



Resources Overview Committee

Tuesday, 5 March 2019 at 6.30 pm

**Large & Small Committee Room - King George V House, King George V Road,
Amersham, HP6 5AW**

A G E N D A

Item

1 Evacuation Procedure

2 Apologies for Absence

3 Minutes (*Pages 5 - 8*)

To approve the minutes of the Resources Overview Committee held on 31 January 2019.

4 Declarations of Interest

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

Appendix: CDC Cabinet 28 Day Notice (Pages 11 - 16)

*Appendix: Chiltern and South Bucks Joint Committee 28 Day Notice
(Pages 17 - 20)*

6 Refreshed Joint Business Plan 2019/20 (*Pages 21 - 22*)

The Committee is asked to consider and comment on the attached Cabinet report.

Appendix A: Joint Business Plan 2019/20 (Pages 23 - 42)

7 Service Plans 2019/20 (Pages 43 - 44)

The Committee is asked to consider and comment on the attached Cabinet report.

Appendix: Service Plans 2019/20 (Pages 45 - 120)

8 Performance Indicator Review 2019/20 (Pages 121 - 124)

The Committee is asked to consider and comment on the attached Cabinet report.

Appendix A: Priority PI review (Pages 125 - 126)

Appendix B: Corporate PI review (Pages 127 - 128)

9 Performance Report Quarter 3 2018/19 (Pages 129 - 132)

The Committee is asked to consider and comment on the attached Cabinet report.

Appendix A: Priority PIs Q3 (Pages 133 - 134)

Appendix B: Corporate PIs Q3 (Pages 135 - 138)

Appendix C: Data Only PIs Q3 (Pages 139 - 140)

10 Exclusion of the Public (if required)

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

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

Membership: Resources Overview Committee

Councillors: N 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
N Southworth
D Varley
J Waters
C Wertheim

Audio/Visual Recording of Meetings

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CHILTERN DISTRICT COUNCIL**MINUTES** of the Meeting of the
RESOURCES OVERVIEW COMMITTEE
held on **31 JANUARY 2019**

PRESENT: Councillor N Rose - Chairman
" C Jones - Vice Chairman

Councillors: A Garth
M Harrold
J MacBean
V Martin
D Phillips
J Waters
C Wertheim

APOLOGIES FOR ABSENCE were received from Councillors A Bacon, C Ford, J Gladwin, R J Jones, N Southworth and D Varley

59 MINUTES

The minutes of the Resources Overview Committee held on 4 December 2018 were approved and signed by the Chairman as a correct record.

60 DECLARATIONS OF INTEREST

There were no declarations of interest.

61 28 DAY NOTICE**RESOLVED**

To note the 28 Day Notice.

62 BUDGET AND COUNCIL TAX REPORT

The main points from the report were presented to the meeting. It was noted that the recent announcement regarding the creation of a new Unitary District Council did not affect the statutory requirement for a prudent and legal budget to be set for 2019/20 as normal. This would be the last Chiltern District Council budget. The Government announcement regarding local authority funding in December was largely as expected and the negative RSG

(Revenue Support Grant) had been cancelled. Chiltern was taking part in a pilot project with all the authorities in Buckinghamshire which would enable 75% of business rates to be retained for 2019/20.

The table in 4.13 showed that there was no use of reserves required for this budget. It was noted the Chiltern Crematorium had decided to distribute in 2019/20 some of its accumulated surplus and Chiltern's share was £197,000.

The Members questioned the need for a 3% increase in the Council Tax, the maximum allowable by the Government. It was agreed that this had been the policy in recent years to ensure that going forward Chiltern was in a sound financial position and this had been the correct approach. This prudent policy was argued to be less relevant now with the advent of the unitary Council, and that the forecast for Chiltern if it had continued was healthy. The uncertainty around future Government funding was a risk, and reducing the council tax should not be considered. The windfall funding from the Chiltern Crematorium that have become available could be used for one off projects to the benefit of the local residents and council taxpayers. Members were concerned that Chiltern residents were already paying a higher rate of Council Tax compared to other districts in Buckinghamshire and this causes financial strain for some residents.

The Committee were asked to note the proposed earmarking of reserves towards the cost of the new unitary council which was currently estimated to be in the region of £22 million, of which Chiltern's share would be £1.995m. The Shadow Authority later in the year would determine the size of this budget and what would be required in 2019/20. Most of the transition cost would be incurred after 2019/20 and it was agreed that it was sensible to make the provision.

Members expressed concern about the high level of fees and charges proposed in some areas, noticeably for Pre-App planning advice. It was considered that these should only be increased if really necessary as this was a service we wished to encourage. It was asked whether they were in line with the other district councils, as they would need to be harmonised in the near future under the unitary council. There was general agreement that the Cabinet should carefully consider whether these Pre-Application fees and charges need to be increased.

The Committee congratulated the finance officers and the Cabinet on achieving a healthy financial position for Chiltern District Council.

RECOMMENDED TO CABINET:

- 1. That the recommended increase in Council Tax to £186.30 be reconsidered in the light of the windfall revenues.**

2. That the Revenue budget for 2019/20, as summarised in the table in paragraph 4.13, be approved and that this be agreed by Full Council.
3. That the use of earmarked reserves for 2019/20, as listed in the report, be agreed.
4. That the creation of a new earmarked reserve of £1,995,000 for Unitary District Council implementation costs be agreed. Part of this reserve to be drawn down in 2019/20 as approved by the Shadow Authority.
5. That the level of fees and charges for 2019/20 be reviewed in respect of Planning Pre-Application Fees.
6. That the advice of the Director of Resources in Appendix A be noted.
7. Medium Term Strategy – that the report on the Council’s financial position in respect of the years following 2019/20 be noted and commended.

63 TREASURY MANAGEMENT STRATEGY 2019/20

The Treasury Management report set out how cash was invested and managed, and how any borrowing would be undertaken. It was noted that there was not a huge cash portfolio at Chiltern and it mainly arose from cash flows and timing differences. All are short term investments of less than a year. The Council policy was to prioritise security and liquidity over return. It was noted that borrowing for the car park was made from the PWLB and any further borrowing required for the proposed Chiltern Lifestyle centre would be funded in the same way.

RECOMMENDED TO CABINET AND COUNCIL:

That The Treasury Management Strategy 2019/20 be approved.

64 CAPITAL STRATEGY, CAPITAL PROGRAMME 2019/20 - 2023/24 AND REPAIRS & RENEWALS PROGRAMME 2019/20 - 2023/24

The Committee were asked to consider the major capital and repair and renewal commitments which included the share of the cost of new refuse vehicles for the new waste contract and a substantial renewal programme for car parks in the district. These were considered along with smaller projects as listed in Appendix A. It was asked why there was a budget for the Mill

Meadow Site each year and it was advised that the bridge would need regular maintenance.

RECOMMENDED TO CABINET AND COUNCIL:

- 1. That the Capital Strategy including the Capital Programme for 2019/20 – 2023/24 (Appendix A) be approved.**
- 2. That the Repairs and Renewals Programme for 2019/20 – 2023/24 (Appendix B) be approved.**

The meeting ended at 7.21 pm

SUBJECT:	<i>28 Day Notice</i>
REPORT OF:	<i>Cabinet Portfolio Holder for Support Services (Deputy Leader)</i>
RESPONSIBLE OFFICER:	<i>Joanna Swift, Head of Legal & Democratic Services</i>
REPORT AUTHOR:	<i>Leslie Ashton, 01895 837227, lashton@chiltern.gov.uk</i>
WARD/S AFFECTED:	<i>All</i>

1. Report

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

RECOMMENDATION:

Cabinet is asked to note the 28 Day Notice of executive decisions to be taken.

Background Papers:	None
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CHILTERN

District Council

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

Key Decision (Y/N) ¹	Report Title & Summary ²	Date Decision to be taken	Decision to be taken by	Consultation ³	Private Report ⁴	Lead Officer ⁵
Leader (Councillor Isobel Darby)						
N	Service Plans 2019/20 To consider the service plans for the year 2019/20	19 March 2019	Cabinet	Resources Overview Committee 5 Mar 2019 Services Overview Committee 20 Feb 2019	Open	Aniqah Sultan Aniqah.Sultan@chilternandsouthbucks.gov.uk
N	Refreshed Joint Business Plan 2019/20 To receive the refreshed Joint Business Plan 2019/20. Item added 30 Jan	19 March 2019 17 April 2019	Cabinet Council	Resources Overview Committee 5 Mar 2019 Services Overview Committee 20 Feb 2019	Open	Aniqah Sultan Aniqah.Sultan@chilternandsouthbucks.gov.uk

Appendix

N	Performance Indicator Review 2019/20 To receive the Performance Indicator Review for 2019/20. Item added 30 Jan	19 March 2019	Cabinet	Resources Overview Committee 5 Mar 2019 Services Overview Committee 20 Feb 2019	Open	Aniqah Sultan Aniqah.Sultan@chilternandsouthbucks.gov.uk
N	Performance Report Quarter 3 2018/19 To present the Performance Report Quarter 3 2018/19	19 March 2019	Cabinet	Resources Overview Committee 5 Mar 2019 Services Overview Committee 20 Feb 2019	Open	Aniqah Sultan Aniqah.Sultan@chilternandsouthbucks.gov.uk
Support Services (Councillor Mike Stannard)						
Y	Revenue Budget and Council Tax 2019/20 To receive and recommend to Council a report on the Council's revenue budget and council tax for 2019/20	5 February 2019 26 February 2019	Cabinet Council	Resources Overview Committee 22 Jan 2019	Open	Jim Burness jim.burness@chilternandsouthbucks.gov.uk
Y	Capital Strategy, Capital Programme 2019/20 - 2023/24 and Repairs & Renewals Programme 2019/20 - 2023/24 To present; - The Capital Strategy - The Proposed Capital Programme 2019/20 - 2023/24 - The Proposed Repairs & Renewals Programme 2019/20 - 2023/24	5 February 2019 26 February 2019	Cabinet Council	Resources Overview Committee 22 Jan 2019	Open	Jim Burness jim.burness@chilternandsouthbucks.gov.uk
Y	Treasury Management Strategy 2019/20 To approve the Treasury Management Strategy for 2019/20.	5 February 2019 26 February 2019	Cabinet Council	Resources Overview Committee 22 Jan 2019	Open	Jim Burness jim.burness@chilternandsouthbucks.gov.uk
N	Treasury Management Quarter 3 2018/19 To report on Treasury Management Activity for Quarter 3 2018/19	For information		Cabinet 5 Feb 2019	Open	Helen O'Keeffe Helen.okeeffe@chilternandsouthbucks.gov.uk

Customer Services (Councillor Fred Wilson)						
No Items to be considered						
Planning and Economic Development (Councillor Peter Martin)						
N	Local Industrial Strategy To receive a presentation from the Local Economic Partnership on the development of the first industrial strategy which will focus on strengthening important economic assets	For information		Services Overview Committee 30 Jan 2019	Open	Donna Wilkinson Donna.wilkinson@chilternandsouthbucks.gov.uk
Y	HS2 Project Report To consider a report on the HS2 project.	19 March 2019	Cabinet	Planning & Economic Development Policy Advisory Group 19 Feb 2019	Fully exempt	Ifath Nawaz ifath.nawaz@chilternandsouthbucks.gov.uk
Y	Revised Pre-application planning advice fee structure To seek approval to the agreement of a revised fee pricing structure across the shared planning service for the pre-application planning advice service. Item added 11 Feb 2019			Planning & Economic Development Policy Advisory Group 19 Feb 2019	Open	Mark Jaggard Mark.jaggard@chilternandsouthbucks.gov.uk
Environment (Councillor Mike Smith)						
Y	Review of Remaining Recycling Centres To provide a review of the remaining recycling centres in the district and agree the next steps. Item removed 6 Feb 2019	19 March 2019	Cabinet	Services Overview Committee 20 Feb 2019	Open	Chris Marchant cmarchant@chilternandsouthbucks.gov.uk
Healthy Communities (Councillor Liz Walsh)						
Y	SLA funding for voluntary sector To review funding for key voluntary organisations	5 February 2019	Cabinet	Services Overview Committee 30 Jan 2019	Open	Martin Holt martin.holt@chilternandsouthbucks.gov.uk

Y	<p>Review of CCTV Provision in the District To review CCTV provision in the Chiltern District</p>	19 March 2019	Cabinet	Healthy Communities Policy Advisory Group 12 Feb 2019	Open	<p>Martin Holt martin.holt@chilternandsouthbucks.gov.uk</p>
Y	<p>Bucks Home Choice Allocation Policy To adopt the Bucks Home Choice Allocation Policy following consultation</p>	19 March 2019 17 April 2019	Cabinet Council	Services Overview Committee 20 Feb 2019	Open	<p>Martin Holt, Michael Veryard martin.holt@chilternandsouthbucks.gov.uk, michael.veryard@chilternandsouthbucks.gov.uk</p>
Y	<p>Chiltern Lifestyle Centre Update To consider an update on the progress of the project to date. Item amended 8 Feb 2019</p>			Chiltern Lifestyle Centre Scrutiny Sub-Committee 18 Mar 2019	Open	<p>Martin Holt martin.holt@chilternandsouthbucks.gov.uk</p>

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 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 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

- 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 name.surname@chilternandsouthbucks.gov.uk e.g. Bob Smith = bob.smith@chilternandsouthbucks.gov.uk

Democratic Services, Chiltern District Council, King George V House, King George V Road, Amersham, HP6 5AW; democraticservices@chilternandsouthbucks.gov.uk; 01494 732143

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 meeting and will be available at: [Chiltern District Council](#) & [South Bucks District Council](#)

CHILTERN & SOUTH BUCKS JOINT COMMITTEE (JC)

6pm, 13 February 2019, Council Chamber, South Bucks District Council

Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation How/When ³	Decision Maker & Date	Private Report (Y/N) and Reason Private ⁴	Contact Officer and Telephone Number
Y	Joint Local Plan Submission To consider a report on the joint Local Plan submission to be submitted for inspection and consultation	Joint Overview and Scrutiny Committee 28 March 19	JC 1 April 2019	N	Mark Jaggard Mark.jaggard@chilternand-southbucks.gov.uk
N	Annual Report Report on the activity and achievements of the joint working.	Joint Overview and Scrutiny Committee 28 March 19	JC 1 April 2019	N	Jim Burness Jim.burness@chilternand-southbucks.gov.uk
N	Customer Experience Progress Report To receive an update on the progress of the programme.	Joint Overview and Scrutiny Committee 28 March 19	JC 1 April 2019	N	Nicola Ellis nicola.ellis@chilternand-southbucks.gov.uk

N	ICT Strategy Progress Report To receive an update on the progress of the ICT Strategy.	Joint Overview and Scrutiny Committee 28 March 19	JC 1 April 2019	N	Sim Dixon sim.dixon@chilternand-southbucks.gov.uk
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- 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 Hogan; 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

A key decision is defined by Regulation 8 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 to comprise any decision which is likely to:

- Result in expenditure or the making of savings which are significant, having regard to the budget for the function or service to which the decision relates; or
- Be significant in its effect on persons living or working in an area comprising two or more wards in the district.

Key decisions will only be taken in accordance with the requirements of the Cabinet Procedure Rules set out in Part B of this Constitution and will also be subject to the requirements of the Access to Information Procedure Rules, the Budget and Policy Framework Procedure Rules and the Overview and Scrutiny Procedure Rules all of which are set out in Part B of this Constitution.

For the purpose of the Regulation, the Council has defined a key decision as a decision which:

1. Has an income or expenditure effect of £50,000 or more.
2. Is likely to have a significant effect on more than one ward.

Excluded from 1 above are 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, except 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:

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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: <ol style="list-style-type: none"> (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 – [Chiltern District Council](#) & [South Bucks District Council](#)

Contact

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

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

REPORT SUBJECT	Refreshed Joint Business Plan 2019 - 2020
RELEVANT MEMBER	Councillor Isobel Darby (CDC)
RESPONSIBLE OFFICER	Bob Smith, Chief Executive
REPORT AUTHOR	Ani Sultan (01494 586 800)
WARD/S AFFECTED	Report applies to whole district

1. Purpose of Report

To seek approval for the refreshed Joint Business Plan 2019 – 2020

RECOMMENDATION

Cabinet is asked to recommend the refreshed Joint Business Plan to Full Council for approval.

2. Executive Summary

This report seeks approval for the following document attached as Appendix A: Refreshed Joint Business Plan 2019 -2020

3. Reasons for Recommendations

The Joint Business Plan is reviewed every year to reflect the changing needs of the locality and the communities that live and work within Chiltern and South Bucks, as well as the service planning process.

4. Content of Report

4.2 The proposed refreshed Joint Business Plan 2019-2020 is attached as Appendix 1.

4.3 This year, further to the overhaul last year, the Business Plan continues to take the same format, with the majority of changes being made to pages 7 and 8 of the document, where the purposes of the districts have been updated.

5. Consultation

The refreshed Joint Business Plan has been circulated to Leaders and their respective Cabinets for comment.

6. Options

Failure to refresh the plan annually will soon render it out of date and out of touch with residents' priorities.

7. Corporate Implications

7.1 Financial – The Joint Business Plan complements the budgeting process and has close links to the medium-term financial strategy. It affects the budget planning process by setting the priorities for the future.

7.2 Legal – No legal implications have been identified.

7.3 Risks issues – Business planning helps to alleviate risk through ensuring each service unit is aware of how their work fits into the work of the Councils and is closely linked to the needs of the community.

7.4 Equalities – An integrated impact assessment, including equalities, was conducted on the Joint Business Plan and showed no adverse impacts.

7.5 Others – None.

8. Links to Council Policy Objectives

The Joint Business Plan sets the aims and priorities of the Councils for the next year.

9. Next Step

The Joint Business Plan will be uploaded onto the Council websites. It will be updated again next spring to reflect the new service plans for 2019/20 and their actions, which support the Councils' aims and objectives.

Background Papers:	Not applicable.
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Business Plan 2019 - 2020



CHILTERN
District Council



SOUTH BUCKS
District Council

Stronger in partnership

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Appendix A

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Foreword

Welcome to Chiltern and South Bucks' Joint Business Plan for the coming year.

The purposes of the Councils are set out in more detail within the following pages. We review these annually, updating priorities as needed. This is based on feedback, customer and community need, Government guidance and targets, and our commitment to provide best value services for our residents.

We hope you find the following pages informative and interesting.

Please feel free to contact one of us if you have any feedback.



Bob Smith
Chief Executive of
Chiltern and South
Bucks District Councils



Cllr Isobel Darby
Leader of Chiltern
District Council



Cllr Nick Naylor
Leader of South Bucks
District Council

Looking forward & our priorities

We have three main areas of focus in terms of aims, objectives and priorities for the coming years. The aim is to position both Chiltern and South Bucks as districts that deliver great value, customer-focused, sustainable services to its residents, whilst enhancing both districts as desirable places to live, work and visit.

We will:

1. Provide best value for money services by listening to our customers to ensure the provision of excellent services across all areas of the Councils;
2. Work towards safer, healthier and more cohesive communities by improving community safety and promoting and supporting local communities;
3. Strive to conserve the environment, whilst also promoting sustainable economic growth.



What is the Business Plan?

The Business Plan is a key element within our strategic decision-making process.

Our aims, objectives and priorities are outlined, providing a focus for service delivery and performance.

The Medium-Term Financial Strategy

This is our key financial policy, which considers financial implications and provides a framework to ensure we manage our money in the most cost-effective way. The strategy feeds into the annual budget-setting process.

Since embarking on a project of shared services in 2012, the Councils have made joint savings of £7.6million. However, we will continue to face budgetary challenges, and as funding from central Government reduces, we will identify further efficiencies whilst maintaining core services. This has been

considered in the planning and management of the Medium-Term Financial Strategy.

The Joint Local Plan

The emerging Chiltern and South Bucks Joint Local Plan will outline policies for determining planning applications, site allocations, or proposed new developments, as well as other land designations (including Green Belt areas). This joint local plan will replace an assortment of current documents and will span 2020-2036.

Service Plans

Our service plans set out how individual teams will be delivering their objectives.

Service plans stem directly from the Business Plan's aims, objectives and priorities, describing the key objectives and activities for each area, as well as highlighting performance indicators and risks that will be used to assess progress.

Challenges facing the Councils

- Acute shortage of affordable housing and temporary accommodation
- Putting in place an up to date Local Plan to the Local Development Scheme timetable and to maintain this, with reviews every 5 years
- Uncertainty around the future funding model for Local Government
- Assisting businesses to support the local economy and the economies of the Thames Valley and Oxford to Cambridge Arc to help create new local job opportunities and increase prosperity
- Managing the transition and implementation of the new Unitary District Council with the best intentions for residents.



Chiltern District - our purpose: to enhance Chiltern District as a desirable place to live, work, visit and enjoy



We will deliver cost-effective, customer-focused services

1. Provide great value services

- Optimise the effectiveness of our assets and resources
- Better use of ICT to drive through savings

2. Listen to our customers

- Consult and respond to you on key issues
- Communicate widely and embrace social media
- Implement the Customer Services Programme to fit the best needs of residents

3. Provide excellent services

- Agree a vision for outstanding service delivery
- Managing the transition and implementation of the new Unitary District Council with the best intentions for residents.
- To ensure all decisions are taken with regard to legal requirements and counsel



We will work towards safer and healthier local communities

1. Improve community safety

- Work with partners to:
 - safeguard children and vulnerable adults
 - reduce crime and anti-social behaviour

2. Promote healthier communities

- Address the needs of the elderly and vulnerable
- Plan our leisure provision for the future, including the re-development of the Chiltern Pools site

3. Provide excellent services

- Support the voluntary sector
- Engage with Parish and Town Councils and local neighbourhoods
- Continue partnership working to improve air quality and target pollution hotspots
- Work to support the local community and businesses through broadband roll-out
- Provide increased off street car parking to help meet future needs



We will strive to conserve the environment whilst also promoting sustainable economic growth

1. Conserve the environment

- Conserve the Green Belt through the planning process, whilst balancing the need for housing
- Safeguard our heritage for future generations whilst balancing the need for housing
- Minimise the impact caused by major infrastructure projects
- Conserve our valuable heritage including the AONB and Conservation Areas

2. Promote sustainability

- Support residents to reduce waste and increase recycling
- Promote a healthy, sustainable and safe environment
- Continue the Joint Local Plan process to help meet local development and affordable housing needs

3. Economic Development

- Assisting businesses to support the local economy to help create new local job opportunities and increase prosperity

South Bucks District - our purpose: to enhance South Bucks District as a desirable place to live, work, visit and enjoy



We will deliver cost-effective, customer-focused services

1. Provide great value services

- Optimise the effectiveness of our assets and resources
- Better use of ICT to drive through savings

2. Listen to our customers

- Consult and respond to you on key issues
- Communicate widely and embrace social media
- Implement the Customer Services Programme to fit the best needs of residents

3. Provide excellent services

- Continue delivering outstanding services
- Attract, retain and develop dedicated staff
- Managing the transition and implementation of the new Unitary District Council with the best intentions for residents.
- To ensure all decisions are taken with regard to legal requirements and counsel



We will work towards safer and healthier local communities

1. Improve community safety

- Work with partners to:
 - safeguard children and vulnerable adults
 - reduce crime and anti-social behaviour

2. Promote healthier communities

- Address the needs of the elderly and vulnerable
- Work with communities affected by closure of services to redeliver in alternative ways
- Continue partnership working to improve air quality and target pollution hotspots
- Work with partners to prevent and relieve homelessness
- Bring forward local schemes

3. Provide excellent services

- Support the voluntary sector
- Engage with Parish and Town Councils and local neighbourhoods
- Work with local MP, voluntary & community groups to inform the South Bucks Community & Wellbeing Plan
- Provide increased off-street parking to meet future needs



We will strive to conserve the environment whilst also promoting sustainable economic growth

1. Conserve the environment

- Conserve the Green Belt through the planning process
- Safeguard our heritage for future generations whilst balancing the need for housing
- Minimise the impact caused by major infrastructure projects
- Develop a master plan for the Ivers to address current issues with excessive HGV movements and other environmental issues including working with partners to secure provision of a relief road

2. Promote sustainability

- Support residents to reduce waste and increase recycling
- Continue the Joint Local Plan process to help meet local development and affordable housing needs
- Promote energy efficiency in the Council's operations
- Support the roll-out of superfast broadband to enable more working from home

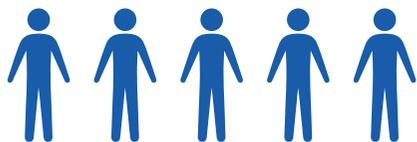
Your District - Chiltern

Chiltern has a population of

95,103



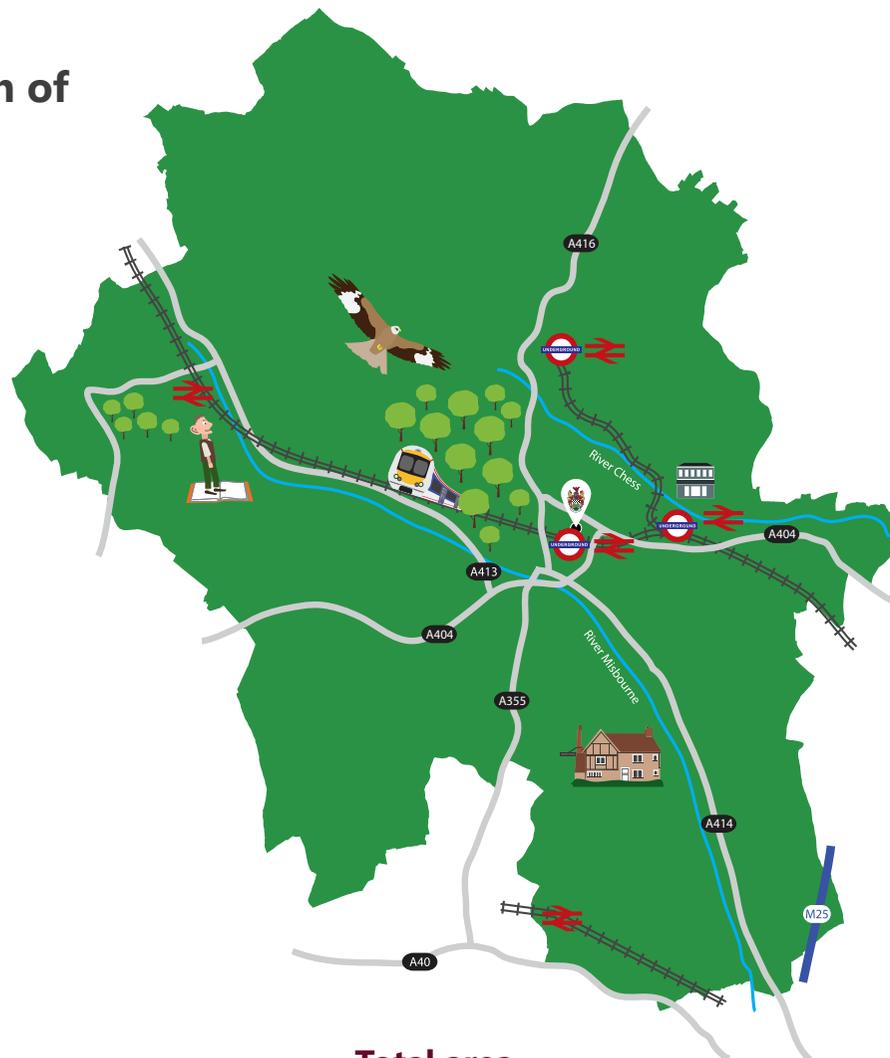
49,012

 51.5%

46,091

 48.5%

3 neighbourhood areas made



Total area
196km²

17
Car Parks

5
Railway Stations

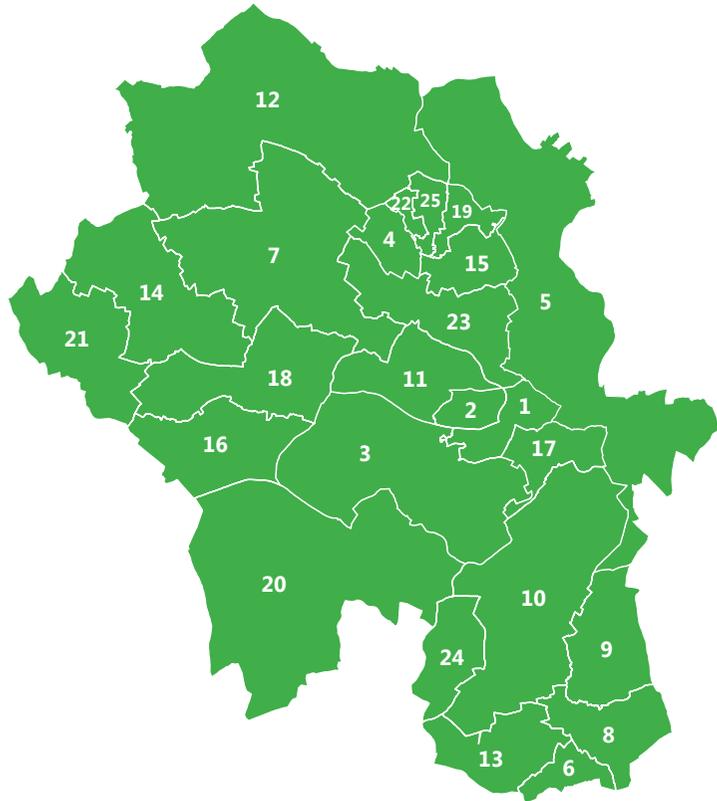
2,630
Businesses

Almost
1 million
Visits to leisure centres in 2017/18

72%
Area of Outstanding Natural Beauty (AONB)

80% of the district is Green Belt

19
Conservation Areas



- | | |
|---------------------------------------|--------------------------|
| 1 Amersham Common | 14 Great Missenden |
| 2 Amersham-on-the-Hill | 15 Hilltop and Townsend |
| 3 Amersham Town | 16 Holmer Green |
| 4 Asheridge Vale & Lowndes | 17 Little Chalfont |
| 5 Ashley Green, Latimer & Chenies | 18 Little Missenden |
| 6 Austenwood | 19 Newtown |
| 7 Ballinger, South Heath & Chartridge | 20 Penn and Colehill |
| 8 Central (Chalfont St Peter) | 21 Prestwood & Heath End |
| 9 Chalfont Common | 22 Ridgeway |
| 10 Chalfont St Giles | 23 St Mary's & Waterside |
| 11 Chesham Bois & Weedon Hill | 24 Seer Green |
| 12 Cholesbury, The Lee & Bellingdon | 25 Vale |
| 13 Gold Hill | |

there are
40



elected Councillors
representing 25 wards



each year we empty
5,000,000
waste & recycling bins

for every £1 you paid in
Council tax in 2018/19
Chiltern District Council
received 10p



in 2018/19 we held 101
council meetings to make
decisions regarding your
district

Your District - South Bucks

South Bucks has a population of

69,636



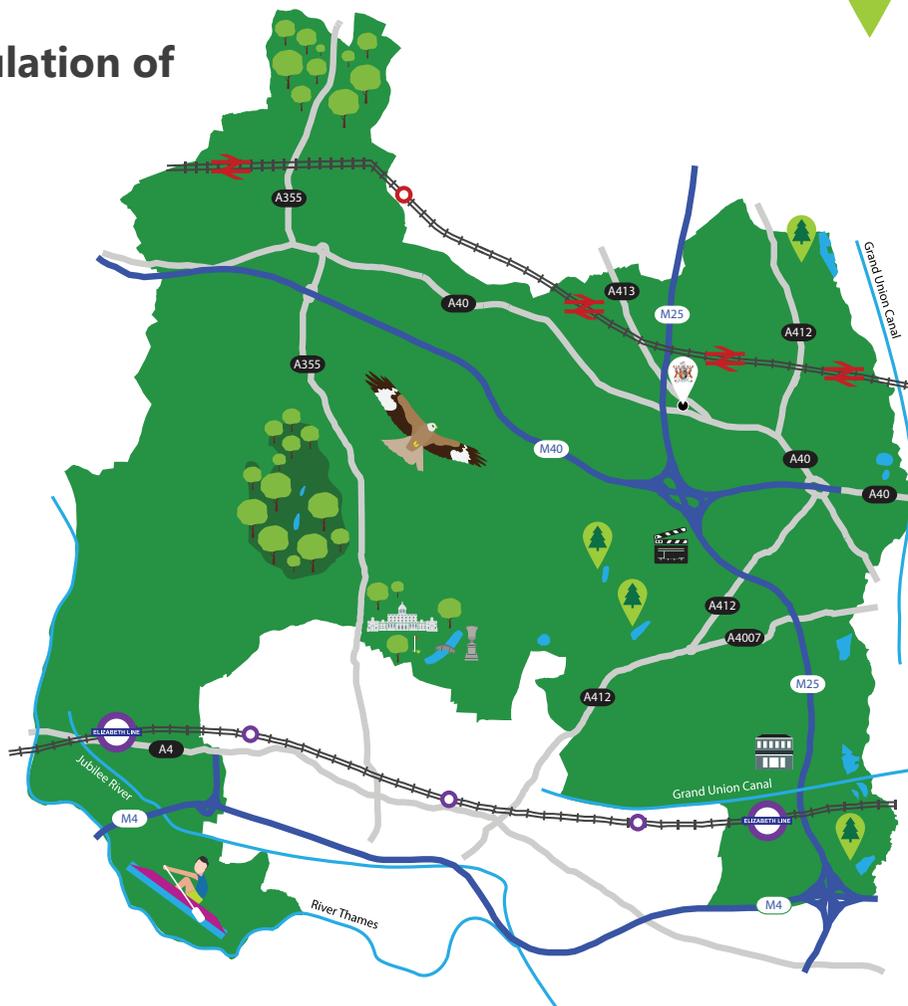
36,013 51.7%



33,623 48.3%



5 neighbourhood areas made



Total area **141km²**



4 Country Parks



10 Car Parks



6 Railway Stations



2,000 Businesses



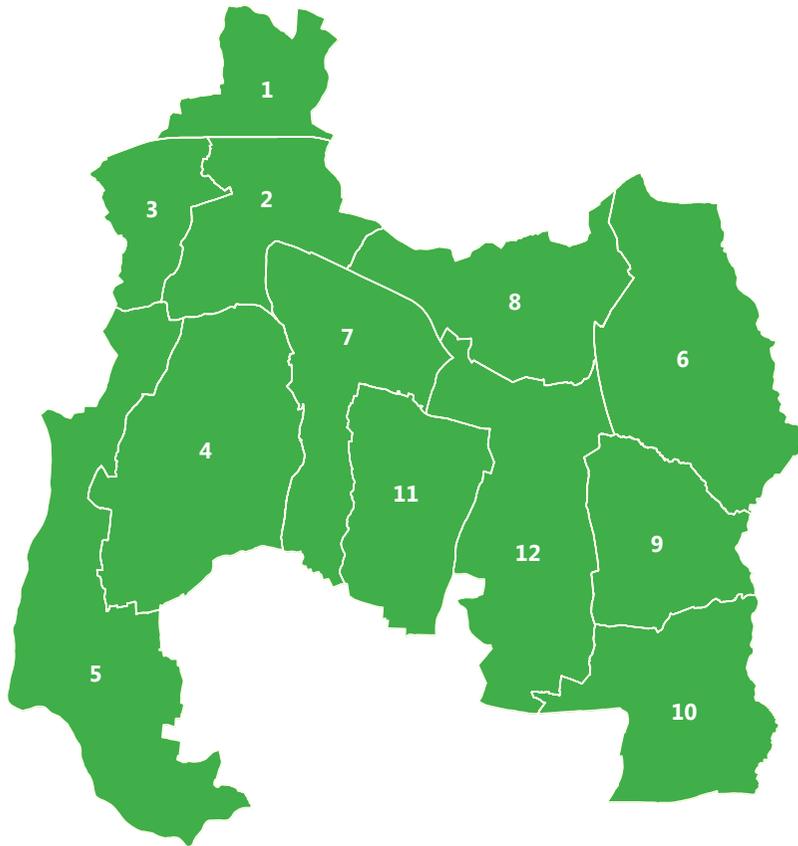
20 Conservation Areas

Almost **200,000** Visits to leisure centres in 2017/2018



3% Area of Outstanding Natural Beauty (AONB)
87% of the district is Green Belt





- 1 Beaconsfield North
- 2 Beaconsfield South
- 3 Beaconsfield West
- 4 Burnham Church & Beeches
- 5 Burnham Lent Rise & Taplow
- 6 Denham

- 7 Farnham & Hedgerley
- 8 Gerrards Cross
- 9 Iver Heath
- 10 Iver Village & Richings Park
- 11 Stoke Poges
- 12 Wexham & Fulmer

there are
28



elected Councillors
representing 12 wards



each year
we empty almost
4,000,000
waste & recycling bins

for every £1 you paid in
Council tax in 2018/19
South Bucks District
Council received 9p



in 2018/19 we held 98
council meetings to make
decisions regarding your
district

Your cabinets

Following local elections every four years, the Leader and Cabinet are formed by the majority party.

The Leader then appoints the other members of their Cabinet. Decisions are either taken by the Cabinet as a whole, or delegated to individual Members. These decisions can also be scrutinised by other councillors sitting on the Scrutiny Committees.

Chiltern District Council Cabinet



**Councillor
Isobel Darby**

Leader of the Cabinet



**Councillor
Michael Stannard**

Deputy Leader of the Cabinet and
Cabinet Member for Support Services



**Councillor
Peter Martin**

Cabinet Member for Planning
and Economic Development



**Councillor
Michael Smith**

Cabinet Member for Environment



**Councillor
Liz Walsh**

Cabinet Member for
Healthy Communities



**Councillor
Fred Wilson**

Cabinet Member for
Customer Services

South Bucks District Council Cabinet



**Councillor
Nick Naylor**

Leader of the Cabinet



**Councillor
John Read**

Deputy Leader of the Cabinet and Cabinet
Member for Planning and Economic Development



**Councillor
Barbara Gibbs**

Cabinet Member for Resources



**Councillor
Patrick Hogan**

Cabinet Member for
Healthy Communities



**Councillor
Duncan Smith**

Cabinet Member for Customer
Services and Business Support



**Councillor
Luisa Sullivan**

Cabinet Member
for Environment

Introducing your councillors - Chiltern District Council

Amersham Common



Caroline Jones

Amersham-on-the-Hill



Liz Walsh



Nigel Shepherd

Amersham Town



Jules Cook



Mark Flys

Asheridge Vale & Lowndes



Alan Bacon



Jane MacBean

**Ashley Green,
Latimer &
Chenies**



Andrew Garth

Austenwood



John Wertheim

**Ballinger,
South Heath
& Chartridge**



Peter Jones

**Central
(Chalfont St Peter)**



Jonathan Rush



Murray Harrold

Chalfont Common



Isobel Darby



Linda Smith BEM

Chalfont St Giles



Des Bray



Carl Jackson



Caroline Rouse

**Chesham Bois
& Weedon Hill**



Mimi Harker OBE



Graham Harris

**Cholesbury,
The Lee &
Bellington**



Nick Rose

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Gold Hill



Chris Ford

**Great
Missenden**



Vanessa Martin

Hilltop & Townsend



Emily Culverhouse



Fred Wilson

Holmer Green



Michael Smith



Mark Titterington

Little Chalfont



Don Phillips



Peter Martin

**Little
Missenden**



Diana Varley

Newtown



Mark Shaw

Penn & Coleshill



Julie Burton



Jonathan Waters

Prestwood & Heath End



John Gladwin



Robert Jones



Heather Wallace

Ridgeway



Nick Southworth

Seer Green



Siddharth Patel

St Mary's & Waterside



Peter Hudson



Mike Stannard

Vale



Nick Varley

Appendix A

Beaconsfield North



Damian Saunders

Beaconsfield South



Jacquetta Lowen-Cooper



John Read

Beaconsfield West



Philip Bastiman



Patrick Hogan

Burnham Church & Beeches



Lin Hazell



Paul Kelly



Nick Naylor

Burnham Lent Rise & Taplow



Matthew Bezzant



David Pepler



George Sandy

Denham



Barry Harding



Guy Hollis



Roger Reed

Farnham and Hedgerley



David Anthony



Dev Dhillon



Marlene Lewis

Gerrards Cross



Santokh Chhokar



Barbara Gibbs



Duncan Smith

Iver Heath



Ray Sangster



Luisa Sullivan

Iver Village & Richings Park



Paul Griffin



Jilly Jordan



Dr Wendy Matthews

Stoke Poges



Ralph Bagge



Trevor Egleton

Wexham & Fulmer

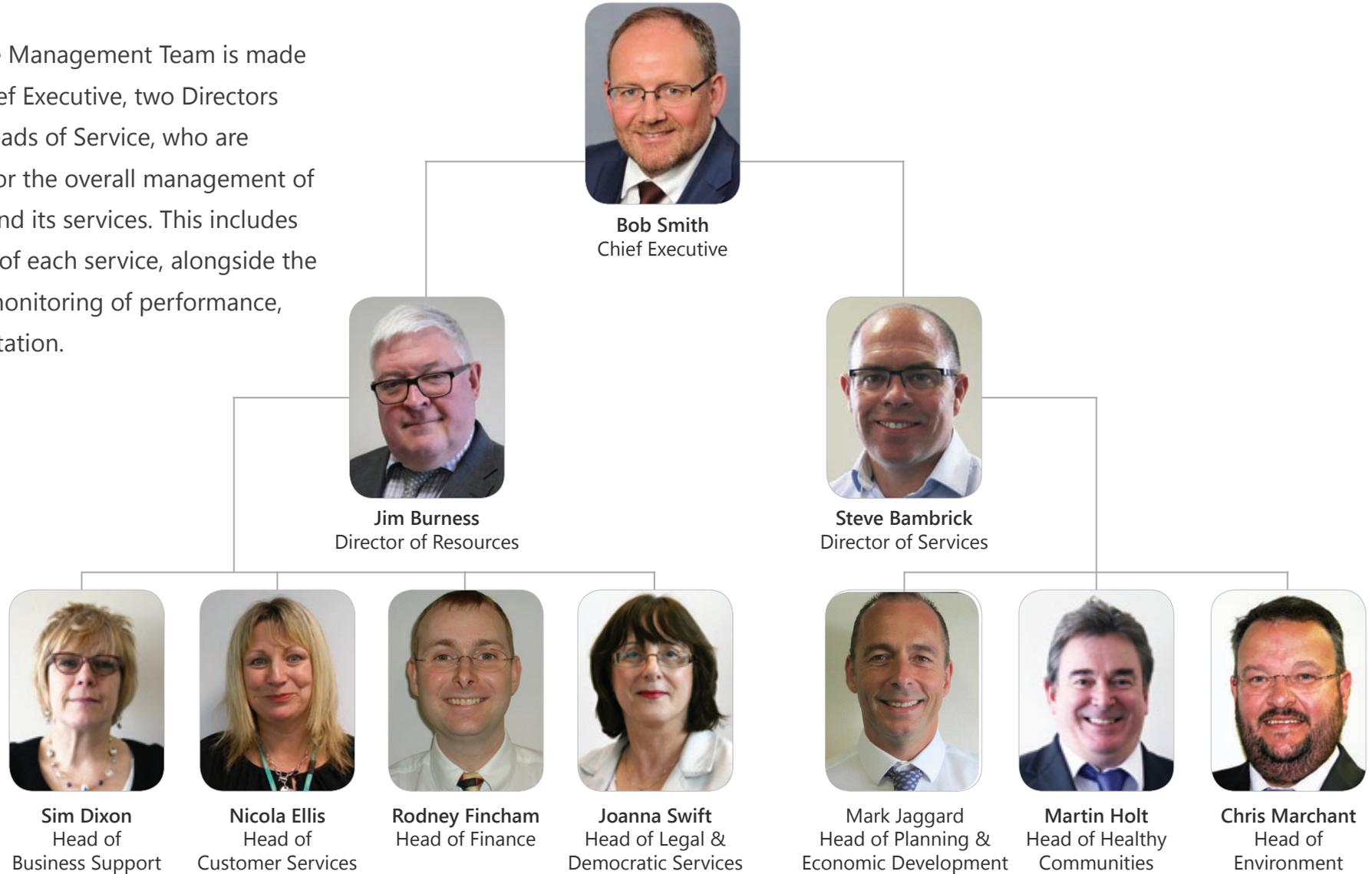


Malcolm Bradford

Executive Management Team

The Executive Management Team is made up of the Chief Executive, two Directors and seven Heads of Service, who are responsible for the overall management of the Council and its services. This includes the direction of each service, alongside the setting and monitoring of performance, risk and reputation.

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Appendix A

How we work

Values and Behaviours

In order to achieve our vision, our staff embrace the set values and behaviours, known as the five C's.

- Courteous
- Committed
- Collaborative
- Challenging
- Customer Focused

These embody the culture of our organisations, and have been created through collaborative working across the Councils.



Partnership Working

Both councils work in partnership with organisations from the public, private voluntary and community sectors. These include:

Neighbouring authorities

- Aylesbury Vale District Council
- Buckinghamshire County Council
- Wycombe District Council
- Town & Parish Councils

Emergency services

- Buckinghamshire Healthcare NHS Trust
- Buckinghamshire and Milton Keynes Fire Authority
- Thames Valley Police

Private sector companies / contractors

- Biffa
- Greenwich Leisure Limited
- Northgate Public Services
- Serco

Charitable / not-for-profit, voluntary & community organisations

- Citizens Advice Bureau
- Community Impact Bucks
- Connection Support
- English Heritage
- Local Authority Building Control
- Padstones

Housing associations

- London & Quadrant
- Paradigm

Public bodies

- Natural England
- Food Standards Agency
- Environment Agency
- Public Health England



SUBJECT:	<i>Service Plans 2019-20</i>
RELEVANT MEMBER:	<i>Leader of Chiltern District Council, Councillor Isobel Darby</i>
RESPONSIBLE OFFICER	<i>Chief Executive, Bob Smith</i>
REPORT AUTHOR	<i>Ani Sultan 01494 586 800</i>
WARD/S AFFECTED	<i>This report applies to whole district</i>

1. Purpose of Report

This report provides the Service Plans all service areas 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 Service plans provide a summary of achievements from the current year and an overview of what each service aims to deliver in 2019-20.
- 3.2 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.
- 3.3 The service plans have been dramatically reduced in size, changed in format and aim to include only key information so that both staff and the public can easily reference the document.

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.

7. 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.

8. Links to Council Policy Objectives

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

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

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

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

9. Next Step

Service plans will be adopted and implemented.

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

Background Papers:	
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Service Plans

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2019-20



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Business Support

Powering information through change

Head of Service: Sim Dixon

Business Support keeps the Councils' information safe and ensures that access is only given to the people who require it.

Infrastructure Team: Look after network operations which include: access to the internet, Wi-Fi, telephone (voice) communications, servers and network storage, PCs and laptops, network security.

Information Team: Support the Councils applications by: understanding how key applications work, providing advice, leading on projects to upgrade applications, providing training.

Programme Team: Promote good information management by: championing the use of the Councils programme and project methodologies by all staff, leading on transformational programmes and projects, ensuring the Councils maintain compliance with the Data Protection Act, Payment Card Industry Data Security Standard (PCI DSS) and ISO 27001.

Service Desk: Are the main point of contact between internal customers and Business Support, managing the process of support requests, Member IT support.

Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Create a programme plan to implement the ICT Strategy	End of 2020.	Joint Committee for sign-off in February.	Better use of ICT to drive through savings.
Migrate all staff to Windows 10	End of 2020.	Cloud prep Apr 2019. Service planning Oct 2019. Migration Jan 2020.	Optimise the effectiveness of our assets and resources.
Migrate to the Cloud	End of 2020.	Pre-deployment May 2019. Functional readiness October 2019. Technical pilot July 2019. Rollout December 2019. Clean up and optimisation end of 2020.	Optimise the effectiveness of our assets and resources.
Maintain PSN & PCI DSS compliance	May 2019.	Health check completed. Awaiting report Feb 2019. Remedial work further to this.	Optimise the effectiveness of our assets and resources.
Replace the IT system used for FoI & SAR administration	July 2019.	In progress. Procurement Feb 2019. Setup. System in place end of April 2019.	Optimise the effectiveness of our assets and resources.
Roll out the	April 2019.	Email addresses have	Optimise the

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chilternandsouthbuc ks.gov.uk domain		been migrated. Web migration currently occurring.	effectiveness of our assets and resources.
Continue rollout of flexible\agile working	See details.	Complete project with Environmental Health May 2019. Complete multiple projects within Environment Service April 2020. Agree project schedule and resourcing for remaining service areas and commence projects due to start in period 2019/20.	Optimise the effectiveness of our assets and resources.
Complete phase III of Delete the Data	March 2020.	Phase 2 is in the closing stages. Initiating phase 3.	Optimise the effectiveness of our assets and resources.

Performance Indicators for 2019/20

Code	Name	Target 2018/19	Target 2019/20
CdBS1(C)	Percentage of responses to FOI requests sent within 20 working days (by month)	90%	90%
SbBS1(C)	Percentage of responses to FOI requests sent within 20 working days (by month)	90%	90%
JtBS1(C)	Availability of ICT systems to staff from 8am to 6pm (by period quarterly)	99.5%	99.5%
JtBS2(C)	Percentage of calls to ICT helpdesk resolved within agreed timescales (by period quarterly)	95%	95%

Appendix

Risks for 2019/20

Risk	Internal Controls/Mitigation
CSB BS01 Shared Network Availability	<ul style="list-style-type: none"> • Clear ICT strategy • Components are only purchased from reputable companies • Redundancy designed into system configuration • Monitor / adopt appropriate advances in technology e.g. virtual servers • Forward planning of R&R and Network U/G requirements/budgets (An R&R programme is in place) • Current warranties where relevant and cost effective • Daily monitoring of network performance/capacity • Separate electrical supply and uninterruptable power supplies (UPS). Generator hire contract in place • Regular, planned maintenance/Maintenance contracts in place where required • Failover facility in place • Licenses monitored. Service Desk Administrator ITIL and FAST accredited • Comprehensive documented operational procedures in place
CSB BS02 Data Integrity	<ul style="list-style-type: none"> • Information Management strategy in place - action plan in place to realise Information Management strategy • Data quality objectives for all staff • Regular backups performed. Restores performed on a regular basis. Backup logs checked to confirm jobs completed successfully and to analyse for anomalies • Failover facility in place • Snapshots taken to SAN. Up to 7 days' worth of data available at a time • Financial and technical procedures in place to ensure systems must be installed and maintained by Business Support • PRINCE2 methodology used on projects to ensure consistent IT implementation • Change management controls in place • User testing required for all implementations and

	<p>upgrades</p> <ul style="list-style-type: none"> • Staff training is delivered as part of all implementation projects • Contracts in place with system suppliers for system development and specialised consultancy. Supplier manuals available to all staff • Regular account meetings with system suppliers • Encourage services to document system procedures • Regular audits
CSB BS03 Security	<ul style="list-style-type: none"> • Systems bought from reputable vendors who comply with relevant standards • Security assessment included in product evaluation • Systems are correctly licensed with maintenance contracts in place • Systems are maintained at supported versions and replaced at vendor specified 'end of life' • Change management controls in place • 3rd party remote access controlled by IT • End users are trained in good practice for using systems and data handling • ICT Security Policy ensures that customers understand their responsibilities • Physical access to key network devices controlled by building security system • All external communications managed by specialist contractor with documented security procedures in place • SLA in place with contractor • Contractor obligated to maintain PSN compliance • Dual factor remote access • All audits for PSN passed to date • Annual health check performed by CREST/CHECK certified consultant • Quarterly penetration testing by CREST/CHECK certified consultant. Quarterly internal vulnerability testing by CDC IT • Patch management scheme in place • Inventory controls in place • Security Marking • Remote Control of devices via MDM • End point encryption implemented

CSB BS04 Staff

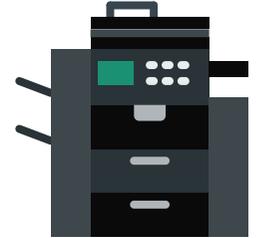
- Network client physical ports managed. Only removable media issued by ICT can be used in network clients
- Creation/deletion of network accounts controlled by starters/leavers forms issued by Personnel
- Network rights controlled by Active Directory group policies
- Anti-malware software which covers anti-virus, personal firewall and application control installed on the client
- Anti-malware protection in place and automatically updated on hosts
- 2 anti-malware products used
- Monitoring of e-mail subject matter and attachments
- Formal and on the job training and staff development
- Three IT Trainees posts to 'grow' replacements
- Programme of cross training to promote generic skill sets
- Documentation
- Adoption of ITIL and implementation of ITIL compliant service desk
- 3rd party contracts (Fordway, Updata etc.) to fill gaps
- Good supplier management
- Good communication - regular Meetings, 121s, appraisal interviews
- Clear aims and objectives
- Work plan to manage work load
- Sharing resource and expertise with other authorities /shared service



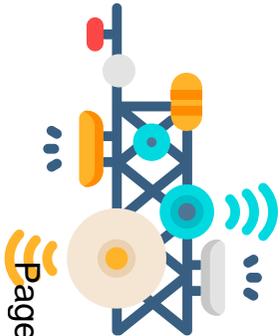
Secured approval to use the third .gov.uk domain name chilternandsouthbucks.gov.uk



Ensured the Councils complied with GDPR requirements



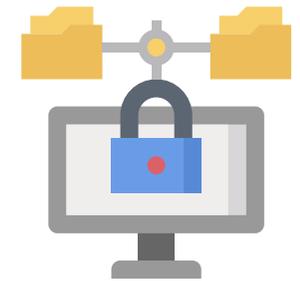
Completed the procurement for a new photocopier contract



Completed the migration of all the Councils' external telecoms to a new contractor



Managed the ICT strand of the office moves to realise the implementation of the latest Accommodation Strategy



Maintained PSN compliance



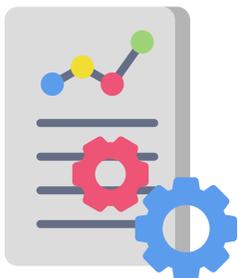
Completed phase II of Delete the Data, a project to provide records management for the Councils unstructured data



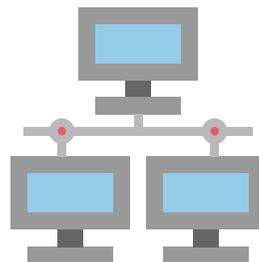
Conducted a review of the corporate mobile phone and WiFi contracts and negotiated new contracts



Supported the Customer Experience Programme



Created shared ICT Strategy to cover from 2019 to 2024



Completed the IT strand for the implementation of shared services. All services have one shared core IT system

Communications, Performance and Policy

Keeping residents, members
and staff informed

Manager: Rachel Prance

The Communications, Performance and Policy team work to ensure that all information circulated is relevant, timely and accurate.

The team is responsible for the Councils' communications, design & marketing, and performance & policy.

The role of the team is to support the Councils in:

- Delivering and communicating their vision and key objectives
- Enhancing their reputations locally, regionally and nationally
- Promoting modern, efficient and effective services to the community using a proactive communications strategy and action plan
- Developing new and cost effective ways to communicate internally and externally
- Providing assistance and professional advice on communications, performance and policy issues to staff and members
- Building excellent relationships with the media
- Developing new online, visual and social media
- Developing and promoting the business and service planning process

Actions for 2019/20

Communications

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Continue to deliver improved staff communications	April 2019	Supporting the Management Team and Leaders with staff communications and engagement.	Communicate widely and embrace social media. Aids staff to continue delivering outstanding services.
Support both Leaders to moderate expectations during periods of great change and low resources	April 2019	Provide support for the Leaders with communications, engagement and information.	Corporate goals are achieved staff continue delivering outstanding services
Support a strategic approach to mitigation of the HS2 line	April 2019	Continue to support the HS2 project team, including community engagement.	Minimise the impact caused by HS2.
Support the use of effective social media at both councils	April 2019	All staff and members are signed up to the social media policy. Social media is monitored and responded to in a timely fashion.	Communicate widely to allow residents, communities and groups to feel supported.
Continue advising and supporting	April 2019	Involvement of the team at the start of	Engage with Parish and Town Councils

consultations		consultations and/or surveys by services.	and neighbourhoods. Ensure consultations are effective and that the opinions of residents and customers are used to improve services.
Continue chairing South Bucks Town & Parish Clerks meetings and facilitating Chiltern Town & Parish Clerks meetings	April 2019	Regular meetings to ensure parish clerks and town councils are engaged with the council.	Wider communication. Better informed partners and enhanced working relationships.
Continue to provide an excellent in-house design service	April 2019	Promotional and informative literature is produced.	Communicate widely to allow residents, communities and groups to feel better informed about Council services.
Support the development of a unified position on future local government structures	April 2019	Table the debate Feed results into future transformation project.	Communicate widely to allow residents, communities, groups and staff to feel better informed at all stages to guarantee transparency in the process.

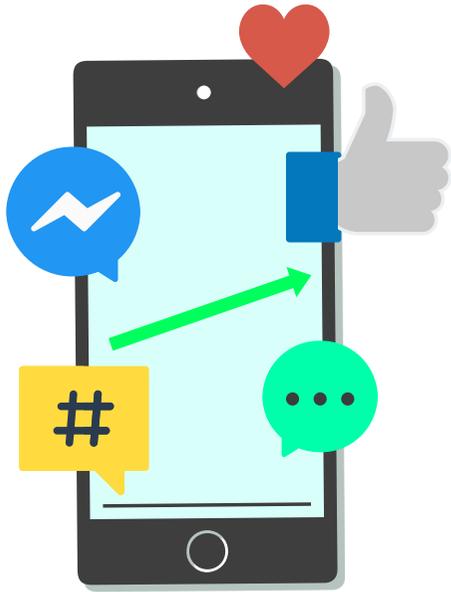
Actions for 2019/20

Performance & Policy

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Continue to develop the joint business plan	April 2020.	Links to service planning.	Continue delivering outstanding services. The Business Plan is a key document in terms of setting the direction for joint working for staff and for local residents to see.
Continue to ensure all strategies and plans are based on robust information and accurate data	Ongoing.	Use of analysed census information.	Continue delivering outstanding services. Key strategies and policies are designed with the detailed understanding of the needs of customers and residents in both districts.
Effective performance management	Ongoing.	Figures can be investigated using joint trend information.	Continue delivering outstanding services. Better informed residents, partners, members and staff. Transparency for residents.
Ensure Data Quality is of a high standard at both councils	Ongoing.	Continual monitoring of data quality.	Continue delivering outstanding services. Ensures that all information collected, handled and stored at both councils is of a high and legal standard.

Risks for 2019/20

Risk	Mitigation
CPP01 Failure to provide comprehensive, accurate and engaging communications to promote key services, messages and events	<ol style="list-style-type: none"> 1. Communications and media training provided to appropriate staff 2. Communications are checked and signed off by those qualified to do so, prior to publication 3. Communications team to lead in the revamp of the joint web sites, ensuring trained web editors in place, good quality and best practice principles are adopted 4. Publicity materials to be reviewed and signed off by a responsible officer 5. Ongoing work with services to consider how to reach priority groups 6. Specifically trained, appointed officers permitted to provide information to the press and public 7. Continued development of relationships with the local press and other media 8. Media protocols and social media policy issued to all staff 9. Copyright expressly negotiated and retained by Council. 10. All releases and publications to be proof read, reviewed by head of service, checked by Communications team and signed off by MT
CPP02 Failure to develop joint key policies and a joint vision linked to the Joint Business Plan, based on Community needs	<ol style="list-style-type: none"> 1. Use of customer surveys, forums, panels etc., when needed 2. Joint Business Plan in place 3. Continue building on and improving the joint service planning procedures, e.g. PIs As the review period of policies / strategies come round, ensure a joint policy / strategy is developed
CPP03 Failure to manage performance effectively	<ol style="list-style-type: none"> 1. Robust joint performance management system in place with links to service planning 2. Risks, actions and performance indicators will be updated in the joint Pentana system and reported on quarterly 3. Pentana is backed-up regularly and as an off-site web based system, the provider has business continuity in place 4. Pentana update reminders sent plus e-mail reminders 5. Priority indicators identified by MT and Cabinet are updated and reported on monthly 6. Sense check of information provided by Performance & Policy officer, questions raised where needed and additional information obtained



Page 57
Approximately
10%

increase in our number of social media followers and increased engagement with residents

Helped support
Neighbourhood Watch Week,



with over
5,000
video views,
resulting in an
increase in residents
joining the scheme



@CHILTERN SOUTHBUCKS

Relaunched the Councils'
Instagram account



Chiltern & South Bucks District Councils

Relaunched the Councils' LinkedIn page to promote staff initiatives such as Clean Air Day, Health & Wellbeing and advertise job vacancies



Broadcast our first Facebook live video at the relaunch of the Amersham Tuesday street market

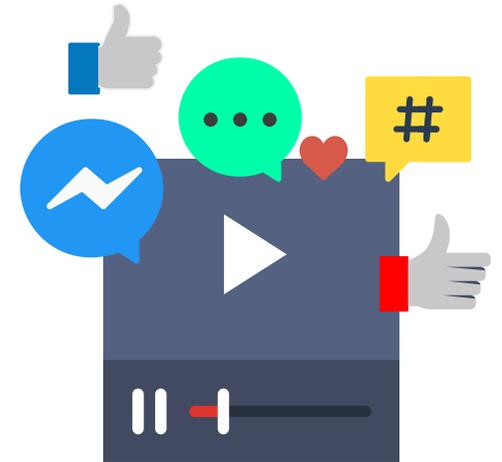


Produced an updated social media policy for staff and a new social media policy for Members. Organised and delivered social media training for staff and members at both councils.

over
30

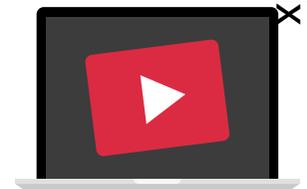
videos produced on various subjects and collectively viewed

over
30,000
times



received over
20,000
views collectively

- Chiltern Pools fly-through
- How to line your food waste caddy
- Chiltern Youth Awards
- Neighbourhood Watch

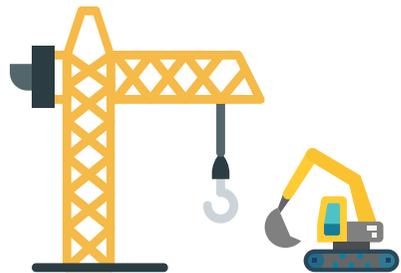




received **1963** responses which almost double the target

Worked with Communities to promote and run the public consultation, including:

- public information events
- visiting parent and baby groups
- exhibitions stands at Tesco and Amersham Market
- promoting the public survey online and via social media

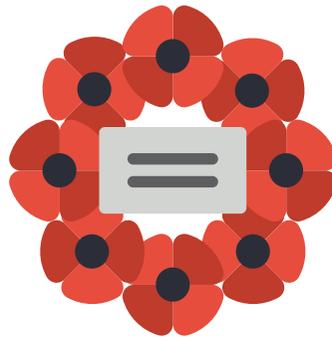


Supported and helped promote ongoing projects:

- Gerrards Cross car park;
- Bath Road redevelopment;
- Gerrards Cross police station;
- South Bucks Country Park



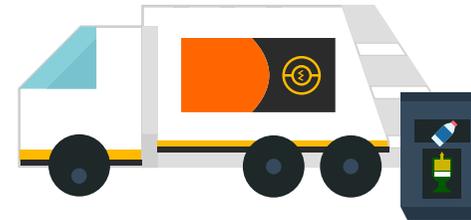
Communications for the Bierton Crematorium, including branding and supporting the topping out ceremony in September 2018



Supported the Communities Team with WW1 Grants scheme, and promoting of the subsequent successful local projects on social media



Support the reopening of Amersham multi-storey car park including paid-for advertising and communications, and promotion on social media



Promoted the Waste service via various projects: the electric refuse vehicle trial; charity bin stickers; joint waste partnership initiatives



Support and promotion of the South Bucks Chairman's Awards and the Chiltern Community Awards



Communicating of unitary updates to staff and residents

Finance

Providing high quality financial advice
and support to the Council

Head of Service: Rodney Fincham

Key Service Functions

Finance

- Production and monitoring of the Councils' Medium Term Financial Strategy.
- Provision of core financial services, including: creditor payments, payroll, insurance, sundry debtor invoicing, banking services.
- Provision of core accounting services, including: budget setting, budget monitoring, final accounts, completion of statutory returns, financial advice.
- Management of the Council's cash flow and investments.
- Provision of financial support to Consilio Property Ltd.

Procurement

- Production and monitoring of procurement strategy and assistance with its implementation.

Internal Audit

- 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.

External Audit

- Liaison with external audit.

Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Help keep up to date the longer term financial strategy to address the funding gap and longer term funding pressures, and support the Councils with their capital investment plans.	Ongoing	Ongoing review of Government announcements re: funding in 2020/21 and beyond.	Authorities are aware of the Medium Term Financial position and are able to plan accordingly
Provide financial support and advice to the Waste service and the Leisure Operator tenders.	As set out in the procurement timetables	As set out in the procurement project plans	Value for money contracts successfully let
Support the financial aspects of setting up the new District Unitary Authority	31/3/20	Detailed Finance Workstream currently being developed	New authority is set up in a safe and legal manner

Risks for 2019/20

Risk	Internal Controls/Mitigation
BR01 The Authority is unable to set a robust Medium Term Financial Strategy	<ol style="list-style-type: none"> 1. Possible changes to the national funding formula are monitored and the LGA lobbies to protect members interests. However this risk cannot be fully controlled. 2. Achievement of savings is given a high priority within the Council, and progress is monitored via the monthly budget monitoring reports. Significant saving projects are also managed in accordance with the Councils' project management framework. 3. Regular updates of MTFS are carried out. 4. Further savings are sought when required
BR02 The Authority could have to hold a Council Tax referendum.	<ol style="list-style-type: none"> 1. Tax increase to be set at or below the Government guideline figure (subject to Member agreement). 2. Members are fully briefed on implications of tax referendum. 3. Possibility of appeal against the decision).
BR03 The Authority will fail to keep within its annual revenue budget.	<ol style="list-style-type: none"> 1. Ability to use reserves to fund overspending. 2. Further savings are sought when required 3. Planning decisions are made based on the best professional advice reducing the risk of appeal. In addition the s151 officer takes account of this risk when considering the appropriate level of reserves. 4. Income budgets are set prudently. Firm debt recovery processes are in place. Monitoring of key income areas is undertaken monthly. 5. Professional staff are involved in relevant areas and, where appropriate, training is provided to ensure current standards are understood and implemented. 6. Achievement of savings is given a high priority within the Council, and progress is monitored via the monthly budget monitoring reports. Significant saving projects are also managed in accordance with the Councils' project management framework. 7. Contracts are only awarded to suppliers which meet our tender criteria. Contracts are monitored and often performance bonds or other guarantees are in place. 8. The Workforce plan aims to ensure staff issues are dealt with appropriately. HR monitor turnover rates and exit interviews are conducted to understand why staff leave. Joint working arrangements also help provide resilience. 9. HR monitor pay rates and keep the grading structure under

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	<p>review. Where necessary the Authority is also willing to pay market supplements.</p> <ol style="list-style-type: none"> 10. Pay estimate is set prudently 11. Contracts are let by competitive tender and where appropriate benchmarked against 'in-house' bids. Joint tender opportunities are considered and specifications are written with a view to the likely cost. 12. Contracts set appropriate performance targets and these are carefully monitored. In general contractors are not entitled to bonus payments for over performance 13. Cost pressures are monitored via budget monitoring. Budget framework provides for expenditure to be contained within the approved budgets. New areas of significant expenditure have to be approved by Members. 14. There is regular monitoring of investment returns and action is taken when performance is unsatisfactory. In addition we obtain independent support and advice from a specialist financial advisor. 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.
BR04 The Authority will fail to keep within its capital programme.	<ol style="list-style-type: none"> 1. Ongoing review of the capital programme. 2. The capital receipts budget is set prudently. 3. Major capital projects are managed in accordance with the Council's project management framework and regular update reports are presented to Members.
FS01 Inaccurate Financial Information	Adequately resourced finance team, internal control framework.
FS02 Treasury Management	Investments are only made in line with the Treasury Management Strategy and with institutions with good credit ratings.
FS03 Fraud/Error	Internal control framework, Internal Audit.
FS04 Non Compliance with Financial Rules & Regulations	Internal control framework, Internal Audit, Skilled and experience finance team, training.

Appendix



Produced the Council's Statutory Accounts and received a clean audit opinion in advance of the earlier statutory deadline of July



Implemented a new E Tendering system to comply with the statutory requirement to conduct tenders electronically

Also heavy involved in:

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Approval of scheme to build a new multi storey car park in Gerrards Cross



Approval of scheme to build new accommodation in Taplow using innovative prefabricated units to provide much-needed accommodation for Homeless families



Approval of housing development in Denham



Upgrade of the finance system

Human Resources

Enabling our people to deliver the best services for our residents

Manager: Louise Cole

The **Human Resources** team provides a comprehensive service to the Councils, including support on day to day people management, development, motivation and engagement of employees to enable the best services for our residents.

Change Management: Lead and support on change programmes.

Culture and values: Support to ensure values are at the heart of everything we do.

Employment Services and Pay: Day to day operational management of the employment relationship and reward and benefit services.

Engagement: Develop and maintain effective employment relationships with employees and the union.

Health and Well-being: Support the health and well-being of staff.

Performance: Promote the effective performance of staff through initiatives to develop, motivate and empower staff.

Recruitment: Market and promote the Councils and recruit the best staff.

Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Implement legislative changes including Brexit decision.	April 2019.	Introduce Settled Status Scheme in spring. Further actions to be agreed once clear on changes.	Compliant with legislation and business continuity maintained.
Implement government's decision on Modernising Local Government when determined.	April 2020.	To be agreed when changes known.	Business continuity and income efficiencies.
Continue to implement the Health and Well-being Strategy and seek external recognition for this.	Ongoing.	Use the Health and Wellbeing forums to drive this.	Attract, retain and develop dedicated staff. Improve health and well-being of employees leads to better performance and engagement and assists with recruiting and retaining the best employees.
To develop a recruitment and retention plan to ensure the best employees are recruited and retained.	Ongoing.	This includes developing the use of social media as a recruitment tool, promoting inclusivity and the values and culture.	Attract, retain and develop dedicated staff. Best service to residents through the recruitment and retention of the best employees.

Risks for 2019/20

Risk	Internal Controls/Mitigation
HR01 Failure to recruit and retain the right people to posts.	<ul style="list-style-type: none"> Monitoring in place. Develop a recruitment strategy. Continue with activities to motivate staff e.g. training and development, health and well-being, pay and benefits, flexible and mobile working, promoting the values.
HR02 Failure to maintain the high performance of the workforce.	<ul style="list-style-type: none"> Good staff communication and engagement. Performance monitoring and management in place. Continue to motivate and empower workforce e.g. staff survey, promotion of values and culture, management development.

Performance Indicators for 2019/20

Code	Name	Target 2018/19	Target 2019/20
JtHR1 (P)	Working days lost due to sickness absence (cumulative for year)	10	10
JtHR3 (D)	Percentage of employees with a disability (annual)	6.00%	6.00%
JtHR4 (D)	Ethnic minority representation in the workforce - employees (annual)	8.5%	8.5%
JtHR5 (D)	Top earners - Joint Management Team: women (quarterly)	35%	35%
JtHR6 (D)	Top earners - Joint Management Team - ethnic minorities	7.20%	7.20%
JtHR7 (D)	Top earners - Joint Management Team - with a disability	2.00%	2.00%
JtHR8 (D)	Formal discrimination complaints recorded (quarterly, cumulative)	0	0
JtHR9 (D)	Percentage staff received an appraisal by 31st March each year	85%	85%
JtHR12 (P)	Working days lost due to short term sickness absence (up to 20 working days)	5	5
JtHR13 (P)	Working days lost due to long term sickness absence (more than 20 working days)	5	5

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Undertook a programme of work to comply with new statutory changes and to streamline and improve efficiency in existing procedures e.g. GDPR, Facilities time reporting, Gender Pay-Gap reporting.

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Launched a Health and Well-Being Statement, set up a staff forum and delivered a comprehensive programme of well-being activities.



Rolled out the Management Development Programme to a new cohort of managers. Ran a programme of events to continue to develop managers and embed their learning in day to day performance management practice.

Environment

Managing the environment

Head of Service: Chris Marchant

The **Environment** team manages a range of services for residents including waste and recycling, car parks, crematoria and cemeteries. The team also manages the Councils' property.

Car parks: manage off street pay and display parking.

Estates: manage all the Councils' property and assets.

Facilities: manage the Council offices, cemeteries and public toilets.

Waste: manage waste, recycling and street cleaning services for Chiltern, South Bucks and Wycombe Councils.

Car Parks

The team is responsible for the Council's provision and availability of long and short stay parking through a structured payment system.

Additionally, they provide reserved parking for specific user needs e.g. disabled bays.

Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Car park management	Ongoing	Carrying out civil parking enforcement to manage supply and demand and regulate safety of the car parks.	Provide increased off-street parking to meet future needs. Maximise promotion of safety and car parking space.
Car park maintenance	Ongoing	Maintaining car parks to a fit for purpose standard; adhering to safer park mark status.	Continue delivering outstanding services. Provide safe, clean and tidy car parks.
Parking policy/strategy	Ongoing	Review and amend Off-Street Parking Order where appropriate to continually meet local needs and achieve council aims and objectives for car park provision in the district.	Provide increased off-street parking to meet future needs. To continually meet local community needs and changing customer

			expectations.
Parking Services Management	Ongoing	Providing background processing for parking fines (including appeals service), and season ticket functions.	Continue delivering outstanding services. Provide a fair, transparent and consistent appeals service to support the parking provision.

Risks for 2019/20

Risk	Mitigation
Reputational risk	Ensure customer focus is at the heart of everything we do.
Loss of income	Robust car park charging reviews to ensure changing structure meets local requirements.

Estates

The team is responsible for management of all the Councils' property and assets.

Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Progress Gerrards car park /Country park development /extensions of Parkside great Missenden Cemetery	March 2020	Commence building works Planning permission obtained	Optimise the effectiveness of our assets and resources
Work with Healthy Communities to relocate users and provide legal documentation on civic site for new Leisure centre	March 2020	Agree legal agreements in place Agree detail on tenants occupation	Plan our leisure provision for the future, including the redevelopment of the Chiltern Pools site
Complete Berton crematorium	March 2020	Practical completion	Optimise the effectiveness of our assets and resources To provide addition cremation service
Manage property portfolio to keep debt to a minimum and keep maximise rental	March 2020	Ensure Rent reviews and Lease renewals are progressed in a	Optimise the effectiveness of our assets and

income.		timely manager	resources
Review all management agreements land and open spaces with Town and Parish Council	March 2020	To review and update agreement to encompass latest guidance on sustainability and relevance to current legislation and guidance	To ensure all decisions are taken with regard to legal requirements. Ensure bodies acting on district behalf manage land with appropriate stewardship
Work with EA to realign River Misbourne to original route	March 2020	To monitor and Liaise with tenants	Promote a healthy, sustainable and safe environment To avoid perched river disappearing and return to natural course for protection of the river
Work with EA and Town Council Chesham Culvert	March 2020	Reach agreement on way forward	Promote a healthy, sustainable and safe environment
Review all sites to consider possibilities of improving security against traveller incursion	March 2020	Gain approval for any work and implement	Promote a healthy, sustainable and safe environment To reduce costs in dealing with damage caused by traveller
Undertake decisions on Community right to bid nominations in line with legislation	March 2020	Ongoing and dealt with in a timely manner	To ensure all decisions are taken with regard to legal requirements. Required under localism Act 2011

Facilities

The team is responsible for managing the services within the Council buildings, cemeteries and public conveniences.

Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Upgrading CCTV Systems in KGVH and Capswood	April 2019	Installed by approved contractor.	Work to reduce crime and anti-social behaviour. Increased security around the buildings.
Renewing access control systems at both offices	April 2019	Works were tendered and offered to successful bidder.	Work to reduce crime and anti-social behaviour. Increased security and single card access.
Undertaking works from fire risk assessment	December 2019	Delivered by in-house contractor Derwent FM.	Safer environment for all staff to work in.

Risks for 2019/20

Risk	Internal Control/Mitigation
Health and Safety standards slip during the course of works at the offices.	Risk assessment and method statements will be supplied to ensure safe systems of work are in place. Incidents would be reviewed and remedial actions will be put in place.

Waste

The team manages waste, recycling and street cleaning services for Chiltern, South Bucks and Wycombe District Councils

Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Procurement of new three way waste contract	Preferred bidder confirmed – 28/11/19 New contract to start 1/06/20.	Procurement process includes dialogue, submission of tenders, evaluation, contract award and mobilisation.	Agree a vision for outstanding service delivery. Continue delivering outstanding services. Continuity of waste and cleansing services for the residents of Chiltern, Wycombe and South Bucks district council, delivered through a joint three way contract
Customer Experience Strategy – waste in phase 1	May 2020.	Design of smart forms, integrations with contractor IT systems, change management programme for relevant team,	Continue delivering outstanding services. Agree a vision for outstanding

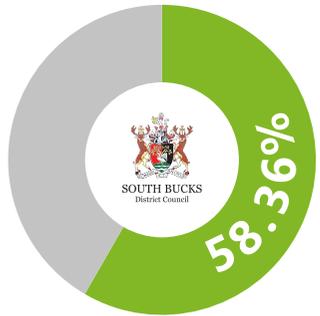
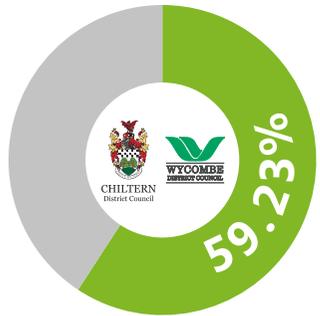
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		review of work processes and communication with stakeholders.	service delivery. Waste customers to access information, report issues and request services via a CRM Lite.
Improve SBDC resident participation in the paper collection	Ongoing.	Communications to residents to encourage use of paper recycling boxes, through bin tags and fliers, crew engagement.	Continue delivering outstanding services. Support residents to reduce waste and increase recycling. Increase use of paper recycling boxes, to improve quality of dry recyclables collected in mixed recycling bins
Communications to improve quality of materials collected	March 2020.	Communication activities being planned.	Continue delivering outstanding services. Support residents to reduce waste and increase recycling. Communication activities with residents to focus on improving the quality of dry recyclables collected in mixed recycling bins

Performance Indicators for 2019/20

Code	Name	Target 2018/19	Target 2019/20
CdWR1 (C)	Household collections, number of collections missed per month (calculated on weekly basis)	1,600	1,600
SbWR1 (C)	Number of household collections missed per month (calculated by P&C team on weekly basis)	100	100
CdWR2 (P)	Percentage of household waste sent for reuse, recycling and composting (cumulative)	53%	53%
SbWR2 (P)	Percentage of household waste sent for reuse, recycling and composting (cumulative)	55%	53%
CdWR3 (C)	Customer satisfaction survey (every six months)	86%	86%
CdWR4 (C)	No of missed assisted containers (monthly)	170	170
SbWR4 (C)	No of missed assisted collections (monthly)	35	35
CdWR5 (D)	Average number of days to remove fly-tips (from notification), cumulative	2	2
SbWR5 (D)	Average number of days to remove fly-tips (from notification), cumulative	2	2

Recycling rates reached



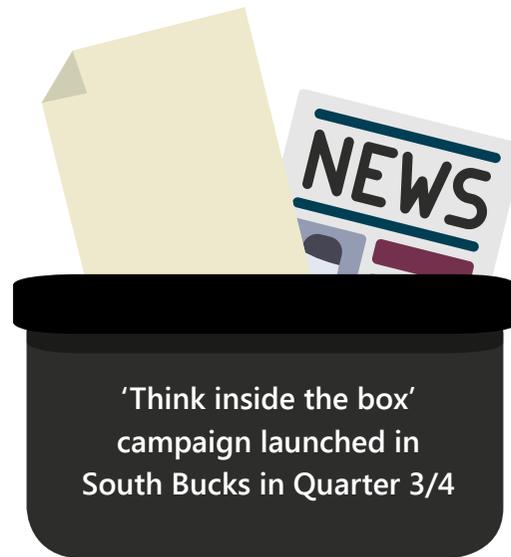
Waste procurement preparation undertaken for a three way waste contract between Chiltern, South Bucks and Wycombe District Councils



New web forms introduced to manage customer contacts in order to better prioritise and improve efficiencies



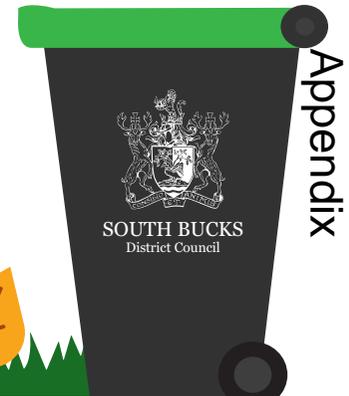
Annual collection calendars printed and delivered on time with leaflet inserts which have been well received by residents



Number of residents who subscribed to chargeable garden waste collections by October 2018

40.51%

29.97%

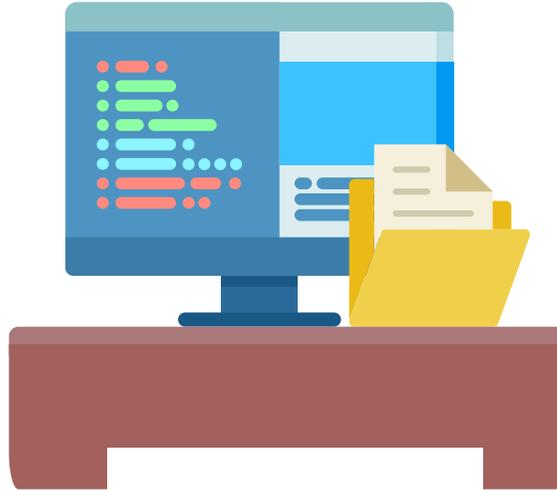


Provided new microphones for Council Chamber and meeting rooms



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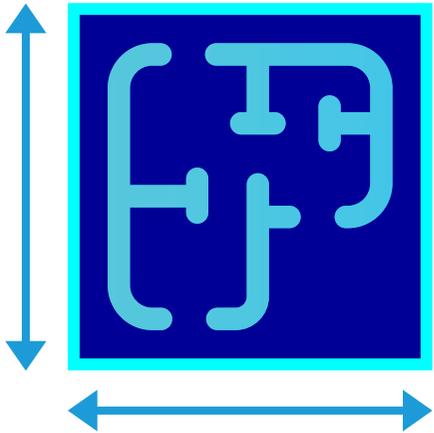
Supported the ditch the data project



Opened the Amersham multi-storey car park



Planning permission agreed to build a new multi-storey car park in Gerrards Cross



Managed occupation of ground floor space at the Amersham office



Managed the Amersham office urgent works project

Planning and Economic Development

Shaping the future of Chiltern and
South Bucks through the delivery of an
Exemplary Planning Service

Head of Service: Mark Jaggard

The Planning & Economic Development

team helps to ensure the health and wellbeing of residents and visitors, the provision of new homes, and employment, social and recreational facilities in order to provide a strong and sustainable economy and active communities, whilst protecting and improving the natural and built environment.

Building Control

The team processes and determines Building Control applications, demolition notices and dangerous structures, Inspects and enforces work on site and its compliance with the Building regulations and provides advice to the public on Building Regulation matters.

Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Recruit to vacant position	June 2019	Recruitment campaign.	Continue delivering outstanding services.
Work towards and gain Quality Award	August 2019	Working with LABC to gain accreditation using their templates.	Continue delivering outstanding services.
To increase number of entries into Central Region Awards	January 2020	We have 6 entries this year 4 more than last year build up momentum for next year	Continue delivering outstanding services.
To raise our profile through marketing campaign	October 2019	Started a marketing campaign. Developing a separate team to lead this	Continue delivering outstanding services.
For at least some	December 2019	One staff	Continue delivering

members of staff to become accredited by Local Authority Building Control to carry out works on high rise and complex buildings		member has been to an assessment - result awaited. Two others booking onto a preparation course	outstanding services.
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Performance Indicators for 2019/20

Code	Name	Target 2018/19	Target 2019/20
JtBC1 (C)	Applications checked within 10 working days (cumulative)	94%	95%
JtBC2 (C)	Customer satisfaction with the building control service. (cumulative)	92%	92%
JtBC3 (D)	Market share (cumulative for the year)	83%	83%

Development management

The team process and determine planning applications, planning appeals and offer pre-application advice; place-making and delivering quality developments.

Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Introduce revised pre-app advice fees.	Mid-April 2019	Review and introduce fees as part of shared service aims. To ensure that costs are covered.	Agree a vision for outstanding service delivery. Provide an enhanced service to customers – generate income (cover costs)
Introduce Planning Performance Agreements (PPAs).	Mid-April 2019	Review and introduce fees as part of shared service aims. To ensure that costs are covered.	Agree a vision for outstanding service delivery. Provide an enhanced service to customers – generate income (cover costs)
Working with partners towards the Unitary outcome, knowledge share etc.	Ongoing	Regular meetings with colleagues in other districts, as has been the norm.	Agree a vision for outstanding service delivery. Improved and

			managed quality of built development, partnership working.
Ensure high-quality decisions are taken, delivering excellent urban design and appropriate infrastructure.	Ongoing	As per service aims and objectives – seeking to provide design advice, monitoring and reviewing performance figures.	Continue delivering outstanding services. Promote a healthy, sustainable and safe environment. High standard of development, in-keeping with character of the Districts.

Performance Indicators for 2019/20

Code	Name	Target 2018/19	Target 2019/20
CdPED1 (C)	Percentage of planning applicants who are satisfied or very satisfied with the planning service (cumulative, quarterly)	80%	80%
SbPED1 (C)	Percentage of planning applicants who are satisfied or very satisfied with the planning service (cumulative, quarterly)	80%	80%
CdPED2 (C)	% of planning appeals allowed (cumulative quarterly)	35%	35%
SbPED2 (C)	% of planning appeals allowed (cumulative quarterly)	35%	35%
SbPED7 (C)	% applicants satisfied with performance of Planning Service (cumulative monthly)	80%	80%
CdPED9 (P)	Major planning applications decision performance - within 13 weeks or other agreed period (cumulative monthly)	90%	90%
SbPED9 (D)	Major planning applications decision performance - within 13 weeks or other agreed period (cumulative monthly)	90%	90%
CdPED10 (P)	Minor planning applications decision performance - within 8 weeks or other agreed period (cumulative monthly)	75%	75%
SbPED10 (C)	Minor planning applications decision performance - within 8 weeks or other agreed period (cumulative monthly)	85%	85%
CdPED11 (P)	Other planning applications decision performance - within 8 weeks or other agreed period (cumulative monthly)	85%	85%
SbPED11 (C)	Other planning applications decision performance - within 8 weeks or other agreed period (cumulative monthly)	85%	85%
CdPED13 (D)	Average number of days to process and pass planning applications to case officer (month only)	6	6

SbPED13 (D)	Average number of days to process and pass planning applications to case officer - target of 5 working days (monthly snapshot)	4	4
CdPED14 (D)	% of decisions determined by delegated authority - PS figure (cumulative quarterly)	95%	95%
SbPED14 (D)	% of decisions determined by delegated authority - PS figure (cumulative quarterly)	95%	95%
CdPED45 (C)	2020 Majors speed of planning decisions – special measures 2 year assessment period ending Sep 19 (cumulative, monthly)	60%	60%
SbPED45 (C)	2020 Majors speed of planning decisions – special measures 2 year assessment period ending Sep 19 (cumulative, monthly)	60%	60%
CdPED46 (C)	2020 Non-Majors speed of planning decisions – special measures 2 year assessment ending September 2019 (cumulative, monthly)	70%	70%
SbPED46 (C)	2020 Non-Majors speed of planning decisions – special measures 2 year assessment ending September 2019 (cumulative, monthly)	70%	70%
CdPED47 (C)	2020 Majors quality of planning decisions – special measures 2 year and 9 month assessment period ending December 2019 (cumulative, monthly)	9.99%	9.99%
SbPED47 (C)	2020 Majors quality of planning decisions – special measures 2 year and 9 month assessment period ending December 2019 (cumulative, monthly)	9.99%	9.99%
CdPED48	2020 Non-Majors quality of planning decisions – special measures 2 year and	9.99%	9.99%

	9 month assessment period ending December 2019 (cumulative, monthly)		
SbPED48	2020 Non-Majors quality of planning decisions – special measures 2 year and 9 month assessment period ending December 2019 (cumulative, monthly)	9.99%	9.99%
CdPED49 (C)	2021 Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2020 (cumulative monthly)	60%	60%
SbPED49 (C)	2021 Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2020 (cumulative monthly)	60%	60%
CdPED50 (C)	2021 Non-Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2020 (cumulative monthly)	70%	70%
SbPED50 (C)	2021 Non-Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2020 (cumulative monthly)	70%	70%
CdPED51 (C)	2021 Majors quality of planning decisions - special measures 2 year & 9 month assessment period ending Dec 2020 (cumulative monthly)	9.99%	9.99%
SbPED51 (C)	2021 Majors quality of planning decisions - special measures 2 year & 9 month assessment period ending Dec 2020 (cumulative monthly)	9.99%	9.99%

Economic Development

The team supports the prosperity and diversity of the Chiltern and South Bucks economy.

The team seeks to support the start-up, growth and success of local businesses, and the associated creation of employment opportunities, through leading on business engagement and facilitating access to appropriate support and advice.

We work to ensure that the views of businesses influence policy and strategy, and to ensure the provision of support and infrastructure that meet business needs. The team aims to support the vitality and vibrancy of town centres and to promote the districts as locations for people to live, work, visit, enjoy and invest

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Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Develop and deliver a Business Engagement Plan to formally articulate our approach to engaging with businesses.	July 2019	Ongoing communication with businesses through working with partners and intermediaries. Use of newsletters, social media and business visits.	Further support for businesses to aid their growth and success
In conjunction with partner organisations, develop and deliver a programme of sectoral, thematic and geographically-focused events for businesses	July 2019	Programme to be agreed for end of quarter 1 2019. Further to this, working with partners to deliver aforementioned events.	Further support for businesses to aid their growth and success.
Work with town and parish councils, business forums, town groups and individual businesses to encourage collective activity and interventions to support town centres	Ongoing	Working with partners to establish how they wish to move forward.	Increased vitality of town centres.
Maximise the benefits to businesses and residents from the implementation of emerging county-wide and sub-regional strategies (for example the Local Industrial Strategy) and from major infrastructure developments such as the	Ongoing	Ensure districts are represented at appropriate meetings and contribute to consultations and discussions.	Opportunities surrounding these projects are realised.

expansion of Heathrow Airport.			
Continue to work with the Bucks Thames Valley LEP, in particular around digital connectivity and the Connected Counties programme, as well as around skills and apprenticeships	Ongoing	Attendance of appropriate meetings. Ongoing engagement with businesses.	Further support for businesses to aid their growth and success.
Utilise economic intelligence and feedback from businesses to shape the development and delivery of council policies and services, including a particular focus on the availability of commercial space	Ongoing	Reacting to feedback from businesses to ensure Council services are tailored to the needs of businesses.	Further support for businesses to aid their growth and success.
Work with Visit Bucks to encourage more visitors to the districts and to support the tourism sector	Ongoing	Provide funding to Visit Bucks for the promotion of tourism in the districts.	Supporting both the tourism sector and the town economy.
Explore opportunities to secure external funding to support the delivery of economic development activities	Ongoing	Maintaining awareness of what funding sources are available and applying where appropriate.	Support local economic growth.
Helping to shape the policies and evidence base to shape the Joint Local Plan 2036.	Ongoing	Sharing feedback from businesses and knowledge of the local economy to help shape the Joint Local Plan	The Joint Local Plan provides the right conditions to support businesses and economic growth
Working with the Development Management team to ensure key decisions	Ongoing	Included as a consultee on appropriate planning	Key decisions take into consideration the economy and where possible,

affecting the economy, tourism and town centres are supported.		applications, utilising knowledge of the local economy and business need to provide an economic development perspective	support the growth of business and the wider vitality of town centres, tourism and the economy overall
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The **Planning Enforcement** team investigates alleged breaches of planning control, taking formal enforcement action where necessary. This action includes issuing legal notices as well as the monitoring and the enforcement of compliance and, where necessary, court action.

The team is also responsible for the monitoring and enforcement of Section 106 agreements and payments.

Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Create a platform for displaying Planning Enforcement Notices online.	August 2019	Work with IT to establish platform. Will require scanning in of notices into platform.	Agree a vision for outstanding service delivery. Continue delivering outstanding services. Online public access to legal notices.
Review all in-house enforcement processes to ensure streamlined team processes.	Ongoing	Assess old processes to inform new processes.	Agree a vision for outstanding service delivery. Continue delivering outstanding services. Streamlined team processes.
Efficient throughput of cases.	Ongoing	Further to all reviewed processes.	Continue delivering outstanding services.

Undertake a review of extant enforcement notice review program including instigating POCA and/or Direct action proceedings as necessary.	August 2019	Look at old notices. Pick up any that haven't been complied with.	More efficient working. Promote a healthy, sustainable and safe environment. Continue delivering outstanding services. Increased compliance with issued notices.
Reduce time delays in issuing notices.	June 2019	Review and agree processes with legal team.	Promote a healthy, sustainable and safe environment. Dealing with issues and serving notices in a more efficient manner.
Create and implement an s106 monitoring and collection programme.	September 2019	Employ a S106 monitoring officer to take ownership of s106 programme.	Promote a healthy, sustainable and safe environment. Track both compliance and financial obligations to the Councils.
Review of Planning Conditions.	August 2019	Review all individual conditions.	Promote a healthy, sustainable and safe environment. Appropriately worded conditions that ensure the ability to enforce compliance.

Planning Support

The team provides support for all divisions of the Planning and Economic service, aiding them in the delivery of an exemplary planning service.

Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Continued formation of single processes.	June 2019	Joint validation requirements; Review of weekly list; Complete electronic constraints; Redefining of decision codes and categories within Uniform/IDOX/PA and related template work.	Agree a vision for outstanding service delivery. Continue delivering outstanding services. Improved service delivery
Implementation of new IT software (Enterprise & Consultee Access)	March 2020	Working with IT to ensure platforms are compatible.	Agree a vision for outstanding service delivery. Continue delivering outstanding services. Improved service delivery and opportunity to self-serve.
Joint Planning website.	Sept 2019	Work alongside Customer	Better use of ICT.

		Experience Programme.	Continue delivering outstanding services. Improved service delivery and opportunity to self-serve.
Backscanning project and work on I drive structure.	March 2020	Work with scanning bureau and IDOX to digitise hard copy applications for 1974 – 1985, TPOs and Enforcement Notices. Move hard copy planning applications from Capswood. Commence cross-checking SBDC hard copy records (2000 – 2016) to electronic versions, top up scan as necessary & destroy hard copies.	Better use of ICT. Continue delivering outstanding services. Improved service delivery and opportunity to self-serve.
Customer Satisfaction Survey to be sent to all applicants.	July 2019	Create survey. Send to applicants at time of decision notice.	Continue delivering outstanding services. Improved service delivery.

Planning Policy

The team provides the place-shaping vision and policy context for the future growth and development needs of the two districts, whilst protecting and enhancing the environment.

They work to identify the infrastructure needs to support the future growth of the districts and the context for seeking developer and other financial contributions to support this.

They work with Heathrow Airport Ltd and other major infrastructure projects to ensure that the potential economic, transport and environmental benefits of these projects in and around the area are secured.

[The Economic Development team are covered earlier in document]

Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Publication of Joint Local Plan Reg 19	May 2019	Committee cycle.	Produce a new Joint Local Plan to help meet local development needs. Support the economy through development of more affordable homes.
Submission of Joint Local Plan Reg 22	September 2019	Further to Reg 19 approval. Submit to PINs.	Produce a new Joint Local Plan to help meet local development needs. Support the economy

			through development of more affordable homes.
Publication of the draft charging schedule for Community Infrastructure Levy.	May 2019	Committee cycle.	Obtain financial contributions towards the infrastructure that is needed to support new development.
Submission of the draft charging schedule for Community Infrastructure Levy.	September 2019.	Submit for examination.	Obtain financial contributions towards the infrastructure that is needed to support new development.
Working with HAL to secure local benefits and mitigation resulting from the proposed third runway/expansion.	Ongoing	Statutory consultation June 2019.	Minimise the impact caused by major infrastructure projects.
Support those town/parish councils seeking neighbourhood area designation/ producing neighbourhood plans	Ongoing	Consultation by Parish/town. Examination by independent examiner. Make the plan.	Engage with Parish and Town Councils and local neighbourhoods

Performance Indicators for 2019/20

Code	Name	Target 2018/19	Target 2019/20
CdPP5 (A)	Net number of affordable housing completions		
CdPP6 (A)	Commuted payments received for affordable housing (cumulative, quarterly)		
SbPP5 (A)	Gross affordable housing completions		
SbPP6 (A)	Commuted payments received for affordable housing (cumulative, quarterly)		
SbPP7 (A)	Net number of new dwellings granted permission		

Planning and Economic Development

Service Risks 2019/20

Risk Code & Title	Mitigation steps
CSB BC01 Loss of staff	Reduce loss of staff by providing staff with an interesting and stimulating team environment; provide the necessary support to enable staff to be able to undertake their jobs. If vacancies arise seek to secure permanent replacements through early advertisement, but use agency staff in the interim period if needed.
CSB BC02 Increased income/reduced costs are not delivered	Income and expenditure monitored monthly. Applications not registered without the necessary fee. Fee checked by Admin staff, liaising with Management if needed. Invoices to be sent out promptly and non-payment chased. Charges to be reviewed periodically.
CSB BC03 Development does not meet the Building Regulations	Staff training; new Regulations/guidance provided to all Surveyors; recommendations authorised by a more senior Surveyor; enhanced resilience of a single team with greater knowledge/experience; use of codes and reference documents; if unsure, Surveyors to check with a more senior surveyor; structural calculations to be checked by Structural Engineer; Indemnity insurance in place.
CSB BC04 Poor/untimely advice in dealing with dangerous structures	Surveyors all trained to deal with dangerous structures; JDs for all Surveyors require them to deal with dangerous structures; Principals' required to be able to undertake inspections within an hour during unsocial hours; Surveyor to contact a more senior Surveyor or seek additional help and support if needed.
CSB BC05 Increased competition/loss of reputation	QA accreditation retained, with annual external audit. Marketing Plan. Officer with responsibility for the 'customer experience'. Customer surveys monitored, and action taken to implement improvements. Staff not allowed to undertake any private work which could have the potential to bring the Councils into disrepute or perceived to do so.
CSB DCE01 Loss of staff	Reduce loss of staff by providing staff with an interesting and stimulating team environment; provide the necessary support to enable staff to be able to undertake their jobs. If vacancies arise seek to secure permanent replacements through early advertisement, but use agency or other temporary external staff in the interim period if needed.

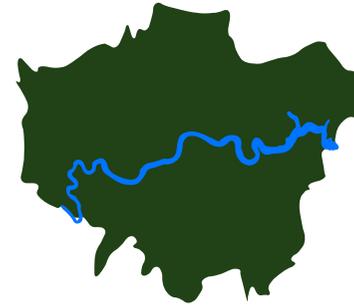
CSB DCE02 Poor decision making	Staff training; training of Planning Committee; template for officers' reports; procedures require checks in signing off decisions and recommendations. A more risk based approach (with reduced sign off and fewer checks overall) to be taken in the proposed planning shared service.
CSB DCE03 Low levels of customer satisfaction	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 DCE04 Reduced application and pre-application fee income	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 DCE05 Judicial Review of decisions	Seek legal advice as appropriate; ensure all decisions are robust and justified; seriously consider appellants evidence/offers in relation to appeals/enforcement appeals.
CSB DCE06 Low customer satisfaction in relation to enforcement	Team being led by a new Manager who is very proactive and is changing the team ethos significantly.
NEW RISK CSB ED01 Availability of commercial space	Work with Planning Policy team to ensure this is taken into consideration within the Joint Local Plan.
CSB PP01 Insufficient planning staff (number and experience)	Reduce loss of staff by providing staff with an interesting and stimulating team environment; provide the necessary support to 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 PP02 Local Plan not being found sound	Continual engagement with Duty to Co-operate bodies and key stakeholders (& recorded); ensure that policies are fully supported by the evidence base and are steered by the Sustainability Appraisal; ensure LDS up to date; seek legal advice where needed; reports to PAG and Joint Member Reference Group; prepare robust evidential proofs; ensure staff are trained to give evidence.
CSB PP03 Timetable for adoption not met	Member decision to require the joint local plan to be considered 2 PAGs as well as at the Joint Member Reference Group poses a risk to the timetable for production.



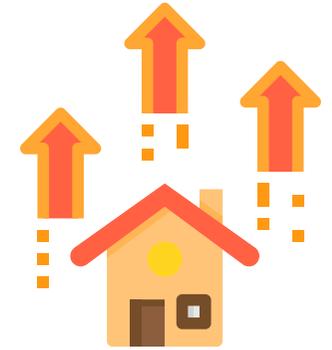
Formal agreement with AVDC for the Vale of Aylesbury Local Plan to accommodate up to 5,750 dwellings to contribute to Chiltern and South Bucks housing needs, including affordable housing



Worked with Highways England on Joint Local Plan



Represented Bucks in the London Plan



Agreement with Slough Borough Council and Royal Borough of Windsor and Maidenhead to consider Slough's growth needs as part of a wider regional options study and successful bid for £172k from Government to fund the Study

Part of the Heathrow Strategic Planning Group and working positively with Heathrow Airport Limited to influence their proposal for a Third Runway and with Network Rail and others on the Western Rail Link to Heathrow



Council engagement on Cross Rail (Elizabeth Line) and smart motorway programmes



Consult on the Chalfont St Giles Neighbourhood Plan, November 2018



- Progressed Local Plan evidence base, engaging with key stakeholders including representative local groups on draft Plan consultation
- Consultation started on Community Infrastructure Levy (CIL) in regards to infrastructure
- First consultation for authorities' introduction of Community Infrastructure Levy charging schedule



Enhanced delegation of decisions to officers has increased the speed of dealing with Enforcement issues



78.8%
market share



Appointment of an Economic Development Team



over 70 local businesses attended the Annual Business Meeting



Established working relationships with a number of partners to enhance awareness and take-up of business support

Dealt with high profile planning applications:

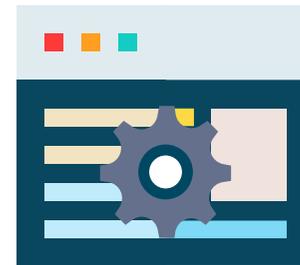
- Gerrards Cross Car Park;
- Gerrards Cross Police Station;
- South Bucks Country park;
- Chiltern Lifestyle Centre



Quarterly Agents' forum established to encourage proactive working practices.



Joining of Uniform/ IDOX/PublicAccess IT systems for Planning



Processes have been streamlined, making the service more efficient and consistent



Customer Services

Listening, learning, delivering

Head of Service: Nicola Ellis

Customer Services

The team is responsible for dealing with enquiries from our customers at the first point of contact, working with service areas to ensure that the service meets our customers' needs. The team is responsible for the delivery of the Councils' Customer Experience Programme to transform the way services are delivered, enabling technology that allows all of our services to be delivered online in order to provide a consistent level of service for our customers which is easily accessible.

Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Deliver Customer Experience Strategy and associated programme of work	January 2020.	As per programme plan.	Optimise the effectiveness of our assets and resources. Communicate widely with residents. Customer access to accounts, with ability to access all services online
Ongoing development of partnership working opportunities	31/03/20.	Continue with Chesham Town Council pilot – evaluate outcomes. Identify further opportunities. Develop SLAs. Monitor outcomes.	Engage with Parish and Town Councils and neighbourhoods. More enquiries being dealt with at first point of contact More support in the community and so services easier to access

Flexible and Mobile Working	31/03/20.	Customer service able to access all systems and take calls from any location.	Continue delivering outstanding services. More resilient service.
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Performance Indicators for 2019/20

Code	Name	Target 2018/19	Target 2019/20
CdCS1 (C)	New measure for complaints - t.b.a.	18	18
SbCS1 (C)	Number of complaints received (cumulative)	80	80

Risks for 2019/20

Risk	Internal Controls/Mitigation
CS01 Failure to maintain an efficient and timely telephone service which impacts on customer satisfaction levels.	Regular monitoring of waiting time and abandonment rate. Have mobile phones for Business Continuity. Channel shift and more on line availability.
CSB CS02 Failure to maintain an efficient and timely front of house/reception service which impacts on customer satisfaction levels.	Regular monitoring of numbers of visitors. Reduction in face to face service delivery. On line service and channel shift.
CS03 Failure to provide efficient and accessible web services for customers.	Software in place to monitor issues. Migrating to the Cloud so GOSS supporting. Other channels for contact remain open.
CS04 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.

Revenues

The team is responsible for the billing, administration and collection of Council Tax and Business Rates; assessment and payment of Housing Benefit and Local Council Tax Support Scheme; administering of discretionary schemes; responsible for the Council's counter fraud team.

Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Deliver Customer Experience Strategy and associated programme of work	Jan 2020	As per programme plan	Optimise the effectiveness of our assets and resources. Communicate widely with residents. Customer access to accounts, with ability to access all services online
Incorporation of Northgate service in-house	31/0319	Consolidate and review processes for consistency Cross training for resilience Performance improvements	Optimise the effectiveness of our assets and resources. Continue delivering outstanding services. Ongoing consistent service

Action changes as a result of increased number of RTI information records WURTI?	31/03/2020	Action relevant changes Identify over and under payments and ensure correct benefit FERIS award	Optimise the effectiveness of our assets and resources. Continue delivering outstanding services. Correct benefit entitlement.
Procurement and Implementation of single revenues system	November 2020	Review available options Develop procurement specification Undertake procurement exercise Implementation – Conversion, UAT, Training	Optimise the effectiveness of our assets and resources. Continue delivering outstanding services. Ongoing consistent service.
Support ongoing roll out of Universal Credit and migration from Housing Benefit	31/032020	Full roll out across the districts	Work with partners to safeguard children and vulnerable adults. Support for vulnerable residents needing welfare support, support with personal budgeting and help with on line applications

Performance Indicators for 2019/20

Code	Name	Target 2018/19	Target 2019/20
CdRB1 (P)	Speed of processing - new HB/CTS claims (cumulative)	18	20
SbRB1 (P)	Speed of processing - new HB/CTS claims	18	20
CdRB2 (P)	Speed of processing - changes of circumstances for HB/CTS claims (cumulative)	5	5
SbRB2 (P)	Speed of processing - changes of circumstances for HB/CTS claims	8.0	8.0
CdRB3 (P)	Percentage of Council Tax collected	99.1%	99.1%
SbRB3 (P)	Percentage of Council Tax collected	98.0%	98.5%
CdRB4 (P)	Percentage of Non-domestic Rates Collected (cumulative)	98.5%	98.5%
SbRB4 (P)	Percentage of non-domestic rates collected	98.8%	98.9%

Risks for 2019/20

Risk	Internal Controls/Mitigation
CSB RB01 Failure to collect Council Tax and Non Domestic Rates to the level expected	Regular monitoring of performance. Share knowledge across both services to ensure best practice followed. 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 Effective training programme for staff. 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 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.



- Developed full Business Case for Customer Experience Programme and received approval from Joint Committee
- Began implementation of phase one and associated projects in the Customer Experience Programme



Introduced call recording and associated quality management



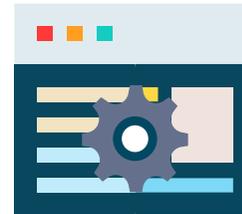
Commenced delivery of face-to-face service for South Bucks Revenues following transfer of service in-house

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Extension of Middle Manager training to Team Leaders

Implemented full roll-out for Universal Credit across both districts



Successfully brought South Bucks Revenues Service in-house and migrated systems to SBDC network.



- Won IRRV Revenues Team of the Year (District Authority) 2018
- Shortlisted as finalist in IRRV Excellence in Partnership award 2018



CDC had second highest collection rate in the country for Council Tax (17/18 announced in 18/19)



Completed extension of year 2 local business rates discretionary relief scheme

Healthy Communities

Creating an active, safer and healthier
community

Head of Service: Martin Holt

The Healthy Communities service brings together the services of Housing, Environmental Health, Licensing,

Community Safety and Community and Leisure - which impact the lives of residents and the regulation of businesses - to enable a joined-up approach to tackling cross-cutting issues.

The service works across County in partnership with the police and health agencies, whilst also linking to the Waste, Planning, Building Control and Council Tax teams to ensure issues are addressed, ensuring a safer, stronger, healthier environment for all.

Community and Leisure

The team work in partnership with community groups and a range of local agencies to improve local services and facilities that impact positively on the health and well-being of local residents.

Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Agree business case for Chiltern Lifestyle Centre	November 2019	Appoint main contractor Appoint leisure operator Enabling works	Promote healthier communities. Work with communities affected by closure of services to redeliver in alternative ways. Improved leisure facilities at no additional cost to the council Increased participation in activities
Promote and Monitor the delivery of the Lottery and widen funding resources to community groups.	March 2020	Assess income generation against the current Council demands for community funding	Support the voluntary sector. Improved access to community funding
Implement the Community Wellbeing Plan	March 2020	Empower communities to	Promote healthier communities.

		deliver services and develop community resilience Enabling communities Working with CCG/BCC to deliver Social Prescribing and the Adult Transformation Plan	Increase community engagement services delivered by the community for the community
Appoint Leisure Contractor to operate CDC Centres	April 2020	Smooth transfer of contract	Promote healthier communities. Improved management of the leisure facilities.

Performance Indicators for 2019/20

Code	Name	Target 2018/19	Target 2019/20
JtCL1 (D)	Number of exercise referrals (by period quarterly)	300	300
JtCL2 (D)	Percentage completion rate of the exercise referral programme (by period quarterly)	69%	69%
CdCL1a (C)	Customer satisfaction rating at Chalfont Leisure Centre	75%	77%
CdCL1b (C)	Customer satisfaction rating at Chesham Leisure Centre	68%	70%
CdCL1c (C)	Customer satisfaction rating at the Chiltern Pools Leisure Centre	50%	57%
SbCL1a (C)	Customer satisfaction rating at the Beacon Centre.	84%	85%
SbCL1b (C)	Customer satisfaction rating at the Evreham Centre.	82%	82%

CdCL2 (C)	Total participation in physical activities delivered through the GLL community engagement plan (by period quarterly)	15,000	5,250
SbCL2 (A)	Total participation in physical activities delivered through the GLL community engagement plan (by period quarterly)	15,000	5,250
CdCL4 (D)	Number of participants with disabilities attending leisure centre courses (annual)	250	250
SbCL4 (D)	Number of visits by participants with disabilities to leisure courses (cumulative)	80	100
CdCL5 (D)	Number of adults participating in community outreach programme from disadvantaged communities (cumulative)	4,000	4,100
SbCL5(D)	Number of adults participating in community outreach programme from disadvantaged communities (cumulative)	4,000	2,100
CdCL7 (A)	Number of Community Outreach programmes delivered	16	16
SbCL7 (A)	Number of Community Outreach programmes delivered	16	16
CdCL8 (D)	Number of community outreach programmes still operating six months from commencement (annual)	7	8
SbCL8 (D)	Number of community outreach programmes still operating six months from commencement (annual)	7	8
SbCL9 (A)	No of enquiries received by the CAB relating to benefits, debt and housing.	Data Only	Data Only
SbCL10 (A)	Number of rounds at The South Buckinghamshire	Data Only	Data Only

Community Safety

The Joint Community team works in partnership to tackle crime and disorder and reduce vulnerability across Chiltern and South Bucks.

Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Undertake the Domestic Homicide Reviews as appropriate	Ongoing	Establish Project group with Police and agencies as necessary	Work with partners to reduce crime and anti-social behaviour. Identify learning points that can be used to protect individuals.
Implement the Community Safety Partnership Plan following the annual priority update	Ongoing	Establish Project groups with Police and Partners as necessary	Work with partners to reduce crime and anti-social behaviour. Raise awareness of the actions local communities can take to reduce crime and disorder.
Agree and deliver the Prevent Action Plan	Ongoing	Review Prevent Actions plan Train frontline staff Train community groups	Work with partners to reduce crime and anti-social behaviour. Safer and healthier local communities.

Performance Indicators for 2019/20

Code	Name	Target 2018/19	Target 2019/20
SbCmSf1 (C)	Percentage reduction in burglaries from dwelling, year to date (quarterly)	Data Only	Data Only
CdCmSf1 (P)	Percentage reduction in burglaries from dwellings year to date for Chiltern (quarterly)	Data Only	Data Only
SbCmSf2 (P)	Percentage reduction in violent offences against a person, year to date (quarterly)	Data Only	Data Only
CdCmSf2 (C)	Percentage reduction in violent offences against a person, year to date (quarterly)	Data Only	Data Only

Environmental Health

The team provides a quality Environmental Health service in an innovative and effective way to customers of both District Councils - responding to a changing and sometimes challenging environment.

The service covers a wide range of functions, ranging from ensuring compliance with food hygiene standards to strategic flooding and the mitigation of major infrastructure projects

The team also provides a key corporate resource in terms of health & safety, emergency planning, business continuity and sustainability.

Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Targeting Food Businesses	Ongoing	Working to improve the worst performing food businesses	Promote healthier communities. Improved food businesses.
Major infrastructure mitigation and management.	Ongoing	Seek to mitigate the impacts of national infrastructure projects e.g. HS2, Cross Rail, Smart Motorway, Heathrow, Western Rail Link etc. on the	Minimise the impact caused by major infrastructure projects. Conserve our valuable heritage including the AONB and Conservation Areas.

		Districts	Lessen impact of developments on the environment
Develop and Deliver Air Quality Action Plan across both councils to improve air quality and reduce the impact of climate change	Timescales within Action Plan	Manage the Air quality Partnership. Progress against action plan.	Develop measures to improve air quality and to target pollution hotspots. Air Pollution levels do not increase and where possible decrease.
Business Continuity Plan, Emergency Plan, Health and Safety Policies and procedures	March 2020	Design and implement the unitary BCP, EP, HSW policy and procedures. Test the plans and controls Undertake staff training	Safe and Legal
Deliver regulatory enforcement around public protection, such as nuisance.	Ongoing	Respond to residents requests in the most appropriate manner	Promote healthier communities. Fair process with high satisfaction.
Assess and monitor the Councils progress to reduce CO2 emissions	Ongoing	Mainstream interventions to reduce energy costs and CO2 emissions	Develop measures to improve air quality and to target pollution hotspots. Efficient buildings and plant leading to reduced energy expenditure

Performance Indicators for 2019/20

Code	Name	Target 2018/19	Target 2019/20
JtEP1 (D)	Emergency Planning, Business Continuity - Training exercises undertaken	1 each	1each
CdEH1 (C)	Percentage of food hygiene inspections of category A – D food businesses achieved against the annual target	96% annual target	96% annual target
SbEH1 (C)	Percentage of food hygiene inspections of category A – D food businesses achieved against the annual target	96% annual target	96% annual target
NEW PI CdEH2 (C)	% food premises improving their Food Hygiene Rating from 0-2 rating to achieve rating of 3 and above	50% annual target	50% annual target
NEW PI SbEH2 (C)	% food premises improving their Food Hygiene Rating from 0-2 rating to achieve rating of 3 and above	50% annual target	50% annual target
CdSE1 (C)	Cumulative CO2 reduction from local authority operations from base year of 2008/09 (annual)	12%	12%
SbSE1 (C)	Cumulative CO2 reduction from local authority operations from base year of 2008/09 (annual)	12%	12%

Housing

The service is responsible for delivering housing advice and homelessness services, managing the social housing waiting list, helping householders to maintain and improve their homes (including adaptations and energy efficiency measures), ensuring good standards in private rented housing and working with partners to enable and deliver more affordable housing to meet local needs.

Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Deliver alternative temporary accommodation options to minimise use of B & B accommodation (including opportunities on Council owned and housing association owned sites)	Ongoing	Reduced costs of B+B by accommodating within the district. Lease income from tenants in some TA models offsetting temporary accommodation costs	Less households in unsuitable B+B and wider range of cost effective Temporary Accommodation available
Implement Affordable Housing Action Plan in Joint Housing Strategy	See Action Plan in Joint Housing Strategy for timescales	Increased range of affordable housing options for clients	Improved ability to tackle issues.
Maximise affordable	See Action	Sites identified	Affordable

housing/temporary accommodation development opportunities on Council-owned and housing association sites	Plan in Joint Housing Strategy for timescales	and developments underway Reduced costs of B+B by accommodating within the district.	Housing/TA schemes delivered on Council or RP owned sites
Implement Homelessness Action Plan in Joint Housing Strategy and ensure Councils are maximising homelessness prevention and are fully compliant with statutory obligations	See Action Plan in Joint Housing Strategy for timescales	Policies and procedures in place that are fully compliant with requirements of Act	Increased levels of homelessness prevention and limited challenges via Ombudsman or Courts
Adopt and implement revised Housing Allocation Policy (Bucks Home Choice)	31/08/2019	Revised Allocations Policy adopted and implemented.	Revised policy will meet current guidance and legal requirements
Implement Actions in Joint Private Sector Housing Strategy 2017 – 2021 and identify and influence improvements in cross-county working (including DFGs)	See Action Plan in Joint Private Sector Housing Strategy for timescales	Actions implemented and improved cross county working in place	Housing standards issues and enforcement undertaken effectively. Consistent delivery of DFG and related services across Bucks.

Performance Indicators for 2019/20

Code	Name	Target 2018/19	Target 2019/20
CdHS1 (P)	Number of applicants with/expecting children who have been in B & B accommodation for longer than 6 weeks (snapshot figure at end of month)	0	0
SbHS1 (P)	Number of applicants with/expecting children who have been in B & B accommodation for longer than 6 weeks (snapshot figure at end of month)	18	18
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	33
SbHS2 (C)	Number of affordable homes delivered by (i) new build (ii) vacancies generated by local authority scheme (iii) acquisition of existing properties for social housing (cumulative)	22	22
CdHS3(C)	Average Length of stay in B & B temporary accommodation for all households (snapshot at end of quarter)	12	12
SbHS3(C)	Average Length of stay in B & B temporary accommodation for all households (snapshot at end of quarter)	22	22
CdHS4 (C)	Number of private sector dwellings vacant for more than 6 months and returned to occupation following local authority intervention	28	28
SbHS4 (C)	Number of private sector dwellings vacant for more than 6 months and returned to occupation following local authority intervention	15	15
CdHS5 (D)	Preventing homelessness - number of households where homelessness prevented (monthly cumulative)	30	30
SbHS5 (D)	Preventing homelessness - number of	5	5

	households where homelessness prevented (monthly cumulative)		
CdHS7(P)	Number of households living in temporary accommodation (snapshot at the end of the month)	38	38
SbHS7 (P)	Number of households living in temporary accommodation (snapshot at the end of the month)	68	68

Licensing

The team is responsible for issuing and enforcing a wide range of licences and registrations whilst working with a number of partnership agencies, in order to protect the public.

Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Harmonise the Street Trading Licensing policies	February 2020	Review policies Consultation Adopt policies	Improved control of street trading and income generation.
Implement the South Bucks Taxi and Private hire Policy	November 2019	Review policies Consultation Adopt policies	Improved control of taxi/Private hires vehicles and drivers.
Review of street collection guidance,	March 2020	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	May 2019	Webpages to be reviewed in terms of how 'customer friendly' they are, with the aim of	Information on websites easier to understand, leading to less wasted time and a more efficient

		making it easier for the public to understand guidance	Licensing service
Redesign of Applications to make them more user-friendly and modern	May 2019	Will be carried out by Victoria forms (external provider)	Improved look and feel of applications

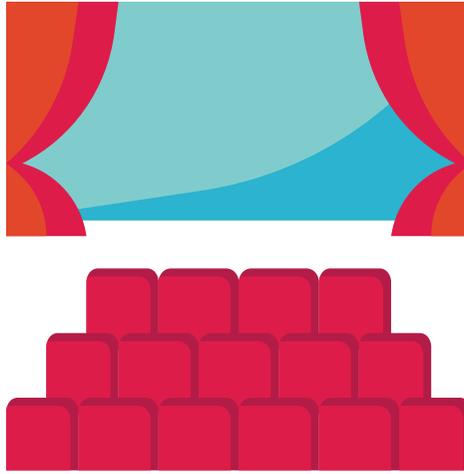
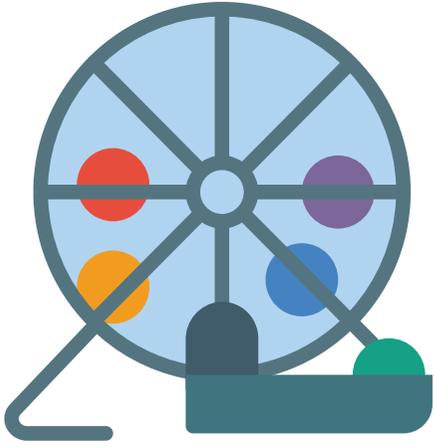
Performance Indicators for 2019/20

Code	Name	Target 2018/19	Target 2019/20
JtLI1 (C)	Percentages of licences received and issued/renewed within statutory or policy deadlines (cumulative quarterly)	97%	97%

Healthy Communities Service Risks 2019/20

Risk Code & Title	Mitigation steps
CSB Comm01 Failure to safeguard children and vulnerable adults	<ol style="list-style-type: none"> 1. Implement joint policy and procedures 2. Training to all staff on key priorities 3. Monitor and Review
CSB Comm02 Risk of incurring legal action	<ol style="list-style-type: none"> 1. Robust contract monitoring to ensure compliance with contractual obligations. 2. Risk assessments are undertaken for all aspects of services provision to ensure controls are adequate. Actions are taken as required to comply with the above. 3. Buildings and system checked annually, informing the capital programme.
CSB Comm03 Inequalities in communities generate ill-will, lack of cohesion, violent extremism or violent protests	<ol style="list-style-type: none"> 1. Chiltern and South Bucks CSP Prevent Action Plan 2. Effective engagement with communities 3. WRAP training and safeguarding training being undertaken to staff 4. Community grants used to promote cohesion 5. Monitor community feeling via the Community Safety Team and front line staff 6. Engagement with the voluntary and community sector 7. Regular liaison with the wider community 8. Communication and information with relevant parties 9. Community Impact Assessment to be maintained
CSB Comm04 Failure to deliver a replacement for the Chiltern Pools or Evreham Centre leading to increased costs to the Councils	<p>Communication and information with relevant parties Effective Project management within timescales Agreed strategy to close facility</p>
Comm05 Leisure Contract failure	<p>Increased level of scrutiny through Leisure Advisory Board. Appointment of new CDC leisure contractor for 2020</p>
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>

EH02 Reduced levels of compliance as a result of economy of local businesses.	<p>Ensure adequate staffing to cover for when legal cases are being undertaken. Continue to ensure effective regulation with adequate press coverage of successful prosecutions. Offer added value paid for services for food businesses that require assistance.</p>
CSB HS01 Increased use of B+B	<p>Increase the focus on prevention of homelessness. Manage the numbers placed in B+B placements to support move to TA. Provision of Council owned Temporary Accommodation 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>
CSB HS03 Increased cost of temporary accommodation provision	<p>Looking to secure alternative forms of temporary accommodation to decrease costs. Provision of Council owned Temporary Accommodation Focus on continuous development of homelessness tools and options. Increase affordable housing delivery to ensure faster moving-on.</p>
CSB LI01 Delays in issuing licences	<p>Monitor performance and manage process flow.</p>
CSB LI02 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>



Completion of the local Open space and Playing Pitch Strategies to support local sports clubs and community groups

Beacon theatre refurbished including new seating, flooring and redecoration



Delivered a successful Community Awards event to recognise and celebrate local volunteers

Community Lottery established and currently supporting 50 local organisations



Directly supported over 60 community groups through grant funding resulting in improved local services, strong community resilience and attracting external funding into the district



Chiltern Lifestyle Project on schedule and within budget

Successful delivery of the community engagement plan that has attracted over 5,000 throughput in hard to reach and socially disadvantaged localities





Ran the Community cards with Year 6 students collecting stickers, focusing on a number of community safety activities

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589 students took part in 2018



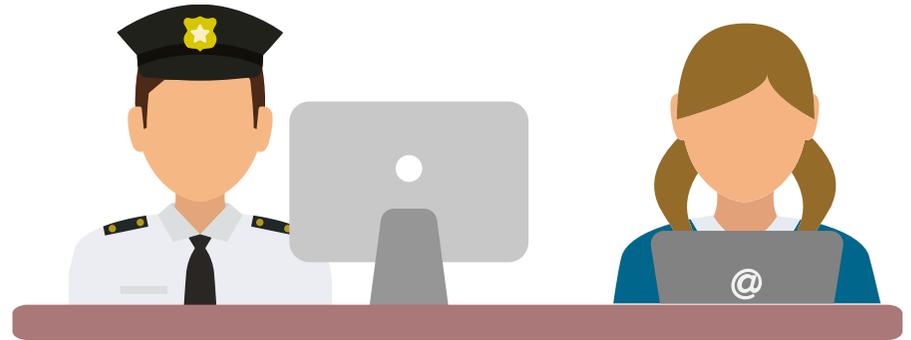
Supported modern slavery operations using a multi-agency approach



Continual participation of Hotel Watch - testing of purchasing has taken place to reduce opportunities for child sexual exploitation



Monthly Community Safety newsletters produced to share positive stories and crime reduction advice – shared widely



Virtual Community forums established to enable residents to ask Police and District questions and share concerns without having to attend a meeting



Enhanced the Safe Place scheme



Organised regular scam awareness events with NatWest and Trading Standards delivering to key audiences



Crime reduction videos (theft of motor vehicles, bike marking, burglary and neighbourhood watch) all produced and available on social media and YouTube



Worked in partnership to establish Street Associations in Chesham and Burnham

Achievements - Environmental Health



Undertook an extensive study, resulting in the determination of an Air Quality Management Area in South Bucks



Introduced new digital technology for use during food inspections, saving time and enhancing inspection reports for the customer

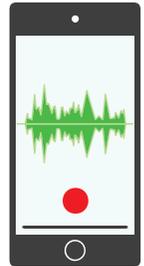


The Health and Safety team ran a project working in conjunction with the HSE to advise and enforce on controlling ill health from animal contact at visitor attractions and open farms



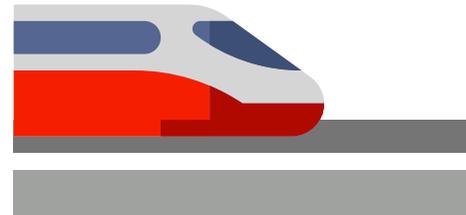
Closed seven food businesses, prohibited two food processes and took three food businesses to court, resulting in fines and costs totalling almost £30,000

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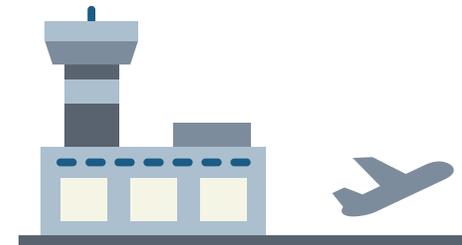


Introduced the Noise App to allow residents to remotely record noise nuisances from their mobile phones.

Completed 100% of environmental permitted industry inspections for Chiltern, South Bucks and Wycombe Districts



Worked with HS2 joint venture companies to manage and minimise impacts from construction and future operation of a new railway



Advised planning policy on the possible strategic environmental impacts from the construction and operation of an expanded Heathrow airport



Took part in the national counter terrorism exercise

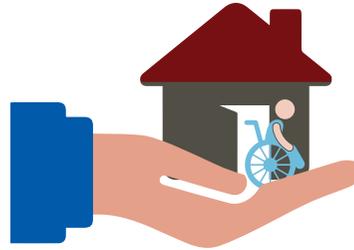


Appendix

Achievements - Housing



Successful implementation of new legislation on Homelessness Reduction Act 2017 and extension of HMO Licensing



Delivered 126 Disabled Facilities Grants in CDC and SBDC during 2017/18



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Successful implementation of new temporary accommodation initiatives to reduce reliance on B&B including: Private Sector Leasing Scheme, targeted property acquisitions; a development of modular housing scheme on former SBDC site Bath Road depot



Delivered 99 additional affordable dwellings across CDC and SBDC in 2017/18 through new build, acquisitions and equity loans (with further 185 scheduled for delivery in 2018/19)



Plans progressed for re-development Gerrards Cross Police Station site (following site acquisition by SBDC) and planning permission secured.



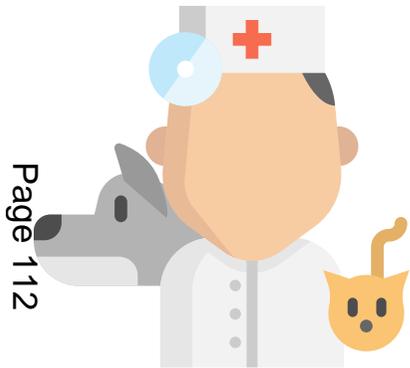
Joint Housing Strategy to Members finalised and adopted



Private Housing Strategy and Financial Assistance Plan for both Councils reviewed and updated in light of new civil penalties and enforcement powers.



Supported Community Safety and Thames Valley Police to carry out test purchasing as part of Hotel Watch



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Implemented new Animal Activity Licences to maintain and improve animal welfare in licensed establishments across the districts



Carried out regular taxi licensing compliance operations to ensure vehicles remain safe



100% of taxi applications received via online forms



Provided safeguarding and child sexual exploitation prevention training to all licensed taxi drivers

Legal & Democratic Services

Supporting, Guiding, Advising

Head of Service: Joanna Swift

The **Legal & Democratic Services** team supports members and democratic processes including Council decision-making and electoral processes, provides support to the Thames Valley Police and Crime Panel, provides legal advice on Council functions and proceedings and maintain the local land charges register and property search service.

Legal: provide legal advice to members and officers, prepare legal documents and deal with Council legal proceedings.

Democratic Services: support members and the Council's decision-making processes.

Thames Valley Police and Crime Panel: support the Chairman and members of the Panel and the Panel's decision-making processes.

Electoral Services: ensure that the register of electors up to date and manage elections and referenda.

Local Land Charge Services: Keep the register of local land charges up to date and answer property search requests from solicitors and agents.

Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Support to the Legal and Governance work stream	Ongoing until 01/04/2020	To ensure the necessary legal and governance issues are addressed during transition to the new unitary District Council so it is "safe and legal" on 1 April 2020.	An efficient transition to the provision of statutory functions, including elections and member services by the new Buckinghamshire Council.
Implement report management in Modern.gov for cabinet and all committees	01/10/2019	PID sets out programme for testing and phasing	More efficient preparation of reports
To prepare for and deliver any elections or referenda during the year and prepare for the Police and Crime Commissioner and local elections in 2020.	As needed	As per election	To deliver an efficient and legal referenda/elections

Performance Indicators for 2019/20

Code	Name	Target 2018/19	Target 2019/20
JtLD1 (C)	Client satisfaction with the shared legal service. Percentage satisfied or very satisfied.	98%	98%
CdLd1 (C)	Percentage of canvass forms returned	94%	94%
SbLd1 (C)	Percentage of canvass forms returned	94%	94%
CdLD2 (C)	Percentage of standard searches carried out within 5 working days by period quarterly	100%	100%
SbLD2 (C)	Percentage of standard searches carried out within 5 working days by period quarterly	100%	100%
CdLD3 (C)	Percentage of standard searches carried out within 10 working days by period quarterly	100%	100%
CdLD5(a) (D)	Percentage of requests for advice on draft enforcement notices completed within 3 weeks of receiving full instructions	100%	100%
SbLD5(a) (D)	Percentage of requests for advice on draft enforcement notices completed within 3 weeks of receiving full instructions	100%	100%

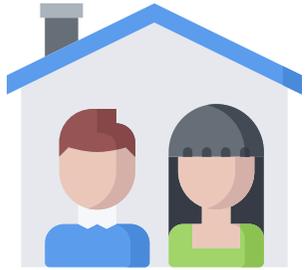
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Risks for 2019/20

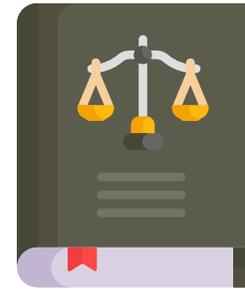
Risk	Internal Controls/Mitigation
CSB L&DS01 Failure to provide accurate, up to date legal advice on time.	<ol style="list-style-type: none"> Regular training undertaken by legal staff to ensure knowledge base is current - relevant training identified at annual appraisal and training plan set up within budget. Professional staff to meet CPD requirements. Staff share knowledge gained with other legal staff and relevant client depts. Head of Legal maintains training record and budget monitoring. Maintain Professional Indemnity Insurance. Ensure draft reports are submitted to legal before finalised. All matters open to question should be referred to the Monitoring Officer. Relevant training recognised through Annual Appraisals and Annual Training Plan set for legal services. Comply with Corporate H&S stress policy if work overload issues. Section head allocates work of section, and monitors and reviews workloads - particularly at annual appraisal. Team meetings held 6 weekly - opportunity to raise staff issues. Updates on workloads reported to DMT.
CSB L&DS02 Loss of staff in land charges causing backlogs resulting in complaints, reputational damage and loss of business	Limited opportunity to cover within section if staff are absent. Additionally, one member of staff at CDC is of retirement age so need to think about planning for replacement.
CSB L&DS03 Failure to comply with the Constitution, Rules of Procedure, Codes and Protocols & statutory requirements for Council, Cabinet and Committee meetings.	<p>Documents handled by more than one person</p> <p>Letters checked & signed by responsible officer</p> <p>Use of standard letter / report & Minute formats to ensure accuracy & consistency</p> <p>Forward plan in place with regular reminders sent out to ensure compliance with publication deadlines</p>

Appendix

Achievements - Legal and Democratic Services



Successfully completed the digitised canvass of electors for both Councils

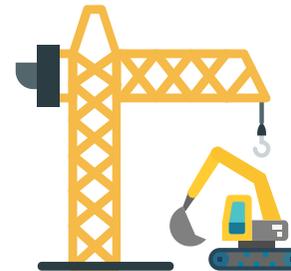


Provided legal advice and advocacy in successful prosecutions against food businesses for failure to comply with food hygiene regulations



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Completed the roll-out of Mod.gov report management module



Supported major development and procurement projects for both Councils



Implemented an electronic local land charges system for South Bucks



Completed a community governance review for three parish councils in South Bucks

Strategic Risks 2019/20

Strategic Risks for 2019/20

Risk	Internal Controls/Mitigation
CSB RM01 Staff awareness of risk management declines leading to higher risk levels	Risk section included in all contracts and procurement processes. Policies reviewed and staff updated. Key operational risks reviewed monthly by senior managers.
CSB RM02 Lack of member engagement on RM	Internal audit reports to Audit Committees on risk management. Risks identified as appropriate in reports to members.
CSB RM03 Reliance on key staff to oversee RM in authority	RM Guidance and policies reviewed. Establish contingency arrangements with internal audit.
CSB SR01 Joint Working	Governance in place – Joint Committee, Joint Staffing Committee, Joint Overview & Scrutiny Committee Programme documentation and programme management resources Member involvement in joint working in line with member expectations Communication plan for members, staff, external partners
	Senior members and managers show commitment to change. Case for changes clearly made and communicated. Build on success, in order to establish confidence to change. Prioritise programme of change, and ensure it is adequately resourced. Develop change management approach, and organisational development plan.
CSB SR02 Transformation and Management of Change	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.
CSB SR03 Financial Stability	Organisational development and workforce planning. Monitoring of key personnel statistics. Good staff communications processes. Staff assistance programme in place.
CSB SR04 Workforce Issues	Training and development strategies in place, resourced and

CSB SR05a Waste & Environmental Services - SERCO	monitored. Appropriate management policies, procedures and approach in place.
	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
CSB SR05b Waste & Environmental Services - BIFFA	Governance in place for joint contract. Have adequate in-house knowledge of cost share model. Co-ordinated approach by both Councils on JWC and with BCC Effective contract monitoring and good relationships with contractors Good communications with residents
	Procurement Team established to run the joint procurement. Procurement method chosen External support identified Member agreement to procurement objectives
CSB SR05c Joint Waste Procurement	Co-ordinate and streamline representation on partnership groups. Monitor impact of changes arising from partner cut backs. Identify key partnerships to support.
	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.
CSB SR06 Joint/Partnership working	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. Corporate action plan for GDPR implementation.
CSB SR07 Business Continuity	Government decision for Unitary authority in Bucks. Co-ordinated working across the work streams established to implement Unitary authority. Maintain good staff communications. Identify risks in transition period to service
CSB SR08 Information Management & Security	
CSB SR09 New Legislative Changes - Bucks Unitary	

CSB SR10 Affordable Housing	<p>delivery</p> <p>Housing strategies in place and regularly reviewed. Good relationships between housing and planning services. Resources identified to support housing schemes. Partnerships with RSLs. Efforts made to secure sites/properties for temp/affordable housing.</p>
CSB SR11 Major Infrastructure Projects Impacts.	<p>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</p>
CSB SR12 Demographic Changes	<p>Corporate analysis of Census and related data Incorporate Census data into service planning Communicate key messages to members Take into account in service design/delivery</p>

Item 8

CDC Cabinet 19 March 2019

Via Services Overview Committee 20 February 2019

Resources Overview Committee 5 March 2019

REPORT SUBJECT	<i>Performance Indicator Review 2019/20</i>
RELEVANT MEMBER	<i>Councillor Isobel Darby</i>
RESPONSIBLE OFFICER	<i>Bob Smith, Chief Executive</i>
REPORT AUTHOR	<i>Ani Sultan (01494 586 800)</i>
WARD/S AFFECTED	<i>Report applies to whole district</i>

1. Purpose of Report

To provide an update on the outcomes of the Performance Indicator (PI) review for 2019/20 and to seek approval for the proposed changes to reporting.

RECOMMENDATION

Cabinet is asked to approve the changes to the Performance Indicators for each service.

2. Executive Summary

Overview of performance indicators (PIs) for 2019/20:

Portfolio	Total PIs	Priority PIs	Corporate PIs
Leader	3	3	0
Healthy Communities	11	2	10
Planning and Economic development	16	3	13
Environment	5	1	4
Support services	6	0	6
Customer services	6	4	2
Total PIs	48	13	35

3. Reasons for Recommendations

- 3.1 Reviewing Performance Indicators allows each service to adjust targets, add in more relevant indicators and remove those indicators that do not provide valuable information.
- 3.2 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 Performance Indicators adopted include measuring of all aspects of each service that provide meaningful information to Management Team, Members and Officers. This ensures that the process has been more robust than in previous years.

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- 3.3 To reflect joint services, indicators are to be jointly reported where practical. Where this is not possible care has been taken to attempt to align indicators to ensure that data sets are similar between the two councils.
- 3.4 Performance Indicators are part of the Service Planning process, and serve as an important part of the Council's performance management framework as detailed in the Joint Business Plan link to the Councils' policy objectives.
- 3.5 The following appendices are attached to this report.
- **Appendix A:** CDC Priority PIs 2019/20
 - Provides proposals for reporting priority indicators during 2019/20
 - **Appendix B:** CDC Corporate Indicators 2019/20
 - Provides proposals for reporting Corporate PIs during 2019/20.

4. Key points to note

- 4.1 Finance is an exception to this process as full reporting is included in the monthly budget packs for each Council so no further PIs were deemed necessary.
- 4.2 Service areas will measure and monitor any remaining PIs which are useful for day to day management of the service, reporting through to PAGs/Committees where appropriate. These are departmental PIs, which are not included in the appendices. If any of these PIs indicate potential problems, these will be highlighted to Management Team and where the impact is medium to high, to the portfolio holder.
- 4.3 If approved, for 2019/20 there will be 13 priority PIs and 35 additional corporate PIs a total of 48.
- 4.4 Changes to PIs:
- **Leaders:** No major changes.
 - **Customer Services:** CdRB1 - Speed of processing - new HB/CTB claims (cumulative) - has been increased from 18 days to 20 days to allow for the fact that problems Universal Credit is causing means there are now very few claims that can be processed immediately.
 - **Healthy Communities:** Slight increases have been made to the targets for customer satisfaction surveys at the Chiltern leisure centres (CdCL1 series), as well as increasing the target for CdCL2 Total participation in physical activities delivered through the GLL community engagement plan (by period) from 5000 to 5250. CdEH1, percentage of food hygiene inspections of category A – D food businesses achieved against the inspections due by quarter (cumulative), has been increased from 91% to a cumulative annual target of 96% as the resources are now available to deal with this indicator. New indicator added for Environmental Health: Percentage of food premises improving their Food Hygiene Rating from 0-2 rating to achieve rating of 3 and above, with an annual target of 50%.
 - **Planning and Economic Development:** There have been no changes within this portfolio.

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- **Environment:** There has been a slight decrease in the target for number of household collections missed per month CdWR1 from 1650 to 1600.

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.

Resources – The monitoring of progress against performance targets is a useful tool to help monitor the progress the Council is making to improve council aims, improve service delivery, and deliver value for money services for residents.

Financial – Performance Management assists in identifying value for money.

Legal –None identified.

Risks issues – None identified

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

Cabinet are asked to note Appendixes A and B and approve the proposed changes to the priority and corporate performance indicators.

Background Papers:	
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Appendix A - Priority PIs 2019-20 - CDC

Code	Title	Target 2018/19	Q3 2018/19 Figure	Target 2019/20	Comments	
Leader's						
JtHR1	Working days lost due to sickness absence	10	7.1	10	No change	
JtHR12	Working days lost due to short term sickness absence (upto 20 working days)	5	2.5	5	No change	
JtHR13	Working days lost due to long term sickness absence (more than 20 working days)	5	4.7	5	No change	
Healthy Communities						
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	0	0	No change	
CdHS7	Number of households living in temporary accommodation (snapshot at the end of the month)	38	27	38	No change	
Planning and Economic Development						
CdPED9	Major planning applications decision performance - within 13 weeks or other agreed period (cumulative monthly)	90%	85%	90%	No change	
CdPED10	Minor planning applications decision performance - within 8 weeks or other agreed period (cumulative monthly)	75%	93.5%	75%	No change	
CdPED11	Other planning applications decision performance - within 8 weeks or other agreed period (cumulative monthly)	85%	96.8%	85%	No change	
Environment						
CdWR2	Percentage of household waste sent for reuse, recycling and composting (cumulative)	53%	53.8%	53%	No change	
Customer Services						
CdRB1 Page 25	Speed of processing - new HB/CTB claims (cumulative)	18	21.2	20	The number of days taken to process has increased as due the problems Universal Credit is causing means that there are now very few claims that can be processed immediately. The average days to process a new benefit claim figure is calculated by the total number of new claims received in a month divided by the total number of days it takes to process them. Since UC went live in our area the number of new claims have fallen, but local authorities have been left with the more difficult claims to process e.g. temporary housing. The net result is each claim is taking longer to process as they are more complex and this previous average is not being evened out by the fact we have lost the more simple claims to process.	
	CdRB2	Speed of processing - changes of circumstances for HB/CTB claims (cumulative)	5	4.8	5	No change
	CdRB3	% of Council Tax collected (cumulative)	99.1%	82.6%	99.1%	No change
	CdRB4	Percentage of Non-domestic Rates Collected (cumulative)	98.5%	81.1%	98.5%	No change

Appendix B - Corporate PIs 2019-20 - CDC

Code	Title	Target 2018/19	Target 2019/20	Comments
Leader's portfolio				
Healthy Communities				
CdCL1a (C)	Customer satisfaction rating at Chalfont Leisure Centre	75%	77%	Slight increase
CdCL1b (C)	Customer satisfaction rating at Chesham Leisure Centre	68%	70%	Slight increase
CdCL1c (C)	Customer satisfaction rating at the Chiltern Pools Leisure Centre	50%	57%	Slight increase
CdCL2 (C)	Total participation in physical activities delivered through the GLL community engagement plan (by period)	5000 per annum	5,250	Slight increase
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 (8.25/qtr)	33 (8.25/qtr)	No change
CdHS3 (C)	Average Length of stay in B & B temporary accommodation for all households (snapshot at end of quarter)	12	12	No change
CdHS4 (C)	Number of private sector dwellings vacant for more than 6 months and returned to occupation following local authority intervention	28	28	No change
CdEH1 (C)	Percentage of food hygiene inspections of category A – D food businesses achieved against the inspections due by quarter (cumulative)	91%	96% annually	Slight increase
NEW PI SbEH2	Percentage of food premises improving their Food Hygiene Rating from 0-2 rating to achieve rating of 3 and above	NEW PI	50% annual target	NEW PI
JtLI1 (C)	Percentages of licences received and issued/renewed within statutory or policy deadlines (cumulative).	97%	97%	No change
Planning and Economic Development				
JtBC1 (C)	Applications checked within 10 working days (cumulative)	92%	92%	No change
JtBC2 (C)	Customer satisfaction with the building control service. (cumulative)	92%	92%	No change
JtENF1(C)	Number of new enforcement cases received (monthly)	DATA ONLY	DATA ONLY	Have been moved to Appendix B
JtENF2 (C)	Number of closed cases (monthly)	DATA ONLY	DATA ONLY	Have been moved to Appendix B
JtENF3 (C)	Number of PCNs (or S330s) issued (monthly)	DATA ONLY	DATA ONLY	Have been moved to Appendix B
JtENF4 (C)	Number of notices served (monthly)	DATA ONLY	DATA ONLY	Have been moved to Appendix B
CdPED1 (C)	Percentage of planning applicants who are satisfied or very satisfied with the planning service (cumulative, quarterly)	82%	82%	No change
CdPED2 (C)	Planning appeals allowed (cumulative)	35%	35%	No change
CdPED43	2019 Majors quality of planning decisions - special measures 2 year & 9 month assessment period ending Dec 2018 (cumulative monthly)	9.99%	9.99%	No change
CdPED44	2019 Non-Majors quality of planning decisions - special measures 2 year & 9 month assessment period ending Dec 2018 (cumulative monthly)	9.99%	9.99%	No change
CdPED45	2020 Majors speed of planning decisions – special measures 2 year assessment period ending Sep 19 (cumulative, monthly)	60%	60%	No change
CdPED46	2020 Non-Majors speed of planning decisions – special measures 2 year assessment ending September 2019 (cumulative, monthly)	70%	70%	No change
CdPED47	2020 Majors quality of planning decisions – special measures 2 year and 9 month assessment period ending December 2019 (cumulative, monthly)	9.99%	9.99%	No change
CdPED48	2020 Non-Majors quality of planning decisions – special measures 2 year and 9 month assessment period ending December 2019 (cumulative, monthly)	9.99%	9.99%	No change

Code	Title	Target 2018/19	Target 2019/20	Comments
CdPED49	2021 Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2020 (cumulative monthly)	60%	60%	No change
CdPED50	2021 Non-Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2020 (cumulative monthly)	70%	70%	No change
CdPED51	2021 Majors quality of planning decisions - special measures 2 year & 9 month assessment period ending Dec 2020 (cumulative monthly)	9.99%	9.99%	No change
Environment				
CdSE1 (C)	Cumulative CO2 reduction from local authority operations from base year of 2008/09 (annual)	12%	12%	No change
CdWR1 (C)	Number of Household collections missed per month	1650	1600	Slight decrease
CdWR3 (C)	Waste customer satisfaction survey	86%	86%	No change
CdWR4 (C)	No of missed assisted containers (monthly)	170	170	No change
Support services				
JtBS1 (C)	Availability of ICT systems to staff from 8am to 6pm (by period)	99.5%	99.5%	No change
JtBS2 (C)	Percentage of calls to ICT helpdesk resolved within agreed timescales (by period)	95%	95%	No change
CdBS3 (C)	Percentage of responses to FOI requests sent within 20 working days (by month)	90%	90%	No change
JtLD1 (C)	Client satisfaction with the shared service. Percentage satisfied or very satisfied.	98%	98%	No change
CdLD1 (C)	The percentage response to the annual canvass	94%	94%	No change
CdLD2 (C)	Percentage of standard searches carried out within three working days (by period quarterly)	100%	100%	No change
Customer services				
CdCS1 (C)	New measure for complaints - t.b.a.	TBA		Placeholder for PI for when Customer Experience Strategy is implemented
CdCS2 (C)	New measure for compliments - t.b.a.	TBA		Placeholder for PI for when Customer Experience Strategy is implemented

Item 9

CDC Cabinet 19 March 2019

Via Services Overview Committee 20 February 2019

Resources Overview Committee 5 March 2019

REPORT SUBJECT:	<i>Chiltern District Council Performance Report Q3 2018-19</i>
RELEVANT MEMBER:	<i>Leader of the Council – Councillor Isobel Darby</i>
RESPONSIBLE OFFICER	<i>Chief Executive – Bob Smith</i>
REPORT AUTHOR	<i>Ani Sultan (01494 586 800)</i>
WARD(S) AFFECTED	<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 3 of 2018-19.

RECOMMENDATION

Cabinet is asked to note the performance reports.

2. Executive Summary

Overview of **Quarter 3 2018-19** performance indicators (PIs) against targets across the Council:

Portfolio	No of PIs	PI on target □	PI slightly below target □	PI off target □	Not reported this quarter/ not used	Awaiting data
Leader	3	3	0	0	0	0
Healthy Communities	12	5	0	0	5	2
Planning & Economic development	16	14	1	0	1	0
Environment	5	2	1	1	1	0
Support services	6	2	2	0	2	0
Customer services	6	3	0	1	2	0
Total PIs	48	31	4	2	11	0

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 Three detailed performance tables accompany this report:

- **Appendix A – Priority PIs Quarter 3 2018-19**
- **Appendix B – Corporate PIs Quarter 3 2018-19**
- **Appendix C – Data Only PIs Quarter 3 2018-19**

4. Key points to note:

4.1 There are 2 Healthy Communities PIs marked as awaiting data.

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- 4.2 Of the Priority PIs, one was off target – CdPED9, Major planning applications decision performance – within 8 weeks or other agreed period (details in 4.2.3).
- 4.2.1 **Leaders:** All PIs within the Leader's portfolio are on target.
- 4.2.2 **Healthy Communities:** CdEH1 - Percentage of food hygiene inspections of category A – D food businesses achieved against the inspections due by quarter – is back above target of 91% at 93% further to recruitment to vacant positions.
- 4.2.3 **Planning and Economic Development:** The priority PIs are on target for this portfolio, with performance above the target set, excepting CdPED9. For this PI, the current month was on target (5 of 5 determined within target), but due to previous months' targets being missed, the cumulative total is under target.
- 4.2.3.1 **Environment:** CdWR4 – number of missed assisted containers – is over target of 170 at 207. Assisted collections are below target due to the heavy workload of crews, particular on the run up to Christmas when extra card was presented at kerbside causing crews to be more stretched than usual. The team will continue to work with Serco on missed assisted collections and have challenged Serco to have a focus on assisted collections in March 2019 which will be a repeat of the September assisted collection which saw a 20% reduction in missed assisted collections.
- 4.2.4 **Customer Services:** CdRB1 – Speed of processing new HB/CTB claims – is over target of 18, at 21.2 due to the knock-on effects of Universal Credit meaning that it is unlikely that any new claim is dealt with immediately (further information in Appendix A). This is being addressed in the PI Review.
- 4.2.5 **Support Services:** JtBS1 availability of ICT systems to staff from 8am to 6pm is under target of 99.5% at 94.5% as there have been issues with the vWorkspace desktop environment during this quarter causing some downtime. An upgrade to the infrastructure took place in December which should see this PI improve. JtBS2, percentage of calls to ICT helpdesk resolved within agreed timescales (by period), is slightly under the target of 95% at 91.5% as Members of the Infrastructure Team have been dealing with transformational projects, meaning fewer members of the team are dealing with calls logged. They are also one officer short so the team is not fully staffed at present.

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:

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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.

Background Papers:	N/A
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Appendix A - Priority PIs 2018-19 - CDC

Code	Title	Target 2017/18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Traffic Light	Target 2018/19	Comments
Leader's																	
JtHR1	Working days lost due to sickness absence	10	5.8	6.3	6.3	6.2	6.5	6.7	7.0	7.0	7.1				<input checked="" type="checkbox"/>	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>207.50 working days lost for December + 1,393 days lost (April - November) = 1,600.50 days lost.</p> <p>1,600.50 / 299.18 (average FTE figure) = 5.35 / 9 x 12 = 7.13 average working days lost to sickness absence (cumulative).</p> <p>These figures relate to absence days from 37 employees</p>
JtHR12	Working days lost due to short term sickness absence (upto 20 working days)	5	2.8	2.7	2.4	2.1	2.2	2.2	2.3	2.3	2.5				<input checked="" type="checkbox"/>	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>96.5 working days lost for December + 461 days lost (April - November) = 557.50 days lost.</p> <p>557.50 / 299.18 (average FTE figure) = 1.86 / 9 x 12 = 2.48 average working days lost to short term sickness absence (cumulative).</p> <p>The figures related to absence from 31 employees</p>
JtHR13	Working days lost due to long term sickness absence (more than 20 working days)	5	3.0	3.6	3.9	4.1	4.3	4.5	4.7	4.7	4.7				<input checked="" type="checkbox"/>	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>111 working days lost for December + 932 days lost (April - November) = 1,043 days lost.</p> <p>1,043 / 299.18 (average FTE figure) = 3.49 / 9 x 12 = 4.65 average working days lost to long term sickness absence (cumulative).</p> <p>This absence relates to 6 employees</p>
Healthy Communities																	
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	0	0	0	0	0	0	0	0	0				<input checked="" type="checkbox"/>	0	On target.

Code	Title	Target 2017/18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Traffic Light	Target 2018/19	Comments
CdHS7	Number of households living in temporary accommodation (snapshot at the end of the month)	38	23	20	20	19	20	23	25	25	27				✓	38	Slight increase on previous month end figure (25). Total comprises (i) 15 in Tom Scott House (ii) 8 in nightly booked/B&B (iii) 2 in Private Sector Leasing and (iv) 2 in other Registered Provider units. The households in nightly booked/B&B cannot be moved to Tom Scott House due to previous tenancy issues or potential intentionality decisions.
Planning and Economic Development																	
CdPED9	Major planning applications decision performance - within 13 weeks or other agreed period (cumulative monthly)	90%	100.0%	80.0%	66.7%	77.8%	70.0%	72.7%	75.0%	73.3%	85.0%				☐	90%	17 of 20 determined within target - cumulative figure 5 of 5 determined within target - this month's figure
CdPED10	Minor planning applications decision performance - within 8 weeks or other agreed period (cumulative monthly)	75%	96.2%	98.2%	95.9%	96.7%	95.9%	95.1%	94.5%	92.9%	93.5%				✓	75%	216 of 231 determined within target - cumulative figure 33 of 34 determined within target - this month's figure
CdPED11	Other planning applications decision performance - within 8 weeks or other agreed period (cumulative monthly)	85%	100.0%	98.6%	96.6%	97.0%	97.1%	97.2%	97.1%	97.0%	96.8%				✓	85%	808 of 835 determined within target - cumulative figure 106 of 111 determined within target - this month's figure
Environment																	
CdWR2	Percentage of household waste sent for reuse, recycling and composting (cumulative)	53%			56.8%			56.1%			53.8%				✓	53%	On target.
Customer Services																	
CdRB1	Speed of processing - new HB/CTB claims (cumulative)	18	21.0	17.3	19.4	20.0	19.5	19.7	19.8	20.6	21.2				✗	18	The impact of Universal Credit is that we have fewer claims but those that are eligible for Housing Benefit are more complex. Focus is now on those claims that are taking longer than 30 days. The average days to process a new benefit claim figure is calculated by the total number of new claims received in a month divided by the total number of days it takes to process them. Since UC went live in our area the number of new claims have fallen, but local authorities have been left with the more difficult claims to process e.g. temporary housing. The net result is each claim is taking longer to process as they are more complex and this previous average is not being evened out by the fact we have lost the more simple claims to process.
CdRB2	Speed of processing - changes of circumstances for HB/CTB claims (cumulative)	5	4.9	3.3	4.0	4.2	4.4	4.4	4.7	4.7	4.8				✓	5	On target.
CdRB3	% of Council Tax collected (cumulative)	99%	5.5	15.4	25.0	34.7	44.3	53.9	63.5	73.1	82.6				✓	99.1%	On target.
CdRB4	Percentage of Non-domestic Rates Collected (cumulative)	98%	11.6	21.4	29.7	39.3	46.8	55.1	64.8	72.9	81.1				✓	98.5%	On target.

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Appendix B - Corporate PIs 2018-19 - CDC

Code	Title	Target 2017/18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Traffic Light	Target 2018/19	Comments	
Leader's portfolio																		
Healthy Communities																		
CdCL1a (C)	Customer satisfaction rating at Chalfont Leisure Centre	NEW PI													NA	75%	Yearly PI.	
CdCL1b (C)	Customer satisfaction rating at Chesham Leisure Centre	NEW PI													NA	68%	Yearly PI.	
CdCL1c (C)	Customer satisfaction rating at the Chiltern Pools Leisure Centre	NEW PI													NA	50%	Yearly PI.	
CdCL2 (C)	Total participation in physical activities delivered through the GLL community engagement plan (by period)	15,000			1,387			1,360							NA	5000 per annum	Awaiting external 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			25			25			25				✓	33 (8.25/qtr)	Total comprises (i) 7 x rented homes at Springett Place Amersham (Paradigm) and 6 x rented/12 x shared ownership properties at Appelfields , Little Chalfont (ii) 0 and (iii) 0	
CdHS3 (C)	Average Length of stay in B & B temporary accommodation for all households (snapshot at end of quarter)	12			14			1			3				✓	12	4 B&B placements ended during the quarter with an average stay of 3 weeks per placement	
CdHS4 (C)	Number of private sector dwellings vacant for more than 6 months and returned to occupation following local authority intervention	28													NA	28	Yearly PI.	
CdEH1 (C)	Percentage of food hygiene inspections of category A – D food businesses achieved against the inspections due by quarter	93%			81.7%			79.4%			93%				✓	91%	Significant increase in percentage due to permission being granted to re-recruit.	
JtLI1 (C)	Percentage of customers satisfied with the licensing service received (annual)	89%													NA	80%	Yearly PI.	
JtLI2 (C)	Percentages of licences received and issued/renewed within statutory or policy deadlines (cumulative)	97%			98.6%			97.7%							NA	97.0%	Awaiting data.	
Planning and Economic Development																		
JtBC1 (C)	Applications checked within 10 working days (cumulative)	92%	100%	98.4%	98.2%	97.3%	97.9%	86.0%	92.1%	96.1%	98.4%				✓	92%	Target achieved.	
JtBC2 (C)	Customer satisfaction with the building control service. (cumulative)	92%	100%	100%	100%	100%	100%	100%	100%	100%	100%				✓	92%	Target achieved.	
CdPED1 (C)	Percentage of planning applicants who are satisfied or very satisfied with the planning service (cumulative, quarterly)	80%			NA			NA			NA				NA	82%	The service is currently reviewing how to undertake these surveys.	
CdPED2 (C)	Planning appeals allowed (cumulative)	35%			33.3%			26.3%			26.9%				✓	35%	18 of 67 allowed or part allowed appeals (cumulative total) Note: How this indicator is calculated has been revised. This includes, all appeal types. Appeals against -Refusal of planning permission, -Imposition of conditions -Non-determination -Enforcement notices All applications that have development types that are reported to the Government on the PS2 return and PS1, questions 6 and 7 and all appeals against enforcement	
CdPED43	2019 Majors quality of planning decisions - special measures 2 year & 9 month assessment period ending Dec 2018 (cumulative monthly)	9.99%	2.4%	2.4%	2.4%	2.4%	4.8%	4.8%	4.8%	4.8%	4.8%				✓	9.99%	2 of 42 Application allowed/part allowed on appeal: Major Decision period: Apr 2016 – Mar 2018 Appeal period: Apr 2016 – Dec 2018	
CdPED44	2019 Non-Majors quality of planning decisions - special measures 2 year & 9 month assessment period ending Dec 2018 (cumulative monthly)	9.99%	1.3%	1.4%	1.4%	1.5%	1.5%	1.6%	1.6%	1.6%	1.6%				✓	9.99%	51 of 3132 Application allowed/part allowed on appeal: No-Major Decision period: Apr 2016 – Mar 2018 Appeal period: Apr 2016 – Dec 2018 QUALITY Target: less than 10%	

Code	Title	Target 2017/18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Traffic Light	Target 2018/19	Comments
CdPED45	2020 Majors speed of planning decisions – special measures 2 year assessment period ending Sep 19 (cumulative, monthly)	60%	100%	93.8%	88.2%	90.0%	85.7%	86.4%	87.0%	84.6%	90.3%				☑	60%	28 of 31 Applications determined: Major Decision period: Oct 2017 - Sep 2019 SPEED Target: 60% or more
CdPED46	2020 Non-Majors speed of planning decisions – special measures 2 year assessment ending September 2019 (cumulative, monthly)	70%	96.2%	96.4%	95.9%	96.2%	96.2%	96.2%	96.1%	95.9%	95.9%				☑	70%	1676 of 1748 Applications determined: Non-Major Decision period: Oct 2017 - Sep 2019 SPEED Target: 70% or more
CdPED47	2020 Majors quality of planning decisions – special measures 2 year and 9 month assessment period ending December 2019 (cumulative, monthly)	9.99%	3.7%	3.3%	3.2%	2.9%	5.7%	8.3%	8.11%	7.50%	6.67%				☑	9.99%	3 of 45 Application allowed/part allowed on appeal: Major Decision period: Apr 2017 – Mar 2019 Appeal period: Apr 2017 – Dec 2019 QUALITY Target: less than 10%
CdPED48	2020 Non-Majors quality of planning decisions – special measures 2 year and 9 month assessment period ending December 2019 (cumulative, monthly)	9.99%	0.8%	0.8%	0.8%	0.9%	0.9%	1.0%	1.08%	1.11%	1.13%				☑	9.99%	29 of 2572 Application allowed/part allowed on appeal: Non-Major Decision period: Apr 2017 – Mar 2019 Appeal period: Apr 2017 – Dec 2019 QUALITY Target: less than 10%
CdPED49	2021 Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2020 (cumulative monthly)	60%							100%	100%	100%				☑	60%	9 of 9 speed Applications determined: Major Decision period: Oct 2018 - Sep 2020 SPEED Target: 60% or more
CdPED50	2021 Non-Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2020 (cumulative monthly)	70%							95.410%	94.010%	94.750%				☑	70%	343 of 362 speed Applications determined: Non-Major Decision period: Oct 2018 - Sep 2020 SPEED Target: 70% or more
CdPED51	2021 Majors quality of planning decisions - special measures 2 year & 9 month assessment period ending Dec 2020 (cumulative monthly)	9.99%	2.4%	2.4%	2.4%	2.4%	4.8%	4.8%	4.8%	4.8%	4.8%				☑	9.99%	2 of 42 Application allowed/part allowed on appeal: Major Decision period: Apr 2016 – Mar 2018 Appeal period: Apr 2016 – Dec 2018
Environment																	
CdSE1 (C)	Cumulative CO2 reduction from local authority operations from base year of 2008/09 (annual)	12%													NA	12%	Yearly PI.
CdWR1 (C)	Household collections, number of collections missed per month (calculated on weekly basis)	1733	1751	1492	1762	1863	2060	1586	1786	1363	1467				☑	1650	Target achieved.
CdWR3 (C)	Waste customer satisfaction survey	86%			NA			NA			83.5%				☐	86%	The score is brought down only due to dissatisfaction with street cleansing, which is a general trend throughout the yeats. The satisfaction scores for refuse and recycling were above target (refuse 91.8% and recycling 93.4%).
CdWR4 (C)	No of missed assisted containers (monthly)	NEW PI	324	251	370	265	349	262	313	262	207				☒	170	Assisted collections are below target due to the heavy workload of crews, particular on the run up to Christmas when extra card was presented at kerbside causing crews to be more stretched than usual. The team will continue to work with Serco on missed assisted collections and have challenged Serco to have a focus on assisted collections in March 2019 which will be a repeat of the September assisted collection which saw a 20% reduction in missed assisted collections.
Support services																	
JtBS1 (C)	Availability of ICT systems to staff from 8am to 6pm (by period)	99.5%			99.8%			97.3%			94.5%				☐	99.5%	There have been issues with the vWorkspace desktop environment during this quarter causing some downtime. An upgrade to the infrastructure took place in December which should see this PI improve
JtBS2 (C)	Percentage of calls to ICT helpdesk resolved within agreed timescales (by period)	95%			93.5%			88.2%			91.5%				☐	95%	Members of the Infrastructure Team have been dealing with transformational projects, meaning fewer members of the team are dealing with calls logged. They are also one officer short so the team is not fully staffed at present.

Code	Title	Target 2017/18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Traffic Light	Target 2018/19	Comments
CdBS3 (C)	Percentage of responses to FOI requests sent within 20 working days (by month)	90%	100%	98.8%	100%	98.9%	100%	94.4%	98.4%	97.7%	100%				☑	90%	On target.
JtLD1 (C)	Client satisfaction with the shared service. Percentage satisfied or very satisfied.	98%						100%							NA	98%	PI on target.
CdLD1 (C)	The percentage response to the annual canvass	94%													NA	94%	Yearly PI.
CdLD2 (C)	Percentage of standard searches carried out within three working days (by period quarterly)	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%				☑	100%	On target.
Customer services																	
CdCS1 (C)	New measure for complaints - t.b.a.	TBA	NA				NA	TBA	Placeholder for PI for when Customer Experience Strategy is implemented								
CdCS2 (C)	New measure for compliments - t.b.a.	TBA	NA				NA	TBA	Placeholder for PI for when Customer Experience Strategy is implemented								

Appendix C - Data Only PIs - CDC

Code	Title	Target 2017/18 (YTD)	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Comments
Leader's portfolio															
CdCP1 (C)	Number of unique visitors to the main website (by period)	Data Only	101390	102580	101376	102097	101780	100008	109024	110076	105373				
JtHR2 (C)	Voluntary leavers as a % of workforce (extrapolated for the year)	16%			21.9%			17.6%			15.7%				10 leavers in quarter three plus 29 for quarters 1 & 2 = 39 leavers for Qs 1, 2 & 3. 39 / 3 x 4 = 52 projected for the year 52 / 332.00 average headcount * 100 = 15.66%. This information is taken from
Healthy Communities															
CdCL3a (C)	Total attendance at Chalfont Leisure Centre	NEW PI			93,311			82,092			72027				
CdCL3b (C)	Total attendance at Chesham Leisure Centre	NEW PI			67,637			69,136			69056				
CdCL3c (C)	Total attendance at Chiltern Pools Leisure Centre	NEW PI			92,568			89,516			86113				
CdCmSf1 (C)	Percentage reduction in burglaries from dwellings year on year for Chiltern (quarterly)	Data Only			-46.8%			-22.9			-48.7				Burglary dwelling offences have increased by 22.9% when compared to the previous year. 109 to 134 offences.
CdCmSf2 (C)	Percentage reduction in violent offences against a person, rolling year on year	data only			-62.1%			-43.1%			-32%				Violence against a person has increased by 43.1%. Up by 200 offences when compared to the previous year. (464 to 664)
Planning and Economic Development															
JtENF1(C)	Number of new enforcement cases received (monthly)	NEW PI	23	30	25	25	40	32	49	35	29				In reaction to public reporting - the no. of cases the public report to us and are therefore logged.
JtENF2 (C)	Number of closed cases (monthly)	NEW PI	5	215	45	22	60	20	37	12	15				Slightly lower than average due to resources being diverted to processes.
JtENF3 (C)	Number of PCNs (or S330s) issued (monthly)	NEW PI	0	0	0	0	0	0	0	0	0				Dependent on number of breaches.
JtENF4 (C)	Number of notices served (monthly)	NEW PI	0	0	0	0	0	0	2	1	0				Dependent on number of types of cases, compliance and amicable negotiation.

