I have discussed this service plan with:</b>	<b>Y/N</b>
Portfolio holder(s)	
Unit managers	
Officers	

### Cross-cutting issues

When you are working through your service plan you should keep in mind the following cross cutting issues: diversity, mainstreaming community safety, use of ICT and website, localism and the big society, external funding, sustainability and equalities and how your service can take each of these into account.

### Prefilling

The Performance team will pre-fill some sections from either existing information or the previous years' service plan.

**All of this information will need to be reviewed, checked and amended where necessary.**



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## Service Plan details

Head of Service/Principal Officer	Andrew Ashcroft
Draft version completed	
Final version completed	
Service units covered by plan	Building Control Development Management (including Enforcement, Conservation and Arboricultural services) Planning Policy

## Section 1 – Key Service Aims/Objectives

Please list each of the services in your area (with a brief overview of functions they provide) and the Cabinet portfolio that it reports to. Please mark whether or not each function is statutory.

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.	Planning and Economic Development	<input checked="" type="checkbox"/>
Monitoring of a range of matters including the implementation of key planning polices, and the Councils' performance in relation to key performance indicators.	Planning and Economic 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.	Planning and Economic 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	Planning and Economic Development	<input type="checkbox"/>
Preparation, research and development of other planning related information and evidence to support the Council's planning decisions.	Planning and Economic Development	<input type="checkbox"/>
Processing and determination of planning and associated applications.	Planning and Economic Development	<input checked="" type="checkbox"/>
Preparing and presenting evidence to support the Council's planning decisions through the statutory appeal process.	Planning and Economic Development	<input checked="" type="checkbox"/>
Enforcement of planning control including the monitoring of planning permissions.	Planning and Economic Development	<input type="checkbox"/>
Providing planning information and advice to customers.	Planning and Economic Development	<input type="checkbox"/>
Making, reviewing and revoking Tree Preservation Orders.	Planning and Economic Development	<input type="checkbox"/>



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Designation of Conservation Areas, the preparation of Conservation Area Character Appraisals. Promoting the listing of new buildings of significant historic and architectural importance.	Planning and Economic 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.	Planning and Economic Development	<input checked="" type="checkbox"/>
Enforcement of the Building Act 1984, including dealing with and undertaking site inspections relating to dangerous structures and demolitions.	Planning and Economic Development	<input checked="" type="checkbox"/>
Provide awareness and advice for access for the disabled	Planning and Economic Development	<input checked="" type="checkbox"/>
Provision of responses to enable searches to be completed	Planning and Economic Development	<input checked="" type="checkbox"/>

Please put in your key service aims/objectives below, these should provide a short description of the purpose of each of the services in your area. In the final column please select key aims for each area (3-5 aims) that will be included in the Service Plan summary for publication. These will also be used to update the Council's Corporate Plan.

## Building Control

Key Service Aims/Objectives	Include in Service Plan Summary
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.	<input checked="" type="checkbox"/>
To provide a cost effective building control service this provides good value for money for both Authorities and the customer.	<input checked="" type="checkbox"/>
To maintain or enhance customer satisfaction whilst delivering a quality service which is resilient.	<input checked="" type="checkbox"/>
To enhance the service through the use of the most efficient and effective processes, including particularly remote working.	<input checked="" type="checkbox"/>
To aim for paperless office through improving processes.	<input checked="" type="checkbox"/>
To re-introduce a customer panel or something similar to help the service become customer focussed.	<input checked="" type="checkbox"/>

## Development Management

Key Service Aims/Objectives	Include in Service Plan Summary
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	<input checked="" type="checkbox"/>



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Key Service Aims/Objectives	Include in Service Plan Summary
NPPF.	
To successfully defend the Council's decisions at appeal.	<input checked="" type="checkbox"/>
To maintain or enhance customer satisfaction whilst delivering a quality service which is resilient.	<input checked="" type="checkbox"/>
To maintain a high performing service, including dealing with applications and requests for pre-application advice expeditiously. A	<input checked="" type="checkbox"/>
To resolve alleged breaches of planning control in accordance with the Council's Enforcement policy as efficiently as possible, taking formal action in those cases where it is expedient to do so and where it has not been possible to regularise the position by other means.	<input checked="" type="checkbox"/>
To provide a customer focused service, which positively seeks to facilitate high quality development consistent with the Council's planning policies.	<input checked="" type="checkbox"/>
To enhance the service through the use of the most efficient and effective processes and to cut out any waste.	<input checked="" type="checkbox"/>
To ensure high quality of service delivery throughout the shared service implementation.	<input checked="" type="checkbox"/>

### Planning Policy

Key Service Aims/Objectives	Include in Service Plan Summary
Deliver a cost-effective service with enhanced resilience and improved quality.	<input checked="" type="checkbox"/>
Prepare 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, viability and infrastructure planning).	<input checked="" type="checkbox"/>
Support the Neighbourhood Planning and Neighbourhood Development Order processes 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.	<input checked="" type="checkbox"/>
Work proactively and collaboratively with other organisations in order to deliver appropriate infrastructure improvements (e.g. A355 improvements, Beaconsfield relief road, Iver relief road) and influence their strategic proposals which have an impact on the District (e.g. HS2, Heathrow Express Depot, Heathrow, WRATH).	<input checked="" type="checkbox"/>
Establish, monitor and maintain effective evidence base for plan-making and implementation.	<input checked="" type="checkbox"/>
Deliver actions which will contribute to the implementation of the Economic Development Strategy	<input checked="" type="checkbox"/>

### Enforcement

Key Service Aims/Objectives	Include in Service Plan Summary
Amalgamation of processes into a single system.	<input checked="" type="checkbox"/>
Adoption of Local Enforcement Plan.	<input checked="" type="checkbox"/>
Set and monitor specific performance objectives in relation to Local Enforcement Plan.	<input checked="" type="checkbox"/>
Setting-up of a pro-active monitoring system re: conditions and legal agreements.	<input checked="" type="checkbox"/>



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Key Service Aims/Objectives	Include in Service Plan Summary
Deliver actions which will contribute to the implementation of the Economic Development Strategy	<input checked="" type="checkbox"/>

**Children’s Act 2004 and Protection of Vulnerable Adults:** We are required to put in place arrangements to protect children and vulnerable adults and promote their welfare. How does your service takes account of the need to safeguard and promote the welfare of children and vulnerable adults, and how will you improve this in the coming year?

The service generally has limited direct contact with children or vulnerable adults. Officers who undertake site inspections (e.g. Development Management, Enforcement, and Building Control) may occasionally visit premises where there are children and should keep an eye out for any situations or behaviour which does not seem right. The welfare of children can be a material planning consideration such as in relation to Gypsy and Traveller planning decisions.

When serving notices, Enforcement assess whether children are involved and demonstrate consideration of this if they will be affected by actions taken.

There are two e-learning modules on Learning Curve to raise awareness of these aspects: Safeguarding and Child Protection and Safeguarding Vulnerable Adults. Applicable staff are required to undertake both courses as appropriate. Where necessary, the need for this will be identified in their annual performance appraisal.

Planning Policy will take into account development needs in planning policy documents and where relevant access needs/implications as part of their evidence base, sustainability appraisals and equalities audits.



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## Section 2 – Key achievements/outcomes for previous year

Please list key achievements and outcomes that the service has achieved since March 2016. This is because the service plan summaries containing this information go to Cabinet during February 2017, so you will be looking back over the current year for your achievements. You should aim to have **5-10 key outcomes**. The top 5 from each service area will feed into the Service Plan Summary for publication.

### Building control

#### Key achievements and outcomes in the previous year

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

Builders Partnership Scheme now in place

Mobile and agile working now in place

Significant move to paperless office – no new hard copy applications. All existing files back -scanned.

Increased the number of partners

The service is fully staffed with recruitment and Retention package in place.

The surveyors can complete site inspections on site which will sync with the back office of Uniform. They can also see the drawings and communications on site via their I Pads.

### Planning Policy

#### Key achievements and outcomes in the previous year

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 (Denham, Gerrards Cross, Hedgerley, Iver, Farnham Royal, Taplow, Seer Green)

Revised the Local Development Scheme in light of the Joint Local Plan

Awarded 2 Housing fund bids for marginal viability in terms of Beaconsfield and Iver relief roads

### Enforcement

#### Key achievements and outcomes in the previous year

Implemented a joint Enforcement Team as part of the joint Planning review

Created a programme of works regarding the joint Planning service

Used the programme created to start on tasks relating to 2018/19

### Development management



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## Key achievements and outcomes in the previous year

Implemented a shared planning service for Chiltern and South Bucks, in order to bring 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 applicant

Maintained high levels of customer satisfaction

Achieved a high success rate in successfully defending the Council's decisions on appeal

A significant improvement in the approach to, and performance of Enforcement at South Bucks following the appointment of a new Manager in October 2016





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### Section 3 – Shared Services programme

Please identify, for each unit you are responsible for, current plans in relation to the shared services reviews:

Unit Name	Review and implementation completed (say when)	Review and/or implementation continuing in 2016/17	Review scheduled for/continuing in 2017/18	Review not yet scheduled.
Building Control	Implementation completed April 2014.	Piloting mobile/agile working as part of corporate initiative.	Introducing mobile/agile working	
Planning Policy	A light touch review of the Planning Policy teams was implemented in January 2015.	Reflecting the decision in late 2015 to prepare a single joint local plan for Chiltern and South Bucks, the 2 teams came together to form a joint Planning Policy team based at Amersham in early 2016		
Planning (Development Management, Enforcement and Planning Admin).		Implementation started in September 2017		



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## Section 4 - Know your customer - to be prefilled – will require checking/tweaking

This section allows you to think about who your customers are and the make-up of the customers that your team needs to provide a service to. This information will help you to influence your service delivery and the way it is tailored to different sets of customers. It can also help you to provide a basis for prioritisation over which aspects of the service to continue, improve, grow or cut back. There is a wide range of information available about the make-up of customers in the district e.g. Acorn data, Census data and information from other statistical sources and data.

Current priority groups identified through the SBDC Cohesion and Inequalities Strategy 2010 that we wish to ensure can access services, support and are able to get involved are: Carers; People with a disability – physical (such as sight and hearing impairment), mental health and learning difficulties; Low income families/households; Elderly; Young; Gypsy, Roma Traveller community (due to low literacy levels).

Information about your customers	
<p>Who are your key customers? (If your customers are internal departments this should be stated).</p>	<p>There is a wide range of customers, both direct customers who use the service itself, and indirect customers who are affected by its outcomes.</p> <p>Building Control – Direct customers include applicants, agents, property owners, builders, Members, Thames Water, Land Charges team, solicitors, Planning, Housing team, Disabled groups. Indirect customers include owners and occupiers of neighbouring properties, the general public, and other statutory agencies such as the Fire Authority.</p> <p>Planning Policy – Direct customers include Members, Development Management &amp; Enforcement officers, duty to co-operate organisations, parish councils/community groups undertaking neighbourhood plans and Government. Indirect customers include all of those who use the Districts in some way (e.g. residents, businesses, employees, those who use it for leisure purposes or in their daily commute). The services both have an adopted Statement of Community Involvement.</p> <p>Development Management – Direct customers include applicants, agents, Planning Committee, other Members, Town &amp; Parish Councils, a wide range of other consultees, occupants/owners of nearby and neighbouring properties, objectors and those who support proposals. Indirect customers would include those who are affected in some way by the Council's decisions.</p> <p>Enforcement – Direct customers include complainants, contraveners, Planning Committee, and other Members. Indirect customers would include those who are affected in some way by the Council's decisions and neighbours to sites. Other agencies including BCC and TVP.</p>
<p>Are there key features/distinctive characteristics that need to be taken into account?</p>	<p>Key features of both Districts include high expectations of customers in terms of service quality, a propensity to go to appeal in the case of refusals of planning permission, and a substantive need for affordable housing to meet local needs.</p> <p>The travellers' needs assessment was updated in 2016. Census 2011 reports that South Bucks ranked 7th highest in England for people with Gypsy or Traveller ethnicity at 0.4%, 256 people, whilst Chiltern has 121 people in this</p>



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	category.
<p>Do you carry out a customer satisfaction survey for your area? Please list all satisfaction surveys that you currently undertake.</p>	<p>Building Control – the joint service carries out surveys of customers in accordance with Government requirements.</p> <p>Planning Policy – the preparation of planning policy documents involves considerable engagement with key stakeholders. The Councils undertook extensive public consultation in relation to the joint local plan, with over 5400 parties responding to the issues and options consultation in early 2016, and a further excellent response to the preferred options consultation in October – December 2016. Local Authorities are subject to a “Duty to Co-operate” with neighbouring authorities and other bodies, and in the case of Local Plans any party who is aggrieved by the Council’s proposed policies has the opportunity to pursue their objections at an Examination. Accordingly, the authorities seek to resolve, as far as possible, such objections before Examination. However, there will always be some parties who are not satisfied (e.g. those who are fundamentally opposed to the Councils strong protection of the Green Belt)</p> <p>Development Management – South Bucks and Chiltern both carry out a continuous survey of applicants/agents.</p> <p>Enforcement – will draft and adopt a Local Enforcement Plan.</p> <p>A number of other extensive surveys of different types of customers (e.g. applicants, those submitting representations, consultees,) were carried out as an integral part of the shared service review for planning. Three workshops were also undertaken with planning agents in the context of the shared service review.</p>
<p>As well as satisfaction surveys do you have any other regular consultation and engagement in place (e.g. focus groups)?</p>	<p>Building Control runs informative seminars for its customers from time to time. During the implementation of the planning shared service review there will be the need to engage more regularly with key customer groups (e.g. agents).</p>
<p>Please tick any of the following that you will be carrying out next year.</p>	<p>Customer Focus Groups <input checked="" type="checkbox"/></p> <p>Consultations <input checked="" type="checkbox"/></p> <p>Roadshows <input type="checkbox"/></p> <p>Newsletters <input type="checkbox"/></p> <p>Seminars/workshops <input checked="" type="checkbox"/></p> <p>Review of website pages <input checked="" type="checkbox"/></p>
<p>Are there any key changes you will need to make to service delivery in the next year to tailor it to customer need?</p>	<p>Building Control is now agile and able to work from anywhere.</p> <p>The aim is to provide a flexible and mobile building control service that is self-financing by enabling surveyors to delivery services from any location in a reliable, agile and efficient manner. Implementing connectivity enabling on site / home back office access with real time upload / download capability via 3/4G networks utilising appropriate mobile devices that meet the needs of the service, in a relative “paperless” environment</p> <p>Planning Policy – the Planning Policy team’s focus over the next year will be on</p>



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	<p>progressing the preparation of the joint Chiltern and South Bucks Local Plan.</p> <p>Development Management, Enforcement &amp; Planning Support – the planning shared service, which has now been implemented, and includes a number of key changes, including , inter-alia, a revision to the number of area teams; a strategic sites and specialist team; an enforcement function which deals with retrospective applications; a temporary planning improvement team (to implement the change and drive efficiency); increased delivery to the customer by Customer Services; a “can do” approach, taking ownership and responsibility for dealing with issues and actively working to find effective solutions; changes to processes to make them more efficient and effective; move to more paperless working; ensuring that the information on the website is up-to-date and accurate to enable the customer to self-serve; a risk-based approach to supervision, checking and sign off; an outwardly focused service thinking about the customer experience; a service which is open to change, trying new approaches; a commercial mind-set; timely provision of pre-application advice; review of the fee charging structure and fees for pre-application advice; encouraging greater use of the planning portal for application submissions and discouraging the use of paper and email submissions; actively encouraging customers to submit comments/representations via public access so that it automatically populates back office system; active promotion of the use of Planning Performance Agreement (PPAs); or constraints to be run within the uniform system; representations and consultation responses to be made available on public access; use of Enterprise module to help performance management and balance workloads between staff and teams and smooth workflow; explore the potential for increased feedback to applicants on progress of their application; ensure that enforcement investigations undertaken with vigour and in a timely manner and that complainants are kept up-to-date at key stages in the process.</p> <p>Enforcement will require constitutional changes to seek a move to more enforcement officer and legal officer delegation to enable autonomous delivery of enforcement service.</p>
<p>What will the Customer Experience Strategy entail for your service?</p>	<ul style="list-style-type: none"> <li>Chiltern District Council and South Bucks District Council are likely to be delivering a significant programme of transformation to change the way that we deliver our services to our customers. Implementation of this programme will commence in 2018/19. Throughout this year all services will be involved in analysing data to identify customer needs and in tailoring service delivery to better meet those needs. Once the programme is implemented there will be an increased focus on the use of customer insight and data to develop our services in the future.</li> </ul>



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<p>In your view what would an excellent service look like to the community? How would you rate your service against this view?</p>	<p>Building Control – a service which ensures 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. High levels of customer satisfaction. High level of market share. Increased income. Speedy plan checking performance. All forms available online. The Service deals with dangerous structures by working with the general public and the emergency services.</p> <p>Planning Policy – a joint Local Plan which is based on sound evidence; proactively addresses issues faced by the Districts, including the need to provide for objectively assessed needs; which is fully supported by Members of both Councils; where the Councils can demonstrate that they have complied with the duty to co-operate. Plan preparation in accordance with the Local Development Scheme, and the avoidance of intervention by Government. Annual monitoring procedures in place and informing planning decisions and plan implementation. A five year housing land supply demonstrated. A service which proactively influences development proposals through liaison with Development Management, and which positively influences strategic infrastructure proposals in the districts and the sub region.</p> <p>Development Management/Enforcement - which takes decisive and swift action in relation to unauthorised development which is unsustainable; which maintains high performance in dealing with applications, appeals and requests for pre-application advice; and which provides its services in the most cost-effective manner. The service which meets the following service review goals: –</p> <ul style="list-style-type: none"> <li>• has a culture, service design and communications which are customer focused;</li> <li>• information application advice that is timely, readily available to enable and encourage customers to submit only those applications which are likely to receive a favourable decision;</li> <li>• a high performing service, adequately resourced to meet government and local targets and regulatory and statutory requirements;</li> <li>• processes that are robust, effective, efficient, make the best use of technology, are common across the 2 authorities, easy to understand and consistently applied;</li> <li>• a strong and stable team with a clear sense of direction where staff are valued, respected, motivated and challenged in providing a high quality service;</li> <li>• A service where costs are reduced as much as possible whilst providing a high quality and resilience service.</li> </ul>
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Please summarise the main points covered in this section below (including identifying your main customers, key characteristics, key changes you are looking to make to service delivery in the next year and what consultation and engagement you are looking to carry out). This section will feed into the Service Plan Summary for publication.

**Summary – Know your customer (Chiltern)**

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



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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, Government 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.

### Summary – Know your customer (South Bucks)

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

Planning/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, Government 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 5 – Action plan (short term/medium term)

The next 3 sections which cover performance indicators, actions and risks, we monitor using the Covalent Performance Management system.

Think about where you want to be in line with the Council's aims and priorities and what you need to do to get there. What actions will we be carrying out over the short term (1 year), medium term (2-3 years) and longer term (4-10 years)? What will the outcome of these actions be for residents? Any expected savings should be detailed in the action plan table. Please keep actions concise. Think about any key policy changes in the next few years, e.g. welfare reform, localism act, national planning policy framework and if they require a change to the way you currently deliver your service make sure appropriate actions are included in your plan. Consider the value for money of your service (refer to Joint Performance Management Framework for more information), and identify actions to include which will improve it.

You should include all key actions that you will be undertaking and select **5 - 10** actions that you will update progress on Covalent on a quarterly basis. The ones selected for Covalent *will be included in your Service Plan Summary* for publication. Please include relevant shared services actions.

### Building Control

#### Short term – actions for 2017/18

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completi on date (e.g. end March 2018)	Lead Officer	Expected savings
Increased number of partners	On going	Wider range of partners	No	Conserve the environment and promote sustainability	Ongoing	Building Control Manager	No savings but increased income
Improve and develop mobile and agile working	Updating processes and investigating improved use of software	Reduced cost	Yes	Conserve the environment and promote sustainability	March 2019	Building Control Manager	Yes in both time and money
Providing a marketing strategy	Increased partners and improved customer satisfaction	Improved service delivery	Yes	Conserve the environment and promote sustainability	March 2019	Building Control Manager	No savings but increased income



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List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. end March 2018)	Lead Officer	Expected savings
Develop working with Development Management to provide a joined up approach for our customers	Extending our market share and improving customer satisfaction	Improved service delivery	Yes	Conserve the environment and promote sustainability	March 2019	Building Control Manager	No savings but increased income
Develop a QA System	Efficient processes	Improved service delivery backed by a QA System	Yes	Conserve the environment and promote sustainability	March 2019	Building Control Manager	Yes in both time and money

### Medium/long term – actions for 2-3/4-10years

List of Key Actions/ Projects	What will be the key outcomes and benefits seen by residents	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. 2 years = March 2019)	Lead Officer	Expected savings
Offer assistance to other nearby LABC services		Income generation	Ongoing	Lynn Heckford	No, but potentially increased income
To extend building control's market share by having a strategy in place	An efficient and cost effective service	Income generation	Ongoing	Building Control Manager	No, but potentially increased income





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## Planning Policy

### Short term – actions for 2017/18

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. end March 2018)	Lead Officer	Expected savings
Joint Local Plan	Publication stage of draft joint Local Plan (Regulation 19)	The draft plan with policies which addresses all issues	Yes	Conserve the environment and promote sustainability	April 2018	Graham Winwright	No
Joint Local Plan	Submission of the draft joint Local Plan (regulation 22)	The submission local plan which addresses all issues	Yes	Conserve the environment and promote sustainability	December 2018	Graham Winwright	No
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	Yes	Conserve the environment and promote sustainability		Graham Winwright	No

### Medium/long term – actions for 2-3/4-10years

List of Key Actions/ Projects	What will be the key outcomes and benefits seen by residents	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. 2 years = March 2019)	Lead Officer	Expected savings
Supplementary planning documents (SPDs) to provide more detail to key planning policies	Clear detailed guidance on specific subjects	Conserve the environment and promote sustainability	2019/20	Graham Winwright	No
Development briefs	High quality development of sites	Conserve the environment	2020	Graham Winwright	No



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List of Key Actions/ Projects	What will be the key outcomes and benefits seen by residents	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. 2 years = March 2019)	Lead Officer	Expected savings
		nt and promote sustainability		ht	
Review of Joint Local Plan to be carried out every 5 years (2019, 2026 etc.)	Revision of plan to meet specific local development needs e.g. housing, jobs etc.	Conserve the environment and promote sustainability	2026	Graham Winwright	



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## Development Management

### Short term – actions for 2017/18

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. end March 2018)	Lead Officer	Expected savings
Implementation of Shared Service	Continued customer satisfaction	Improved service delivery	Y	Conserve the environment and promote sustainability	March 2019	MA	

### Medium/long term – actions for 2-3/4-10years

List of Key Actions/ Projects	What will be the key outcomes and benefits seen by residents	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. 2 years = March 2019)	Lead Officer	Expected savings
Local Plan: Ensuring development brought about by the new Joint Local Plan are brought forward and developed with satisfactory delivery	Planning and Economic Development	Conserve the environment and promote sustainability	March 2019	MA	
Customer satisfaction: Develop ways to improve customer satisfaction and engagement as part of the wider work to deliver an exemplar service	increased customer satisfaction and engagement	Improved service delivery	September 2018	MA	
Customer satisfaction: Prepare and introduce customer feedback forms, initially for applicants	increased customer satisfaction and engagement	Improved service delivery	September 2018	MA	



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## Enforcement

### Short term – actions for 2017/18

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents	Put on Covalent (Yes/No)	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. end March 2018)	Lead Officer	Expected savings
Continued formation of single processes	-Process efficiency -Use of Local Enforcement Plan -Creation of consequential procedures to deliver this	Improved service delivery	Y	Conserve the environment and promote sustainability	September 2018	BT	

### Medium/long term – actions for 2-3/4-10years

List of Key Actions/ Projects	What will be the key outcomes and benefits seen by residents	Link to Council Aims/ Objectives/ Corporate value	Target Completion date (e.g. 2 years = March 2019)	Lead Officer	Expected savings
Promotion of the Local Enforcement Plan to local communities, town and parish councils and to the development industry.	Planning and Economic Development	Conserve the environment and promote sustainability	March 2019	BT	



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### Section 6 – Performance indicators to be prefilled – will require checking/tweaking

Please review your performance indicators listed below, your indicators should assist you with achieving your service objectives, be customer focused and reflect the aims and priorities of the Council. Please highlight any changes to these indicators in yellow. Only Corporate Performance Indicators will show in your Service Plan Summary for publication. Identify a **maximum of 5** key performance indicators per unit to be tracked via Covalent. You must include priority and corporate indicators within these 5.

Corporate indicators include those which management team and cabinets have selected as priority indicators (P) to be included in the monthly budget pack.

Activity indicators are data only and for South Bucks only are also reported monthly in the budget pack. (A)

Corporate indicators are also reported on within the quarterly performance report (C)

Any changes to these must first be approved by MT/Cabinet and this will be swept up in the annual PI review process which will occur once the service plan summaries have been signed off.

MT would like to align PIs across both councils, where possible. They would also like quarterly performance reporting to concentrate on one or two key measures that define how your service is doing rather than indicators you use to assist your day to day management of the unit.

Additional indicators you wish to track to help manage the day to day business should be logged as departmental indicators (D) – used by your service only and not reported on outside your service by finance or policy and performance.

*Please ensure you only include measures that are absolutely essential.*

### Corporate Performance Indicators

PI Code	Short Name	2015/16 Value	2015/16 Target	Last update	Current value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
CdPP1 (C)	Net additional homes provided (Annual)		133	2014/15	189	145	145	145	170
CdSD7 (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%	85%
CdSD8 (C)	Planning appeals allowed (cumulative)	39.76%	35%	June 2016	53.33%	35%	35%	35%	30%
CdSD10 (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%	85%
CdSD11 (P)	Processing of	92.15%	90.00%	July	92.47	90.00%	90.00%	90.00%	90.00%



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PI Code	Short Name	2015/16 Value	2015/16 Target	Last Update	Curren nt Value	Annual Target	Future Targets			
	planning applications: other applications processed within 8 weeks (cumulative)			2016	%					
CdSD12 (C)	% of new enforcement cases where an initial site visit for an urgent priority case is undertaken within the timescale set out in the Enforcement Policy (Cumulative, monthly)	100%	30%	June 2016	100%	100%	100%	100%	100%	
CdSD31 (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%	55.00%	
CdSD32 (C)	% of new enforcement cases where an initial site visit for a high priority case is undertaken within the timescale set out in the Enforcement Policy (Cumulative, monthly)	100%	30%	June 2016	100%	100%	100%	100%	100%	
JtBC1 (C)	Applications checked within 10 working days (cumulative)	92.7%	85%	Oct 17	97%	94%	94%	95%	96%	
JtBC4 (C)	Customer satisfaction with the building control service.	92.7%	94%	Oct 17	94	92%	92%	92%	95%	



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PI Code	Short Name	2015/16 Value	2015/16 Target	Last Update	Curren t Value	Annual Target	Future Targets		
	(cumulative)								
JtBC1 (C)	Applications checked within 10 working days (cumulative)	92.7%	85%	July 2016	98.3%	92%	92%	92%	95%
JtBC4 (C)	Customer satisfaction with the building control service. (cumulative)	92.7%	94%	July 2016	100%	92%	92%	92%	95%
SbPP1 (C)	Net additional homes provided		199	2014/15	139	203	253	253	270
SbSD7 (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%	85%
SbSD8 (C)	Planning appeals allowed.	24.2%	30.0%	July 2016	23.7%	35.0%	35.0%	35.0%	30.0%
SbSD10 (C)	Processing of planning applications: minor applications (cumulative)	98.22%	92.00%	July 2016	94.64 %	90.00%	90.00%	90.00%	90.00%
SbSD11 (C)	Processing of planning applications: other applications (cumulative)	97.88%	95.00%	July 2016	96.25 %	90.00%	90.00%	90.00%	90.00%
replaced by new PI in 2000 1718 – 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%
SbSD31 (P)	Special measures:	Annual	51.00%	July	100.00	51.00%	51.00%	51.00%	55.00%



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PI Code	Short Name	2015/16 Value	2015/16 Target	Last update	Current value	Annual Target 2016/17	Future Targets		
	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)	Indicator		2016	%				
SbSD33 (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%

### Department Performance Indicators

PI Code	Short Name	2015/16 Value	2015/16 Target	Last update	Current value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
CdPP3 (D)	Grant planning permission for at least 145 new dwellings (net) per annum (cumulative)	227	145	March 2016	227	145	145	145	250
CdPP4 (D)	Percentage of new homes (net) granted planning permission which are affordable (cumulative)	19.6%	33%	March 2016	19.6%	33%	33%	33%	35%
CdSD1 (D)	Special measures: speed of processing major	87.80%	51.00%	2015/16	96.30 %	51.00%	51.00%	51.00%	51.00%





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PI Code	Short Name	2015/16 Value	2015/16 Target	Last Update	Curren t Value	Annual Target	Future Targets		
	applications, for assessment in Oct/Nov each year (annual)								
CdSD2 (P)	Special measures: speed of processing major applications, for assessment in Oct/Nov 2016 (cumulative)	Annual Indicator	51.00%	June 2016	96.30%	51.00%	51.00%	51.00%	51.00%
CdSD3 (D)	Special measures: speed of processing major applications, for assessment in Oct/Nov 2017 (cumulative)	Annual Indicator	51.00%	July 2016	92.86%	51.00%	51.00%	51.00%	51.00%
CdSD4 (D)	Special measures: quality of major applications, for assessment in Oct/Nov each year (annual)	5.13%	19.00%	2015/16	5.13%	9.90%	9.90%	9.90%	9.90%
CdSD5 (P)	Special measures: quality of major applications, for assessment in Oct/Nov 2016 (cumulative)	Annual Indicator	19.00%	July 2016	9.38%	9.90%	9.90%	9.90%	9.90%
CdSD6 (D)	Special measures: quality of major applications, for assessment in Oct/Nov 2017 (cumulative)	Annual Indicator	19.00%	July 2016	4.55%	9.90%	9.90%	9.90%	9.90%
CdSD9 (D)	Processing of planning applications: major applications processed within 13 weeks (cumulative)	88.89%	70.00%	July 2016	100.00%	90.00%	90.00%	90.00%	90.00%
CdSD13 (D)	Average number of days to process and pass planning applications to case officer (month only)	Annual Indicator	7	June 2016	9.4	6	6	6	6
CdSD14 (D)	The percentage of decisions delegated	95.32%	90%	June 2016	94.93%	95%	95%	95%	90%



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PI Code	Short Name	2015/16 Value	2015/16 Target	Last Update	Curren t Value	Annual Target	Future Targets		
	to officers as a percentage of all decisions (cumulative)								
CdSD30 (D)	Special measures: quality of major applications - maximum percentage of major applications overturned on appeal; for assessment in October/November 2018 (cumulative)	Annual Indicator	19.00%	July 2016	10%	9.90%	9.90%	9.90%	15%
CdSD33 (D)	% of new enforcement cases where an initial site visit for a medium priority case is undertaken within the timescale set out in the Enforcement Policy (Cumulative, quarterly)	100%	30%	June 2016	92%	90%	90%	90%	90%
CdSD34 (D)	% of new enforcement cases where an initial site visit for a low priority case is undertaken within the timescale set out in the Enforcement Policy (Cumulative, quarterly)	100%	30%	June 2016	94%	85%	85%	85%	85%
JtBC2 (D)	Applications checked within 15 working days	97.2%	99%	Oct 2017	98.3%	99%	99%	99%	100%
JtBC3 (D)	Average time taken to process building control applications (by period quarterly)	3.8	7	Oct 2017	4.1	6	6	6	6
JtBC9 (D)	Market share (cumulative for the year)	81.9%	83%	Oct 2017	80.4	80%	80%	80%	85%
JtBC2 (D)	Applications	97.2%	99%	Oct 2016	99%	99%	99%	99%	100%



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PI Code	Short Name	2015/16	2015/16	Last	Curren	Annual	Future Targets		
	checked within 15 working days								
JtBC3 (D)	Average time taken to process building control applications (by period quarterly)	3.8	7	Oct 2016	3.7	6	6	6	6
JtBC9 (D)	Market share (cumulative for the year)	81.9%	83%	Oct 2016	79.50 %	83%	83%	83%	85%
SbSD1 (D)	Special measures: speed of processing major applications, for assessment in Oct/Nov each year (annual)	88.46%	51.00%	2015/16	88.46 %	51.00%	51.00%	51.00%	51.00%
SbSD2 (P)	Special measures: speed of processing major applications, for assessment in Oct/Nov 2016 (cumulative)	Annual Indicator	51.00%	July 2016	93.33 %	51.00%	51.00%	51.00%	51.00%
SbSD3 (D)	Special measures: speed of processing major applications, for assessment in Oct/Nov 2017 (cumulative)	Annual Indicator	51.00%	July 2016	95.65 %	51.00%	51.00%	51.00%	51.00%
SbSD4 (D)	Special measures: quality of major applications, for assessment in Oct/Nov each year (annual)	10.00%	19.00%	2015/16	10.00 %	9.90%	9.90%	9.90%	9.90%
SbSD5 (P)	Special measures: quality of major applications, for assessment in Oct/Nov 2016 (cumulative)	Annual Indicator	19.00%	July 2016	1.85%	9.90%	9.90%	9.90%	9.90%
SbSD6 (D)	Special measures: quality of major applications, for assessment in Oct/Nov 2017 (cumulative)	Annual Indicator	19.00%	September 2016	.00%	9.90%	9.90%	9.90%	9.90%



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PI Code	Short Name	2015/16 Value	2015/16 Target	Last Update	Curren t Value	Annual Target	Future Targets		
SbSD9 (D)	Processing of planning applications: major applications (cumulative)	95.00%	80.00%	September 2016	100%	90.00%	90.00%	90.00%	90.00%
SbSD13 (D)	Average number of days to process and pass planning applications to case officer	3.33	5	September 2016	3.09	5	4	4	4
SbSD14 (D)	The percentage of decisions delegated to officers as a percentage of all decisions (cumulative quarterly)	96.47%	90%	June 2016	97.65%	95%	95%	95%	95%
SbSD16 (D)	The percentage of Tree Protection Orders confirmed within six months of issue.		100%	September 2015	100%	100%	100%	100%	100%
SbSD17 (D)	Planning consultations relating to trees responded to in 20 working days (cumulative from April)		97%	September 2015	92.6%	97%	97%	97%	98%
SbSD18 (D)	Planning consultations relating to listed buildings responded to in 20 working days (cumulative from April)		97%	June 2015	N/A	97%	97%	97%	97%
SbSD32 (D)	Special measures: quality of major applications - maximum percentage of major applications overturned on appeal; for assessment in October/November 2018 (cumulative)	Annual Indicator	19.00%	July 2016	N/A	9.90%	9.90%	9.90%	9.90%
SbSD34 (D)	Percentage of new	100%	30%			90%	90%	90%	90%



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PI Code	Short Name	2015/16	2015/16	Last	Curren	Annual	Future Targets			
	enforcement cases where an initial site visit for a medium priority case is undertaken within the timescale (10 working days) set out in the enforcement and monitoring policy (Cumulative, quarterly)									



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### Activity Indicators - Data Only, no targets.

PI Code	Short Name	2015/16 Value	Last update	Current value
CdPP5 (A)	Net number of affordable housing completions (annual)		2014/15	184
CdPP6 (A)	Commuted payments received for affordable housing (cumulative, quarterly)	£1917869	March 2016	£1917869
CdSD19 (A)	Number of Tree Preservation Orders served (cumulative, quarterly)	7	June 2016	1
CdSD21 (A)	Enforcement and other Legal Notices served (cumulative, quarterly & annual)	7	2015/16	7
CdSD22 (A)	Number of delegated decisions issued (cumulative, quarterly)	1672	September 2016	842
CdSD23 (A)	Number of appeal timetables received from Planning Inspectorate (cumulative, quarterly)	79	June 2016	23
CdSD24 (A)	Number of enforcement cases received (cumulative, quarterly)	313	June 2016	78
CdSD25 (A)	Number of enforcement cases closed/resolved (cumulative, quarterly)	287	December 2015	287
CdSD26 (A)	Number of planning applications registered (PS1 figures) (cumulative, quarterly)	1843	September 2016	869
CdSD27 (A)	Number of planning application decisions issued (PS2 figures) (cumulative, quarterly)	1,747	June 2016	887
CdSD28 (A)	Number of public inquiry days (cumulative, quarterly)	9	June 2016	5
CdSD29 (A)	Number of applications determined for works to a Tree Preservation Order/ Notices of proposed work to a tree in a Conservation Area (cumulative, quarterly)	199	June 2016	43
JtBC5 (A)	Number of full plan applications processed	1,202	Oct 2017	724
JtBC6 (A)	Number of building notices processed	588	Oct 2017	398
JtBC7 (A)	Number of regularisation applications processed	49	Oct 2017	27
JtBC8 (A)	Number of initial notices received	458	Oct 2017	285
JtBC5 (A)	Number of full plan applications processed	1,211	September 2016	115
JtBC6 (A)	Number of building notices processed	642	July 2016	55
JtBC7 (A)	Number of regularisation applications processed	58	September 2016	1
JtBC8 (A)	Number of initial notices received	404	September 2016	64
SbPP5 (A)	Gross affordable housing completions		2014/15	5
SbPP6 (A)	Commuted payments received for affordable housing (cumulative, quarterly)	£5,225,109.00	September 2015	£5,225,109.00
SbSD19 (A)	Tree Preservation Orders served (cumulative, quarterly)	Annual Indicator	September 2015	2
SbSD21 (A)	Number of enforcement and other legal notices served (cumulative, annual)	15	2015/16	15
SbSD22 (A)	Number of delegated decisions passed to admin (cumulative, quarterly)	1,981	July 2016	165
SbSD23 (A)	Number of appeal timetables received from Planning Inspectorate (cumulative, quarterly)	68	September 2016	4
SbSD24 (A)	Number of enforcement cases received (cumulative,		September 2015	133

# Appendix 9

Classification: OFFICIAL



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PI Code	Short Name	2015/16 Value	Last update	Current value
	quarterly)			
SbSD25 (A)	Number of enforcement cases closed/resolved (cumulative, quarterly)		September 2015	284
SbSD26 (A)	Number of planning applications registered (PS1 figures) (cumulative, quarterly)	1,372	September 2016	94
SbSD27 (A)	Number of planning application decisions issued (PS2 figures) (cumulative, quarterly)	1,303	September 2016	106
SbSD28 (A)	Number of public inquiry days (cumulative, quarterly)	0	September 2016	4
SbSD29 (A)	Applications determined for works to a Tree Preservation Order/ Notices of proposed work to a tree in a Conservation Area (cumulative, quarterly)	Annual Indicator	September 2015	227



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## Section 7 - Risks

Please consult the Risk Register guidance when reviewing your risks. You need to consider any key risks that will affect the delivery of key service outcomes, *other than* the identified strategic, budgetary and business continuity risks.

- Likelihood:

Likelihood Score	Description	Frequency (How often it might / does happen.)
1	<b>Rare</b>	This will probably never happen and is only possible in exceptional circumstances.
2	<b>Unlikely</b>	This is possible, but not an expected occurrence.
3	<b>Possible</b>	This might happen occasionally, but likely to occur less than annually.
4	<b>Likely</b>	This is likely to occur within the next year but is not a persistent issue.
5	<b>Almost Certain</b>	This is likely to happen and could be persistent or occur frequently.

**NB. Where scores fall across more than one level, always use the highest score.**

- Impact:

Impact Score	Description	Impact definitions
1	<b>Negligible</b>	<ul style="list-style-type: none"> <li>• Negligible loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>• Can be easily and quickly remedied.</li> <li>• No or extremely unlikely financial loss.</li> <li>• No or extremely unlikely reputational loss.</li> <li>• No breach of Governance Rules, or of legal or contractual obligations.</li> </ul>
2	<b>Minor</b>	<ul style="list-style-type: none"> <li>• Minor loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>• Short term impact on operational efficiency and performance.</li> <li>• Financial loss of £10,000 or less (Based on Financial Rules write-off limits).</li> <li>• Failure to meet internal standards where there is no external interest and overall objectives are not compromised.</li> <li>• Unlikely to generate complaints or cause reputational damage.</li> <li>• Small breach of legal or contractual obligations which can be quickly put right without penalty.</li> </ul>





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Impact Score	Description	Impact definitions
3	<b>Moderate</b>	<ul style="list-style-type: none"> <li>• Moderate loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>• Medium term impact on operational efficiency and performance.</li> <li>• Financial loss of £10,000 or more but below £100,000.</li> <li>• Failure to meet internal standards, where there is an external interest and overall objectives could be compromised.</li> <li>• Likely to generate low levels of complaints and / or short term reputational damage.</li> <li>• May attract the short term attention of regulatory or legislative bodies.</li> </ul>
4	<b>Major</b>	<ul style="list-style-type: none"> <li>• Major loss, delay or interruption to service(s), project(s), systems or environment.</li> <li>• One-off event which could destabilise the Council.</li> <li>• Widespread medium or long term impact on operational efficiency and performance.</li> <li>• Financial loss of £100,000 or more, but below £1m.</li> <li>• Likely to generate complaints and adverse media attention resulting in medium term reputational damage.</li> <li>• Breach of legal or contractual obligation attracting the medium-term attention of legislative or regulatory bodies.</li> </ul>
5	<b>Catastrophic</b>	<ul style="list-style-type: none"> <li>• Total sustained loss or interruption to critical service(s), project(s), systems or environmental health.</li> <li>• Long term impact on operational efficiency and performance.</li> <li>• Financial loss of £1m or more.</li> <li>• Likely to generate many complaints and extensive adverse media attention resulting in long term reputational damage.</li> <li>• Serious breach of legal or contractual obligation attracting the rapid intervention of legislative or regulatory bodies.</li> <li>• Loss of credibility.</li> </ul>
<p><b>NB. Only one of the bullet points need apply within any category.</b>  <b>Where scores fall across more than one level, always use the highest score.</b></p>		



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In the final column **please select key risks for your area that will be included in the Service Plan** summary for publication.

Please note that you should have **no more than 5 critical risks** in addition to the strategic risks applying to your service.

Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
CSB BC01 Loss of staff	3	3	9	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	3	3	9	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 not meet the Building Regulations	2	4	8	Staff training; new Regulations/guidance provided to all Surveyors; 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	2	4	8	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	3	3	9	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



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Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
				into disrepute or perceived to do so.
CSB DCE01a Loss of staff - CDC	3	4	12	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	3	4	12	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	2	3	6	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 DCE02b Poor decision making - SBDC	2	3	6	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	1	3	3	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 the new Local Enforcement Plan.
CSB DCE03b Low levels of customer satisfaction - SBDC	1	2	2	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



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Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
				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	1	1	1	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	4	3	12	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	2	3	6	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	2	3	6	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	2	2	4	Team being led by a new Manager who is very proactive and is changing the team ethos significantly.
CSB ENF01 Failure to deliver a constitutional change to enable more efficient process of delivering enforcement actions, leading to no delivery of service within the available resources	3	5	15	Consultation taking place with relevant Heads of Service and Directors.
CSB PP01a Insufficient planning staff (number and experience) – CDC & SBDC	4	4	16	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. Take on unqualified graduates to grow own planners.
CSB PP02a Local Plan not being found sound – CDC & SBDC	2	4	8	Continual engagement with Duty to Co-operate bodies and key stakeholders (& recorded); ensure that polices are fully supported by the evidence base



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Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
				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 & SBDCD	3	4	12	LDS timetable being reviewed – report to JMRG on 16 November 2016. Regular reports to JMRG on progress being made.
CSB PP04 Increasing numbers of parishes bringing forward Neighbourhood Plan activities could impact on staff resources	5	4	20	Establish Town and Parish Councils' intentions to allow team to agree levels of support.



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The Council periodically conducts a review of its strategic risks. Please outline below the role your service plays in mitigating these risks. If it does not apply to your service, state N/A.

Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
1	Joint Working	Governance in place – Joint Committee, JAIC. Joint senior management team. Programme documentation and programme management resources. Plan for service reviews, business cases presented. Member involvement in joint working in line with member expectations. Communication plan for members, staff, external partners. External approaches to join the joint working carefully considered at a political level and impact on programme assessed.	<ul style="list-style-type: none"> <li>• Programme Initiation Document</li> <li>• Member Working Group for the Review</li> <li>• Active involvement of all staff in the service review.</li> <li>• Use external specialist support.</li> <li>• Meeting between Head of Service and relevant Managers.</li> </ul>
2	Transformation and Management of Change	<ul style="list-style-type: none"> <li>. Senior members and managers show commitment to change.</li> <li>. Case for changes clearly made and communicated.</li> <li>. Build on success, in order to establish confidence to change.</li> <li>. Prioritise programme of change, and ensure it is adequately resourced.</li> <li>. Develop change management approach, and organisational development plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Programme Initiation Document</li> <li>• Member Working Group for the Review</li> <li>• Active involvement of all staff in the service review.</li> <li>• Use external specialist support</li> <li>• Meeting between Head of Service and relevant Managers.</li> </ul>
3	Financial Stability	Review of MTFSS. Clear service priorities. Analysis of Government spending plans, bought in where necessary. Savings programmes agreed and monitored. Annual review of cost base. Strategies for use of reserves.	<ul style="list-style-type: none"> <li>• Active monitoring of Building Control and Development Management income and appeals expenditure budgets.</li> <li>• Income generation considered as part of normal budget preparation process and as part of planning shared service review.</li> </ul>
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.	<ul style="list-style-type: none"> <li>• Workforce planning via service reviews</li> <li>• Training &amp; development plans via staff appraisals.</li> <li>• Provide staff with an interesting and stimulating team environment; provide the necessary support to enable staff to be able to undertake their jobs successfully.</li> </ul>
5	Waste & Environmental Services	Governance in place for joint contract. Have adequate in-house knowledge of cost	<ul style="list-style-type: none"> <li>• N/A</li> </ul>



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Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
		<p>share model.</p> <p>Co-ordinated approach by both Councils on JWC and with BCC</p> <p>Effective contract monitoring and good relationships with contractors</p> <p>Good communications with residents</p>	
6	Joint/Partnership working	<p>Co-ordinate and streamline representation on partnership groups.</p> <p>Monitor impact of changes arising from partner cut backs.</p> <p>Identify key partnerships to support.</p>	<ul style="list-style-type: none"> <li>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.).</li> </ul>
7	Business Continuity	<p>Clear senior management arrangements for responsibility on business continuity.</p> <p>Business continuity plans in place.</p> <p>ICT DR plans in place.</p> <p>Maximise reciprocal support arrangements across two Councils.</p>	<ul style="list-style-type: none"> <li>Business Continuity Plans will need updating following service review outcomes.</li> </ul>
8	Information Management & Security	<p>Policies and procedures in place, overseen by joint IG group, and made common where practical.</p> <p>Communication and training for staff on policies and procedures.</p> <p>Officer mechanisms to enable corporate approach to be taken to information management.</p> <p>Information management incorporated in any service review process.</p>	<ul style="list-style-type: none"> <li>All staff required to comply with the Council's corporate policies.</li> </ul>
9	New Legislative Changes	<p>Corporate capacity to identify and analyse forthcoming legislative changes affecting the Councils.</p> <p>Analyse and produce action plans for Welfare Reform changes.</p> <p>Analyse and respond to changes to Planning system.</p> <p>Use of professional or local authority network groups to gain and share knowledge.</p>	<ul style="list-style-type: none"> <li>Maintain a watching brief through the technical planning press for new/revised legislation.</li> </ul>
10	Affordable Housing	<p>Housing strategies in place and regularly reviewed.</p> <p>Good relationships between housing and planning services.</p>	<ul style="list-style-type: none"> <li>Implementation of affordable housing policies via the Development Management process.</li> </ul>



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Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
		Resources identified to support housing schemes	<ul style="list-style-type: none"> <li>Inclusion of relevant policies in the joint local plan, supported by a robust evidence base.</li> <li>Respond to Government on any Government consultations which would adversely affect the provision of affordable housing.</li> </ul>
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.	<ul style="list-style-type: none"> <li>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.</li> <li>One post with a focus on infrastructure.</li> </ul>
12	Demographic Changes	Corporate analysis of Census and related data. Incorporate Census data into service planning. Communicate key messages to members.	<ul style="list-style-type: none"> <li>Plan making process to take account of major changes to demography.</li> </ul>
13	Property/ Asset Management	Asset Management Plans in place and reviewed. Professional advice used where appropriate. Resources in place to support AMPs.	<ul style="list-style-type: none"> <li>A planning input into the review of the councils' assets; the provision of pre-application advice; dealing with the Councils' own applications.</li> </ul>
14	Economic Viability	Good liaison arrangements with local businesses. Monitor key indicators of the local economy. Take advance of opportunities offered by LEP.	<ul style="list-style-type: none"> <li>Local Plan include an assessment of objectively assessed needs for employment and will seek to provide for employment needs.</li> </ul>





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Ongoing through your risks are there any improvements you need to put in place to mitigate key service risks and weaknesses in any areas? (please include improvement identified through internal and external audits and business continuity plans)

Review of the Recruitment and Retention Package.

Enforcement will produce and implement Local Enforcement Plan and supporting documents, along with required constitutional changes.

Looking into possibility of graduate schemes in conjunction with HR.

Maintain training for everyone to retain their professional qualifications.



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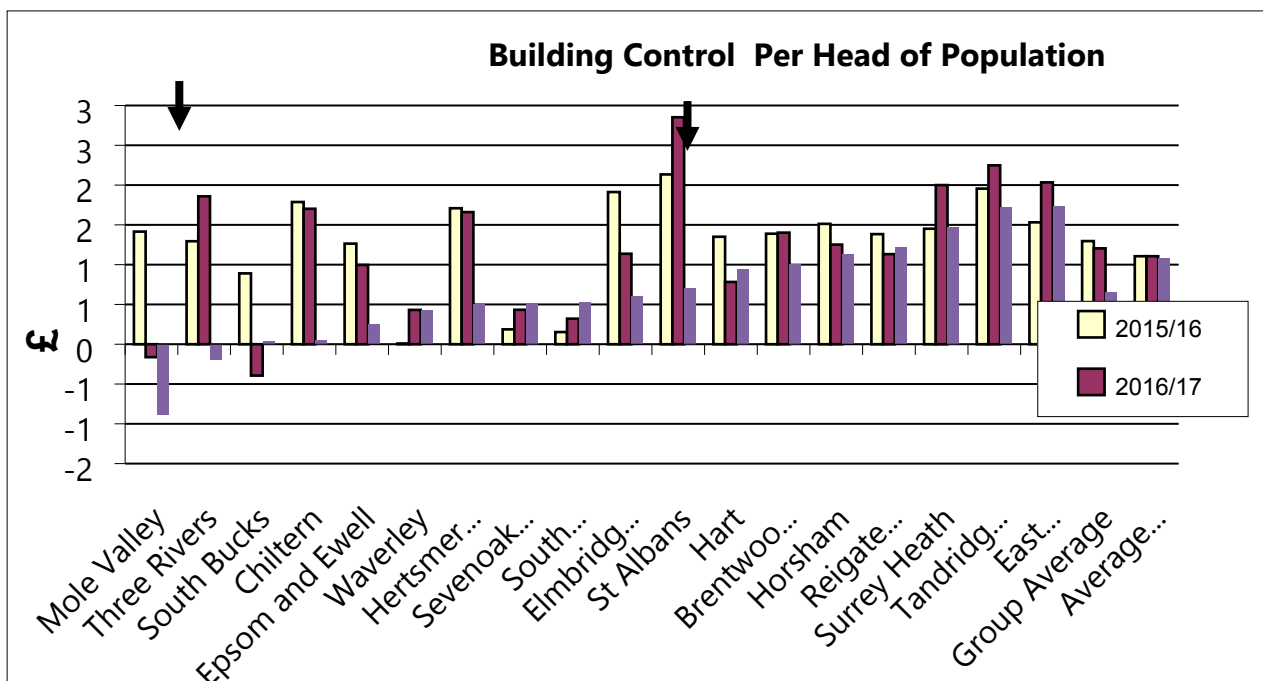
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**Section 8 – Costs and cost comparison information**

Comparative data is useful to help review the financial cost/efficiency of the service.

Cost graphs

Building Control



		2015/16			2016/17			2017/18		
		Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop
E3634	Mole Valley	86.2	122	1.4	86.2	-14	-0.2	86.2	-76	-0.9
E1938	Three Rivers	90.4	117	1.3	90.4	168	1.9	92.5	-18	-0.2
E0434	South Bucks	68.5	61	0.9	68.5	-27	-0.4	69.6	3	0.0
E0432	Chiltern	94.0	168	1.8	94.0	160	1.7	95.1	5	0.1
E3632	Epsom and Ewell	78.3	99	1.3	78.3	78	1.0	79.6	20	0.3
E3640	Waverley	122.9	1	0.0	122.9	53	0.4	123.8	52	0.4
E1934	Hertsmer...	102.4	175	1.7	102.4	170	1.7	103.5	52	0.5
E2239	Sevenoaks	117.8	22	0.2	117.8	51	0.4	119.1	62	0.5
E3133	South Oxfordshire	137.0	21	0.2	137.0	44	0.3	138.1	72	0.5
E3631	Elmbridge	132.8	254	1.9	132.8	151	1.1	132.8	80	0.6
E1936	St Albans	144.8	309	2.1	144.8	413	2.9	146.3	103	0.7
E1736	Hart	93.3	126	1.4	93.3	73	0.8	94.2	89	0.9



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E1533	Brentwood	75.6	105	1.4	75.6	106	1.4	76.4	77	1.0
E3835	Horsham	134.2	203	1.5	134.2	168	1.3	138.0	156	1.1
E3635	Reigate and Banstead	143.1	198	1.4	143.1	162	1.1	145.6	177	1.2
E3638	Surrey Heath	87.5	127	1.5	87.5	175	2.0	88.4	130	1.5
E3639	Tandridge	85.4	167	2.0	85.4	192	2.2	86.7	149	1.7
E1732	East Hampshire	117.5	180	1.5	117.5	239	2.0	118.0	204	1.7
	Group Average	106.2	136.4	1.3	106.2	131.2	1.2	107.4	74.3	0.7
	Average All Districts	108.1	120	1.1	108.1	120	1.1	109.7	119	1.1

CDC's costs are made up as follows:		2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £
BC01	Joint Building Control (CDC share)	167,656	160,002	4,560
		167,656	160,002	4,560

SBDC's costs are made up as follows:		2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £
BC02	Building Control Fee Earning	123,178	21,121	-14,546
BC03	Building Control Non-Fee	44,365	-27,549	17,492
BC01	Building Control Admin	-106,897	-20,534	0
		60,646	-26,962	2,946



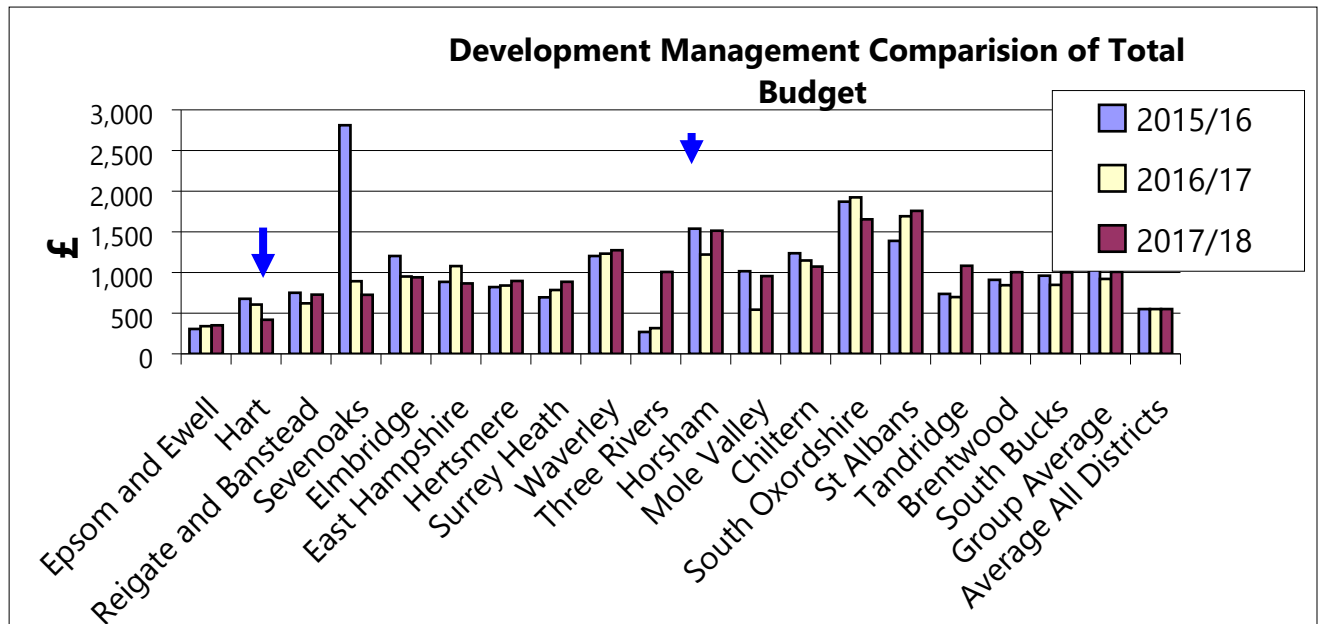
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## Development Management



### Data

Data	2015/16			2016/17			2017/18		
	Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop
E3632 Epsom and Ewell	78.3	306	3.9	78.3	340	4.3	79.6	351	4.4
E1736 Hart	93.3	677	7.3	93.3	606	6.5	94.2	419	4.4
E3635 Reigate and Banstead	143.1	751	5.2	143.1	621	4.3	145.6	728	5.0
E2239 Sevenoaks	117.8	2,811	23.9	117.8	893	7.6	119.1	726	6.1
E3631 Elmbridge East	132.8	1,203	9.1	132.8	951	7.2	132.8	941	7.1
E1732 Hampshire	117.5	885	7.5	117.5	1,079	9.2	118.0	866	7.3
E1934 Hertsmere	102.4	821	8.0	102.4	840	8.2	103.5	896	8.7
E3638 Surrey Heath	87.5	695	7.9	87.5	785	9.0	88.4	886	10.0
E3640 Waverley	122.9	1,203	9.8	122.9	1,232	10.0	123.8	1,274	10.3
E1938 Three Rivers	90.4	269	3.0	90.4	316	3.5	92.5	1,007	10.9
E3835 Horsham	134.2	1,539	11.5	134.2	1,221	9.1	138.0	1,514	11.0
E3634 Mole Valley	86.2	1,016	11.8	86.2	543	6.3	86.2	956	11.1
E0432 Chiltern	94.0	1,237	13.2	94.0	1,148	12.2	95.1	1,073	11.3
E3133 South Oxfordshire	137.0	1,871	13.7	137.0	1,924	14.0	138.1	1,654	12.0
E1936 St Albans	144.8	1,389	9.6	144.8	1,692	11.7	146.3	1,758	12.0
E3639 Tandridge	85.4	737	8.6	85.4	698	8.2	86.7	1,083	12.5
E1533 Brentwood	75.6	910	12.0	75.6	844	11.2	76.4	1,004	13.1



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E0434	South Bucks	68.5	961	14.0	68.5	848	12.4	69.6	1,002	14.4
	Group Average	106.2	1,071.2	10.0	106.2	921.2	8.6	107.4	1,007.7	9.5
	Average All Districts	108.1	550	5.1	108.1	550	5.1	109.7	551	5.0

CDC's costs are made up as follows:		2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £
A350	Development Management	858,865	741,310	662,107
A400, A420	Appeals	152,856	149,371	126,275
A410	Enforcement Support Adj	225,186	257,607	285,012
		1,236,907	1,148,288	1,073,394

SBDC's costs are made up as follows:		2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £
4351	Tree Preservation			
4353	Design & Conservation			
4356	Development Management	618,844	500,857	642,112
4357	Appeals	47,009	55,895	56,826
4366	Enforcement	295,726	291,220	302,993
4330	Planning Admin	0		
		961,579	847,972	1,001,931



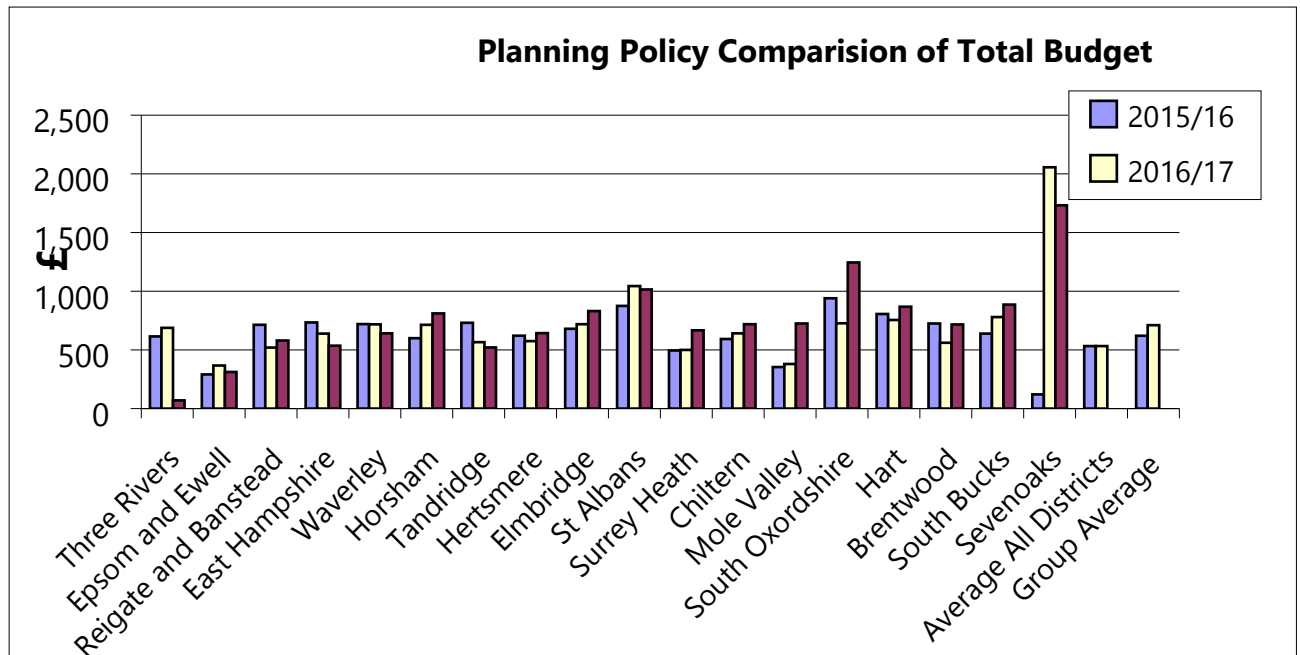
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## Planning Policy



### Data

Data	2015/16			2016/17			2017/18		
	Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop	Population '000	Budget £'000	Per Head of Pop
E1938 Three Rivers	90.4	615	6.8	90.4	688	7.6	92.5	70	0.8
E3632 Epsom and Ewell	78.3	291	3.7	78.3	367	4.7	79.6	312	3.9
E3635 Reigate and Banstead	143.1	714	5.0	143.1	520	3.6	145.6	580	4.0
E1732 East Hampshire	117.5	734	6.2	117.5	639	5.4	118.0	536	4.5
E3640 Waverley	122.9	720	5.9	122.9	718	5.8	123.8	641	5.2
E3835 Horsham	134.2	600	4.5	134.2	714	5.3	138.0	811	5.9
E3639 Tandridge	85.4	731	8.6	85.4	566	6.6	86.7	521	6.0
E1934 Hertsmere	102.4	621	6.1	102.4	575	5.6	103.5	643	6.2
E3631 Elmbridge	132.8	680	5.1	132.8	719	5.4	132.8	831	6.3
E1936 St Albans	144.8	875	6.0	144.8	1,044	7.2	146.3	1,015	6.9
E3638 Surrey Heath	87.5	495	5.7	87.5	500	5.7	88.4	667	7.5
E0432 Chiltern	94.0	593	6.3	94.0	641	6.8	95.1	719	7.6
E3634 Mole Valley	86.2	354	4.1	86.2	380	4.4	86.2	725	8.4
E3133 South Oxfordshire	137.0	940	6.9	137.0	727	5.3	138.1	1,245	9.0
E1736 Hart	93.3	806	8.6	93.3	755	8.1	94.2	868	9.2
E1533 Brentwood	75.6	725	9.6	75.6	561	7.4	76.4	717	9.4
E0434 South Bucks	68.5	639	9.3	68.5	780	11.4	69.6	886	12.7



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E2239	Sevenoaks	117.8	121	1.0	117.8	2,056	17.5	119.1	1,732	14.5
	Average All Districts	108.1	533	4.9	108.1	533	4.9	109.7	582	5.3
	Group Average	107.2	620.6	6.0	107.2	710.8	6.7	108.4	779.5	7.4

CDC's costs are made up as follows:		2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £
A200/PP01	Local Development Framework	538,870	641,164	644,363
PP02	Planning Policy Not Shared			25,000
PP03	CIL			50,000
PP04	Planning Policy Case Implementation Support Adj	54,164		0
		593,034	641,164	719,363

SBDC's costs are made up as follows:		2015/16	2016/17	2017/18
Code	Description	Budget £	Budget £	Budget £
4341/PP01	Planning Policy Local Development Framework	498,621	626,164	644,363
4342/PP01		0		
PP02	Planning Policy not shared			30,000
PP03	CIL			50,000
4353	Design & Conservation	56,539	59,873	58,427
4351	Tree Preservation	83,442	94,503	102,734
		638,602	780,540	885,524



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Cost information	
<p>How does the cost compare to our nearest neighbour comparators?</p>	<p><b>CDC</b></p> <p>Building control costs are 4<sup>th</sup> lowest per head of population in the comparator group of 18.</p> <p>Development management costs are 12<sup>th</sup> lowest per head of population in the comparator group of 18</p> <p>Planning policy costs are 12<sup>th</sup> lowest per head of population in the comparator group of 18</p> <p><b>SBDC</b></p> <p>Building control costs are the 3<sup>rd</sup> lowest per head of population in the comparator group of 18.</p> <p>Development management costs are 3<sup>rd</sup> highest per head of population in the comparator group of 18</p> <p>Planning policy costs are 2<sup>nd</sup> highest per head of population in the comparator group of 18</p>
<p>Is there a reason our costs are higher/lower than our nearest neighbour comparator groups</p>	<p><b>CDC:</b></p> <p>Building Control: 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 service. There have been staff savings arising from the joint service.</p> <p>Development Management &amp; 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.</p> <p><b>SBDC:</b></p> <p>Building Control: 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 for the joint service.</p> <p>Development Management &amp; 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</p>





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	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.
How have our actual costs changed over the last 4 years?	<p>CDC</p> <p>Building control costs have reduced by 98% when compared with 2014/15</p> <p>Development management costs have reduced by 20% when compared with 2014/15</p> <p>Planning policy costs have increased by around 23% when compared with 2014/15</p> <p>SBDC</p> <p>Building control costs have reduced by 97% when compared with 2014/15</p> <p>Development management costs have reduced by 24% when compared with 2014/15</p> <p>Planning policy costs have increased by around 141% when compared with 2014/15</p>

Please summarise your cost information below. How are the costs changing over time, do we compare favourably with our nearest neighbour (please highlight if there is any reasons you know of why costs may be different). This section will feed into the Service Plan Summary for publication.

## Summary – Cost information

### CDC

Building control costs are 4<sup>th</sup> lowest per head of population in the comparator group of 18. Building control costs have reduced by 98% 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 service. There have been staff savings arising from the joint service.

Development management costs are 12<sup>th</sup> lowest per head of population in the comparator group of 18. Development management costs have reduced by 20% when compared with 2014/15

Planning policy costs are 12<sup>th</sup> lowest per head of population in the comparator group of 18. Planning policy costs have increased by around 23% when compared with 2014/15



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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.

### SBDC

Building control costs are the 3<sup>rd</sup> lowest per head of population in the comparator group of 18. Building control costs have reduced by 97% when compared with 2014/15.

Development management costs are 3<sup>rd</sup> highest per head of population in the comparator group of 18. Development management costs have reduced by 24% when compared with 2014/15

Planning policy costs are 2<sup>nd</sup> highest per head of population in the comparator group of 18. Planning policy costs have increased by around 141% 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.