

CHILTERN DISTRICT COUNCIL

King George V House, King George V Road, Amersham,
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Resources Overview Committee

Tuesday, 26th January, 2016 at 6.30 pm

**Large & Small Committee Room, King George V House, King George V Road,
Amersham**

A G E N D A

- 1 Evacuation Procedures
- 2 Minutes (*Pages 5 - 8*)
To sign the Minutes of the meeting held on 18 November 2015.
- 3 Apologies for Absence
- 4 Declarations of Interest
- 5 28 Day Notice (*Pages 9 - 10*)
 - Appendix 1: Cabinet (10 February) 28 Day Notice (Pages 11 - 14)*
 - Appendix 2: CDC & WDC Joint Waste Collection Committee (11 February) 28 Day Notice (Pages 15 - 16)*
 - Appendix 3: Joint Committee (29 February) 28 Day Notice (Pages 17 - 18)*
 - Appendix 4: Joint Waste Committee for Bucks (20 January) 28 Day Notice (Pages 19 - 22)*
 - Appendix 5: Chilterns Crematorium Committee (04 February) 28 Day Notice (Pages 23 - 24)*
- 6 Budget 2016/17 (*Pages 25 - 40*)
- 7 Capital Programme and Repairs & Renewals Programme 2016/17 to 2019/20 (*Pages 41 - 46*)

- 8 Treasury Management Strategy 2016/17 (*Pages 47 - 50*)
Appendix 1: Annual Investment Strategy (Pages 51 - 60)
Appendix 1A - Annual Investment Strategy Policies (Pages 61 - 70)
Appendix 1B - Prudential Indicators (Pages 71 - 74)
Appendix 1C - MRP Method 2016/17 (Pages 75 - 76)
- 9 Service Plan Summaries (*Pages 77 - 78*)
Appendix: Service Plan Summaries (Pages 79 - 148)
- 10 Exclusion of the Public (if required)
To resolve that under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following item(s) of business on the grounds that it involves the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Act.

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: Resources Overview Committee

Councillors: N M Rose (Chairman)
A J Garth (Vice-Chairman)
A K Bacon
S P Berry
C J Ford
J L Gladwin
M J Harrold
C M Jones
R J Jones
J E MacBean
D W Phillips
M W Shaw
D M Varley
H M Wallace
C J Wertheim

Date of next meeting – Wednesday, 23 March 2016

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CHILTERN DISTRICT COUNCIL**MINUTES** of the Meeting of the
RESOURCES OVERVIEW COMMITTEE
held on **18 NOVEMBER 2015****PRESENT:** Councillor N M Rose - ChairmanCouncillors: A K Bacon
S P Berry
C J Ford
J L Gladwin
J E MacBean
D W Phillips
C J Wertheim**APOLOGIES FOR ABSENCE** were received from Councillors A J Garth, C M Jones, M Shaw and D M Varley**ALSO IN ATTENDANCE:** Councillor M J Stannard**30 MINUTES**

The Minutes of the Resources Overview Committee meeting held on 6 October 2015, copies of which had been previously circulated, were approved and signed by the Chairman as a correct record.

31 DECLARATIONS OF INTEREST

There were no declarations of interest.

32 28 DAY NOTICE

The Committee received a report attaching the draft 28-Day Notice which provided a forward look at the Agenda for the next meeting of the Cabinet. The Notice would be published on 23 November 2015.

The Director of Resources advised that the reports on Bucks Infrastructure Plan and Bucks Advantage Funding were now due to be presented to Cabinet on 10 February 2016.

During consideration of this item, members made the following suggestions to improve the information being presented to the Overview Committee:-

- Timing of Overview Committee meetings to accommodate the monitoring of quarterly information
- The Performance Indicator Review 2016/17 report to be presented to Cabinet on 5 April 2016 to also be presented to Resources Overview Committee in advance of the Cabinet meeting so that the Committee can offer their views to the Cabinet.

Classification: OFFICIAL

- In future Joint Waste Collection Committee and the Joint Committee Forward Plans are to be presented to the Resources Overview Committee only for meetings still to be held, not retrospectively.

RESOLVED:

That the content of the report be noted.

33 QUARTER 2 PERFORMANCE REPORT 2014/15

The Committee considered the report which outlined the performance of Council services against performance indicators and service objectives during April to September 2015.

Members were advised that four Performance Indicators had failed to meet targets in the Community, Health & Housing section, three of which are linked to the national increase in demand for temporary accommodation which a government briefing paper stated as 11% nationally year on year at March 2015 with a further 3% increase by June 2015. The homelessness situation was a continuing problem and officers were continually seeking alternative approaches to address this issue. Members suggested that continued good relationships should be maintained with housing providers to ensure that agencies worked together to tackle this increasing problem. Due to the importance of this issue members requested that the Housing Strategy should be considered by the Services Overview Committee in addition to the Community, Health & Housing PAG. The Director of Resources explained that officers were looking at a package of measures but unfortunately there was no one single solution.

The Director of Resources agreed to work with officers to review which items being presented to Cabinet were to be considered by the relevant PAGs and Overview Committees to ensure robust scrutiny and consultation of items for Cabinet decision.

Members considered the performance indicators information in detail and in addition to the housing issue; it was identified that ongoing monitoring in respect of recycling and the higher than expected number of voluntary leavers and sickness was required. With regard to staffing related matters it would be appropriate for these to be considered by reporting to Personnel Committee. Additional performance indicators were suggested in respect of enforcement in sustainable development and responses to emails.

RESOLVED:

That the content of the report was noted.

34 DRAFT REVENUE BUDGET 2016/17

The Committee considered the report which presented the draft revenue budget for 2016/17.

Classification: OFFICIAL

The budgets presented at this stage represented the direct costs of the services; ie. they exclude all support recharges; and also included a summary of the major movements between the 2015/16 and the 2016/17 net cost of services as shown in Appendix 2 of the agenda.

Following the outcome of the budget / council tax consultation, Cabinet was to make its final decisions and set the Council's budget and 2016/17 Council Tax requirement at its meeting on 10 February 2016 prior to the full Council Tax resolution at full Council on 24 February 2016.

The Director of Resources informed members that confirmation of the government funding allocation was still awaited.

The key decisions, in respect of the budget, were to be taken in February 2016 but the immediate decision to be presented to Cabinet was to consider the level of support to parish council tax bills, which was detailed in Appendix 11 of the report. It was agreed that the approach of reducing the support in line with the reduction in the Council's Revenue Support Grant should continue, and this would be finalised when the Government announced the Local Government Financial Settlement. The current proposal was to scale back the support to the parish tax bases from £80,000 to £50,000.

The Resources Overview Committee considered the content of the report and appendices in detail and

RECOMMENDED TO CABINET:

- i) That the draft revenue service budget for 2016/17 be noted; and**
- ii) That £50,000 be provided to Chiltern District Council parishes in respect of the impact of CTS on their tax bases for 2016/17**

The meeting ended at 7.52pm

SUBJECT:	28 Day Notice
REPORT OF:	<i>Portfolio Holder for Support Services</i>
RESPONSIBLE OFFICER	<i>Head of Legal & Democratic Services</i>
REPORT AUTHOR	<i>Mat Bloxham, 01494 732143, mbloxham@chiltern.gov.uk</i>
WARD/S AFFECTED	<i>All</i>

1. Report

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

RECOMMENDATIONS

The Cabinet is asked to note the following draft 28 Day Notice / Forward Plan notices:

- Cabinet: 10 February (Appendix 1)
- CDC & WDC Joint Waste Collection Committee: 11 February (Appendix 2)
- Joint Committee: 29 February (Appendix 3)
- Joint Waste Committee for Bucks: 20 January (Appendix 4)
- Chilterns Crematorium Joint Committee: 04 February (Appendix 5)

Background Papers:	None.
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Classification: OFFICIAL

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

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

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

Leader (Councillor Isobel Darby)					
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date	Private Report (Y/N) and Reason Private ⁴	Lead Officer ⁵
Yes	Bucks Infrastructure Plan: To consider a report on the Bucks Infrastructure Plan.		Cabinet 10 Feb 16		Anita Cacchioli Email: ACacchioli@chiltern.gov.uk
Yes	Bucks Advantage Funding: To agree the Council's contribution to Bucks Advantage.		Cabinet 10 Feb 16	Report – No Appendix – Yes (Paragraph 3)	Bob Smith Email: bsmith@chilterngov.uk
Yes	Service Plan Summaries 16/17: This report introduces the Service Plan Summaries for the year 2016-17 for each of the main service areas at the Council.	Resources 26 Jan 16 Services 15 Mar 16	Cabinet 10 Feb 16	No	Rachel Prance Email: rachel.prance@southbucks.gov.uk
No	Quarter 3 Performance Report 2015/16: This report monitors performance against pre-agreed targets and seeks approval for any proposed changes to targets.	Resources 23 Mar 16 Services 15 Mar 16	Cabinet 5 April 16	No	Rachel Prance Email: rachel.prance@southbucks.gov.uk
No	Performance Indicator Review 2016/17: This report introduces proposed changes to the performance indicators for 2016-17.		Cabinet 5 April 16	No	Rachel Prance Email: rachel.prance@southbucks.gov.uk
No	Joint Business Plan refresh 2016/21: This report presents the Council's refreshed Joint Business Plan with Chiltern District Council, 2016-21, in line with Service Planning 2016-17.		Cabinet 5 April 16	No	Rachel Prance Email: rachel.prance@southbucks.gov.uk

Classification: OFFICIAL

Support Services - Deputy Leader (Councillor Mike Stannard)					
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date	Private Report (Y/N) and Reason Private ⁴	Lead Officer ⁵
Yes	Budget 2016/17: To agree the revenue budget for 2016/17 that will form the basis for setting the Council Tax	Resources 26 Jan 16	Cabinet 10 Feb 16	No	Jim Burness Email: jburness@chiltern.gov.uk
Yes	Capital Programme and Repairs & Renewals Programme 2016/17 to 2019/20: To consider and agree the proposed updates to the capital and Repairs & renewals programmes	Resources 26 Jan 16	Cabinet 10 Feb 16	No	Jane Clarke Email: jclarke@chiltern.gov.uk
Yes	Annual Treasury Management Strategy 2016/17: To agree the strategy and related policies for 2016/17	Resources 26 Jan 16	Cabinet 10 Feb 16	No	Jim Burness Email: jburness@chiltern.gov.uk
No	Treasury Management Quarterly Report Q3 2015/16: To report on Treasury Management activity in Q3 2015/16		Cabinet 10 Feb 16	No	Helen O'Keefe Email: HOKeefe@chiltern.gov.uk

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

Environment (Councillor – Mike Smith)					
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date	Private Report (Y/N) and Reason Private ⁴	Lead Officer ⁵

Classification: OFFICIAL

Community, Health & Housing (Councillor Graham Harris)					
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date	Private Report (Y/N) and Reason Private ⁴	Lead Officer ⁵
Yes	Safeguarding Policies for Chiltern & South Bucks District Councils: To approve the new adult and children safe guarding policy for Chiltern & South Bucks District Councils.		Cabinet 10 Feb 2016	No	Paul Nanji Email: pnanji@chiltern.gov.uk
Yes	Housing Community Organisations Fund 2016-17: Proposed allocations from fund in 2016-17	Services 19 January 16	Cabinet 10 Feb 16	No	Michael Veryard Email: mveryard@chiltern.gov.uk
No	Chiltern District Council Strategic Housing Framework 2014-15: To receive an update on affordable housing delivery and to consider the Council's draft Strategic Housing Framework 2014-15		Cabinet 5 April 16	No	Michael Veryard Email: mveryard@chiltern.gov.uk
Yes	Regulators Code for shared services: To consider the shared service regulators enforcement code		Cabinet 5 April 16	No	Martin Holt Email: mholt@chiltern.gov.uk
Yes	Shared Service Food and Health and Safety Business Plans: To consider a shared service food and health & safety business plans		Cabinet 5 April 16	No	Martin Holt Email: mholt@chiltern.gov.uk
Yes	Homelessness Strategy: To consider a joint Homelessness Strategy		Cabinet 5 April 16	No	Martin Holt Email: mholt@chiltern.gov.uk
Yes	Housing Strategy (Framework): To consider a joint Housing Strategy or Housing Framework		Cabinet 5 April 16	No	Martin Holt Email: mholt@chiltern.gov.uk

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Yes	Private Sector Housing Strategy: To consider a joint Private Sector Housing Strategy and Housing Financial Assistance Policy		Cabinet 5 April 16	No	Martin Holt Email: mholt @chiltern.gov.uk
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Customer Services (Councillor – Fred Wilson)

Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date	Private Report (Y/N) and Reason Private ⁴	Lead Officer ⁵
Yes	Council Tax Support Scheme 2016/17: to approve and recommend to Council approval of the updated regulations to govern the Council Tax Support Scheme for 2016/17.		Cabinet 10 February 2016	No	Nicola Ellis Email: nellis @chiltern.gov.uk

28-DAY NOTICE – FORWARD PLAN

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

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

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

**CHILTERN & WYCOMBE JOINT WASTE COLLECTION COMMITTEE
(JWCC)**

Meeting: 11 February 2016 (CDC)					
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date	Private Report (Y/N) and Reason Private ⁴	Contact Officer and Telephone Number (01494)
No	Waste Service Highlight Report: Update on the Joint Waste Service		JWCC 11 Feb 16	No	Sally Gordon Acting Senior Waste Officer sgordon@chiltern.gov.uk
No	Notification of contract uplift/Cost implications of new tipping arrangements: to receive information on the contract uplift and cost implication of the new waste tipping arrangements		JWCC 11 Feb 16	Yes Paragraph 3	Sally Gordon Acting Senior Waste Officer sgordon@chiltern.gov.uk
No	Key Operating Targets & Novation update: to receive an update on the KOTs and update on the joint waste contract novation		JWCC 11 Feb 16	Yes Paragraph 3	Sally Gordon Acting Senior Waste Officer sgordon@chiltern.gov.uk
No	Latest tracker survey results: to note the latest survey results		JWCC 11 Feb 16	No	Sally Gordon Acting Senior Waste Officer sgordon@chiltern.gov.uk
No	Joint Waste Team Consideration: To discuss proposals regard a Joint Waste Team		JWCC 11 Feb 16	Yes Paragraph 3	Sally Gordon Acting Senior Waste Officer sgordon@chiltern.gov.uk

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

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CHILTERN & SOUTH BUCKS JOINT COMMITTEE (JC)

Meeting: 29 February 2016 (CDC)					
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation How/When ³	Decision Maker & Date	Private Report (Y/N) and Reason Private ⁴	Contact Officer and Telephone Number
Yes	Joint CDC/SBDC Data Protection and Confidentiality Policy: To agree the new Joint Chiltern and South Bucks District Councils Data Protection and Confidentiality Policy		JC 29 Feb 16	No	Zoe Bloomfield Corporate Information Officer Zoe.bloomfield@SouthBucks.gov.uk
Yes	Land Charges: A report providing an update on the Land Charges service review.		JC 29 Feb 16	Yes (Paragraphs 1 & 4)	Joanna Swift Head of Legal and Democratic Services jswift@chiltern.gov.uk
Yes	Democratic and Electoral Services Shared Services Review: The report will include a recommended option for a proposed shared service including costs, benefits and high level implementation plan.		JC 29 Feb 16	Yes (Paragraphs 1 & 4)	Joanna Swift Head of Legal and Democratic Services jswift@chiltern.gov.uk

Classification: OFFICIAL

28-DAY NOTICE – FORWARD PLAN

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

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JOINT WASTE COMMITTEE FOR BUCKINGHAMSHIRE (JWC)

Meeting: 20 January 2016 (Location: WDC)					
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date	Private Report (Y/N) and Reason Private ⁴	Contact Officer and Telephone Number
Yes	Discussion Report on Future Changes to the JWC: To consider a report on options for the future of the Joint Waste Committee for Bucks.		JWC 20 January	No	Contracts Manager (SBDC) Elizabeth Cullen elizabeth.cullen@southbucks.gov.uk
Yes	Budget 2016-17: To agree the Budget and level of contributions required from each authority for 2016-17.		JWC 20 January	No	Nasreen Ullah Strategic Operations Manager (AVDC) nullah@aylesburyvaledc.gov.uk Claire Oakins Waste Commissioning Team Leader (BCC) coakins@buckscc.gov.uk
Yes	Review of Waste Partnership Officer Resources: To consider a report on the officer resources for the Waste Partnership		JWC 20 January	No	Nasreen Ullah Strategic Operations Manager (AVDC) nullah@aylesburyvaledc.gov.uk
Yes	Revised Fly-tipping Enforcement Policy: To agree the revised Fly-tipping Enforcement Policy.		JWC 20 January	No	Acting Head of Planning and Environment (BCC) David Sutherland dsutherland@buckscc.gov.uk
No	Verbal Update on Work streams Identified in Members Seminar		JWC 20 January	No	Claire Oakins Waste Commissioning Team Leader (BCC) coakins@buckscc.gov.uk

Classification: OFFICIAL

- 1 The Joint Waste Committee for Buckinghamshire comprises of one Executive Member and one Non-Executive Member from each of the following constituent authorities:

Aylesbury Vale District Council: Sir B Stanier (Cabinet Member); R King

Buckinghamshire County Council: W Whyte (Cabinet Member); Ms N Glover

Chiltern District Council: M Smith (Cabinet Member); C Jones

South Bucks District Council: L Sullivan (Cabinet Member); Vacancy

Wycombe District Council: J Teesdale (Cabinet Member); W Mallen

A Key Decision is defined as:

- Decisions likely to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the Decision relates; or
- To be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the Council

Each of the constituent local authorities provides the following definition of a Key Decision, as detailed in the Constitution.

Aylesbury Vale District Council

A key decision is one, which falls within any of the following descriptions:

1. It is not in accordance with any one or more of the following:
 - a) the overall Strategic Budget
 - b) the Revenue Budget
 - c) the Capital Programme
 - d) Borrowing Limits set by the Council
2. It is in conflict with or a departure from a policy, plan or strategy approved by the Council or any person or body of the Council authorised to set a policy, plan or strategy on the Council's behalf.
3. It raises new issues of policy.
4. It increases budgetary commitments.
5. It requires any of the following:
 - a) Staff for which there is no budgetary provision
 - b) The acquisition or disposal of land or any interest therein in excess of a value of £500,000
 - c) The entering into of a contract with an estimated value in excess of £250,000 except where
 - (i) The expenditure is already provided for within the Council's approved Capital Programme or Revenue Budget
 - (ii) it is in accordance with the Council's Treasury Management Strategy
 - (iii) it follows as a consequence of an earlier key decision
 - (iv) it relates to a bid for funding which does not commit the Council to expenditure.
 - d) Requires a virement in excess of the limit set by Council
 - e) The making, approval or publication of any draft or final scheme which requires approval from a Minister of the Crown
 - f) Initiation of legislation
 - g) Is of such significance to all or part of the area, that the person to whom the decision is delegated, considers that it should be treated as a key decision

Buckinghamshire County Council

A decision which:

- a) is not consistent with the Revenue Budget, Capital Programme or Borrowing Limits and Financial Regulations approved by the Council;
- b) is in conflict with a policy, plan or strategy approved by the Council or a Committee of the Council;
- c) raises new issues of policy;
- d) requires any of the following: (i) Staff: It will give rise to the need to appoint additional permanent staff for which there is no budget provision. (ii) Land: Requires the acquisition or disposal of any land or interest in land in excess of a value of £500,000;
- e) comprises or includes the making, approval or publication of a draft or final scheme which may require, either directly or in the event of objections, the approval of a Minister of the Crown;
- f) requires the passage of local legislation; or,
- g) is of such significance to the locality, the Council or the services which it provides that the decision-taker is of the opinion that it should be treated as a Key Decision;

Classification: OFFICIAL**Chiltern District Council**

A 'Key' Decision is any decision taken in relation to a function that is the responsibility of the Cabinet and which is likely to:

- result in expenditure (or the making of savings) over £30,000 and / or
 - have a significant impact on the community in two (or more) district wards.
- and
- relates to the development and approval of the Budget; or
 - relates to the development, approval and review of the Policy Framework, or
 - is otherwise outside the Budget and Policy Framework.

South Bucks District Council

With regards to a) a Key Decision being defined as a decision which has income or expenditure effect of £50k or more but excludes contracts for and expenditure on repairs, maintenance and improvements works within budget provision and approved policy where the contract or expenditure has either been properly and specifically approved by or on behalf of the Cabinet or by an Officer acting under delegated powers, save where Contract Standing Orders require the Cabinet itself to authorise acceptance of a tender and such acceptance has not previously been authorised or delegated by the Cabinet.

Wycombe District Council

A Key Decision is defined as:

(i) The decision is not in accordance with any one or more of the following:

- (a) the overall Strategic Budget
- (b) the Revenue Budget
- (c) the Capital Programme
- (d) the Housing Revenue Account
- (e) Borrowing Limits set by the Council

(ii) The decision is in conflict with or a departure from a policy, plan or strategy approved by the Council or any person or body of the Council authorised to set a policy, plan or strategy on the Council's behalf

(iii) It raises new issues of policy

(iv) It increases budgetary commitments

(v) It proposes expenditure or savings in excess of £250,000, save in respect of land acquisitions or disposals (see (vi)(b) below)

(vi) It requires any of the following:

- (a) Staff for which there is no budgetary provision
- (b) The acquisition or disposal of land or any interest therein in excess of a value of £1,000,000
- (c) The entering into of a contract with an estimated value in excess of £100,000
- (d) Requires a virement in excess of the limit set by the Cabinet
- (e) The making, approval or publication of any draft or final scheme which requires approval from a Minister of the Crown
- (f) Initiation of legislation
- (g) Is of such significance to all or a part of the area, that the person to whom the decision is delegated, considers that it should be treated as a key decision

NB: Excluded from paragraphs (v) and (vi)(c) above are contracts for and expenditure on, repairs, maintenance and improvement works within budget provision and approved policy where the contract or expenditure has either been properly and specifically approved by or on behalf of the Cabinet or by an officer acting under delegated powers, save where Contract Standing Orders require the Cabinet itself to authorise acceptance of a tender and such acceptance has not previously been authorised or delegated by the Cabinet.

- 2 Each item considered will have a report; appendices will be included (as appropriate). Regulation 9(1g) allows that other documents relevant to the item may be submitted to the decision-maker. Subject to prohibition or restriction on their disclosure, this information will be published on the Council website – [Chiltern District Council](#); [Aylesbury Vale District Council](#); [Bucks County Council](#); [South Bucks District Council](#) & [Wycombe District Council](#) – usually 5 working-days before the date of the meeting. Paper copies may be requested (charges will apply) using the contact details below.

Classification: OFFICIAL

- 3 To support the work of the Joint Waste Committee for Buckinghamshire and to enhance decision-making, reports may be presented to other Committees for consultation. As such, this Notice will detail this information. Further information on each of the Councils' Committees can be found at: [Chiltern District Council](#); [Aylesbury Vale District Council](#); [Bucks County Council](#); [South Bucks District Council](#) & [Wycombe District Council](#)
- 4 The public can be excluded for an item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act 1972. The relevant paragraph numbers and descriptions are as follows:

Paragraph 1	Information relating to any individual
Paragraph 2	Information which is likely to reveal the identity of an individual
Paragraph 3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)
Paragraph 4	Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority
Paragraph 5	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings
Paragraph 6	Information which reveals that the authority proposes: (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment
Paragraph 7	Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime

Part II of Schedule 12A of the Local Government Act 1972 requires that information falling into paragraphs 1-7 above is exempt information if and so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Nothing in the Regulations authorises or requires a local authority to disclose to the public or make available for public inspection any document or part of a document if, in the opinion of the proper officer, that document or part of a document contains or may contain confidential information.

Should you wish to make any representations in relation to any of the items being considered in private, you can do so – in writing – using the contact details below. Please contact the Secretariat (Chiltern District Council) in the first instance. Any representations received, together with any response from the Council, will be published on the Notice (the 'Agenda') issued no less than 5 working-days before the meeting. This will be available on the Council website – [Chiltern District Council](#); [Aylesbury Vale District Council](#); [Bucks County Council](#); [South Bucks District Council](#) & [Wycombe District Council](#)

Contact:

Democratic Services, Chiltern District Council, King George V House, King George V Road, Amersham, HP6 5AW; email: chiefexecs@chiltern.gov.uk; tel: 01494 732143

Democratic Services, Aylesbury Vale District Council, The Gateway, Gatehouse Road, Aylesbury, HP19 8FF; email: admin@aylesburyvaledc.gov.uk; tel: 01296 585041

Legal & Democratic Services, County Hall, Walton Street, Aylesbury, HP20 1UA; email: legal@buckscc.gov.uk; tel: 01296 383689

Democratic Services, South Bucks District Council, Capswood, Oxford Road, Denham, UB9 4LH; email: democratic.services@southbucks.gov.uk; tel: 01895 837200

Committee Services, Wycombe District Council, Queen Victoria Road, High Wycombe, HP11 1BB; email: committeeservices@wycombe.gov.uk; tel: 01494 421214

28-DAY NOTICE – FORWARD PLAN

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CHILTERN CREMATORIUM JOINT COMMITTEE (CCJC)

Meeting: 4 February 2016 (Cabinet Room, CDC)					
Key Decision (Y/N) ¹	Report Title & Summary ²	Date to Overview ³	Decision Maker & Date	Private Report (Y/N) and Reason Private ⁴	Director
No	Annual Conference: To consider who should attend the Annual Conference		CCJC 4 Feb 2016	No	Superintendent Charles Howlett chowlett@chiltern.gov.uk
No	Liaison Meeting: To agree the date of the Liaison Meeting with Persons Taking Services and Funeral Directors		CCJC 4 Feb 2016	No	Superintendent Charles Howlett chowlett@chiltern.gov.uk
No	Complaints and Compliments 2015: To consider a report on complaints and compliments received during 2015		CCJC 4 Feb 2016	No	Superintendent Charles Howlett chowlett@chiltern.gov.uk
Yes	Service Plan 2016/17: To consider the Service Plan		CCJC 4 Feb 2016	No	Superintendent Charles Howlett chowlett@chiltern.gov.uk
Yes	Revenue Budget & Medium Term Financial Strategy: To consider and approve the Revenue Budget and to note the financial position of the Chilterns Crematorium in the medium term		CCJC 4 Feb 2016	No	Treasurer to the Joint Committee Jim Burness Jburness@chiltern.gov.uk
Yes	Fees & Charges: To agree the fees & charges to come into effect on 1 April 2016		CCJC 4 Feb 2016	No	Treasurer to the Joint Committee Jim Burness Jburness@chiltern.gov.uk
Yes	Capital Programme: To agree the proposed Chilterns Crematorium Capital Programme		CCJC 4 Feb 2016	No	Treasurer to the Joint Committee Jim Burness Jburness@chiltern.gov.uk
No	Aylesbury Crematorium Project Update Report: To consider an update report on the Aylesbury Crematorium project		CCJC 4 Feb 2016	Yes (Paragraph 3)	Head of Environment Chris Marchant cmarchant@chiltern.gov.uk

SUBJECT:	BUDGET & COUNCIL TAX REPORT 2016/17
REPORT OF:	Support Services Portfolio Holder
RESPONSIBLE OFFICER	Director of Resources
REPORT AUTHOR	Jim Burness
WARD(s) AFFECTED	All

1. Purpose of Report

- 1.1 This report provides information affecting the Council's revenue budget for 2016/17 in order for the Cabinet to make recommendations to Council on 24th February regarding the Council's budget and council tax for 2016/17.

2. Recommendations

Revenue Budget 2016/17

- 1) Approve the Revenue budget for 2016/17 as summarised in the table in para 5.19, and recommend this to Council.
- 2) Agree that in total £29,000 is provided to CDC parishes in respect of the impact of CTS on their tax bases for 2016/17.
- 3) Agree the following use of earmarked reserves for 2016/17:
 - Local Development Plan £163,500
- 4) Agree the following additions to earmarked reserves for 2016/17
 - Capital - Funding replacement refuse vehicles, £394k
 - Capital - Funding of future capital programme, £1,197k.
- 5) Approve a budget requirement of £10,495k, which will result in a District council tax of £168.77 for a Band D property.
- 6) Confirm the level of fees and charges for 2016/17 already considered by Portfolio Holders as part of the information underpinning their budgets.
- 7) Note the advice of the Director of Resources (Appendix A).

Setting the Council Tax

- 8) Agree that this report be made available to all Members of the Council in advance of the Council Tax setting meeting on 24th February, and a final report is produced for the Council meeting incorporating the information from preceptors, and the final decisions of the Cabinet on the budget.

Medium Term Financial Strategy

- 9) To note the comments in the report on the Council's financial position in respect of the years following 2016/17.

3. Executive Summary

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

4. Reason for Recommendations

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

5. Information

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

Contents of Report

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

Section A - Financial Context and Base Budget position

- 5.2 In December the Cabinet considered the draft service budgets and information available at that stage on the overall position related to Government funding.
- 5.3 On 17 December the Government announced the provisional Local Government financial settlement for 2016/17.
- 5.4 For Chiltern the following table shows the key figures for 2016/17.

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

5.5 The table illustrates the continuing material reduction in funding to the Council that had been anticipated, but at a more accelerated pace. Funding reductions will continue until at least 2019/20 and CDC will no longer receive Revenue Support Grant after 2016/17. This is due to the fact that in the funding system Chiltern is seen as a low needs and high resource authority, and is forecast to be in the top ten authorities by reduction in Government Funding assessments by the end of the Spending Review period (2019/20).

5.6 For authorities who are no longer in receipt of RSG before 2020/21, they will be subject to additional tariff payments so that the overall reduction in Government funding does not fall only on authorities in receipt of RSG, essentially it can be seen as “negative RSG”. Along with a number of authorities affected to similar extent, Chiltern has responded to the Government on this matter expressing concern and seeking some means to dampen the impact, or phasing in its effects on a more gradual basis. The impact of the additional tariff for Chiltern DC from 2017/18 as follows.

	2016/17 £k	2017/18 £k	2018/19 £k	2019/20 £k
Additional Tariff	0	150	480	850

This is something new to the funding system, and has not been factored into previous financial forecasts for the Council and the implications are illustrated in the section of the report covering the Medium Term Financial position.

5.7 The Business Rate Baseline represents the Government’s estimate of the amount of business rates it anticipates the Council will collect. However income from Business Rates can be materially affected by appeals lodged by businesses with the Valuation Office. Successful appeals will reduce the business rates collectable.

5.8 Growth in business rates above the Baseline are subject to a 50% levy, with the levy being additional payments to the Government. The amount of the levy can be reduced if groups of authorities pool their business rates and payments to the Government. As Chiltern and two other Bucks Districts, South Bucks and Aylesbury Vale, expect to have business rate growth, they have formed a pool for 2016/17 in order to retain more of the growth.

Section B - Investment Income and Grants

5.9 The Council’s Treasury Management Strategy for 2016/17, which is also being considered at this meeting, sets out the approach aiming to deliver investment income for 2016/17 of £140k.

5.10 An important source of grant funding for the authority is the New Homes Grant that currently rewards authorities for each new home by providing a grant equivalent to the national average Band D council tax on the property for each of the six years following

completion of the property. The cumulative funding the Council will receive in 2016/17 from this source is £1,047k, an increase on the current year of £313k.

5.11 The Government is consulting on changing the New Homes Grant system. The consultation is looking at reducing the duration of funding to four years or less, from the current six years. It is also suggesting:

- linking payments to authorities having in place an approved Local Plan
- having different payments for houses created after appeal from those approved by the authority without going to appeal.
- having a minimum baseline for housing growth numbers, above which additional funding would be received. The baseline is proposed to be that the normal growth in properties will be 0.25% per annum. For Chiltern this is approximately 110 units.

5.12 This year there is no offer of a Council Tax Freeze grant.

Section C - Budget Requirement and Council Tax Issues

5.13 Since Cabinet reviewed the draft budget in December there have been five adjustments as follows:

- Savings have been built in as a result of the Joint Revenues & Benefits Shared Service having been agreed £105k.
- Final salary revisions £20k.
- Savings arising from changes in the waste contract cost estimates £31k.
- The payment to the parishes in respect of the impact of CTS on their tax bases for 2016/17 has been scaled back to £29k to match the reduction in RSG for CDC.
- Income figures have been updated to reflect the provisional Finance Settlement.

5.14 The build-up of the budget, based on a 1.9% increase in the District council tax, is summarised in the following table.

Revenue Budget 2016/17	£'000
Leader	600
Community, Health & Housing	1,648
Customer Services	1,053
Environment	1,457
Support Services	3,317
Sustainable Development	1,317
Trading Undertakings	-221
Salary Reallocation to Capital	-67
Net Cost of Services	9,104
Investment Income	-140
Notional Interest on Refuse Vehicles	54
Payment to Parishes	29

Revenue Budget 2016/17	£'000
Use of Earmarked Reserves	
- LDD	-163
- Contribution to fund replacement refuse vehicles	394
- Contribution to fund capital programme	1,197
- Contribution to Election reserve	20
Budget Requirement	10,495

- 5.15 The draft budget proposes using reserves as follows:
- Local Development Document (LDD) reserve, £163,500. This is to fund the estimated costs in 2016/17 of progressing the joint Local Plan.
- 5.16 In 2016/17 the Council is in the position to set aside £1.20m to support the capital programme. This is proposed in order to make the Capital Programme sustainable in the medium term, as the projection of the programme is that the current level of resources will be exhausted by 2019/20. The report on the Capital Programme on this agenda illustrates the position in more detail.
- 5.17 The draft budget has been discussed at the Resources Overview Committee and any comments received will be made known to members at the meeting.
- 5.18 The latest budget monitoring information shows that the forecast level of general reserves at the end of the current financial year to be £2,417k. Section E of the report contains the Director of Resources advice on the level of reserves.

Section D - Medium Term Financial Strategy Update

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

	2015/16 £k	2016/17 £k	2017/18 £k	2018/19 £k	2019/20 £k
RSG	-1,055	-407			
Business Rates	-1,355	-1,666	-1,690	-1,730	-2,170
Additional Tariff			150	480	850
New Homes Grant	-734	-1,047	-667	-438	-448
CT Freeze Grant	-70				
Investment Income	-110	-140	-80	-60	-60
Collection Surplus	-100	-23	-20	-20	-20
Contrib to Parishes	80	29			
Total Income	-3,344	-3,254	-2,307	-1,768	-1,848
Service Expenditure	9,101	9,104	9,312	9,545	10,114
Notional Interest	70	54	30	10	10
Change in Reserves: Elections	-76	20			-80
Capital Contribution	394	394	394	394	394
LDF Fund	-306	-163			

	2015/16 £k	2016/17 £k	2017/18 £k	2018/19 £k	2019/20 £k
Capital Projects	1,307	1,197			
Total Net Expenditure	10,490	10,606	9,736	9,949	10,438
Precept Required	7,146	7,352	7,429	8,181	8,590
Council Tax Base	43,143	43,560	43,660	43,910	44,060
Band D	165.62	168.77	172.13	175.56	179.05
Precept on Collection Fund					
Total collected	7,146	7,352	7,515	7,709	7,889
Surplus/Shortfall	0	0	-86	472	701

Assumptions

- Government (RSG) funding assumed to reduce in line with the information contained in the provisional Local Government Settlement, including the effect of the additional tariff.
- The forecast growth in business rates for 2016/17 (£300k after 50% levy) is assumed to be sustained over the period, and that full retention of business rates comes into effect in 2019/20, enabling all the growth to be retained locally.
- The changes outlined in the consultation on New Homes Grant are assumed to come into effect from 2017/18. An allowance has been made for the impact of the Newlands Park development.
- Service expenditure assumed to increase for planning purposes by broadly 2.5% per annum approximately as a result of cost pressures.
- Council tax assumed to increase by 1.99% per annum after 2016/17.

5.20 The forecast table shows the potential future funding gap for the Authority that starts to develop from 2018/19 onwards building to £701k in 2019/20. The forecast deficit position for 2019/20 essentially arises from the introduction as part of the 2016/17 Settlement of the additional tariff ("negative RSG"), if this were to be excluded then the Council's expenditure would match resources in that year.

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

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

- Responding to the significant reduction in Government funding up to 2019/20, and the Council's ability to adjust its net expenditure base to cope with the reductions.
- The cost of waste services in the context of the waste disposal arrangements for Bucks.
- The cost of public inquiries or responding to major national infrastructure proposals affecting the District

Section E - Advice of the Director of Resources

- 5.23 The detailed advice of the Director of Resources as the Authority's statutory financial officer is set out in Appendix A. In summary the key points of the advice are as follows.
- The estimates for 2016/17 have been prepared in a thorough and professional manner.
 - The key budget risks have been identified.
 - The main financial risks to the Council for the coming year have been assessed as follows.
 - Shortfall on income targets.
 - The cost of major planning inquiries, enforcement actions or responding to national infrastructure proposals that impact on the area. Specific earmarked reserves exist to cover these matters.
 - The costs of temporary accommodation, and supporting housing solutions. Specific earmarked reserves exist to cover some of these matters.
- 5.24 The suggested prudent level of general reserves for 2016/17 is £880k. The Appendix also sets out the estimated level of earmarked reserves at the end of 2015/16.
- 5.25 In the medium term the Authority will continue to face risks from:
- Managing the gap between cost increases the Council will face year on year, and the continued significant reductions in government funding, and the limitation of council tax increases. Key to managing this risk will be identifying further savings for the years from 2018/19 onwards.
 - The costs of reaching and enforcing the Council's planning decisions, or responding to major national infrastructure proposals.
 - The costs of the Authority's waste collection and recycling services in the context of Bucks CC's disposal arrangements.
- 6. Consultation**
- 6.1 The draft budget has been considered by the Resources Overview Committee.
- 7. Options**
- 7.1 The report sets out the position based on increasing the district element of the council tax to £168.77.
- 7.2 There is the option of not increasing the Council Tax. This would result in less resource being available to fund the capital programme and the funding gap increasing in future years.
- 7.3 There is also the option of increasing the Council by more than the referendum threshold of 1.99%. However it is not considered realistic to consider a local referendum due to the cost of organising a referendum, and the risk of voters not supporting any additional increase in Council Tax.

8. Corporate Implications

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

9. Links to Council Business Plan

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

10. Next Steps

10.1 The report and Cabinet's decisions will form the basis of the Council tax decision of the Council on 24 February.

10.2 A report will be produced for the Council meeting bringing together the precepts that have been notified to the Council, from parishes and the major precepting bodies. This will then enable the Council to set the overall council tax for the area.

Background Papers:	None
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CHIEF FINANCIAL OFFICER REPORT

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

Robustness of Estimates

- .2 The process for preparing the budgets started in the autumn of 2015. From the outset the budget development was influenced by a number of key factors.
- The need to keep expenditure and likely resources in balance given the limitations on increases in council tax and the continuing significant reductions in Government funding.
 - The national economic picture that affects many of the Council's main income streams and levels of housing and benefits expenditure.
 - The need to resource the implications of the corporate Business plan to enable the Council to make progress on its corporate aims.
- .3 During 2015 the Authority has continued its working with South Bucks DC and is near to completing a programme of service reviews to develop joint working and the benefits this provides. The savings from the completed service reviews are reflected in the 2016/17 budgets. As in recent years the 2016/17 budget is integrated with the Authority's service planning process, and therefore plans reflect the resources available.
- .4 The budget process has rigorously limited new expenditure to only the unavoidable minimum.
- .5 The medium term financial position of the Council clearly indicated the need to continue to make savings for future years, and work is in progress to identify further savings options for future years, and this is expected to include the benefits from continuing joint work with South Bucks DC. The continued focus on delivering savings or increasing income is important, and part of this will be having in place mechanisms to monitor and report on agreed savings.
- .6 The detailed budget preparation was overseen by an experienced qualified accountant, supported by other finance staff familiar with the requirements of the budget preparation process. The basis of the estimates included the following elements which are in my view crucial to setting realistic budgets.
- Staffing budgets are prepared on a zero base approach, and are built up based on the actual staffing establishment and its current costs. The final budgets also include a vacancy factor of 2% consistent with that used in past years which has proved to be realistic.
 - The budgets reflect as far as can be determined costs of major contracts including known or likely cost increases.

- The budgets are informed by the results of the 2015/16 budget monitoring and recognise those issues that are unavoidable and would carry through into 2016/17.
 - The budget identified any recurring costs of Council decisions taken since March 2015.
- .7 The detailed budgets have been scrutinised by:
- Officers
 - Portfolio Holders
 - Resources Overview Committee
- .8 In particular the draft budgets were very thoroughly examined by Cabinet members in an exercise led by the Portfolio Holder for Support Services. The budget does not contain any unspecified or unrealistic savings proposals or contingencies.
- .9 Investment income expectations reflect a realistic view on the level of interest rates over the next few years and likely cash balances, and this is reflected within the treasury management strategy.
- .10 Finally the budgets have been assessed as part of the Authority's approach to risk management and the major financial risks identified. These will be referred to in the following section dealing with the adequacy of reserves.
- .11 Taking all these factors into account I am satisfied that the estimates have been prepared on a robust basis.

Adequacy of Reserves

- .12 The Council has a policy on its reserves, and this policy accords with the guidance issued by the Chartered Institute of Finance and Accountancy (CIPFA) on local authority reserves and balances. In essence the Policy states that the minimum level should be based on 7½% of the net cost of services, plus any material financial risks identified for the coming financial year for which specific provision has not been made.
- .13 With regard to Business rates, the Council will continue to account for the business rates timing adjustments via a 'NDR Timing Difference' adjustment to the General Fund balance.
- .14 The Code of practice on local authority accounting requires the purpose, usage and basis of transactions of earmarked reserves to be identified clearly. The Council has a number of earmarked reserves where it has full control over their deployment. These need to be kept under review taking into account the current financial issues facing the Council. The following table shows the Council's reserves position estimated for 31st March 2016.

Description	31/3/16 £k	Comment
Business Rates Equalisation Reserve	250	To offset any in year loss in retained business rates to the District not covered by the business rates safety net arrangements.
Rent Deposit/Private Leasing and Homelessness/Repossession prevention reserve	140	To provide funding to assist households in accessing affordable housing and reducing temporary accommodation and avoiding homelessness
Neighbourhood Planning Reserve	17	To hold Neighbourhood Planning Grant until expenditure incurred

Description	31/3/16 £k	Comment
Housing Benefits Reserve	508	DWP funding provided in previous years for implementation of welfare reform changes. To be used in future years for service transformation to improve capacity and resilience to cope with forthcoming change.
Election Fund	40	To meet the cost of local elections as and when required
Community Support Reserve	100	Funding secured in previous years to be used to support community safety projects.
Waste Initiatives Reserve	294	Reserve established to provide support for delivery of waste and recycling projects across the District
Local Development Framework & Planning Reserve	856	To meet costs of major planning appeals and enforcement actions and the joint Local Development Plan process, including studies and surveys.
HS2 Reserve	60	To cover potential costs involved in seeking to mitigate the impact of HS2 on the area through legal and parliamentary processes.
Transformation & Workforce Strategy Reserve	200	To enable the Council to progress organisational and service delivery change including joint working
Economic Development Reserve	300	To support projects with local business and other partners to benefit the local economy
Car Parking	100	To fund parking capacity assessments when required
Affordable Housing	1,000	To support the provision of affordable housing
S106 reserve	25	To hold unconditional s106 monies
Capital Projects Reserves	1,387	This reserve is held to provide resources for capital expenditure.
Refuse Vehicles Fund	772	To provide for the replacement of the vehicles over the 7 year period to 2021
Repairs & Renewals Fund	497	For the replacement of vehicles, plant, machinery and equipment as required and as a contingency for major repairs to buildings as part of the capital programme
Pension Fund	1,000	To provide scope for additional pension deficit contributions if considered appropriate.
Leisure Fund	1,000	For development of leisure provision
Total Earmarked Reserves	8,546	

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

Budget assumptions	Financial standing and management	Comment on CDC position
The treatment of inflation and interest rates	The overall financial standing of the Authority (level of borrowing, debt outstanding, council tax collection rates)	The budgets are based on known price increases as far as is possible. External advice has been taken on interest rate forecasts and these have been used with prudent assessments of the level of cash available for investment. This is set out in the Treasury Management Strategy.
Estimates of the level and timing of capital receipts	The Authority's track record in budget and financial management	The forecast of future capital receipts reviewed over the course of the budget process. At present no major receipts are anticipated in the coming years.
The treatment of demand led pressures	The Authority's capacity to manage in-year budget pressures	The Authority has in place regular budget monitoring procedures to identify any in year pressures, and to consider what actions can be taken. Reports are produced monthly for Management Team and Cabinet members. The budget process has also picked up any demand led pressures that need to be built into the 2016/17 budget. There are quarterly budget review meetings with members to review the current year's position and future years' issues.
The treatment of savings/efficiency gains	The strength of financial information and reporting arrangements	The budget preparation and monitoring processes are used to identify and monitor savings. The deployment of savings is determined by the Council's budget process and its medium term financial strategy which directs resources towards priorities and ensures overall matching of expenditure to resources.
The financial risks inherent in any significant new funding partnerships or major capital developments	The Authority's virement and end of year procedures in relation to budget under/overspends at authority and departmental level	The Council undertakes a risk assessment of the budget risks it faces. The major risks for 2016/17 are highlighted below.
The availability of other funds to deal with major contingencies	The adequacy of the Authority's insurance arrangements to cover major unforeseen risks.	The Authority has sufficient reserves to cover insurance liabilities. It has also the resources in general or earmarked reserves to make reasonable contingencies against matters such as housing pressures, national infrastructure projects, major enforcement actions etc.

- .16 From the preceding table it can be seen that the Authority takes action to reduce budget risk and therefore influence the level of reserves it needs to hold. There will always be areas of risk or uncertainty and which need to be assessed as part of the budget process.
- .17 The main financial risks to the Council for the coming year have been assessed as follows.
- Shortfall on income targets (See Appendix B Sensitivity Analysis).
 - The cost of major planning inquiries, enforcement actions or responding to national infrastructure proposals that impact on the area primarily HS2. Specific earmarked reserves exist to cover these matters.
 - The costs of temporary accommodation, and supporting housing solutions. Specific earmarked reserves exist to cover some of these matters.
- .18 In the longer term there will be the risks of:
- Managing the gap between cost increases the Council will face year on year, and the continued significant reductions in government funding, and the limitation of council tax increases. Key to managing this risk will be identifying further savings for the years from 2018/19 onwards.
 - The costs of reaching and enforcing the Council's planning decisions, or responding to major national infrastructure proposals. This would include major issues such as HS2 and airports expansion.
 - The costs of the Authority's waste collection and recycling services in the context of Bucks CC's disposal arrangements.
- .19 As a small authority the Council is always faced with the risk to achieving its objectives from capacity and reliance on a number of key staff. Therefore staffing issues will need to be kept carefully under review going forward and establishing joint teams with South Bucks DC will help improve resilience.
- .20 Taking all these factors into account it would be advisable to plan for a level of general reserves of at least around £880k for the forthcoming financial year, exclusive of any specific contingencies for which earmarked reserves have been established (see table above). This figure is made up as follows.

	£k
7½% Net Cost of Services	680
Potential Income shortfalls	100
Potential temporary accommodation costs	100
	<u>880</u>

Legal Considerations

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

justification for and consequences of their proposals to enable the Cabinet (or the Council) to arrive at a reasonable decision on them.

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

Jim Burness
Director of Resources
February 2016

Budget Sensitivity Analysis 2016/17 (CDC)

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

Change in Demand	Worsen Budget Position		2016/17 Budget	Improve Budget Position	
	10% Decrease £	5% Decrease £		5% Increase £	10% Increase £
Car Park Income - Amersham Multi Story	-59,500	-29,750	-595,000	29,750	59,500
Car Park Income - Surface Car Parks	-100,000	-50,000	1,000,000	50,000	100,000
Car Park Income - Penalty Charges	-9,000	-4,500	-90,000	4,500	9,000
Development Management Income	-56,000	-28,000	-560,000	28,000	56,000
Land Charges Fees	-15,000	-7,500	-150,000	7,500	15,000
Recycling Credits (CDC only)	-42,480	-21,240	-424,800	21,240	42,480
Green Waste	-42,000	-21,000	-420,000	21,000	42,000
Licensing Income - Taxis	-12,068	-6,034	-120,680	6,034	12,068
Licensing Income - Other	-24,255	-12,128	-242,550	12,128	24,255
Difference	-360,303	-180,152	0	180,152	360,303
Change in Interest Earnings	20% Decrease	10% Decrease	-	5% Increase	10% Increase
Fixed & Minor Interest	-28,000	-14,000	-140,000	7,000	14,000
Difference	-28,000	-14,000	0	7,000	14,000
Other Significant Financial Risks	Worst Case	Slightly Worse	2016/17 Budget	Slightly Better	Best Case
	£	£	£	£	£
Planning appeals - legal costs	80,000	60,000	35,000	20,000	0
Planning enforce - legal costs	30,000	10,000	5,000	2,500	0
HS2	150,000	100,000	50,000	25,000	0
	260,000	170,000	90,000	47,500	0
Difference	-170,000	-80,000	0	42,500	90,000
Grand Total	558,303	274,152	0	229,652	464,303

SUBJECT:	Capital Programme and Repairs & Renewals Programme 2016/17 to 2019/20
REPORT OF:	Support Services Portfolio Holder - Cllr Mike Stannard
RESPONSIBLE OFFICER	Director of Resources - Jim Burness
REPORT AUTHOR	Capital Accountant - Jane Clarke - 01494 732 223
WARD/S AFFECTED	All

1. Purpose of Report

1.1 To present:

- the proposed Capital Programme for 2016/17 - 2019/20, and
- the proposed Repairs & Renewals Programme for 2016/17 - 2019/20.

RECOMMENDATION

Cabinet is asked to recommend to Council:

- The Capital Programme for 2016/17 - 2019/20 as set out in Appendix A, and
- The Repairs & Renewals Programme for 2016/17 - 2019/20 as set out in Appendix B.
- Note the implication for the Financial Strategy of the proposed programme.

2. Background

- 2.1 As part of the Council's budget process the Capital Programme is reviewed in order to assess, as part of the overall financial strategy of the Authority, what the scale and composition of the programme should be and the consequential funding implications for the financial strategy.

3 Review of Capital Programme

- 3.1 The proposed Capital Programme is set out in Appendix A, and projects are grouped in three main categories.

Environment

- 3.2 This category primarily covers expenditure for the parking service. The main schemes are:
- Provision of additional parking spaces at Sycamore Road car park
 - Improvements to AMSCP. These works are in preparation for tendering and start on site during 2016.
- 3.3 In addition to the parking schemes there is a project to contribute to the improvement of the Lords Mill Weir, and one for potential refurbishment works to public conveniences aligned to agreements reached with parish/town councils.

Community, Health & Housing

- 3.4 Under the contract with Greenwich Leisure, the Council has responsibility for the structure and exterior of the leisure centres. A sum of £100k is budgeted each year to meet these obligations.
- 3.5 The remainder of the expenditure in this area relates to housing grants and loans, with the largest element being Disabled Facility Grants which the Council has a statutory duty to provide. The majority of the cost of the grants are met from an allocation from the Better Care Fund administered by the Health & Wellbeing Board, (this was £295k in 2015/16), so that the cost falling to Chiltern is only a proportion of the total programme. A contribution to the programme is also sought from Paradigm.

Support Services

- 3.6 The projects in this areas divide between those related to the ICT Strategy¹ and ICT elements of specific shared service business cases, and works at KGVH.
- 3.7 The major ICT projects are:
- CDC’s share of the cost of unifying the networks of the two Councils including creating virtual desktop environments that are a key element in moving towards more flexible ways of working.
 - CDC’s share of the costs of introducing appropriate mobile working arrangements for shared teams
- 3.8 The works to KGVH relate to essential maintenance works to the roof and skylights above the Council Chamber which have been completed, and security improvements to the undercroft car par which will be completed by the end of the year.

4 Commuted Sums Programme

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

	Balance as at 31.12.15
	£
s106 Affordable Housing - Conditional	1,827,405
s106 Affordable Housing - Unconditional	25,000
	1,852,405

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

¹ ICT Strategy was approved by the Joint Committee in July 2015, and was the basis of gaining an award of £222k from the Government’s Transformation Challenge Fund

5 Review of Repairs & Renewals Programme

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

Depot: £50k pa

5.2 There is an annual repairs and renewals allowance for works at the Depot. This provides flexibility for works to be carried out as and when required.

Paper Sort Reinstatement £121k

5.3 If Serco vacate the Paper Sort, there is a legal requirement for CDC to restore this building back to its original state.

Leisure Centres: £10k pa

5.4 To undertake small repairs and maintenance to the centres that cannot be funded from Capital. A further £60,000 has been included in 2019/20 for the regular 5 year condition survey.

6 Consultation

6.1 Consultation is with the Resources Overview Committee.

7 Corporate Implications

7.1 The Capital Programme is financed from three sources, grants, capital receipts, and revenue reserves / contributions. The table below shows the proposed funding of the programme set out in Appendix A.

Sources of Funding	Latest Budget 15/16 £	Original Budget 16/17 £	Original Budget 17/18 £	Original Budget 18/19 £	Original Budget 19/20 £
Housing subsidy re DFG's	295,510	295,510	295,510	295,510	295,510
Paradigm re DFG's	90,000				
Contribution from GLL (for Prestwood CP)	30,000				
s106 parking commuted sums	88,000				
DEFRA Flood Grant	7,400				
Transformation Reserve/TCA Grant	20,000	120,100			
Capital Receipts / Capital Contributions	1,528,490	1,193,064	889,897	344,490	344,490
Total Funding	2,059,400	1,608,674	1,185,407	640,000	640,000

7.2 The impact of funding the programme on available capital resources can be seen in the table below. It can be seen that the currently available capital resources will be exhausted by the end of 2018/19.

- 7.3 The programme in Appendix A covers the period until 2020. Over this period new calls for capital expenditure will arise linked to the Council's Business Plan and Financial Strategy, e.g.
- Developments to car parks
 - The implications from the Leisure needs survey and the retender of the GLL contract
 - Maintenance of KGVH including updating the audio visual facilities in the Council Chamber

Capital Resources	Latest Budget 15/16 £	Original Budget 16/17 £	Original Budget 17/18 £	Original Budget 18/19 £	Original Budget 19/20 £
Opening Capital Resources	2,680,222	2,459,218	1,266,154	376,257	31,767
New Capital Receipts					
New General Capital Contributions	1,307,486				
Use of Capital Receipts/ Contributions	-1,528,490	-1,193,064	-889,897	-344,490	-344,490
Closing Capital Resources	2,459,218	1,266,154	376,257	31,767	-312,723

- 7.4 Therefore to sustain the size of the programme and allow scope for new schemes, additional resources will need to be made available. The scope for generating significant new capital receipts is very limited; therefore the focus will be on the capacity of the revenue budget to provide contributions from revenue to the programme. In the future the Council may need to consider borrowing to finance capital projects. The capital programme is part of the Council's overall financial strategy, as the capital and revenue budgets are interlinked.
- 7.5 Separately the Council is also setting aside £395k each year for seven years up to 2020/21, towards replacing the refuse vehicle fleet.

8 Links to Council Policy Objectives

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

9 Next Step

- 9.1 Following views by the Resources Overview Committee the report will be considered by the Cabinet in February.

Background Papers:	None
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CHILTERN CAPITAL PROGRAMME 2016 - 2020

	Latest Budget 15/16 £	Original Budget 16/17 £	Original Budget 17/18 £	Original Budget 18/19 £	Original Budget 19/20 £
<u>Environment</u>					
Lords Mill Weir, Chesham		10,000			
Public convenience works		47,384			
Sycamore Road - Fencing Work	20,000				
Parking Service - ICES 360	35,500				
Sycamore Road - Additional parking spaces & resurfacing	403,400				
Prestwood - car park upgrade	255,000				
AMSCP Over Roof & Improvement Works		415,390	415,407		
Additional off street parking solutions		10,000			
<u>Community, Health & Housing</u>					
Leisure Centres	173,000	213,000	100,000	100,000	100,000
Disabled Facility Grants	495,000	390,000	390,000	390,000	390,000
Renovation Grants	35,000	50,000	50,000	50,000	50,000
Flexible Home Loan Fund	50,000	50,000	50,000	50,000	50,000
Days Alms Houses- Grant	100,000				
<u>Support Services</u>					
MS Office Licenses	65,000	38,500	80,000		
ICT Helpdesk	4,000				
Virtual environment upgrades	25,000				
IP telephony infrastructure	24,000				
Legal Service - Case Mgt System	23,500				
F&P Service - Uniform & FM System		7,400			
ICT Strategy - Unified Network	177,000	240,000			
TCA Projects - Mobile Working	20,000	60,000			
TCA Projects - Channel Shift		27,000			
KGVH - Roofing/skylight works	67,000				
KGVH - Undercroft Car Park	37,000				
KGVH WIFI Replacement			50,000		
<u>Capitalisation of Salary Costs</u>					
Capital Salaries	50,000	50,000	50,000	50,000	50,000
Total	2,059,400	1,608,674	1,185,407	640,000	640,000

CDC R&R Programme 2016/17 - 2019/20	16/17	17/18	18/19	19/20
	Budget	Budget	Budget	Budget
	£	£	£	£
<u>Environment</u>				
Depot - Annual Allocation	50,000	50,000	50,000	50,000
Depot: Papersort facility reinstatement	121,000			
AMSCP: Redecoration 3 year prog 2014-16	8,000			
<u>Community, Health & Housing</u>				
Leisure Centres -	10,000	10,000	10,000	70,000
	189,000	60,000	60,000	120,000

The R&R programme is funded from the earmarked reserve created for the purpose of funding this expenditure. At the end of 2015/16 the reserve is estimated to stand at £497,104.

SUBJECT:	Treasury Management Strategy 2016/17
REPORT OF:	Resources Portfolio Holder – Cllr M Stannard
RESPONSIBLE OFFICER	Director of Resources
REPORT AUTHOR	Helen O'Keeffe, Principal Accountant, hokeeffe@chiltern.gov.uk , 01494 732781
WARD/S AFFECTED	All

1. Purpose of Report

- 1.1 To agree the Treasury Management Strategy and related policies that should be adopted by the Council for 2016/2017.

RECOMMENDATION

The Cabinet is requested to recommend to Council The Annual Treasury Management Strategy for 2016/17, including approving the following appendices to the Annual Investment Strategy (Appendix 1):

- Appendix 1A - Annual Investment Strategy Policies
- Appendix 1B - Prudential Indicators including the borrowing limits
- Appendix 1C - the MRP method to be used in 2016/17.

2. Executive Summary

- 2.1 The Council is required to formally review its treasury management policies each year as part of determining what level of returns will be achieved from investments. The format of the treasury management policies is defined by the Code of Practice adopted by the Council, and is required to be approved by the Council on recommendation from the Cabinet.
- 2.2 The treasury management policies underpin the strategy for the year in question, which seek to achieve a level of investment return.

3. Background

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

4. Treasury Management Strategy 2016/17

- 4.1 The Treasury Management Strategy 2016/17 is attached as Appendix 1. In essence the proposed strategy is as follows, and makes appropriate recognition of the Government's advice to prioritise security and liquidity over returns.

-
- Basic cashflow requirement of up to £6m which will not be invested for more than one year, expected return averaging 0.5%
 - Core investment cash of £15m, of which £9m can be invested for durations longer than two years.
 - The long term investments can include property and bond funds and could be expected to deliver returns of at least 3%.

The expected return for 2016/17 from the proposed strategy is £140,000.

5. Consultation

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

6. Options

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

7. Corporate Implications

- 7.1 The budget for investment interest was set as £110,000 for 2015/16. Current estimated returns shows that this budget will be exceeded.
- 7.2 For 2016/17 investment income will be based on total core cash reserves of £15m. In addition officers invest surplus cash flow during the year and estimated returns for these sums are based on short-term interest rates remaining less than 1%. The duration of investments will be influenced by the Council's Medium Term Financial Strategy and in particular the Capital Programme.
- 7.3 Based upon the recommendations outlined in the Treasury Management Strategy 2016/17 attached the estimated investment return for 2016/17 is £140,000.
- 7.4 This target for investment income reflects the latest forecasts for interest rates. It is regarded as realistic and achievable. Loss of £44K of investment income is equal to £1 Council Tax on a band D property.
- 7.5 As with any budget based on forecasts of future interest rates there is a risk of variation due to factors outside of the Council's control. This risk will need to be taken into account in determining the level of reserves held by the Authority.
- 7.6 The Local Government Act 2003 requires the Council to have regard to the Prudential code and to set Prudential Indicators for the next 3 years to ensure that the Council's capital investments plans are affordable, prudent and sustainable.
- 7.7 The Act requires the Council to set out its Treasury Strategy and to prepare an Annual Investment Strategy which sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
- 7.8 It is a statutory requirement under section 33 of the Local Government Finance Act 1992, for the Council to produce a balanced budget. In particular, section 32 requires a local

authority to calculate its budget requirements for each financial year to include the revenue costs that flow from capital financing decisions. This, therefore, means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue from:

- loss of investment interest caused by the use of capital receipts to finance additional capital expenditure.
- any increases in running costs from new capital projects.

are limited to a level which is affordable within the projected income of the Council for the foreseeable future as part of the Council's overall Financial Strategy.

- 7.9 The CLG's investment guidance states that authorities could combine the Treasury Strategy Statement and the Annual Investment Strategy (AIG) into one report. The Treasury Management Strategy 2016/17 document is attached to this report (Appendix 1).

8. Links to Council Policy Objectives

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

9. Next Step

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

Background Papers:	None
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Chiltern District Council
Treasury Management Strategy
2016/2017

1. Background

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

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

Area of Responsibility	Reporting Arrangements	Frequency
Treasury Management Policy	Cabinet/Council	Reviewed annually.
Treasury Management Strategy Annual Investment Strategy MRP policy	Cabinet/Council	Annually before the start of the financial year
Treasury Management Strategy Annual Investment Strategy MRP policy - in year report	Cabinet	Appropriate report to Cabinet
Treasury Management Strategy Annual Investment Strategy MRP policy - updates or revisions at other times	Cabinet/Council	As appropriate
Annual Treasury Outturn Report	Cabinet/Council	Annually by 30 th September after the end of the year
Monitoring Reports	Cabinet	Regularly
Treasury Management Practices	Cabinet/Council	Annually
Investment Portfolio Detail	Resources Portfolio Holder	Monthly
Scrutiny of treasury management strategies & performance	Resources Overview Committee	Ongoing but with particular focus when considering annual Strategy

- 1.4. The Local Government Act 2003 and supporting regulations requires the Council to have regard to the CIPFA Prudential code and the CIPFA Treasury Management Code of Practice to set Prudential and Treasury Indicators for the next three years to ensure that the Council's capital investments plans are affordable, prudent and sustainable.
- 1.5. The Act requires the Council to set out its Treasury Strategy and to prepare an Annual Investment Strategy which sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
- 1.6. It is a statutory requirement under section 33 of the Local Government Finance Act 1992, for the Council to produce a balanced budget. In particular, section 32 requires a local authority to calculate its budget requirements for each financial year to include the revenue costs that flow from capital financing decisions. This, therefore, means that increases in capital expenditure must be limited to a level whereby increases in charges to revenues from:
 - Loss of investment interest caused by the use of capital receipts to finance additional capital expenditure.
 - Any increases in running costs from new capital projects.are limited to a level which is affordable within the projected income of the Council for the foreseeable future.
- 1.7. The CLG's investment guidance states that authorities could combine the Treasury Strategy Statement and the Annual Investment Strategy (AIS) into one report and the AIS supporting this Strategy Statement is attached as Appendix A.
- 1.8. The Council employs Capita Asset Services, Treasury Solutions as its external treasury management consultants. The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon external service providers. The external advisers themselves do not recommend specific strategies for authorities as they are not investment managers, but aim to ensure authorities take relevant matters into consideration and identify investment options to possibly consider. It is recognised that there is value in employing an external provider in order to access specialist skills and resources. This was exemplified by the joint member briefing undertaken in the last year by Capita. The Council contract with Capita Asset Services is a joint one with South Bucks District Council for a three year period and commenced on 1st July 2013.
- 1.9. Following consideration of the Council's future funding requirements and economic forecasts and other relevant information, the proposed target figure for investment returns for 2016/2017 is £140,000.
- 1.10. This Strategy seeks approval for this target level of return, how realistic it is and sets out how it can be achieved.

2. Current Portfolio Position

- 2.1. Investment income is mainly generated by Officers placing money in callable or fixed deposits with approved counter parties. When making the decision to invest Officers take into account security, liquidity and yield which are inter-related and the balance of the three is determined by the Authority's needs and risk appetite. Decisions to invest are made following discussion between the Director of Resources and the Principal Accountant (Capital & Treasury) both of whom have sufficient experience in this area. The discussion on investment is based upon information that is available from the Council's treasury

consultants, Capita Asset Services, and brokers acting in the local authority money market, combined with general intelligence available from money market briefings made available to the authority.

- 2.2. A summary of the Council's current (at the end of December 2015) holdings of fixed deposits is shown below:

	Credit Rating	Amount Loaned £	Interest Rate	Matures
Money Market Funds	AAA	2,000,000	0.49% variable	On call
UK Institutions - High (Max £3m)				
Bank of Scotland/Lloyds	A+	1,000,000	1.05%	Nov 16
Bank of Scotland/Lloyds	A+	1,000,000	1.55%	Jun 17
Bank of Scotland/Lloyds	A+	1,000,000	1.00%	Jul 16
Nationwide	A	1,000,000	0.90%	May 16
Nationwide	A	1,000,000	0.90%	Jul 16
Nationwide	A	1,000,000	0.90%	Oct 16
Santander	A	1,000,000	1.00%	Mar 16
Santander	A	1,000,000	0.98%	Jun 16
Santander	A	1,000,000	1.00%	Mar 16
Close Brothers	A	1,000,000	1.60%	Oct 17
Close Brothers	A	1,000,000	1.00%	Nov 16
Total Deposits		13,000,000		

- 2.3. In addition the Officers invest short term cash flow surpluses. Short term cash reserves are required mainly in the last quarter of the year when council tax and grant payments tail off but precept payments continue. A summary of the Council's current short term cash holdings:

	Credit Rating	Amount £	Interest Rate	Period
Barclays FIBCA	A	9,110,000	0.50%	On call, instant access
Total		9,110,000		

3. Prospects for Interest Rates and Economic Background

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

	2016/17				2017/18		2018/19
	Q1	Q2	Q3	Q4	Q1	Q4	Q1
Bank Rate	0.75%	0.75%	1.00%	1.00%	1.25%	1.75%	1.75%
3 M LIBID	0.80%	0.90%	1.10%	1.30%	1.40%	1.90%	1.90%
6M LIBID	1.00%	1.10%	1.30%	1.50%	1.60%	2.10%	2.10%
12M LIBID	1.20%	1.30%	1.40%	1.60%	1.80%	2.40%	2.40%

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

- Concerns regarding the fragility of the UK economic recovery, the rebalancing of the economy between manufacturing and services, and the UK's balance of trade position.
- The low level of inflation, that is predicted to continue.
- External factors such as the political situation in the Middle East, and the performance of the Chinese and US economies.

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

4. Achieving the Investment Target in 2016/17

4.1. As part of its medium term financial strategy the Council would always seek to optimise its investment income with acceptable levels of risk.

4.2. It is clear that continuing with short term cash investments will provide returns of at best 1.5% over the next year or so. To achieve higher levels of returns will involve:

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

4.3. In deciding to move towards longer term investments, thereby reducing liquidity, careful consideration needs to be given to the amount of the Council's cash that can be used for these longer term investments.

4.4. Currently total investments are in the order of £13m. As at 1 April 2016, it is estimated that core investment cash of £15m will be available.

4.5. Establishing a position whereby a significant portion of the Council's cash is invested long term would take time to achieve as it would need to be co-ordinated with current investments maturing. The following table illustrates how a portfolio of longer term investments could be built up.

Schedule of Maturing Investments

Year	Month	Amount £	Cumulative £
Instant MMF		2,000,000	2,000,000
2015/16	Mar	2,000,000	4,000,000
2016/17	May	1,000,000	5,000,000
	Jun	1,000,000	6,000,000
	Jul	2,000,000	8,000,000
	Oct	1,000,000	9,000,000
2017/18	Nov	2,000,000	11,000,000
	Jun	1,000,000	12,000,000
	Oct	1,000,000	13,000,000
		13,000,000	

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

4.7. The table below shows the proposed counterparty investments matrix for investments in 2016/17.

	Duration	Maximum Amount	Fitch Rating	Comment
Money Market Funds	Up to 3 years	£5m	AAA	
UK Institutions	Up to 5 years	£3m	A- or better	High Rated
	Up to 2 years	£2m	BBB+ or better	Low Rated
Non UK Institution	Up to 2 years	£1m	A- or better	Sovereignty rating AA or better
Corporate Bonds / Bond Funds	Up to 3 years	£2m	A- or better	
Other Approved Investments (eg Property Funds)	Up to 5 years	£2m		Invest would be subject to specific member report

4.8. In coming to an estimate of investment income that could be achieved in 2016/17 assumptions need to be made around the level of cash available for investment, durations for new investments and percentage returns. For the purposes of the strategy the following assumptions are used.

- Short term cash balances - less than one year £6m
- Medium term cash balances - one to two years £9m
- Longer term cash balances - more than two years £0m

- Short term rates 0.5%
- Medium term rates 1.25%
- Longer term rates 3.0%

Based on these assumptions a reasonable estimate of investment income for 2016/17 would be £140k (See Appendix).

4.9. By having a reasonable proportion of the investments maturing over a period of two years or less, it will be possible to manage the anticipated net outflows over that period referred to in para 4.4.

5. Financial Summary & Risks

5.1. The budget for investment interest was set as £110,000 for 2015/16. Current estimated returns show that this is likely to be exceeded.

5.2. For 2016/17 investment income will be based on total core cash reserves of £15m. In addition officers invest surplus cash flow during the year and estimated returns are based on short-term interest rates remaining within the range of 0.30% to 1.30%.

- 5.3. Based upon the recommended Strategy outlined above the estimated investment returns for 2016/2017 is £140,000.
- 5.4. This target for investment income reflects the latest forecasts for interest rates. It is regarded as realistic and achievable. Loss of £44,000 of investment income is equal to £1 council tax on a band D property.
- 5.5. As stated the investment returns are based upon a core level of balances for 2016/17 of £15m. The estimated capital programme shows that this is realistic based on the current level of approved expenditure. However in the longer term if capital reserves are utilised to fund projects this will reduce the funds that are available for medium/long term investment. It also assumes the Council will remain a debt free authority.
- 5.6. As with any budgets based on forecasts of future interest rates there is a risk of variation due to factors outside of the Council's control. This risk will need to be taken into account in determining the level of revenue reserves held by the authority.
- 5.7. The Local Government Act 2003 sets out the new capital regulations and specifies that local authorities must comply with the Prudential Code produced by CIPFA. The Council has a duty to determine an affordable borrowing limit. As a debt free authority this would be nil, however the regulations also incorporate the limit for temporary borrowing any temporary borrowing since 1990/1991 it is necessary under statute to approve a limit in case the circumstances arise should it be required. It is recommend that Members approve an authorised borrowing limit of £3 million and an operational borrowing limit of £3 million, these together with other prudential indicators that the Council are required to set under the code are shown at Appendix B, and Appendix C covers the technical requirement in respect of calculating the minimum revenue provision.

Appendices

- A - Annual Investment Strategy Policies**
- B - Prudential Indicators**
- C - Minimum Revenue Provision**

Investment Income Forecast 2016/17

	Credit Rating	Amount Loaned	Interest Rate	Matures	Interest 16/17 £	New Inv 16/17 (1.25%) £
Bank of Scotland/Lloyds	A+	1,000,000	1.05%	Nov-16	7,000	4,167
Bank of Scotland/Lloyds	A+	1,000,000	1.55%	Jun-17	15,500	0
Bank of Scotland/Lloyds	A+	1,000,000	1.00%	Jul-16	3,333	8,333
Nationwide	A	1,000,000	0.90%	May-16	1,500	10,417
Nationwide	A	1,000,000	0.90%	Jul-16	3,000	8,333
Nationwide	A	1,000,000	0.90%	Oct-16	5,250	5,208
Santander	A	1,000,000	0.98%	Jun-16	2,450	9,375
Close Brothers	A	1,000,000	1.60%	Oct-17	16,000	0
Close Brothers	A	1,000,000	1.00%	Nov-16	6,667	4,167
		9,000,000			60,700	50,000
Short term		6,000,000	0.50%			30,000
Total		15,000,000				140,700

CHILTERN DISTRICT COUNCIL**Annual Investment Strategy 2016-17**

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

Treasury Management Policy Statement

4. This organisation defines its treasury management activities as "The management of the Authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
5. This organisation regards the successful identification, monitoring and control risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation.
6. This organisation acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management and to employing suitable comprehensive performance techniques, within the context of effective risk management."

CIPFA Treasury Management Code of Practice**Introduction**

7. The CIPFA Code of Practice on Treasury Management in Local Authorities was last revised in 2009 in the light of the default by Icelandic banks in 2008.
8. The Code includes the treasury management policy statement (TMPS) incorporating just three clauses and a revised definition of treasury management activities.
9. The Code has also set out various requirements which have been summarised in section 1 of the Treasury Management Strategy Statement.

Resolutions

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

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

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

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

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

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- Recommending the appointment of external service providers or advisors.

Investment Objectives

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

Specified Investments

14. The idea of specified investments is to identify investments offering high security and high liquidity. These investments can be used with minimal procedural formalities. All these investments should be in sterling and with a maturity of no more than a year.

Non - Specified Investments

15. The aim is to ensure that proper procedures are in place for undertaking risk assessments of investments made for periods longer than one year or with bodies, and would be subject to appropriate credit rating.

Security of Capital: The use of Credit Ratings

16. This Council relies on credit ratings published by Fitch IBCA (Standard and Poor's for Money Market Funds where applicable) to establish the credit quality of counterparties and investment schemes. The Council determines the appropriate credit ratings it deems to be sufficiently high for each category of investment. The 2016/17 counterparty credit matrix for investments made by Officers as part of the Treasury Management Strategy is as follows:

	Duration	Maximum Amount	Fitch Rating	Comment
Money Market Funds	-	£5m	AAA	
UK Institutions	Up to 5 years	£3m	A- or better	High Rated
	Up to 2 years	£2m	BBB+ or better	Low Rated
Non UK Institution	Up to 2 years	£1m	A- or better	Sovereignty rating AA or better
Corporate Bonds/Bond Funds	Up to 3 years	£2m	A- or better	
Other Approved Investments (eg Property Funds)	Up to 5 years	£2m		Investment would be subject to specific member report

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Monitoring of credit ratings:

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

Monitoring of Reputational Risk Issues

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

Use of Non - Specified Investments

18. The use of non-specified investments is limited to those set out in Schedule B. The Principal Accountant - Capital & Treasury will keep the use of such investments under continuous review in the light of risk (including reputational risk), liquidity and return. No additions will be made without the approval of the Council.

Investment Balances / Liquidity of Investments

19. Based upon its cash flow forecasts, the Council anticipates its average core cash reserves in 2016/17 will be £15m. A prime consideration in the investment of fund balances is liquidity and the Council's forecast cash flow. Any in-house investment of more than three months needs the approval of the Director of Resources or the Head of Finance. If the Council were to choose to use the services of a cash fund manager duration limits will be specified in the contract.

Provisions for Credit Related Losses

20. If any of the Council's investments appears at risk of loss due to default the Council will make revenue provision of an appropriate amount, or follow any guidance issued by Government in such circumstances.
21. Any cash fund manager appointed by the Council will manage the funds on a discretionary basis. The fund management agreement between the Council and the manager would formally

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document the instruments that could be used within pre-agreed limits. The fund manager would use the Council's credit rating criteria.

End of Year Investment Report

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

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Schedule A

LOCAL GOVERNMENT INVESTMENTS (ENGLAND)
SPECIFIED INVESTMENTS

All investments listed below must be sterling -denominated

Investment	Repayable/ Redeemable Within 12 Months?	Security/ Minimum Credit Rating	Circumstance of use	Maximum period
Term deposits with the UK government or with English local authorities (i.e. local authorities as defined under section 23 of the 2003 Act)with maturities up to 1 year	Yes	High security although LA's not credit rated	In-house and by any external fund manager	1 year - in house 31 days - external fund manager
Term deposits with credit -rated deposit takers(banks & building socs) with maturities up to 1 year	Yes	Yes, use of Fitch ratings subject to counterparty matrix	In- house & by any external fund manager	1 year - in house 31 days - external fund manager. Internal forward deals subject to 3 months in advance only approved by DoR
Certificates of Deposit issued by credit - rated deposit takers banks and building socs): up to 1 year Custodial arrangement required prior to purchase	Yes	Yes, use of Fitch ratings subject to counterparty matrix	In- house & by any external fund manager	1 Year
Gilts: up to 1 year Custodial arrangement required prior to purchase	Yes	Govt- backed	In - house & by any External Fund Manager	1 Year
Money Market Funds	Yes	Yes, AAA rated	In -house & by any external fund manager	The period of investment may not be determined at the outset but would be subject to cash flow & liquidity requirements
Treasury bills (Government debt security with a maturity less than 1 year and issued through a competitive bidding process at a discount to par value) Custodial arrangement required prior to purchase	Yes	Govt- backed	In -house & by any external fund manager	1 Year

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Schedule B

LOCAL GOVERNMENT INVESTMENT (England)
NON - SPECIFIED INVESTMENTS

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

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Investment	(A) Why use it ? (B) Associated risks ?	Repayable /Redeemable Within 12 months ?	Security /Minimum credit rating	Used By	Maximum value	Length of investment
Supranational Bonds Custodial arrangement required prior to purchase	(A)(i)Excellent credit quality. (ii) Relatively liquid (although not as liquid as gilts) (iii) If held to maturity, known yield (rate of return) per annum, which would be higher than that on comparable gilt - aids forward planning, enhanced return compared to gilts. (iv) If traded, potential for capital gain through appreciation in value (i.e. sold before maturity) (B)(i) Market or interest rate risk: Yield subject to movement during life of bond which could negatively impact on price of the bond i.e. potential for capital loss. (ii)Spread versus gilts could widen	Yes	AAA or Government guaranteed	In- house & External fund manager	Not more than 25% of the external fund with no more than 10% in any one institution In house maximum of £5m	Average duration of the fund not to exceed 5 years. Maximum of 5 years
Property Funds which constitute capital expenditure	Alternative to cash funds. Returns subject to property market and rental streams	Not always dependant on terms of each fund	Investment in blue chip public sector property	Any Fund Manager	£2m	Dependant on terms of each fund
Property Funds approved by HM Treasury which do not constitute capital expenditure eg CCLA	Alternative to cash funds. Returns subject to property market and rental streams	Not always dependant on terms of each fund	Investment in blue chip public sector property	Any Fund Manager	£2m	Dependant on terms of each fund

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Investment	(A) Why use it ? (B) Associated risks ?	Repayable /Redeemable Within 12 months ?	Security /Minimum credit rating	Used By	Maximum value	Length of investment
Term deposits with the UK government or with English local authorities (i.e. local authorities as defined under section 23 of the 2003 Act) with maturities up to 5 years	Gives a known rate of return	No	High security although LA's not credit rated	In-house	None	5 years - in house
Term deposits with credit - rated deposit takers(banks & building socs), Including callable deposits with maturities up to 5 years	Gives a known rate of return	No	Yes, use of Fitch ratings Subject to counterparty matrix	In- house & by any external fund manager	None	5 years - in house Internal forward deals subject to 3 months in advance only approved by DoR
Corporate Bonds Custodial arrangement required prior to purchase	(A)(i)If held to maturity, known yield (rate of return) per annum (ii) If traded, potential for capital gain through appreciation in value (i.e. sold before maturity) (B)(i) Market or interest rate risk: Yield subject to movement during life of bond which could negatively impact on price of the bond i.e. potential for capital loss.	Yes	Yes, use of Fitch ratings Subject to counterparty matrix	In- house & by any external fund manager	Maximum of £2m	Maximum of 3 years
Corporate Bond Funds Pooled Investment Vehicle Custodial arrangement not required	(A) Attractive returns, provides Diversification, no need for custodial facilities, professional fund management, has liquidity. (B) Market or interest rate risk,	Yes-redeemable at net asset value	Yes, use of Fitch ratings Subject to counterparty matrix	Fund Manager	Maximum of £2m	Maximum of 3 years

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Investment	(A) Why use it ? (B) Associated risks ?	Repayable /Redeemable Within 12 months ?	Security /Minimum credit rating	Used By	Maximum value	Length of investment
	impact of credit rating changes, will attract fund management fees, would have to account for unrealised gains and losses annually.					

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PRUDENTIAL CODE & INDICATORS STATEMENT

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

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

Prudential Indicators of Affordability

1. Capital Expenditure

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

	2014/15 Actual £'000	2015/16 Forecast £'000	2016/17 Estimate £'000	2017/18 Estimate £'000	2018/19 Estimate £'000
Capital Expenditure	1,193	2,417	1,274	740	640

For Chiltern District Council the capital programme will continue to be fully funded from capital receipts, revenue reserves and Government grant, and the above capital expenditure plans will not reduce the level of those receipts to below that assumed in forecasting future investment income.

2. Ratio of financing costs to net revenue income stream

The second indicator shows how much of a council's revenue budget has to be allocated towards interest payments, or for a debt free authority such as Chiltern District Council how much investment income contributes to the budget.

	2014/15 Actual £000	2015/16 Estimate £000	2016/17 Estimate £000	2017/18 Estimate £000	2018/19 Estimate £000
Financing Costs (1)	124	110	140	60	60
Net Revenue Income Stream ie Budget Requirement	11,301	10,461	10,524	9,986	10,205
Ratio	(1.10%)	(1.05%)	(1.33%)	(0.60%)	(0.60%)

(1) ie net investment income

As Chiltern is debt free - income from investments far outweighs any short term borrowing costs, therefore the ratio of financing costs to revenue budget requirement (Government grant and Council tax payers) will be negative.

3. Incremental Impact on Council Tax

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

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

Firstly each pound spent on the capital programme reduces the amount of capital reserves, which in turn reduces the Council's investment holdings and thus the revenue interest earned by the Council. Based on current investment rates, increasing the overall capital programme by £100,000 will reduce annual interest by and thus increase the revenue budget by £1,000. Similarly reducing the overall capital programme by £100,000 will increase annual interest by and thus reduce the revenue budget by £1,000. £1,000 is equivalent to approximately 0.02p on the average band D Council Tax.

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

4. Capital Financing Requirement

This indicator provides details of an authority's underlying need to borrow. For debt free authorities this should be nil.

	2014/15 Forecast £000	2015/16 Estimate £000	2016/17 Estimate £000	2017/18 Estimate £000	2018/19 Estimate £000
CDC Capital Financing Requirement	0	0	0	0	0

Furthermore the CDC capital financing requirement will always remain nil whilst capital expenditure is fully funded from capital receipts and Government Grant.

5. Authorised Temporary Borrowing Limits

This indicator sets limits on how much CDC can borrow.

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Authorised Limit	3,000	3,000	3,000	3,000	3,000
Operational Limit	3,000	3,000	3,000	3,000	3,000

The Authorised Limit for Chiltern represents the maximum temporary borrowing limit. The Operational Limit focuses on the day to day treasury management activities of the authority and is set at a lower figure than the Authorised Limit because cash - flow variations may lead to the occasional (but not sustained) breaches of the operational limit.

Prudential Indicators for Prudence

1. Net Borrowing and The Capital Financing Requirement

The first prudential indicator for prudence is to ensure that in the medium term borrowing will only be used to fund capital expenditure. As Chiltern does not borrow (except for short term cash flow requirements) then this indicator is met.

2. Treasury Management Indicator

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

3. Upper limit for interest rate exposure.

The interest rates exposure indicators are designed to limit exposure to the effects of changes in interest rates. As a debt free authority these are set reasonably high to allow investment flexibility. This measure is more pertinent in the environment of significantly fluctuating interest rates, which is of less relevance at the present time.

	2015/16	2016/17	2017/18	2018/19
Fixed Rate	100%	100%	100%	100%
Variable Rate	33%	60%	60%	60%

4. Maturity Structure of Borrowings

This indicator is designed to reduce the risk of large sums of borrowings having to be repaid at the same time. However as a debt free authority CDC will only ever have short term debt to cover cash flow shortfalls. As such for CDC all borrowings shall be repayable within 12 months.

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

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

As Chiltern has cash reserves in excess of its general cash flow needs it is able to invest longer term and thus has a high limit.

	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m
Upper Limit (Maturing each year)	5	5	5	5

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

MINIMUM REVENUE PROVISION (MRP)

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

The first guidance issued under this new power relates to Minimum Revenue Provision (MRP). This is the amount which local authorities provide for the repayment of their borrowings and whilst this Council is debt free and therefore needs to make no provision, it is still required to meet the requirements of the guidance in approving a policy statement on making MRP.

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

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

The options for prudent provision are as follows:

Option 1 - Regulatory Method

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

Option 2 - CFR Method

This method is based upon 4% of an authority's non housing CFR (capital financing requirement) at the end of the preceding financial year. Where the CFR is negative or nil, no MRP will be required as is the case at present.

Option 3 - Asset Life Method

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

Option 4 - Depreciation Method

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

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

In this Council's case where all of the capital expenditure is supported by financing either from Government grant or capital receipts and where the CFR is nil option 2 applies and no MRP is required as is the present case.

It is therefore recommended that option 2, the CFR method, is adopted as the Council's annual policy on making MRP for 2016/17.

SUBJECT:	<i>Service Plan Summaries</i>
REPORT OF:	<i>Leader of the Council, Councillor Isobel Darby and Leader of the Council, Councillor Ralph Bagge</i>
RESPONSIBLE OFFICER	<i>Acting Chief Executive, Bob Smith</i>
REPORT AUTHOR	<i>Rachel Prance 01494 732 903 and Sarah Woods 01494 586 800</i>
WARD/S AFFECTED	<i>This report applies to whole district</i>

1. Purpose of Report

This report provides a summary of each of the service plans produced by service areas within the council.

RECOMMENDATION

Cabinet are asked to note these service plans.

2. Reasons for Recommendations

Service plans are an important part of the Council's performance management framework as detailed in the Joint Business Plan 2015 – 2020 and link to the Councils' policy objectives.

3. Content of Report

Service plans provide a summary of achievements from the current year and an overview of what each service aims to deliver for 2016-17. As well as looking at aims and achievements, services are asked to look at a range of areas including:

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

4. Consultation

Not Applicable.

5. Options

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

7. Corporate Implications

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

8. Links to Council Policy Objectives

Service plans are an important part of the Council's performance management framework as detailed in the Joint Business Plan 2015 - 2020.

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

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

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

9. Next Step

Service plans will be adopted and implemented.

Background Papers:	<ol style="list-style-type: none"> 1) Business Support Service Plan Workbook 2016-17 final 2) Comms Performance Policy Service Plan Workbook 2016-17 final 3) Customer Services Service Plan Workbook 2016-17 final 4) Environment Service Plan Workbook 2016-17 final 5) Finance Service Plan Workbook 2016-17 final 6) Healthy Communities Service Plan Workbook 2016-17 final 7) Human Resources Service Plan Workbook 2016-17 final 8) Legal and Democratic Service Plan Workbook 2016-17 final 9) Sustainable Development Service Plan Workbook 2016-17 final
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Service Plan Summaries – 2016-2017

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



Service Plan Summary

Business Support

Service Plan April 2016 to March 2017

Service units covered by plan	ICT Information Management Transformation Programme Management
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Section 1 – Key Service Functions & Aims/Objectives

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

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

Business Support



Service Plan Summary

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

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

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

To improve the provision of information to all members.

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

Transformation Programme Management

Support service reviews.

Contribute to the successful implementation of shared services.

Contribute to the Transformation agenda

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

Transparent governance structure for all projects.

Section 2 - Key achievements/outcomes for 2015/16

Key achievements and outcomes during 2015/16

ICT

Shared service review completed for implementation by 31.03.2016. Shared Business Support service in place on 01.01.2016

Business case, proposal and action plan completed and approved to converge both networks. Work completed by 31.03.2016

Business case to terminate the contract for managed service of SBDC infrastructure approved. This returned in-house in December 2015

Information Management

Shared IT strategy developed and approved.

Information governance structure based on Cabinet Office best practice implemented across both councils

Substantial progress made in harmonising processes and procedures for the corporate information governance structure. This work is contributing to the formulation of a corporate file plan.

Transformation Programme Management

Business Support

Classification: OFFICIAL



Service Plan Summary

7 service reviews completed.
3 service reviews in progress.
4 shared services implemented.
Review of both Councils' project management framework completed. An updated and harmonised framework has been produced and training provided to relevant staff.

Section 3 - Know your customer

Who are the main customers for the service?

Main customers are:

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

A shared service will commence on 1st January 2016. The final design of the service structure is based on feedback from all service reviews to date, involving the views of Business Support staff and consultation during the formulation of the shared ICT strategy which has been approved.

Service delivery is being reorganised and realigned to better fit the changing needs of the business. This entails converging the Councils' existing networks onto shared, refreshed infrastructure to be managed in-house and creating a Programme/Project Management Team.

Section 4 – Action plan

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Imbed both councils networks onto shared infrastructure	<ul style="list-style-type: none"> • Harmonise policies & procedures • Review project to confirm objectives achieved • Plan further improvements and efficiencies and develop action plan for delivery. 	<ul style="list-style-type: none"> • Improved IT facilities for services by infrastructure refresh • Services will have all their IT resources on one • Improved support for services by pooling IT staff • Improved career opportunities for IT staff • Increased resilience from pooling of staff and commission of DR failover facility
Shared BS service implementation	<ul style="list-style-type: none"> • Create new teams • Recruit to vacant posts • Harmonise processes & procedures • Harmonise network & security polices 	<ul style="list-style-type: none"> • Improved support for services by pooling IT staff • Improved career opportunities for IT staff • Increased resilience from pooling of staff



Service Plan Summary

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Complete Training programme for roles within Information Governance Structure	Comprehensive training designed to enable officers to improve information management within their services	Without good information management, services will not be able to implement service improvements such as mobile working or channel shift
Data sharing register in place	Output of the IG training	All data being shared with partner organisations recorded in one place

Section 5 – Key Performance indicators

PI Code	Short Name	2014/15 Value	2014/15 Target	Updated	Value	Annual Target 2015/16	Future Targets		
							2016/17	2017/18	2018/19
BS1 (C)	Availability of ICT systems to staff from 8am to 6pm (by period quarterly)	99%	99%	June 2015	99.9%	99.5%	99.5%	99.5%	99.5%
BS2 (C)	Percentage of calls to ICT helpdesk resolved within agreed timescales (by period quarterly)	85%	95%	June 2015	87.5%	95%	95%	95%	95%
CdB S3 (C)	Percentage of responses to FOI requests sent within 20 working days (by month)	New PI	New PI	May 2015	82%	90%	90%	90%	90%
SbB S3 (C)	Percentage of responses to FOI requests sent within 20 working days (by month)	87.6%	90%	May 2015	93%	90%	90%	90%	90%



Service Plan Summary

Section 6 – Critical Risks

Ref	Strategic risk title	Relevance / service actions to mitigate
1	Joint Working	<ul style="list-style-type: none"> Ensuring that ICT platforms seamlessly support the aims of joint working
2	Transformation and Management of Change	<ul style="list-style-type: none"> During the implementation of shared systems to working with service staff to support buy-in to the new ways of working Listening to the needs of the council services to ensure shared systems support their processes
3	Financial Stability	<ul style="list-style-type: none"> Work with service staff to leverage the maximum benefit from the investment made in ICT systems Achieve best value for the councils where new systems are required or enhancements to current systems to support shared services
4	Workforce Issues	<ul style="list-style-type: none"> Monitoring staff workload and securing outside resource where required e.g. sharing with other authorities using same applications Keeping staff skill sets current
7	Business Continuity	<ul style="list-style-type: none"> Refresh of ICT infrastructure and redesign for shared network services Move to thin client / virtual desktop DR / failover facility built into shared network design Joint working with relevant services in other Bucks authorities to share expertise and resource
8	Information Management & Security	<ul style="list-style-type: none"> Shared Information Governance Group (IGG) in place. Information Governance Structure (IGS) established across all services Comprehensive training programme being delivered to all IGS roles
9	New Legislative Changes	<ul style="list-style-type: none"> Officers identified to monitor their ICT discipline for legislative changes
12	Demographic Changes	<ul style="list-style-type: none"> Supporting services to develop skills for customer insight Overlap with GIS to map statistical data to location
13	Property/ Asset Management	<ul style="list-style-type: none"> R&R programme in place for ICT assets Business Support has good control over physical assets and works with suppliers to get the best value.

Operational risk code and title	Relevance / Mitigation
BS01 Shared Network Availability	<ul style="list-style-type: none"> Clear ICT strategy Components are only purchased from reputable companies Redundancy designed into system configuration Monitor \ adopt appropriate advances in technology e.g. virtual servers An R&R programme is in place Forward planning of R&R and Network U\G requirements \ budgets

Business Support



Service Plan Summary

Operational risk code and title	Relevance / Mitigation
	<ul style="list-style-type: none"> . Current warranties where relevant and cost effective . Daily monitoring of network performance \ capacity . Separate electrical supply and uninterruptable power supplies (UPS). Generator hire contract in place . Regular, planned maintenance . Maintenance contracts in place where required . DR / failover facility built into network design . Licenses monitored. Service Desk Administrator ITIL and FAST accredited . Comprehensive documented operational procedures in place
BS02 Data Integrity	<ul style="list-style-type: none"> . Information Management strategy in place . Action plan in place to realise Information Management strategy . Data quality objectives for all staff . Regular backups performed. Restores performed on a regular basis. Backup logs checked to confirm jobs completed successfully and to analyse for anomalies . Backup tapes stored onsite in a fireproof safe. Previous nights' tapes stored off-site . Snapshots taken to SAN. Up to 7 days' worth of data available at a time . Financial and technical procedures in place to ensure systems must be installed and maintained by Business Support . PRINCE2 methodology used on projects to ensure consistent IT implementation . Change management controls in place . User testing required for all implementations and upgrades . Staff training is delivered as part of all implementation projects . Contracts in place with system suppliers for system development and specialised consultancy. Supplier manuals available to all staff . Regular account meetings with system suppliers . Encourage services to document system procedures . Regular audits
BS03 Security	<ul style="list-style-type: none"> . Systems bought from reputable vendors who comply with relevant standards . Security assessment included in product evaluation . Systems are correctly licensed with maintenance contracts in place . Systems are maintained at supported versions and replaced at vendor specified 'end of life' . Change management controls in place . 3rd party remote access controlled by IT . End users are trained in good practice for using systems and data handling . ICT Security Policy ensures that customers understand their responsibilities . Physical access to key network devices controlled by building security system . All external communications are via BucksNet. BCC\Update have documented security procedures . BucksNet also subject to PSN compliance . SLA in place with BCC and Updata . Dual factor remote access



Service Plan Summary

Operational risk code and title	Relevance / Mitigation
	<ul style="list-style-type: none"> . All audits for GCSX\GCF\PSN passed to date . Annual health check performed by CREST\CHECK certified consultant . Quarterly penetration testing by BCC. Quarterly internal vulnerability testing by CDC IT . Patch management scheme in place . Inventory controls in place . Security Marking . Remote Control of devices e.g. Samsung's . End point encryption implemented . Client physical ports managed. Only removable media issued by ICT can be used in network clients . Creation/deletion of network accounts controlled by starters/leavers forms issued by Personnel . Network rights controlled by Active Directory group policies . Anti-malware software which covers anti-virus, personal firewall and application control installed on the client . Virus/spam/malware protection in place and automatically updated on hosts . 2 Virus/spam/malware products used . Monitoring of e-mail subject matter and attachments
BS04 Staff	<ul style="list-style-type: none"> . Formal and on the job training and staff development . Three IT Trainees posts to 'grow' replacements . Programme of cross training to promote generic skill sets . Documentation . Adoption of ITIL and implementation of ITIL compliant service desk . 3rd party contracts (Fordway, Updata etc) to fill gaps . Good supplier management . Good communication - regular Meetings, 121s, appraisal interviews . Clear aims and objectives . Work plan to manage work load . Sharing resource and expertise with other authorities \ shared service

Section 7 – Costs and cost comparison information

Cost information

- As predicted, there has been an increase in budget as the council invests in the infrastructure and facilities needed for shared services and transformation.
- A shared network is being commissioned and savings will begin to be realised.
- The commencement of a shared Business Support service will contribute a further £32K p.a. in savings



Service Plan Summary

Communications, Performance and Policy

Service Plan April 2016 to March 2017

Service units covered by plan	Communications Performance & Policy Strategic Partnerships
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Section 1 – Key Service Functions & Aims/Objectives

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

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

Communications, Performance and Policy

Classification: OFFICIAL



Service Plan Summary

insight profiles;
To support the Council and its services by co-ordinating the Council's performance management system, developing corporate strategy and interpreting government policy.
Lead Councils' approach to corporate planning and performance management
Organise the work of the Joint Strategic Partnership including regular reviews and delivery of the Joint Sustainable Community Strategy

Section 2 - Key achievements/outcomes for 2015/16

Key achievements and outcomes during 2015/16

Communications
Shared service review conducted and new team implemented effective 1 st August 2015.
Continued to provide a good quality media relations service to promote council services and events across both councils
Continued to lead on the HS2 communications campaign including launching the Chilterns Long Tunnel to the national media and support the HS2 project team preparing evidence for the Select Committee
Improved and increased the monitoring and reporting of media including social media
Brought together the two staff magazines (now Staff News)
Supported the Democratic Services teams at both councils with the new member induction programme
Provided PR support for the third Pride of Bucks awards
Provided PR support for the new Aylesbury Crematorium
Provided PR support to the HR team with the harmonisation of terms and conditions for staff and shared service reviews
Provided PR support to the elections teams for the parliamentary, district and parish elections
Developed a new Members Bulletin
Supported the Youth Awards
Performance and Policy
Shared service review conducted and implemented effective 1 st August 2015.
Both councils kept informed of progress by Airports Commission, including the results in the final report
Continued to support the Joint Strategic Partnership and developed a new approach to the meetings
Performance reporting updated with new style quarterly and annual reports. Quarterly Heads of Service reports introduced.
Updates provided on many issues, such as Health Profiles, Wards – including new SBDC wards not yet recognised by ONS, Learning Curve, Greenhouse Gas Emissions.
Promoted use of the new SmartSurvey consultation software
Developed and embedded the Joint Business Plan
Managed the LGA Corporate Peer Challenge visit and supported the Leaders and Management Team with the resulting action plan



Service Plan Summary

Section 3 - Know your customer

Who are the main customers for the service?

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

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

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

Section 4 – Action plan

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



Service Plan Summary

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
training		
Launch new Aylesbury Crematorium website	Key information is up to date and available	Residents will be aware of the progress of the new Aylesbury Crematorium and the services it will provide
Continue to improve 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
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
Implement a joint online residents magazine	Business case and project plan need to be produced Aim is for targeted publications every four months	Residents feel informed about council services
Continue to develop the Members Bulletin	Weekly bulletin produced	Members have a good view of the key issues affecting both councils
Continue advising and supporting consultations	Involvement at the start of consultations/surveys by services	Ensure consultations are effective and the opinions of residents and customers are used to improve services
Continue chairing South Bucks Parish Clerks meetings	Regular meetings to ensure parish clerks and town councils are engaged with the council	Better informed partners
Work with the Head of Customer Services to develop a customer services/channel shift strategy	Engage with the new joint customer services team to scope	Residents will receive a high quality, cost effective customer at both councils
Develop a new joint branding for use by both councils	Set up all-service working group to scope out the project Engage with and gain support from Members	Residents have a clear idea of who is providing the services they are accessing
Continue to provide an excellent in-house design service	Promotional and informative literature is produced	Residents feel informed about council services
Performance and Policy		
Develop better alignment between the Joint Sustainable Community	<ul style="list-style-type: none"> Report to MT on October 2015, implement option 5.2 Links to JSP and service planning 	Joined up strategic thinking by the councils

Communications, Performance and Policy

Classification: OFFICIAL



Service Plan Summary

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

Section 5 – Key Performance indicators

PI Code	Short Name	2014/15 Value	2014/15 Target	Updated	Value	Annual Target 2015/16	Future Targets		
							2016/17	2017/18	2018/19
Cd CP1 (C)	Number of unique visitors to the main website (monthly by period and annual)	288504	Data only	Oct 2015	27,041	Data only	Data only	Data only	Data only



Service Plan Summary

Section 6 – Critical Risks

Ref	Strategic risk title	Relevance / service actions to mitigate
5	Waste & Environmental Services	<ul style="list-style-type: none"> The team assists with the communications side of the joint waste contract
6	Joint/Partnership working	<ul style="list-style-type: none"> Merged LSP in place with themed groups emerging and working together
7	Business Continuity	<ul style="list-style-type: none"> The team feeds into the Corporate Business Continuity Plans.
8	Information Management & Security	<ul style="list-style-type: none"> The team is the main point of contact with the web site supplier.
9	New Legislative Changes	<ul style="list-style-type: none"> The team reviews Government policy changes and helps to educate on applicable changes e.g. Localism, HS2.
11	Major Infrastructure Projects Impacts.	<ul style="list-style-type: none"> The team co-ordinates responses on HS2.
12	Demographic Changes	<ul style="list-style-type: none"> The team actively analyses data such as IMD, Health Profiles, Census and provides the analysis on KnowledgeSource

Operational risk code and title	Relevance / Mitigation
CSB CPP01 Failure to provide comprehensive, accurate and engaging communications to promote key services, messages and events	<ol style="list-style-type: none"> 1. Communications and media training provided to appropriate staff 2. Communications are checked and signed off by those qualified to do so, prior to publication 3. Comms team to lead in the revamp of the joint web sites, ensuring trained web editors in place, good quality and best practice principles are adopted 4. Letters to be checked and signed by a responsible officer, standard letters to be signed off as suitable, prior to use 5. Publicity materials to be reviewed and signed off by a responsible officer 6. Work with services to consider how to reach priority groups 7. Only specifically trained, appointed officers permitted to provide information to the press and public 8. Development of good relationships with the local press and other media 9. Media protocols issued to all staff 10. Copyright expressly negotiated and retained by Council All releases and publications to be proof read, reviewed by head of service, checked by Comms team and signed off by MT
CSB CPP02 Failure to develop joint key policies and a joint vision linked to the Joint Business Plan, based on Community needs	<ol style="list-style-type: none"> 1. Promote “Have your say”, and consider when to act on responses 2. Consider using customer surveys, forums, panels etc., when needed 3. Work with Strategic Partnership to share understanding of customer needs and develop joint SCS 4. Joint Business Plan in place

Communications, Performance and Policy



Service Plan Summary

Operational risk code and title	Relevance / Mitigation
	5. Continue building on and improving the joint service planning procedures, e.g. PIs As the review period of policies / strategies come round, ensure a joint policy / strategy is developed
CSB CPP03 Failure to manage performance effectively	1. Robust joint performance management system in place with links to service planning 2. Risks, actions and performance indicators will be updated in the joint Covalent system and reported on quarterly 3. Covalent is backed-up regularly and as an off-site web based system, the provider has business continuity in place 4. Covalent update reminders sent plus e-mail reminders 5. Priority indicators identified by MT and Cabinet are updated and reported on monthly 6. Sense check of information provided by Performance & Policy team, questions raised where needed and additional information obtained.

Section 7 – Costs and cost comparison information

Cost information

Costs for 2015/16 are 1.67% lower than those for 2013/14 and 21.25% lower than in 2012/13 due to staff vacancy for part of the year and the shared service implementation.



Service Plan Summary

Customer Services

Service Plan April 2016 to March 2017

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

Key Service Functions	Portfolio reporting to	Statutory/ Mandatory
Customer Services		
Front line customer service (operating a switchboard and reception service to help provide customers with information, help and advice). (This includes dealing with additional service specific calls including Waste, Revenues and Housing at Chiltern)	Resources	<input checked="" type="checkbox"/>
Front line service delivery on behalf of the Service Departments as agreed with each individual service area	Resources	<input checked="" type="checkbox"/>
Provision of 'Universal Support – Delivered Locally' (providing assistance with online applications to Universal Credit Customers and providing personal budgeting support)	Resources	<input checked="" type="checkbox"/> Contracted by DWP
Revenues and Benefits		
Revenues Collection and Administration (the billing, administration, collection and recovery of Council Tax and Non Domestic Rates including the award of any discounts, reliefs or exemptions)	Customer Services	<input checked="" type="checkbox"/>
Benefits Administration (National Housing Benefit Scheme)	Customer Services	<input checked="" type="checkbox"/>
Administration of Local Council Tax Support schemes	Customer Services	<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)	Resources	<input checked="" type="checkbox"/>
Administration of discretionary awards including Discretionary Housing Payments, Discretionary Council Tax Support and Discretionary Rate Relief	Resources	<input checked="" type="checkbox"/>
Welfare Reform (to ensure the Council keeps up to date with the legislation and changes being brought in).	Resources	<input checked="" type="checkbox"/>



Service Plan Summary

Key Service Aims & Objectives

Customer services

To deliver an efficient, professional and accessible service responsive to the needs of its customers, service departments and partners.

Working with services to aim to deliver resolution at first point of contact as far as appropriate.

To work in partnership with other authorities and agencies to provide front line services to customers contacting the Council Offices face to face and by telephone.

To work with services to improve the service provided to customers and to ensure that it meets customers' needs, reducing avoidable contact and initiating proactive contact where appropriate.

Revenues and Benefits

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

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

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

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

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

Section 2 - Key achievements/outcomes for 2015/16

Key achievements and outcomes during 2015/16

Customer services

Business case for Customer Services Shared Service approved.

Implemented new structure for Customer Services Shared Service with effect from 1st December 2015.

Refurbishment and redesign of front of house.

Improved IT access facilities for customers to self-serve.

Implemented Universal Support – Delivered Locally to provide support to Universal Credit customers with on line applications and personal budgeting support

Developed training programme for Shared Customer Services team.

Developed consistent management information and monitoring.

Revenues and Benefits

Completed shared service review and business case approved 16th November 2015

Appointed to Revenues Shared Service structure due for implementation on 1st April 2016

Successfully transferred benefit fraud to Single Fraud Investigation Service

Implemented new discretionary rate relief.

Customer Services

Classification: OFFICIAL



Service Plan Summary

Implemented Universal Support – Delivered Locally to provide support to Universal Credit customers with on line applications and personal budgeting support.

Section 3 - Know your customer

Who are the main customers for the service?

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

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

Our 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.

Section 4 – Action plan

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Customer services		
Develop Customer Services Strategy	Develop project plan Develop project group Devise policy Implement and communicate policy Monitor outcomes	Clear strategy with regard to our approach to customers, learning from customers' needs and feedback and monitoring outcomes
Develop joint Complaints and Feedback policy	Link to CS strategy; Develop joint policy; Develop mechanism for monitoring and for learning from feedback and measuring results	Clear policy. Linking service improvements to customer feedback and so meeting customer needs
Implement ICT development as identified in business case and shared service implementation plan	Develop approach to use of management information available from systems; Review, improve and promote ICT facilities in customer areas; Develop intelligent web forms; Implement web chat; Merge Chiltern and South Bucks general enquiry email boxes; Upgrade Ctalk and consider migration of South Bucks from Lync call	More accessible and efficient service.



Service Plan Summary

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
	attendant; Implement call recording.	
Explore partnership working opportunities	Project officer make contact with partners; Identify opportunities; Develop SLA's; Monitor outcomes.	More enquiries being dealt with at first point of contact; More support in the community and so services easier to access.
Develop SLA's with all service areas	Service Specialists, CSM and Team leaders to work with service areas to agree ongoing approach and explore opportunities for delivering at first point of contact; Develop SLA and ongoing monitoring and liaison	Reduce avoidable contact; More dealt with at first point of contact; Encourage channel shift.
Ongoing implementation of Universal Support – Delivered Locally	Support for vulnerable residents needing welfare support, support with personal budgeting and help with on line applications	Financial Independence
Revenues and Benefits		
Implement Joint Service structure	Appointments made and contracts issued	More efficient service
Implement process improvements and ICT developments identified in business case	<ul style="list-style-type: none"> • Review of workflow • Implementation of workflow – new ways of working • Online claims form and attachment module • Develop Atlas batch processing • Ferris E circs • Change of circs form • Implement Open exec performance module • Develop Revs and Bens quality check module • Promote Open Access • Open Channel phase 1 • Risk based verification • Ebilling and Ebars 	Overall more efficient and cost effective service. Improved productivity. More accessible service with the ability to self-serve
Implement South Bucks Recovery Project	Allocate resources; Establish protocol with Northgate including system access, communication process and guidelines; Prioritise debt; Commence targeted recovery action.	Maximising income for the Council and so best use of resources for residents of the district

Service Plan Summary

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Implement training programme for individuals in their new roles	Carry out TNA Develop individual training programmes Implement performance management	Efficient and effective service
Develop Strategies, policies and plans	Communications strategy RBV Policy Recovery protocol Recovery SLA Management checking policy Data quality policy Performance management guidelines Change of circumstances proof guidelines	Efficient and effective service
Ongoing implementation of Universal Support – Delivered Locally	Support for vulnerable residents needing welfare support, support with personal budgeting and help with on line applications	Financial Independence
Discount Review	Carry out review of Council Tax discounts	Accurate data Maximising income
Review bailiff arrangements	Review ongoing SLA with bailiff companies to ensure delivering value for money	Maximising income. Value for money

Section 5 – Key Performance indicators

PI Code	Short Name	2014/15 Value	2014/15 Target	Updated	Value	Annual Target 2015/16	Future Targets		
							2016/17	2017/18	2018/19
Customer services									
Cd CS1 (C)	New measure for complaints - t.b.a.	New PI	New PI	New PI	New PI	New PI	t.b.a.	t.b.a.	t.b.a.
Revenues and Benefits									
Cd RB1 (P)	Speed of processing - new HB/CTB claims (by period monthly)	16.39	18	Sept 2015	16.56	18	18	18	18
Cd RB2 (P)	Speed of processing - changes of circumstances	3.09	5	Sept 2015	4.42	5	5	5	5

Customer Services

Classification: OFFICIAL

Service Plan Summary

PI Code	Short Name	2014/15 Value	2014/15 Target	Updated	Value	Annual Target 2015/16	Future Targets		
							2016/17	2017/18	2018/19
	for HB/CTB claims (by period monthly)								
Cd RB3 (P)	% of Council Tax collected (cumulative)	99.30 %	99.00 %	Sept 2015	53.77 %	99.00 %	99.00 %	99.00 %	99.00 %
Cd RB4 (P)	Percentage of Non-domestic Rates Collected (cumulative)	98.60 %	98.00 %	Sept 2015	55.60 %	98.00 %	98.00 %	98.00 %	98.00 %

Section 6 – Critical Risks

Ref	Strategic risk title	Relevance / service actions to mitigate
1	Joint Working	<ul style="list-style-type: none"> Implementing Communication Strategy across the service to cascade information and receive feedback
2	Transformation and Management of Change	<ul style="list-style-type: none"> Implementing Communication Strategy across the service to cascade information and receive feedback
3	Financial Stability	<ul style="list-style-type: none"> Maximisation of collection of Council Tax and Business Rates
4	Workforce Issues	<ul style="list-style-type: none"> Implementing performance management framework Implementing Communication Strategy across the service to cascade information and receive feedback
5	Waste & Environmental Services	<ul style="list-style-type: none"> Delivery of Joint Waste Contract CDC – telephone service.
6	Joint/Partnership working	<ul style="list-style-type: none"> Service proactive in looking at areas for partnership working
7	Business Continuity	<ul style="list-style-type: none"> Service has business continuity plans
8	Information Management & Security	<ul style="list-style-type: none"> Staff aware of data protection responsibility To be included as part of ongoing training programme
9	New Legislative Changes	<ul style="list-style-type: none"> Involved in changes re Welfare reform Attend network groups Plan in advance for implementation
10	Affordable Housing	<ul style="list-style-type: none"> Work closely with Housing to prevent homelessness
11	Major Infrastructure Projects Impacts.	<ul style="list-style-type: none"> Customer services able to deal with requests for information on Council's position from general public
12	Demographic Changes	<ul style="list-style-type: none"> Service able to react to needs of its customers
13	Property/ Asset Management	<ul style="list-style-type: none"> Potential business rates issues that could be explored
14	Economic Viability	<ul style="list-style-type: none"> Support customers in low employment through access to HB and Council Tax Support. Council Tax support schemes include incentives to work.



Service Plan Summary

Operational risk code and title	Relevance / Mitigation
CSB CS01 Failure to maintain an efficient and timely telephone service which impacts on customer satisfaction levels.	Regular monitoring of waiting time and abandonment rate at CDC and volumes at SBDC. Will be implementing joint telephone system and considering joint call centre and shared customer services team will increase capacity.
CSB CS02 Failure to maintain an efficient and timely front of house/reception service which impacts on customer satisfaction levels.	Regular monitoring of numbers of visitors. Joint Customer Services team which will increase capacity. Developing Customer Services strategy and increased channel shift to reduce personal callers.
CSB CS03 Failure to cope with increased demand due to changes in services and output from service reviews.	Regular monitoring of demand. Involvement in service reviews. Regular liaison meetings with services. Will be reviewing and developing service level agreements. Contingency plans in place for specific projects e.g. waste.
CSB RB01 Failure to collect Council Tax and Non Domestic Rates to the level expected	KPI in contract at SBDC. Regular monitoring of contract and liaison meetings at SBDC. Monthly performance monitoring at CDC. Maximise opportunities for payment and currently have high direct debit take up at both authorities. Maximise methods of recovery.
CSB RB02 Failure to comply with regulations resulting in a loss of Housing Benefit Subsidy	Regular quality monitoring at both Councils (both client and contractor side at SBDC). Effective training programme for staff at CDC. Close liaison with external auditors, regular meetings and pre-planned audit. Introducing improved performance management for individuals.
CSB RB03 Failure to set an appropriate Council Tax Reduction/Support scheme on time.	Low risk as current schemes in place. Still small risk of schemes being challenged. EQIA completed to consider equalities duty.
CSB RB04 Failure to cope with increased demand for Housing Benefit/Council Tax reductions due to economic impact	Regular monitoring of caseload and volumes of work. Performance is good currently so capacity to decrease performance to deal with increased volumes.
CSB RB05 Failure to provide an adequate fraud prevention service.	Fraud partnership in place across the two Councils. Monitoring of ongoing performance. History of successful prosecutions and publicity.

Section 7 – Costs and cost comparison information

Cost information

The budgeted cost of Customer services in 2015/16 are 8.52% lower than 2013/14. There are no comparisons for nearest neighbours.
Revenues and benefits cost is around average cost when compared to the comparator group, and the budgeted cost for 2015/16 is 19.69% below that for 2013/14.

Service Plan Summary

Environment

Service Plan April 2016 to March 2017

Service units covered by plan

Contract Services
Estates, Facilities & Parking

Section 1 – Key Service Functions & Aims/Objectives

Key Service Functions	Portfolio reporting to	Statutory/Mandatory
Provide refuse (including clinical waste collection), street cleansing and recycling service (As required by The Environmental Protection Act 1990 and The Household Waste and Recycling Act 2003) and in compliance with the Waste England and Wales Regulations 2011 (as amended)	Environment	<input checked="" type="checkbox"/>
Ensuring that unwanted electrical and electronic equipment is safely treated and disposed of (EU Waste Electrical & Electronic Equipment Directive 2007)	Environment	<input checked="" type="checkbox"/>
Aim to decrease the generation of residual waste and increase recycling/composting rates in line with the waste hierarchy as set out in the Waste Framework Directive, 2010.	Environment	<input checked="" type="checkbox"/>
Deal with fly tipping, littering & nuisance /abandoned vehicles (Clean Neighbourhoods and Environment Act 2005/Removal and Disposal of Vehicle Regulations 1986 (plus 2002 amendments) and the relevant part of the Road Traffic Regulations Act 1986).	Environment	<input checked="" type="checkbox"/>
Responsibility for general and strategic property management including operational and non-operational property and including compliance of Council property with the Disability Discrimination Act and other related legislation / guidance.	Environment	<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"/>
Community Right to bid.	Environment	<input checked="" type="checkbox"/>
Management of energy and water contracts and usage within Council properties and compliance with energy legislation	Environment	<input checked="" type="checkbox"/>
Management of the Council's Asset Management Plan	Environment	<input checked="" type="checkbox"/>
Overseeing of street markets / common land	Environment	<input checked="" type="checkbox"/>

Environment



Service Plan Summary

Key Service Aims & Objectives

Contract Services

Shared service review commenced and will conclude 16/17

Management of joint waste team based at CDC and joint waste contract between Chiltern and Wycombe District Council with Serco

Management of the waste and recycling collection and street cleansing contract with Biffa for South Bucks

Promote/educate residents to reduce, reuse and recycle their waste and work with the Waste Partnership to deliver initiatives under the Waste Strategy for Buckinghamshire.

Reduce fly tipping and prosecute fly tippers as part of the Illegal Dumping Costs campaign

Improve our street scene by reducing flyposting and graffiti

Management of property related contracts and grounds maintenance contracts

Estates, Facilities & Parking

Manage the Council's property portfolio both operational, investment, common land and public open spaces in compliance or regulations / guidance

Support leisure services by providing property advice and managed works required at Leisure centres / golf courses / playing fields

Manage and operate pay and display car parks in the district

Management of energy contracts to minimise costs and reduce carbon emissions produced by the council properties

To manage the street naming / numbering process within the District.

Riparian responsibilities and powers under the Land Drainage Act 1991 and emergency response to flooding and general support

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

Section 2 - Key achievements/outcomes for 2015/16

Key achievements and outcomes during 2015/16

Contract Services

Shared service review commenced and is due to complete during 2016/17.

Working with the Waste Partnership for Bucks in achieving over £800k of government funding to help achieve waste reduction and recycling aims.

Joint waste service (CDC/WDC) - Recycling rates continue to be over 50% – provisional six month position for 2015/16 is 53.83%

Joint waste service - collection calendars designed, printed and delivered to timescale to approx. 98,000 households

Joint waste service - Review of joint waste policies and refreshed document provided on websites

Successful mass renewal process for approx. 11,000 chargeable garden waste customers in August/September

Joint waste service - Contamination project delivered for joint waste service to approx. 10,000 households (WDC) to raise awareness with residents on quality issues with recyclables

Environment

Classification: OFFICIAL



Service Plan Summary

Estates, Facilities & Parking

Shared service review implemented in Parking, Estates and Facilities.

Future office space planning undertaken to maximise effectiveness of the councils' office space.

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

Management of property portfolio to budget and progressing capital projects.

Section 3 - Know your customer

Who are the main customers for the service?

Chiltern has a population of 93,980 and 38,931 households. Wycombe District has a population of 175,000 and 70,680 for which waste service are delivered in partnership with Chiltern. A waste and recycling collection service is provided to all the households within the District, together with 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.

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

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

Section 4 – Action plan

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Contract Services		
Joint Waste Service (CDC/WDC) – Further review of recycling centres	Review & rationalisation of recycling centre provision to be continued in quarter 1 and completed by end of quarter 2.	Removal of poorly used sites that attract fly tipping and more efficient use of contract resources
Joint Waste Service – Review of collection calendar communication methods	Scope out alternative options for providing collection day information to residents & provide recommendation to Joint Waste Collection Committee for option to be used when existing calendars expire in October 2016.	Cost effective provision of collection day information to residents and effective use of the communications budget
Joint Waste Service – scope options for Contender bin App	Scope out options for introducing a bin App that interfaces with the waste Contender database and introduce if feasibility is proven	Alternative option for residents to access collection day and service specific information, which embraces channel shift and residents' use of mobile technology
Estates, Facilities & Parking		
Maximise car park income and ensure well managed	Monitor income against costs Regular checks	Good car parking service

Environment

Classification: OFFICIAL



Service Plan Summary

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
services	Review charges.	
Maximise cemetery park income and ensure well managed services	Monitor income against costs Regular checks Review charges.	Good cemetery park service
Ensure non-operational property managed correctly		Maintain income to council To enable leisure, community and waste services have fit for purpose buildings
Progress second crematorium site	Refer to project plan when developed	Improved service

Section 5 – Key Performance indicators

PI Code	Short Name	2014/15 Value	2014/15 Target	Updated	Value	Annual Target 2015/16	Future Targets		
							2016/17	2017/18	2018/19
Cd WR 1 (C)	Customer satisfaction survey (every six months)	New PI	New PI	Sept 2015	87.8 %	New PI	86%	86%	86%
Cd WR 2 (C)	Residual household waste kg per household (annual)	416.6	445	2014/15	416.6	445	440	438	436
Cd WR 3 (P)	Percentage of household waste sent for reuse, recycling and composting (cumulative)	54.18 %	56.00 %	Sept 2015	51.60 %	57%	58%	59.00 %	59%
JtP F1 (C)	Percentage of faults fixed within SLA period (for implementation when new joint contract starts towards end of 2015)	New PI	New PI	New PI	New PI	t.b.a.	t.b.a.	t.b.a.	t.b.a.



Service Plan Summary

Section 6 – Critical Risks

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

Operational risk code and title	Relevance / Mitigation
CSB PFE01 Failure to provide a safe environment for users of Council property	<ol style="list-style-type: none"> Services well specified and contractors monitored for performance against contract, compliance with legislation and H & S risks managed. Ensure adequate Health and Safety measures are in place. Officers are trained in relevant legislation. Additional training provided as required. Clear procedures in place. Limited out of hours service provided to cover any out of hour situations, if contractors available. Constant monitoring of contractors throughout projects to ensure safe delivery. COSHH regulations followed and contractors informed accordingly. Asbestos policy in place and inspections take place. Asbestos report at each operational property in H & S file. Fire risk assessments for all operational properties and inspections take place. Fire risk assessment in H & S files in each operational property. Fire systems maintained. Annual testing of utilities carried out and any necessary maintenance carried out. Ensure leases / licenses are drafted in accordance with good practice. Ensure tenants comply with lease terms. Asset register updated regularly. Council procurement and project management rules followed and project planned accordingly. Major environmental improvement schemes to have robust project plans.

Environment



Service Plan Summary

Operational risk code and title	Relevance / Mitigation
CSB PFE03 Flooding from & defective Critical Ordinary Watercourses	Areas of responsibility identified, defects attended to. Consultant’s report 02/03 identified COW details in District. Riparian Owners contacted & advised of responsibilities. Mitigating actions are now concentrated on managing potential flooding, e.g. provision of sandbags etc.
CSB PFE04 Illegal Occupancy of Council Land	Early warning of movement through joint working with BCC traveller unit. Physical barriers to prevent access. Established procedures with TVP & BCC to effect quickest removal permitted by legal constraints. Established procedures for removal of debris & detritus after occupancy of land.
CSB PFE05 Failure to provide an effective, quality crematorium service	<ol style="list-style-type: none"> 1. Full IT back-up service provided by CDC IT, with short term manual back-up procedures in place for short outages. 2. Paper records help in fireproof cabinets until backed up on computer. 3. Robust staff recruitment, selection, performance management and training procedures in place. 4. Staff trained to multi-task including grounds maintenance and office staff as relief cremator operators. 5. Facility in place with telephone provider (BT) to redirect ‘phones to Crematorium mobile in the event of telephone line problems. 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. 7. Segregation of duties in place with responsibilities fully defined. 8. Buildings and associated plant and equipment routinely maintained in good condition, including fire alarm and security systems. 9. Emergency generator installed in the event of a power failure. 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. 11. Periodic refresher training takes place, new staff are fully trained in all procedures and all staff are trained to strictly follow procedures.
CSB WR01 Failure to provide services within required timescales including inclement weather and following appropriate legislation	Officers are trained in relevant legislation. Additional training provided as required. Clear procedures in place.
CSB WR02 Failure to ensure operations are carried out to minimise the risk of an incident caused by a health and safety breach.	Officers use appropriate PPE and follow RA's, visit in pairs / use Wycombe Alert system at weekends / evenings. Services well specified and contractors monitored for performance against contract, compliance with legislation and H & S risks managed. Procedure in place for dealing with release of chemicals/pollution as a result of fly tipping, and H & S controls are in place. Work underway on reviewing risk assessments and SSOW (Safe systems of work).



Service Plan Summary

Operational risk code and title	Relevance / Mitigation
	<p>Officer training is being reviewed and joint training with contractors under consideration.</p> <p>Work underway on reviewing risk assessments and SSOW (Safe systems of work). Officer training is being reviewed and joint training with contractors under consideration.</p>

Section 7 – Costs and cost comparison information

Cost information

Waste & Recycling has the second lowest cost out of 18 nearest neighbours per head of population. Budgeted costs for 2015/16 are 65.98% lower than costs in 2013/14 partly because of the introduction in 2014/15 of the new joint waste service with Wycombe District Council having generated savings but mainly due to accounting differences as recycling costs for 2015/16 have not been included.

Street cleansing has the 5th lowest cost per head of population within the nearest neighbour comparator group, below the group average cost. Despite this, budgeted costs for 2015/16 are 122.85% higher than costs in 2013/14. This is due to an improved cleansing service, including a more efficient fly tip removal and litter clearance.

Public Offices: a comparison with the nearest neighbour group for this category is not available. Budgeted costs for 2015/16 are 38.56% lower than costs in 2013/14 due to lower support recharges, which are not under the control of this service.

Cemeteries has the 8th lowest cost per head of population within the comparator group, half the comparator group’s average cost per head, because there is only one cemetery in the district. Budgeted costs for 2015/16 are 20.18% lower than 2013/14 costs, reflecting reduced demand following a mild winter this year.

Car Parking: Net income per head of population is 8th highest in the comparator group, above average. Budgeted net income for 2015/16 is 12.78% higher than 2013/14 due to increased revenues because of increased demand as the economic recovery continues (station parking).

Parks and open spaces: costs are 5th lowest per head of population in the comparator group and well below the average for the group. Budgeted costs for 2015/16 are 10.45% lower than 2013/14 costs, mainly due to reduced spending on woodlands.



Service Plan Summary

Finance

Service Plan April 2016 to March 2017

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

Key Service Functions	Portfolio reporting to	Statutory/ Mandatory
Finance <ul style="list-style-type: none"> • Production and monitoring of the Medium Term Financial Strategy. • Provision of core financial services - creditor payments, payroll, insurance, sundry debtor invoicing, banking services. • Provision of core accounting services - budget setting, budget monitoring, final accounts, financial advice. • Management of the Council's cash flow and investments. 	Support Services	<input checked="" type="checkbox"/> (Partially)
Procurement <ul style="list-style-type: none"> • Production and monitoring of procurement strategy and assistance with its implementation. 	Support Services	<input checked="" type="checkbox"/> (Partially)
Internal Audit <ul style="list-style-type: none"> • Provision of an assurance function that provides an independent and objective opinion to the organisation on the control environment, by evaluating its effectiveness in achieving the organisation's objectives. 	Support Services	<input checked="" type="checkbox"/>
External Audit <ul style="list-style-type: none"> • Liaison with external audit. 	Support Services	<input checked="" type="checkbox"/>

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



Service Plan Summary

Section 2 - Key achievements/outcomes for 2015/16

Key achievements and outcomes during 2015/16

Since the implementation of the Finance shared service on 1st August 14, we have carried out a program of simplification and standardisation of financial processes and information, in order to improve efficiency.

We implemented payroll self-service on 1st July 15. This means that most staff now receive their payslips by email, and expense and overtime claims are electronically completed and approved.

The CDC cash receipting system was upgraded in July 15, and is due to be rolled out to SBDC by 31 March 16.

A new joint cash collection contract is due to start in 2016.

We again received an unqualified audit opinion on the Council's formal statutory Accounts.

Section 3 - Know your customer

Who are the main customers for the service?

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

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

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

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

Section 4 – Action plan

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Help devise a longer term financial strategy to address the imminent 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
Retender for joint Merchant Card Service.	•	Value for money
Retender for joint Internal Audit services – Contract expires 31 March 17.	•	Value for money

Service Plan Summary

Section 5 – Key Performance Indicators

PI Code	Short Name	2014/15 Value	2014/15 Target	Updated	Value	Annual Target 2015/16	Future Targets		
							2016/17	2017/18	2018/19
N/A – covered within monthly budget monitoring pack.									
CdF 1 (C)	Percentage of small businesses paid within 15 days (by period quarterly)	Amended PI	Amended PI	September 2015	82.6 %	90%	Remove for 2016-17 as all small suppliers are set up with immediate payment terms, subject to invoice approval.		

Section 6 – Critical Risks

Ref	Strategic risk title	Relevance / service actions to mitigate
1	Joint Working	<ul style="list-style-type: none"> Provision of clear financial information to support joint working business cases and financial monitoring of joint working initiatives will provide objective assurance.
2	Transformation and Management of Change	<ul style="list-style-type: none"> Provision of clear financial information to support transformation projects will provide objective assurance.
3	Financial Stability	<ul style="list-style-type: none"> Provision of clear, timely and reliable financial information is essential to mitigate this risk.
7	Business Continuity	<ul style="list-style-type: none"> Will be reviewing the Finance business continuity arrangements.
8	Information Management & Security	<ul style="list-style-type: none"> Will be reviewing the finance file plans and retention schedules.
9	New Legislative Changes	<ul style="list-style-type: none"> Monitoring and reacting to changes to financial legislation.
12	Demographic Changes	<ul style="list-style-type: none"> Financial modelling provided if required.
13	Property/ Asset Management	<ul style="list-style-type: none"> Provision of clear financial information to support asset management decisions.

Operational risk code and title	Relevance / Mitigation
CSB BR01 The Authority is unable to set a robust Medium Term Financial Strategy	<ol style="list-style-type: none"> Possible changes to the national funding formula are monitored and the LGA lobbies to protect members interests. However this risk cannot be fully controlled. Achievement of savings is given a high priority within the Council, and progress is monitored via the monthly budget monitoring reports. Significant saving projects are also managed in accordance with the Council's project management framework. Regular updates of MTFs Seek further savings.

Finance

Classification: OFFICIAL



Service Plan Summary

Operational risk code and title	Relevance / Mitigation
<p>CSB BR02 The Authority could have to hold a Council Tax referendum.</p>	<ol style="list-style-type: none"> 1. Tax increase to be set at or below the Government guideline figure (subject to Member agreement). 2. Members to be fully briefed on implications of tax referendum. 3. Appeal against the decision (if possible).
<p>CSB BR03 The Authority will fail to keep within its annual revenue budget.</p>	<ol style="list-style-type: none"> 1. Use reserves to fund overspending. 2. Seek further in year savings. 3. Planning decisions should be made based on the best professional advice reducing the risk of appeal. In addition the s151 officer takes account of this risk when considering the appropriate level of reserves. 4. Income budgets are set prudently. Firm debt recovery processes in place. Monitoring of key income areas is undertaken monthly. Activity data monitoring is in place. 5. Professional staff are involved in relevant areas and, where appropriate, training is provided to ensure current standards are understood and implemented. 6. Achievement of savings is given a high priority within the Council, and progress is monitored via the monthly budget monitoring reports. Significant saving projects are also managed in accordance with the Council's project management framework. 7. Contracts are only awarded to suppliers which meet our tender criteria. Contracts are monitored and often performance bonds or other guarantees are in place. 8. The Workforce plan aims to ensure staff issues are dealt with appropriately. Personnel monitor turnover rates and exit interviews are conducted to understand why staff leave. Joint working arrangements also help provide resilience. 9. Personnel monitor pay rates and keep the grading structure under review. Where necessary the Authority is also willing to pay market supplements etc. 10. Pay estimate is set prudently 11. Contracts are let by competitive tender and where appropriate benchmarked against 'in-house' bids. Joint tender opportunities are considered and specifications are written with a view to the likely cost. 12. Performance targets are challenging and carefully monitored. However the Council has accepted that certain costs will fall outside of the budgeted costs and has therefore accepted this issue. 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. 14. There is regular monitoring of returns and action is taken when performance is unsatisfactory. In addition we obtain independent support and advice from a specialist financial advisor. Some funds held as long term fixed rate investments. 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.



Service Plan Summary

Operational risk code and title	Relevance / Mitigation
CSB BR04 The Authority will fail to keep within its capital programme.	1. Review the remaining capital programme. 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. 3. Major capital projects are managed in accordance with the Council’s project management framework and regular update reports are presented to Members.
CSB FS01 Inaccurate Financial Information	Adequately resourced finance team, internal control framework.
CSB FS02 Treasury Management	Investments are only made in line with the Treasury Management Strategy and with institutions with good credit ratings.
CSB FS03 Fraud/Error	Internal control framework, Internal Audit.
CSB FS04 Non Compliance with Financial Rules & Regulations	Internal control framework, Internal Audit, Skilled and experience finance team, training etc.

Section 7 – Costs and cost comparison information

Cost information
<p>The cost of the finance service has reduced over the past 5 years. Direct Costs CDC + SBDC 2011/12 £976,000 Direct Costs CDC + SBDC 2015/16 £811,000 17% reduction.</p> <p>The cost of Internal Audit has reduced over the past 5 years Direct Costs CDC + SBDC 2011/12 £155,000 Direct Costs CDC + SBDC 2014/15 £122,000 21% reduction</p> <p>The cost of Internal Audit in 15/16 is slightly higher than 14/15 due to inflationary pressure. However looking ahead we are planning to reduce the number of audit days, as a result of having more shared audits, which will generate savings.</p>



Shared Service Plan Summary

Healthy Communities

Service Plan April 2016 to March 2017

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

Key Service Functions	Portfolio reporting to	Statutory/ Mandatory
Housing - Housing Strategy, Homelessness, Housing Advice and Allocations, Housing Conditions (Grants, Advice and Enforcement) and Energy Efficiency	Communities, Health and Housing	<input checked="" type="checkbox"/>
Environmental Health - Health and Safety, Food Safety and Pest and Dog Control, Health Protection and Public Health Emergency Planning Business Continuity, Air Quality, and remediating contaminated land Water/Flood Management	Communities, Health and Housing	<input checked="" type="checkbox"/>
Climate Change, Sustainability, , Environmental Project Management e.g. HS2, Aviation, Flooding	Environment	<input checked="" type="checkbox"/>
Community Safety – Reducing Crime and Disorder, Preventing Violent Extremism and reducing Antisocial behaviour	Communities, Health and Housing	<input checked="" type="checkbox"/>
Licensing – Taxi, Private Hire, Premises, Alcohol, Street Trading and Collections, and Animal Licensing	Communities, Health and Housing	<input checked="" type="checkbox"/>
Community and Leisure - Community Engagement and Cohesion, Safeguarding, Grants, Leisure Client, Sports Development, Community and Partnerships, Health Inequalities and Community Transport.	Communities, Health and Housing	<input checked="" type="checkbox"/>

Key Service Aims & Objectives
Community and Leisure
Enable the Council to safeguard vulnerable adults and children and young people
Oversee the delivery of customer focussed leisure services at the Council’s leisure centres to ensure they meet the needs of the community.
Work with community transport providers (both voluntary and via Dial – A - Ride) to make sure the



Shared Service Plan Summary

services are available for those who most need them and that the potential users are aware of what's available.
To provide a range of affordable sporting and cultural activities that will help assist young people, adults, the hard to reach and those with disabilities participate as part of the cohesive and participating wider community.
Work closely with partners to develop services that help reduce antisocial behaviour, social isolation and improve community engagement and participation
To work in partnership to support and develop the community and voluntary sector infrastructure to deliver services and support to meet identified needs
Support the health and wellbeing of vulnerable and older people through the Prevention Matters and delivery of Senior Health Fairs, and delivering actions arising from the countywide Adult Wellbeing, Healthy Eating and Active Bucks strategies
To facilitate the Councils grant funding programmes to support community groups to be able to continue to deliver much needed services, improvements and initiatives to the community. These grants are both capital and revenue.
To agree the Community Strategy to support Community Capacity building within both Chiltern and South Bucks.
Community Safety
Reduce house burglary, non-dwelling burglary, theft from vehicles and violent behaviour in our communities
Reduce anti-social behaviour in our communities
Protect vulnerable individuals and communities at risk of fraud
Reduce the fear of crime and perception of anti-social behaviour
Safeguard Communities and Individuals at risk of Domestic Violence, Extremism, Child Sexual Exploitation, Modern Slavery and FGM
Environmental Health & Strategic Environment
Improve service quality to enable communities, residents and businesses to resolve their service requests at the first point of contact or close to the first time of asking
Provide effective and efficient regulatory services that meets customer needs
Provide effective partnership working to protect and improve public health and environmental quality
Develop a service that supports mitigating the impact of Climate Change and support the community to reduce carbon emissions
Improve the resilience of both Local Authorities to meet increasing demands and respond effectively to emergencies
Reduce net costs across both authorities through saving, income generation or both
Housing
To provide Housing advice and assistance to prevent or reduce homelessness whilst minimising the associated costs to the Councils
To facilitate the provision of new affordable housing and make the best use of the housing stock to meet housing need
Provide housing assistance and choice based lettings through the operation of the Bucks Home Choice policy and web based system



Shared Service Plan Summary

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

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

To support the delivery of home energy efficiency assisting the council to meet its Home Energy Conservation Act responsibilities and targets

Licensing

Protect the public through the operation of effective Licensing strategies, processes and enforcement

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

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

Section 2 - Key achievements/outcomes for 2015/16

Key achievements and outcomes during 2015/16

Community and Leisure

Chiltern and South Bucks leisure centres collectively attracted over 1,000,000 customer visits

Improvements delivered to leisure centre facilities; including improvements to the plant and machinery, gym and spinning facilities, reception areas and 50+ club rooms

Awarded community grant funding in both councils totalling £85,000, supporting local voluntary organisations which develop and improve services locally

Supported Revitalisation and Community Groups' roll out various festivals, operate community facilities (e.g. youth clubs/libraries), or improve and develop local provision including the development of a nature park and play areas or improvements to the High Street

Supported the installation of super-fast Wi-Fi broadband in Chesham High Street in partnership with Virgin Media and local traders

Celebrated and recognised the achievements of local volunteers through the Chiltern Youth Awards

Increased awareness of local services for older people through the development and distribution of the older people's guides

Activities delivered through the GLL outreach leisure contract attracted over 5,000 visits in a range of activities including gentle exercise, walking football, exercise referral, tai chi, sport in the park and community fun days

Supported National Citizen Service engage with young people across both districts enabling future employment opportunities

Community Safety

Supported the sharing of intelligence across the partnership to reduce the risk of crime and disorder

Implemented the new anti-social behaviour legislation through training and the development of procedures to assist staff use the legislation

Re-launched the Community Cop Cards initiative to year 6 pupils of all local schools, an initiative widely welcomed by schools and the police

Continued reduction in crime and disorder across both Councils

Worked closely with Trading Standards to raise awareness of rogue traders and doorstep sellers in



Shared Service Plan Summary

communities
Launched the Safe Place Scheme in communities across both Councils enabling businesses to support vulnerable persons access support and assistance
Developed networks and partnerships to address concerns in relation to Domestic Violence, Child Sexual Exploitation (CSE), Prevention of Violent Extremism, Modern Slavery and Female Genital Mutilation (FGM).
Environmental Health
With IT we have migrated all SBDC data relating to Environmental Health to the joint Uniform system
Undertaken a Shared Service review of Environmental Health and appointed staff to the new roles and responsibilities
Joint Countywide Pest Control and Dog Control Contracts have now been mobilised by SDK and will operate until 31st October 2018
In preparation for an Ebola outbreak, the Council reviewed its emergency planning process and worked with neighbouring authorities across the Thames Valley (Thames Valley multi-agency desktop exercise) to train Environmental Health staff in their possible role
100% of food inspections undertaken in 2014/15 achieving regulatory compliance by 92% of higher risk businesses
Supported the Councils to mitigate the Environmental Protection risks and challenge proposals which may be detrimental to the environment arising from major transport infrastructure proposals e.g. HS2, Heathrow expansion, cross rail, etc.
Supported a range of projects across both councils to address air quality issues e.g. the installation of clean bus technology and the provision of a living wall in Chesham or the delivery of the Department of Energy and Climate Change Communities project to improve energy efficiency in homes across 15 local authority partners
Housing
Shared Uniform database put in place for both councils
Flood Support Scheme (Repair and Renewal Grants) was implemented and delivered grants in Chiltern District to support flood defence works
Move to electronic file storage completed (with remaining hard copy files being scanned and destroyed/placed in storage) to provide increased reliance, data security, and efficiency in storing, locating and utilising files and documents for housing service
Disabled Facilities Grants programme for aids and adaptations delivered in full in 2014/15 (budget fully committed) and programme for 2015/16 on schedule to be delivered in full
Additional temporary accommodation units for homeless persons secured through joint working with Bucks Housing Association (vacant police houses), Paradigm (vacant properties in stock pending re-development) and L&Q (vacant student accommodation)
Vacant office accommodation in Chesham converted to 22 flats and let as affordable rented accommodation by Hightown Praetorian Housing Association with funding support from CDC
Licensing
Risk based inspection programme established and implemented, kept as a live document so that premises and individuals can be added and removed from programme as required
The majority of applications that Licensing deals with are now available electronically. The most recent figures showed that 96% of applications were completed using online forms where this is possible
Introduction of 5 year operators licences and amendment to systems to ensure compliance with the changes to drivers licences and operators licences as part of the Deregulation Act 2015



Shared Service Plan Summary

Gambling Act Statement of Principles for each authority have been reviewed as required by Gambling Act 2005
New electronic process in place for processing of DBS applications (criminal record checks) reducing paperwork required and increasing efficiencies
Introduction of new fees for Hackney Carriage and Private Hire Licences
Significant levels of training provided to Members, including detailed training provided to Licensing Committee members for both authorities, delivered jointly across 2 councils

Section 3 - Know your customer

Who are the main customers for the service?

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

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

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

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

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

Section 4 – Action plan

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Community and Leisure		
To review the Community and Voluntary Sector Funding in both CDC and SBDC	<ul style="list-style-type: none"> • Review funding • Members Report • Implement decision 	Funding linked to Council priorities
To review the Councils' Safeguarding policies and procedures and training to staff.	<ul style="list-style-type: none"> • Review policy and procedures • Report • Implement training 	Safer communities
To promote the Councils' grant funding programmes to support community groups	<ul style="list-style-type: none"> • Publicise • Receive Applications • Award Funding 	safer and healthier local communities
To promote the Councils'	<ul style="list-style-type: none"> • Publicise 	safer and healthier local



Shared Service Plan Summary

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Awards Schemes	<ul style="list-style-type: none"> • Receive Applications • Awards 	communities
Promote the Community Responder initiative to communities across both Councils	<ul style="list-style-type: none"> • Publicise • Promote opportunity 	safer and healthier local communities
Develop Healthy Workforce Strategies and interventions across the two Councils	<ul style="list-style-type: none"> • Publicise • Receive Applications • Award Funding 	safer and healthier local communities
Work with communities through the Revitalisation Groups or with Parish and Town Councils and Community Associations to address local needs	<ul style="list-style-type: none"> • Review priorities • Support projects • Identify funding streams • Promote volunteering opportunities 	safer and healthier local communities
Monitor the Leisure Contracts to ensure high standards of operation	<ul style="list-style-type: none"> • Review and monitor performance 	safer and healthier local communities
Support the development of a Chiltern and South Bucks Disability group	<ul style="list-style-type: none"> • Review priorities • Support projects • Identify funding streams • Promote volunteering opportunities 	safer and healthier local communities
Community Safety		
Support the Domestic Homicide Reviews and implement the findings	<ul style="list-style-type: none"> • Review actions of partners in relation to the involvement with perpetrator or victims • Lessons learnt • Publish report 	safer and healthier local communities
Agree and deliver the Prevent Action Plan	<ul style="list-style-type: none"> • Review Prevent Actions plan • Train frontline staff • Train community groups 	safer and healthier local communities
Support actions to reduce the risk of harm to vulnerable persons	<ul style="list-style-type: none"> • Review Safeguarding plans • Train frontline staff • Train community groups 	safer and healthier local communities
Work with the Community Safety Partnership (CSP) to address the implications of the Spending Review in relation to crime, and ASB	<ul style="list-style-type: none"> • Review Community Safety priorities 	safer and healthier local communities
Deliver the CSP Action Plan	<ul style="list-style-type: none"> • Review Community Safety priorities • Support community involvement in managing crime and disorder 	safer and healthier local communities



Shared Service Plan Summary

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Review CCTV provision in CDC	<ul style="list-style-type: none"> Options review on CCTV monitoring hub Member decision on CCTV 	safer and healthier local communities
Review PCSO funding contribution	<ul style="list-style-type: none"> Options review on PCSO funding Member decision on funding 	safer and healthier local communities
Environmental Health		
Implement the Shared Service business plan	<ul style="list-style-type: none"> Review and harmonise policies and procedures Deliver services for other authorities Maximise opportunities to generate income through training Create a 'can do' team culture amongst the new shared team Workforce development to maintain and develop competencies 	safer and healthier local communities
Joint Food and Health and Safety Plan	<ul style="list-style-type: none"> Review the plan Support business compliance Member approval 	cost effective, customer focused services
Regulators Code Practice	<ul style="list-style-type: none"> Review the code Member approve new code 	cost effective, customer focused services
Mitigate the impact major projects on the local environment	<ul style="list-style-type: none"> Respond to consultations Influence and negotiate Monitor impact Utilise enforcement powers as necessary 	conserve the environment and promote sustainability
Manage the Dept for Energy and Climate Change Communities fund	Promote and monitor project	conserve the environment and promote sustainability
Review consultation responses to planning	<ul style="list-style-type: none"> Review current consultation responses Link responses to the National and local planning guidance Support compliance with conditions 	safer and healthier local communities
Business Continuity Plan	<ul style="list-style-type: none"> Review and update the plan Test the plan 	cost effective, customer focused services
Emergency Plan	<ul style="list-style-type: none"> Review and update the plan Test the plan 	cost effective, customer focused services
Health and Safety Policies and procedures	<ul style="list-style-type: none"> Review and update the risk assessments and procedures Monitor compliance 	cost effective, customer focused services
Joint Sustainability and Energy Use Plan	<ul style="list-style-type: none"> Consultation Approval 	conserve the environment and promote sustainability



Shared Service Plan Summary

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
	<ul style="list-style-type: none"> •Implementation •Maximise external funding opportunities or •Invest capital to secure payback 	
Housing		
Develop a joint housing and homelessness strategy to best meet statutory responsibilities and maximise affordable housing provision	<ul style="list-style-type: none"> •use information on customer needs and available resources to draft strategy •review actions to prevent homelessness •seek approval •implement strategy •develop action plan •deliver action plan 	Improved housing service
Develop a Joint Private Sector Housing Strategy and Financial Assistance Policy	<ul style="list-style-type: none"> •use information on customer needs and available resources to draft strategy •review actions to address housing standards 	safer and healthier local communities
Support joint working with BCC to enable Disabled Adaptations to be delivered to those in need	<ul style="list-style-type: none"> •work with partners to ensure Better Care Funding is targeted at service delivery 	safer and healthier local communities
Enforce Housing standards as necessary	Address standards issues in homes of multiple occupancy (HMO), Private rented and owner occupied premises to protect the vulnerable occupant	safer and healthier local communities
Improve energy efficiency in dwellings	Address fuel Poverty and Affordable Warmth through partnership actions	safer and healthier local communities
Locata software	Negotiate contract	Improved housing service
Licensing		
Training for Drivers on child sexual exploitation (CSE)	Training planned. Drivers invited to attend. Training delivered. Further sessions planned if required and development of online training for new drivers	Drivers trained on CSE issues. CSE offences more likely to be identified and reported
Further Licensing applications to be available online	Forms listed for testing, forms tested, forms go live	Easy access to applications, prevention of errors in submitted applications. More efficient processes



Shared Service Plan Summary

Section 5 – Key Performance Indicators

PI Code	Short Name	2014/15 Value	2014/15 Target	Updated	Value	Annual Target 2015/16	Future Targets		
							2016/17	2017/18	2018/19
Community									
Cd CL1 (C)	Customer satisfaction rating at the Chiltern leisure facilities - annual	New PI	New PI	Annual PI	Annual PI	To be assessed.	TBA	TBA	TBA
Cd CL2 (C)	Total participation in physical activities delivered through the GLL community engagement plan (by period quarterly)			September 2015	1,496	6,000	6,600	7,000	7000
Cd CL3 (C)	Total number of users at all leisure centres (by period)	874,748	840,000	September 2015	222,228	875,000	900,000	925,000	950,000
Community Safety									
Cd Cm Sf1 (P)	Percentage reduction in burglaries from dwellings year on year for Chiltern (monthly)	30.3%	Data only	September 2015	-2.1%	Data only	Data only	Data only	Data only
Cd Cm Sf2 (C)	Percentage reduction in violent offences against a person, rolling year on year (quarterly)	-8.5%	Data only	September 2015	-36.9%	Data only	Data only	Data only	Data only
Environmental Health									
CdE H2 (C)	Percentage of food premises (risk rating A to C) that are broadly compliant (snapshot)	92.28%	89%	March 2015	92.38%	91%	91%	95%	95%

Shared Service Plan Summary

PI Code	Short Name	2014/15 Value	2014/15 Target	Updated	Value	Annual Target 2015/16	Future Targets		
							2016/17	2017/18	2018/19
	quarterly)								
CdS E1 (C)	Cumulative CO2 reduction from local authority operations from base year of 2008/09 (annual)		1.3%	2013/14	22.0%	1.3%	11.7%	12.0%	12%
CdS E2 (C)	Planning to adapt to climate change (5 levels of performance 0=low 5= high) (annual)	3	4	2014/15	3	4	4	4	4
Housing									
Cd HS1 (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)	1	0	September 2015	3	0	0	0	0
Cd HS2 (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)	42	33	September 2015	13	33	33	33	33
Cd HS3 i (C)	Average Length of stay in B & B temporary accommodation	3.3	5	September 2015	9.2	5	10	8	6

Shared Service Plan Summary

PI Code	Short Name	2014/15 Value	2014/15 Target	Updated	Value	Annual Target 2015/16	Future Targets		
							2016/17	2017/18	2018/19
	for all households (snapshot at end of quarter)								
Cd HS4 (C)	Number of private sector dwellings vacant for more than 6 months and returned to occupation following local authority intervention	26	40	2014/15	26	40	40	40	40
Cd HS8 (P)	Number of households living in temporary accommodation (snapshot at the end of the month)	25	22	September 2015	37	21	30	30	25
Cd HS9 (C)	Bucks Home Choice – rolling year on year change in number of applicants (%)	New PI	Data only	September 2015	29%	Data only	Data only	Data only	Data only
Licensing									
JtLI 3 (C)	Percentage of customers satisfied with the service received (Licensing) - (annual)	67%	89%	2014/15	67%	89%	89%	89%	89%
JtLI 5 (C)	Percentages of licences received and issued/renewed within statutory or policy deadlines (cumulative quarterly)	98.1%	95%	September 2015	97.7%	97%	97%	97%	97%

Shared Service Plan Summary

Section 6 – Critical Risks

Ref	Strategic risk title	Relevance / service actions to mitigate
1	Joint Working	<ul style="list-style-type: none"> • Service reviews address concerns of either authority • Policies aligned to both authorities • Savings to meet the needs of both authorities • Resilience and service quality improved • Regular team meetings keep staff up to speed on the joint working. • Staff are encouraged to engage in the process where appropriate.
2	Transformation and Management of Change	<ul style="list-style-type: none"> • Service reviews support staff address new challenges • Service reviews empower continuous improvement and learning within staff teams
3	Financial Stability	<ul style="list-style-type: none"> • Service reviews identify deliverable savings • New more cost effective ways of working are continually sought.
4	Workforce Issues	<ul style="list-style-type: none"> • Workforce planning • Team building • Mentoring and coaching • Review of salaries in line with the revised JDs
6	Joint/Partnership working	<ul style="list-style-type: none"> • Partnership working to address impact of legislative change •
7	Business Continuity	<ul style="list-style-type: none"> • Business continuity training and plans being reviewed • Services can be delivered from an alternative location.
8	Information Management & Security	<ul style="list-style-type: none"> • Data transferred to joint uniform system and housing databases and document imaging systems to deliver robust data handling and recording systems • all files scanned and copied to cases
9	New Legislative Changes	<ul style="list-style-type: none"> • Service planning to address changing needs
10	Affordable Housing	<ul style="list-style-type: none"> • Whilst the service review increasing the resources to supporting the delivery of affordable housing and prevention of homelessness, demand has doubled requiring additional resources to be considered • Housing Strategy to identify actions required by the Councils to address demands • Supporting the return of empty properties • Prevention of homelessness and review of data held on Buck Home Choice
11	Major Infrastructure Projects Impacts.	<ul style="list-style-type: none"> • Feed into HS2, Aviation consultation
12	Demographic Changes	<ul style="list-style-type: none"> • Service planning to address changing needs

Shared Service Plan Summary

Operational risk code and title	Relevance / Mitigation
Community and Leisure	
CSB Comm01 Failure to safeguard children and vulnerable adults	<ol style="list-style-type: none"> 1. Revised joint policy and procedures being developed 2. Training to staff to be reviewed and implemented as result of turnover across both councils 3. Safe recruitment practices being undertaken and reviewed
CSB Comm02 Risk of incurring legal action	<ol style="list-style-type: none"> 1. Regular inspections to comply with contractual obligations. 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. 3. Buildings are checked annually by surveyors. As a result of inspections the rolling capital programme is adjusted to account for works required.
CSB Comm03 Prevention violent Extremism	<ol style="list-style-type: none"> 1. Chiltern and South Bucks CSP Prevent Action Plan 2. Effective engagement with communities 3. WRAP training and safeguarding training being undertaken to staff 4. Community grants used to promote cohesion 5. Monitor community feeling via the Community Safety Team and front line staff 6. Engagement with the voluntary and community sector 7 Regular liaison with the wider community 8. Regular liaison with the facility committees 9. Communication and information with relevant parties 10. Community Impact Assessment to be maintained
Community Safety	
CSB ComSaf01 Increased crime and disorder arising from budget reduction	<p>Communication and information with relevant parties</p> <p>Community Impact Assessment to be maintained</p>
Environmental Health	
CSB EH01 Incorrect decisions resulting in legal challenge	<p>Mentor and train staff and monitor case work</p> <p>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.</p>
CSB EH02 Loss of key staff resulting from shared service process	<p>Support staff through the change management process involved in shared services</p>
Housing	
CSB HS01a Increased use of B+B - CDC	<p>Increase the focus on prevention of homelessness.</p> <p>Manage the numbers placed in B+B placements to support move to TA. Increase the monitoring frequency and discussion over the controls</p>
CSB HS01b Increased use of B+B - SBDC	<p>Increase the focus on prevention of homelessness.</p> <p>Manage the numbers placed in B+B placements to support move to TA. Increase the monitoring frequency and discussion over the controls</p>
CSB HS02 Loss of key staff	<p>Appoint agency staff</p> <p>Recruit to permanent positions</p>



Shared Service Plan Summary

Operational risk code and title	Relevance / Mitigation
	Workforce development
CSB HS03 Incorrect decisions resulting in legal challenge	Mentor and train staff and monitor case work Manage training through performance appraisal and training plan processes Officers not to give advice and information on areas that they do not have expertise in
Licensing	
CSB LI02 Delays in issuing licences	Monitor performance and manage process flow
CSB LI04 Incorrect decisions resulting in legal challenge	Mentor and train staff and monitor case work Manage training through performance appraisal and training plan processes Officers not to give advice and information on areas that they do not have expertise in.

Section 7 – Costs and cost comparison information

Cost information
<p>Community has the 11th lowest cost per head of population for the comparator group of 18, well below the group average. The reason for this is unknown as insufficient information known about other districts. Community: budgeted costs for 2015/16 have decreased due to the shared service coming in to operation and year on year savings within the budgetary provision. CDC has maximised opportunities to move service delivery to community groups who can attract alternative funding.</p> <p>Community Safety: joint lowest 7th cost per head of population in the comparator group, with South Bucks, lower than the group average. Budgeted costs for 2015/16 have reduced by 30.3% since 2013/14, due to reduced administration costs plus the suspension of health education and lower CCTV costs.</p> <p>Environmental Health including Strategic Environment has the 5th highest cost per head of population for the comparator group, excluding emergency planning. Budgeted costs for 2015/16 have increased by 4.7% since 2013/14, as a result of the increased staffing requirements to support the HS2 project. Savings have occurred to offset some additional costs through reductions in Emergency Planning expenditure and in the costs of Dog Control.</p> <p>Housing: homelessness has the joint 2nd lowest cost per head of population for the comparator group with South Bucks, with the 10th lowest cost per head of population relating to other housing costs. Budgeted total housing costs for 2015/16 have reduced by 19.7% since 2013/14 due to efficiencies from the shared service.</p> <p>Licensing: 10th lowest cost per head of population in the comparator group of 18. Budgeted costs for 2015/16 have reduced by 3.2% since 2013/14 due to shared service benefits and changes to the fee structure.</p>

Service Plan Summary

Human Resources

Service Plan 2016-17 (April 2016 to March 2017)

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

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

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

Human Resources

Classification: OFFICIAL

1



Service Plan Summary

Section 2 - Key achievements/outcomes for 2015/16

Key achievements and outcomes during 2015/16

HR Shared services review completed and implemented 1st September 2015.

First six harmonised policies approved, consulted on, management workshops delivered and implemented 1st January 2016. These were Code of Conduct, Disciplinary, Grievance and Resolution, Shared Parental Leave, Annual Leave Purchase Scheme and Dignity at Work.

2014/15 Joint Staff Survey conducted with positive results.

Achieved Investors in People bronze award for CDC, increasing status from basic level.

As at January 2016, successfully implemented a further nine shared services with the support of the HR team. Sixteen now implemented in total. Key process improvements included increasing number of staff volunteers from those shared services to contribute to pre consultation and preparation for selection workshops.

Sourced external provider to build joint HR data base.

Developed Joint Pay Policy.

Section 3 - Shared Services programme

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

The service review has been completed and the new service implemented 1st September 2015.

Section 4 - Know your customer

Who are the main customers for the service?

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

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

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

The BAME community accounts for 8.51% of the population in Chiltern (2011 Census). 6.5% of the Chiltern workforce was made up BAME in 2014/15.



Service Plan Summary

Section 5 - Action plan

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Ensure HR capacity is available to support shared services, including phase 3	Review HR resource against phase 3 programme	Value for money
Lead the development and implementation of an organisational development strategy	Hold workshops to develop the strategy Draft strategy for approval Obtain approval Publicise strategy Develop action plan to implement strategy Implement Key to next phase of joint working	Business continuity
Lead the establishment of succession planning arrangements to support shared partnership requirements	Hold workshops to develop the strategy Draft strategy for approval Obtain approval Publicise strategy Develop action plan to implement strategy Implement Key to next phase of joint working	Business continuity
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 plan Review results Feed back into process Key to next phase of joint working	Business continuity
Shared Competency and Performance Review Process	Develop shared competency framework Develop shared performance review process Consult with UNISON and staff Training and implementation Implement Key to next phase of joint working	Staff and managers proactively accessing performance and learning opportunities leading to higher employee motivation and engagement and hence better customer care and improvement to services

Service Plan Summary

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Implement remaining shared service review outcomes	Joint recruitment, joint training, joint induction, joint sickness absence management	Value for money
Improve levels of staff satisfaction and improve engagement with staff	Produce action plan from outcome of 2015/16 staff survey Continue to consult with UNISON and staff on new changes where applicable	Improved levels of satisfaction on with delivery of HR service and in turn good quality services to residents
Implement new employment legislation	To be agreed once clear on changes	The Council will be compliant with legislation therefore reducing the risk of related legal action
Development of joint workforce plan	To be agreed	

Section 6 - Performance indicators

PI Code	Short Name	2014/15 Value	2014/15 Target	Updated	Value	Annual Target 2015/16	Future Targets		
							2016/17	2017/18	2018/19
CEX BV1 2	Working Days Lost Due to Sickness Absence	9.40	7.60	-June 2015	9.18	7.40	10.00	9.00	9.00
	Voluntary leavers (as a % of workforce).	New PI	New PI	June 2015	21.9%	8%	16%	16%	16%
CEX BV1 6a	Percentage of Employees with a Disability	5.53%	3.00%	2014/15	5.53%	3.00%	6.00%	8.00%	8%
CEX BV1 7a	Ethnic Minority representation in the workforce - employees (Census District 8.51%)	6.5%	3.8%	2014/15	6.5%	3.8%	8.5%	8.5%	8.5%

Section 7 - Critical Risks

Ref	Strategic risk title	Relevance / service actions to mitigate
1	<u>Joint working</u> The two councils lose focus on the core programme because of essential distractions or failure to agree the future vision.	<ul style="list-style-type: none"> Support implementation of shared services Provide workshops ahead of consultation to let staff know what to expect Offer individual meetings during consultation to answer any private queries. Hold workshops to help staff complete their

Service Plan Summary

Ref	Strategic risk title	Relevance / service actions to mitigate
		expression of interest and prepare for interview. <ul style="list-style-type: none"> • Support communication effort
2	<u>Transformation and Management of Change</u> No acceptance of change to ways of working and service delivery by officers and members prevents achievement of council aims	<ul style="list-style-type: none"> • 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.
3	<u>Financial Stability</u> Authorities forced into short term reactive measures to a) reduced Govt funding, b) unavoidable cost increases. Reputational risk from decision that have to be taken. Reduced financial capacity to manage transformation	<ul style="list-style-type: none"> • Continue to develop partnership and collaborative joint working with other Local Authority HR units to improve value for money.
4	<u>Workforce Issues</u> High turnover, low morale, lack of succession planning, skills gaps etc. affect services. Reduced staffing capacity to manage transformation.	<ul style="list-style-type: none"> • Workforce planning • Good staff communications processes • Training and development strategies in place, resourced and monitored. • Develop and retain, where possible, existing staff with expert knowledge. • Act quickly to recruit individuals to fill any vacancies
6	<u>Joint/Partnership working</u> Due to reduced resources and capacity partnership working diminishes and benefits are lost.	<ul style="list-style-type: none"> • Highlight the importance of partnership working by including in job descriptions for example.
7	<u>Business Continuity</u> Material service interruption or degradation, possibly combined with loss of data leading to costs and reputational damage	<ul style="list-style-type: none"> • Review regularly and update services Business Continuity plan
8	<u>Information Management & Security</u> Loss of data, or inappropriate disclosure of sensitive data leads to financial costs and reputational damage. Inefficient service processes due to difficulty in using/retrieving data	<ul style="list-style-type: none"> • Staff aware of data protection responsibility • Update staff training records.
9	<u>New Legislative Changes</u> Failure to reasonably comply	<ul style="list-style-type: none"> • Keep up to date with employment law changes and work appropriately for their implementation



Service Plan Summary

Ref	Strategic risk title	Relevance / service actions to mitigate
	leads to financial costs and reputational damage. Substantial changes in Govt policies or direction, possibly linked to outcome of May 2015 General Election	
14	<u>Economic Viability</u> Local employment and business activity declines	<ul style="list-style-type: none"> • Support local apprenticeship initiatives.

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



Service Plan Summary

Operational risk code and title	Relevance / Mitigation
	procedure; 5. Introduce more focused and objective competency based assessment; 6. Ensure both Councils continue to retain IIP recognition; Establish talent management programme.
CSB HR04 Inappropriate breach of policies and practices	1. Fair and reasonable policies and benefits in place which are consistently applied; 2. Monitor senior managers’ performance in maintaining sickness records and managing absence/flexi time abuse; 3. Implement robust Management Control techniques and monitoring procedures to identify any abuse of benefits; Take action on any abuse of benefits through the disciplinary procedure;
CSB HR05 Failure to support managers and staff in implementing and operating the new harmonised joint Terms and Conditions for shared services (including job evaluation and pay strategy)	1. Robust and frequent communications in place to explain the ‘why’, ‘what’ and ‘how’ to staff moving onto new Terms and Conditions. 2. Monitor process and identify impacts of any delays, including costs, resources and income; 3. Should risk become more likely to occur, plan contingency actions to minimise impact; 4. Ensure all staff are fully informed about the changes; 5. Where possible, promote balance across both workforces in relation to gains and losses to demonstrate fairness.

Section 8 - Costs and cost comparison information

Cost information
Chiltern’s budgeted personnel costs since 2014/15 include the share of the Principal Personnel Officer post with South Bucks DC, under the shared senior management arrangements. Budgeted costs for 2015/16 are 5.32% lower than in 2013/14 and 33.04% lower than in 2012/13.



Service Plan Summary

Legal & Democratic

Service Plan April 2016 to March 2017

Service units covered by plan	Democratic & Electoral Services Land Charges Legal Services
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Section 1 – Key Service Functions & Aims/Objectives

Key Service Functions	Portfolio reporting to	Statutory/ Mandatory
Democratic & Electoral Services		
Member Services (Members Allowances, distributing Agendas & Reports, taking Minutes and supporting Members)	Support Services	☒
Electoral Services (Voter Registration, Annual Canvass Managing Elections, Boundary Reviews)	Support Services	☒
Legal Services and Land Charges		
Corporate Legal and Propriety Services - Monitoring Officer; Legal and procedural advice and support to Council, Cabinet, Committees/Sub-Committees and partnerships; statutory compliance	Support Services	☒
Legal support to Regulatory Services (including Planning, Building Control, Licensing, Statutory Nuisance, Food Safety, Unfit Premises, External Health & Safety)	Support Services	☒
Legal support to Statutory (non- regulatory) Services (including Homelessness, Revenues and Benefits and Waste Management & Recycling)	Support Services	☒
Local Land Charges (maintaining the Register and responding to property related enquiries) – (Local Land Charges Act of 1975 and Rules of 1977)	Support Services	☒

Key Service Aims & Objectives

Democratic & Electoral Services	
To ensure that all member level meetings are serviced efficiently and that business is carried out in accordance with law and the councils constitutions.	
Update the council's constitution with a view to harmonising procedures and delegations between the two Councils where appropriate	
Prompt publication of meeting agenda/reports on the website for the public.	
To produce an accurate Register of Electors in accordance with statutory requirements and to process monthly applications for additions, deletions and amendments.	
To run an effective Police and Crime Commissioner Elections in May 2016 and to ensure that the	

Legal and Democratic Services

Classification: OFFICIAL



Service Plan Summary

election process is available to all, including special arrangements for people with disabilities.
To run an effective Referendum on continued membership of the EU in either 2016 or 2017
To implement a new Joint Democratic and Electoral Services Team for CDC and SBDC
Land Charges
To maintain a register of local land charges and respond to searches and applications for enquiries accurately and promptly.
To ensure successful implementation of the revised Con 29 Form in July 2016
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.
To implement a joint Local Land Charges Services Team for CDC and SBDC.
To digitise paper records and cleanse existing electronic LLC records at SBDC and install TLC software
Legal Services
To ensure legality and propriety in Council affairs identifying actual and potential breaches of the law and deal with complaints that members may have breached the code of conduct.
To provide an effective and efficient legal service consisting of clear, precise and timely advice and effective implementation of decisions and completion of contracts/agreements.
Deliver the cost-savings and new working practises identified in the Shared Service Business Plan.
To support the Cabinet and Management Team in respect of the Councils' respective responses to the HS2 proposals and other major infrastructure proposals affecting the Districts.
Support the introduction/implementation of measures and procedures arising from the enactment of new legislation and statutory guidance.

Section 2 - Key achievements/outcomes for 2015/16

Key achievements and outcomes during 2015/16

Democratic & Electoral Services
Successful management of the Parliamentary, Local and Parish Council elections in May 2015 at both CDC and SBDC
Implementation of IER and new register of electors across both Districts
Managing a successful induction programme for new members at both CDC and SBDC following the elections in May
Land Charges
Consistently maintaining an average turnaround times for local searches of 2 working days
Legal Services
Implementation of the legal case management and time-recording system
Support to the Councils' respective petitions against HS2 including appearances at the Select Committee and negotiations on the Councils mitigation requirements
Providing legal support to a number of high profile contract, planning and litigation matters



Service Plan Summary

Section 3 - Know your customer

Who are the main customers for the service?

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 implement a new joint team and implement the revised 'Con20' Form from July 2016 as well as digitising remaining paper records.

Democratic and Electoral Services will be implementing a new shared service and introducing report management through Modern.gov for preparing reports and agendas, as well as organising the Police and Crime Commissioner election in May 2016 and possibly the In/Out Referendum on EU membership. They will also be working with the Monitoring Officer and members on updating the Constitution.

Section 4 – Action plan

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Support stronger 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	More robust shared service arrangements
Support the development of a unified position on future local government structures	Table the debate Support the debate to come to a conclusion Work with Communications to communicate stance. Feed results into future transformation project	Improved leadership
Support further improvements to governance	Support a review of the Joint Committee and their responsibilities Improve understanding of overview and scrutiny role and encourage more robust implementation Support the review of PAG working and help implement improvements	Improved leadership



Service Plan Summary

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Support shared services	Arrange more informal joint all Member meetings for specific topics to increase understanding of shared services project and transformation agenda Arrange more joint member workshops on partnership themes, issues and topics.	Improved leadership
Implement Joint Democratic and Electoral Team	Action plan to be developed from shared services review.	More robust shared service arrangements
Implement Joint Local Land Charges Team	Action plan to be developed from shared services review.	More robust shared service arrangements
Implement report management in Modern.gov		More robust shared service arrangements
Police and Crime Commissioners Election	Comply with Statutory timescales	Ability to participate in the election
Implement new Con 29 Form		More information provided in response to property search

Section 5 – Key Performance indicators

PI Code	Short Name	2014/15 Value	2014/15 Target	Updated	Value	Annual Target 2015/16	Future Targets		
							2016/17	2017/18	2018/19
CdL D2 (C)	The percentage response to the annual canvass (annual)	96%	94%	2014/15	96%	94%	94%	94%	94%
CdL D3 (C)	Percentage of standard searches carried out within five working days (by period quarterly)	100%	100%	Sept 2015	100%	100%	100%	100%	100%
JtL D1 (C)	Client satisfaction with the shared service. Percentage satisfied or very satisfied.	100%	96%	Sept 2015	90%	94%	96%	98%	98%



Service Plan Summary

Section 6 – Critical Risks

Ref	Strategic risk title	Relevance / service actions to mitigate
4	Workforce Issues	<ul style="list-style-type: none"> Via shared service reviews and workforce planning
9	New Legislative Changes	<ul style="list-style-type: none"> Legal Services to keep abreast of changes and advise the Council as appropriate.
11	Major Infrastructure Projects Impacts.	<ul style="list-style-type: none"> Legal Services to provide advice regarding major projects.

Operational risk code and title	Relevance / Mitigation
CSB L&DS01 Failure to provide accurate, up to date legal advice on time.	<ol style="list-style-type: none"> 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. Professional staff to meet CPD requirements. Staff share knowledge gained with other legal staff and relevant client depts. Head of Legal maintains training record and budget monitoring. Maintain Professional Indemnity Insurance. Seek to ensure all draft reports are submitted to legal before finalised. All matters open to question should be referred to the Monitoring Officer. Any relevant training is recognised through Annual Appraisals and Annual Training Plan set for legal services. Comply with Corporate H&S stress policy if work overload issues. Section head allocates work of the section and monitors and reviews workloads - particularly at annual appraisal. Team meetings held 6 weekly - opportunity to raise staff issues. Updates on workloads reported to DMT.
CSB L&DS03 Loss of staff in land charges causing backlogs resulting in complaints, reputational damage and loss of business	Limited opportunity to cover within section 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.	<p>Documents handled by more than one person</p> <p>Letters to be checked & signed by responsible officer</p> <p>Use of standard letter / report & Minute formats to ensure accuracy & consistency</p> <p>Forward plan in place with regular reminders sent out to ensure compliance with publication deadlines</p>
CSB L&DS06 Failure to implement individual Electoral Registration in accordance with statutory timetable.	Put robust project management procedures in place with contingency plans should key staff be unavailable.



Service Plan Summary

Section 7 – Costs and cost comparison information

Cost information

There is no comparison available for legal services costs across the comparator group of 18 district councils, however for other central services, the cost per head of population was 6th lowest for the comparator group and 3rd lowest for corporate and democratic core costs.

The budgeted cost of the shared legal service reduced in 2015/16 by 7.9% since 2013/14, reflecting shared service benefits.

Budgeted net income from land charges in 2015/16 increased by 379% since 2013/14 because we have maintained our share of the property search market whilst overheads have reduced slightly. Fees will be adjusted to achieve a break even position against income on a rolling 3 year basis. A review of fees will take place in 2016 to ensure compliance with a recent European Court decision on charging for environmental information.

Budgeted costs for electoral services during 2015/16 increased by 30% since 2013/15 due to the cost of managing and delivering the parliamentary, district and parish elections on 7 May 2015 e.g. increased resources required and increased printing and postage costs. There was also an increase due to Individual Electoral Registration which was implemented on 10 June 2014 but has an ongoing impact due to an increase in correspondence to individual electors.

The budgeted cost for democratic and committee services during 2015/16 reduced by 2% since 2013/14 due to a change in personnel, with a member of the team leaving in March 2015 and the vacancy being held until a new member of the team joined in May 2015. The post is a trainee post and therefore the new employee commenced on a lower salary than the member of the team leaving.

Service Plan Summary

Sustainable Development

Service Plan April 2016 to March 2017

Service units covered by plan	Building Control Development Management (including Enforcement, Conservation and Arboricultural services) Planning Policy
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Section 1 – Key Service Functions & Aims/Objectives

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

Sustainable Development

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Service Plan Summary

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

Key Service Aims & Objectives

Building Control

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

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

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

Development Management

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

To successfully defend the Councils' decisions at appeal.

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

Planning Policy

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

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

Section 2 - Key achievements/outcomes for 2015/16

Key achievements and outcomes during 2015/16

Building Control

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

Continued to maintain a high level of customer satisfaction.

Increased number of partners.

Back scanned live files from 2010 – only 800 files left to scan

Ran a number of courses and seminars for customers.

Appointed a trainee and assistant building control surveyor.

Development Management

Top quartile performance in dealing with major (100%), minor (80.9%) and other (94.3%) applications within the statutory period/timescales agreed that the applicant.



Service Plan Summary

A reduction in the number of current enforcement cases.
Collaborative working to achieve high-quality scheme for a major development scheme at Newlands Park.
Planning Policy
Progress made on the preparation of a Chiltern local plan, including having undertaken a regulation 18 consultation.
Adoption of the sustainable construction and renewable energy SPD.
Worked collaboratively with and provided an input into the draft Buckinghamshire into the structure investment plan prepared by Buckinghamshire advantage.
Worked collaboratively with and provided an input into the Buckinghamshire Infrastructure plan.
Worked in partnership with Buckinghamshire County Council on the preparation of new parking standards.

Section 3 - Know your customer

Who are the main customers for the service?

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

Planning/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 will also 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, Disabled groups

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

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



Service Plan Summary

Section 4 – Action plan

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Building Control		
Further enhancement and streamlining of shared building control service	Increased number of partners Mobile working (subject to ICT support) Completion of back scanning Set up a register of builders New building control advice booklet	More effective and efficient service
Development Management		
Planning Service Review	Define stage High-level options stage Design stage Business case Implementation	Increased value for money
Planning Policy		
Joint Local Plan	Public consultation (regulation 18) including issues and options consultation Preferred options consultation Pre-submission consultation	A development plan which meets local needs
Support those parish councils producing neighbourhood plans	Not known – dependent upon parish councils timescales	Neighbourhood plans consistent with the development plan

Section 5 – Key Performance indicators

PI Code	Short Name	2014/15 Value	2014/15 Target	Updated	Value	Annual Target 2015/16	Future Targets		
							2016/17	2017/18	2018/19
Building Control									
JtB C1 (C)	Applications checked within 10 working days	83.64 %	82%	September 2015	88.3 %	92%	92%	92%	92%
JtB C4 (C)	Customer satisfaction with the building control service. (cumulative)	95.16 %	93%	September 2015	92.7 %	92%	92%	92%	92%
Development Management									



Service Plan Summary

PI Code	Short Name	2014/15 Value	2014/15 Target	Updated	Value	Annual Target 2015/16	Future Targets		
							2016/17	2017/18	2018/19
CdS D2 (P)	Special measures: speed of processing major applications, for assessment in Oct/Nov 2016 (cumulative)	New PI	41%	Sept 2015	100%	51%	51%	51%	51%
CdS D5 (P)	Special measures: quality of major applications – maximum percentage of major decisions overturned on appeal; for assessment in Oct/Nov 2016 (cumulative)	New PI	19.00 %	Sept 2015	5.13 %	19.00 %	19.00 %	19.00 %	19.00 %
CdS D7 (C)	Percentage of planning applicants who are satisfied or very satisfied with the planning service (cumulative, quarterly)	New PI	New PI	Sept 2015	77.89 %	80%	80%	80%	80%
CdS D8 (C)	Planning appeals allowed (cumulative)	39%	35%	Sept 2015	37.50 %	35%	35%	35%	35%
CdS D10 (P)	Processing of planning applications: minor applications processed within 8 weeks (cumulative)	80.99 %	70.00 %	Sept 2015	83.84 % 82.22 %	70.00 %	75.00 %	75.00 %	75.00 %
CdS D11 (P)	Processing of planning applications: other applications	94.33 %	90.00 %	Sept 2015	91.93 %	90.00 %	90.00 %	90.00 %	90.00 %



Service Plan Summary

PI Code	Short Name	2014/15 Value	2014/15 Target	Updated	Value	Annual Target 2015/16	Future Targets		
							2016/17	2017/18	2018/19
	processed within 8 weeks (cumulative)								
CdS D12 (C)	Percentage of new enforcement allegations where an initial site visit is undertaken within 20 days (the timescales set out in the Enforcement Policy and Procedure) (quarterly snapshot)	100%	30%	Sept 2015	100%	30%	70%	70%	70%
Planning Policy									
CdP P1 (C)	Net additional homes provided (Annual)	189	133	2014/15	189	133	145	145	145

Section 6 – Critical Risks

Ref	Strategic risk title	Relevance / service actions to mitigate
1	Joint Working	<ul style="list-style-type: none"> • Programme Initiation Document • Member Working Group for the Review • Active involvement of all staff in the service review. • Use external specialist support. • Meeting between Head of Service and relevant Managers.
2	Transformation and Management of Change	<ul style="list-style-type: none"> • Programme Initiation Document • Member Working Group for the Review • Active involvement of all staff in the service review. • Use external specialist support • Meeting between Head of Service and relevant Managers.
3	Financial Stability	<ul style="list-style-type: none"> • Active monitoring of Building Control and Development Management income, and appeals expenditure budgets. • Consider income generation as part of service reviews.

Service Plan Summary

Ref	Strategic risk title	Relevance / service actions to mitigate
4	Workforce Issues	<ul style="list-style-type: none"> Workforce planning via service reviews Training & development plans via staff appraisals. Provide staff with an interesting and stimulating team environment; provide the necessary support to enable staff to be able to undertake their jobs successfully.
6	Joint/Partnership working	<ul style="list-style-type: none"> The Bucks Local Planning Authorities are seeking to align plan preparation timetables to achieve increased and even more effective partnership working.
7	Business Continuity	<ul style="list-style-type: none"> Business Continuity Plans will need updating following service review outcomes.
8	Information Management & Security	<ul style="list-style-type: none"> All staff required to comply with the Council's corporate policies.
9	New Legislative Changes	<ul style="list-style-type: none"> Maintain a watching brief through the technical planning press for new/revised legislation.
10	Affordable Housing	<ul style="list-style-type: none"> Implementation of affordable housing policy in the Core Strategy and Affordable Housing SPD via the Development Management process. Respond to Government on any Government consultations which would adversely affect the provision of affordable housing.
11	Major Infrastructure Projects Impacts.	<ul style="list-style-type: none"> Active involvement in the preparation of the Council's case regarding HS2. Active engagement with promoters of other major infrastructure projects (e.g. WRAtH, Heathrow) in order to influence their emerging proposals. One post with a focus on infrastructure.
12	Demographic Changes	<ul style="list-style-type: none"> Plan making process to take account of major changes to demography.
13	Property/ Asset Management	<ul style="list-style-type: none"> Local Plans and Supplementary Planning Documents to consider potential sites put forward by other service areas.
14	Economic Viability	<ul style="list-style-type: none"> Local Plan will include an assessment of a chip objectively assessed needs for employment.

Operational risk code and title	Relevance / Mitigation
Building Control	
CSB BC01 Loss of staff	<p>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.</p> <p>If vacancies arise seek to secure permanent replacements through early advertisement, but use agency staff in the interim period if needed.</p>
CSB BC02 Increased income/reduced costs are not delivered	<p>Do not over budget for income and expenditure monitored monthly.</p> <p>Applications not registered without the necessary fee.</p> <p>Fee checked by Admin staff, liaising with Management if needed.</p> <p>Invoices to be sent out promptly and non-payment chased.</p> <p>Charges to be reviewed periodically.</p>



Service Plan Summary

Operational risk code and title	Relevance / Mitigation
CSB BC03 Development does not meet the Building Regulations	Staff training; new Regulations/guidance provided to all Surveyors; recommendations authorised by a more senior Surveyor; enhanced resilience of a single team with greater knowledge/experience; use of codes and reference documents; if unsure, Surveyors to check with a more senior surveyor; structural calculations to be checked by Structural Engineer; Indemnity insurance in place.
CSB BC04 Poor/untimely advice in dealing with dangerous structures	Surveyors all trained to deal with dangerous structures; JDs for all Surveyors require them to deal with dangerous structures; Principals' required to be able to undertake inspections within an hour during unsocial hours; Surveyor to contact a more senior Surveyor or seek additional help and support if needed.
CSB BC05 Increased competition/loss of reputation	QA accreditation retained, with annual external audit. Marketing Plan. Officer with responsibility for the 'customer experience'. Customer surveys monitored, and action taken to implement improvements. Staff not allowed to undertake any private work in either District or which could have the potential to bring the Councils into disrepute or perceived to do so.
Development Management	
CSB DCE01a insufficient planning staff (number and experience) - CDC	Reduce loss of staff by providing staff with an interesting and stimulating team environment; provide the necessary support to enable staff to be able to undertake their jobs. If vacancies arise seek to secure permanent replacements through early advertisement, but use agency or other temporary external staff in the interim period if needed.
CSB DCE02a Poor decision making - CDC	Staff training; training of Planning Committee; template for officers' reports; procedures require checks in signing off decisions and recommendations.
CSB DCE03a Low levels of customer satisfaction - CDC	Instil a more customer focussed approach; targets set to speed up the validation and processing of applications; actively seek customer views (during and following the service review); this in response to all complaints consider whether improvements are needed; processing of complaints regarding unauthorised development in accordance with Enforcement policy.
CSB DCE04a Reduced application and pre-application fee income -CDC	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 PIMS.
CSB DCE05a Judicial Review of decisions; award of costs - CDC	Seek legal advice as appropriate; ensure all decisions are robust and justified; seriously consider appellants evidence/offers in relation to appeals/enforcement appeals; informal briefing for members in relation to proposed enforcement notices
Low customer satisfaction	Regular review of customer feedback from surveys of applicants/agents; instilling a customer focused culture as part of service review; regular meetings with Cabinet member.
Planning Policy	



Service Plan Summary

Operational risk code and title	Relevance / Mitigation
CSB PP01a Insufficient planning staff (number and experience) - CDC	Reduce loss of staff by providing staff with an interesting and stimulating team environment; provide the necessary support to enable staff to be able to undertake their jobs. If vacancies arise seek to secure permanent replacements through early advertisement, but use agency or other temporary external staff in the interim period if needed.
CSB PP02a Local Plan not being found sound - CDC	Continual engagement with Duty to Co-operate bodies and key stakeholders (& recorded); ensure that policies are fully supported by the evidence base and are steered by the Sustainability Appraisal; ensure LDS up to date; seek legal advice where needed; reports to PAG and Joint Member Reference Group; prepare robust evidential proofs; ensure staff are trained to give evidence.
CSB PP03a Timetable for production not met - CDC	Additional staffing agreed, but currently experiencing difficulty in filling posts. Recruitment and retention package agreed. However member decision to require the joint local plan to be considered at 2 PAGs as well as at the Joint Member Reference Group poses a risk to the timetable for production

Section 7 – Costs and cost comparison information

Cost information

Building Control: budgeted costs for 2015/16 are the 4th highest in the comparator group of 18 district councils, per head of population. Despite this, budgeted costs for 2015/16 are 35.4% lower than those for 2013/14 as a result of staff savings from the joint service. Development Management and Planning Policy budgeted costs for 2015/16 are 4th highest and 7th highest respectively, per head of population, in the comparator group of 18 district councils. Since the Council has a relatively small population, these costs tend to be on the higher side, 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. Despite this, development management budgeted costs for 2015/16 are 2.9% lower than those for 2013/14, whereas planning policy budgeted costs for 2015/16 are 48.6% higher than those for 2013/14 reflecting the local plan preparation stage.