



## **Resources Overview Committee (CDC)**

**Tuesday, 23 January 2018 at 6.30 pm**

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

### **A G E N D A**

Item

1 Evacuation Procedures

2 Minutes (*Pages 5 - 8*)

To sign the Minutes of the meeting held on 5 December 2017.

3 Apologies for Absence

4 Declarations of Interest

5 28 Day Notice (*Pages 9 - 10*)

*Appendix 1: CDC Cabinet 28 Day Notice (Pages 11 - 18)*

*Appendix 2: Joint Committee 28 Day Notice (Pages 19 - 22)*

6 Service Plan Summaries 2018/19 (*Pages 23 - 24*)

Members are asked to note the attached Cabinet report. Full Service Plans can be seen in the separate supplement.

*Appendix A: Business Support Service Plan Summary 2018-19 (Pages 25 - 36)*

*Appendix B: Communications, Performance and Policy Service Plan Summary 2018-19 (Pages 37 - 48)*

*Appendix C: Customer Services Service Plan Summary 2018-19 (Pages 49 - 58)*

*Appendix D: Environment Service Plan Summary 2018-19 (Pages 59 - 74)*

*Appendix E: Finance Service Plan Summary 2018-19 (Pages 75 - 84)*

*Appendix F: Healthy Communities Service Plan Summary 2018-19 (Pages 85 - 100)*

*Appendix G: Human Resources Service Plan Summary 2018-19 (Pages 101 - 112)*

*Appendix H: Legal and Democratic Services Service Plan Summary 2018-19 (Pages 113 - 122)*

*Appendix I: Planning and Economic Development Service Plan Summary 2018-19 (Pages 123 - 140)*

7 Performance report Q2 2017/18 (Pages 141 - 144)

Members are asked to note the attached Cabinet report.

*Appendix A: Priority PI's Q2 2017/18 (Pages 145 - 150)*

*Appendix B: Corporate PI's Q2 2017/18 (Pages 151 - 156)*

8 Budget and Council Tax report (Pages 157 - 168)

Members are asked to note and comment on the attached Cabinet report.

*Appendix A: Chief Financial Officer Report (Pages 169 - 176)*

*Appendix B: Budget Sensitivity Analysis 2018/19 (Pages 177 - 178)*

*Appendix C: Fees and Charges 2018/19 (Pages 179 - 204)*

- 9 Annual Treasury Management Strategy 2018/19 (*Pages 205 - 208*)
- Appendix 1: Treasury Management Strategy 2018/19 (Pages 209 - 216)*
- Appendix 1A: Annual Investment Strategy (Pages 217 - 226)*
- Appendix 1B: Prudential Indicators (Pages 227 - 232)*
- Appendix 1C: Minimum Revenue Provision (MRP) (Pages 233 - 234)*

- 10 Capital Programme and Repairs & Renewals Programme 2018/19 - 2021/22  
(*Pages 235 - 240*)

Members are asked to note and comment on the attached Cabinet report.

*Appendix A: Capital Strategy and Capital Programme 2018-23 (Pages 241 - 250)*

*Appendix B: Repairs & Renewals Programme 2018/19 (Pages 251 - 252)*

- 11 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 (CDC)**

Councillors: N Rose (Chairman)  
C Jones (Vice-Chairman)  
A Bacon  
C Ford  
A Garth  
J Gladwin  
M Harrold  
R J Jones  
J MacBean  
V Martin  
D Phillips  
M Shaw  
D Varley  
J Waters  
C Wertheim

**Date of next meeting – Wednesday, 25 April 2018**

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**CHILTERN DISTRICT COUNCIL**

**MINUTES** of the Meeting of the  
**RESOURCES OVERVIEW COMMITTEE (CDC)**  
held on **5 DECEMBER 2017**

**PRESENT:** Councillor N Rose - Chairman

Councillors: A Bacon  
A Garth  
J Gladwin  
M Harrold  
V Martin  
D Varley  
H Wallace  
C Wertheim

**APOLOGIES FOR ABSENCE** were received from Councillors C Jones, C Ford, R J Jones, J MacBean, D Phillips and M Shaw

**ALSO IN ATTENDANCE:** Councillors I Darby, M Stannard and J Waters

**16 MINUTES**

The Minutes of the meeting held on 12 September 2017 were agreed and signed by the Chairman.

**17 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**18 STAFF TURNOVER**

It was noted at the previous meeting that the level of staff turnover was higher than the target and a further report had been requested. Appendix 1 showed the Performance Indicator figures previously reported and Appendix 2 gave a breakdown by service area for Chiltern and South Bucks for the period up to and including October 2017.

The key points were as follows:

1. Chiltern District figures were skewed due to the TUPE of 10 staff (mainly cleaners) to Derwent FM in April 2017.
2. Staff movement between Councils had been recorded. These inter-authority movements were no longer included in these statistics.

3. Planning had a higher turnover than other areas but it was one of the larger service areas and was currently concluding its shared service implementation.
4. No underlying trends had been identified.

With regard to the Planning Service, it was noted that the market for Planners was very competitive, with private companies offering higher salaries. The HR team was investigating more training options, including apprenticeship schemes, one year placements, developing links with Oxford Brookes University and succession planning.

Members wanted to be satisfied that monitoring of staff turnover in this detail would continue to identify any issues or trends. They were advised that these matters would be on the agenda of every meeting of the Joint Staffing Committee, whose next meeting is on 18<sup>th</sup> January 2018.

*Note 1: Councillor A Garth and Councillor M Stannard entered the meeting at 6.37 pm. Councillor H Wallace entered the meeting at 6.40 pm and Councillor M Harrold entered the meeting at 6.45 pm.*

### 19 28 DAY NOTICES

There was a request for the Resources Overview Committee to receive the Treasury Management report at a future meeting.

#### **RESOLVED:**

**That the 28 day Notice for Cabinet and Chiltern and South Bucks Joint Committee be noted.**

### 20 BUDGET REPORT 2018/19

The draft Revenue Budget 2018/19 was presented to the Committee for consideration. The context of the budget was the continuing reduction in central government funding. All services were now provided by joint teams with South Bucks District Council. This was reflected in the Chiltern budgets by recharges to or from South Bucks in respect of the costs of the various teams. On 24 July 2017 it was agreed by the Joint Committee that from 2018/19 the standard cost split should be amended to CDC 58%/SBDC 42% and this would be used for all services except Revenues & Benefits and Waste (which had separate arrangements). These percentages were in line with the population split which was the basis of the cost share set out in the Inter Authority Agreement, and would be easier to administrate and would result in a negligible financial change overall.

The overall position for the draft Revenue Budget 2018/19 was for an increase in the Net Cost of Services of 2.3%. Inflation estimates were shown in section 4 with salaries at 1% (the Joint Staffing Committee would consider locally determined pay increase in January 2018) and contracts inflation of 3.3%. Any surplus would be added to the reserves (section 7) and it was noted that the Support Services PAG would be discussing the level of and use of reserves. The final decisions would be made by Cabinet in February 2018 after the final funding settlement from Government was announced (expected by the end of 2017).

The Council was undertaking a number of large investment projects funded by borrowing and the Committee discussed the proposed borrowing for the Car Park and it was asked whether the interest element should be capitalised. It was advised that this was not something done at CDC previously. It was discussed that this was an accounting procedure that would be done in the private sector and something for Cabinet to consider.

With regard to employee expenditure (listed on page 32), there was a request to consider whether it would be possible for the FTE details to be inserted alongside the budget figures in future, so that a direct comparison could be made. It was agreed that this may be possible with an additional table. It was acknowledged that the changes to cost shares that have taken place in the budgets this year make direct comparisons difficult but that this would become easier once the changes are complete.

### Appendix 3

A request was made for the major changes to be itemised for each service, with explanatory notes for the salient points.

### Appendix 4

It was asked whether the Customer Services team dealt with Waste queries and if so why there was no recharge relating to Waste. It was advised that WDC did pay a contribution to a range of overheads and this recharge was shown within the waste cost centre.

With regard to the training agreement for Revenues with Dacorum, it was advised that the formal arrangement had come to an end at Dacorum's request.

### Appendix 5

Questions were asked relating to the funding for air quality. It was advised that less funding was available from Defra which grant funded most of the activities.

### Appendix 6

With regard to the income from car parking, there was concern that there was no provision made for the loss of income during the rebuilding. It was advised that the staff were no longer parking there, so although there were 140 less spaces, there should be less of an impact on the level of income from public parking.

### Appendix 7

It was reported that the IT cost had gone down in Business Support because license and software costs are being accounted for in the actual services that were using them. This was another accounting change that would become more straightforward in future.

## **RESOLVED**

**To note the draft revenue service budget for 2018/19.**

*Note 2: Councillor I Darby left the meeting at 7.15 pm*

**The meeting ended at 7.45 pm**



<b>SUBJECT:</b>	<i>28 Day Notice</i>
<b>REPORT OF:</b>	<i>Cabinet Portfolio Holder for Support Services (Deputy Leader)</i>
<b>RESPONSIBLE OFFICER</b>	<i>Head of Legal &amp; Democratic Services</i>
<b>REPORT AUTHOR</b>	<i>Leslie Ashton 01895 837227 <a href="mailto:lashton@chiltern.gov.uk">lashton@chiltern.gov.uk</a></i>
<b>WARD/S AFFECTED</b>	<i>All</i>

## 1. Report

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

### RECOMMENDATION:

To note the 28 Day Notices for the meetings of Cabinet 6 February 2018 and the Chiltern & South Bucks Joint Committee 20 February 2018.

<b>Background Papers:</b>	None
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## 28 Day Notice

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

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

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

<b>Leader (Councillor Isobel Darby)</b>					
Key Decision (Y/N) <sup>1</sup>	Report Title & Summary <sup>2</sup>	Consultation <sup>3</sup>	Decision Maker & Date	Private Report (Y/N) and Reason Private <sup>4</sup>	Lead Officer <sup>5</sup>
Yes	<b>Budget &amp; Council Tax Report</b> To receive and recommend to Council a report on the Council's revenue budget and council tax for 2018/19.	Resources 23 Jan 18	Cabinet <b>6 Feb 18</b>  Council <b>28 Feb 18</b>	No	Rodney Fincham RFincham@chiltern.gov.uk
No	<b>Service Plan Summaries 2018-19</b> To receive the service plan summaries for 2018-19	Services 31 Jan 18  Resources 23 Jan 18	Cabinet <b>6 Feb 18</b>	No	Aniqah Sultan ASultan@chiltern.gov.uk
No	<b>Performance Report Quarter 2 2017-18</b> To receive the Performance Report for Quarter 2 2017-18	Services 31 Jan 18  Resources 23 Jan 18	Cabinet <b>6 Feb 18</b>	No	Aniqah Sultan ASultan@chiltern.gov.uk

<b>Support Services - Deputy Leader (Councillor Mike Stannard)</b>					
Key Decision (Y/N) <sup>1</sup>	Report Title & Summary <sup>2</sup>	Consultation <sup>3</sup>	Decision Maker & Date	Private Report (Y/N) and Reason Private <sup>4</sup>	Lead Officer <sup>5</sup>
Yes	<b>Annual Treasury Management Strategy 2018/19</b> To recommend to Council the Treasury Management Strategy and related policies for 2018/19.	Resources 23 Jan 18	Cabinet <b>6 Feb 18</b>  Council <b>28 Feb 18</b>	No	Helen O'Keeffe hokeeffe@chiltern.gov.uk
Yes	<b>Capital Programme and Repairs &amp; Renewals Programme 2018/19 to 2021/22</b> To consider and agree the proposed updates to the capital and repairs & renewals programmes	Resources 23 Jan 18	Cabinet <b>6 Feb 18</b>  Council <b>28 Feb 18</b>	No	Jane Clarke JClarke@chiltern.gov.uk
No	<b>Treasury Management Q3 2017/18</b> To receive a report on Treasury Management Activity in Quarter 3 2017/18		Cabinet <b>6 Feb 18</b>	No	Helen O'Keeffe hokeeffe@chiltern.gov.uk

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

Planning & Economic Development (Councillor Peter Martin)					
Key Decision (Y/N) <sup>1</sup>	Report Title & Summary <sup>2</sup>	Consultation <sup>3</sup>	Decision Maker & Date	Private Report (Y/N) and Reason Private <sup>4</sup>	Lead Officer <sup>5</sup>
Y	<p><b>Statement of Community Involvement:</b></p> <p>Both councils are required to review their statements of community involvement and to reflect changes in regulations – purpose of this report is to consider a joint statement of community involvement for both councils.</p>	<p>JPPMRG 16 Jan 18</p> <p>SDPAG 22 Jan 18</p>	Cabinet <b>6 Feb 18</b>	No	Graham Winwright <a href="mailto:gwinwright@chiltern.gov.uk">gwinwright@chiltern.gov.uk</a>
Y	<p><b>Community Infrastructure Levy Timetable</b></p> <p>Both councils have an existing community infrastructure timetable, however due to proposed government changes to Community Infrastructure Levy (CIL) these have not been implemented – this report seeks approval for a revised timetable.</p>	<p>JPPMRG 16 Jan 18</p> <p>SDPAG 22 Jan 18</p>	Cabinet <b>6 Feb 18</b>	No	Graham Winwright <a href="mailto:gwinwright@chiltern.gov.uk">gwinwright@chiltern.gov.uk</a>
No	<p><b>HS2 Update Report:</b> to provide an update on resources and the work being undertaken as the project moves from design stage to construction stage</p>	SDPAG 16 Apr 18	For Information	No	Ifath Nawaz inawaz@chiltern.gov.uk

<b>Environment (Councillor Mike Smith)</b>					
Key Decision (Y/N) <sup>1</sup>	Report Title & Summary <sup>2</sup>	Consultation <sup>3</sup>	Decision Maker & Date	Private Report (Y/N) and Reason Private <sup>4</sup>	Lead Officer <sup>5</sup>
Yes	<b>King George V House Car Parking</b> Update on additional car parking at King George V House	CAMG 30 Jan 18	Cabinet <b>6 Feb 18</b>	No	Louise Dove LDove@chiltern.gov.uk
No	<b>Mill Meadow Bridge</b> Update on Mill Meadow Bridge	CAMG 30 Jan 18	Cabinet <b>6 Feb 18</b>	No	Jeffrey Tapping JTapping@chiltern.gov.uk

Healthy Communities (Councillor Liz Walsh)					
Key Decision (Y/N) <sup>1</sup>	Report Title & Summary <sup>2</sup>	Consultation <sup>3</sup>	Decision Maker & Date	Private Report (Y/N) and Reason Private <sup>4</sup>	Lead Officer <sup>5</sup>
No	<b>Leisure Centre Operator Procurement Tender:</b> to receive a report on the procurement process  Item amended 9 January 2018	Services 31 Jan 18	Cabinet <b>6 Feb 18</b>	No	Paul Nanji pnanji@chiltern.gov.uk
Yes	<b>Chiltern Pools Update</b> To update members on the progress of Chilterns Pools	Services 28 Nov 17	Cabinet <b>6 Feb 18</b>	No	Martin Holt mholt@chiltern.gov.uk
Yes	<b>Chiltern and South Bucks Open Space Strategy:</b> to agree the Strategy	Services 31 Jan 18	Cabinet <b>6 Feb 18</b>  Council 15 May 18	No	Paul Nanji pnanji@chiltern.gov.uk
Yes	<b>Sustainability and Carbon Reduction Strategy:</b> The development and implementation of an updated joint strategy for South Bucks DC and Chiltern DC, building on existing activities and opportunities	Services 24 Apr 18	Cabinet <b>1 May 18</b>	No	Ben Coakley bcoakley@chiltern.gov.uk
Yes	<b>Changes to House in Multiple Occupation Licensing:</b> to review the implications of changes to legislative requirements	HCPAG 19 Apr 18	Cabinet <b>1 May 18</b>	No	Louise Quinn lquinn@chiltern.gov.uk

- 1 The Council's Constitution defines a 'Key' Decision as 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 £50,000 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.

As a matter of good practice, this Notice also includes other items – in addition to Key Decisions – that are to be considered by the Cabinet. This additional information is provided to inform local residents of all matters being considered.

- 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 – [www.chiltern.gov.uk/democracy](http://www.chiltern.gov.uk/democracy) – usually 5 working-days before the date of the meeting. Paper copies may be requested (charges will apply) using the contact details below.
- 3 In order to support the work of the Cabinet and to enhance decision-making, reports are often presented to other meetings for comment before going to the Cabinet. As such, this Notice also includes information on which meeting (if any) will also consider the report, and on what date.
- 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. 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 – [www.chiltern.gov.uk/democracy](http://www.chiltern.gov.uk/democracy)



Contact: Democratic Services, Chiltern District Council, King George V House, King George V Road, Amersham, HP6 5AW; email: [democraticservices@chiltern.gov.uk](mailto:democraticservices@chiltern.gov.uk); tel: 01494 732143

- 5 The lead officer is usually the report author, and their contact details are provided in this column. The officer's email address is a standard format: first initial followed by their surname e.g. Bob Smith = bsmith@chiltern.gov.uk



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

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

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

**CHILTERN & SOUTH BUCKS JOINT COMMITTEE (JC)**

<b>Meeting: 20 February 2018 (SBDC)</b>					
Key Decision (Y/N) <sup>1</sup>	Report Title & Summary <sup>2</sup>	Consultation How/When <sup>3</sup>	Decision Maker & Date	Private Report (Y/N) and Reason Private <sup>4</sup>	Contact Officer and Telephone Number

- 1 The Chiltern & South Bucks Joint Committee membership comprises of the following Cabinet Members from each authority:

**Chiltern District Council:** I Darby; M Smith; M Stannard; L Walsh; P E C Martin and F Wilson

**South Bucks District Council:** N Naylor; J Read; B Gibbs; P Kelly; D Smith and L Sullivan

A Key Decision is defined as:

- a) 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
- b) 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.

**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 £50,000 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.

- 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 & South Bucks 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.
- 3 This column shows the process of consultation, which takes place prior to Joint Committee. Further information on each of the Councils' Committees can be found at: [Chiltern District Council](#) & [South Bucks 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

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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. 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](#) & [South Bucks District Council](#)

Contact:

Democratic Services, Chiltern District Council, King George V House, King George V Road, Amersham, HP6

5AW; email: [democraticservices@chiltern.gov.uk](mailto:democraticservices@chiltern.gov.uk); tel: 01494 732143

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

DRAFT



<b>SUBJECT:</b>	<i>Service Plan Summaries 2018-19</i>
<b>REPORT OF:</b>	<i>Leader of Chiltern District Council, Councillor Isobel Darby and Leader of South Bucks District Council, Councillor Nick Naylor</i>
<b>RESPONSIBLE OFFICER</b>	<i>Chief Executive, Bob Smith</i>
<b>REPORT AUTHOR</b>	<i>Ani Sultan 01494 586 800</i>
<b>WARD/S AFFECTED</b>	<i>This report applies to whole district</i>

### 1. Purpose of Report

This report provides the Service Plan Summaries for each service area within the Councils. Feedback has been had from Portfolio Holders on all Service Plan Summaries.

### RECOMMENDATION

Cabinet are asked to note these service plans.

### 2. Reasons for Recommendations

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

### 3. Content of Report

- 3.1 This year, the internal consultation process has been extended to include all managers within service areas, plus other staff as appropriate, prior to sign-off from Heads of Service in order to ensure that the Service Planning process has been more robust than in previous years. This process will continue to be refined in coming years.
- 3.2 The service plans are jointly produced per service area for both Chiltern and South Bucks and provide a summary of achievements from the current year, and an overview of service delivery for 2018-19. 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
  - Performance indicators and risks
  - Costs and cost comparison information.

### 4. Consultation

Not Applicable.

### 5. Options

Service Plan summaries will be made available on the Council's internet site, with Members able to access the full Service Plans via the supplement to this agenda.

Steps have been taken to develop the service planning process to ensure that the process is straightforward for managers to complete and provides a useful management tool for each service.

### 6. Corporate Implications

Financial – Service plans assist effective performance management and assist the budgeting process.

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

## 7. Links to Council Policy Objectives

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

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

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

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

## 8. Next Step

Service plans will be adopted and implemented.

A separate, detailed Performance Indicator review is currently taking place.

<b>Background Papers:</b>	
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CHILTERN  
District Council



SOUTH BUCKS  
District Council

Stronger in partnership

# Service Plan Summary 2018/19

## Business Support

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

Key Service Functions	Portfolio reporting to	Statutory/ Mandatory
Deliver and maintain excellent value, customer focussed, environmentally sustainable ICT\Information Management operations and services	Support Services (CDC) Customer and Business Support (SBDC)	Deliver and maintain excellent value, customer focussed, environmentally sustainable ICT\Information Management operations and services
Understand the needs of the business and provide appropriate, innovative and agile business solutions	Support Services (CDC) Customer and Business Support (SBDC)	Understand the needs of the business and provide appropriate, innovative and agile business solutions
Enable and lead business change/ transformation programme management	Support Services (CDC) Customer and Business Support (SBDC)	Enable and lead business change/ transformation programme management
Be continuously improving, learning, transparent and accountable	Support Services (CDC) Customer and Business Support (SBDC)	Be continuously improving, learning, transparent and accountable

### Key Service Aims/Objectives

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



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## Key Service Aims/Objectives

- Network operations
- Telecommunication technology – voice, data
- Secure integration with partner networks
- Web services – technical aspects
- Network security
- Service desk support
- IT Training
- System support
- System integration
- ICT procurement
- ICT supplier management
- Information security
- Content/data handling
- Systems/business process development
- Process Freedom of Information & Subject Access requests
- Ensure systems observe the principles of the Data Protection Act and other relevant legislation

To enable the service units within Chiltern & South Bucks to provide efficient services to all people in the community through the correct application of people, processes and technology.

That the service itself operates with agility to customer need whilst as efficiently and cost effectively as possible.

To 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.

Contribute to the successful implementation of Planning Services and Land Charge shared services.

Continue to contribute to initiatives such as Mobile Working and Customer Experience Strategy.

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

Transparent governance structure for all projects.

Management of unstructured data under the Transparency Act.

Lead in preparing the Councils for GDPR.



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## Section 2 – Key achievements/outcomes for 2017/18

Key achievements and outcomes 2017/18
Completed the project to refresh and converge the networks of both Councils onto shared infrastructure.
Produced a project plan to prepare the Councils for compliance with GDPR and started implementation.
Supported the implementation of Planning Services and Land Charge shared services.
Completed the single network project.
Moved to new WAN telecoms infrastructure and Skype for Business platform.
Completed mobile working pilots in Environmental Health and within other services.
Supported the Accommodation Project.
Maintained PSN Compliance.
Completed consolidation of Planning systems.
Made significant upgrades to the IDOX systems.
Refreshed the WIFI at key Council sites.
Moved Members onto secure total mobile working.
Successful completion of the ditch the paper initiative to eliminate paper in order to encourage transition to electronic ways of working and removed the necessity for offsite storage for paper documents.
Moved to new IT system for administrating Freedom of Information requests



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## Section 3 - Know your customer

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

Main customers are:

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

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

Customer Experience Strategy:

Chiltern District Council and South Bucks District Council are likely to be delivering a significant programme of transformation to change the way that we deliver our services to our customers. Implementation of this programme will commence in 2018/19. Throughout this year all services will be involved in analysing data to identify customer needs and in tailoring service delivery to better meet those needs. Once the programme is implemented there will be an increased focus on the use of customer insight and data to develop our services in the future.



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## Section 4 – Action plan

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Create a plan to ensure both Councils comply with requirements of General Data Protection Regulation (GDPR) which comes into force May 2018	<ul style="list-style-type: none"> <li>• Establish requirements</li> <li>• Perform gap analysis</li> <li>• Amend &amp; harmonise policies &amp; procedures</li> <li>• Roll out training</li> <li>• Review data sharing register</li> </ul>	<p>Avoidance of increased penalties through data breaches</p> <p>Improved data sharing with partners</p> <p>Clear understanding of the processes required to maintain good information management within the services</p>
Support the completion of implementing shared services	<p>Remaining services:</p> <ul style="list-style-type: none"> <li>• Planning</li> <li>• Land Charges</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced costs from shared teams</li> <li>• Greater resilience</li> <li>• More efficient service delivery</li> <li>• All SBDC Idox data migrated to shared databases giving one core system for regulatory services</li> </ul>
Revised ICT strategy		<ul style="list-style-type: none"> <li>• Ensure that the Councils IT estate supports corporate aims &amp; objectives</li> <li>• Streamlined &amp; cost effective use of IT by the Councils</li> </ul>
Upgrade desktops to Windows 10	<ul style="list-style-type: none"> <li>• Make changes to VDi environment</li> <li>• Plan rollout</li> <li>• Pilot</li> <li>• Train</li> <li>• Rollout</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that the Councils IT estate is on supported versions of software</li> <li>• Enable use of technology with richer functionality</li> </ul>
Evaluate core systems for GDPR compliance & Win10 compatibility	<ul style="list-style-type: none"> <li>• Consult vendors on compliance with GDPR &amp; Win10 readiness</li> <li>• Consult with relevant services</li> <li>• Perform gap analysis</li> <li>• Where necessary &amp; available upgrade</li> <li>• Where deficiencies cannot be rectified by software, advise on manual procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that the Councils IT estate is on supported versions of software</li> <li>• Ensure the Councils IT estate is compliant with GDPR requirements</li> </ul>



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List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
<p>Design &amp; implement a plan to manage unstructured data</p>	<p>Work with Services to:</p> <ul style="list-style-type: none"> <li>• Design service file plan</li> <li>• Design service file work flow with processes</li> <li>• Implement file workflow</li> <li>• Classify historic data &amp; delete or save in accordance with retention schedule and service file plan</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in amount of data saved to Councils network directory structure</li> <li>• Reduction in time to retrieve information</li> <li>• Compliance with GDPR directive</li> <li>• Ability to publish more data to the Councils websites providing better service for the customer, compliance with Transparency Agenda &amp; reduction in officer time servicing requests for information</li> </ul>



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### Section 5 – Key Performance Indicators

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



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## Section 6 – Critical Risks

Ref	Strategic Risk	Relevance / Service actions to mitigate
1	Joint Working	<ul style="list-style-type: none"> <li>Ensuring that ICT platforms seamlessly support the aims of joint working</li> </ul>
2	Transformation and Management of Change	<ul style="list-style-type: none"> <li>Supported the implementation of shared systems</li> <li>Work with service staff to support buy-in to the new ways of working</li> <li>Listening to the needs of the Council services to ensure shared systems support their processes</li> <li>Leading on Mobile Working Programme</li> <li>Support for the Customer Experience strategy</li> </ul>
3	Financial Stability	<ul style="list-style-type: none"> <li>Work with service staff to leverage the maximum benefit from the investment made in ICT systems</li> <li>Achieve best value for the Councils where new systems are required or enhancements to current systems to support shared services</li> </ul>
4	Workforce Issues	<ul style="list-style-type: none"> <li>Monitoring staff workload and securing outside resource where required e.g. sharing with other authorities using same applications</li> <li>Keeping staff skill sets current</li> </ul>
5a	Waste & Environmental Services - SERCO	<ul style="list-style-type: none"> <li>Not applicable.</li> </ul>
5b	Waste & Environmental Services - BIFFA	<ul style="list-style-type: none"> <li>Not applicable.</li> </ul>
6	Joint/Partnership working	<ul style="list-style-type: none"> <li>Not applicable.</li> </ul>
7	Business Continuity	<ul style="list-style-type: none"> <li>Refresh of ICT infrastructure and redesign for shared network services</li> <li>Move to thin client / virtual desktop</li> <li>DR / failover facility in place</li> <li>Joint working with relevant services in other Bucks authorities to share expertise and resource</li> </ul>
8	Information Management & Security	<ul style="list-style-type: none"> <li>Shared Information Governance Group (IGG) in place.</li> <li>Information Governance Structure (IGS) established across all services</li> <li>Comprehensive training programme being delivered to all IGS roles</li> <li>All services have an Information Asset Register with Retention and Disposal Schedule</li> <li>Working with services to delete obsolete\duplicate data</li> <li>Working with services to enforce good management of unstructured data</li> </ul>
9	New Legislative Changes	<ul style="list-style-type: none"> <li>Officers identified to monitor their ICT discipline for legislative changes</li> <li>The General Data Protection Regulation (GDPR) comes into force</li> </ul>





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Ref	Strategic Risk	Relevance / Service actions to mitigate
		<p>in May 2018 and places significant new and expanded restrictions on the collection, use, storage, sharing, and destruction of EU residents' personal data. Violations of this set of regulations will incur penalties up to the higher of 4% of annual worldwide turnover and EUR20 million</p> <ul style="list-style-type: none"> <li>Producing plan for GDPR compliance.</li> </ul>
10	Affordable Housing	<ul style="list-style-type: none"> <li>Not applicable.</li> </ul>
11	Major Infrastructure Projects Impacts.	<ul style="list-style-type: none"> <li>Supporting the IT\information management needs of the HS2 Team</li> </ul>
12	Demographic Changes	<ul style="list-style-type: none"> <li>Supporting services to develop skills for customer insight</li> <li>Overlap with GIS to map statistical data to location</li> </ul>
13	Property/ Asset Management	<ul style="list-style-type: none"> <li>R&amp;R programme in place for ICT assets</li> <li>Business Support has good control over physical assets and works with suppliers to get the best value.</li> </ul>
14	Economic Viability	<ul style="list-style-type: none"> <li>Not applicable.</li> </ul>

Risk Code & Title	Internal Control – What are you going to do to mitigate the risk
CSB BS01 Shared Network Availability	<ul style="list-style-type: none"> <li>Clear ICT strategy</li> <li>Components are only purchased from reputable companies</li> <li>Redundancy designed into system configuration</li> <li>Monitor / adopt appropriate advances in technology e.g. virtual servers</li> <li>An R&amp;R programme is in place</li> <li>Forward planning of R&amp;R and Network U/G requirements/ budgets</li> <li>Current warranties where relevant and cost effective</li> <li>Daily monitoring of network performance/capacity</li> <li>Separate electrical supply and uninterruptable power supplies (UPS). Generator hire contract in place</li> <li>Regular, planned maintenance</li> <li>Maintenance contracts in place where required</li> <li>Failover facility in place</li> <li>Licenses monitored. Service Desk Administrator ITIL and FAST accredited</li> <li>Comprehensive documented operational procedures in place</li> </ul>
CSB BS02 Data Integrity	<ul style="list-style-type: none"> <li>Information Management strategy in place</li> <li>Action plan in place to realise Information Management strategy</li> <li>Data quality objectives for all staff</li> <li>Regular backups performed. Restores performed on a regular basis. Backup logs checked to confirm jobs completed successfully and to analyse for anomalies</li> <li>Failover facility in place</li> <li>Snapshots taken to SAN. Up to 7 days' worth of data available at a</li> </ul>



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Risk Code & Title	Internal Control – What are you going to do to mitigate the risk
	<p>time</p> <ul style="list-style-type: none"> <li>• Financial and technical procedures in place to ensure systems must be installed and maintained by Business Support</li> <li>• PRINCE2 methodology used on projects to ensure consistent IT implementation</li> <li>• Change management controls in place</li> <li>• User testing required for all implementations and upgrades</li> <li>• Staff training is delivered as part of all implementation projects</li> <li>• Contracts in place with system suppliers for system development and specialised consultancy. Supplier manuals available to all staff</li> <li>• Regular account meetings with system suppliers</li> <li>• Encourage services to document system procedures</li> <li>• Regular audits</li> </ul>
CSB BS03 Security	<ul style="list-style-type: none"> <li>• Systems bought from reputable vendors who comply with relevant standards</li> <li>• Security assessment included in product evaluation</li> <li>• Systems are correctly licensed with maintenance contracts in place</li> <li>• Systems are maintained at supported versions and replaced at vendor specified 'end of life'</li> <li>• Change management controls in place</li> <li>• 3rd party remote access controlled by IT</li> <li>• End users are trained in good practice for using systems and data handling</li> <li>• ICT Security Policy ensures that customers understand their responsibilities</li> <li>• Physical access to key network devices controlled by building security system</li> <li>• All external communications managed by specialist contractor with documented security procedures in place</li> <li>• SLA in place with contractor</li> <li>• Contractor obligated to maintain PSN compliance</li> <li>• Dual factor remote access</li> <li>• All audits for PSN passed to date</li> <li>• Annual health check performed by CREST/CHECK certified consultant</li> <li>• Quarterly penetration testing by CREST/CHECK certified consultant. Quarterly internal vulnerability testing by CDC IT</li> <li>• Patch management scheme in place</li> <li>• Inventory controls in place</li> <li>• Security Marking</li> <li>• Remote Control of devices via MDM</li> <li>• End point encryption implemented</li> <li>• Network client physical ports managed. Only removable media issued by ICT can be used in network clients</li> <li>• Creation/deletion of network accounts controlled by starters/leavers forms issued by Personnel</li> </ul>



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Risk Code & Title	Internal Control – What are you going to do to mitigate the risk
	<ul style="list-style-type: none"> <li>• Network rights controlled by Active Directory group policies</li> <li>• Anti-malware software which covers anti-virus, personal firewall and application control installed on the client</li> <li>• Anti-malware protection in place and automatically updated on hosts</li> <li>• 2 anti-malware products used</li> <li>• Monitoring of e-mail subject matter and attachments</li> </ul>
CSB BS04 Staff	<ul style="list-style-type: none"> <li>• Formal and on the job training and staff development</li> <li>• Three IT Trainees posts to 'grow' replacements</li> <li>• Programme of cross training to promote generic skill sets</li> <li>• Documentation</li> <li>• Adoption of ITIL and implementation of ITIL compliant service desk</li> <li>• 3rd party contracts (Fordway, Updata etc.) to fill gaps</li> <li>• Good supplier management</li> <li>• Good communication - regular Meetings, 121s, appraisal interviews</li> <li>• Clear aims and objectives</li> <li>• Work plan to manage work load</li> <li>• Sharing resource and expertise with other authorities /shared service</li> </ul>



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## Section 7 – Costs and cost comparison information

### Summary – Cost information

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



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# Service Plan Summary 2018/19

## Communications, Performance and Policy

### Service units covered by plan

Communications  
Policy & Performance  
Strategic Partnerships

### Section 1 – Key Service Functions & Aims/Objectives

Key Service Functions	Portfolio reporting to
Corporate communications including media, public relations, marketing and websites	Leader (CDC and SBDC)
Promote best practice in customer involvement and consultation	Leader (CDC and SBDC)
Enable the Councils to improve services and plan for future needs through the Corporate Plan, service planning and performance reports.	Leader (CDC and SBDC)
Lead the delivery of the joint Sustainable Community Strategy and Partnership	Leader (CDC and SBDC)
Lead the development of corporate strategy and the interpretation of government policy.	Leader (CDC and SBDC)
Provision of research and management information	Leader (CDC and SBDC)

### Communications

#### Key Service Aims/Objectives

To manage the Councils' corporate communications function.

To manage the internet / intranet and support all service areas in delivering timely online content, campaigns, web design, web projects and help with implementing social media.

To maintain the reputation of the councils through good timely and honest public relations, reputation management and by co-ordinating and being pro-active in all areas of communication.

Provide an in-house design and marketing service to all departments within the councils and promote the benefits and cost effectiveness to other departments.

To inform, ensuring timely and accurate information is available to all regarding council services, policies and activities and that we communicate results of consultation exercises and action taken as a result. To publish news releases, and provide a media enquiry service, publicity of events, policies and decisions and to oversee consultation exercises. To produce internal monthly magazine. To support services to produce up to date information about services in easy to read and to access formats.

### Performance and Policy

#### Key Service Aims/Objectives

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



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## Key Service Aims/Objectives

profiles;

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

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

Lead Councils' approach to corporate planning and performance management

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

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

Support effective consultation through promoting good practice and monitoring



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## Section 2 – Key achievements/outcomes for 2017/18

### Joint Communications Projects

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

Upgraded our websites to make them mobile friendly.

Supported the implementation of the economic development strategy.

Supported the submission to the Secretary of State for Modernising Local Government in Bucks, and continue to lead on follow-up communications.

Undertook mini peer review of Communications team with LGA.

Facilitated the corporate peer challenge for both councils.

Supported the Planning Policy team with the Local Plan consultation

Continued to provide an excellent in-house design service

Led on internal communications for various projects, including the accommodation project, flexible and mobile working project, meet the Chief Executive and Leaders, values and behaviours and Stronger in Partnership.

Continued to develop the community engagement programme with HS2 Limited and its contractors

Supported the launch of the Chiltern and South Bucks Lottery

### Communications Projects CDC

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

Supported Chiltern Pools redevelopment Consultations.

Completed the branding for the new Bierton Crematorium.

Led on the Amersham Multi-Storey car park redevelopment communications.

Continued promotion and support of the Community Awards

### Communications Project SBDC

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

Led on Gerrards Cross Police Station redevelopment communications plan.

Led on Bath Road redevelopment communications plan.

Continued promotion and support of the Chairman's Awards.

Supported the South Bucks Country Park consultation

### Performance & Policy

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

Supported and facilitated the Annual Business Meeting.

Reviewed Joint Strategic Partnership working to improve focus on deliverables.

Continued to ensure all strategies and plans are based on robust information and accurate data.

Delivered effective performance management.

Ensured Data Quality was of a high standard at both councils.

Continued chairing South Bucks Parish Clerks meetings.



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## Section 3 - Know your customer

### Who are the main customers for this 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.

#### Customer Experience Strategy:

Chiltern District Council and South Bucks District Council are likely to be delivering a significant programme of transformation to change the way that we deliver our services to our customers. Implementation of this programme will commence in 2018/19. Throughout this year all services will be involved in analysing data to identify customer needs and in tailoring service delivery to better meet those needs. Once the programme is implemented there will be an increased focus on the use of customer insight and data to develop our services in the future.





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## Section 4 – Action plan

### Communications

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

# Appendix B



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List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Continue to develop the Members Bulletin	fashion <ul style="list-style-type: none"> <li>• .Weekly bulletin produced</li> </ul>	<ul style="list-style-type: none"> <li>• Members have a good view of the key issues affecting both councils</li> </ul>
Continue advising and supporting consultations	<ul style="list-style-type: none"> <li>• Involvement at the start of consultations/surveys by services</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure consultations are effective and the opinions of residents and customers are used to improve services</li> </ul>
Continue chairing South Bucks Parish Clerks meetings	<ul style="list-style-type: none"> <li>• Regular meetings to ensure parish clerks and town councils are engaged with the council</li> </ul>	<ul style="list-style-type: none"> <li>• Better informed partners</li> </ul>
Promote and review the new joint branding for use by both councils	<ul style="list-style-type: none"> <li>• Set up all-service working group to scope out the project</li> <li>• Engage with and gain support from Members</li> </ul>	<ul style="list-style-type: none"> <li>• Residents have a clear idea of who is providing the services they are accessing</li> </ul>
Continue to provide an excellent in-house design service	<ul style="list-style-type: none"> <li>• Promotional and informative literature is produced</li> </ul>	<ul style="list-style-type: none"> <li>• Residents feel informed about council services</li> </ul>
Support stronger in partnership working	<ul style="list-style-type: none"> <li>• Arrange more joint cabinet meetings</li> <li>• Support debate and decisions on partnership working and transformation</li> <li>• Promote closer working between Members as per the Peer review report</li> <li>• Support future partnership requirements for political leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Members have a good view of the key issues affecting both councils</li> </ul>
Support the development of a unified position on future local government structures	<ul style="list-style-type: none"> <li>• Table the debate</li> <li>• Support the</li> <li>• Work with Communications to communicate stance.</li> <li>• Feed results into future transformation project</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that all are fully aware of the key issues</li> </ul>



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## Performance and Policy

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



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## Section 5 – Key Performance Indicators

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



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## Section 6 – Critical Risks

Ref	Strategic Risk	Relevance / Service actions to mitigate
1	Joint Working	
2	Transformation and Management of Change	
3	Financial Stability	
4	Workforce Issues	
5a	Waste & Environmental Services - SERCO	The team assists with the communications side of the joint waste contract
5b	Waste & Environmental Services - BIFFA	The team assists with the communications side of the joint waste contract
6	Joint/Partnership working	Merged LSP in place with themed groups emerging and working together
7	Business Continuity	The team feeds into the Corporate Business Continuity Plans.
8	Information Management & Security	
9	New Legislative Changes	The team reviews Government policy changes and helps to educate on applicable changes e.g. Localism, HS2.
10	Affordable Housing	
11	Major Infrastructure Projects Impacts.	The team co-ordinates responses on HS2.
12	Demographic Changes	The team actively analyses data such as IMD, Health Profiles, Census
13	Property/ Asset Management	
14	Economic Viability	

Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
CSB CPP01 Failure to provide comprehensive, accurate and engaging communications to promote key services, messages and events	2	3	6	<ol style="list-style-type: none"> <li>1. Communications and media training provided to appropriate staff</li> <li>2. Communications are checked and signed off by those qualified to do so, prior to publication</li> <li>3. Comms team to lead in the revamp of the joint web sites, ensuring trained web editors in place, good quality and best practice principles are adopted</li> <li>4. Letters to be checked and signed by a responsible officer, standard letters to be signed off as suitable, prior to use</li> <li>5. Publicity materials to be reviewed and signed off by a responsible officer</li> <li>6. Work with services to consider how to reach</li> </ol>

# Appendix B



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Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
				<p>priority groups</p> <p>7. Only specifically trained, appointed officers permitted to provide information to the press and public</p> <p>8. Development of good relationships with the local press and other media</p> <p>9. Media protocols issued to all staff</p> <p>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</p>
<p>CSB CPP02 Failure to develop joint key policies and a joint vision linked to the Joint Business Plan, based on Community needs</p>	<p>2</p>	<p>3</p>	<p>6</p>	<p>1. Consider using customer surveys, forums, panels etc., when needed</p> <p>2. Work with Joint Strategic Partnership to share understanding of customer needs and develop joint SCS</p> <p>3. Joint Business Plan in place</p> <p>4. Continue building on and improving the joint service planning procedures, e.g. Pls As the review period of policies / strategies come round, ensure a joint policy / strategy is developed</p>
<p>CSB CPP03 Failure to manage performance effectively</p>	<p>3</p>	<p>3</p>	<p>9</p>	<p>1. Robust joint performance management system in place with links to service planning</p> <p>2. Risks, actions and performance indicators will be updated in the joint Covalent system and reported on quarterly</p> <p>3. Covalent is backed-up regularly and as an off-site web based system, the provider has business continuity in place</p> <p>4. Covalent update reminders sent plus e-mail reminders</p> <p>5. Priority indicators identified by MT and Cabinet are updated and reported on monthly</p> <p>6. Sense check of information provided by Performance &amp; Policy team, questions raised where needed and additional information obtained</p>



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## Section 7 – Costs and cost comparison information

### Summary – Cost information

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







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# Service Plan Summary 2018/19

## Customer Services

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
<b>Revenues &amp; Benefits (Both)</b>	
Revenues Collection and Administration (the billing, administration, collection and recovery of Council Tax and Non Domestic Rates including the award of any discounts, reliefs or exemptions)	Customer Services - CDC Customer and Business Support - SBDC
Benefits Administration (National Housing Benefit Scheme)	Customer Services - CDC Customer and Business Support - SBDC
Administration of Local Council Tax Support schemes	Customer Services - CDC Customer and Business Support - SBDC
Counter Fraud (to investigate suspected cases of Council Tax, Council Tax Support and corporate fraud, apply sanctions or to prosecute when fraud is detected)	Customer Services - CDC Customer and Business Support - SBDC
Administration of discretionary awards including Discretionary Housing Payments, Discretionary Council Tax Support and Discretionary Rate Relief	Customer Services - CDC Customer and Business Support - SBDC
Welfare Reform (to ensure the Council keeps up to date with the legislation and changes being brought in).	Customer Services - CDC Customer and Business Support - SBDC
<b>Customer Services (Both)</b>	
Front line customer service (operating a switchboard and reception service to help provide customers with information, help and advice).	Customer Services - CDC Customer and Business Support - SBDC
Front line service delivery on behalf of the Service Departments as agreed with each individual service area	Customer Services - CDC Customer and Business Support - SBDC
Provision of 'Universal Support – Delivered Locally' (providing assistance with online applications to Universal Credit Customers and providing personal budgeting support)	Customer Services - CDC Customer and Business Support - SBDC



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## Customer Services

### Key Service Aims/Objectives

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

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

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

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

## Revenues & Benefits

### Key Service Aims/Objectives

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

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

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

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

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

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

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



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## Section 2 – Key achievements/outcomes for 2017/18

### Customer Services

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

### Revenues and Benefits

Key achievements and outcomes in the previous year
Shortlisted as finalists in IRRV Revenues Team of the Year in the IRRV Excellence in Partnership Awards
Winner of both highly commended Revenues Team of the Year award and highly commended Excellence in Partnership
Continued work on the South Bucks Recovery Project and generated income above the set target
Carried out single persons discount review generating revenue of £231k (CDC) and £148k (SBDC)
Increased number of Business Rates and Council Tax courts taken to improve collection rates
Setup of Ebilling of Council Tax and Non Domestic Rates , with over 1000 users
Dealt with revaluation of Business Rates
Introduced new small business rate relief scheme and developed policy for discretionary business rates scheme
Introduced pub business rates relief scheme
Supported small businesses through SSBR scheme
Began work on bringing Northgate services in-house
Introduced E-Review form
Introduced wider use of WURTI access
Implemented full roll-out of Universal Credit in South Bucks
Implemented Welfare Reforms – Removal of Family Premium & restriction to child allowances in Housing Benefit



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### Section 3 - Know your customer

#### Who are the main customers for this 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.

#### Customer Experience Strategy:

Chiltern District Council and South Bucks District Council are likely to be delivering a significant programme of transformation to change the way that we deliver our services to our customers. Implementation of this programme will commence in 2018/19. Throughout this year all services will be involved in analysing data to identify customer needs and in tailoring service delivery to better meet those needs. Once the programme is implemented there will be an increased focus on the use of customer insight and data to develop our services in the future.



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## Section 4 – Action plan

### Customer Services

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Deliver Customer Experience Strategy and associated programme of work	As per programme plan	-Customer access to accounts, with ability to access all services online -Customer expectations managed through updates e.g. push notifications
Ongoing development of partnership working opportunities	Continue with Chesham Town Council pilot – evaluate outcomes Identify further opportunities Develop SLAs Monitor outcomes	More enquiries being dealt with at first point of contact More support in the community and so services easier to access
Ongoing implementation of Universal Support – Delivered Locally	Support for vulnerable residents needing welfare support, support with personal budgeting and help with on line applications	Financial Independence
Incorporate front line service in to Customer Services for remaining shared service following introduction (Planning)	Process and protocol to be agreed Training of CS staff completed Calls transferred Ongoing service liaison	More efficient Customer Services dealt with at first point of contact
Incorporate front line service in to Customer Services for South Bucks Revenues	Process and protocol to be agreed Training of CS staff completed Ongoing service liaison	More efficient Customer Services dealt with at first point of contact
Flexible and Mobile Working	-Customer service able to access all systems and take calls from any location	-More resilient service
Review arrangements for cash and cheque handling at CDC	Promote alternative payment methods  Customer communication	Reduce cash handling and promote other payment methods



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## Revenues and Benefits

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Deliver Customer Experience Strategy and associated programme of work	As per programme plan	-Customer access to accounts, with ability to access all services online -Customer expectations managed through updates e.g. push notifications
South Bucks Recovery Project	Continue with targeted recovery action. Write off of debts that are uneconomical to recover	Maximising income for the Council and so best use of resources for residents of the district
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
Transition of Northgate service in-house	As per transition plan	Ongoing consistent service
Action changes as a result of increased number of RTI information records WURTI?	Action relevant changes Identify over and under payments and ensure correct benefit FERIS award	Correct benefit entitlement
Procurement and Implementation of single revenues system	Review available options Develop procurement specification Undertake procurement exercise Implementation – Conversion, UAT, Training	Ongoing consistent service
Support ongoing roll out of Universal Credit and migration from Housing Benefit	Full roll out across the districts	Support for vulnerable residents needing welfare support, support with personal budgeting and help with on line applications
Implementation of decision in respect of service delivery post November 2018	As per Transition Plan	Value for money and consistent and efficient customer service



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## Section 5 – Key Performance Indicators

PI Code	Short Name	2016/17 Value	2016/17 Target	Last update	Current value	Annual Target 2017/18	Future Targets		
							2018/19	2019/20	2020/21
CdCS1 (C)	New measure for complaints - t.b.a.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
CdRB1 (P)	Speed of processing - new HB/CTS claims (average year to date)	17.86	18	October 2017	16.92	18	18	18	18
CdRB2 (P)	Speed of processing - changes of circumstances for HB/CTS claims (average year to date)	3.85	5	October 2017	4.34	5	5	5	5
CdRB3 (P)	% of Council Tax collected (cumulative)	99.43%	99.00%	October 2017	63.48%	99.00%	99.00%	99.00%	99.00%
CdRB4 (P)	Percentage of Non-domestic Rates Collected (cumulative)	98.72%	98.00%	October 2017	64.98%	98.00%	98.00%	98.00%	98.00%
SbCS1 (C)	Number of complaints received (cumulative)	102	80	Q2 2017-18	65	80	80	80	80
SbRB1 (P)	Speed of processing - new HB/CTS claims	17.31	19.0	October 2017	16.23	19.0	19.0	19.0	19.0
SbRB2 (P)	Speed of processing - changes of circumstances for HB/CTS claims	7.16	8.0	October 2017	7.22	8.0	8.0	8.0	8.0
SbRB3 (P)	Percentage of Council Tax collected	97.9%	98.0%	October 2017	66.9%	98.0%	98.0%	98.3%	98.3%
SbRB4 (P)	Percentage of non-domestic rates collected	99%	98.8%	October 2017	67.8%	98.8%	98.8%	98.9%	98.9%



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## Section 6 – Critical Risks

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

Risk Code & Title	Internal Control – What are you going to do to mitigate the risk
CSB CS01 Failure to maintain an efficient and timely telephone service which impacts on customer satisfaction levels.	<p>Regular monitoring of waiting time and abandonment rate at CDC and volumes at SBDC.</p> <p>Plan to implement joint telephone system and considering joint call centre and customer services team which will increase capacity.</p>
CSB CS02 Failure to maintain an efficient and timely front of house/reception service which impacts on customer satisfaction levels.	<p>Regular monitoring of numbers of visitors.</p> <p>Plan to implement joint Customer Services team which will increase capacity.</p> <p>Developing Customer Services strategy and increased channel shift to reduce personal callers.</p>





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Risk Code & Title	Internal Control – What are you going to do to mitigate the risk
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
<b>CSB CS04 NEW RISK</b> Failure to maintain current level of service delivery at a significant period of change	Ensure project plan and management is in place. Ensure contingency is sound. Ensure dedicated resources are available, and that expertise are combined. Ensure testing is adequate. Introduce contract penalties.
CSB RB01 Failure to collect Council Tax and Non Domestic Rates to the level expected	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 deliver an appropriate Council Tax Reduction/Support scheme	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.
CSB RB06 NEW RISK Failure to maintain current level of service delivery at a significant period of change	Ensure project plan and management is in place. Ensure contingency is sound. Ensure dedicated resources are available, and that expertise are combined. Ensure testing is adequate. Introduce contract penalties.



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## Section 7 – Costs and cost comparison information

### Summary – Cost information

Revenues and Benefits – CDC has the 13<sup>th</sup> lowest costs per head of population within the comparator group of 18.

South Bucks is showing as having the 6<sup>th</sup> lowest costs per head in the comparator group.



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# Service Plan Summary 2018/19

## Environment

Service units covered by plan	Waste Estates Facilities Parking
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### Section 1 – Key Service Functions & Aims/Objectives

Key Service Functions	Portfolio reporting to
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
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
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
Responsibility for general and strategic property management including operational and non-operational property and including compliance of Council property with the Disability Discrimination Act and other related legislation / guidance.	Environment for CDC, Resources for SBDC
Riparian responsibilities and powers under the Land Drainage Act 1991	Environment
Public Health Act – requirement to provide street name plates and street naming	Environment
Act as a burial authority (Cemeteries Act 1977)	Environment
Grounds maintenance of council land, management of woodland / open spaces.	Environment
Community Right to bid.	Environment
Management of energy and water contracts and usage within Council properties and compliance with energy legislation	Environment
Management of the Council's Asset Management Plan	Environment for CDC, Resources for SBDC
Maintenance of off-street parking provision to ensure they are of a 'fit for purpose' standard	Environment for CDC, Resources for SBDC
Carry out Civil Parking Enforcement across all CDC.SBDC regulated car park a	Environment



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Key Service Functions	Portfolio reporting to
Manage CDC and SBDC car park estate to maintain sufficient car parking supply to meet demand	Environment for CDC, Resources for SBDC
Overseeing of street markets / common land	Environment
Management of public conveniences	Environment
Provide expert advice to Planning on Landscape related matters	Environment
Design and implement environmental improvement schemes within the districts	Environment

## Waste

Key Service Aims/Objectives
Management of joint waste team for CDC/SBDC/WDC based at CDC and SBDC.
Management of the waste and recycling collection and street cleansing contract with Biffa for South Bucks and Serco for Chiltern/Wycombe.
Promote/educate residents to reduce, reuse and recycle their waste and work with the Bucks Waste Partnership to deliver initiatives under the Waste Strategy for Buckinghamshire.
Reduce fly tipping and prosecute fly tippers as part of the Illegal Dumping Costs campaign
Improve our street scene by reducing litter, graffiti and flyposting

## Estates

Key Service Aims/Objectives
Manage the Council's property portfolio both operational, investment, common land and public open spaces in compliance or regulations / guidance
Management of the Councils' new developments and projects as required
Supporting all Council departments and services by providing property advice and managing works as required
Supporting road closures and street markets within the districts
Reduce costs and maximise income through the operational property.
Riparian responsibilities and powers under the Land Drainage Act 1991 and emergency response to flooding and general support
Management of property related contracts and grounds maintenance contracts
Designing and implementing environmental improvement schemes throughout the district and provide advice to planning regarding landscaping schemes

## Facilities

Key Service Aims/Objectives
Provide facilities management for the Amersham and Capswood offices, cemeteries, memorial gardens, Public Conveniences and other properties both operational and investment
Management of energy contracts to minimise costs and reduce carbon emissions produced by the council



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## Key Service Aims/Objectives

properties

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

## Parking

### Key Service Aims/Objectives

Manage and operate pay and display car parks in the district to ensure safety of the public, enforcement of regulations, and tariff setting, reviewing and restrictions.



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## Section 2 – Key achievements/outcomes for 2017/18

### Waste

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

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

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

Migrated the entire SBDC waste service to Contender software.

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

Work commenced to review and harmonise waste policies.

Reviewed and rationalised bring sites across all 3 districts

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

Introduced rolling subscriptions for the SBDC chargeable garden waste service.

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

### Estates

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

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

Management of property portfolio to budget and progressing capital projects.

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

### Facilities

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

Cleared Capswood 1 and refurbished for letting purposes.

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

Building maintenance contract being managed by Derwent FM.

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

Continued to manage the "Ditch the Paper" campaign



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## Parking

### Key achievements and outcomes in the previous year

Increased off-street car parking spaces. Approval received to submit a planning application for an extension to the existing multi-storey car park in Amersham and build a multi-storey car park in Gerrards Cross on the existing Station Road surface car park. This equates to an additional 366 spaces in Amersham and an additional 328 spaces in Gerrards Cross

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

Harmonised permits within Chiltern and South Bucks.

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



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### Section 3 - Know your customer

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

Chiltern has a population of 94,545 and 39,419 households. Wycombe District has a population of 174,878 and 71,771 households for which waste services are delivered in partnership with Chiltern. A waste and recycling collection service is provided to all the households within the District, together with a Collect and Return and clinical waste collection service. Schools and interest groups within the district are visited as part of the waste communication initiatives. Street cleansing, litter collection and fly tip removal are also carried out across both districts, providing residents with a clean local environment to live and work in.

South Bucks has a population of 69,120 and 28,694 households. A waste and recycling collection service is provided to all the households within the District, together with an assisted collection service and clinical waste collection service. With 0.4% of households from the Gypsy and Traveller communities, the 7th highest concentration nationally, it is important their particular needs are met regarding waste and recycling services. An annual review takes place of all customers on 'collect & return' lists and clinical collection lists to ensure that we are still meeting their needs.

A public consultation exercise was undertaken between April and June 2013 prior to the introduction of the new waste and recycling collection service. This primarily focussed on the new proposed service and gave residents the opportunity to express preferences for bin colours and how we collect batteries and textiles. As well as taking views into account we also asked for feedback. 14% either praised the new service or welcomed the changes and a focus group's suggestion to describe the bin type in braille on the lid was implemented. An annual review takes place of all customers on 'collect & return' lists and clinical collection lists to ensure that we are still meeting their needs.

Property services also provide services to all residents within both Districts. 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 pay and display car parks, will have an extended customer base of local businesses and people travelling into the district for work or leisure. The parking team also have internal customers, and need to be mindful of the customer base within each area when setting tariffs.

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

#### Customer Experience Strategy:

Chiltern District Council and South Bucks District Council are likely to be delivering a significant programme of transformation to change the way that we deliver our services to our customers. Implementation of this programme will commence in 2018/19. Throughout this year all services will be involved in analysing data to identify customer needs and in tailoring service delivery to better meet those needs. Once the programme is implemented there will be an increased focus on the use of customer insight and data to develop our services in the future.





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## Section 4 – Action plan

### Waste

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Harmonisation of waste policies and procedures across CDC/WDC/SBDC	Improved ways of working and updated waste policies published on web sites	Provision of clear information and consistency for residents
Improved process for chargeable garden waste renewals and subscriptions for CDC/SBDC	Scoping options for process and implementing improvements	Improved on line subscription/ renewal process for residents
Improve the customer experience for the more vulnerable customers – assisted and clinical collections	More frequent review of information held to check it is up to date	No change
Contract Option Review	Scoping options for contract provision for CDC/WDC and SBDC	No change during 2018/19
Joint Waste Service (CDC/WDC) – DCLG funded project (to Bucks Waste Partnership)	To encourage food waste participation and reduced contamination levels. Engagement with residents to educate and support their use of food waste and recycling schemes.	Improved participation levels and improved quality of materials collected.



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### Estates, Facilities & Parking

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Maximise the potential of the Councils' property assets, including best use of Council offices	Review options Seek approval for direction Develop action plan to deliver Implement action plan	Value for money
Maximise car parking usage to ensure adequate provision and prioritise short-stay over long-stay where appropriate, along with well-managed services	Monitor income against costs Regular checks Review charges.	Good car parking service
Maintain adequate usage of car parks to maximise availability	Regular checks	Good car parking service
Provide increased off street car parking in Amersham to meet future needs	Completion of Amersham Multi-Storey car park	Good car parking service
Maximise cemetery income and ensure well managed services	Monitor income against costs Regular checks Review charges.	Good cemetery park service
Maximise energy savings	Refer to carbon reduction plans.	Lower costs
Ensure operational and non-operational property managed correctly	Regular inspections	Maintain income to council To enable leisure, community and waste services have fit for purpose buildings
Progress second crematorium site (CDC)	Refer to project plan when developed	Improved service



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### Section 5 – Key Performance Indicators

PI Code	Short Name	2016/17 Value	2016/17 Target	Last update	Current value	Annual Target 2017/18	Future Targets		
							2018/19	2019/20	2020/21
CdWR1 (C)	Customer satisfaction survey (every six months)	84.9%	86%	Q2 2017/18	84.3%	84.4 %	86%	86%	86%
CdWR3 (P)	Percentage of household waste sent for reuse, recycling and composting (cumulative)	51.9%	58.00 %	Q2 2017/18	53.83%	53.00 %	53%	53%	53%
CdWR4 (C)	Household refuse collections, number of containers missed per month (calculated on weekly basis)	1,251	1,733	Oct 2017	1,479	1,733	1,733	1,733	1,733
SbWR1 (C)	Household refuse collections, number of containers missed per month (calculated by P&C team on weekly basis)	99	100	Oct 2017	112	100	100	100	100
SbWR3 (C)	Percentage of household waste sent for reuse, recycling and composting (cumulative)	52.44%	53%	Oct 2017	55.2%	55%	56%	56%	56%



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## Section 6 – Critical Risks

Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
1	Joint Working	<p>Governance in place – Joint Committee, JAIC. Joint senior management team.</p> <p>Programme documentation and programme management resources.</p> <p>Plan for service reviews, business cases presented.</p> <p>Member involvement in joint working in line with member expectations</p> <p>Communication plan for members, staff, external partners</p> <p>External approaches to join the joint working carefully considered at a political level and impact on programme assessed.</p>	<ul style="list-style-type: none"> <li>Shared services will be in place for car parking and properties and facilities.</li> </ul>
2	Transformation and Management of Change	<ul style="list-style-type: none"> <li>. Senior members and managers show commitment to change.</li> <li>. Case for changes clearly made and communicated.</li> <li>. Build on success, in order to establish confidence to change.</li> <li>. Prioritise programme of change, and ensure it is adequately resourced.</li> <li>. Develop change management approach, and organisational development plan.</li> </ul>	<ul style="list-style-type: none"> <li>Service reviews encourage and support staff on a path to continuous improvement</li> </ul>
3	Financial Stability	<p>Review of MTFs.</p> <p>Clear service priorities.</p> <p>Analysis of Government spending plans, bought in where necessary.</p> <p>Savings programmes agreed and monitored.</p> <p>Annual review of cost base</p> <p>Strategies for use of reserves.</p>	<ul style="list-style-type: none"> <li>Savings generated from service reviews.</li> </ul>
4	Workforce Issues	<p>Organisational development and workforce planning.</p> <p>Monitoring of key personnel statistics.</p> <p>Good staff communications processes.</p> <p>Training and development strategies in place, resourced and monitored.</p>	<ul style="list-style-type: none"> <li>Workforce planning</li> <li>Training and development of staff</li> </ul>
5	Waste & Environmental Services	<p>Governance in place for joint contract.</p> <p>Have adequate in-house knowledge of cost share model.</p> <p>Co-ordinated approach by both Councils with BCC and AVDC</p> <p>Effective contract monitoring and good relationships with contractors</p> <p>Good communications with residents</p>	<ul style="list-style-type: none"> <li>Continuing to monitor, consult and review service delivery and manage the service level agreements.</li> <li>Monitoring of EU and UK legislation.</li> <li>Governance for joint waste contract and joint waste team activities covered at Joint Waste Collection Committee.</li> </ul>



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Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
6	Joint/Partnership working	Co-ordinate and streamline representation on partnership groups. Monitor impact of changes arising from partner cut backs. Identify key partnerships to support.	<ul style="list-style-type: none"> <li>n/a</li> </ul>
7	Business Continuity	Clear senior management arrangements for responsibility on business continuity. Business continuity plans in place. ICT DR plans in place. Maximise reciprocal support arrangements across two Councils.	<ul style="list-style-type: none"> <li>Environment business continuity plans to be updated</li> <li>Supports emergencies such as loss of power at council offices</li> <li>Biffa and Serco business continuity plans regularly updated.</li> </ul>
8	Information Management & Security	Policies and procedures in place, overseen by joint IG group, and made common where practical. Communication and training for staff on policies and procedures. Officer mechanisms to enable corporate approach to be taken to information management. Information management incorporated in any service review process.	<ul style="list-style-type: none"> <li>n/a</li> </ul>
9	New Legislative Changes	Corporate capacity to identify and analyse forthcoming legislative changes affecting the Councils. Analyse and produce action plans for Welfare Reform changes. Analyse and respond to changes to Planning system. Use of professional or local authority network groups to gain and share knowledge.	<ul style="list-style-type: none"> <li>n/a</li> </ul>
10	Affordable Housing	Housing strategies in place and regularly reviewed. Good relationships between housing and planning services. Resources identified to support housing schemes	<ul style="list-style-type: none"> <li>n/a</li> </ul>
11	Major Infrastructure Projects Impacts.	Impact assessments made formally or informally on major projects. Clear Council position on a particular proposal. Lobbying mechanisms identified. Member communications strategy in place. Communication strategies with residents on any major proposals. Resources identified to fund actions or	<ul style="list-style-type: none"> <li>n/a</li> </ul>

# Appendix D



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

Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
CSB PFE01 Failure to provide a safe environment for users of Council property	2	3	6	<ol style="list-style-type: none"> <li>Services well specified and contractors monitored for performance against contract, compliance with legislation and H &amp; S risks managed.</li> <li>Ensure adequate Health and Safety measures are in place.</li> <li>Officers are trained in relevant legislation. Additional training provided as required. Clear procedures in place.</li> <li>Limited out of hours service provided to cover any out of hour situations, if contractors available.</li> <li>Constant monitoring of contractors throughout projects to ensure safe delivery.</li> <li>COSHH regulations followed and contractors informed accordingly.</li> <li>Asbestos policy in place and inspections take place. Asbestos report at each operational property in H &amp; S file.</li> <li>Fire risk assessments for all operational properties and inspections take place. Fire risk assessment in H &amp; S files in each operational property. Fire systems maintained.</li> <li>Annual testing of utilities carried out and any necessary maintenance carried out.</li> <li>Ensure leases / licenses are drafted in accordance with good practice. Ensure tenants comply with lease terms. Asset register updated regularly.</li> <li>Council procurement and project management rules followed and project planned accordingly.</li> <li>Major environmental improvement schemes to have robust project plans</li> </ol>
CSB PFE04 Illegal Occupancy of	2	4	8	Early warning of movement through joint working with BCC traveller unit.

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Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
Council Land				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	2	4	8	<ol style="list-style-type: none"> <li>1. Full IT back-up service provided by CDC IT, with short term manual back-up procedures in place for short outages.</li> <li>2. Paper records held in fireproof cabinets until backed up on computer.</li> <li>3. Robust staff recruitment, selection, performance management and training procedures in place.</li> <li>4. Staff trained to multi-task including grounds maintenance and office staff as relief crematorium operators.</li> <li>5. Facility in place with telephone provider (BT) to redirect 'phones to Crematorium mobile in the event of telephone line problems.</li> <li>6. Superintendent ensures procedures are in place to minimise as far as possible single person dependence with all work procedures fully documented ensuring details of bookings and cremations are fully checked and confirmed.</li> <li>7. Segregation of duties in place with responsibilities fully defined.</li> <li>8. Buildings and associated plant and equipment routinely maintained in good condition, including fire alarm and security systems.</li> <li>9. Emergency generator installed in the event of a power failure.</li> <li>10. Emergency plan in place and volunteers from participating authorities have been identified and trained to help run the Crematorium in the event of a disaster or epidemic.</li> <li>11. Periodic refresher training takes place, new staff are fully trained in all procedures and all staff are trained to strictly follow procedures.</li> </ol>
CSB WR01 Failure to provide services within required timescales including inclement weather and following appropriate legislation	1	4	4	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	2	4	4	Officers use appropriate PPE and follow RA's, visit in pairs / use Wycombe Alert system at weekends /

# Appendix D



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Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
<p>minimise the risk of an incident caused by a health and safety breach.</p>				<p>evenings.                      Services well specified and contractors monitored for performance against contract, compliance with legislation and H &amp; S risks managed.                      Procedure in place for dealing with release of chemicals/pollution as a result of fly tipping, and H &amp; S controls are in place.                      Work underway on reviewing risk assessments and SSOW (Safe systems of work).                      Officer training is being reviewed and joint training with contractors under consideration.                      Work underway on reviewing risk assessments and SSOW (Safe systems of work). Officer training is being reviewed and joint training with contractors under consideration.                      External auditor has been appointed to advise on Health and Safety practices within Biffa and Serco.</p>





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## Section 7 – Costs and cost comparison information

### Summary – Cost information

#### CDC

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

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

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

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

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

#### SBDC

Waste Collection and Street Cleansing - 13<sup>th</sup> lowest costs per head of population out of 18, and cost is 13% lower than in 2014/15. We are likely to remain one of the most expensive for waste collection costs per head of population within this comparator group because we have the lowest property numbers across a largely rural district (and hence lack capacity for economies of scale), the enviable security of our own depot, and a recycling rate of over 50%.

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

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

Parking – 12<sup>th</sup> lowest costs out of 18 authorities per head of population, with 20% more income than in 2014/15.

Parks and open spaces – Lowest costs out of 18 authorities per head of population and 160% more income than in 2014/15. This is better due to income from Stoke Place.

#### Customer Experience Strategy:

Chiltern District Council and South Bucks District Council are likely to be delivering a significant programme of transformation to change the way that we deliver our services to our customers. Implementation of this programme will commence in 2018/19. Throughout this year all services will be involved in analysing data to identify customer needs and in tailoring service delivery to better meet those needs. Once the programme is implemented there will be an increased focus on the use of customer insight and data to develop our services in the future.





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# Service Plan Summary 2018/19

## Finance

### Service units covered by plan

Finance  
Internal Audit

### Section 1 – Key Service Functions & Aims/Objectives

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

### 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.



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## Section 2 – Key achievements/outcomes for 2017/18

### Key achievements and outcomes in the previous year

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

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

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

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

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

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

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

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

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

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



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## Section 3 - Know your customer

### Who are the main customers for this 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.

We are currently in the process of obtaining formal customer feedback.

In the coming year Consilio Property Ltd will be a key customer.

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

Customer Experience Strategy:

Chiltern District Council and South Bucks District Council are likely to be delivering a significant programme of transformation to change the way that we deliver our services to our customers. Implementation of this programme will commence in 2018/19. Throughout this year all services will be involved in analysing data to identify customer needs and in tailoring service delivery to better meet those needs. Once the programme is implemented there will be an increased focus on the use of customer insight and data to develop our services in the future.



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## Section 4 – Action plan

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Help keep up to date the longer term financial strategy to address the funding gap and longer term funding pressures.	This needs to take into account the proposed changes to local authority funding, specifically the proposal for 100% retention of NDR monies and the phasing out of RSG.	Value for money
Closedown the Statutory Accounts in line with the earlier statutory timetable.	- Trust, Crem  - CDC, SBDC	Statutory requirement
Retender / renegotiate joint Banking services – Contract expires 31 March 19.		VFM
Support the Councils with their capital investment plans (i.e. car parks, Chiltern pools, SBDC housing plans).	Business Case Development  Obtaining PWLB borrowing	VFM
Support the new 100% SBDC owned property development company (Consilio Property Limited).	Consideration of VAT and corporate taxation issues.	VFM
Help devise appropriate financial management arrangements for the new Aylesbury Crem.	Arrangements need to be harmonised for the two Crematoria, be streamlined and make best use of technology.	VFM
Review VAT partial exemption calculations	-	VFM
Continue to implement finance process improvements (including streamlining and improving payroll / HR processes).	e.g. reduce cheque payments, store more documents electronically, electronic payslips for members etc.	VFM



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## **Section 5 – Key Performance Indicators**

Not applicable.



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## Section 6 – Critical Risks

Ref	Strategic Risk	Relevance / Service actions to mitigate
1	Joint Working	<ul style="list-style-type: none"> <li>Provision of clear financial information to support joint working business cases and financial monitoring of joint working initiatives will provide objective assurance.</li> </ul>
2	Transformation and Management of Change	<ul style="list-style-type: none"> <li>Provision of clear financial information to support transformation projects will provide objective assurance.</li> <li>Active engagement in transformation projects.</li> </ul>
3	Financial Stability	<ul style="list-style-type: none"> <li>Provision of clear, timely and reliable financial information is essential to mitigate this risk.</li> </ul>
4	Workforce Issues	<ul style="list-style-type: none"> <li>Regular staff meetings to promote good staff communications and re-enforce corporate values &amp; behaviours.</li> </ul>
5	Waste & Environmental Services	<ul style="list-style-type: none"> <li>N/A</li> </ul>
6	Joint/Partnership working	<ul style="list-style-type: none"> <li>N/A</li> </ul>
7	Business Continuity	<ul style="list-style-type: none"> <li>We will continue to keep the Finance business continuity arrangements up to date.</li> </ul>
8	Information Management & Security	<ul style="list-style-type: none"> <li>We will continue to keep the Finance Information Asset Register and Finance Retention Schedule up to date.</li> </ul>
9	New Legislative Changes	<ul style="list-style-type: none"> <li>Monitoring and reacting to changes to financial legislation.</li> </ul>
10	Affordable Housing	<ul style="list-style-type: none"> <li>N/A</li> </ul>
11	Major Infrastructure Projects Impacts.	<ul style="list-style-type: none"> <li>N/A</li> </ul>
12	Demographic Changes	<ul style="list-style-type: none"> <li>Financial modelling provided if required.</li> </ul>
13	Property/ Asset Management	<ul style="list-style-type: none"> <li>Provision of clear financial information to support asset management decisions.</li> </ul>
14	Economic Viability	<ul style="list-style-type: none"> <li>N/A</li> </ul>

Risk Code & Title	Internal Control – What are you going to do to mitigate the risk
CSB BR01 The Authority is unable to set a robust Medium Term Financial Strategy	<ol style="list-style-type: none"> <li>Possible changes to the national funding formula are monitored and the LGA lobbies to protect members interests. However this risk cannot be fully controlled.</li> <li>Achievement of savings is given a high priority within the Council, and progress is monitored via the monthly budget monitoring reports. Significant saving projects are also managed in accordance with the Councils' project management framework.</li> <li>Regular updates of MTFS.</li> <li>Seek further savings.</li> </ol>
CSB BR02 The Authority could have to hold a Council Tax referendum.	<ol style="list-style-type: none"> <li>Tax increase to be set at or below the Government guideline figure (subject to Member agreement).</li> <li>Members to be fully briefed on implications of tax referendum.</li> </ol>





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Risk Code & Title	Internal Control – What are you going to do to mitigate the risk
	3. Appeal against the decision (if possible).
CSB BR03 The Authority will fail to keep within its annual revenue budget.	<p>1. Use reserves to fund overspending.</p> <p>2. Seek further in year savings.</p> <p>3. Planning decisions should be made based on the best professional advice reducing the risk of appeal. In addition the s151 officer takes account of this risk when considering the appropriate level of reserves.</p> <p>4. Income budgets are set prudently. Firm debt recovery processes in place. Monitoring of key income areas is undertaken monthly. Activity data monitoring is in place.</p> <p>5. Professional staff are involved in relevant areas and, where appropriate, training is provided to ensure current standards are understood and implemented.</p> <p>6. Achievement of savings is given a high priority within the Council, and progress is monitored via the monthly budget monitoring reports. Significant saving projects are also managed in accordance with the Councils' project management framework.</p> <p>7. Contracts are only awarded to suppliers which meet our tender criteria. Contracts are monitored and often performance bonds or other guarantees are in place.</p> <p>8. The Workforce plan aims to ensure staff issues are dealt with appropriately. HR monitor turnover rates and exit interviews are conducted to understand why staff leave. Joint working arrangements also help provide resilience.</p> <p>9. HR monitor pay rates and keep the grading structure under review. Where necessary the Authority is also willing to pay market supplements etc.</p> <p>10. Pay estimate is set prudently</p> <p>11. Contracts are let by competitive tender and where appropriate benchmarked against 'in-house' bids. Joint tender opportunities are considered and specifications are written with a view to the likely cost.</p> <p>12. Performance targets are challenging and carefully monitored. However the Council has accepted that certain costs will fall outside of the budgeted costs and has therefore accepted this issue.</p> <p>13. Cost pressures are monitored via budget monitoring. Budget framework provides for expenditure to be contained within the approved budgets. New areas of significant expenditure have to be approved by Members.</p> <p>14. There is regular monitoring of investment returns and action is taken when performance is unsatisfactory. In addition we obtain independent support and advice from a specialist financial advisor. Some funds held as long term fixed rate investments.</p> <p>15. Budgets monitored monthly, reported to Management Team and Cabinet and any areas of concern are highlighted so that early action can be taken to bring any overspend back in line with the budget.</p>
CSB BR04 The Authority will fail to keep within its capital programme.	<p>1. Review the remaining capital programme.</p> <p>2. The capital receipts budget is set prudently. Major projects, including asset sales, are managed in accordance with the Council's project management framework and regular update reports are presented to Members.</p> <p>3. Major capital projects are managed in accordance with the Council's project management framework and regular update reports are presented to Members.</p>
CSB FS01 Inaccurate Financial	Adequately resourced finance team, internal control framework.



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Risk Code & Title	Internal Control – What are you going to do to mitigate the risk
Information	
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.



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## Section 7 – Costs and cost comparison information

### Summary – Cost information

After a number of years of continued cost reduction, in 17/18 the cost of the Finance team has increased slightly due to inflationary pressures.

However the overall cost of the finance service has still seen a real reduction over the past 5 years.

Direct Costs CDC + SBDC 2013/14 £910,900

Direct Costs CDC + SBDC 2017/18 £880,090, which is a 3% reduction.

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

Direct Costs CDC + SBDC 2013/14 £129,720

Direct Costs CDC + SBDC 2017/18 £ 92,840, which is a 28% reduction.





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# Service Plan Summary 2018/19

## Healthy Communities

<b>Service units covered by plan</b>	<p>Community &amp; Leisure</p> <p>Community Safety</p> <p>Environmental Health</p> <p>Housing</p> <p>Licensing</p>
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### Section 1 – Key Service Functions & Aims/Objectives

Key Service Functions	Portfolio reporting to
<p><b>Housing</b> - Housing Strategy and delivery of affordable housing options, Homelessness, Housing Advice and Allocations, Housing Conditions (Grants including repairs and adaptations, Advice and Enforcement against poor housing conditions) and Energy Efficiency.</p>	<p>Communities, Health and Housing (CDC)</p> <p>Healthy Communities (SBDC)</p>
<p><b>Environmental Health</b> - Health and Safety, Food Safety and Pest and Dog Control, Health Protection and Public Health</p> <p>Emergency Planning Business Continuity, Air Quality, and remediating contaminated land, Water/flood management (CDC only)</p> <p>Climate Change, Sustainability, , Environmental Project Management e.g. HS2, Aviation, Flooding (CDC)</p> <p>Carbon management and energy efficiency (SBDC)</p>	<p>Communities, Health and Housing (CDC)</p> <p>Healthy Communities (SBDC)</p> <p>Environment (CDC)</p> <p>Environment (SBDC)</p>
<p><b>Community Safety</b> – Reducing Crime and Disorder, Preventing Violent Extremism and reducing Antisocial behaviour</p>	<p>Communities, Health and Housing (CDC)</p> <p>Healthy Communities (SBDC)</p>
<p><b>Licensing</b> – Taxi, Private Hire, Premises, Alcohol, Street Trading and Collections, and Animal Licensing, Mobile Homes and Skin Piercing</p>	<p>Communities, Health and Housing (CDC)</p> <p>Healthy Communities (SBDC)</p>
<p><b>Community &amp; Leisure</b> - Community Engagement and Cohesion, Safeguarding, Grants, Leisure Client, Sports Development, Community and Partnerships, Health Inequalities and Community Transport.</p>	<p>Communities, Health and Housing (CDC)</p> <p>Healthy Communities (SBDC)</p>



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## Community & Leisure

Key Service Aims/Objectives
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.
Review existing leisure facility infrastructure and plan effectively to provide appropriate and sufficient provision up to 2045, including Chiltern Pools and Farnham Park.
Work with community transport providers (both voluntary and via Dial – A – Ride) to make sure the services are available for those who most need them and that the potential users are aware of what's available.
To provide a range of affordable sporting and cultural activities that will help assist young people, adults, the hard to reach and those with disabilities participate as part of a cohesive and integrated community.
Work closely with partners to develop services that help reduce antisocial behaviour, social isolation and improve community engagement and participation
To work in partnership to support and develop the community and voluntary sector infrastructure to deliver services and support to meet identified needs
Support the health and wellbeing of vulnerable and older people through Prevention Matters, particularly working with Public Health and CCG, to deliver – Senior Health Fairs and delivering actions arising from the countywide Health and Wellbeing, Healthy Eating and Physical Activity strategies
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 implement the Community & Wellbeing Plans to support Community infrastructure and build capacity within both Chiltern and South Bucks.
To support the implementation of the Economic Development Strategy Action Plan, particularly in reference to supporting local visitor strategies.

## Community Safety

Key Service Aims/Objectives
Reduce house burglary and theft from vehicles
Tackling violence in our communities and domestic abuse
Reduce anti-social behaviour in our communities
Protect vulnerable individuals and safeguarding (including extremism)
Reduce the fear of crime through effective communications
Improve community resilience



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## Environmental Health

### Key Service Aims/Objectives

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

Provide effective and efficient regulatory services that meets customer needs

Provide effective partnership working to protect and improve public health and environmental quality and mitigate the impact of major projects e.g. HS2, Crossrail, Heathrow

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

Improve the resilience of both Local Authorities to meet increasing demands and respond effectively to emergencies

Continue to develop shared policies and procedures to deliver more efficient services

## Housing

### Key Service Aims/Objectives

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, as well as other affordable housing options, and make the best use of the housing stock to meet housing need

To significantly reduce the use of temporary accommodation and improve budget provisioning.

Provide housing assistance and choice based lettings through the operation of the Bucks Home Choice policy and web based system

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

### Key Service Aims/Objectives

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

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



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## Key Service Aims/Objectives

To maximise opportunities to harmonise fees and charges, raise income and reduce the service delivery costs thereby reducing the charge to both councils





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## Section 2 – Key achievements/outcomes for 2017/18

### Community and Leisure

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

Over 950k customer visits across Chiltern and South Bucks leisure centres and over 6k throughput in the leisure contract outreach programme targeting isolated older residents, young people and disadvantaged communities
Established the new Chiltern and South Bucks Community Lottery.
Delivered the 2017 Youth Awards to celebrate and reward local young people
Improved the changing room facilities at Chiltern Pools and upgraded the Gym facilities at Chalfont leisure centres through the contract surplus fund
Supported a range of diversionary summer activities across both districts including Amersham, Burnham and Chesham

### Community Safety

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

Delivered the Community Cards Scheme involving 32 schools
Relaunched Safe Place Scheme
Established Hotel Watch
Established Ask for Angela
Supported members of faith groups to access safeguarding training

### Environmental Health

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

Delivered a robust response to serious breaches of regulatory controls resulting in prosecution and the service of enforcement notices aimed to improve outcomes
Work on mitigation of the impact of major projects such as HS2 and informing the policies and strategies in relation to the major transport project e.g. M4 Smart Motorway, HS2, Heathrow, WRATH, Crossrail, East West Rail
Supported the Council to address its Health and Safety, Business Continuity and Emergency planning risks
Implemented a Mobile Working Pilot for Environmental Health to allow for a more efficient and streamlined operations.

### Housing

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

Presented the Joint Housing Strategy to Members following consultation and governance process.
Reviewed the Private Housing Strategy and Financial Assistance Plan for both Councils in light of new civil



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penalties and enforcement powers.
Supported the South Bucks Members Task and Finish group for Homelessness to review delivery of Housing.
Launched a county-wide resilience service to provide early intervention to prevent homelessness further to a successful bid in the DCLG Homelessness Trailblazer funding, with the service delivered by Connections Support.
Purchased Gerrards Cross Police Station to ensure the continuation of Temporary Accommodation within the site.

## Licensing

Key achievements and outcomes in the previous year
Reviewed the Taxi and Private Hire policy (CDC)
Extended the range of licensing applications available online so that the majority of applications that Licensing deals with are now available electronically.
Processing of applications has been achieved within good timeframes. Most recent figures showed that in the most recent quarter 99% of licences were dealt with within the required timescales
Reviewed Licensing Act 2003 (LA03) Policy (CDC)
Introduced requirements of Section 165 of the Equality Act to ensure information is available to customers regarding wheelchair-accessible vehicles.



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### Section 3 - Know your customer

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

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

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

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

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

#### Customer Experience Strategy:

Chiltern District Council and South Bucks District Council are likely to be delivering a significant programme of transformation to change the way that we deliver our services to our customers. Implementation of this programme will commence in 2018/19. Throughout this year all services will be involved in analysing data to identify customer needs and in tailoring service delivery to better meet those needs. Once the programme is implemented there will be an increased focus on the use of customer insight and data to develop our services in the future.



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## Section 4 – Action plan

### Community and Leisure

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Submit planning application for Chiltern Pools replacement further to detailed design and business case.	Invest to save opportunity to deliver a new leisure facility  Issue tenders and appoint contractors	Improved access to high quality leisure facilities.
Appointment of construction contractor for Chiltern Pools project.	Invest to save opportunity to deliver a new leisure facility  Issue tenders and appoint contractors	Improved access to high quality leisure facilities.
Promote and Monitor the delivery of the Lottery and widen funding resources to community groups.	Assess income generation against the current Council demands for community funding	Improved access to community funding
Deliver the Community Wellbeing Plan	Empower communities to deliver services and develop community resilience	Increase community engagement
Appoint Leisure Contractor to operate CDC Centres		Improved access to high quality leisure facilities
Implement the community Wellbeing plan	Enabling communities Working with CCG/BCC to deliver Social Prescribing and the Strategic Transformation Plan	Improved wellbeing
Beacon Centre	Replacement Floor and tiered seating	Improved facilities



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## Community Safety and Licensing

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Harmonise the Street Trading Licensing policies	Review policies  Consultation  Adopt policies	Improved control of street trading and income generation.
Implement the Taxi and Private hire Policy	Review policies  Consultation  Adopt policies	Improved control of taxi/Private hires vehicles and drivers.
Review of street collection guidance,	Review guidance Consider whether to create policies Consult (if necessary) Adopt new guidance/policies	Improved agreed approach to procedure and management of street collections in the districts
Review of licensing pages both websites	Webpages to be reviewed in terms of how 'customer friendly' they are, with the aim of making it easier for the public to understand guidance	Information on websites easier to understand, leading to less wasted time and a more efficient Licensing service
Redesign of Applications to make them more user-friendly and modern	Will be carried out by Victoria forms (external provider) so action is to chase these changes and ensure they are carried out for all application types in order of importance	Improved look and feel of applications
Undertake the Domestic homicide Reviews as appropriate	Establish Project group with Police as necessary	More consistent service across agencies to protect individuals.
Implement the Community Safety Partnership Plan following the annual priority update	Establish Project group with Police as necessary	More consistent service across agencies to protect individuals.
Continue to support the Police Crime Panel with its scrutiny process	Support the PCP scrutiny process	Budget and other scrutiny of the PCC.
Agree and deliver the Prevent Action Plan	<ul style="list-style-type: none"> <li>• Review Prevent Actions plan</li> <li>• Train frontline staff</li> <li>• Train community groups</li> </ul>	Safer and healthier local communities



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## Environmental Health

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Targeting Food Businesses	Working to improve the worst performing food businesses	Improved food businesses
Processing HS2 applications	Monitor and review the processing of applications	Efficient in processing of H2S applications
Review Anti-Social Behaviour controls, measures and delivery by the Environmental Health team	Develop updated procedure notes for effectively dealing with ASB	Safer and healthier local communities
Review noise complaints system and implement use of noise app	Process map and improve the customer journey with innovative use of mobile apps.	Safer and healthier local communities
Design a project plan to implement better working with businesses	Develop plan on how to better engage with business and offer added value services.	More tailored added value services
Major infrastructure	Seek to mitigate the impacts of national infrastructure projects on the Districts	Lesser impact of developments
Deliver Air Quality Action Plan across both councils to improve air quality and reduce the impact of climate change	<ul style="list-style-type: none"> <li>Establish the Air quality Partnership</li> <li>Progress against action plan</li> </ul>	<p>Reduced ill health through poorly insulated dwellings</p> <p>Opportunity for business investment creating employment</p>
Business Continuity Plan, Emergency Plan, Health and Safety Policies and procedures	<ul style="list-style-type: none"> <li>Test the plans and controls</li> <li>Undertake staff training</li> </ul>	cost effective, customer focused services
Monitor Joint Sustainability and Energy Use Plan "Intelligent green Plan"	<ul style="list-style-type: none"> <li>Implementation</li> <li>Maximise external funding opportunities or</li> <li>Invest capital to secure payback</li> </ul>	conserve the environment and promote sustainability



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## Housing

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Mitigate the loss of Temporary Accommodation at GX Police Station Houses	Reduced costs of B+B by accommodating within the district. Lease income from tenants utilising the property offsetting costs of B+B	Improved ability to tackle issues.
Implement Affordable Housing Action Plan	Reduced costs of B+B by accommodating within the district. Lease income from tenants utilising the property offsetting costs of B+B	Improved ability to tackle issues.
Maximise affordable housing/temporary accommodation development opportunities on Council-owned and RSL sites	Sites identified and developments underway  Reduced costs of B+B by accommodating within the district.	Improved ability to tackle issues.
Implement new HMO legislation as appropriate	Policies and procedures in place to deliver new legislation	Improved ability to tackle issues.
Ensure effective implementation of Homelessness Reduction Act 2017 and ensure Councils are fully compliant with statutory obligations	Policies and procedures in place that are fully compliant with requirements of Act	Improved ability to tackle issues.
Review and revise Housing Allocation Policy in light of current demands and new legislative requirements	Review completed and revised Allocations Policy adopted	Improved ability to tackle issues.
Identify and influence improvements in cross-county DFGs	Improvements agreed and implemented following countywide Alignment Workshops	Improved ability to tackle issues.
Review the CAB service delivery in relation to targeted groups including Gypsies+Travellers	Review current implication and consider future funding	Improved ability to tackle issues.



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## Section 5 – Key Performance Indicators

PI Code	Short Name	2016/17 Value	2016/17 Target	Last update	Current value	Annual Target 2017/18	Future Targets		
							2018/19	2019/20	2020/21
CdCL1 (C)	Customer satisfaction rating at the Chiltern leisure facilities – annual – <b>Separate ones for each facility like SbCL1A and b?</b>	60.6%	65%	2016/17	60.6%	65%	65%	65%	65%
CdCL2 (C)	Total participation in physical activities delivered through the GLL community engagement plan (by period quarterly)	21,981	6600	Q2 17/18	4,882	15,000 annual 3,750 quarterly	7,000	7,000	7,000
CdCL3 (C)	Total number of users at all leisure centres (by period)	943,848	900,000	Q2 17/18	227,319	900,000 annual 225,000 quarterly	900,000	900,000	900,000
SbCL1a (C)	Customer satisfaction rating at the Beacon Centre.	82.36%	82%	2016/17	82.36%	83%	84%	85%	85%
SbCL1b (C)	Customer satisfaction rating at the Evreham Centre.	70.69%	78%	2016/17	70.69%	80%	82%	84%	84%
SbCL1c (C)	Satisfaction rating at the Farnham Park Golf Trust	No survey for 15-16	77%	2015/16	0%	77%	77%	77%	





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## Section 6 – Critical Risks

Ref	Strategic Risk	Relevance / Service actions to mitigate
1	Joint Working	<ul style="list-style-type: none"> <li>• Service reviews address concerns of either authority</li> <li>• Policies aligned to both authorities</li> <li>• Savings to meet the needs of both authorities</li> <li>• Resilience and service quality improved</li> <li>• Regular team meetings keep staff up to speed on the joint working.</li> <li>• Staff are encouraged to engage in the process where appropriate.</li> </ul>
2	Transformation and Management of Change	<ul style="list-style-type: none"> <li>• Service reviews support staff address new challenges</li> <li>• Service reviews empower continuous improvement and learning within staff teams</li> </ul>
3	Financial Stability	<ul style="list-style-type: none"> <li>• Service reviews identify deliverable savings</li> <li>• New more cost effective ways of working are continually sought.</li> </ul>
4	Workforce Issues	<ul style="list-style-type: none"> <li>• Workforce planning</li> <li>• Team building</li> <li>• Mentoring and coaching</li> <li>• Review of salaries in line with the revised JDs</li> </ul>
5	Waste & Environmental Services	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
6	Joint/Partnership working	<ul style="list-style-type: none"> <li>• Partnership working to address impact of legislative change</li> <li>•</li> </ul>
7	Business Continuity	<ul style="list-style-type: none"> <li>• Business continuity training and plans being reviewed</li> <li>• Services can be delivered from an alternative location.</li> </ul>
8	Information Management & Security	<ul style="list-style-type: none"> <li>• Data transferred to joint uniform system and housing databases and document imaging systems to deliver robust data handling and recording systems</li> <li>• all files scanned and copied to cases</li> </ul>
9	New Legislative Changes	<ul style="list-style-type: none"> <li>• Service planning to address changing needs</li> </ul>
10	Affordable Housing	<ul style="list-style-type: none"> <li>• Updated Housing Strategy in place, alongside action plan.</li> <li>• Monitoring date e.g. BHC to identify trends and respond as appropriate.</li> </ul>
11	Major Infrastructure Projects Impacts.	<ul style="list-style-type: none"> <li>• Feed into HS2, Aviation consultation</li> </ul>
12	Demographic Changes	<ul style="list-style-type: none"> <li>• Service planning to address changing needs</li> </ul>
13	Property/ Asset Management	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
14	Economic Viability	<ul style="list-style-type: none"> <li>• N/A</li> </ul>



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Risk Code & Title	Internal Control – What are you going to do to mitigate the risk
CSB Comm01 Failure to safeguard children and vulnerable adults	<ol style="list-style-type: none"> <li>1. Revised joint policy and procedures being developed</li> <li>2. Training to staff to be reviewed and implemented as result of turnover across both councils</li> <li>3. Safe recruitment practices being undertaken and reviewed</li> </ol>
CSB Comm02 Risk of incurring legal action	<ol style="list-style-type: none"> <li>1. Regular inspections to comply with contractual obligations.</li> <li>2. Risk assessments are undertaken for all aspects of services provision to ensure controls are adequate. Actions are taken as required to comply with the above.</li> <li>3. Buildings are checked annually by surveyors. As a result of inspections the rolling capital programme is adjusted to account for works required.</li> </ol>
CSB Comm03 Inequalities in communities generate ill-will, lack of cohesion, violent extremism or violent protests	<ol style="list-style-type: none"> <li>1. Chiltern and South Bucks CSP Prevent Action Plan</li> <li>2. Effective engagement with communities</li> <li>3. WRAP training and safeguarding training being undertaken to staff</li> <li>4. Community grants used to promote cohesion</li> <li>5. Monitor community feeling via the Community Safety Team and front line staff</li> <li>6. Engagement with the voluntary and community sector</li> <li>7. Regular liaison with the wider community</li> <li>8. Communication and information with relevant parties</li> <li>9. Community Impact Assessment to be maintained</li> </ol>
CSB Comm04 Failure to deliver a replacement for the Chiltern Pools or Evreham Centre leading to increased costs to the Councils	<p>Communication and information with relevant parties            Effective Project management within timescales            Agreed strategy to close facility</p>
<b>NEW RISK</b> CSB Comm05 Leisure Contract failure with GLL	Increased level of scrutiny through Leisure Advisory Board.
CSB EH01 Incorrect decisions resulting in legal challenge	<p>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.</p>
CSB HS01a Increased use of B+B - CDC	<p>Increase the focus on prevention of homelessness.            Manage the numbers placed in B+B placements to support move to TA.            Increase the monitoring frequency and discussion over the controls</p>
CSB HS01b Increased use of B+B - SBDC	<p>Increase the focus on prevention of homelessness.            Manage the numbers placed in B+B placements to support move to TA.            Increase the monitoring frequency and discussion over the controls</p>
CSB HS02 Incorrect decisions resulting in legal challenge	<p>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.</p>
<b>NEW RISK</b> CSB HS03 Increased cost of temporary accommodation provision	<p>Looking to secure alternative forms of temporary accommodation to decrease costs.            Focus on continuous development of homelessness tools and options.            Increase affordable housing delivery to ensure faster moving-on.</p>



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Risk Code & Title	Internal Control – What are you going to do to mitigate the risk
CSB LI01 Delays in issuing licences	Monitor performance and manage process flow.
CSB LI02 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.



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## Section 7 – Costs and cost comparison information

### Summary – Cost information

#### CDC

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

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

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

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

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

#### SBDC

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

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

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

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

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



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# Service Plan Summary 2018/19

## Human Resources

Service units covered by plan

Human Resources

### Section 1 – Key Service Functions & Aims/Objectives

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

### Key Service Aims/Objectives

Implement and monitor 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



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## Section 2 – Key achievements/outcomes for 2017/18

Key achievements and outcomes in the previous year
The final shared service was completed successfully.
All staff have been moved to harmonised T&Cs, with all statutory policies and key procedures also having been harmonised.
Significant progress has been made to the harmonisation of processes.
Total reward statement has been produced with harmonised benefits, and launched on the newly-updated intranet pages.
A Health and Wellbeing Strategy has been drafted. As part of this, personal resilience training, mindfulness, mental health awareness and first aid training has been offered.
Started to design an apprenticeship programme.
In terms of Organisational Development Strategy: <ul style="list-style-type: none"> <li>○ Values and Behaviours have been built upon, with a Unwritten Ground Rules network established</li> <li>○ Leadership and Management Charter was agreed and launched</li> <li>○ Harmonised Appraisal Scheme developed and introduced</li> </ul>
Electronic absence module implemented.
4 HR Audits successfully completed with no significant recommendations.
Drafted workplace development plan.
Middle management development programme designed and delivered.



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### Section 3 - Know your customer

#### Who are the main customers for this 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, Jobsgopublic.com, AVDC, Local Government Association, and South East District Network.

#### Customer Experience Strategy:

Chiltern District Council and South Bucks District Council are likely to be delivering a significant programme of transformation to change the way that we deliver our services to our customers. Implementation of this programme will commence in 2018/19. Throughout this year all services will be involved in analysing data to identify customer needs and in tailoring service delivery to better meet those needs. Once the programme is implemented there will be an increased focus on the use of customer insight and data to develop our services in the future.



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## Section 4 – Action plan

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Ensure HR capacity is available to support Customer Experience Strategy and Phase 3 programme	Review HR resource against phase 3 programme	Value for money
Evaluate future skills and behaviours	<ul style="list-style-type: none"> <li>Identify required skills and behaviours needed to meet organisational development and succession planning strategies</li> <li>Identify existing skills and behaviours</li> <li>Identify gaps</li> <li>Develop an action plan to enable gaps to be filled</li> <li>Implement action plan</li> <li>Review results</li> <li>Feed back into process.</li> </ul>	Business continuity
Improve levels of staff satisfaction and improve engagement with staff	<ul style="list-style-type: none"> <li>Produce action plan from outcome of 2016/17 staff survey</li> <li>Continue to consult with UNISON and staff on new changes where applicable</li> </ul>	Improved levels of satisfaction on with delivery of HR service and in turn good quality services to residents
Implement new employment legislation	<ul style="list-style-type: none"> <li>To be agreed once clear on changes</li> </ul>	The Council will be compliant with legislation therefore reducing the risk of related legal action
Design and implement a Workforce Development Plan which supports succession planning and structured learning and development approach.	<ul style="list-style-type: none"> <li>Identify required skills and behaviours needed to meet organisational development and succession planning strategies</li> <li>Identify existing skills and behaviours</li> <li>Identify gaps</li> <li>Develop an action plan to enable gaps to be filled</li> <li>Implement action plan</li> <li>Review results</li> <li>Feed back into process.</li> <li>Link to Appraisal Scheme and Service Planning process.</li> </ul>	Business continuity
Introduce Apprenticeship Programme	<ul style="list-style-type: none"> <li>Trail blaze apprenticeship</li> </ul>	Recruit locally. Promote





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List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
	<p>scheme in Planning.</p> <ul style="list-style-type: none"> <li>• Explore apprentices in other posts.</li> </ul>	<p>apprenticeships with local employers.</p>
<p>Introduce in-house Coaching and Mentoring scheme in collaboration with WDC</p>	<ul style="list-style-type: none"> <li>• Train in-house coaches and mentors</li> <li>• Launch scheme</li> </ul>	<p>Improved staff skills and performance and hence service to residents.</p>
<p>Roll-out Management Development Programme to team leaders and new managers</p>	<ul style="list-style-type: none"> <li>• Revise MDP and roll out in 18/19.</li> </ul>	<p>Improved manager's skills and performance and hence service to customers.</p>
<p>Design and implement a recruitment and retention plan in the Planning Service,</p>	<ul style="list-style-type: none"> <li>• Devise short, medium and long term plan.</li> <li>• Roll out in 18/19.</li> </ul>	<p>Recruit and retain the best staff. Improved performance and service to residents.</p>
<p>Implement Health and Well Being Programme</p>	<ul style="list-style-type: none"> <li>• Deliver on agreed initiatives</li> </ul>	<p>Improve the well-being and health of staff leads to better performance and service to residents.</p>



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### Section 5 – Key Performance Indicators

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



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## Section 6 – Critical Risks

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

# Appendix G



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Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
5	Waste & Environmental Services	Governance in place for joint contract. Have adequate in-house knowledge of cost share model. Co-ordinated approach by both Councils on JWC and with BCC Effective contract monitoring and good relationships with contractors Good communications with residents	N/A
6	Joint/Partnership working	Co-ordinate and streamline representation on partnership groups. Monitor impact of changes arising from partner cut backs. Identify key partnerships to support.	<ul style="list-style-type: none"> <li>Highlight the importance of partnership working by including in JDs for example.</li> </ul>
7	Business Continuity	Clear senior management arrangements for responsibility on business continuity. Business continuity plans in place. ICT DR plans in place. Maximise reciprocal support arrangements across two Councils.	<ul style="list-style-type: none"> <li>Review regularly and update services Business Continuity plan</li> </ul>
8	Information Management & Security	Policies and procedures in place, overseen by joint IG group, and made common where practical. Communication and training for staff on policies and procedures. Officer mechanisms to enable corporate approach to be taken to information management. Information management incorporated in any service review process.	<ul style="list-style-type: none"> <li>Staff aware of data protection responsibility</li> <li>Update staff training records.</li> </ul>
9	New Legislative Changes	Corporate capacity to identify and analyse forthcoming legislative changes affecting the Councils. Analyse and produce action plans for Welfare Reform changes. Analyse and respond to changes to Planning system. Use of professional or local authority network groups to gain and share knowledge.	<ul style="list-style-type: none"> <li>Keep up to date with employment law changes and work appropriately for their implementation</li> </ul>
10	Affordable Housing	Housing strategies in place and regularly reviewed. Good relationships between housing and planning services. Resources identified to support housing schemes	<ul style="list-style-type: none"> <li>N/A</li> </ul>
11	Major Infrastructure Projects Impacts.	Impact assessments made formally or informally on major projects. Clear Council position on a particular proposal.	<ul style="list-style-type: none"> <li>N/A</li> </ul>



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

Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
CSB HR01 Failure to provide trusted, robust, accurate HR advice	2	4	8	<ol style="list-style-type: none"> <li>1. Procured advice South East Employers. Second opinion is available from SEE. Keep up to date with current legislation via CIPD, ACAS and SEE;</li> <li>2. Ensure the right policies and procedures are in place and are communicated to staff and managers;</li> <li>3. Ensure people managers are properly trained / coached to handle staff matters;</li> <li>4. Simple guidelines for the handling of confidential sensitive issues/documents within the unit to be documented and used to remind staff;</li> <li>5. Robust people management policies and procedures in place with training for managers; Robust monitoring and checking process put into place to identify staff requiring vetting and barring checks and in keeping these up to date.</li> </ol>
CSB HR02 Failure to recruit and retain right people in right posts	3	3	9	<ol style="list-style-type: none"> <li>1. Monitor staff turnover rates and encourage an increase in cross training to provide staff cover;</li> <li>2. Monitor pay and benefit rates and keep pay policy under review;</li> <li>3. Ensure robust selection processes and techniques are in place;</li> <li>4. Report to Management Team/Joint Staffing Committee on recruitment and retention of staff;</li> <li>5. Efficient recruitment procedure with appropriate benefits to attract the right staff;</li> <li>6. Ensure all systems are accessible and promote sharing of information and skills required to carry out tasks to provide back-up for key personnel; Develop</li> </ol>

# Appendix G



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Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
				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).	3	4	12	<ol style="list-style-type: none"> <li>1. Comprehensive harmonised competency based Performance Review Framework to be developed place to replace existing provision;</li> <li>2. Encourage two-way communication with staff e.g. meetings, appraisals, UNISON, Grievance Procedure;</li> <li>3. Encourage the monitoring of performance and provision of feedback, including through the appraisals process;</li> <li>4. Manage underperformers when needed, through the disciplinary procedure;</li> <li>5. Management development programme and workshops to develop management competency in gaining effectiveness.</li> </ol>
CSB HR04 Inappropriate breach of policies and practices	2	4	8	<ol style="list-style-type: none"> <li>1. Fair and reasonable policies and benefits in place which are consistently applied;</li> <li>2. Implement robust Management Control techniques and monitoring procedures to identify any abuse of benefits; Take action on any abuse of benefits through the disciplinary procedure;</li> </ol>



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## Section 7 – Costs and cost comparison information

### Summary – Cost information

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







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# Service Plan Summary 2018/19

## Legal and Democratic Services

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
Democratic & Electoral Services	
<b>Member Services</b> (dealing with Members Allowances, managing meeting calendars, arranging meetings and agendas, publishing statutory notices, agendas and reports, taking minutes, preparing and publishing decision notices/minutes, advising on procedure and supporting members generally)	Support Services (CDC) and Resources (SBDC)
<b>Electoral Services</b> (Voter Registration, Annual Canvass Managing Elections and referenda, Boundary Reviews)	Support Services (CDC) and Resources (SBDC)
Legal Services and Land Charges	
<b>Corporate Legal and Propriety Services</b> - Monitoring Officer; Legal and procedural advice and support to Council, Cabinet, Committees/Sub-Committees and partnerships; statutory compliance	Support Services (CDC) and Resources (SBDC)
<b>Legal support to Regulatory Services</b> (including Planning, Building Control, Licensing, Statutory Nuisance, Food Safety, Unfit Premises, External Health & Safety)	Support Services (CDC) and Resources (SBDC)
<b>Legal support to Statutory (non- regulatory) Services</b> (including Homelessness, Revenues and Benefits and Waste Management & Recycling)	Support Services (CDC) and Resources (SBDC)
<b>Legal support to Discretionary Services</b> (including Off-street parking, Burials and cremations)	Support Services (CDC) and Resources (SBDC)
<b>Private Law Services</b> (including property matters, procurement and debt recovery)	Support Services (CDC) and Resources (SBDC)
<b>Local Land Charges</b> (maintaining the Register and responding to property related enquiries) – (Local Land Charges Act of 1975 and Rules of 1977)	Support Services (CDC) and Resources (SBDC)



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## Democratic & Electoral Services

### Key Service Aims/Objectives

To ensure that all member level meetings are serviced efficiently and that business is carried out in accordance with law and the councils constitutions.

Prompt publication of meeting agenda/reports/decision notices and minutes on the Councils' websites

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

To run any Neighbourhood Plan referenda effectively and accordance the relevant legislation and Electoral Commission performance standards

Implement plan for introducing Mod.gov report management module.

## Land Charges

### Key Service Aims/Objectives

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

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.

Implement shared TLC system

To digitise paper records at CDC and cleanse existing electronic LLC records at SBDC

## Legal Services

### Key Service Aims/Objectives

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 preparation of the Joint Local Plan and other major infrastructure proposals affecting the Districts.

Support the introduction/implementation of a development company at SBDC and associated development projects.

To support the Cabinets and Management Team in respect of measures and procedures arising from the enactment of new legislation , statutory guidance and corporate projects



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## Section 2 – Key achievements/outcomes for 2017/18

### Democratic and Electoral Services

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

Managed the County Council Elections in May and the General Election in June
Successfully completed the digitised annual canvass of electors at both Councils
Managed by-elections at Burnham Lent Rise and Taplow, Beaconsfield North, Penn and Coleshill
Reviewed Polling Station arrangements
Increased voter registration engagement
Reviewed and updated SBDC's constitution including the Scheme of Delegations to Officers

### Legal and Local Land Charges

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

Introduced VAT on Con29 Enquiries as required by HMRC
Completed a service review and implemented a joint Local Land Charges Services team
Progressed implementation of electronic TLC system for South Bucks in line with Chiltern
Supported the incorporation of a development company at South Bucks



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## Section 3 - Know your customer

### Who are the main customers for this 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 has introduced an electronic case management and time-recording system to increase efficiencies and enable more flexible working, as well as maximising income from external charging.

Local Land Charges will be continuing to digitise paper records and cleanse existing electronic records in preparation for the introduction of an electronic LLC register at both Councils and work towards a shared TLC system.

Democratic and Electoral Services will be introducing report management through Modern.gov for preparing reports and agendas.

#### Customer Experience Strategy:

Chiltern District Council and South Bucks District Council are likely to be delivering a significant programme of transformation to change the way that we deliver our services to our customers. Implementation of this programme will commence in 2018/19. Throughout this year all services will be involved in analysing data to identify customer needs and in tailoring service delivery to better meet those needs. Once the programme is implemented there will be an increased focus on the use of customer insight and data to develop our services in the future.



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## Section 4 – Action plan

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Support further improvements to governance	Improve understanding of overview and scrutiny role.	
Implement report management in Modern.gov	PID sets out programme for testing and phasing	Clearer reports
Implement TLC at both Councils	PID sets out programme for testing and phasing	Quicker turn round times for SBDC searches



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### Section 5 – Key Performance Indicators

PI Code	Short Name	2016/17 Value	2016/17 Target	Last update	Current value	Annual Target 2017/18	Future Targets		
							2018/19	2019/20	2020/21
CdLD2 (C)	Percentage of canvass forms returned	97%	94%	2016/17	94%	94%	94%	94%	94%
JtLD1 (C)	Client satisfaction with the shared legal service. Percentage satisfied or very satisfied.	100%	96%	2016/17	100%	98%	98%	98%	98%
SbLD2 (C)	Percentage of canvass forms returned	98%	90%	2016/17	98%	94%	94%	94%	94%
SbLD3 (C)	Percentage of standard searches carried out within 5 working days by period quarterly	100%	100%	September 2017	100%	100%	100%	100%	100%



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## Section 6 – Critical Risks

Ref	Strategic Risk	Corporate Relevance / Mitigation
1	Joint Working	<p>Governance in place – Joint Committee, Joint Staffing Committee.            Joint senior management team.            Programme documentation and programme management resources.            Plan for service reviews, business cases presented.            Member involvement in joint working in line with member expectations            Communication plan for members, staff, external partners            External approaches to join the joint working carefully considered at a political level and impact on programme assessed.</p>
2	Transformation and Management of Change	<ul style="list-style-type: none"> <li>. Senior members and managers show commitment to change.</li> <li>. Case for changes clearly made and communicated.</li> <li>. Build on success, in order to establish confidence to change.</li> <li>. Prioritise programme of change, and ensure it is adequately resourced.</li> <li>. Develop change management approach, and organisational development plan.</li> </ul>
3	Financial Stability	<p>Review of MTFSS.            Clear service priorities.            Analysis of Government spending plans, bought in where necessary.            Savings programmes agreed and monitored.            Annual review of cost base            Strategies for use of reserves.</p>
4	Workforce Issues	<p>Organisational development and workforce planning.            Monitoring of key personnel statistics.            Good staff communications processes.            Training and development strategies in place, resourced and monitored.</p>
5	Waste & Environmental Services	<p>Governance in place for joint contract.            Have adequate in-house knowledge of cost share model.            Co-ordinated approach by both Councils on JWC and with BCC            Effective contract monitoring and good relationships with contractors            Good communications with residents</p>
6	Joint/Partnership working	<p>Co-ordinate and streamline representation on partnership groups.            Monitor impact of changes arising from partner cut backs.            Identify key partnerships to support.</p>
7	Business Continuity	<p>Clear senior management arrangements for responsibility on business continuity.            Business continuity plans in place.            ICT DR plans in place.            Maximise reciprocal support arrangements across two Councils.</p>
8	Information Management & Security	<p>Policies and procedures in place, overseen by joint IG group, and made common where practical.            Communication and training for staff on policies and procedures.            Officer mechanisms to enable corporate approach to be taken to information management.            Information management incorporated in any service review process.</p>
9	New Legislative Changes	<p>Corporate capacity to identify and analyse forthcoming legislative changes affecting the Councils.            Analyse and produce action plans for Welfare Reform changes.            Analyse and respond to changes to Planning system.            Use of professional or local authority network groups to gain and share</p>

# Appendix H



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

Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
CSB L&DS01 Failure to provide accurate, up to date legal advice on time.	2	3	6	<ol style="list-style-type: none"> <li>1. Regular training undertaken by legal staff to ensure knowledge base is current - relevant training identified at annual appraisal and training plan set up within budget.</li> <li>2. Professional staff to meet CPD requirements.</li> <li>3. Staff share knowledge gained with other legal staff and relevant client depts.</li> <li>4. Head of Legal maintains training record and budget monitoring.</li> <li>5. Maintain Professional Indemnity Insurance.</li> <li>6. Seek to ensure all draft reports are submitted to legal before finalised. All matters open to question should be referred to the Monitoring Officer.</li> <li>7. Any relevant training is recognised through Annual Appraisals and Annual Training Plan set for legal services.</li> <li>8. Comply with Corporate H&amp;S stress policy if work overload issues.</li> <li>9. Section head allocates work of the section and monitors and reviews workloads - particularly at annual appraisal.</li> <li>10. Team meetings held 6 weekly - opportunity</li> </ol>



# Appendix H



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Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
				to raise staff issues. Updates on workloads reported to DMT.
CSB L&DS02 Loss of staff in land charges causing backlogs resulting in complaints, reputational damage and loss of business	3	3	9	Limited opportunity to cover within section if staff are absent. Additionally, one member of staff at CDC is of retirement age so need to think about planning for replacement.
CSB L&DS03 Failure to comply with the Constitution, Rules of Procedure, Codes and Protocols and statutory requirements for Council, Cabinet and Committee meetings.	2	3	6	Documents handled by more than one person Letters to be checked & signed by responsible officer Use of standard letter / report & Minute formats to ensure accuracy & consistency Forward plan in place with regular reminders sent out to ensure compliance with publication deadlines



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## Section 7 – Costs and cost comparison information

### Summary – Cost information

#### CDC:

There is no comparison available for legal services costs, however for other central services; the cost per head of population was 11<sup>th</sup> lowest for the comparator group of 18 and 2<sup>nd</sup> lowest for corporate and democratic core costs.

Cost of legal service: costs have reduced by 11% when compared to 2014/15

Other central services: costs have increased by around 85% when compared with 2014/15

Corporate and Democratic: costs have reduced by 12% when compared with 2014/15

#### SBDC:

There is no comparison available for legal services costs, however for other central services, the cost per head of population was 12<sup>th</sup> lowest for the comparator group of 18, below the average for the group and 8<sup>th</sup> lowest in the group for corporate and democratic core costs, reflecting the high level of fixed costs for this provision against the lowest population count for the group.

Cost of legal service: costs have reduced by 2% when compared to 2014/15

Other central services: costs have increased by around 59% when compared to 2014/15

Corporate and Democratic: costs have reduced by 18% when compared with 2014/15



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# Service Plan Summary 2018/19

## Planning and Economic Development

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

Key Service Functions	Portfolio reporting to
Preparation and maintenance of an up to date joint Local Plan, including complying with the Duty to Co-operate. Supporting the preparation of neighbourhood plans.	Planning and Economic Development
Monitoring of a range of matters including the implementation of key planning polices, and the Councils' performance in relation to key performance indicators.	Planning and Economic Development
Influencing the policies of neighbouring and other Local Planning Authorities (including through Duty to Co-operate), the Government's planning policies, and a range of other bodies whose policies or strategic proposals may affect the Districts.	Planning and Economic Development
Working and collaborating with a range of partners, including the LEP and other agencies on joint issues, particularly issues relating to strategic infrastructure	Planning and Economic Development
Preparation, research and development of other planning related information and evidence to support the Council's planning decisions.	Planning and Economic Development
Processing and determination of planning and associated applications.	Planning and Economic Development
Preparing and presenting evidence to support the Council's planning decisions through the statutory appeal process.	Planning and Economic Development
Enforcement of planning control including the monitoring of planning permissions.	Planning and Economic Development
Providing planning information and advice to customers.	Planning and Economic Development
Making, reviewing and revoking Tree Preservation Orders.	Planning and Economic Development
Designation of Conservation Areas, the preparation of Conservation Area Character Appraisals. Promoting the listing of new buildings of significant historic and architectural importance.	Planning and Economic Development
Enforcement of the Building Regulations 2010, including the processing and determination of applications submitted under the Building Regulations, the carrying out of site inspections and the provision of Building Control advice to customers.	Planning and Economic Development
Enforcement of the Building Act 1984, including dealing with and undertaking site inspections relating to dangerous structures and demolitions.	Planning and Economic Development
Provide awareness and advice for access for the disabled	Planning and Economic Development



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Provision of responses to enable searches to be completed	Planning and Economic Development
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## Building Control

Key Service Aims/Objectives
To ensure that building projects are designed and built in accordance with Building Regulations, health and safety standards and other relevant legislation thus safeguarding the public health and safety of people in and around buildings.
To provide a cost effective building control service 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.
To enhance the service through the use of the most efficient and effective processes, including particularly remote working.
To aim for paperless office through improving processes.
To re-introduce a customer panel or something similar to help the service become customer focussed.

## Development Management

Key Service Aims/Objectives
To take planning decisions to deliver the Councils' strategic objectives in accordance with the Local Plan unless to do so would be outweighed by the benefits of other material considerations or the NPPF.
To successfully defend the Council's decisions at appeal.
To maintain or enhance customer satisfaction whilst delivering a quality service which is resilient.
To maintain a high performing service, including dealing with applications and requests for pre-application advice expeditiously. A
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.
To provide a customer focused service, which positively seeks to facilitate high quality development consistent with the Council's planning policies.
To enhance the service through the use of the most efficient and effective processes and to cut out any waste.
To ensure high quality of service delivery throughout the shared service implementation.

## Planning Policy

Key Service Aims/Objectives
Deliver a cost-effective service with enhanced resilience and improved quality.
Prepare a new joint Local Plan in line with the National Planning Policy Framework, setting out clear strategic priorities for the area and the policies that address these, concentrating on the critical issues facing the area – including its development needs – and the strategy and opportunities for addressing them (including deliverability, viability and infrastructure planning).
Support the Neighbourhood Planning and Neighbourhood Development Order processes by providing advice or assistance to the entity which is producing the neighbourhood plan and by taking decisions at key stages in the neighbourhood planning process.



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## Key Service Aims/Objectives

Work proactively and collaboratively with other organisations in order to deliver appropriate infrastructure improvements (e.g. A355 improvements, Beaconsfield relief road, Iver relief road) and influence their strategic proposals which have an impact on the District (e.g. HS2, Heathrow Express Depot, Heathrow, WRATH).

Establish, monitor and maintain effective evidence base for plan-making and implementation.

Deliver actions which will contribute to the implementation of the Economic Development Strategy

## Enforcement

### Key Service Aims/Objectives

Amalgamation of processes into a single system.

Adoption of Local Enforcement Plan.

Set and monitor specific performance objectives in relation to Local Enforcement Plan.

Setting-up of a pro-active monitoring system re: conditions and legal agreements.

Deliver actions which will contribute to the implementation of the Economic Development Strategy



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## Section 2 – Key achievements/outcomes for 2017/18

### Building control

Key achievements and outcomes in the previous year
Continued to maintain high levels of performance in checking building control applications, notwithstanding the reduced staffing levels in terms of building control surveyors.
Continued to maintain high level of customer satisfaction
Builders Partnership Scheme now in place
Mobile and agile working now in place
Significant move to paperless office – no new hard copy applications. All existing files back -scanned.
Increased the number of partners
The service is fully staffed with recruitment and Retention package in place.
The surveyors can complete site inspections on site which will sync with the back office of Uniform. They can also see the drawings and communications on site via their I Pads.

### Planning Policy

Key achievements and outcomes in the previous year
Joint Local Plan for Chiltern and South Bucks – preparation of evidence base; duty to co-operate discussions; and publication of preferred options consultation undertaken in October – December 2016
Worked collaboratively with other organisations delivering infrastructure whilst minimising the adverse impacts of such proposals (E.g. Western rail access to Heathrow, Wilton Park diversion)
Supported neighbourhood planning through the making (adoption) of Chalfont St Peter Neighbourhood Plan and the designation of a number of other neighbourhood areas (Denham, Gerrards Cross, Hedgerley, Iver, Farnham Royal, Taplow, Seer Green)
Revised the Local Development Scheme in light of the Joint Local Plan
Awarded 2 Housing fund bids for marginal viability in terms of Beaconsfield and Iver relief roads

### Enforcement

Key achievements and outcomes in the previous year
Implemented a joint Enforcement Team as part of the joint Planning review
Created a programme of works regarding the joint Planning service
Used the programme created to start on tasks relating to 2018/19



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## Development management

### Key achievements and outcomes in the previous year

Implemented a shared planning service for Chiltern and South Bucks, in order to bring about a range of benefits and improvements

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

Maintained high levels of customer satisfaction

Achieved a high success rate in successfully defending the Council's decisions on appeal

A significant improvement in the approach to, and performance of Enforcement at South Bucks following the appointment of a new Manager in October 2016



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### Section 3 - Know your customer

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

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

Planning/Enforcement/Planning Policy – direct customers – applicants, agents, Planning Committee, other Members, Town & Parish councils, a wide range of other consultees, occupants/owners of nearby and neighbouring properties, objectors, those who support proposals, those who make allegations about unauthorised development, contraveners, the Planning Inspectorate, adjacent local planning authorities, duty to co-operate organisations.

Planning/Enforcement/Planning Policy – indirect customers – residents, businesses, those who use the Districts in some other way (e.g. leisure purposes, or in their daily commute). Another more specific example of an indirect user would be someone in need of affordable housing. Formal consultation has been and will be undertaken on the joint Local Plan.

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

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

Customer Experience Strategy:

Chiltern District Council and South Bucks District Council are likely to be delivering a significant programme of transformation to change the way that we deliver our services to our customers. Implementation of this programme will commence in 2018/19. Throughout this year all services will be involved in analysing data to identify customer needs and in tailoring service delivery to better meet those needs. Once the programme is implemented there will be an increased focus on the use of customer insight and data to develop our services in the future.





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## Section 4 – Action plan

### Building Control

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Increased number of partners	On going	Wider range of partners
Improve and develop mobile and agile working	Updating processes and investigating improved use of software	Reduced cost
Providing a marketing strategy	Increased partners and improved customer satisfaction	Improved service delivery
Develop working with Development Management to provide a joined up approach for our customers	Extending our market share and improving customer satisfaction	Improved service delivery
Develop a QA System	Efficient processes	Improved service delivery backed by a QA System

### Planning Policy

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Joint Local Plan	Publication stage of draft joint Local Plan (Regulation 19)	The draft plan with policies which addresses all issues
Joint Local Plan	Submission of the draft joint Local Plan (regulation 22)	The submission local plan which addresses all issues
Support those town/parish councils seeking neighbourhood area designation/producing neighbourhood plans	Not known – dependent upon town/parish councils timescales	Neighbourhood plans consistent with the development plan

### Development Management

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Implementation of Shared Service	Continued customer satisfaction	Improved service delivery



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## Enforcement

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Continued formation of single processes	<ul style="list-style-type: none"> <li>-Process efficiency</li> <li>-Use of Local Enforcement Plan</li> <li>-Creation of consequential procedures to deliver this</li> </ul>	Improved service delivery



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## Section 5 – Key Performance Indicators

### Corporate Performance Indicators

PI Code	Short Name	2015/16 Value	2015/16 Target	Last update	Current value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
CdPP1 (C)	Net additional homes provided (Annual)		133	2014/15	189	145	145	145	170
CdSD7 (C)	Percentage of planning applicants who are satisfied or very satisfied with the planning service (cumulative, quarterly)	77%	80%	June 2016	87.5%	80%	80%	80%	85%
CdSD8 (C)	Planning appeals allowed (cumulative)	39.76%	35%	June 2016	53.33%	35%	35%	35%	30%
CdSD10 (P)	Processing of planning applications: minor applications processed within 8 weeks (cumulative)	81.92%	70.00%	July 2016	82.29%	75.00%	80.00%	80.00%	85%
CdSD11 (P)	Processing of planning applications: other applications processed within 8 weeks (cumulative)	92.15%	90.00%	July 2016	92.47%	90.00%	90.00%	90.00%	90.00%
CdSD12 (C)	% of new enforcement cases where an initial site visit for an urgent priority case is undertaken within the timescale set out in the Enforcement Policy (Cumulative, monthly)	100%	30%	June 2016	100%	100%	100%	100%	100%
CdSD31 (P)	Special measures: speed of processing of major applications - minimum percentage of	Annual Indicator	51.00%	July 2016	100.00%	51.00%	51.00%	51.00%	55.00%

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PI Code	Short Name	2015/16	2015/16	Last	Curren	Annual	Future Targets		
	decisions on major applications which are made within 13 weeks or timescale agreed with the applicant; for assessment in October/November 2018 (cumulative)								
CdSD32 (C)	% of new enforcement cases where an initial site visit for a high priority case is undertaken within the timescale set out in the Enforcement Policy (Cumulative, monthly)	100%	30%	June 2016	100%	100%	100%	100%	100%
JtBC1 (C)	Applications checked within 10 working days (cumulative)	92.7%	85%	Oct 17	97%	94%	94%	95%	96%
JtBC4 (C)	Customer satisfaction with the building control service. (cumulative)	92.7%	94%	Oct 17	94	92%	92%	92%	95%
JtBC1 (C)	Applications checked within 10 working days (cumulative)	92.7%	85%	July 2016	98.3%	92%	92%	92%	95%
JtBC4 (C)	Customer satisfaction with the building control service. (cumulative)	92.7%	94%	July 2016	100%	92%	92%	92%	95%
SbPP1 (C)	Net additional homes provided		199	2014/15	139	203	253	253	270
SbSD7 (C)	Percentage of planning applicants who are satisfied or very satisfied with the planning service	90.3%	80%	July 2016	91.4%	80%	80%	80%	85%
SbSD8 (C)	Planning appeals allowed.	24.2%	30.0%	July 2016	23.7%	35.0%	35.0%	35.0%	30.0%
SbSD10 (C)	Processing of	98.22%	92.00%	July	94.64	90.00%	90.00%	90.00%	90.00%

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PI Code	Short Name	2015/16	2015/16	Last	Curren	Annual	Future Targets			
	planning applications: minor applications (cumulative)			2016	%					
SbSD11 (C)	Processing of planning applications: other applications (cumulative)	97.88%	95.00%	July 2016	96.25 %	90.00%	90.00%	90.00%	90.00%	
New in 2017/18	Percentage of new enforcement allegations where an initial site visit for a low priority case is undertaken within 20 days (the timescales set out in the Enforcement Policy and Procedure) (quarterly snapshot)						85.00%	85.00%	85.00%	
SbSD31 (P)	Special measures: speed of processing of major applications - minimum percentage of decisions on major applications which are made within 13 weeks or timescale agreed with the applicant; for assessment in October/November 2018 (cumulative)	Annual Indicator	51.00%	July 2016	100.00 %	51.00%	51.00%	51.00%	55.00%	
SbSD33 (C)	Percentage of new enforcement cases where an initial site visit for a high-priority case is undertaken within the timescale (3 working days) set out in the enforcement and monitoring policy (Cumulative, monthly)	100%	30%	June 2016	99%	98%	100 %	100 %	100%	



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## Section 6 – Critical Risks

Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
1	Joint Working	<p>Governance in place – Joint Committee, JAIC. Joint senior management team.</p> <p>Programme documentation and programme management resources.</p> <p>Plan for service reviews, business cases presented.</p> <p>Member involvement in joint working in line with member expectations</p> <p>Communication plan for members, staff, external partners</p> <p>External approaches to join the joint working carefully considered at a political level and impact on programme assessed.</p>	<ul style="list-style-type: none"> <li>• Programme Initiation Document</li> <li>• Member Working Group for the Review</li> <li>• Active involvement of all staff in the service review.</li> <li>• Use external specialist support.</li> <li>• Meeting between Head of Service and relevant Managers.</li> </ul>
2	Transformation and Management of Change	<ul style="list-style-type: none"> <li>. Senior members and managers show commitment to change.</li> <li>. Case for changes clearly made and communicated.</li> <li>. Build on success, in order to establish confidence to change.</li> <li>. Prioritise programme of change, and ensure it is adequately resourced.</li> <li>. Develop change management approach, and organisational development plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Programme Initiation Document</li> <li>• Member Working Group for the Review</li> <li>• Active involvement of all staff in the service review.</li> <li>• Use external specialist support</li> <li>• Meeting between Head of Service and relevant Managers.</li> </ul>
3	Financial Stability	<p>Review of MTFs.</p> <p>Clear service priorities.</p> <p>Analysis of Government spending plans, bought in where necessary.</p> <p>Savings programmes agreed and monitored.</p> <p>Annual review of cost base</p> <p>Strategies for use of reserves.</p>	<ul style="list-style-type: none"> <li>• Active monitoring of Building Control and Development Management income and appeals expenditure budgets.</li> <li>• Income generation considered as part of normal budget preparation process and as part of planning shared service review.</li> </ul>
4	Workforce Issues	<p>Organisational development and workforce planning.</p> <p>Monitoring of key personnel statistics.</p> <p>Good staff communications processes.</p> <p>Training and development strategies in place resourced and monitored.</p>	<ul style="list-style-type: none"> <li>• Workforce planning via service reviews</li> <li>• Training &amp; development plans via staff appraisals.</li> <li>• Provide staff with an interesting and stimulating team environment; provide the necessary support to enable staff to be able to undertake their jobs successfully.</li> </ul>
5	Waste & Environmental Services	<p>Governance in place for joint contract.</p> <p>Have adequate in-house knowledge of cost share model.</p>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>

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Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
		<p>Co-ordinated approach by both Councils on JWC and with BCC</p> <p>Effective contract monitoring and good relationships with contractors</p> <p>Good communications with residents</p>	
6	Joint/Partnership working	<p>Co-ordinate and streamline representation on partnership groups.</p> <p>Monitor impact of changes arising from partner cut backs.</p> <p>Identify key partnerships to support.</p>	<ul style="list-style-type: none"> <li>The Bucks Local Planning Authorities have been working closely together under the 'Duty to Co-operate' in relation to the preparation of their local plans. Partnership working with a number of other bodies in relation to strategic infrastructure projects (e.g. Heathrow, HS2, Western rail access to Heathrow, relief roads at Beaconsfield and Iver etc.).</li> </ul>
7	Business Continuity	<p>Clear senior management arrangements for responsibility on business continuity.</p> <p>Business continuity plans in place.</p> <p>ICT DR plans in place.</p> <p>Maximise reciprocal support arrangements across two Councils.</p>	<ul style="list-style-type: none"> <li>Business Continuity Plans will need updating following service review outcomes.</li> </ul>
8	Information Management & Security	<p>Policies and procedures in place, overseen by joint IG group, and made common where practical.</p> <p>Communication and training for staff on policies and procedures.</p> <p>Officer mechanisms to enable corporate approach to be taken to information management.</p> <p>Information management incorporated in any service review process.</p>	<ul style="list-style-type: none"> <li>All staff required to comply with the Council's corporate policies.</li> </ul>
9	New Legislative Changes	<p>Corporate capacity to identify and analyse forthcoming legislative changes affecting the Councils.</p> <p>Analyse and produce action plans for Welfare Reform changes.</p> <p>Analyse and respond to changes to Planning system.</p> <p>Use of professional or local authority network groups to gain and share knowledge.</p>	<ul style="list-style-type: none"> <li>Maintain a watching brief through the technical planning press for new/revised legislation.</li> </ul>
10	Affordable Housing	<p>Housing strategies in place and regularly reviewed.</p> <p>Good relationships between housing and planning services.</p> <p>Resources identified to support housing</p>	<ul style="list-style-type: none"> <li>Implementation of affordable housing policies via the Development Management process.</li> </ul>

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Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
		schemes	<ul style="list-style-type: none"> <li>Inclusion of relevant policies in the joint local plan, supported by a robust evidence base.</li> <li>Respond to Government on any Government consultations which would adversely affect the provision of affordable housing.</li> </ul>
11	Major Infrastructure Projects Impacts.	<p>Impact assessments made formally or informally on major projects.</p> <p>Clear Council position on a particular proposal.</p> <p>Lobbying mechanisms identified.</p> <p>Member communications strategy in place.</p> <p>Communication strategies with residents on any major proposals.</p> <p>Resources identified to fund actions or responses.</p>	<ul style="list-style-type: none"> <li>Dedicated HS2 team to deal with schedule 17 applications. Active engagement with promoters of other major infrastructure projects (e.g. WRATH, Heathrow) in order to influence their emerging proposals.</li> <li>One post with a focus on infrastructure.</li> </ul>
12	Demographic Changes	<p>Corporate analysis of Census and related data.</p> <p>Incorporate Census data into service planning.</p> <p>Communicate key messages to members.</p>	<ul style="list-style-type: none"> <li>Plan making process to take account of major changes to demography.</li> </ul>
13	Property/ Asset Management	<p>Asset Management Plans in place and reviewed.</p> <p>Professional advice used where appropriate.</p> <p>Resources in place to support AMPs.</p>	<ul style="list-style-type: none"> <li>A planning input into the review of the councils' assets; the provision of pre-application advice; dealing with the Councils' own applications.</li> </ul>
14	Economic Viability	<p>Good liaison arrangements with local businesses.</p> <p>Monitor key indicators of the local economy.</p> <p>Take advantage of opportunities offered by LEP.</p>	<ul style="list-style-type: none"> <li>Local Plan includes an assessment of objectively assessed needs for employment and will seek to provide for employment needs.</li> </ul>

Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
CSB BC01 Loss of staff	3	3	9	<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>



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Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
CSB BC02 Increased income/reduced costs are not delivered	3	3	9	Likelihood and rating increased due to high income budget target set for 2017/18. Income and expenditure monitored monthly. Applications not registered without the necessary fee. Fee checked by Admin staff, liaising with Management if needed. Invoices to be sent out promptly and non-payment chased. Charges to be reviewed periodically.
CSB BC03 Development does not meet the Building Regulations	2	4	8	Staff training; new Regulations/guidance provided to all Surveyors; recommendations authorised by a more senior Surveyor; enhanced resilience of a single team with greater knowledge/experience; use of codes and reference documents; if unsure, Surveyors to check with a more senior surveyor; structural calculations to be checked by Structural Engineer; Indemnity insurance in place.
CSB BC04 Poor/untimely advice in dealing with dangerous structures	2	4	8	Surveyors all trained to deal with dangerous structures; JDs for all Surveyors require them to deal with dangerous structures; Principals' required to be able to undertake inspections within an hour during unsocial hours; Surveyor to contact a more senior Surveyor or seek additional help and support if needed.
CSB BC05 Increased competition/loss of reputation	3	3	9	QA accreditation retained, with annual external audit. Marketing Plan. Officer with responsibility for the 'customer experience'. Customer surveys monitored, and action taken to implement improvements. Staff not allowed to undertake any private work which could have the potential to bring the Councils into disrepute or perceived to do so.
CSB DCE01a Loss of staff - CDC	3	4	12	Currently a high rating due to the stage which has been reached in the shared planning service review – being addressed as part of the review. Reduce loss of staff by providing staff with an interesting and stimulating team environment; provide the necessary support to enable staff to be able to undertake their jobs. If vacancies arise seek to secure permanent replacements through early advertisement, but use agency or other temporary external staff in the interim period if needed.
CSB DCE01b Loss of/insufficient staff - SBDC	3	4	12	Currently a high rating due to the stage which has been reached in the shared planning service review – being addressed as part of the review. Reduce loss of staff by providing staff with an interesting and

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Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
				stimulating team environment; provide the necessary support to enable staff to be able to undertake their jobs. If vacancies arise seek to secure permanent replacements through early advertisement, but use agency or other temporary external staff in the interim period if needed.
CSB DCE02a Poor decision making - CDC	2	3	6	Staff training; training of Planning Committee; template for officers' reports; procedures require checks in signing off decisions and recommendations. A more risk based approach (with reduced sign off and fewer checks overall) to be taken in the proposed planning shared service.
CSB DCE02b Poor decision making - SBDC	2	3	6	Staff training; training of Planning Committee; template for officers' reports; procedures require checks in signing off decisions and recommendations. A more risk based approach (with reduced sign off and fewer checks overall) to be taken in the proposed planning shared service.
CSB DCE03a Low levels of customer satisfaction - CDC	1	3	3	The level of customer satisfaction at Chiltern has increased as is shown by PI performance. Ensure that the service continuously explores how it could be more customer-focused; monitoring of customer survey and complaints feedback; in response to all complaints consider whether improvements are needed; processing of complaints regarding unauthorised development in accordance with the new Local Enforcement Plan.
CSB DCE03b Low levels of customer satisfaction -SBDC	1	2	2	Ensure that the service continually explores how it could be more customer focussed; monitoring of customer survey and complaints feedback; in response to all complaints consider whether improvements are needed; actively seek customer views ; speedier processing of allegations of unauthorised development in accordance with Enforcement policy
CSB DCE04a Reduced application and pre-application fee income - CDC	1	1	1	Realistic budget setting. Ensure that we maintain good performance in processing major applications, and in our appeal performance regarding major applications (over a two year period) thus ensuring that all major applications have to be submitted to CDC rather than applicants having the choice of submitting to CDC or PINS.
CSB DCE04b Reduced application and pre-application fee income - SBDC	4	3	12	Realistic budget setting. Ensure we maintain good performance in processing major applications and in our appeal performance regarding major applications (over a 2 year period) thus ensuring that all applications have to be submitted to SBDC rather than

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Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
				applicants having the choice of submitting to SBDC or PINS.
CSB DCE05a Judicial Review of decisions - CDC	2	3	6	Seek legal advice as appropriate; ensure all decisions are robust and justified; seriously consider appellants evidence/offers in relation to appeals/enforcement appeals.
CSB DCE05b Judicial Review of decisions - SBDC	2	3	6	Seek legal advice as appropriate; ensure all decisions are robust and justified; seriously consider appellants evidence/offers in relation to appeals/enforcement appeals.
CSB DCE06b Low customer satisfaction in relation to enforcement – SBDC	2	2	4	Team being led by a new Manager who is very proactive and is changing the team ethos significantly.
CSB ENF01 Failure to deliver a constitutional change to enable more efficient process of delivering enforcement actions, leading to no delivery of service within the available resources	3	5	15	Consultation taking place with relevant Heads of Service and Directors.
CSB PP01a Insufficient planning staff (number and experience) – CDC & SBDC	4	4	16	Reduce loss of staff by providing staff with an interesting and stimulating team environment; provide the necessary support to enable staff to be able to undertake their jobs. If vacancies arise seek to secure permanent replacements through early advertisement, but use agency or other temporary external staff in the interim period if needed. Take on unqualified graduates to grow own planners.
CSB PP02a Local Plan not being found sound – CDC & SBDC	2	4	8	Continual engagement with Duty to Co-operate bodies and key stakeholders (& recorded); ensure that policies are fully supported by the evidence base and are steered by the Sustainability Appraisal; ensure LDS is up to date; seek legal advice where needed; regular liaison between Planning Policy Manager/HOSD and the 2 Cabinet Members; reports, via Management Team to Joint Member Reference Group; prepare robust evidential proofs; ensure staff are trained to give evidence.
CSB PP03a Timetable for adoption not met – CDC & SBDC	3	4	12	LDS timetable being reviewed – report to JMRG on 16 November 2016. Regular reports to JMRG on progress being made.
CSB PP04 Increasing numbers of parishes bringing forward Neighbourhood Plan activities could impact on staff resources	5	4	20	Establish Town and Parish Councils' intentions to allow team to agree levels of support.



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## Section 7 – Costs and cost comparison information

### Summary – Cost information

#### CDC

Building control costs are 4<sup>th</sup> lowest per head of population in the comparator group of 18. Building control costs have reduced by 98% when compared with 2014/15. Since the Council has a relatively small population, these costs tend to be on the higher side per head of population, reflecting the fixed cost element of providing service. There have been staff savings arising from the joint service.

Development management costs are 12<sup>th</sup> lowest per head of population in the comparator group of 18. Development management costs have reduced by 20% when compared with 2014/15

Planning policy costs are 12<sup>th</sup> lowest per head of population in the comparator group of 18. Planning policy costs have increased by around 23% when compared with 2014/15

Development Management & Planning Policy: since the Council has a relatively small population, these costs tend to be on the higher side per head of population, reflecting the high fixed cost element of providing the service, the high numbers of applications per head of population, the high priority that Members place on protecting the Green Belt and the cost of protecting the overall character of the District. Additionally, Planning Policy costs vary each year depending on what Local Plan documents are being prepared (some require a more extensive and specialist evidence base than others), and the stage they are at.

#### SBDC

Building control costs are the 3<sup>rd</sup> lowest per head of population in the comparator group of 18. Building control costs have reduced by 97% when compared with 2014/15.

Development management costs are 3<sup>rd</sup> highest per head of population in the comparator group of 18. Development management costs have reduced by 24% when compared with 2014/15

Planning policy costs are 2<sup>nd</sup> highest per head of population in the comparator group of 18. Planning policy costs have increased by around 141% when compared with 2014/15

Development Management & Planning Policy: since the Council has a relatively small population, these costs tend to be on the higher side per head of population, reflecting the high fixed cost element of providing the service, the high numbers of applications per head of population, the high priority that Members place on protecting the Green Belt and the cost of protecting the overall character of the District. Additionally, Planning Policy costs vary each year depending on what Local Plan documents are being prepared (some require a more extensive and specialist evidence base than others), and the stage they are at.

<b>REPORT SUBJECT:</b>	<i>Chiltern District Council Performance Report Q2 2017-18</i>
<b>REPORT OF:</b>	<i>Leader of the Council – Councillor Isobel Darby</i>
<b>RESPONSIBLE OFFICER</b>	<i>Chief Executive – Bob Smith</i>
<b>REPORT AUTHOR</b>	<i>Rachel Prance (01494 732 903), Ani Sultan (01494 586 800)</i>
<b>WARD(S) AFFECTED</b>	<i>Report applies to whole district</i>

### 1. Purpose of Report

This report outlines the annual performance of Council services against pre-agreed performance indicators and service objectives for Quarter 2 of 2017-18.

#### RECOMMENDATION

Cabinet is asked to note the performance reports.

### 2. Executive Summary

Overview of **Quarter 2 2017-18** performance indicators (PIs) against targets across the Council:

Portfolio	No of PIs	PI on target □	PI slightly below target □	PI off target □	Unknown / Data only ?	Not reported this quarter/not used
Leader	5	1	0	3	1	0
Community, health and housing	13	5	1	2	2	3
Planning and Economic development	16	16	0	0	0	0
Environment	4	2	1	0	0	1
Support services	5	2	1	0	1	1
Customer services	5	4	0	0	1	0
Total PIs	<b>48</b>	<b>30</b>	<b>3</b>	<b>5</b>	<b>5</b>	<b>5</b>

### 3. Reasons for Recommendations

3.1 This report details factual performance against pre-agreed targets.

3.2 Management Team, Cabinet, Resources Overview & Services Overview Committees receive regular updates detailing progress towards service plan objectives, performance targets and strategic risks, in line with our Performance and Improvement Framework.

3.3 Two detailed performance tables accompany this report:

- **Appendix A – Priority PIs Quarter 2 2017-18**
- **Appendix B – Corporate PIs Quarter 2 2017-18**

### 4. Key points to note:

4.1 Of the five unknown PIs: three are provided for information only, 1 within the Leader's portfolio, and 2 falling within the Community, Health and Housing Portfolio, yet to be reported as data is required from third parties), with one PI within the Customer Services portfolios currently not in use, pending a target to be set.

4.2 Of the five off-target PIs, three were priority PIs:

- 4.2.1 **Leaders:** The PI relating to long term sickness absence was over the target of 5, at 6.5. All long-term absence (comprised of 7 employees) is being managed by managers, with HR support and alongside occupational health. Additionally, the PI relating to working days lost to all sickness was slightly over the target of 10 at 10.99 and relates to 51 employees.
- 4.2.2 **Community Health and Housing:** the Priority PI below target relates to the number of applicants with/expecting children who have been in B & B accommodation for longer than 6 weeks, target of 0, with an actual of 4. Of these 4 households, 2 have subsequently been rehoused in self-contained tenancies. For the remaining 2 households, one was previously evicted by a Registered Provider for rent arrears which has created problems in securing an alternative placement. The other is fleeing domestic violence and enquiries have now been completed, so we will be looking to move on. We are working with Paradigm to establish a Private Sector Leasing Scheme from 2018 that will provide alternative temporary accommodation options and reduce the reliance on B&B. Additionally, the Corporate PI relating to the 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) continues the trend of being under target of 33, at 0 – However, 35 new affordable flats are due to be delivered in the Chalfont St Peter Holy Cross development by the end of 2017/18. CdEH2 is under the target of 93%, at 86.2%. This is due to being just a snapshot in time – over time, some businesses will improve whilst others may decline; the intention is always to improve business ratings. However, sometimes there are those businesses that either can't or won't improve and there is little we can do to improve the rating other than to take enforcement action. The figure also includes new businesses which have not had a previous intervention and so would not have benefitted from officer advice or guidance. This is being addressed as part of service improvement.
- 4.2.3 **Planning and Economic Development:** The priority and corporate PIs are on target for this portfolio, with performance above the target set – please see paragraph 4.1 above for further detail on data not yet reported.
- 4.2.4 **Environment:** The priority PI remains on target, with the corporate PI relating to Waste customer satisfaction survey being slightly under the target of 86%, at 84.3%. Overall Satisfaction was 85.9%, compared to the same quarter last year it is up from 83.8%. The main reason given by residents for dissatisfaction was the need to chase missed collections, which can be attributed to system integration failure that took place between March and May.
- 4.2.5 **Customer Services:** All PIs remain on target.
- 4.2.6 **Support Services:** all PIs in this portfolio are above target, excepting the Corporate PI JtLD1, Client satisfaction with the shared service - satisfied or very satisfied, which is slightly under the target of 98% at 97%.

## 5. Consultation

Not applicable.

## 6. Options

Not applicable.

**7. Corporate Implications**

- 7.1 Financial - Performance Management assists in identifying value for money.
- 7.2 Legal – None specific to this report.
- 7.3 Crime and Disorder, Environmental Issues, ICT, Partnership, Procurement, Social Inclusion, Sustainability – reports on aspects of performance in these areas.

**8. Links to Council Policy Objectives**

Performance management helps to ensure that performance targets set through the service planning process are met, and that any dips in performance are identified and resolved in a timely manner.

This report links to all three of the Council's objectives, listed below:

- Objective 1 - Efficient and effective customer focused services
- Objective 2 - Safe, healthy and cohesive communities
- Objective 3 - Conserve the environment and promote sustainability

**9. Next Step**

Once approved, this report and appendices will be published on the website.





<b>Background Papers:</b>	N/A
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Appendix A - Priority PIs 2017-18 - CDC

Code	Title	2016/17 Target	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Traffic Light	Target 2017/18 (YTD)	Latest Note
Leader's																	
JtHR1	Working days lost due to sickness absence	12	8.1	9.66	9.8	10.71	11.14	10.99								10	<p>These figures are taken from iTrent, which holds absence data. Absence figures are now reported on as joint figures rather than split between Councils.</p> <p>275 working days lost for September + 1,1444.50 working days lost for April - August = 1,719.50 days.</p> <p>1,719.50 / 312.29 (average FTE figure) = 5.50 / 6 x 12 = 10.99 average working days lost to sickness absence (cumulative).</p> <p>These figures relate to absence days from 51 employees</p>
JtHR14	Working days lost due to short term sickness absence (upto 20 working days)	New PI	5.11	4.62	4.08	4.41	4.42	4.52								5	<p>These figures are taken from iTrent, which holds absence data. Absence figures are now reported on as joint figures rather than split between Councils.</p> <p>131 working days lost for September + 574 working days lost for April - August = 705 days.</p> <p>705 / 312.29 (average FTE figure) = 2.26 / 6 x 12 = 4.52 average working days lost to short term sickness absence (cumulative).</p> <p>The figures related to absence from 44 employees</p>
JtHR15	Working days lost due to long term sickness absence (more than 20 working days)	New PI	3	5.04	5.72	6.27	6.72	6.5								5	<p>These figures are taken from iTrent, which holds absence data. Absence figures are now reported on as joint figures rather than split between Councils.</p> <p>144 working days lost for September + 870.50 working days lost for April - August = 1,014.50 days.</p> <p>1,014.50 / 312.29 (average FTE figure) = 3.25 / 6 x 12 = 6.50 average working days lost to long term sickness absence (cumulative).</p> <p>This absence relates to 7 employees</p>
Community, Health and Housing																	

Code	Title	2016/17 Target	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Traffic Light	Target 2017/18 (YTD)	Latest Note
CdCmSf1	Percentage reduction in burglaries from dwellings year on year for Chiltern (quarterly)	Data Only													data only	Data Only	Figures currently unavailable as waiting for third party data.
CdHS1	Number of applicants with/expecting children who have been in B & B accommodation for longer than 6 weeks (snapshot figure at end of month)	0	2	2	1	1	1	4								0	Of these 4 households, 2 have subsequently been rehoused in self contained tenancies. For the remaining 2 households, one was previously evicted by a Registered Provider for rent arrears which has created problems in securing an alternative placement. The other is fleeing DV and enquiries have now been completed, so we will be looking to move on.
CdHS8	Number of households living in temporary accommodation (snapshot at the end of the month)	34	27	32	35	34	38	36								38	On target
Sustainable Development																	
Page 146	CdSD10	Processing of planning applications: minor applications processed within 8 weeks (cumulative)	75.00%	93.75%	96.83%	88.17%	87.16%	85.82%	86.13%							75.00%	Minor application performance continues to perform strongly.
	CdSD11	Other planning applications decision performance - within 8 weeks or other agreed period (cumulative monthly)	90.00%	96.08%	95.48%	95.95%	95.77%	95.17%	95.55%							85.00%	Cumulative performance continues to be in top quartile.

Code	Title	2016/17 Target	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Traffic Light	Target 2017/18 (YTD)	Latest Note
CdSD37	2018 Majors speed of planning decisions – special measures 2 year assessment period ending Sep 17 (cumulative, monthly)	60.00%	91.67%	92.31%	90.00%	90.91%	91.43%	91.67%								60.00%	<p>33 of 36 major cases determined within target</p> <p>Note: The Government annually assesses Council's, for special measures designation This assessment relates to the SPEED of decision making on major applications The period assessed is a 2 year period leading up to the end of Sep. This indicator is assessed on a monthly basis moving towards this end date Oct 2015 to Sep 2017 is the current assessment period The current threshold is more than 60% to be determined within the statutory 13 week period or alternative time period agreed with the applicant.</p>
Page 147 CdSD38	2018 Non-Majors speed of planning decisions – special measures 2 year assessment ending September 2017 (cumulative, monthly)	70.00%	91.98%	92.18%	92.18%	92.23%	92.15%	92.27%								70.00%	<p>2949 of 3196 Non major cases determined within target</p> <p>Note: The Government annually assesses Council's, for special measures designation This assessment relates to the SPEED of decision making on non major applications The period assessed is a 2 year period leading up to the end of Sep. This indicator is assessed on a monthly basis moving towards this end date Oct 2015 to Sep 2017 is the current assessment period The current threshold is 70% or more to be determined within the statutory 13 week period or alternative time period agreed with the applicant.</p>

Code	Title	2016/17 Target	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Traffic Light	Target 2017/18 (YTD)	Latest Note
CdSD39	2018 Majors quality of planning decisions – special measures 2 year and 9 month assessment period ending December 2017 (cumulative, monthly)	9.99%	3.85%	3.85%	3.85%	7.69%	7.69%	7.69%							<input checked="" type="checkbox"/>	9.99%	2 of 26 major cases determined, allowed or part allowed on appeal
CdSD40	2018 Non-Majors quality of planning decisions – special measures 2 year and 9 month assessment period ending December 2017 (cumulative, monthly)	9.99%	1.48%	1.57%	1.64%	1.73%	1.73%	1.80%							<input checked="" type="checkbox"/>	9.99%	57 of 3175 Non Major cases determined, allowed or part allowed on appeal  Note: The Government annually assesses Council's, for special measures designation This assessment relates to the QUALITY of decision making on Non Major applications The period assessed is the 2 years and 9 month period leading up to the end of December This allows a 9 month period for appeals to be decided on cases decided 2 years before this This indicator is assessed on a monthly basis moving towards this end date Apr 2015 to Dec 2017 is the assessment period is for appeals determined Apr 2015 to Mar 2017 is the period for decisions on major applications determined The current threshold is less than 10% of major application appeals against refusal to be overturned at appeal

Code	Title	2016/17 Target	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Traffic Light	Target 2017/18 (YTD)	Latest Note
<b>Environment</b>																	
CdWR3	Percentage of household waste sent for reuse, recycling and composting (cumulative)	58.00%			54.19%			53.83%							☑	53.00%	Figure is provisional as awaiting data from 3rd parties.
<b>Customer Services</b>																	
CdRB1	Speed of processing - new HB/CTB claims (cumulative)	18	19.15	18.13	14.67	13.28	13.9	16.7							☑	18	On target
CdRB2	Speed of processing - changes of circumstances for HB/CTB claims (cumulative)	5	4.76	3.42	4.34	4.52	4.69	4.3							☑	5	On target
CdRB3	% of Council Tax collected (cumulative)	99.00%	5.44%	15.46%	25.15%	34.78%	44.33%	53.80%							☑	99.00%	On target
CdRB4	Percentage of Non-domestic Rates Collected (cumulative)	98.00%	9.72%	19.74%	29.63%	38.90%	48.33%	55.62%							☑	98.00%	On target



**Appendix B - CDC Quarterly Corporate Performance Indicator Report**

Note: Excludes Priority Performance Indicators - see Appendix A

PI code	Name	2016/17 Target	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Traffic Light	Target 2017/18 (YTD)	Latest notes
<b>Leader's portfolio</b>																	
CdCP1 (C)	Number of unique visitors to the main website (by period)	data only	33693	37673	49375	49,794	42,881	85,249							data only	data only	Data only.
CdHR2 (C)	Voluntary leavers as a % of workforce (extrapolated for the year)	16%			35.20%			23.20%								16%	6 leavers during quarter 2 + 19 leavers for quarter 1 = 25 / average headcount of 216. Extrapolated, this equals 50 for the full year, 23.15% We expect the leavers figures to reduce as we are no longer moving employees between councils Please note that the Q1 figure was high due to 9 cleaners TUPE to Derwent FC.19 leavers during quarter 1 / average headcount of 216. Extrapolated, this equals 76 for the full year, 35.19% We expect the leavers figures to reduce as we are no longer moving employees between councils.
<b>Community, health and housing</b>																	
CdCL1 (C)	Customer satisfaction rating at the Chiltern leisure facilities	65.00%	annual PI											●	65.00%	Annual PI	
CdCL2 (C)	Total participation in physical activities delivered through the GLL community engagement plan (by period)	6,600			6,871			4,943								15,000	On target
CdCL3 (C)	Total number of users at all leisure centres (by period)	900,000			230,658			227,319								900,000	On target
CdCmSf2 (C)	Percentage reduction in violent offences against a person, rolling year on year	data only													data only	data only	Awaiting third party data.
CdHS2 (C)	Number of affordable homes delivered by (i) new build (ii) vacancies generated by local authority scheme (iii) acquisition of existing properties for social housing (cumulative)	33			0			0								33	New affordable homes on Holy Cross development in CSP are due to start being delivered in quarter 3

PI code	Name	2016/17 Target	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Traffic Light	Target 2017/18 (YTD)	Latest notes
CdHS3i (C)	Average Length of stay in B & B temporary accommodation for all households (snapshot at end of quarter)	10			7			12							<input checked="" type="checkbox"/>	12	Total applicants 9 applicants stayed a total of 761 days = average 84.8 days per placement  Broken down into: Single/couples with no children 5 applicants stayed a total of 650 days = average 130 days per placement Families with/expecting children 4 applicants stayed a total of 111 days = average 27.7 days
CdHS4 (C)	Number of private sector dwellings vacant for more than 6 months and returned to occupation following local authority intervention	40	annual PI											<input type="checkbox"/>	28	Annual PI	
CdEH2 (C)	Percentage of food premises (risk rating A to C) that are broadly compliant (snapshot quarterly)	96%			85.64%			86.20%							<input type="checkbox"/>	93%	The percentage of food businesses broadly compliant of risk rating A-C is a snapshot in time. Over time, some businesses will improve whilst others may decline; the intention is always to improve business ratings. However, sometimes there are those businesses that either can't or won't improve and there is little we can do to improve the rating other than to take enforcement action. The figure also includes new businesses which have not had a previous intervention and so would not have benefitted from officer advice or guidance. This is being addressed as part of service improvement.
JtLI3 (C)	Percentage of customers satisfied with the licensing service received (annual)	89%	annual PI											<input type="checkbox"/>	89%	Annual PI	
JtLI5 (C)	Percentages of licences received and issued/renewed within statutory or policy deadlines (cumulative)	97%			99.60%			99.60%							<input checked="" type="checkbox"/>	97%	Only 2 out of 456 licences issued outside of target in this period
<b>Sustainable development</b>																	
JtBC1 (C)	Applications checked within 10 working days (cumulative)	92%	100%	99.20%	94.60%	95.60%	95.90%	95.70%							<input checked="" type="checkbox"/>	92%	On target
JtBC4 (C)	Customer satisfaction with the building control service (cumulative)	92%	87.50%	84.60%	92.90%	93.55%	93.30%	93.75%							<input checked="" type="checkbox"/>	92%	On target



PI code	Name	2016/17 Target	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Traffic Light	Target 2017/18 (YTD)	Latest notes
CdSD7 (C)	Percentage of planning applicants who are satisfied or very satisfied with the planning service (cumulative)	80%			86.30%			86.40%							<input checked="" type="checkbox"/>	80%	On target
CdSD8 (C)	Planning appeals allowed (cumulative)	35%			22.73%			33.33%							<input checked="" type="checkbox"/>	35%	13 of 46 cumulative 8 of 24 for this quarter
CdSD12 (C)	Percentage of new enforcement cases where an initial site visit for an urgent priority case is undertaken within the timescale set out in the Enforcement Policy (cumulative)	100%	100%	100%	100%	100.00%	100.00%	100.00%							<input checked="" type="checkbox"/>	100%	On target
CdSD32 (C)	% of new enforcement cases where an initial site visit for a high priority case is undertaken within the timescale set out in the Enforcement Policy (Cumulative, monthly)	100%	100%	100%	100%	100.00%	100.00%	100.00%							<input checked="" type="checkbox"/>	100%	On target
CdSD41 (C)	2019 Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2018 (cumulative monthly)	60%				90.00%	90.91%	91.30%							<input checked="" type="checkbox"/>	60%	24 of 26 major cases determined within target  Note: The Government annually assesses Council's, for special measures designation This assessment relates to the SPEED of decision making on major applications The period assessed is a 2 year period leading up to the end of Sep. This indicator is assessed on a monthly basis moving towards this end date Oct 2016 to Sep 2018 is the current assessment period The current threshold is more than 60% to be determined within the statutory 13 week period or alternative time period agreed with the applicant.
			90.91%	92.31%	88.24%												

PI code	Name	2016/17 Target	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Traffic Light	Target 2017/18 (YTD)	Latest notes
CdSD42 (C)	2019 Non-Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2018 (cumulative monthly)	70%	94.56%	94.75%	94.40%	94.31%	93.92%	94.02%								70%	1599 of 1703 Non major cases determined within target  Note: The Government annually assesses Council's, for special measures designation This assessment relates to the SPEED of decision making on non major applications The period assessed is a 2 year period leading up to the end of Sep. This indicator is assessed on a monthly basis moving towards this end date Oct 2016 to Sep 2018 is the assessment period The threshold is 70% or more to be determined within the statutory 13 week period or alternative time period agreed with the applicant.
CdSD43 (C)	2019 Majors quality of planning decisions - special measures 2 year & 9 month assessment period ending Dec 2018 (cumulative monthly)	9.99%	0.00%	0.00%	0.00%	3.57%	3.33%	3.23%								9.99%	1 of 34 major cases determined, allowed or part allowed on appeal  Note: The Government annually assesses Council's, for special measures designation This assessment relates to the QUALITY of decision making on major applications The period assessed is the 2 years and 9 month period leading up to the end of December This allows a 9 month period for appeals to be decided on cases decided 2 years before this This indicator is assessed on a monthly basis moving towards this end date Apr 2016 to Dec 2018 is the assessment period is for appeals determined Apr 2016 to Mar 2018 is the period for decisions on major applications determined The threshold is less than 10% of major application appeals against refusal to be overturned at appeal

PI code	Name	2016/17 Target	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Traffic Light	Target 2017/18 (YTD)	Latest notes
CdSD44 (C)	2019 Non-Majors quality of planning decisions - special measures 2 year & 9 month assessment period ending Dec 2018 (cumulative monthly)	9.99%	1.19%	1.27%	1.27%	1.34%	1.25%	1.27%							<input checked="" type="checkbox"/>	9.99%	32 of 2582 Non Major cases determined, allowed or part allowed on appeal Note: The Government annually assesses Council's, for special measures designation This assessment relates to the QUALITY of decision making on Non Major applications The period assessed is the 2 years and 9 month period leading up to the end of December This allows a 9 month period for appeals to be decided on cases decided 2 years before this This indicator is assessed on a monthly basis moving towards this end date Apr 2016 to Dec 2018 is the assessment period is for appeals determined Apr 2016 to Mar 2018 is the period for decisions on major applications determined The threshold is less than 10% of major application appeals against refusal to be overturned at appeal
<b>Environment</b>																	
CdSE1 (C)	Cumulative CO2 reduction from local authority operations from base year of 2008/09	11.70%	annual PI											<input type="checkbox"/>	12.00%	Reported annually. Cumulative Figure against baseline	
CdWR1 (C)	Waste customer satisfaction survey	86%	6 monthly					84.30%	6 monthly					<input type="checkbox"/>	86%	Overall satisfaction was down this wave by 1.2%. Overall Satisfaction was 85.9% by comparison for the same quarter last year it is up from 83.8%. The main reason given by residents for dissatisfaction was the need to chase missed collections, however this can be attributed to system integration failure that took place between March and May. We acknowledge that this result is reflective of the system failure.	
CdWR4 (C)	Household refuse collections, number of containers missed per month (calculated by P&C team on wkly basis)	1733	1,274	1,486	3,224	2,259	1,380	853							<input checked="" type="checkbox"/>	1733	On target

PI code	Name	2016/17 Target	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Traffic Light	Target 2017/18 (YTD)	Latest notes
<b>Support services</b>																	
JtLD1 (C)	Client satisfaction with the shared service. Percentage satisfied or very satisfied.	96%	6 monthly					97.00%	6 monthly						🟡	98%	Reported 6 monthly.
JtBS1 (C)	Availability of ICT systems to staff from 8am to 6pm (by period)	99.50%			99.95%			99.65%							✅	99.50%	On target
JtBS2 (C)	Percentage of calls to ICT helpdesk resolved within agreed timescales (by period)	95%			92.60%			94.50%							✅	95%	On target
CdBS3 (C)	Percentage of responses to FOI requests sent within 20 working days (by month)	90%	96.00%	100.00%	100.00%	67.00%	100.00%	100.00%							✅	90%	On target
CdLD2 (C)	The percentage response to the annual canvass	94%	annual PI												●	94%	Reported annually.
<b>Customer services</b>																	
CdCS1 (C)	New measure for complaints - t.b.a.	t.b.a.													n/a	t.b.a.	New PI for when the joint customer services team is implemented.

<b>SUBJECT:</b>	<b>BUDGET &amp; COUNCIL TAX REPORT 2018/19</b>
<b>REPORT OF:</b>	<b>Support Services Portfolio Holder</b>
<b>RESPONSIBLE OFFICER</b>	<b>Director of Resources</b>
<b>REPORT AUTHOR</b>	<b>Jim Burness (JBurness@chiltern.gov.uk)</b>
<b>WARD(s) AFFECTED</b>	<b>All</b>

## 1. Purpose of Report

- 1.1 This report provides information affecting the Council's revenue budget for 2018/19 in order for the Cabinet to make recommendations to Council on 28<sup>th</sup> February regarding the Council's budget and council tax for 2018/19.

### RECOMMENDATIONS

#### Revenue Budget 2018/19

1. Approve the Revenue budget for 2018/19 as summarised in the table in paragraph 4.15, and recommend this to Council.
2. Agree the following use of earmarked reserves for 2018/19:
 

- Local Development Plan	£240k
- Planning Digitalisation	£95k
- Economic Development Reserve	£58k
3. Agree the following additions to earmarked reserves for 2018/19:
 

- Capital – Funding replacement refuse vehicles	£394k
- Capital – Funding of capital programme	£631k
- Elections	£20k
4. Approve a budget requirement of £10,493k, which will result in a District council tax of £180.88 for a Band D property.
5. Confirm the level of fees and charges for 2018/19 (Appendix C).
6. Note the advice of the Director of Resources (Appendix A).

#### Setting the Council Tax

7. Agree that this report be made available to all Members of the Council in advance of the Council Tax setting meeting on 28<sup>th</sup> 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

8. To note the comments in the report on the Council's financial position in respect of the years following 2018/19 and the updated Medium Term Forecast.

## 2. Executive Summary

- 2.1 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.

## 3. Reason for Recommendations

- 3.1 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.
- 3.2 When considering its budget the Council needs to be mindful of the medium term financial position, and this is covered within this report.

## 4. Information

- 4.1 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, Borrowings 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 F	Reserve Adjustments

**Section A - Financial Context and Base Budget position**

- 4.2 On 12<sup>th</sup> December the Cabinet considered the draft service budgets and information available at that stage on the overall position related to Government funding.
- 4.3 On 19<sup>th</sup> December the Government announced the provisional Local Government financial settlement for 2018/19.
- 4.4 For Chiltern the following table shows the key figures for 2018/19.

	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000
Business Rate Baseline	8,062	8,216	8,284	8,352	8,637
Business Rate Tariff	-6,732	-6,861	-6,918	-6,958	-7,201
Baseline Need	1,330	1,355	1,366	1,394	1,436
Revenue Support Grant (RSG)	1,506	1,125	407	0	0
Transitional Grant	0	0	134	100	0
<b>Total</b>	<b>2,836</b>	<b>2,480</b>	<b>1,907</b>	<b>1,494</b>	<b>1,436</b>
Year on Year Change (£k)		-356	-573	-413	-58
Year on Year Change (%)		-13%	-23%	-22%	-4%

- 4.5 The table illustrates the continuing reduction in funding to the Council that had been anticipated on the basis of the Council having accepted the Government's offer of a 4 Year confirmed funding arrangement.
- 4.6 Funding reductions will continue in future years. In particular current indications are that in 2019/20 CDC will be subject to an additional tariff payment "negative RSG" of £848k. This is due to the fact that in the funding system Chiltern is seen as a low needs and high resource authority.
- 4.7 The Business Rate Baseline represents the Government's estimate of the amount of business rates it anticipates the Council will collect and retain. 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.
- 4.8 Growth in business rates above the Baseline are currently subject to a 50% levy, with the levy being additional payments to the Government. The amount of the levy can be reduced if groups of authorities pool their business rates and payments to the Government. As Chiltern and two other Bucks Districts, South Bucks and Aylesbury Vale, expect to have business rate growth, they formed a pool for 2016/17 and 2017/18 in order to retain more of the growth, and will be continuing this in 2018/19.

**Section B - Investment Income, Borrowings and Grants**

- 4.9 The Council's Treasury Management Strategy for 2018/19, which is also being considered at this meeting, sets out the approach aiming to deliver investment income for 2018/19 of £90k.
- 4.10 In 2017/18 the Council borrowed £10.8m in order to fund the extension of the Amersham Multi Storey Car Park.
- 4.11 In 2018/19 the Council may also incur borrowing costs, in order to fund the replacement of the aging Chiltern Pools, dependant on Members approving a detailed business case during the course of the year.
- 4.12 An important source of grant funding for the authority is the New Homes Grant that rewards authorities for each new home by providing a grant equivalent to the national average Band D council tax for a number of years following completion of the property. The cumulative funding the Council will receive in 2018/19 from this source is £617k, a reduction on the current year of £509k.
- 4.13 This reduction is because the Government has made a number of changes to the New Homes Grant system as follows:
- The number of years that the reward is paid for is reducing (6 years in 2016/17, 5 years in 2017/18 and 4 years from 2018/19).
  - Introduced a minimum baseline for housing growth numbers of 0.4%. Grant is only received for growth above this baseline. For Chiltern this baseline is approximately 198 units.

**Section C - Budget Requirement and Council Tax Issues**

- 4.14 Since the December Cabinet meeting there have been a few amendments to the draft budget as detailed in the table below:

<b>Budget Changes</b>	<b>£'000</b>
Increase in pay bill due to payrise now being estimated at 2%	78
Change to waste indices affecting contract costs	13
Reduction in external audit charge	-5
20% increase in planning fees	-172
Saving on grounds maintenance costs from new contract	-12
Creation of a new Economic Development Team. The cost to be shared between CDC and SBDC, with the CDC cost being met from the Economic Development Reserve (£58k). See Joint Staffing Committee papers 18 <sup>th</sup> January.	58
Other minor changes	6
<b>Change in Net Cost of Services</b>	<b>-34</b>

- 4.15 The overall effect of these changes is summarised in the following table. The Budget Requirement of £10,493k will result in a council tax increase of 3%.



<b>Revenue Budget 2018/19</b>	Cabinet 12 Dec 17 £'000	Changes (see above) £'000	Current Figures £'000
Leader	690	15	705
Community, Health & Housing	1,766	13	1,779
Customer Services	1,176	8	1,184
Environment	1,221	10	1,231
Support Services	3,371	12	3,383
Sustainable Development	1,267	-92	1,175
<b>Net Cost of Services</b>	<b>9,491</b>	<b>-34</b>	<b>9,457</b>
Investment Income – Estimate increased	-60	-30	-90
Notional Interest on Refuse Vehicles	22	-	22
Borrowing costs	356	-	356
Funding of R&R Programme	96	-	96
Use of Earmarked Reserves			
- LDD – LDF estimate reviewed in line with planned spend	-464	328	-136
- LDD – CIL	-50	-8	-58
- LDD – Shared Service Implementation	-46		-46
- Planning Digitalisation Reserve	-95	-	-95
- Economic Development Reserve	-	-58	-58
Contribution to Reserves			
- To fund replacement refuse vehicles	394	-	394
- To fund capital programme	842	-211	631
- To Election reserve	20	-	20
<b>Budget Requirement</b>	<b>10,506</b>	<b>-13</b>	<b>10,493</b>
Business Rates – Baseline	-1,439	3	-1,436
Business Rates - Growth	-300		-300
RSG	0		0
New Homes Grant	-639	22	-617
Other Govt Grants	0		0
C/Tax Collection Fund Surplus	-114		-114
<b>Precept on Collection Fund</b>	<b>8,014</b>	<b>12</b>	<b>8,026</b>

4.16 The draft budget proposes using earmarked reserves as follows:

- Local Development Document (LDD) reserve, £239,917. This is to fund the estimated costs in 2018/19 of progressing the joint Local Plan (£136,300), the estimated cost of investigating setting up a Community Infrastructure Levy (£58,058), and cost associated with the shared service implementation (£45,559).
- Planning Digitalisation Reserve £95,172.
- Economic Development Reserve £58,000.

4.17 In 2018/19 the Council is in the position of having a revenue surplus of £631k, and it is proposed to allocate this to the Capital Programme to ensure that the capital programme is able to be fully funded. The report on the Capital Programme on this agenda illustrates the capital position in more detail.

- 4.18 The draft budget has been discussed at the Resources Overview Committee and any comments received will be made known to members at the meeting.
- 4.19 The latest budget monitoring information shows that the forecast level of general reserves at the end of the current financial year to be £4.1m. Section E of the report contains the Director of Resources advice on the level of reserves.
- 4.20 Appendix C contains the schedule of the proposed fees & charges for the 2018/19 budget.

**Section D - Medium Term Financial Strategy Update**

- 4.21 The Council's medium term financial strategy which underpins the specific decisions taken on the budget, sets out show how the Council's corporate aims can be progressed within the likely level of resources available to the Council.

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

	2018/19 BUDGET	2019/20 BUDGET	2020/21 BUDGET	2021/22 BUDGET	2022/23 BUDGET	2023/24 BUDGET	2024/25 BUDGET
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Income</b>							
Non Domestic Rates (NDR) - Baseline	(1,436)	(1,480)	(1,524)	(1,570)	(1,617)	(1,666)	(1,716)
Non Domestic Rates (NDR) - Growth	(300)	(300)	(300)	(300)	(300)	(300)	(300)
New Homes Grant	(618)	(693)	(466)	(263)	(341)	(422)	(329)
General Grants - Other	0	0	0	0	0	0	0
Tariff / Top Up Adjustment	0	848	948	1,048	1,148	1,148	1,148
Interest & Investment Income Receivable	(90)	(40)	(40)	(40)	(40)	(40)	(40)
Collection fund (surplus)/deficit - Council Tax	(114)	(60)	(30)	(15)	(8)	(8)	(8)
	<b>(2,558)</b>	<b>(1,725)</b>	<b>(1,412)</b>	<b>(1,140)</b>	<b>(1,158)</b>	<b>(1,288)</b>	<b>(1,245)</b>

<b>Service Expenditure</b>	9,457	9,646	9,839	10,036	10,237	10,442	10,651
Repairs & Renewals Programme Funding	95	100	100	100	100	100	100
<b>New Pressures</b>							
Additional Pension Deficit Contribution	0	40	81	81	81	81	81
Council Elections - Fund from reserves	0	70	0	0	0	70	0
Waste retender - Procurement Costs	0	100	100	0	0	0	0
Waste retender - Cost Change	0	0	150	150	150	150	150
Infrastructure Mitigation (ie HS2)	0	0	0	0	0	0	0
<b>New Savings</b>							
Planning Shared Service	0	(155)	(189)	(189)	(189)	(189)	(189)
Net additional income AMSCP expansion	0	(70)	(122)	(180)	(223)	(223)	(223)
Increased income from car parks generally	0	(50)	(50)	(100)	(100)	(100)	(100)
Phase 3 Stronger in Partnership Savings	0	(150)	(250)	(250)	(250)	(250)	(250)
Net additional income from new Chilterns Pools	0	0	(518)	(1,037)	(1,333)	(1,333)	(1,333)
Chiltern Crematorium Surplus - Current	0	(250)	(250)	(250)	(250)	(250)	(250)
Chiltern Crematorium Surplus - New Crem	0	0	(50)	(100)	(150)	(150)	(150)

	2018/19 BUDGET	2019/20 BUDGET	2020/21 BUDGET	2021/22 BUDGET	2022/23 BUDGET	2023/24 BUDGET	2024/25 BUDGET
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	<b>9,552</b>	<b>9,281</b>	<b>8,841</b>	<b>8,261</b>	<b>8,073</b>	<b>8,348</b>	<b>8,487</b>

<b>Other Expenditure</b>							
Notional Interest Payable - Refuse vehicles	22	7	0	0	0	0	0
Borrowing Costs - Interest - Car Park	289	284	280	276	271	266	261
Borrowing Costs - Interest - Leisure Centre	68	540	810	802	794	786	778
Borrowing Costs - MRP - Car Park	0	270	270	270	270	270	270
Borrowing Costs - MRP - Leisure Centre	0	0	0	750	750	750	750
	<b>379</b>	<b>1,101</b>	<b>1,360</b>	<b>2,098</b>	<b>2,085</b>	<b>2,072</b>	<b>2,059</b>

<b>Contributions to / (from) Reserves</b>							
Contribution to / (from) LDF Fund	(240)	(240)	(240)	(240)	(240)	(240)	(240)
Contribution to / (from) Planning Digitalisation	(95)	0	0	0	0	0	0
Contribution to / (from) Economic Dev	(58)	(58)	0	0	0	0	0
Contribution to Capital Prog - Refuse Vehicles	394	394	394	394	394	394	394
Contribution to Capital Prog - Other	631	0	0	0	0	0	0
Contribution to / (from) Elections Reserve	20	(70)	20	20	20	(70)	20
Contribution to / (from) Other Reserves	0	(100)	(100)	0	0	0	0
	<b>652</b>	<b>(74)</b>	<b>74</b>	<b>174</b>	<b>174</b>	<b>84</b>	<b>174</b>

<b>Precept Required</b>	<b>8,025</b>	<b>8,583</b>	<b>8,863</b>	<b>9,393</b>	<b>9,174</b>	<b>9,216</b>	<b>9,475</b>
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<b>COUNCIL TAX CALCULATION</b>							
Tax base	44,369	44,569	44,819	45,069	45,319	45,569	45,819
Tax Rate (Band D)	180.88	185.88	190.88	195.88	200.88	205.88	210.88
<b>Precept Collectable</b>	<b>8,025</b>	<b>8,284</b>	<b>8,555</b>	<b>8,828</b>	<b>9,104</b>	<b>9,382</b>	<b>9,662</b>

<b>Savings Required</b>	<b>0</b>	<b>(299)</b>	<b>(308)</b>	<b>(565)</b>	<b>(70)</b>	<b>166</b>	<b>187</b>
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- 4.23 This shows a potential funding gap for the Authority for the period 2019-23. However in the longer term planned future savings help address this gap.
- 4.24 The picture is one that shows of a continuing need to reduce 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.
- 4.25 Furthermore 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.

### Section E - Advice of the Director of Resources

- 4.26 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 2018/19 have been prepared in a thorough and professional manner.
  - The key budget risks and sensitivities have been identified.
  - 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.
    - The costs of temporary accommodation, and supporting housing solutions.
- Specific earmarked reserves exist to cover some of these matters.
- 4.27 The suggested prudent level of general reserves for 2018/19 is £900k. The Appendix also sets out the estimated level of earmarked reserves at the end of 2017/18.
- 4.28 In the medium term the Authority will continue to face risks in delivering its corporate plan objectives in the context of the continuing limitation on external funding resources.
- 4.29 There are a number of key financial risks to be aware of in the medium term and these are set out in the following table.

Risk	Response
Managing the gap between cost increases the Council will face year on year, and the continued significant reductions in Government funding, and the limitation on council tax increases.	Key to managing this risk will be identifying further savings. In addition monitoring and forecasting council tax and business rate income will be important.
Shortfall in anticipated additional income from major investment projects.	Major investment projects are supported by business cases based on prudent income assumptions, and sensitivity analysis. Income levels will be monitored to assess actual income against expectations.
The costs of reaching and enforcing the	Proportional action needs to be taken and

Risk	Response
Council's planning decisions, or responding to major national infrastructure proposals.	appropriate reserves maintained.

### Section F – Reserve Adjustments

4.30 The Support Services PAG has reviewed the level and distribution of the Council's reserves and provided advice to the Portfolio Holder.

4.31 The following changes to earmarked reserves are therefore proposed.

Description	31/3/18 £k (pre changes)	31/3/18 £k (post changes)	Recommended change in reserves	Comment
Rent Deposit/Private Leasing and Homelessness/Repossession prevention reserve	45	80	+35	To provide funding to assist households in accessing affordable housing and reducing temporary accommodation and avoiding homelessness
Community Support Reserve	12	30	+18	Funding secured in previous years to be used to support community safety projects.
Waste Initiatives Reserve	294	290	-4	Reserve established to provide support for delivery of waste and recycling projects across the District
Pension Fund	0	300	+300	To provide scope for additional pension deficit contributions if considered appropriate at time of next revaluation (2020).
Repairs & Renewals Fund	45	100	+55	For the replacement of vehicles, plant, machinery and equipment as required and as a contingency for major repairs to buildings as part of the capital programme
Capital Projects Reserves	3,370	2,966	-404	This reserve is held to provide resources for capital expenditure.
<b>Total</b>			<b>Nil</b>	

## 5. Consultation

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

**6. Options**

- 6.1 The report sets out the position based on increasing the district element of the council tax to £180.88 (a 3% increase).
- 6.2 There is also 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.
- 6.3 There is also the option of increasing the Council by more than the referendum threshold of 3%. 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.

**7. Corporate Implications**

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

**8. Links to Council Business Plan**

- 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. Establishing a sound and sustainable financial base is important for delivering the Council's objectives.

**9. Next Steps**

- 9.1 This report and Cabinet's decisions will form the basis of the Council tax decision of the Council on 28 February.
- 9.2 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.

<b>Background Papers:</b>	<b>Draft Revenue Budget Report 2018/19 – Cabinet 12 Dec 17</b>
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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 2017. 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 2017 the Authority has continued its working with South Bucks DC and has now completed the programme of service reviews to develop joint working and the benefits this provides. The savings from the completed service reviews are reflected in the 2018/19 budgets. As in recent years the 2018/19 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 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, as well as a number of major investment projects that will generate additional income for the Council. 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 2017/18 budget monitoring and recognise those issues that are unavoidable and would carry through into 2018/19.
- The budget identified any recurring costs of Council decisions taken since March 2017.

.7 The detailed budgets have been scrutinised by:

- Officers
- Portfolio Holders
- Resources Overview Committee

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

.9 Investment income expectations reflect a realistic view on the level of interest rates and borrowing costs arising from the Capital Strategy over the next few years and likely consequential cash balances, and this is reflected within the Treasury Management Strategy.

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

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

### **Adequacy of Reserves**

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

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

.14 The Code of practice on local authority accounting requires the purpose, usage and basis of transactions of earmarked reserves to be identified clearly. The Council has a number of earmarked reserves where it has full control over their deployment. These need to be kept under review taking into account the current financial issues facing the Council.

.15 The Earmarked Reserves were reviewed by Support Services PAG on 6<sup>th</sup> December 2017 and subsequently a number of changes were recommended by the Portfolio holder. The following table shows the Council's reserves position estimated for 31<sup>st</sup> March 2018 before and after these changes.

Description	31/3/18 £k (pre changes)	31/3/18 £k (post changes)	Recommended change in reserves	Comment
Business Rates Equalisation Reserve	250	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	45	80	+35	To provide funding to assist households in accessing affordable housing and reducing temporary accommodation and avoiding homelessness
Neighbourhood Planning Reserve	17	17	-	To hold Neighbourhood Planning Grant until expenditure incurred
Housing Benefits Reserve	425	425	-	To be used for service transformation to improve capacity and resilience to cope with forthcoming change.
Election Fund	80	80	-	To meet the cost of local elections as and when required
Community Support Reserve	12	30	+18	Funding secured in previous years to be used to support community safety projects.
Waste Initiatives Reserve	294	290	-4	Reserve established to provide support for delivery of waste and recycling projects across the District
Local Development Framework & Planning Reserve	769	769	-	To meet costs of major planning appeals and enforcement actions and the joint Local Development Plan process, including studies and surveys.
HS2 Reserve	233	233	-	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	21	21	-	To enable the Council to progress organisational and service delivery change including joint working
Economic Development Reserve	300	300	-	To support projects with local business and other partners to benefit the local economy
Car Parking	100	100	-	To fund parking capacity assessments when required
Affordable Housing	1,000	1,000	-	To support the provision of affordable housing
S106 reserve	25	25	-	To hold unconditional s106 monies
Pension Fund	0	300	+300	To provide scope for additional pension deficit contributions if considered

Description	31/3/18 £k (pre changes)	31/3/18 £k (post changes)	Recommended change in reserves	Comment
				appropriate.
Leisure Fund	0	0	-	For development of leisure provision
Refuse Vehicles Fund	1,560	1,560	-	To provide for the replacement of the vehicles over the 7 year period to 2021
Repairs & Renewals Fund	45	100	+55	For the replacement of vehicles, plant, machinery and equipment as required and as a contingency for major repairs to buildings as part of the capital programme
Capital Projects Reserves	3,370	2,966	-404	This reserve is held to provide resources for capital expenditure.
Planning Digitisation Reserve	111	111	-	To fund digitisation of historical planning documents
<b>Total Earmarked Reserves</b>	<b>8,657</b>	<b>8,657</b>	<b>-</b>	

- .16 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 all 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.
Estimates of financing costs	The Authority's track record in budget and financial management	Borrowing is undertaken in support of the Capital Strategy. Where it relates to major investment projects these are supported by business cases. Borrowing costs have to be sustainable in the context of the Medium Term Financial Strategy. When undertaken borrowing is a fixed rates in order to manage interest rate risks.
The treatment of demand led pressures	The Authority's capacity to manage in-year budget	The Authority has in place regular budget monitoring procedures to identify any in

Budget assumptions	Financial standing and management	Comment on CDC position
	pressures	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 2018/19 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 2018/19 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.

.17 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.

.18 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.

.19 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.
- Shortfall in anticipated additional income from major investment projects
- 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.

.20 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.

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

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

### Legal Considerations

- .22 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.
- .23 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 2018**





## APPENDIX B

**Budget Sensitivity Analysis 2018/19 (CDC)**

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

<b>Change in Demand</b>	<u>Worsen Budget Position</u>			<u>Improve Budget Position</u>	
	10%	5%	2018/19	5%	10%
	Decrease	Decrease	Budget	Increase	Increase
	£	£	£	£	£
Car Park Income - Amersham Multi Story	-69,200	-34,600	-692,000	34,600	69,200
Car Park Income - Surface Car Parks	-116,280	-58,140	-1,162,800	58,140	116,280
Car Park Income - Penalty Charges	-9,000	-4,500	-90,000	4,500	9,000
Development Mgt Income (CDC Share)	-103,008	-51,504	-1,030,080	51,504	103,008
Land Charges Fees (CDC Share)	-14,500	-7,250	-145,000	7,250	14,500
Recycling Credits	-38,940	-19,470	-389,400	19,470	38,940
Green Waste	-61,200	-30,600	-612,000	30,600	61,200
Licensing Income - Taxis (CDC Share)	-10,812	-5,406	-108,118	5,406	10,812
Licensing Income - Other (CDC Share)	-11,680	-5,840	-116,798	5,840	11,680
Building Control Income (CDC share)	-59,537	-29,769	-595,370	29,769	59,537
<i>Difference</i>	<i>-494,157</i>	<i>-247,078</i>		<i>247,078</i>	<i>494,157</i>
<b>Change in Interest Earnings</b>	20%	10%	2018/19	5%	10%
	Decrease	Decrease	Budget	Increase	Increase
Interest earnings	-18,000	-9,000	-90,000	4,500	9,000
<i>Difference</i>	<i>-18,000</i>	<i>-9,000</i>		<i>4,500</i>	<i>9,000</i>
<b>Other Significant Financial Risks</b>	Worst	Slightly	2018/19	Slightly	Best
	Case	Worse	Budget	Better	Case
	£	£	£	£	£
Planning appeals - legal costs (CDC share)	50,000	25,000	20,300	15,000	0
Planning enforcement - legal costs (CDC share)	75,000	50,000	46,400	20,000	0
	125,000	75,000	66,700	35,000	0
<i>Difference</i>	<i>-58,300</i>	<i>-8,300</i>		<i>31,700</i>	<i>66,700</i>
<b>Grand Total</b>	<b>-570,457</b>	<b>-264,378</b>		<b>283,278</b>	<b>569,857</b>



**ENVIRONMENT PORTFOLIO**  
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**REVISED CHARGES FROM 1 APRIL 2018**

VAT Codes:

Chiltern (D45)=inclusive standard rated (D40)=plus standard rated (D08)=zero rated (D04)=outside scope, (D03)=exempt

South Bucks (1a)=inclusive standard rated (1b)=plus standard rated (2)=zero rated (3)=outside scope, (4)=exempt

REFUSE COLLECTION	General ledger code		2017/18	2018/19
	Chiltern	South Bucks	£	£
Wheeled Bin and Delivery - 140 Litre	W100/C925 (D04)	G520/S925 (3)	40.00	40.00
Wheeled Bin and Delivery - 180 Litre	W100/C925 (D04)	G520/S925 (3)	40.00	40.00
Wheeled Bin and Delivery - 240 Litre	W100/C925 (D04)	G520/S925 (3)	40.00	40.00
Wheeled Bin and Delivery - 360 Litre	W100/C925 (D04)	G520/S925 (3)	40.00	40.00
Wheeled Bin and Delivery - 660 Litre	W100/C925 (D04)		225.00	230.00
Wheeled Bin and Delivery - 1100 Litre	W100/C925 (D04)		250.00	255.00
Recycling Box and Lid - Delivered	W100/C925 (D04)	G520/S925 (3)	6.00	6.50
Recycling box and Lid - Pick Up Only	W100/C925 (D04)	G520/S925 (3)	4.50	4.80
Recycling Lid Only	W100/C925 (D04)	G520/S925 (3)	1.50	1.50
Reusable Bag and Delivery	W100/C925 (D04)		5.50	5.50
Reusable Bag - Pick Up Only (CDC offices)	W100/C925 (D04)		4.50	4.50
Outdoor Food Caddy and Delivery	W100/C925 (D04)	G520/S925 (3)	5.50	5.50
Outdoor Food Caddy - Pick Up Only	W100/C925 (D04)	G520/S925 (3)	4.50	4.50
Indoor Small 5L Food Caddy (if stock available) -	W100/C925 (D04)	G520/S925 (3)	3.50	3.50
Sale of Litter Pickers	W100/C875 (D45)	G520/S875 (1a)	10.74	11.00
Bulky Waste Collection (3 items)	W100/C920 (D04)	G520/S920 (3)	36.00	37.00
Bulky Waste Collection (for those on means tested benefits)	W100/C920 (D04)	G520/S920 (3)	15.00	16.00
Special Empty of Contaminated Bins - 2 Wheeled (per bin)		G520/S956 (3)	30.00	31.50
Special Empty of Contaminated Bins - 2 Wheeled (per bin)	W100/C956 (D04)		40.00	42.00
Special Empty of Contaminated Bins - 4 Wheeled (per bin)	W100/C956 (D04)	G520/S956 (3)	75.00	75.00
Green Waste Annual Charge - 1st Subscription	W100/C921 (D04)	G520/S921 (3)	38.00	39.00
Green Waste Annual Charge - 2nd Subscription	W100/C921 (D04)		70.00	70.00
Wheelie Bin Hire per year - 240 Litre		G520/S956 (3)	20.00	32.00
Bulk Bins Bin Hire per year - 340 Litre		G520/S922 (3)	44.00	45.00
Bulk Bins Bin Hire per year - 660 Litre		G520/S922 (3)	83.00	85.00
Bulk Bins Bin Hire per year - 1100 Litre		G520/S922 (3)	136.00	138.00
Refuse Collection charge – Schedule 2 waste – 1100 ltr - yearly charge		G520/S956 (3)	172.00	180.00
Refuse Collection charge – Schedule 2 waste – 240 ltr per year		G520/S956 (3)	63.00	65.00
Refuse Collection charge – Schedule 2 waste – 340/360 ltr per year		G520/S956 (3)	80.00	82.00
Refuse Collection charge – Schedule 2 waste – 660 ltr per year		G520/S956 (3)		130.00
Schools and Other Schedule 2 - Bin Rental 140L-240L	W100/C926 (D04)		52.00	53.00
Schools and Other Schedule 2 - Bin Rental 360L	W100/C926 (D04)		67.00	67.50
Schools and Other Schedule 2 - Bin Rental 660L	W100/C926 (D04)		67.00	75.00
Schools and Other Schedule 2 - Bin Rental 1100L	W100/C926 (D04)		120.00	122.00
Schools and Other Schedule 2 - Lift 140L-240L	W100/C926 (D04)		3.50	3.70
Schools and Other Schedule 2 - Lift 360L	W100/C926 (D04)		4.00	4.20
Schools and Other Schedule 2 - Lift 660L	W100/C926 (D04)		4.50	4.80
Schools and Other Schedule 2 - Lift 1100L	W100/C926 (D04)		4.75	5.00
Schools and Other Schedule 2 - One Use Sacks, pre paid sold per roll (Roll of 52)	W100/C926 (D04)	G520/S926 (3)	£1.50 per bag	no longer being sold
Abandoned Vehicle removal from private property	W100/C957 (D04)	G520/S957 (3)	75.00	80.00
Graffiti removal from private property per hour		G520/S956 (1a)	166.00	166.00

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<b>MOORING FEES</b>	<b>General ledger code</b>		<b>2017/18</b>	<b>2018/19</b>
	<b>Chiltern</b>	<b>South Bucks</b>	<b>£</b>	<b>£</b>
Per day	N/A	3530/S930 (1a)	8.00	
<b>STREET NAME PLATES</b>	<b>General ledger code</b>		<b>2017/18</b>	<b>2018/19</b>
	<b>Chiltern</b>	<b>South Bucks</b>	<b>£</b>	<b>£</b>
1 only plate		3552/S956 (3)	294.00	N/A
2 plates		3552/S956 (3)	435.00	N/A
1 plate (cul-de-sac)		3552/S956 (3)	350.00	N/A
2 plates (cul-de-sac)		3552/S956 (3)	490.00	N/A
<b>STREET NAMING</b>	<b>General ledger code</b>		<b>2017/18</b>	<b>2018/19</b>
	<b>Chiltern</b>	<b>South Bucks</b>	<b>£</b>	<b>£</b>
<b>Existing Properties</b>				
House name change	C850/C956 (D40)	3552/S956 (1b)	90.00	92.00
<b>Numbering / Naming of New Properties</b>				
1 property	C850/C956 (D04)	3552/S956 (3)	180.00	184.00
2 to 5 properties	C850/C956 (D04)	3552/S956 (3)	258.00	263.00
6 to 25 properties	C850/C956 (D04)	3552/S956 (3)	335.00	342.00
26 to 75 properties	C850/C956 (D04)	3552/S956 (3)	392.00	400.00
76 to 100 properties	C850/C956 (D04)	3552/S956 (3)	480.00	490.00
100+ properties	C850/C956 (D04)	3552/S956 (3)	TBC with developer	TBC with developer
Additional charge where this includes naming of a street	C850/C956 (D04)	3552/S956 (3)	406.00	415.00
<b>Rename of Street - where requested by residents (Apportioned across number of addresses)</b>				
Note rarely carried out.				
1 to 5 properties	C850/C956 (D40)	3552/S956 (1b)	1,000.00	1,020.00
6 to 25 properties	C850/C956 (D40)	3552/S956 (1b)	1,280.00	1,305.00
26 to 75 properties	C850/C956 (D40)	3552/S956 (1b)	1,600.00	1,630.00
76 + Properties	C850/C956 (D40)	3552/S956 (1b)	2,200.00	2,245.00
<b>Renumbering of Street - where requested by residents</b>				
Note rarely carried out.				
1 to 5 properties	C850/C956 (D40)	3552/S956 (1b)	1,000.00	1,020.00
6 to 25 properties	C850/C956 (D40)	3552/S956 (1b)	1,280.00	1,305.00
26 to 75 properties	C850/C956 (D40)	3552/S956 (1b)	1,600.00	1,630.00
76 plus Properties	C850/C956 (D40)	3552/S956 (1b)	2,200.00	2,245.00

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CEMETERIES (Parkside, Holtspur and Shepards Lane)	General ledger code		2017/18	2018/19
	Chiltern	South Bucks	£	£
<b>Earthen Grave</b>				
All Plots (2 full burials)	#	3541-3543/S868 (3)	800.00	800.00
Childrens Plot	#	3541-3543/S868 (3)	280.00	280.00
Interment fee		3541-3543/S866 (3)	130.00	130.00
Grave Digging Fees (Full Burial)	#	3541-3543/S866 (3)	470.00	470.00
Common Grave	#	3541-3543/S866 (3)	130.00	130.00
<b>Cremated Remains</b>				
Plot for 2 interments	#	Parkside & Holtspur only 3541-3543/S868 (3)	330.00	330.00
Plot for 4 interments	#	Parkside & Holtspur only 3541-3543/S868 (3)	570.00	570.00
Interment fee		3541-3543/S866 (3)	180.00	130.00
Grave Digging Fees (Cremated Remains)		3541-3543/S866 (3)		150.00
Interment of Ashes in grave		3541-3543/S866 (3)	260.00	260.00
<b>Memorials</b>				
Full size Kerb stones		Shepherds Lane & Holtspur only 3541-3543/S865 (1a)	105.00	110.00
Flat tablets and Wedges		Flat tablet Parkside only 3541-3543/S865 (1a)	96.00	100.00
Small tablets and Wedges 1ft sq or less		Flat tablet Parkside only 3541-3543/S865 (1a)	50.00	50.00
Headstones		3541-3543/S865 (1a)	160.00	160.00
Small Headstone & Kerb (Children's Sections only)		3541-3543/S865 (1a)	162.00	162.00
Full Memorial		3541-3543/S865 (1a)	265.00	265.00
Further inscriptions		3541-3543/S865 (1a)	72.00	72.00
Tree (Incl planting & aftercare)		3541-3543/S865 (1a)	160.00	Currently unavailable
<b>Woodland Burials</b>				
Plot (1 burial)	#	3541-3543/S868 (3)	850.00	850.00
Interment fee	#	3541-3543/S866 (3)	130.00	130.00
All cremated remains plot (4 Interments)	#	3541-3543/S868 (3)	570.00	570.00
All cremated remains plot (2 Interments)	#	3541-3543/S868 (3)	330.00	330.00
Interment fee		3541-3543/S866 (3)	180.00	130.00
Grave Digging Fees (Cremated Remains)		3541-3543/S866 (3)		150.00
Scattering of Ashes under turf in woodland				
<b>Other Charges</b>				
Book of Remembrance (per line)		3541-3543/S865 (3)	20.00	20.00
Excavation if required		3541-3543/S867 (3)	470.00	470.00
1 further interment on existing plot		3541-3543/S866 (3)	260.00	260.00
Transfer fee		3541-3543/S868 (3)	70.00	70.00
Copy of Deed		3541-3543/S868 (3)	35.00	35.00
New licence		3541-3543/S868 (3)	35.00	35.00

# Surcharge of £200 for non residents of the district

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MEMORIAL GARDENS	General ledger code		2017/18	2018/19
	Chiltern	South Bucks	£	£
<b>Type of Garden (3)</b>				
<b>(No. of Interments)</b>				
	Term of			
	Licence			
Centre of lawn (1)	25 years	3493/S868 (3)	325.00	330.00
Edge of shrubbery AC (2)	50 years	3493/S868 (3)	980.00	990.00
Edge of shrubbery SH2/6 (2)	50 years	3493/S868 (3)	895.00	895.00
Main Avenue Trees (4)	50 years	3493/S868 (3)	1,950.00	1,950.00
A12 C (4)	50 years	3493/S868 (3)	1,950.00	2,050.00
B 6 E-F (4)	50 years	3493/S868 (3)	1,950.00	2,050.00
C Section - Standard Rose (4)	50 years	3493/S868 (3)	1,800.00	1,850.00
E 5 F (2)	50 years	3493/S868 (3)	950.00	990.00
G 62-100 (2)	50 years	3493/S868 (3)	2,600.00	2,800.00
G 121-145 Edge of Shrubbery	50 years	3493/S868 (3)	895.00	895.00
Garden H Section 34 A C (4)	50 years	3493/S868 (3)	1,860.00	1,900.00
Garden H Section 60 C (4)	50 years	3493/S868 (3)	1,860.00	1,900.00
Garden H Section 92 A (4)	50 years	3493/S868 (3)	1,860.00	1,900.00
Garden H Section 92 B (4)	50 years	3493/S868 (3)	1,860.00	1,900.00
J East 322, 323 Rose Parterre (2)	50 years	3493/S868 (3)	990.00	990.00
J South 121 Parterre (4)	50 years	3493/S868 (3)	2,080.00	2,080.00
KG Colonnade along Yew Hedge (2)	50 years	3493/S868 (3)	2,250.00	2,300.00
KG Colonnade Family Garden (4)	50 years	3493/S868 (3)	6,500.00	7,000.00
L230-233, 236, 237-241 (2)	50 years	3493/S868 (3)	1,600.00	1,600.00
L234-235 partial view lake/golf course (4)	50 years	3493/S868 (3)	2,960.00	2,960.00
M Gardens M265-298,M420-440 (2)	50 years	3493/S868 (3)	1,600.00	1,600.00
M Family Garden M309-323 (4)	50 years	3493/S868 (3)	4,600.00	4,200.00
M 441-450 (2)	50 years	3493/S868 (3)	895.00	895.00
Oak Dell Scattering (1)	-	3493/S868 (3)	220.00	220.00
O1-10 Edge of Shrubbery (2)	50 years	3493/S868 (3)	895.00	895.00
P204-255 Edge of Shrubbery (2)	50 years	3493/S868 (3)	895.00	895.00
R54 Gated Garden (6)	50 years	3493/S868 (3)	4,800.00	4,800.00
R55 Gated Garden (8)	50 years	3493/S868 (3)	5,800.00	5,800.00
R56 Gated Garden (10)	50 years	3493/S868 (3)	6,800.00	6,800.00
R60-65 Magnolia (4)	50 years	3493/S868 (3)	2,100.00	2,100.00
R70-R110 Edge of Shrubbery (2)	50 years	3493/S868 (3)	895.00	895.00

Number in ( ) is number of interments

MEMORIAL GARDENS	General ledger code		2017/18	2018/19
	Chiltern	South Bucks	£	£
<b>Other Fees</b>				
Interment Fee		3493/S866 (3)	120.00	130.00
Grave Preparation		3493/S868 (3)	150.00	150.00
Plaques Staked (Wording over 60 letter £1 each)		3493/S865 (1a)	155.00	160.00
Plaques Mounted (Wording over 60 letter £1 each)		3493/S865 (1a)	195.00	200.00
Plaque refurbishment		3493/S865 (1a)	45.00	50.00
Book of Remembrance		3493/S865 (1a)	20.00	20.00
Transfer ashes to Biodegradable Container		3493/S866 (1a)	20.00	20.00
Licence Transfer Fee (Owner Deceased)		3493/S868 (1a)	70.00	70.00
Licence Reprint (Add Name)		3493/S868 (1a)	35.00	35.00
Memorial Wall Plaque & Licence 6X2	15 years	3493/S865 (1a)	125.00	130.00
Memorial Wall Plaque & Licence 6X4 Z area	15 years	3493/S865 (1a)	250.00	260.00
Relicence fee (2)		3493/S868 (1a)	590.00	590.00
Memorial Seat - renewable lease	10 years	3493/S865 (4)	280.00	280.00
Maintenance of Individual Garden		3493/S865 (1a)	POA	POA
Trees for Sale (from)		3493/S302 (1a)	POA	POA
Benches		3493/S865 (1a)	POA	POA
Bench Maintenance (coat with teak oil)		3493/S865 (1a)	50.00	50.00
Carved lettering		3493/S865 (1a)	POA	POA
Stone Benches – straights		3493/S865 (1a)	POA	POA
Stone Benches – curved		3493/S865 (1a)	POA	POA
Venue for wedding photographs		3493/S932 (1a)	45.00	45.00
Venue for filming per day from		3493/S932 (1a)	520.00	520.00
<b>Perpetuity Licences</b>				
1 <sup>st</sup> & 2 <sup>nd</sup> interment		3493/S866 (3)	5.25	5.25
3 <sup>rd</sup> & 4 <sup>th</sup> interment		3493/S866 (3)	10.50	10.50
5 <sup>th</sup> & subsequent interments		3493/S866 (3)	15.75	15.75

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**GREAT MISSENDEN CEMETERY**

	General ledger code		2017/18	2018/19
	Chiltern	South Bucks	£	£

**Fees for the Use of the Cemetery for Interments:**

In the graves for which no exclusive right of burial has been granted

i) A stillborn child, or a person whose age at the time of death did not exceed one month *	G380/C865 (D04)		25.00	25.00
ii) A person whose age at the time of death exceeded one month but did not exceed twelve years *	G380/C865 (D04)		105.00	108.00
iii) A person whose age at the time of death exceeded twelve years *	G380/C865 (D04)		230.00	235.00
iv) for any interment at a depth exceeding six feet for members of the same family in a site and for each foot an additional *	G380/C865 (D04)		105.00	108.00

In a grave or vault for which an exclusive right of burial has been granted

i) A stillborn child, or a person whose age at the time of death did not exceed one month *	G380/C865 (D04)		25.00	25.00
ii) A person whose age at the time of death exceeded one month but did not exceed twelve years *	G380/C865 (D04)		105.00	108.00
iii) A person whose age at the time of death exceeded twelve years *	G380/C865 (D04)		230.00	235.00
iv) for any interment at a depth exceeding six feet for members of the same family in a site and for each foot an additional *	G380/C865 (D04)		105.00	108.00

**Exclusive Rights of Burial in Perpetuity in an Earthen Grave**

i) One Plot *	G380/C868 (D04)		395.00	400.00
ii) Two Plots *	G380/C868 (D04)		687.00	700.00
iii) Three Plots *	G380/C868 (D04)		940.00	960.00

**Monuments, Gravestones, Tablets and Monumental Inscriptions**

For the right to erect:

i) A headstone under no circumstances to exceed three feet in height or a foot stone not exceeding one foot in height *	G380/C865 (D04)		163.00	166.00
ii) A tablet on any grave or vault, or in the Lawn Cemetery, a plaque on a grave *	G380/C865 (D04)		163.00	166.00
iii) Any inscription after the first on a gravestone, tablet or memorial *	G380/C865 (D04)		86.00	88.00

Purchase of plot measuring 2ft x 2ft in Old Section of cemetery for burial of cremated remains *	G380/C865 (D04)		130.00	133.00
Burial of Cremated remains *	G380/C865 (D04)		105.00	108.00

Transfer of ownership of Exclusive Right of Burial	G380/C868 (D04)		62.00	63.00
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\* The foregoing charges will be doubled where the person in respect of whom the charge is made, is or was not resident within the Chiltern District or in the case of a still born child or person whose ages at the time of death did not exceed one year where neither of the parents is or was at the time of interment, resident within the said area

**ENVIRONMENTAL SERVICES  
REVISED CHARGES FROM 1 APRIL 2018**

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

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

	General ledger code	2017/18 £	2018/19 £		General ledger code	2017/18 £	2018/19 £
<b>Amersham Multi Storey</b>	C755/C876			<b>Civic Centre Car Park</b>	C300/C876		
Up to 1 hour		0.70	0.70	Up to 1/2 hour		Free	Free
Up to 2 hours		1.40	1.40	Up to 1 hour		0.70	0.70
Up to 3 hours		2.00	2.00	Up to 2 hours		1.40	1.40
Up to 4 hours		2.50	2.50	Up to 3 hours		2.00	2.00
24 hours		6.00	6.00	MAXIMUM STAY 3 HOURS			
Sunday/Public Holiday		Free	Free	Sunday/Public Holiday		Free	Free
<b>Amersham - Sycamore Road</b>	C330/C876			<b>Council Offices Car Park</b>			
Up to 1 hour		0.70	0.70	Mon-Fri 5.30-Midnight		Free	Free
Up to 2 hours		1.40	1.40	Sunday/Public Holiday		Free	Free
Up to 3 hours		2.00	2.00	CLOSED TO THE PUBLIC AT ALL OTHER TIMES			
Up to 4 hours		2.50	2.50				
Up to 9 hours		3.60	3.60				
Over 9 hours		6.00	6.00				
Sunday/Public Holiday		Free	Free				
<b>Amersham Old Town</b>	C270/C876			<b>Chalfont St Giles - Blizzards Yard</b>	C550/C876		
Up to 1 hour		0.70	0.70	Up to 1 hour		0.70	Free
Up to 2 hours		1.40	1.40	Up to 2 hours		1.40	1.40
Up to 3 hours		2.00	2.00	Up to 3 hours		2.00	2.00
Up to 4 hours		2.50	2.50	Up to 4 hours		2.50	2.50
Over 4 hours		3.60	3.60	Over 4 hours		3.60	3.60
Sunday/Public Holiday		Free	Free	Sunday/Public Holiday		Free	Free
<b>Amersham - Chiltern Avenue</b>	C720/C876			<b>Little Chalfont - Snells Wood</b>	C700/C876		
Up to 1 hour		0.70	0.70	Up to 1 hour		0.70	Free
Up to 2 hours		1.40	1.40	Up to 2 hours		1.40	1.40
Up to 3 hours		2.00	2.00	Up to 3 hours		2.00	2.00
Up to 4 hours		2.50	2.50	Up to 4 hours		2.50	2.50
Up to 5 hours		3.60	3.60	Up to 5 hours		3.60	3.60
MAXIMUM STAY 5 HOURS				MAXIMUM STAY 5 HOURS			
Sunday/Public Holiday		Free	Free	Sunday/Public Holiday		Free	Free
<b>Amersham - Chiltern Pools</b>	C710/C876			<b>Chalfont St Peter - Church Lane</b>	C580/C876		
Up to 1 hour		0.70	0.70	Up to 1 hour		0.70	Free
Up to 3 hours		2.00	2.00	Up to 3 hours		2.00	2.00
MAXIMUM STAY 3 HOURS				Up to 4 hours		2.50	2.50
Sunday/Public Holiday		Free	Free	Over 4 hours		3.60	3.60
				Sunday/Public Holiday		Free	Free



**ENVIRONMENTAL SERVICES  
REVISED CHARGES FROM 1 APRIL 2018**

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

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

	General	2017/18	2018/19		General	2017/18	2018/19
Up to 1 hour		0.70	0.70	Up to 10 mins		0.10	0.10
Up to 2 hours		1.40	1.40	Up to 20 mins		0.20	0.20
Up to 3 hours		2.00	2.00	Up to 30 mins		0.30	0.30
MAXIMUM STAY 3 HOURS				Up to 40 mins		0.40	0.40
Sunday/Public Holiday		Free	Free	Up to 50 mins		0.50	0.50
				Up to 1 hour		0.70	0.70
				Up to 2 hours		1.40	1.40
				Up to 3 hours		2.00	2.00
<b>Chesham - Catlins Car Park</b>	C490/C876			Up to 4 hours		2.50	2.50
Up to 10 mins		0.10	0.10	Over 4 hours		3.60	3.60
Up to 20 mins		0.20	0.20	Sunday/Public Holiday		Free	Free
Up to 30 mins		0.30	0.30				
Up to 40 mins		0.40	0.40	<b>Great Missenden - Buryfield</b>	C660/C876		
Up to 50 mins		0.50	0.50	Up to 1 hour		0.70	Free
Up to 1 hour		0.70	0.70	Up to 2 hours		1.40	1.40
Up to 2 hours		1.40	1.40	Up to 3 hours		2.00	2.00
Up to 3 hours		2.00	2.00	Up to 4 hours		2.50	2.50
Up to 4 hours		2.50	2.50	Up to 9 hours		3.60	3.60
MAXIMUM STAY 4 HOURS				Over 9 hours		7.00	7.00
Sunday/Public Holiday		Free	Free	Sunday/Public Holiday		Free	Free
<b>Chesham - East Street</b>	C420/C876			<b>Great Missenden - Link Road</b>	C640/C876		
Up to 1 hour		0.70	0.70	Up to 1 hour		0.70	0.70
Up to 2 hours		1.40	1.40	Up to 2 hours		1.40	1.40
Up to 3 hours		2.00	2.00	Up to 3 hours		2.00	2.00
Up to 4 hours		2.50	2.50	Up to 4 hours		2.50	2.50
Over 4 hours		3.60	3.60	Up to 9 hours		3.60	3.60
Sunday/Public Holiday		Free	Free	Over 9 hours		7.00	7.00
				Sunday/Public Holiday		Free	Free
<b>Chesham - Water Meadow</b>	C510/C876			<b>Prestwood - High Street</b>	C670/C876		
Up to 1 hour		0.60	0.70	Up to 1 hour		0.70	Free
Up to 2 hours		1.20	1.40	Up to 2 hours		1.40	1.40
Up to 3 hours		1.80	2.00	Up to 3 hours		2.00	2.00
Up to 4 hours		2.40	2.50	Up to 4 hours		2.50	2.50
Over 4 hours		3.50	3.60	Up to 10½ hours		3.60	3.60
Mkt Traders (1 day)		4.10	4.10	Sunday/Public Holiday		Free	Free
Sunday/Public Holiday		Free	Free				

**ENVIRONMENTAL SERVICES  
REVISED CHARGES FROM 1 APRIL 2018**

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

<b>CAR PARKS - SEASON TICKETS</b>							
	<b>General ledger code</b>	<b>2017/18 £</b>	<b>2018/19 £</b>		<b>General ledger code</b>	<b>2017/18 £</b>	<b>2018/19 £</b>
<b>Amersham Multi Storey</b>	C750/C877			<b>Chesham - Water Meadow</b>	C750/C877		
1 monthly		78.00	99.00	1 monthly		68.25	71.00
3 monthly		234.00	293.00	3 monthly		204.75	211.00
6 monthly		416.00	580.00	6 monthly		364.00	374.00
12 monthly		780.00	972.00	12 monthly		682.50	702.00
<b>Amersham - Sycamore Road</b>	C750/C877			<b>Chalfont St Giles - Blizzards Yard</b>	C750/C877		
1 monthly (standard)		68.25	99.00	1 monthly		53.08	64.00
1 monthly (local business*)	n/a		71.00	3 monthly		159.25	191.00
3 monthly (standard)		204.75	293.00	6 monthly		295.75	355.00
3 monthly (local business*)	n/a		211.00	12 monthly		546.00	655.00
6 monthly (standard)		364.00	580.00				
6 monthly (local business*)	n/a		374.00				
12 monthly (standard)		682.50	972.00				
12 monthly (local business*)	n/a		702.00				
<b>Amersham Old Town</b>	C750/C877			<b>Chalfont St Peter - Church Lane</b>	C750/C877		
1 monthly		53.08	64.00	1 monthly		37.92	45.00
3 monthly		159.25	191.00	3 monthly		113.75	136.00
6 monthly		295.75	355.00	6 monthly		227.50	273.00
12 monthly		546.00	655.00	12 monthly		364.00	437.00
<b>Chesham - Star Yard</b>	C750/C877			<b>Great Missenden - Buryfield</b>	C750/C877		
1 monthly		68.25	71.00	1 monthly (standard)		68.25	110.00
3 monthly		204.75	211.00	1 monthly (local business*)	n/a		71.00
6 monthly		364.00	374.00	3 monthly (standard)		204.75	327.00
12 monthly		682.50	702.00	3 monthly (local business*)	n/a		211.00
				6 monthly (standard)		364.00	582.00
				6 monthly (local business*)	n/a		374.00
				12 monthly (standard)		682.50	1,092.00
				12 monthly (local business*)	n/a		702.00
<b>Chesham - Albany</b>	C750/C877			<b>Great Missenden - Link Road</b>	C750/C877		
1 monthly		68.25	71.00	1 monthly (standard)		68.25	110.00
3 monthly		204.75	211.00	1 monthly (local business*)	n/a		71.00
6 monthly		364.00	374.00	3 monthly (standard)		204.75	327.00
12 monthly		682.50	702.00	3 monthly (local business*)	n/a		211.00
				6 monthly (standard)		364.00	582.00
				6 monthly (local business*)	n/a		374.00
				12 monthly (standard)		682.50	1,092.00
				12 monthly (local business*)	n/a		702.00
<b>Chesham - East Street</b>	C750/C877			<b>Prestwood - High Street</b>	C750/C877		
1 monthly		68.25	71.00	1 monthly		53.08	64.00
3 monthly		204.75	211.00	3 monthly		159.25	191.00
6 monthly		364.00	374.00	6 monthly		295.75	355.00
12 monthly		682.50	702.00	12 monthly		546.00	655.00

\* To obtain a Business Season Ticket, evidence of local employment is required

**HEALTHY COMMUNITIES PORTFOLIO**  
Classification: OFFICIAL  
**REVISED CHARGES FROM 1 APRIL 2018**

VAT Codes:  
 Chiltern  
 South Bucks

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 (1a)=inclusive standard rated (1b)=plus standard rated (2)=zero rated (3)=outside scope, (4)=exempt

LICENCES	General ledger code		2017/18 £	2018/19 £
	Chiltern	South Bucks		
<b><u>Hackney Carriages/Private Hire Vehicle Licences</u></b>				
One year Hackney Carriage Vehicle Licence Grant	LI01/C888 (D04)	LI01/C903 (3)	399.00	399.00
One year Hackney Carriage Vehicle Licence Renewal	LI01/C888 (D04)	LI01/C903 (3)	300.00	300.00
Hackney Carriage Vehicle issue(CNG or LPG).	LI01/C888 (D04)	LI01/C903 (3)	199.50	199.50
Hackney Carriage Vehicle Renewal(CNG or LPG).	LI01/C888 (D04)	LI01/C903 (3)	150.00	150.00
One year Private Hire Vehicle Licence Grant	LI01/C888 (D04)	LI01/C903 (3)	329.00	329.00
One year Private Hire Vehicle Licence Renewal	LI01/C888 (D04)	LI01/C903 (3)	230.00	230.00
One year Private Hire Vehicle Licence Renewal	LI01/C888 (D04)	LI01/C903 (3)	250.00	250.00
PrivateHire Vehicle Issue (CNG or LPG - standardPlate).	LI01/C888 (D04)	LI01/C903 (3)	164.50	164.50
PrivateHire Vehicle Renewal (CNG or LPG - standardPlate).	LI01/C888 (D04)	LI01/C903 (3)	115.00	115.00
Returnable plate deposit	LI01/C888 (D04)	LI01/C903 (3)	55.00	55.00
Returnable plate deposit	LI01/C888 (D04)	LI01/C903 (3)	20.00	20.00
One year Dispensation Certificate (per vehicle)	LI01/C888 (D04)	LI01/C903 (3)	65.00	65.00
Replacement internal licence	LI01/C888 (D04)	LI01/C903 (3)	15.00	15.00
Replacement plate	LI01/C888 (D04)	LI01/C903 (3)	25.00	25.00
Transfer of Vehicle (from one owner to another)	LI01/C888 (D04)	LI01/C903 (3)	90.00	90.00
<b><u>Drivers' Licences</u></b>				
One Year Hackney Carriage Drivers Licence Grant	LI01/C888 (D04)	LI01/C903 (3)	161.00	161.00
One Year Hackney Carriage Drivers Licence Renewal	LI01/C888 (D04)	LI01/C903 (3)	95.00	95.00
Three Year Hackney Carriage Drivers Licence Grant	LI01/C888 (D04)	LI01/C903 (3)	435.00	332.00
Three Year Hackney Carriage Drivers Licence Grant	LI01/C888 (D04)	LI01/C903 (3)	332.00	332.00
Three Year Hackney Carriage Drivers Licence Renewal	LI01/C888 (D04)	LI01/C903 (3)	256.00	
One Year Private Hire Vehicle Drivers Licence Grant	LI01/C888 (D04)	LI01/C903 (3)	161.00	161.00
One Year Private Hire Vehicle Drivers Licence Renewal	LI01/C888 (D04)	LI01/C903 (3)	95.00	95.00
Three Year Private Hire Vehicle Drivers Licence Grant	LI01/C888 (D04)	LI01/C903 (3)	435.00	435.00
Three Year Private Hire Vehicle Drivers Licence Grant	LI01/C888 (D04)	LI01/C903 (3)	332.00	332.00
Three Year Private Hire Vehicle Drivers Licence Renewal	LI01/C888 (D04)	LI01/C903 (3)	256.00	256.00
One year new dual	LI01/C888 (D04)	LI01/C903 (3)		196.00
One year renewal dual	LI01/C888 (D04)	LI01/C903 (3)		145.00
Three year dual	LI01/C888 (D04)	LI01/C903 (3)		394.00
Three year renewal dual	LI01/C888 (D04)	LI01/C903 (3)		297.00
Bracket and bridge charge.	LI01/C889 (D04)	LI01/C904 (3)		cost of replacement
Bracket without bridge charge.	LI01/C889 (D04)	LI01/C904 (3)		cost of replacement
Internal plate pouches.	LI01/C889 (D04)	LI01/C904 (3)		cost of replacement
<b><u>Operators Licence</u></b>				
One year Private Hire Vehicle Operator's Licence				
(One vehicle only) One year	LI01/C888 (D04)	LI01/C903 (3)	155.00	155.00
(Two to four vehicles) Five Years	LI01/C888 (D04)	LI01/C903 (3)	913.00	913.00
(Two to four vehicles) One Year	LI01/C888 (D04)	LI01/C903 (3)	205.00	205.00
(Five to ten vehicles) Five Years	LI01/C888 (D04)	LI01/C903 (3)	1,163.00	1,163.00
(Five to ten vehicles)One Year	LI01/C888 (D04)	LI01/C903 (3)	255.00	255.00
(Over ten vehicles) Five Years	LI01/C888 (D04)	LI01/C903 (3)	1,413.00	1,413.00
(Over ten vehicles)One Year	LI01/C888 (D04)	LI01/C903 (3)	305.00	305.00
Knowledge Test Fee (1st test free)	LI01/C888 (D04)	LI01/C903 (3)	25.00	25.00
Disclosure and Barring Scheme cost of DBS plus £8.50 handling	LI01/C911 (D03)	LI01/C911 (4)	52.50	52.50
DBS volunteers	LI01/C911 (D03)	LI01/C911 (4)	7.00	7.00
Renewal Animal Boarding	LI01/C887 (D04)	LI01/C902 (3)	245.00	245.00
<b><u>Small Animal Boarding Establishment (includes vet fee)</u></b>				
New Licence	LI01/C887 (D04)	LI01/C902 (3)	369.00	369.00
New Licence	LI01/C887 (D04)	LI01/C902 (3)	370.00	370.00
Renewal	LI01/C887 (D04)	LI01/C902 (3)	195.00	195.00
<b><u>Doq Breeding</u></b>				
New Licence (Includes Vet fee)	LI01/C887 (D04)	LI01/C902 (3)	525.00	530.00
New Licence (Plus Vet fees)	LI01/C887 (D04)	LI01/C902 (3)	530.00	530.00
Renewal doq breeding includes 1 vet fee)	LI01/C887 (D04)	LI01/C902 (3)	329.00	329.00
Renewal (Plus Vet fees)	LI01/C887 (D04)	LI01/C902 (3)	330.00	330.00
<b><u>Combination of breeding and boarding</u></b>				
	LI01/C887 (D04)	LI01/C902 (3)	329.00	329.00
<b><u>Dangerous Wild Animals</u></b>				
New Licence (Plus Vet fees)	LI01/C887 (D04)	LI01/C902 (3)	350.00	400.00
New Licence (Plus Vet fees)	LI01/C887 (D04)	LI01/C902 (3)	400.00	400.00
Renewal (Plus Vet fees)	LI01/C887 (D04)	LI01/C902 (3)	150.00	150.00
<b><u>Pet Shops</u></b>				
New Licence	LI01/C887 (D04)	LI01/C902 (3)	477.00	477.00
New Licence	LI01/C887 (D04)	LI01/C902 (3)	480.00	480.00
Renewal	LI01/C887 (D04)	LI01/C902 (3)	278.00	278.00
Renewal	LI01/C887 (D04)	LI01/C902 (3)	280.00	280.00
<b><u>Riding Establishments</u></b>				
New Licence	LI01/C887 (D04)	LI01/C902 (3)	192.00	200.00
New Licence	LI01/C887 (D04)	LI01/C902 (3)	200.00	200.00
Renewal of Riding establishments	LI01/C887 (D04)	LI01/C902 (3)	150.00	150.00

**HEALTHY COMMUNITIES PORTFOLIO**  
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LICENCES	General ledger code		2017/18 £	2017/18 £
	Chiltern	South Bucks		
<b>Mobile Homes</b>				
New Licence	LI01/C890 (D04)	LI01/C905 (3)	434.00	534.00
New Licence	LI01/C890 (D04)	LI01/C905 (3)	351.00	534.00
Annual Renewal fee	LI01/C890 (D04)	LI01/C905 (3)	351.00	297.00
Deposit/Change of Site Rules	LI01/C890 (D04)	LI01/C905 (3)	47.00	40.00
Transfer of Site Licence	LI01/C890 (D04)	LI01/C905 (3)	117.00	138.00
<b>Licensing Act 2003 Fees – Statutory Fees</b>				
<b>New Premises/Club Premises/Variation applications</b>				
Band A 0 - £4, 300	LI01/C885 (D04)	LI01/C900 (3)	100.00	100.00
Band B £4,300 - £33,000	LI01/C885 (D04)	LI01/C900 (3)	190.00	190.00
Band C £33,000 - £87,000	LI01/C885 (D04)	LI01/C900 (3)	315.00	315.00
Band D £87,000 - £125,000	LI01/C885 (D04)	LI01/C900 (3)	450.00	450.00
Band D* £87,000 - £125,000	LI01/C885 (D04)	LI01/C900 (3)	900.00	900.00
Band E £125,001 – and above	LI01/C885 (D04)	LI01/C900 (3)	635.00	635.00
Band E* £125,001 – and above	LI01/C885 (D04)	LI01/C900 (3)	1,905.00	1,905.00
Applications for Minor variations to Premises Licences or Club Premises Certificate	LI01/C885 (D04)	LI01/C900 (3)	89.00	89.00
Application to remove apply the alternative licence condition and removal of mandatory condition for premises licences	LI01/C885 (D04)	LI01/C900 (3)	23.00	23.00
Premises Licences sought for Community Centres and some Schools that permit Regulated Entertainment but which do not permit the sale of Alcohol and/or the provision of late night entertainment will not incur a fee.			No charge	No charge
<b>New Premises /Club Premises Applications / Variation applications – Additional Fees</b>				
Where 5000 or more people will be on the premises the				
5,000 – 9,999	LI01/C885 (D04)	LI01/C900 (3)	1,000.00	1,000.00
10,000 – 14,999	LI01/C885 (D04)	LI01/C900 (3)	2,000.00	2,000.00
15,000 – 19,999	LI01/C885 (D04)	LI01/C900 (3)	4,000.00	4,000.00
20,000 – 29,999	LI01/C885 (D04)	LI01/C900 (3)	8,000.00	8,000.00
30,000 – 39,999	LI01/C885 (D04)	LI01/C900 (3)	16,000.00	16,000.00
40,000 – 49,999	LI01/C885 (D04)	LI01/C900 (3)	24,000.00	24,000.00
50,000 – 59,999	LI01/C885 (D04)	LI01/C900 (3)	32,000.00	32,000.00
60,000 – 69,999	LI01/C885 (D04)	LI01/C900 (3)	40,000.00	40,000.00
70,000 – 79,999	LI01/C885 (D04)	LI01/C900 (3)	48,000.00	48,000.00
80,000 – 89,999	LI01/C885 (D04)	LI01/C900 (3)	56,000.00	56,000.00
90,000 and over	LI01/C885 (D04)	LI01/C900 (3)	64,000.00	64,000.00
<b>Annual Maintenance Fees - Premises /Club Premises</b>				
Band A 0 - £4, 300	LI01/C885 (D04)	LI01/C900 (3)	70.00	70.00
Band B £4,300 - £33,000	LI01/C885 (D04)	LI01/C900 (3)	180.00	180.00
Band C £33,000 - £87,000	LI01/C885 (D04)	LI01/C900 (3)	295.00	295.00
Band D £87,000 - £125,000	LI01/C885 (D04)	LI01/C900 (3)	320.00	320.00
Band D* £87,000 - £125,000	LI01/C885 (D04)	LI01/C900 (3)	640.00	640.00
Band E £125,001 – and above	LI01/C885 (D04)	LI01/C900 (3)	350.00	350.00
Band E* £125,001 – and above	LI01/C885 (D04)	LI01/C900 (3)	1,050.00	1,050.00
<b>Additional Annual Maintenance Fees</b>				
Where 5000 or more people will be on the premises the				
5,000 – 9,999	LI01/C885 (D04)	LI01/C900 (3)	500.00	500.00
10,000 – 14,999	LI01/C885 (D04)	LI01/C900 (3)	1,000.00	1,000.00
15,000 – 19,999	LI01/C885 (D04)	LI01/C900 (3)	2,000.00	2,000.00
20,000 – 29,999	LI01/C885 (D04)	LI01/C900 (3)	4,000.00	4,000.00
30,000 – 39,999	LI01/C885 (D04)	LI01/C900 (3)	8,000.00	8,000.00
40,000 – 49,999	LI01/C885 (D04)	LI01/C900 (3)	12,000.00	12,000.00
50,000 – 59,999	LI01/C885 (D04)	LI01/C900 (3)	16,000.00	16,000.00
60,000 – 69,999	LI01/C885 (D04)	LI01/C900 (3)	20,000.00	20,000.00
70,000 – 79,999	LI01/C885 (D04)	LI01/C900 (3)	24,000.00	24,000.00
80,000 – 89,999	LI01/C885 (D04)	LI01/C900 (3)	28,000.00	28,000.00
90,000 and over	LI01/C885 (D04)	LI01/C900 (3)	32,000.00	32,000.00

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LICENCES	General ledger code		2017/18 £	2018/19 £
	Chiltern	South Bucks		
<b>Personal Licence - Statutory Fees</b>				
Grant of Licence	LI01/C885 (D04)	LI01/C900 (3)	37.00	37.00
Renewal of Licence	LI01/C885 (D04)	LI01/C900 (3)	37.00	37.00
<b>Other Fees Payable</b>				
Supply of Copies of Information Contained in Register	LI01/C885 (D04)	LI01/C900 (3)		
			50.00	50.00
Application for Copy of Licence	LI01/C885 (D04)	LI01/C900 (3)	10.50	10.50
Provisional Statement Applications	LI01/C885 (D04)	LI01/C900 (3)	315.00	315.00
Replacement Licence after loss/theft	LI01/C885 (D04)	LI01/C900 (3)	10.50	10.50
Notification of change of name or address	LI01/C885 (D04)	LI01/C900 (3)	10.50	10.50
Application to vary a Designated Premises Supervisor	LI01/C885 (D04)	LI01/C900 (3)	23.00	23.00
Transfer of a premises licence/club premises certificate	LI01/C885 (D04)	LI01/C900 (3)	23.00	23.00
Interim Authority Notice	LI01/C885 (D04)	LI01/C900 (3)	23.00	23.00
Notification of Interest by Freeholder	LI01/C885 (D04)	LI01/C900 (3)	21.00	21.00
Temporary Event Notices	LI01/C885 (D04)	LI01/C900 (3)	21.00	21.00
Application for Notice on theft, loss etc of Temporary Event Notice	LI01/C885 (D04)	LI01/C900 (3)	21.00	22.00
<b>Gambling Act 2005 - Statutory Fees</b>				
<b>Licensed Premises Gaming Machine Permit</b>				
New Applications	LI01/C886 (D04)	LI01/C901 (3)	150.00	150.00
Transitional Application Fee	LI01/C886 (D04)	LI01/C901 (3)	100.00	100.00
Existing operator Grant	LI01/C886 (D04)	LI01/C901 (3)	100.00	100.00
Variation	LI01/C886 (D04)	LI01/C901 (3)	100.00	100.00
Transfer	LI01/C886 (D04)	LI01/C901 (3)	25.00	25.00
Annual Fee	LI01/C886 (D04)	LI01/C901 (3)	50.00	50.00
Change of name	LI01/C886 (D04)	LI01/C901 (3)	25.00	25.00
Copy of Permit	LI01/C886 (D04)	LI01/C901 (3)	15.00	15.00
<b>Licensed Premises Automatic Notification Process</b>				
On notification	LI01/C886 (D04)	LI01/C901 (3)	50.00	50.00
<b>Club Gaming Permits</b>				
New Application	LI01/C886 (D04)	LI01/C901 (3)	200.00	200.00
Grant (Club Premises Certificate holder)	LI01/C886 (D04)	LI01/C901 (3)	100.00	100.00
Existing operator Grant	LI01/C886 (D04)	LI01/C901 (3)	100.00	100.00
Variation	LI01/C886 (D04)	LI01/C901 (3)	100.00	100.00
Renewal	LI01/C886 (D04)	LI01/C901 (3)	200.00	200.00
Renewal (Club Premises Certificate holder)	LI01/C886 (D04)	LI01/C901 (3)	100.00	100.00
Annual Fee	LI01/C886 (D04)	LI01/C901 (3)	50.00	50.00
Copy of Permit	LI01/C886 (D04)	LI01/C901 (3)	15.00	15.00
Renewal - Fast Track Clubs	LI01/C886 (D04)	LI01/C901 (3)	100.00	100.00
Renewal - Transitional Application Fee	LI01/C886 (D04)	LI01/C901 (3)	100.00	100.00
<b>Club Machine Permits</b>				
New Application	LI01/C886 (D04)	LI01/C901 (3)	200.00	200.00
Grant (Club Premises Certificate holder)	LI01/C886 (D04)	LI01/C901 (3)	100.00	100.00
Existing operator Grant	LI01/C886 (D04)	LI01/C901 (3)	100.00	100.00
Variation	LI01/C886 (D04)	LI01/C901 (3)	100.00	100.00
Renewal	LI01/C886 (D04)	LI01/C901 (3)	200.00	200.00
Renewal (Club Premises Certificate holder)	LI01/C886 (D04)	LI01/C901 (3)	100.00	100.00
Annual Fee	LI01/C886 (D04)	LI01/C901 (3)	50.00	50.00
Copy of Permit	LI01/C886 (D04)	LI01/C901 (3)	15.00	15.00
Renewal - Fast Track Clubs	LI01/C886 (D04)	LI01/C901 (3)	100.00	100.00
Renewal - Transitional Application Fee	LI01/C886 (D04)	LI01/C901 (3)	100.00	100.00

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LICENCES	General ledger code		2017/18 £	2017/19 £
	Chiltern	South Bucks		
<b><u>Family Entertainment Centre Gaming Machine</u></b>				
Grant	LI01/C886 (D04)	LI01/C901 (3)	300.00	300.00
Renewal	LI01/C886 (D04)	LI01/C901 (3)	300.00	300.00
Existing operator Grant	LI01/C886 (D04)	LI01/C901 (3)	100.00	100.00
Change of name	LI01/C886 (D04)	LI01/C901 (3)	25.00	25.00
Copy of Permit	LI01/C886 (D04)	LI01/C901 (3)	15.00	15.00
Renewal - Transitional Application Fee	LI01/C886 (D04)	LI01/C901 (3)	100.00	100.00
<b><u>Prize Gaming Permits</u></b>				
Grant	LI01/C886 (D04)	LI01/C901 (3)	300.00	300.00
Renewal	LI01/C886 (D04)	LI01/C901 (3)	300.00	300.00
Existing operator Grant	LI01/C886 (D04)	LI01/C901 (3)	100.00	100.00
Change of name	LI01/C886 (D04)	LI01/C901 (3)	25.00	25.00
Copy of Permit	LI01/C886 (D04)	LI01/C901 (3)	15.00	15.00
Renewal - Transitional Application Fee	LI01/C886 (D04)	LI01/C901 (3)	100.00	100.00
<b><u>Small Lotteries &amp; Amusement for Raffles (3)</u></b>				
Registration	LI01/C886 (D04)	LI01/C901 (3)	40.00	40.00
Annual Fee	LI01/C886 (D04)	LI01/C901 (3)	20.00	20.00
<b><u>Gambling Act Premises Licence Fees</u></b>				
<b><u>Application Fee</u></b>				
Regional Casino Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	15,000.00	15,000.00
Large Casino Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	10,000.00	10,000.00
Small Casino Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	8,000.00	8,000.00
Bingo Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	3,500.00	3,500.00
Adult Gaming Centre Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	2,000.00	2,000.00
Betting Premises (Track) Licence	LI01/C886 (D04)	LI01/C901 (3)	2,500.00	2,500.00
Family Entertainment Centre Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	2,000.00	2,000.00
Betting Premises (Other) Licence	LI01/C886 (D04)	LI01/C901 (3)	3,000.00	3,000.00
<b><u>Application Fee for Premises with a Provisional Statement</u></b>				
Regional Casino Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	8,000.00	8,000.00
Large Casino Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	5,000.00	5,000.00
Small Casino Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	3,000.00	3,000.00
Bingo Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	1,200.00	1,200.00
Adult Gaming Centre Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	1,200.00	1,200.00
Betting Premises (Track) Licence	LI01/C886 (D04)	LI01/C901 (3)	950.00	950.00
Family Entertainment Centre Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	950.00	950.00
Betting Premises (Other) Licence	LI01/C886 (D04)	LI01/C901 (3)	1,200.00	1,200.00

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LICENCES	General ledger code		2017/18 £	2017/19 £
	Chiltern	South Bucks		
<b>Annual Fee</b>				
Regional Casino Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	15,000.00	15,000.00
Large Casino Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	10,000.00	10,000.00
Small Casino Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	5,000.00	5,000.00
Converted Casino Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	3,000.00	3,000.00
Bingo Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	1,000.00	1,000.00
Adult Gaming Centre Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	1,000.00	1,000.00
Betting Premises (Track) Licence	LI01/C886 (D04)	LI01/C901 (3)	1,000.00	1,000.00
Family Entertainment Centre Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	750.00	750.00
Betting Premises (Other) Licence	LI01/C886 (D04)	LI01/C901 (3)	600.00	600.00
<b>Transfer Application Fee</b>				
Regional Casino Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	6,500.00	6,500.00
Large Casino Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	2,150.00	2,150.00
Small Casino Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	1,800.00	1,800.00
Converted Casino Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	1,350.00	1,350.00
Bingo Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	1,200.00	1,200.00
Adult Gaming Centre Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	1,200.00	1,200.00
Betting Premises (Track) Licence	LI01/C886 (D04)	LI01/C901 (3)	950.00	950.00
Family Entertainment Centre Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	950.00	950.00
Betting Premises (Other) Licence	LI01/C886 (D04)	LI01/C901 (3)	1,200.00	1,200.00
<b>Variation Application Fee</b>				
Regional Casino Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	7,500.00	7,500.00
Large Casino Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	5,000.00	5,000.00
Small Casino Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	4,000.00	4,000.00
Converted Casino Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	2,000.00	2,000.00
Bingo Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	1,750.00	1,750.00
Adult Gaming Centre Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	1,000.00	1,000.00
Betting Premises (Track) Licence	LI01/C886 (D04)	LI01/C901 (3)	1,250.00	1,250.00
Family Entertainment Centre Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	1,000.00	1,000.00
Betting Premises (Other) Licence	LI01/C886 (D04)	LI01/C901 (3)	1,500.00	1,500.00
<b>Provisional Statement Application Fee</b>				
Regional Casino Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	15,000.00	15,000.00
Large Casino Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	10,000.00	10,000.00
Small Casino Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	8,000.00	8,000.00
Bingo Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	3,500.00	3,500.00
Adult Gaming Centre Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	2,000.00	2,000.00
Betting Premises (Track) Licence	LI01/C886 (D04)	LI01/C901 (3)	2,500.00	2,500.00
Family Entertainment Centre Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	2,000.00	2,000.00
Betting Premises (Other) Licence	LI01/C886 (D04)	LI01/C901 (3)	3,000.00	3,000.00

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LICENCES	General ledger code		2017/18 £	2018/19 £
	Chiltern	South Bucks		
<b>Application for Reinstatement Fee</b>				
Regional Casino Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	6,500.00	6,500.00
Large Casino Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	2,150.00	2,150.00
Small Casino Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	1,800.00	1,800.00
Converted Casino Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	1,350.00	1,350.00
Bingo Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	1,200.00	1,200.00
Adult Gaming Centre Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	1,200.00	1,200.00
Betting Premises (Track) Licence	LI01/C886 (D04)	LI01/C901 (3)	950.00	950.00
Family Entertainment Centre Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	950.00	950.00
Betting Premises (Other) Licence	LI01/C886 (D04)	LI01/C901 (3)	1,200.00	1,200.00
Change of Circumstances Fee	LI01/C886 (D04)	LI01/C901 (3)	50.00	50.00
Duplicate Licence Fee	LI01/C886 (D04)	LI01/C901 (3)	25.00	25.00
Copy Premises Licence	LI01/C886 (D04)	LI01/C901 (3)	25.00	25.00
<b>Sex Establishments/Sexual Entertainment Venues</b>				
Fee in respect of an application for grant, transfer or renewal of a licence for a sex establishment.	LI01/C893 (D04)	LI01/C908 (3)	3,500.00	3,500.00
Grant of Licence	LI01/C893 (D04)	LI01/C908 (3)	3,277.00	3,500.00
Annual Renewal of Licence	LI01/C893 (D04)	LI01/C908 (3)	3,277.00	3,500.00
Transfers	LI01/C893 (D04)	LI01/C908 (3)	3,277.00	3,500.00
Variations	LI01/C893 (D04)	LI01/C908 (3)	3,277.00	3,500.00
<b>Scrap Metal Dealers</b>				
Site licence	LI01/C892 (D04)	LI01/C907 (3)	500.00	500.00
Mobile licence	LI01/C892 (D04)	LI01/C907 (3)	250.00	250.00
Variation	LI01/C892 (D04)	LI01/C907 (3)	50.00	50.00
Badq/vehicle	LI01/C892 (D04)	LI01/C907 (3)	25.00	25.00
<b>Miscellaneous</b>				
Registration of:- Acupuncturists Tattooists, Ear Piercing and Electrolysis Premises (3)	LI01/C891 (D04)	LI01/C906 (3)	185.00	185.00
Acupuncture/Tattooing/Ear Piercing/ Electrolysis: per establishment	LI01/C891 (D04)	LI01/C906 (3)	180.00	185.00
New personal licences for;	LI01/C891 (D04)	LI01/C906 (3)		
Acupuncturist (3)			169.00	
Tattooists (3)	LI01/C891 (D04)	LI01/C906 (3)	169.00	
Electrolysis (3)	LI01/C891 (D04)	LI01/C906 (3)	169.00	
Ear Piercing (3)	LI01/C891 (D04)	LI01/C906 (3)	169.00	
Acupuncture/Tattooing/Ear Piercing/ Electrolysis: per person.	LI01/C891 (D04)	LI01/C906 (3)	70.00	169.00
Street Trading Consent: per day or part Monday-Thursday.	LI01/C895 (D04)	LI01/C910 (3)	33.00	33.00
Street Trading Consent: per day or part Friday - Sunday.	LI01/C895 (D04)	LI01/C910 (3)	52.00	52.00
Street Trading Consent: Application Fee	LI01/C895 (D04)	LI01/C910 (3)	66.00	66.00
Graffiti removal kits.	EH01/C957 (D45)		13.00	13.00
Graffiti recharge of contractor removal cost.	EH01/C957 (D45)		Cost Recovery	Cost Recovery
<b>ENVIRONMENTAL HEALTH SERVICES</b>				
	Chiltern	South Bucks	2017/18 £	2018/19 £
Food Certificates Export / Condemnation	EH01/C956 (D04)	EH01/S956 (3)	137.00 + officer time (£47p/h) & collection/ disposal	140.00 + officer time (£47p/h) & collection/ disposal
Pre application work - associated with S61 Control of Pollution Act (Prior consent for work on construction sites)	EH01/C956 (D40)	EH01/S956 (1b)	£50 per hour	
Expedited processing of applications made for prior consent for work on construction sites (noise)	EH01/S956 (D40)	EH01/S956 (1b)	£50 per hour	
<b>Stray Dog Fees</b>				
Statutory Fee	E700/C956 (D04)	3630/S956 (3)	25.00	25.00
Administration Fee	E700/C956 (D40)	3630/S956 (1b)	20.00	20.00
Kennelling fees per day		3630/S956 (1b)	15.50	15.50
Kennelling fees per day	E700/C956 (D40)		12.50	12.50
Collection of fees charge by SBDC		3630/S956 (1b)	40.00	40.00
Collection of fees charge (payable direct to kennels).	E700/C956 (D40)		15.00	15.00
Stray Dog Collection Charge	E700/C956 (D40)	3630/S956 (1b)	98.00	100.00
Discretionary Stray dog returned to owner from Kennels	E700/C956 (D40)	3630/S956 (1b)	75.00	75.00
Discretionary Stray dog returned to owner not gone to kennel or in transit to kennel		3630/S956 (1b)	70.00	70.00
Stray Dogs Out of Hours		3630/S956 (1b)	145.00	98.00



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ENVIRONMENTAL HEALTH SERVICES	General ledger code		2017/18	2018/19
	Chiltern	South Bucks	£	£
<b>Food Hygiene Courses:</b>				
In-house group Hygiene Awareness Courses	EH01/C956 (D03)	EH01/S956 (4)	308.00	308.00
Improving your food hygiene rating (1/2 day) Minimum 7 delegates	EH01/C956 (D03)	EH01/S956 (4)	51.00	51.00
Health and Safety (for manual handling techniques) (1/2 day) in-house group courses (max 16 delegates)	EH01/C956 (D03)	EH01/S956 (4)	31.00	31.00
Introduction to HACCP (Hazard Analysis Critical Control Point) for Food Safety (1/2 Day). Minimum 4 delegates	EH01/C956 (D03)	EH01/S956 (4)	112.00	112.00
Level 2 Courses: Online e-learning course Food Hygiene courses per candidate	EH01/C956 (D03)	EH01/S956 (4)	25.00	25.00
Level 2 Courses: 1 day Food Hygiene courses per candidate (includes lunch)	EH01/C956 (D03)	EH01/S956 (4)	86.00	86.00
BII Level 2 Personal License Holder course	EH01/C956 (D03)	EH01/S956 (4)	620.00	620.00
Level 2 Courses: 1 day Food and Health and Safety private in-house group courses (max 16 delegates)	EH01/C956 (D03)	EH01/S956 (4)	311.00	311.00
Level 2 Manual Handling per candidate	EH01/C956 (D03)	EH01/S956 (4)	86.00	86.00
Level 2 COSHH Course (1/2 day course) per candidate	EH01/C956 (D03)	EH01/S956 (4)	51.00	51.00
Level 3 Risk Assessment Course per candidate	EH01/C956 (D03)	EH01/S956 (4)	178.00	178.00
<b>Miscellaneous:</b>				
Food Hygiene Rating Scheme re-inspection	EH01/C956 (D03)	EH01/S956 (4)	cost recovery	150.00
Pre-inspection advisory visit up to 6 hours consultancy	EH01/C956 (D03)	EH01/S956 (4)	306.00 Additional hours at £47/hour	306.00 Additional hours at £47/hour
SFBB packs for existing businesses	EH01/C956 (D03)	EH01/S956 (4)	15.00	15.00
Investigating High Hedges complaints	EH01/C861 (D04)	EH01/S861 (4)	450.00	450.00
Other Advisory visits and services	EH01/C956 (D03)	EH01/S956 (4)	At cost (officers recharge rate £47 p/h)	At cost (officers recharge rate £47 p/h)

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MISCELLANEOUS SERVICES	General ledger code		2017/18 £	2018/19 £
	Chiltern	South Bucks		
Public health funerals	EH01/C785 (D04)	EH01/S785 (3)	cost of recovery of funeral and crematorium charges plus £47/hour officer charge	cost of recovery of funeral and crematorium charges plus £47/hour officer charge
Formulation of professional opinion on subject requested		EH01/S956 (3)	64.00 (minimum charge 64.00)	64.00 (minimum charge 64.00)
Charge for provision of witness statements under various Acts of Parliament		EH01/S956 (3)	64.00 (minimum charge 64.00)	64.00 (minimum charge 64.00)
Photographs in connection with the above		EH01/S956 (1a)	5.70	5.70
Application for loudspeaker in street consent		EH01/S956 (3)	43.00	43.00
Application for consent to unload vehicles before 9.00 9 a.m. on Sunday		EH01/S956 (3)	155.00	155.00
<b>Water Sampling at Private Supplies:</b>				
Revised charges from Private Water Supply Regulations				
PWS Risk assessment	EH01/C956 (D40)	EH01/S956 (1b)	500.00	500.00
PWS risk based sampling	EH01/C956 (D40)	EH01/S956 (1b)	100.00	100.00
PWS Investigation	EH01/C956 (D40)	EH01/S956 (1b)	100.00	100.00
PWS Granting authorisation	EH01/C956 (D40)	EH01/S956 (1b)	100.00	100.00
Analysing Samples Req 10		EH01/S956 (1b)	25.00	25.00
Analysing Samples Check monitoring	EH01/C956 (D40)	EH01/S956 (1b)	100.00	100.00
Analysing Samples Audit monitoring (No fee is payable where samples are taken and	EH01/C956 (D40)	EH01/S956 (1b)	500.00	500.00
Photocopy Charge		EH01/S956 (1a)	10 p per sheet	
Return of Non Statutory and Governmental Questionnaires		EH01/S956 (1a)	Cost to be advised based on officers recharge rate and discretion to waive or adjust	
Provision of Non Statutory professional services in reply to commercial organisations		EH01/S956 (1a)	Cost to be advised based on officers recharge rate and discretion to waive or adjust	
Provision of CIEH accredited training courses		EH01/S956 (1a)	Cost of training provision and examination + administration and accommodation.	

**HEALTHY COMMUNITIES PORTFOLIO**  
Classification: OFFICIAL  
**REVISED CHARGES FROM 1 APRIL 2018**

**Appendix C**

VAT Codes:  
 Chiltern  
 South Bucks

(D45)=inclusive standard rated (D40)=plus standard rated (D08)=zero rated (D04)=outside scope, (D03)=exempt  
 (1a)=inclusive standard rated (1b)=plus standard rated (2)=zero rated (3)=outside scope, (4)=exempt

PEST CONTROL	General ledger code		2017/18 £	2018/19 £
	Chiltern	South Bucks		
Charges payable direct to contractor				
Rats		n/a	39.50	39.50
Mice		n/a	39.50	39.50
Wasps		n/a	39.00	39.00
Glis		n/a	84.00 plus returnable deposit for cage	84.00 plus returnable deposit for cage
Other public health insects		n/a	68.00	68.00

Free pest control services available in relation to Public Health pests to those in receipt of an income related benefits at the discretion of the Head of Healthy Communities or Environmental Health Manager.

Note: These prices are set by the contractor and may change during the life of the contract.

POLLUTION REDUCTION	General ledger code		2017/18 £	2018/19 £
	Chiltern	South Bucks		
<b>Contaminated Land:</b>				
Professional Opinion - Contaminated land enquiries per hour -				
Copies of plans and information regarding a contaminated land site.	G450/C957 (D40)		100.00	
	G450/C957 (D40)		£50+£47/hr	

**IPPC**

Permits Subsistence Charge - A2 Licence, LOW Risk Rated	EH01/C894 (D04)		1,384.00	
Permits Subsistence Charge - A2 Licence, MEDIUM Risk Rated	EH01/C894 (D04)		1,541.00	
Permits Subsistence Charge - A2 Licence HIGH Risk Rated	EH01/C894 (D04)		2,233.00	
Permits Subsistence Charge - Part B Licence, LOW Risk Rated	EH01/C894 (D04)		739.00	
Permits Subsistence Charge - Part B Licence, MEDIUM Risk Rated	EH01/C894 (D04)		1,111.00	
Permits Subsistence Charge - Part B Licence, HIGH Risk Rated	EH01/C894 (D04)		1,672.00	
Subsistence Mobile Crusher LOW	EH01/C894 (D04)		618.00	
Subsistence Mobile Crusher MEDIUM	EH01/C894 (D04)		989.00	
Subsistence Mobile Crusher HIGH	EH01/C894 (D04)		1,484.00	
Subsistence Vehicle Refinisher LOW Risk	EH01/C894 (D04)		218.00	
Subsistence Vehicle Refinisher MEDIUM Risk	EH01/C894 (D04)		349.00	
Subsistence Vehicle Refinisher HIGH Risk	EH01/C894 (D04)		524.00	
Subsistence Reduced Fee Activity LOW Risk	EH01/C894 (D04)		76.00	
Subsistence Reduced Fee Activity MEDIUM Risk	EH01/C894 (D04)		151.00	
Subsistence Reduced Fee Activity HIGH Risk	EH01/C894 (D04)		227.00	
Application Fee - Standard Process	EH01/C894 (D04)		1,579.00	
Application Reduced Fee Activity (except Vehicle Refinisher)	EH01/C894 (D04)		148.00	
Application PVR 1 & 2	EH01/C894 (D04)		246.00	
Application Vehicle Refinisher	EH01/C894 (D04)		346.00	
Application - Mobile Crusher	EH01/C894 (D04)		1,579.00	
Part B Standard Process Transfer	EH01/C894 (D04)		162.00	
Part B Standard Process Partial Transfer	EH01/C894 (D04)		476.00	
Part B New Operator at low risk Reduced Fee Activity	EH01/C894 (D04)		75.00	
Surrender all Part B Activities	EH01/C894 (D04)		-	
Part B Substantial Change - Standard Process	EH01/C894 (D04)		1,005.50	
Part B Substantial Change- Standard where substantial change results in new PPC activity	EH01/C894 (D04)		1,579.00	
Part B Substantial Change- Reduced Fee Activity	EH01/C894 (D04)		98.00	
Reduced Fee Activity - Partial Transfer	EH01/C894 (D04)		45.00	
QUARTERLY PAYMENT OPTION ALL IPPC - Additional Charge	EH01/C894 (D04)		36.00	

HOUSING	General ledger code		2017/18 £	2018/19 £
	Chiltern	South Bucks		
<b>Houses with multiple occupation licensing fees:</b>				
Basic fee.	HO01/C800 (D04)		405.00	376.00
Disclosure Scotland fee (paid directly by applicant)	HO01/C800 (D04)		20.00	25.00
Extra assistance or advice on incomplete applications, or where property is larger and more complex (per hour).	HO01/C800 (D04)		45.00	47.00
<b>Houses with multiple occupation- additions:</b>				
Additions:	HO01/C800 (D04)		45.00	47.00
<b>Houses with multiple occupation- Deductions:</b>				
Professionally qualified or accredited landlord.	HO01/C800 (D04)		45.00	47.00
No assistance required (and complete application submitted first time).	HO01/C800 (D04)		45.00	47.00
Complete application submitted within 3 months of issue of forms.	HO01/C800 (D04)		45.00	47.00
<b>Housing Enforcement Charges:</b>				
Improvement/prohibition notice/orders (for 1st notice).	HO01/C800 (D04)		100.00	100.00
Additional notices (maximum of £300/property) notice fee waived if complied with within timescales.	HO01/C800 (D04)		50.00	50.00
Health and Housing Recharge costs: cost of contractor following service of a Statutory Notice plus officer time.	HO01/C800 (D04)		50.00	47.00

**PLANNING PORTFOLIO**  
**REVISED CHARGES FROM 1 APRIL 2018**

VAT Codes:  
Chiltern  
South Bucks

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(1a)=inclusive standard rated (1b)=plus standard rated (2)=zero rated (3)=

BUILDING CONTROL	General ledger code		2017/18	2018/19
	Chiltern	South Bucks	£	£

The Building (Local Authority Charges) Regulations 2010 authorise Local Authorities in England & Wales to fix and recover charges for the performance of their main building control functions relating to building regulations in a charging scheme governed by the principles laid down in the Regulations. This scheme was adopted by the Council effective from 1<sup>st</sup> October 2010. The setting of charges is dealt with by the Building Control Manager in consultation with the Sustainability Portfolio Holder and the Head of Finance. Revised charges are subsequently reported to Members for information.

PHOTOCOPYING (1a)	General ledger code		2017/18	2018/19
	Chiltern	South Bucks	£	£

A4 Sheet B/W	PP01/C940 (D45)	DM02/S940 (1a)	10p	10p
A4 Sheet Colour	PP01/C940 (D45)	DM02/S940 (1a)	20p	20p
A3 Sheet B/W	PP01/C940 (D45)	DM02/S940 (1a)	20p	20p
A3 Sheet Colour	PP01/C940 (D45)	DM02/S940 (1a)	40p	40p
Large maps re-produced by the Plotter		DM02/S940 (1a)	10.00	10.00
A2 - Per Sheet	PP01/C940 (D45)		£4.80	
			emailed /	
			£5.80	
A1 - Per Sheet	PP01/C940 (D45)		noted	No charge
			£10.60	
			emailed /	for emailed
			£11.60	
A0 - Per Sheet *1	PP01/C940 (D45)		noted	copies
			£15.90	
			emailed /	
			£16.90	
			noted	
Sale of Council Documents: Decision Notices & Tree Preservation Ord	PP01/C940 (D45)		10.40	NIL

- Decision Notice (Planning)/Appeal
- Tree Preservation Orders
- Legal Agreements, etc.

**PLANNING PORTFOLIO**  
**REVISED CHARGES FROM 1 APRIL 2018**

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 Chiltern  
 South Bucks

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PLANNING ADVICE AND INFORMATION	General ledger code		2017/18	2018/19
	Chiltern	South Bucks	£	£
<u>Pre-Application Advice (1b)</u>				
Administration Charges (per hour)				
- Head of Service		DM02/S850 (1b)	220.00	264.00
- Area Team Manager		DM02/S850 (1b)	170.00	204.00
- All other planning officers/equivalent		DM02/S850 (1b)	150.00	180.00
- Assistant Planning Officer/Customer		DM02/S850 (1b)	100.00	N/A
Site Visits – Flat Rate per officer		DM02/S850 (1b)	100.00	120.00
<b><u>Planning: Pre-Application / Post Decision Advice and Extant Enforcement Notices.</u></b>				
<b>Enlargement, improvement or other, alteration of existina dwellina and other</b>				
Meeting and follow up letter		DM01/C850 (D45)	165.00	198.00
Letter only		DM01/C850 (D45)	110.00	132.00
<b>New residential dwellings:</b>				
1 dwelling				
Meeting and follow up letter		DM01/C850 (D45)	380.00	456.00
Letter only		DM01/C850 (D45)	255.00	306.00
2 dwellinqs				
Meeting and follow up letter		DM01/C850 (D45)	480.00	576.00
Letter only		DM01/C850 (D45)	320.00	384.00
3 dwellinqs				
Meeting and follow up letter		DM01/C850 (D45)	675.00	810.00
Letter only		DM01/C850 (D45)	450.00	540.00
4 dwellinqs				
Letter only		DM01/C850 (D45)	575.00	690.00
6 - 10 dwellinqs				
Meeting and follow up letter		DM01/C850 (D45)	960.00	1,152.00
Letter only		DM01/C850 (D45)	640.00	768.00
11 - 50 dwellinqs				
Meeting and follow up letter		DM01/C850 (D45)	1,915.00	2,298.00
Letter only		DM01/C850 (D45)	1,275.00	1,530.00
51-75 dwellinqs				
Meeting and follow up letter		DM01/C850 (D45)	2,870.00	3,444.00
Letter only		DM01/C850 (D45)	1,915.00	2,298.00
76-100 dwellinqs				
Meeting and follow up letter		DM01/C850 (D45)	3,820.00	4,584.00
Letter only		DM01/C850 (D45)	2,550.00	3,060.00
101-150 dwellinqs				
Meeting and follow up letter		DM01/C850 (D45)	5,740.00	6,888.00
Letter only		DM01/C850 (D45)	3,820.00	4,584.00
151+ dwellinqs				
Meeting and follow up letter		DM01/C850 (D45)	7,645.00	9,174.00
Letter only		DM01/C850 (D45)	5,095.00	6,114.00

**PLANNING PORTFOLIO**  
**REVISED CHARGES FROM 1 APRIL 2018**

VAT Codes:  
Chiltern  
South Bucks

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(1a)=inclusive standard rated (1b)=plus standard rated (2)=zero rated (3)=

PLANNING ADVICE AND INFORMATION	General ledger code		2017/18	2018/19
	Chiltern	South Bucks	£	£
<b>Commercial Development (Use Classes B1, B2, B8 and A1-A5)</b>				
1-100m <sup>2</sup> (gross floor area)				
Meeting and follow up letter	DM01/C850 (D45)		385.00	462.00
Letter only	DM01/C850 (D45)		255.00	306.00
101-500m <sup>2</sup> (gross floor area)				
Meeting and follow up letter	DM01/C850 (D45)		720.00	864.00
Letter only	DM01/C850 (D45)		480.00	576.00
501-1,000m <sup>2</sup> (gross floor area)				
Meeting and follow up letter	DM01/C850 (D45)		1,080.00	1,296.00
Letter only	DM01/C850 (D45)		720.00	864.00
1,001-5,000m <sup>2</sup> (gross floor area)				
Meeting and follow up letter	DM01/C850 (D45)		1,915.00	2,298.00
Letter only	DM01/C850 (D45)		1,275.00	1,530.00
5,001-10,000m <sup>2</sup> (gross floor area)				
Meeting and follow up letter	DM01/C850 (D45)		3,820.00	4,584.00
Letter only	DM01/C850 (D45)		2,550.00	3,060.00
10,001m <sup>2</sup> + (gross floor area)				
Meeting and follow up letter	DM01/C850 (D45)		7,645.00	9,174.00
Letter only	DM01/C850 (D45)		5,095.00	6,114.00
<b>Developments falling within Use Classes C1, C2, D1 and D2</b>				
1-100m <sup>2</sup> (gross floor area)				
Meeting and follow up letter	DM01/C850 (D45)		385.00	462.00
Letter only	DM01/C850 (D45)		255.00	306.00
101-500m <sup>2</sup> (gross floor area)				
Meeting and follow up letter	DM01/C850 (D45)		720.00	864.00
Letter only	DM01/C850 (D45)		480.00	576.00
501-1,000m <sup>2</sup> (gross floor area)				
Meeting and follow up letter	DM01/C850 (D45)		1,080.00	1,296.00
Letter only	DM01/C850 (D45)		720.00	864.00
1,001-5,000m <sup>2</sup> (gross floor area)				
Meeting and follow up letter	DM01/C850 (D45)		1,915.00	2,298.00
Letter only	DM01/C850 (D45)		1,275.00	1,530.00
5,001m <sup>2</sup> + (gross floor area)				
Meeting and follow up letter	DM01/C850 (D45)		3,820.00	4,584.00
Letter only	DM01/C850 (D45)		2,550.00	3,060.00
Change of use (C.O.U) of existing buildings or land with no increase in floor space *				
Meeting and follow up letter	DM01/C850 (D45)		385.00	462.00
Letter only	DM01/C850 (D45)		255.00	306.00
* (a-excluding change of use to residential - for this, please see Category 2) (b- other than for (a) above, where an increase of floor-space is proposed as well as a C.O.U, the fee will be charged in the category of development of the proposed new use).				
<b>Agriculture and Forestry.</b>				
Erection of new buildings, glasshouses or poly-tunnels with a gross floor area up to 465m <sup>2</sup>				
Meeting and follow up letter	DM01/C850 (D45)		185.00	222.00
Letter only	DM01/C850 (D45)		120.00	144.00
All other agricultural buildings and development.				
Meeting and follow up letter	DM01/C850 (D45)		385.00	462.00
Letter only	DM01/C850 (D45)		255.00	306.00

**PLANNING PORTFOLIO**  
**REVISED CHARGES FROM 1 APRIL 2018**

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Chiltern  
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PLANNING ADVICE AND INFORMATION	General ledger code		2017/18 £	2018/19 £
	Chiltern	South Bucks		
<b>Erection, alterations or replacement of plant or machinery.</b>				
Meeting and follow up letter	DM01/C850 (D45)		95.00	114.00
Letter only	DM01/C850 (D45)		65.00	78.00
<b>Buildings and structures for equestrian purposes including stables, livery stables and riding schools.</b>				
1-40m <sup>2</sup> (gross floor area)				
Meeting and follow up letter	DM01/C850 (D45)		195.00	234.00
Letter only	DM01/C850 (D45)		130.00	156.00
41-75m <sup>2</sup> (gross floor area)				
Meeting and follow up letter	DM01/C850 (D45)		290.00	348.00
Letter only	DM01/C850 (D45)		195.00	234.00
76-1,000m <sup>2</sup> (gross floor area)				
Meeting and follow up letter	DM01/C850 (D45)		480.00	576.00
Letter only	DM01/C850 (D45)		320.00	384.00
1,001-3,750m <sup>2</sup> (gross floor area)				
Meeting and follow up letter	DM01/C850 (D45)		960.00	1,152.00
Letter only	DM01/C850 (D45)		640.00	768.00
3751m <sup>2</sup> + (gross floor area)				
Meeting and follow up letter	DM01/C850 (D45)		1,915.00	2,298.00
Letter only	DM01/C850 (D45)		1,275.00	1,530.00
<b>Erection or construction of gates, walls, fences or other means of enclosure other than within the curtilage of a dwelling; and the construction of car parks, service roads and other means of access to land.</b>				
Meeting and follow up letter	DM01/C850 (D45)		165.00	198.00
Letter only	DM01/C850 (D45)		110.00	132.00
<b>Advertisements.</b>				
Meeting and follow up letter	DM01/C850 (D45)		195.00	234.00
Letter only	DM01/C850 (D45)		130.00	156.00
<b>Telecommunications development.</b>				
Meeting and follow up letter	DM01/C850 (D45)		480.00	576.00
Letter only	DM01/C850 (D45)		320.00	384.00
<b>Outline Proposals:</b>				
All Outline Proposals will be charged at the same rate as if the proposal were for a full application.				
The request for advice will have to be accompanied by indicative drawings of the proposal.				
<b>Non-Material Amendments and Minor Material Amendments</b>				
Householder				
Meeting and follow up letter	DM01/C850 (D45)		140.00	168.00
Letter only	DM01/C850 (D45)		90.00	108.00
Other				
Meeting and follow up letter	DM01/C850 (D45)		290.00	348.00
Letter only	DM01/C850 (D45)		195.00	234.00
<b>Requests to withdraw extant Enforcement Notices</b>				
Meeting and follow up letter	DM01/C850 (D45)		335.00	402.00
Letter only	DM01/C850 (D45)		225.00	270.00
<b>Requests to confirm that an extant Enforcement Notice has been complied with.</b>				
Meeting and follow up letter	DM01/C850 (D45)		385.00	462.00
Letter only	DM01/C850 (D45)		255.00	306.00

**PLANNING PORTFOLIO**  
**REVISED CHARGES FROM 1 APRIL 2018**

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PLANS, POLICIES AND PUBLISHED INFORMATION	General ledger code		2017/18	2018/19
	Chiltern	South Bucks	£	£
South Bucks Core Strategy (Adopted February 2011)		PP01/S860 (2)	17.50	17.50
Adopted Core Strategy for Chiltern District (Nov 2011)* - B/W (Colour cover)	PP01/C860 (D08)		5.10	5.10
South Bucks District Local Plan 1999		PP01/S860 (2)	20.00	20.00
Adopted Chiltern District Local Plan (consolidated Sept 2007 and Nov 2011) - B/W (Colour cover)	PP01/C860 (D08)		10.20	10.20
South Bucks Development Plan Proposals Map		PP01/S860 (2)	20.00	20.00
Policies Map for Chiltern District (adopted Nov 2011) full colour document	PP01/C860 (D08)		12.20	12.20
Proposed changes to the Policies Map arising from the submission of the Delivery DPD (February 2014) - B/W	PP01/C860 (D08)		5.60	5.60
Core Strategy Inspectors Report (January Statement of Community Involvement)		PP01/S860 (2)	4.20	4.20
Local Development Scheme (March 2010)		PP01/S860 (2)	8.60	8.60
Residential Design Guide SPD (October 2008)		PP01/S860 (2)	4.80	4.80
Residential Extensions and Householder Development SPD - Colour		PP01/S860 (2)	9.40	9.40
	PP01/C860 (D08)		2.00	2.00
Annual Monitoring Report (published in January each year)		PP01/S860 (2)	price based on normal photoconvi	price based on normal photoconvin
Annual Monitoring Report (2010/11) <b>Main report</b> <sup>^</sup> - Colour	PP01/C860 (D08)		6.30	6.30
Annual Monitoring Report (2010/11) <b>Appendices</b> - Colour	PP01/C860 (D08)		15.90	15.90
Infrastructure Delivery Schedule (February 2014) - B/W	PP01/C860 (D08)		0.80	0.80
Delivery Development Plan Document for Chiltern District - Colour	PP01/C860 (D08)		15.30	15.30
Sustainability Appraisal: Delivery Development Plan Document Submission (February 2014) - Colour	PP01/C860 (D08)		27.80	27.80
Duty to co-operate report for the Delivery Development Plan Document and Infrastructure Delivery Schedule (August 2014) - B/W	PP01/C860 (D08)		5.10	5.10
Statement of Consultation (Regulation 22 (1) (c) for the Delivery Development Plan Document (August 2014) - B/W	PP01/C860 (D08)		2.60	2.60
Council Inspector Recommended Modifications to the Submission Delivery Development Plan Document, Infrastructure Delivery Schedule and Policies Map (August 2014) - B/W	PP01/C860 (D08)		7.10	7.10
Affordable Housing Supplementary Planning Document Consultation Document (Nov 2011) - Colour	PP01/C860 (D08)		3.30	3.30



**PLANNING PORTFOLIO  
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PLANS, POLICIES AND PUBLISHED INFORMATION	General ledger code		2017/18	2018/19
	Chiltern	South Bucks	£	£
<b>Supporting Documents</b>				
Final Sustainability Appraisal Report for the Publication Draft of the Core Strategy for Chiltern District (September 2010) - <b>Colour</b>	PP01/C860 (D08)		30.80	30.80
Core Strategy Pre-submission Consultation Statement v2.0 (October 2010) - <b>Colour</b>	PP01/C860 (D08)		20.20	20.20
Equality Impacts Assessment of the Core Strategy for Chiltern District Draft Consultation Document v1.0 (September 2010) - <b>Colour</b>	PP01/C860 (D08)		3.30	3.30
Habitats Regulations Assessment – Main Report v1.0 (September 2010) - <b>Colour</b>	PP01/C860 (D08)		7.40	7.40
Habitats Regulations Assessment Screening Opinion (October 2009) - <b>Colour</b>	PP01/C860 (D08)		0.20	0.20
South Bucks District Council and Chiltern District Council – Joint Retail / Town Centre Study Final Report and Appendices (December 2007) by Nathaniel Lichfield & Partners Ltd - <b>Colour</b>	PP01/C860 (D08)		45.80	45.80
Chiltern District Council Retail and Town Centre Study Update Report (September 2009) by Nathaniel Litchfield & Partners Ltd - <b>Colour</b>	PP01/C860 (D08)		7.40	7.40
Chiltern District Large Employment Sites Study (2004) by Aitchison Raffety - <b>Colour</b>	PP01/C860 (D08)		15.90	15.90
Report to Chiltern District Council - Investigation of sites not designated as Higher Performing in the Employment Land Study (2004) by Aitchison Raffety - <b>Colour</b>	PP01/C860 (D08)		4.30	4.30
Buckinghamshire Employment Land Review – Final Report August 2006 - <b>Colour</b>	PP01/C860 (D08)		29.80	29.80
Chiltern District Council 2009 Employment Site Vacancy Survey October 2010 v1.0 - <b>B/W</b>	PP01/C860 (D08)		1.00	1.00
Buckinghamshire Strategic Housing Market Assessment – Final Report (July 2008) by Fordham Research - <b>Colour</b>	PP01/C860 (D08)		45.80	45.80
Buckinghamshire Strategic Housing Market Assessment – Executive Summary (July 2008) by Fordham Research - <b>Colour</b>	PP01/C860 (D08)		4.30	4.30
Chiltern District Strategic Housing Land Availability Assessment Final Report (January 2008) by Roger Tym and Partners - <b>Colour</b>	PP01/C860 (D08)		12.80	12.80

**PLANNING PORTFOLIO**  
**REVISED CHARGES FROM 1 APRIL 2018**

VAT Codes:  
 Chiltern  
 South Bucks

(D45)=inclusive standard rated (D40)=plus standard rated (D08)=zero rate  
 (1a)=inclusive standard rated (1b)=plus standard rated (2)=zero rated (3)=

PLANS, POLICIES AND PUBLISHED INFORMATION (not including P&P)	General ledger code		2017/18	2018/19
	Chiltern	South Bucks	£	£
<b>Supporting Documents (Continued)</b>				
Chiltern District Strategic Housing Land Availability Assessment – Site Plans and Proformas (January 2008) by Roger Tym and Partners (Sites 1 – 200) - <b>B/W</b>	PP01/C860 (D08)		3.30	3.30
Chiltern District Strategic Housing Land Availability Assessment – Site Plans and Proformas (January 2008) by Roger Tym and Partners (Sites 201 – 350) - <b>B/W</b>	PP01/C860 (D08)		3.30	3.30
Chiltern District Strategic Housing Land Availability Assessment – Site Plans and Proformas (January 2008) by Roger Tym and Partners (Sites 351 - 537) - <b>B/W</b>	PP01/C860 (D08)		3.30	3.30
Chiltern District Strategic Housing Land Availability Assessment – Supporting Site Capacity and Character Testing Report (January 2008) by Tibbalds Planning - <b>Colour</b>	PP01/C860 (D08)		4.30	4.30
Chiltern District Strategic Housing Land Availability Assessment – Supplementary Report (September 2010) - <b>Colour</b>	PP01/C860 (D08)		9.60	9.60
Chiltern District Council Affordable Housing Development Economics Study (July 2007) by Adams Integra - <b>Colour</b>	PP01/C860 (D08)		22.20	22.20
Chiltern District Council Affordable Housing Development Economics Study Update Report 2009/2010 (March 2010) by Adams Integra - <b>Colour</b>	PP01/C860 (D08)		13.90	13.90
2010 Housing Land Supply Trajectory 2006 to 2026 v1.0 (September 2010) - <b>Colour</b>	PP01/C860 (D08)		3.30	3.30
Gypsy and Traveller accommodation needs assessment for the Thames Valley region September 2006 by Tribal Consulting - <b>Colour</b>	PP01/C860 (D08)		25.50	25.50
Gypsy and Traveller accommodation needs assessment for the Thames Valley region Executive Summary (Sept 2006) by Tribal Consulting - <b>Colour</b>	PP01/C860 (D08)		2.10	2.10
Needs Assessment for Travelling Show people (Buckinghamshire Authorities) July 2007 - <b>Colour</b>	PP01/C860 (D08)		10.60	10.60
Strategic Housing Sites & Major Developed Sites in the Green Belt Deliverability Information v1.0 October 2010 - <b>B/W</b>	PP01/C860 (D08)		1.00	1.00
Chiltern District Council - Chiltern Townscape Character Assessment - Interim Findings Paper (Sept. 2010) by Chris Blandford Associates - <b>B/W</b>	PP01/C860 (D08)		1.00	1.00
Chiltern District Council Major Developed Sites in the Green Belt Topic Paper v1.0 - <b>Colour</b>	PP01/C860 (D08)		2.20	2.20
Chiltern District Council – Accessibility, Parking Standards and Community Infrastructure Study Main Report (June 2005) by Carter Jonas - <b>B/W</b>	PP01/C860 (D08)		1.00	1.00
Chiltern District Council – Accessibility, Parking Standards and Community Infrastructure Study Appendices (June 2005) by Carter Jonas	PP01/C860 (D08)		8.60	8.60
Chiltern District Travel to Work Study (February 2007) by Land Use Consultants - <b>Colour</b>	PP01/C860 (D08)		6.30	6.30
Chiltern District Council - Core Strategy Evaluation of Transport Impacts (July 2009) Main Report by Atkins Transport Planning - <b>Colour</b>	PP01/C860 (D08)		11.60	11.60
Chiltern District Council - Core Strategy Evaluation of Transport Impacts (July 2009) Evaluation of Evidence by Atkins Transport Planning - <b>B/W</b>	PP01/C860 (D08)		2.20	2.20
Chiltern District Council – Draft Infrastructure Delivery Plan v1.0 (September 2010) - <b>Colour</b>	PP01/C860 (D08)		6.30	6.30
Chiltern District Council Strategic Flood Risk Assessment (SFRA) Level 1 Final Report (February 2008) by Jacobs (including maps) - <b>Colour &amp; B/W</b>	PP01/C860 (D08)		5.30	5.30
Chiltern District Council Strategic Flood Risk Assessment (SFRA) Level 2 Report (June 2008) & Maps (29 documents) by Jacobs - <b>Colour</b>	PP01/C860 (D08)		11.60	11.60
Chiltern District Council Open Space, Sport and Recreation Facilities Audit and Needs Assessment Final Report (June 2005) by Torkildsen Barclay - <b>Colour</b>	PP01/C860 (D08)		25.50	25.50
Buckinghamshire Infrastructure Project - Phase 2 - January 2008 (Chiltern, South Bucks & Wycombe Districts) - <b>B/W</b>	PP01/C860 (D08)		2.20	2.20

**PLANNING PORTFOLIO**  
**REVISED CHARGES FROM 1 APRIL 2018**

VAT Codes:  
Chiltern  
South Bucks

(D45)=inclusive standard rated (D40)=plus standard rated (D08)=zero rate  
(1a)=inclusive standard rated (1b)=plus standard rated (2)=zero rated (3)=

PLANS, POLICIES AND PUBLISHED INFORMATION (not including P&P)	General ledger code		2017/18	2018/19
	Chiltern	South Bucks	£	£
Chiltern Development Framework Statement of Community Involvement (Adopted December 2006) - <b>Colour</b>	PP01/C860 (D08)		5.30	5.30
Chiltern District Sustainability Appraisal Scoping Report - Revised January 2008 - <b>Colour</b>	PP01/C860 (D08)		11.60	11.60
Chiltern Draft Core Strategy Preliminary Sustainability Appraisal (June 2009) - <b>Colour</b>	PP01/C860 (D08)		7.40	7.40
Chiltern District Council Local Development Scheme 2010 -2013 (November 2010) - <b>Colour</b>	PP01/C860 (D08)		4.30	4.30
Schedule of Proposed minor changes to the Core Strategy for Chiltern District Submission Document v1.0 (January 2011) - <b>B/W</b>	PP01/C860 (D08)		1.00	1.00
Statement of Representations – Document in support of the Core Strategy for Chiltern District, Submission Document v1.0 (January 2011) - <b>B/W</b>	PP01/C860 (D08)		1.00	1.00
Core Strategy Pre-submission Consultation Statement				
Supplementary Information: Addition to Appendix 19 v1.0 (January 2011) - <b>B/W</b>	PP01/C860 (D08)		6.30	6.30
Chiltern District - Summary of Comments to the Pre-Publication Stages of the Core Strategy (2008 - 2010) - January 2011 - <b>B/W</b>	PP01/C860 (D08)		2.20	2.20
HOUSING TARGET FOR CHILTERN DISTRICT 2006 -2026 (January 2011) - <b>Colour</b>	PP01/C860 (D08)		4.30	4.30
Assessment of Conformity of the Core Strategy for Chiltern District with the policies of the South East Plan (January 2011) - <b>B/W</b>	PP01/C860 (D08)		1.00	1.00
Demonstrating the Links between the Core Strategy for Chiltern District & the Supporting Evidence Base - January 2011 - <b>B/W</b>	PP01/C860 (D08)		1.00	1.00
Chiltern District Council - Summary of Reports to the Council's Housing and Planning Overview Committee, Cabinet and Meeting of Chiltern District Housing Land Supply Trajectory (2006 – 2026) at March 2011 - <b>Colour</b>	PP01/C860 (D08)		1.00	1.00
Assessment of Housing Demand in Chiltern District (2006 - 2026) - February 2011 - <b>Colour</b>	PP01/C860 (D08)		5.30	5.30
Chiltern Strategic Housing Land Availability Assessment: Update Report March 2011 - Final - <b>Colour</b>	PP01/C860 (D08)		3.30	3.30
Chiltern Strategic Housing Land Availability Assessment: Update Report March 2011 – Supporting Appendix (Site Proformas by Schedule of Proposed Minor Changes to the Core Strategy for Chiltern District Submission Document - Part 2 (March 2011 - v2.0) - Chiltern District Council Employment Site Vacancy Survey November 2010 (v1.0 March 2011) - <b>B/W</b>	PP01/C860 (D08)		5.30	5.30
Chiltern District Core Strategy Preferred Options Paper - May 2006 - <b>Colour</b>	PP01/C860 (D08)		14.90	14.90
Chiltern District Core Strategy Preferred Options Paper - Sustainability Appraisal Report - May 2006 by Carter Jonas - <b>B/W</b>	PP01/C860 (D08)		1.00	1.00
			1.00	1.00
			10.60	10.60
			2.20	2.20

*Other LDF documents, including those relating to earlier stages in the Core Strategy process and evidence base studies are available to download from the Council's website or can be made available in hard form on request (these are charged at normal photocopying [and postage, if relevant] charges)*

**Conservation Area Leaflets / Appraisals**

Huntercombe (1977), Fulmer(1979), Hedgerley Village (1981), Hedgerley Green (1987), Iver (1982), Stoke Green (1987) and Stoke Park (1987)	PP01/S860		1.00	1.00
Boveney (1996), Burnham (2002)	PP01/S860		price based on normal photocopying charges	price based on normal photocopying charges
Dorney (1996) was sponsored			Free	Free
Taplow (2006), Taplow Riverside (2006), Uxbridge Lock (2006), Hampden Hill (2005), Beaconsfield Old Town (2006), Denham(2008), Gerrards Cross Common (2009), Gerrards Cross Centenary (2009), Stoke Poges - West End (2011), Framewood Road (2011) and subsequent documents	PP01/S860		price based on normal photocopying charges	price based on normal photocopying charges

**RESOURCES PORTFOLIO**  
Classification: OFFICIAL  
**REVISED CHARGES FROM 1 APRIL 2018**

VAT Codes:  
 Chiltern (D45)=inclusive standard rated (D40)=plus standard rated (D08)=zero rated (D04)=outside scope  
 South Bucks (1a)=inclusive standard rated (1b)=plus standard rated (2)=zero rated (3)=outside scope, (4)=

DATA PROTECTION ACT	General ledger code		2017/18 £	2018/19 £
	Chiltern	South Bucks		

Subject Access Request	BU01/C957 (D45)	BU01/S957 (1a)	10.00	
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MISCELLANEOUS	2017/18 £	2018/19 £
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Permission for works at Council property or related matters	Variable hourly rate appropriate for officer	Variable hourly rate appropriate for officer
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SECTION 106 AGREEMENTS	General ledger code		2017/18 £	2018/19 £
	Chiltern	South Bucks		

Deed of Variations	LE01/C956 (1b)	LE01/S956 (1b)	Fee subject	Fee subject
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New Agreements				
- individual	LE01/C956 (1b)	LE01/S956 (1b)	Fee subject	Fee subject
- others i.e. affordable housing/landscape managemen	LE01/C956 (1b)	LE01/S956 (1b)	variable hourly rate based on actual time (min £800 plus VAT)	variable hourly rate based on actual time (min £800 plus VAT)
	LE01/C956 (1b)	LE01/S956 (1b)		

For Information Environment Pag in January 2007 agreed these charges should be delegated to the Head of Legal &

LAND CHARGES	General ledger code		2017/18 £	2018/19 £
	Chiltern	South Bucks		

Form LLC1	LC01/C945 (D04)		20.00	
Form LLC1		LC01/S945 (3)	25.00	
Con29R – Required Enquiries	LC01/C944 (D45)		73.20	
Con29R – Required Enquiries		LC01/S944 (1a)	93.60	
Total LLC1 & CON29R	LC01/C944 (D45)		<b>93.20</b>	
Total LLC1 & CON29R		LC01/S944 (1a)	<b>118.60</b>	
CON 290 Enquiries – <i>Each</i> Optional Enquiry	LC01/C944 (D45)	LC01/S944 (1a)	18.00	
Additional Enquiries (Solicitors own questions)	LC01/C944 (D45)		18.00	
Additional Enquiries (Solicitors own questions)		LC01/S944 (1a)	30.00	
<b>Additional Parcels of Land:</b>				
Form LLC1	LC01/C945 (D04)	LC01/S945 (3)	5.00	
Form CON29R	LC01/C944 (D45)		12.00	
Form CON29R		LC01/S944 (1a)	18.00	

<b>SUBJECT:</b>	<b>TREASURY MANAGEMENT STRATEGY 2018/19</b>
<b>REPORT OF:</b>	<b>Support Services Portfolio Holder – Cllr M Stannard</b>
<b>RESPONSIBLE OFFICER</b>	<b>Director of Resources</b>
<b>REPORT AUTHOR</b>	<b>Helen O’Keeffe, Principal Accountant, <a href="mailto:hokeeffe@chiltern.gov.uk">hokeeffe@chiltern.gov.uk</a>, 01494 732781</b>
<b>WARD/S AFFECTED</b>	<b>All</b>

## 1. Purpose of Report

- 1.1 To advise the Portfolio Holder on the Treasury Management Strategy and related policies that should be adopted by the Council for 2018/2019.

### RECOMMENDATIONS

**1. The Resources Overview Committee is requested to:**

**Advise the Portfolio Holder on the Treasury Management Strategy to recommend to Cabinet and Council, 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 2018/19.**

## 2. Executive Summary

- 2.1 The Council is required to formally review its treasury management policies each year as part of determining what level of returns will be achieved from investments. The format of the treasury management policies is defined by the Code of Practice adopted by the Council, and is required to be approved by the Council on recommendation from the Cabinet.
- 2.2 The Treasury Management policies underpin the strategy for the year in question, which seek to achieve a level of investment return and efficiently manage any borrowing arising from the Council’s Capital Strategy. For 2017/18 there was a significant change in strategy as the Council borrowed funds to facilitate the building of the new Amersham Multi Storey Car Park. The Council had been debt free for many years so this represented a substantial change in approach. It is probable that borrowing will be undertaken in future years to facilitate other planned significant capital projects in accordance with the Capital Strategy. The Treasury Management Strategy and the Capital Strategy are two key related documents that underpins the Council’s compliance with the Prudential Code of Borrowing.

### **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.
- 3.2 The Code is currently under review, however until the results of the consultation are published the Council will continue to follow the key requirements of the latest version of the Code.

### **4. Treasury Management Strategy 2018/19**

- 4.1 The Treasury Management Strategy 2018/19 is attached as Appendix 1. In essence the proposed strategy is as follows, and makes appropriate recognition of the Government's advice to prioritise security and liquidity over returns.
- Borrowing will be required in order to deliver the Council's Capital Strategy and its related capital programme. Borrowing will be entered into once significant capital projects have been approved.
  - Cash is unlikely to be available for investment over time periods greater than one year.
  - Interest rates are expected to increase slightly on previous years, although it will remain challenging to achieve high investment returns.
  - The expected return for 2018/19 from the proposed strategy is £90,000.

### **5. Consultation**

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

### **6. Options**

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

### **7. Corporate Implications**

- 7.1 The budget for investment interest was set at £100,000 for 2017/18. The current estimated investment return shows that the budget is likely to be exceeded by a modest amount.
- 7.2 Budgeted investment income in 2018/19 is based on interest rates remaining just below 1%. Although borrowing will not be undertaken in advance of need, there will be some short term timing differences where funds will be borrowed and not yet required for the payment of suppliers. Any surplus funds will be invested on a short term basis until they are required.

- 7.3 Based upon the recommendations outlined in the Treasury Management Strategy the estimated investment return for 2018/19 is £90,000. This target for investment income reflects the latest forecasts for interest rates, and is regarded as realistic and achievable.
- 7.4 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.
- 7.5 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. This is particularly relevant now that the Authority has undertaken external borrowing.
- 7.6 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.
- 7.7 It is a statutory requirement under section 33 of the Local Government Finance Act 1992, for the Council to produce a balanced budget. In particular, section 32 requires a local authority to calculate its budget requirements for each financial year to include the revenue costs that flow from capital financing decisions. This, therefore, means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue from:
- loss of investment interest caused by the use of capital receipts to finance additional capital expenditure.
  - any increases in running costs from new capital projects.
  - any interest payable on loans
- are limited to a level which is affordable within the projected income of the Council for the foreseeable future as part of the Council's overall Medium Term Financial Strategy.
- 7.8 The CLG's investment guidance states that authorities could combine the Treasury Strategy Statement and the Annual Investment Strategy (AIS) into one report. The Treasury Management Strategy 2018/19 document is attached to this report (Appendix 1).

## **8. Links to Council Policy Objectives**

- 8.1 The Council's Treasury Management Strategy is a key element to the overall Medium Term Financial Strategy. The Treasury Management Strategy and the Capital Strategy are two key related documents that underpins the Council's compliance with the Prudential Code of Borrowing.

## **9. Next Step**

- 9.1 Following views from the Resources Overview Committee, the Strategy will be considered by the Cabinet in February. Cabinet will then recommend to the Council the Strategy.

- 9.2 The implementation and monitoring of the strategy and policy will be undertaken by reports to Cabinet.

<b>Background Papers:</b>	None
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**Chiltern District Council**  
**Treasury Management Strategy**  
**2018/2019**

## 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 Code is currently under review, however until the results of the consultation are published the Council will continue to follow the key requirements of the latest version of the Code which 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. Although borrowing will not be undertaken in advance of need, there will be some short term timing differences where funds will be borrowed and not yet required for the payment of suppliers. Any surplus funds will be invested on a short term basis until they are required.
  - h) The main annual treasury management reports must be approved by full Council.
  - i) There needs to be, at a minimum, a mid-year review of treasury management strategy and performance. This is intended to highlight any areas of concern that have arisen since the original strategy was approved. For Chiltern this requirement is met by the regular reports to the Cabinet.

- j) Each council must delegate the role of scrutiny of treasury management strategy and policies to a specific named body. For Chiltern this is carried out by the Resources Overview Committee.
- k) Treasury Management performance and policy setting should be subjected to prior scrutiny. This is achieved via the regular discussions on Treasury Management at the Resources Overview.
- l) Members should be provided with access to relevant training. The Council's treasury management advisers provided training most recently in September 2015 which outlined relevant legislation, the Code of Practice, Members' responsibilities and operational issues.
- m) Those charged with governance are also personally responsible for ensuring they have the necessary skills and training.
- n) Responsibility for these activities must be clearly defined within the organisation.
- o) Officers involved in treasury management must be explicitly required to follow treasury management policies and procedures when making investment and borrowing decisions on behalf of the Council.

1.2. This strategy statement has been prepared in accordance with the Code. As in previous years the Council's Treasury Management Strategy will be approved annually by the full Council. In addition there will also be regular monitoring reports to Resources Overview, one of which will be the annual report. In addition the Support Services Portfolio Holder will be emailed each month with information showing where the Council's investment portfolio has been invested. The aim of these reporting arrangements is to ensure that those with ultimate responsibility for the treasury management function appreciate fully the implications of treasury management policies and activities, and those implementing policies and executing transactions have properly fulfilled their responsibilities with regard to delegation and reporting.

1.3. The Council will adopt/reaffirm the following reporting arrangements in accordance with the requirements of the revised Code:-

Area of Responsibility	Reporting Arrangements	Frequency
Treasury Management Policy	Cabinet/Council	Reviewed annually.
Treasury Management Strategy Annual Investment Strategy MRP policy	Cabinet/Council	Annually before the start of the financial year
Treasury Management Strategy Annual Investment Strategy MRP policy – in year report	Cabinet	Appropriate report to Cabinet
Treasury Management Strategy Annual Investment Strategy MRP policy – updates or revisions at other times	Cabinet/Council	As appropriate

Annual Treasury Outturn Report	Cabinet/Council	Annually by 30 <sup>th</sup> September after the end of the year
Monitoring Reports	Cabinet	Regularly
Investment Portfolio Detail	Support Services Portfolio Holder	Monthly
Scrutiny of treasury management strategies & annual performance	Resources Overview Committee	Ongoing but with particular focus when considering annual Strategy

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

## 2. Prospects for Interest Rates and Economic Background

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

	2017	2018				2019	
	Q4	Q1	Q2	Q3	Q4	Q1	Q4
Bank Rate	0.50%	0.50%	0.50%	0.50%	0.75%	0.75%	0.75%
3 M LIBID	0.40%	0.40%	0.40%	0.40%	0.60%	0.60%	0.90%
6M LIBID	0.50%	0.50%	0.50%	0.60%	0.80%	0.80%	1.00%
12M LIBID	0.70%	0.80%	0.80%	0.90%	1.00%	1.00%	1.30%

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

- Political developments in the UK, especially over the terms of Brexit.
- There was a small interest rate rise of 0.25% in November, the Monetary Policy Committee (MPC) indicated that they expected to increase the Bank Rate only twice more in the next three years to reach 1.0% by 2020. This is in line with previous statements that the Bank Rate would only go up very gradually and to a limited extent. It is therefore unlikely in the medium term that cash investment returns will increase significantly from current levels.
- Although there is normally a high degree of correlation between the Fed. Rate and the UK Bank Rate, it is anticipated that the Fed. Rate will increase more quickly and more strongly than the UK Bank Rate.

### 3. Achieving the Investment Target in 2018/19

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

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

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

3.3. To invest material sums for longer than one year would require a level of surplus cash not earmarked for specific items or projects to be available. This is unlikely to be the case in 2018/19.

3.4. The following table illustrates the estimated investment interest for 2018/19.

	Credit Rating	Amount Loaned	Interest Rate	Matures	Interest 18/19	New Inv 18/19 (0.9%)
Bank of Scotland/Lloyds	A+	1,000,000	0.90%	Nov-18	5,425	3,000
Bank of Scotland/Lloyds	A+	1,000,000	0.36%	Jan-18		3,000
Bank of Scotland/Lloyds	A+	1,000,000	0.65%	Jul-18	2,084	6,000
Bank of Scotland/Lloyds	A+	2,000,000	0.36%	Jan-18		6,000
Nationwide	A+	3,000,000	0.32%	Jan-18		9,000
Santander	A	2,000,000	0.85%	Mar-18		9,000
Santander	A	1,000,000	0.85%	May-18	1,048	7,500
Santander	A	1,000,000	0.60%	Jul-18	1,923	6,000
Close Brothers	A	1,000,000	0.90%	Oct-18	4,882	3,750
Close Brothers	A	1,000,000	1.00%	Feb-18		3,750
Close Brothers	A	1,000,000	1.10%	Nov-18	7,052	3,000
		15,000,000			22,414	60,000
Short term		3,000,000	0.35%		10,500	
Total		18,000,000			32,914	60,000
Total interest forecast 2018/19						<b>92,914</b>

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

#### Schedule of Maturing Investments

Year	Month	Amount	Cumulative
Instant MMF		10,000,000	10,000,000
2017/18	Jan	6,000,000	16,000,000
	Feb	1,000,000	17,000,000
	Mar	2,000,000	19,000,000
2018/19	May	1,000,000	20,000,000
	Jul	2,000,000	22,000,000
	Oct	1,000,000	23,000,000
	Nov	2,000,000	25,000,000
		25,000,000	

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

3.7. The table below shows the proposed counterparty investments matrix for investments in 2018/19.

	Duration	Maximum Amount	Fitch Rating	Comment
Money Market Funds	-	£5m	AAA	
UK Institutions	Up to 3 years	£5m	BBB+ or better	
Non UK Institution	Up to 3	£2m	A- or better	Sovereignty

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

#### 4. Borrowing Strategy

- 4.1 The Treasury Management policies underpin the strategy for the year in question, which seek to achieve a level of investment return and efficiently manage any borrowing arising from the Council's Capital Strategy. The Council had been debt free for many years so this represented a substantial change in approach. It is probable that borrowing will be undertaken in future years to facilitate other planned significant capital projects in accordance with the Capital Strategy. The Treasury Management Strategy and the Capital Strategy are two key related documents that underpins the Council's compliance with the Prudential Code of Borrowing.
- 4.2 In 2017/18, £10.8m was borrowed from the PWLB to enable the construction of the new Multi Storey Car Park in Amersham. It is probable that more borrowing will be undertaken in order to facilitate other planned significant capital projects arising from the Capital Strategy.
- 4.3 In order to undertake borrowing the Council must demonstrate its compliance with the Prudential Borrowing Code. The purpose of the Code is to establish the framework for local authorities to ensure:
- Capital expenditure plans are affordable (Medium Term Financial Strategy and Capital Strategy)
  - External borrowing and long term liabilities are prudent and sustainable (Medium Term Financial Strategy)
  - Treasury management decisions are in accordance with good professional practise (Treasury Management Strategy)
  - The local authority is accountable and its decisions clear and transparent (Code of Corporate Governance).
- 4.4 The capital expenditure plans set out in Appendix 1B provide details of the planned expenditure of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this expenditure. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities.
- 4.5 The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the additional sums borrowed. However, it is possible that there will be some short term timing differences where funds are borrowed in order to pay suppliers'

invoices for capital projects. This may result in the Council holding cash surpluses until the project is complete, which will be invested until required for the payment of suppliers.

- 4.6 Borrowing will only be entered into once the larger capital projects have received approval from Members to commit following appropriate feasibility and preparation work. The Director of Resources will determine the optimum time to borrow taking into account current and forecast interest rates.
- 4.7 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. It is recommended that Members approve an authorised borrowing limit of £35 million and an operational borrowing limit of £30 million, these together with other prudential indicators that the Council are required to set under the code are shown at Appendix 1B, and Appendix 1C covers the technical requirement in respect of calculating the minimum revenue provision.

## **5. Financial Summary & Risks**

- 5.1. The budget for investment interest was set as £100,000 for 2017/18. Current estimates show that the budget is likely to be exceeded by a modest amount.
- 5.2. The estimated investment return for 2018/19 is £90,000, which reflects the latest forecasts for interest rates.
- 5.3. The cost of borrowing is estimated at 2.7%. There is clearly some sensitivity around this if the interest rate should change. A 1% increase in borrowing rates would increase interest rate costs by £10,000 per £1m of borrowing.
- 5.4. As with any budgets based on forecasts of future interest rates there is a risk of variation due to factors outside of the Council's control. This risk will need to be taken into account in determining the level of revenue reserves held by the authority.

### **Appendices**

**1A – Annual Investment Strategy**

**1B – Prudential Indicators**

**1C – Minimum Revenue Provision**



**CHILTERN DISTRICT COUNCIL****Annual Investment Strategy 2018/19**

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 Code of Practice is currently being revised, however until the revised Code of Practice is published, the Council will continue to adhere to the current Code of Practice. The Council's investment priorities will be security first, liquidity second and then return.
2. This Annual Investment Strategy states which investments the Council may use for the prudent management of its treasury balances during the financial year under the heads of Specified Investments and Non-Specified Investments. These are listed in Schedules A and B.
3. The policies underpinning the investment strategy for managing investments and for giving priority to the security and liquidity of those investments are set out in this document.

**Treasury Management Policy Statement****4. Definition**

The Council defines its treasury management activities as

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

**5. Risk Management**

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

**6. Value for Money**

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

**7. Borrowing Policy**

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

The Council will set an affordable borrowing limit each year in compliance with the Local Government Act 2003, and will have regard to the CIPFA Prudential Code for Capital Finance in Local Authorities

when setting that limit. It will also set limits on its exposure to changes in interest rates and limits on the maturity structure of its borrowing in the annual Treasury Management Strategy report.

## 8. **Investment Policy**

The general policy objective for this Council is the prudent investment of its treasury balances. The Council's investment priorities are the security of capital and liquidity of its investments. The Council will aim to achieve the optimum return on its investments commensurate with the proper levels of security and liquidity, and in an ethical manner that does not put the Council's reputation at risk. Investment of the Council's funds will be in accordance with the Treasury Management Strategy and Policy. All investments will be in sterling.

## **CIPFA Treasury Management Code of Practice**

9. The CIPFA Code of Practice on Treasury Management in Local Authorities was last revised in 2009. The Code of Practice is currently being reviewed by CIPFA and a revised version is expected to be published imminently.

10. CIPFA recommends that all public service organisations adopt, as part of their standing orders, financial regulations, or other formal policy documents appropriate to their circumstances, the following.

1. This organisation will create and maintain, as the cornerstone for effective treasury management:
  - a treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities.
  - suitable treasury management practices (TMPs), setting out the manner in which the organisation will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.

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

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

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

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

### Specified and Non-Specified Investments

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

### Security of Capital: The use of Credit Ratings

15. This Council relies on credit ratings published by Fitch (Standard and Poor's for Money Market Funds where applicable) to establish the credit quality of counterparties and investment schemes. The Council determines the appropriate credit ratings it deems to be sufficiently high for each category of investment. The 2018/19 counterparty credit matrix for investments is as follows:

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

### Monitoring of credit ratings:

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

### Monitoring of Reputational Risk Issues

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

### Investment Balances / Liquidity of Investments

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

## **Provisions for Credit Related Losses**

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

## **End of Year Investment Report**

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

**LOCAL GOVERNMENT INVESTMENTS (ENGLAND)**  
**SPECIFIED INVESTMENTS**

**All investments listed below must be sterling –denominated**

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

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

Investment	(A) Why use it ? (B) Associated risks ?	Repayable /Redeemable Within 12 months ?	Security /Minimum credit rating	Used By	Maximum value	Length of investment
<b>Supranational Bonds</b>  Custodial arrangement required prior to purchase	(A)(i)Excellent credit quality. (ii) Relatively liquid (although not as liquid as gilts) (iii) If held to maturity, known yield (rate of return) per annum, which would be higher than that on comparable gilt – aids forward planning, enhanced return compared to gilts. (iv) If traded, potential for capital gain through appreciation in value (i.e. sold before maturity)  (B)(i) Market or interest rate risk: Yield subject to movement during life of bond which could negatively impact on price of the bond i.e. potential for capital loss. (ii)Spread versus gilts could widen	Yes	AAA or Government guaranteed	In-house	Not more than 25% of the external fund with no more than 10% in any one institution  In house maximum of £3m	Average duration of the fund not to exceed 3 years.  Maximum of 3 years
<b>Property Funds which constitute capital expenditure</b>	Alternative to cash funds. Returns subject to property market and rental streams	Not always dependant on terms of each fund	Investment in property	Any Fund Manager	£3m	Dependant on terms of each fund
<b>Property Funds approved by HM Treasury which do not constitute capital expenditure eg CCLA</b>	Alternative to cash funds. Returns subject to property market and rental streams	Not always dependant on terms of each fund	Investment in property	Any Fund Manager	£3m	Dependant on terms of each fund



<b>Investment</b>	<b>(A) Why use it ? (B) Associated risks ?</b>	<b>Repayable /Redeemable Within 12 months ?</b>	<b>Security /Minimum credit rating</b>	<b>Used By</b>	<b>Maximum value</b>	<b>Length of investment</b>
<b>Term deposits</b> with the UK government or with English local authorities (i.e. local authorities as defined under section 23 of the 2003 Act) with maturities up to 5 years	Gives a known rate of return	No	High security although LAs not credit rated	In-house	None	3 years – in house
<b>Term deposits</b> with credit – rated deposit takers (banks & building societies), including callable deposits with maturities up to 5 years	Gives a known rate of return	No	Yes, use of Fitch ratings Subject to counterparty matrix	In-house	None	3 years – in house Internal forward deals subject to 3 months in advance only approved by DoR
<b>Corporate Bonds</b>  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	Maximum of £3m	Maximum of 3 years

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><b>Corporate Bond Funds</b></p> <p>Pooled Investment Vehicle Custodial arrangement not required</p>	<p>(A) Attractive returns, provides Diversification, no need for custodial facilities, professional fund management, has liquidity. (B) Market or interest rate risk, impact of credit rating changes, will attract fund management fees, would have to account for unrealised gains and losses annually.</p>	<p>Yes-redeemable at net asset value</p>	<p>Yes, use of Fitch ratings Subject to counterparty matrix</p>	<p>Fund Manager</p>	<p>Maximum of £3m</p>	<p>Maximum of 3 years</p>

## **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 Prudential Code is currently being reviewed and an updated version is expected to be published shortly. However, until the updated version is published the Council will continue to follow the current Code. 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.

	2016/17 Actual £000	2017/18 Forecast £000	2018/19 Estimate £000	2019/20 Estimate £000	2020/21 Estimate £000
Capital Expenditure	1,840	6,659	12,865	19,081	10,991

For CDC until 2017/18 the capital programme was fully funded from capital receipts and Government grant. However, the increased level of capital expenditure has meant that this is no longer possible, and the Council has borrowed funds in 2017/18 and will need to borrow funds to facilitate the budgeted capital expenditure on major projects in future years.

#### 2.Ratio of financing costs to net revenue income stream

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

	2016/17 Actual £000	2017/18 Forecast £000	2018/19 Estimate £000	2019/20 Estimate £000	2020/21 Estimate £000
Financing Costs <i>ie net investment income plus interest payments</i>	164	2	(267)	(784)	(1,050)
Net Revenue Income Stream <i>ie Budget Requirement</i>	10,710	10,746	10,493	10,268	10,235
Ratio	(1.53%)	(0.02%)	2.54%	7.64%	10.26%

Until 2017/18, income from investments outweighs any borrowing costs, therefore the ratio of financing costs to revenue budget requirement (Government grant and Council tax income) will be negative. From 2018/19 onwards, borrowing costs are in excess of income from investments and therefore the ratio is positive.

### 3. Incremental Impact on Council Tax

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

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

Firstly each pound spent on the capital programme reduces the amount of capital reserves, which in turn reduces the Council's investment holdings and thus the revenue interest earned by the Council. Based on current investment rates, increasing the overall capital programme by £100,000 will reduce annual interest by and thus increase the revenue budget by £900. Similarly reducing the overall capital programme by £100,000 will increase annual interest by and thus reduce the revenue budget by £900. £900 is equivalent to approximately 2p on the average band D Council Tax.

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

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

### 4. Capital Financing Requirement

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

	2016/17 Actual £000	2017/18 Estimate £000	2018/19 Estimate £000	2019/20 Estimate £000	2020/21 Estimate £000
CDC Capital Financing Requirement at year end	0	10,800	15,800	30,530	40,260
Movement in CFR	0	10,800	5,000	14,730	9,730

Breakdown of Movement in CFR					
Net financing need for the year	0	10,800	5,000	15,000	10,000
Minimum Revenue Provision (MRP)	0	0	0	(270)	(270)
Movement in CFR	0	10,800	5,000	14,730	9,730

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

#### 5. Authorised Temporary Borrowing Limits

This indicator sets limits on how much CDC can borrow.

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Authorised Limit	3,000	13,000	35,000	45,000	50,000
Operational Limit	3,000	10,000	30,000	40,000	45,000

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

## **Prudential Indicators for Prudence**

### 1. Net Borrowing and The Capital Financing Requirement

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

### 2. Treasury Management Indicator

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

### 3. Upper limit for interest rate exposure.

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

	2016/17	2017/18	2018/19	2019/20	2020/21
Fixed Rate	100%	100%	100%	100%	100%
Variable Rate	60%	70%	80%	90%	90%

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

### 4. Maturity Structure of Borrowings

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

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

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

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Upper Limit	5	10	10	10	10

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





## **MINIMUM REVENUE PROVISION (MRP)**

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

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

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

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

The options for prudent provision are as follows:

### Option 1 – Regulatory Method

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

### Option 2 – CFR Method

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

### Option 3a – Asset Life Method – equal instalments

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

### Option 3b – Asset Life Method – annuity method

Here equal instalments of MRP, calculated in accordance with an annuity payment profile, will be made over the estimated life of assets financed by borrowing. This method 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 1<sup>st</sup> 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 1<sup>st</sup> April which is financed by borrowing or credit arrangements.

In this Council's case from 1 April 2017 there has been some borrowing and further borrowing is probable in 2018/19 and beyond.

**It is therefore recommended that option 3a, the Asset Life Method – equal instalments, is adopted as the Council's annual policy on making MRP for 2018/19 and MRP will be deferred whilst an asset is under construction.**

<b>SUBJECT:</b>	<b>Capital Strategy and Capital and Repairs &amp; Renewals Programme 2018/19 to 2022/23</b>
<b>REPORT OF:</b>	<b>Support Services Portfolio Holder – Cllr Mike Stannard</b>
<b>RESPONSIBLE OFFICER</b>	<b>Director of Resources – Jim Burness</b>
<b>REPORT AUTHOR</b>	<b>Capital Accountant – Jane Clarke – 01494 732 223</b>
<b>WARD/S AFFECTED</b>	<b>All</b>

## 1. Purpose of Report

- 1.1 To present:
- The Capital Strategy.
  - The proposed Capital Programme for 2018/19 – 2022/23
  - The proposed Repairs & Renewals Programme for 2018/19 – 2022/23.

### **RECOMMENDATIONS**

**Cabinet is asked to recommend to Council:**

- 1. The Capital Strategy including the Capital Programme for 2018/19-2022/23 (Appendix A).**
- 2. The Repairs & Renewals Programme for 2018/19 – 2022/23 (Appendix B).**

## 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.
- 2.2 In recent years decisions have been undertaken to embark on a number of significant capital projects, such as the Amersham Multi Storey Car Park, and the re-development of Chiltern Pools. These projects have changed the scale and composition of the future capital programme, creating the need to finance these projects from borrowing.

## 3 Review of Capital Programme

- 3.1 The Capital Programme is set out in the Capital Strategy.
- 3.2 Projects are grouped by Portfolio area, and the main items in the capital programme are as follows:

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Environment

- 3.3 The need to replace the waste sweeper vehicles. The vehicles were on a 5 year agreement which comes to an end in 2018/19, so £200k has been allowed for this purpose. Provision for the replacement of the main refuse vehicle fleet in 2019/20 has been allocated at a cost of £3,150k, as the current waste contract expires in March 2020, but this will be influenced by the overall re-tendering of the contract .
- 3.4 Construction of an extension to the Amersham Multi Storey Car Park will continue in 2018/19, to provide increased parking capacity within Amersham and to accommodate future capacity needs as highlighted in the Parking Strategy, a key Council priority as identified in the Capital Strategy.
- 3.5 A budget of £10k, has been allocated to provide solutions for additional off street parking in the district.
- 3.6 CDC is responsible for the maintenance of the Mill Meadow Bridge, and has an obligation to keep the bridge in repair and to provide the site users and members of the public with adequate access. Following detailed design work this project is expected to cost £370k in total.

Healthy Communities

- 3.7 There are 7 Town and Village Revitalisation groups which the council supports, with a budget of £14k p.a. This funding supports the enabling community participation, helping residents shape and improve their own communities. Past examples include support to heritage projects, riverside walks, nature park and high street festivals, libraries, youth clubs and visitor information facilities. They have also helped to fund raise for projects to improve facilities for young people and families. The funding provided through these grants assists the community access additional funding for projects which has been valued at over £1m which would not otherwise be accessed by the community.
- 3.8 Currently, under the contract with Greenwich Leisure, the Council has responsibility for the structure and exterior of the leisure centres. A sum of £100k is budgeted each year to meet these obligations up until 2019/20, at which point the current contract with GLL will expire.
- 3.9 There is a budget of £30m for the redevelopment of the Chiltern Pools site which is at the end of its useful life. The redevelopment has been shaped by the Council's Leisure Strategy. The feasibility and design work underway at present will lead to the preparation of a detailed business case to be presented to members for approval to commit to the construction of a new facility during 2018/19.
- 3.10 The remainder of the expenditure in this area relates to housing/renovation grants, with the largest element being the Disabled Facility Grant 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 Countywide Health & Wellbeing Board (this was £598k in 2017/18). A contribution to the programme is also sought from Paradigm.

- 3.11 A project for Homelessness Mitigation Works has also been introduced in 2018/19 for £150k annually. This could be used to contribute to housing associations in order for them to purchase property for temporary accommodation, or potential development of a hostel.

Support Services

- 3.12 A Customer Experience Strategy Programme to facilitate the centralisation and transformation of customer services, increasing efficiency and delivering savings across CDC and SBDC. The budgeted share of the set up ICT costs for CDC is £269k.
- 3.13 The recent property condition survey, indicated works to KGVH need to be carried out to the value of £450k, over the next four years. These include replacement of flat roof, boilers and condensing units and renewal of suspended ceilings.

**4 Commuted Sums Programme**

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

	Balances as at 15.12.17 £
s106 Monies - Conditional	2,179,903
s106 Monies - Unconditional	25,000
	2,204,903

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

**5 Review of Repairs & Renewals Programme**

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

Depot: £30k 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.

KVHG Planned Maintenance Works £434k

- 5.3 As a result of a conditions survey, several areas have been identified as requiring works to KGVH. This includes, external and internal redecoration, replacement of electrical distribution boards, replace wall mounted heaters and air con units, as well as new carpets and vinyl floor covering.

Ashley Green Old School Community Centre £16k

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

Barn Hall Annex £4k

- 5.5 To undertake a structural survey in 2018/19, as well as addressing some areas of damp penetration.

Paper Sort Reinstatement £121k

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

Leisure Centres: £10k pa + £70k in 2019/20.

- 5.7 To undertake small repairs and maintenance to the centres up until 2020/21, which cannot be funded from Capital. A further £70k in 2018/19 is required for the leisure centres 5 year condition survey.

IT Replacement Equipment/Alterations £30k pa

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

## 6 Consultation

- 6.1 Consultation is with the Resources Overview Committee.

## 7 Corporate Implications

- 7.1 The programme in the Capital Strategy covers the period until 2023. Over this period new calls for capital expenditure will arise linked to the Council's Business Plan and Financial Strategy.

- 7.2 The table below shows the proposed funding of the Capital Programme.

Sources of Funding	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
Housing subsidy re DFGs via Better Care Fund (BCC)	598,000	598,000	598,000	598,000	598,000
Borrowing - Car Park	6,064,000				
Borrowing - Leisure Centre	5,000,000	15,000,000	10,000,000		
Capital Receipts / Capital Contributions	1,202,610	3,482,750	392,750	214,000	267,750
	<b>12,864,610</b>	<b>19,080,750</b>	<b>10,990,750</b>	<b>812,000</b>	<b>865,750</b>

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**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, and then by Council in February 2018.

<b>Background Papers:</b>	None
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**CHILTERN DISTRICT COUNCIL CAPITAL STRATEGY****Purpose**

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

**Key Priorities of the Strategy**

The key Council priorities are as follows.

<b>Priority</b>	<b>Comment</b>
Financial Stability & Resilience	Eliminating the funding gap Growing income base Funding only from Business Rates, Council Tax and Fees & charges and rents Reserves to buffer effects of funding reductions Reserves for specific major projects Funding investment (Prudential Borrowing) Continuing efficient and effective use of resources Strong cost control
Local Housing needs	Temporary accommodation supply Affordable housing supply Use of s106 funds
Parking Strategy	Focus initial on Amersham issues (AMSCP), but then look at other areas.
Maximising use of Property Assets	Amersham site (Pool & KGVH)
Leisure Strategy	Implementing outcomes of leisure needs survey, especially in respect of redevelopment of Chiltern Pools
Supporting local businesses	Broadband extension and development Skills agenda Progression on the economic development strategy Encourage tax base growth
The local environment	HS2 mitigation Joint Local Plan work
Joint Working including Transformation	Stronger in Partnership Programme, especially the Customer Experience Strategy. Development of next phase of joint working building on progress made to date

## **Key Documents Influencing the Capital Strategy**

The Strategies influencing the Capital Strategy are:

- Medium Term Financial Strategy
- Treasury Management Strategy
- Asset Management Plan
- Housing Strategy
- ICT Strategy.

The Treasury Management Strategy's relationship to the Capital Strategy is important as it needs to demonstrate that any external liabilities or long term liabilities are prudent and financially sustainable.

The Asset Management Plan sets out how the Council will use its assets to optimise revenue and create income streams for the Council.

## **Principles**

The key principles underpinning the Capital Strategy are:

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

## **Financing**

The Strategy will be financed using the following funding sources:

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

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

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

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

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

Grant or lottery funding will be explored where there is a realistic chance of success.

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

## **Governance**

### Roles and Responsibilities

#### Members

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

#### Managers

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

s151 Officer

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

### Project Management

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

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

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

Where the Council decides to undertake external financing of investment projects it will ensure this is based on the requirements of the Prudential Code<sup>1</sup>. The Treasury Management Strategy will be reviewed annually, and will set out the Prudential Indicators for the Authority in order to demonstrate the affordability of any borrowing undertaken in support of the Medium Term Financial Strategy and Capital Strategy.

The inter-relationship of the three strategies need to be understood, as at the heart of the relationship is how the authority manages the financial risks of those elements of its plans that involve external borrowing to achieve outcomes that are key to the Council's medium term objectives.

### **Review of the Strategy**

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

### **Capital Strategy 2018 - 2023**

The Council's Capital Programme contributes to its overall financial strategy by including projects that will increase the Council's income and the use of a number of key assets.

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<sup>1</sup> Prudential Code for Capital Finance in Local Authorities issues by CIPFA.

Where substantial investment is required this will be financed by prudential borrowing following the approval of business cases. For planning purposes an initial estimate has been made of the level of investment this programme might require.

The programme includes two significant projects for the expansion of the Council's main car park in Amersham which will be completed by the end of 2018, and the redevelopment of the Chiltern Pools site to replace the current facility which is at the end of its useful life with a development shaped by a review of the leisure needs of the area and public consultations. The majority of the costs of these projects are anticipated to be finance by prudential borrowing, but some of the preparatory work related to the Chiltern Pools project will be met from an earmarked revenue reserve.

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

In 2020/21 the Council will need to consider the replacement of the refuse fleet. This will be tied in with retendering the current contract, and at that stage an evaluation will be undertaken whether to lease or acquire any new vehicles required under the contract.

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

- King George V House offices
- The Council Depot at London Road
- Leisure Centres (excluding Chiltern Pools)
- ICT infrastructure
- Car parks.

This maintenance expenditure is met in part of from the Repairs and Renewal Programme, which is funded from a revenue reserve established for this purpose. It is anticipated that very large projects, or projects to expand or add new facilities would be funded separately.

The overall size of the programme over time will be affected primarily by the ability of the revenue budget to support the cost of financing new investment by prudential borrowing as the Council's asset strategy does not envisage any significant asset disposals.

As the Council is undertaking Prudential Borrowing it is important to be aware of the impact in terms of the revenue budget over time. This is illustrated by the Treasury Management Prudential Indicators that form part of the Treasury Management Strategy. The key ones in terms of the Capital Strategy are:

#### TMPI2: Ratio of financing costs to net revenue income stream

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

	2016/17 Actual £000	2017/18 Forecast £000	2018/19 Estimate £000	2019/20 Estimate £000	2020/21 Estimate £000
Financing Costs <i>ie net investment income plus interest payments</i>	164	2	(267)	(784)	(1,050)
Net Revenue Income Stream <i>ie Budget Requirement</i>	10,710	10,746	10,493	10,268	10,235
Ratio	(1.53%)	(0.02%)	2.54%	7.64%	10.26%

#### TMPI4: Capital Financing Requirement

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

	2016/17 Actual £000	2017/18 Estimate £000	2018/19 Estimate £000	2019/20 Estimate £000	2020/21 Estimate £000
CDC Capital Financing Requirement at year end	0	10,800	15,800	30,530	40,260
Movement in CFR	0	10,800	5,000	14,730	9,730

Breakdown of Movement in CFR					
Net financing need for the year	0	10,800	5,000	15,000	10,000
Minimum Revenue Provision (MRP)	0	0	0	(270)	(270)
Movement in CFR	0	10,800	5,000	14,730	9,730

These indicators clearly show the increase in the Council's borrowing implied by the Capital Strategy. The affordability of the Strategy needs to be considered in the context of the Medium Term Financial Strategy, however it is important for the Council's overall Medium Term Financial Strategy that the significant projects designed to generate income and improve car parking capacity, and leisure services achieve their objectives.

**Director of Resources  
December 2017**

**CHILTERN DISTRICT COUNCIL CAPITAL PROGRAMME 2018 – 2023**

<b>Capital Programme</b>	<b>Original Budget 18/19</b>	<b>Original Budget 19/20</b>	<b>Original Budget 20/21</b>	<b>Original Budget 21/22</b>	<b>Original Budget 22/23</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Environment</b>					
Refuse Vehicles	200,000	3,150,000			
AMSCP (Nb: Budget includes £313,000 for relaying the surface on the top floor of the existing car park)	6,064,000				
Additional off street parking solutions	10,000				
Mill Meadow Bridge - Major Works	211,000				
<b>Healthy Communities</b>					
Town & Village Revitalisation	14,000	14,000	14,000	14,000	14,000
Leisure Centres	100,000	100,000			
Redevelopment of Chiltern Pools	5,000,000	15,000,000	10,000,000		
Disabled Facility Grants	598,000	598,000	598,000	598,000	598,000
Homelessness Mitigation Works	150,000	150,000	150,000	150,000	150,000
Renovation Grants	50,000	50,000	50,000	50,000	50,000
<b>Support Services</b>					
Customer Experience Strategy Programme	268,860				
KGVH - Increase Parking	50,000				
KGVH - Replace condensing boilers	130,000				
KGVH - Condensing units in plantroom A			22,500		
KGVH - Replacement flat roof covering			156,250		
KGVH - Renew suspended ceilings	18,750	18,750			53,750
	<b>12,864,610</b>	<b>19,080,750</b>	<b>10,990,750</b>	<b>812,000</b>	<b>865,750</b>
<b>Sources of Funding</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Housing subsidy re DFGs via Better Care Fund (BCC)	598,000	598,000	598,000	598,000	598,000
Borrowing - Car Park	6,064,000				
Borrowing - Leisure Centre	5,000,000	15,000,000	10,000,000		
Capital Receipts / Capital Contributions	1,202,610	3,482,750	392,750	214,000	267,750
	<b>12,864,610</b>	<b>19,080,750</b>	<b>10,990,750</b>	<b>812,000</b>	<b>865,750</b>
<b>Capital Resources</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Opening Capital Resources</b>	4,524,728	4,135,269	1,046,469	1,047,669	1,227,619
New General Capital Contributions	619,201	0	0	0	0
New General Capital Contributions Vehicles	393,950	393,950	393,950	393,950	393,950
Use of Vehicle Reserve	-200,000	-2,147,470	0	0	0
Use of Capital Receipts / Capital Contributions	-1,202,610	-1,335,280	-392,750	-214,000	-267,750
<b>Closing Capital Resources</b>	<b>4,135,269</b>	<b>1,046,469</b>	<b>1,047,669</b>	<b>1,227,619</b>	<b>1,353,819</b>





## DEFINITION OF CAPITAL EXPENDITURE

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

Expenditure that should be capitalised will include expenditure on the:

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

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

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

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

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

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

Assets acquired on terms meeting the definition of a finance lease should be capitalised and included together with a liability to pay future rentals.

Where an asset is acquired for other than cash consideration or where payment is deferred the asset should be recognised and included in the balance sheet at fair value.



## Repairs &amp; Renewals Programme 2018/19 - 2022/23

	Rephased to 18/19 £	Budget 18/19 £	Budget 19/20 £	Budget 20/21 £	Budget 21/22 £	Budget 22/23 £
<b>Environment</b>						
Depot		30,000	30,000	30,000	30,000	30,000
KGVH - Planned Maintenance Works	17,000	6,000	0	65,875	0	345,000
Ashley Green Old School Community Centre - Building Repairs		16,125				
Barn Hall Annex & Barn Hall Community Centre		4,375				
Depot: Papersort facility reinvestment fund			121,000			
<b>Healthy Communities</b>						
Leisure Centres - General Repairs		10,000	10,000	10,000		
Leisure Centres - 5 Year Condition Survey		70,000				
<b>Support Services</b>						
IT - Replacement equipment / alterations		30,000	30,000	30,000	30,000	30,000
	<b>17,000</b>	<b>166,500</b>	<b>191,000</b>	<b>135,875</b>	<b>60,000</b>	<b>405,000</b>

<b>Breakdown of KGVH - Planned Maintenance Works</b>	Rephased to 18/19 £	Budget 18/19 £	Budget 19/20 £	Budget 20/21 £	Budget 21/22 £	Budget 22/23 £
KGVH - Paving replacement	10,000					
KGVH - Replace chamber roof windows	7,000					
KGVH - Replace wall mounted electric heaters						4,375
KGVH - Replace local water heater						625
KGVH - Replace 2 electric distribution boards						1,250
KGVH - External Redecoration				62,500		
KGVH - Internal Redecoration						81,250
KGVH - Replace roofing felt						75,000
KGVH - Replace worn carpets and vinyl flooring		3,750				182,500
KVGH - Investigate water ingress and repair damage to wall		2,250				
KGVH - Replace wall mounted fan heater and ceiling mounted air con unit				3,375		
	<b>17,000</b>	<b>6,000</b>	<b>0</b>	<b>65,875</b>	<b>0</b>	<b>345,000</b>

