

# CHILTERN DISTRICT COUNCIL

King George V House, King George V Road, Amersham,  
Buckinghamshire, HP6 5AW

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## Services Overview Committee

**Tuesday, 19th January, 2016 at 6.30 pm**

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

### A G E N D A

- 1 Evacuation Procedures
- 2 Minutes (*Pages 5 - 8*)  
To sign the Minutes of the meeting held on 29 September 2015.
- 3 Apologies for Absence
- 4 Declarations of Interest
- 5 28 Day Notice (*Pages 9 - 10*)  
*Appendix 1: Cabinet (10 February) 28 Day Notice (Pages 11 - 14)*  
*Appendix 2: Joint Waste Committee for Bucks (20 January) 28 Day Notice (Pages 15 - 16)*  
*Appendix 3: Chilterns Crematorium Joint Committee (4 February) 28 Day Notice (Pages 17 - 18)*  
*Appendix 4: Joint Committee (29 February) 28 Day Notice (Pages 19 - 20)*
- 6 Community Safety Accreditation Scheme (*Presentation*)  
The Committee will receive a presentation from Superintendent Yvette Hitch, Local Police Commander for Chiltern & South Bucks, on the Community safety accreditation scheme proposals. The scheme supports training for staff in order to allow them to be empowered to serve Fixed Penalty Notices in relation to a wide area of activities that the police would like to delegate powers to partners.

7 Housing Community Organisations Fund (*Pages 21 - 28*)  
*Appendix (Pages 29 - 34)*

8 Quarter 2 Performance Report (*Pages 35 - 38*)

The Committee is asked to consider the attached draft Cabinet report and any comments made will be reported to the Cabinet meeting.

*Appendix A: Priority Performance Indicators (Pages 39 - 40)*

*Appendix B: Quarterly Corporate Performance Indicator Report (Pages 41 - 44)*

9 Service Plan Summaries (*Pages 45 - 46*)

The Committee is asked to note the attached draft Cabinet report.

*Appendix: CDC Service Plan Summaries (Pages 47 - 116)*

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: Services Overview Committee**

Councillors: J A Burton (Chairman)  
L M Smith (Vice-Chairman)  
D J Bray  
E A Culverhouse  
M Flys  
A S Hardie  
C J Jackson  
P M Jones  
S A Patel  
C J Rouse  
J J Rush  
M W Titterington  
N I Varley  
E A Walsh  
Vacancy

**Date of next meeting – Tuesday, 15 March 2016**

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**CHILTERN DISTRICT COUNCIL**

**MINUTES** of the Meeting of the  
**SERVICES OVERVIEW COMMITTEE**  
held on **29 SEPTEMBER 2015**

**PRESENT:** Councillor J A Burton - Chairman  
" L M Smith - Vice Chairman

Councillors: D I Allen  
D J Bray  
E A Culverhouse  
A S Hardie  
S A Patel  
J J Rush  
N I Varley

**APOLOGIES FOR ABSENCE** were received from Councillors M Flys, C J Jackson, D J Lacey, C J Rouse, M W Titterington and E A Walsh

**35 MINUTES**

The Minutes of the Services Overview Committee meeting held on 16 June 2015 copies of which had been previously circulated, were approved and signed by the Chairman of the Committee, as a correct record.

**36 DECLARATIONS OF INTEREST**

Councillor E Culverhouse declared a personal interest in Item 8 – Service Level Agreement grant to Citizen’s Advice Bureau. Nature of interest – Councillor Culverhouse was the Council’s representative on the Chiltern Citizen’s Advice Bureau.

**37 HEALTH PROFILE UPDATE 2015**

The Head of Healthy Communities advised the Committee that Public Health England published updated health profiles for all district councils on 2 June 2015; and the report provided the profile for Chiltern and drew the Committee’s attention and highlighted areas of concern.

The Health Profiles were produced annually, and the age of the data reported within the reports varied according to availability of information. The report detailed the highlights of the Health Profiles and members attention was drawn to the areas of concern for the Chiltern District which were:-

- Obesity and excess weight in adults was only just below national and regional averages; as was sexually transmitted diseases and infant mortality
- Hip fractures in people aged 65 and over and excess winter deaths was close to the national averages
- Incidences of melanoma were higher than both the regional and national averages

- The number of new cases of tuberculosis per 100,000 population of 5.7 (previously 5.4) continued to be lower than the England average and about the same as the regional average; which needed to be reviewed over a longer period of time to monitor trends.

Members were advised that the health profile information would help to inform service planning, where applicable. It was noted that the overall profile for Chiltern did not always represent issues within specific wards and this involved more targeted work by officers.

The Committee considered the results of the health profile and the actions of the relevant Council departments to respond to areas of concern which included targeted activities and well as general promotion of activities together with the opportunities to work with other organisations to develop solutions. This also involved funding options for community groups and Parish Councils to develop activities within a specific locality.

### **RESOLVED:**

**That the report be noted.**

## **38 PERFORMANCE REPORT QUARTER 1 2015/16**

The Acting Chief Executive presented the report which outlined the performance of Council services against performance indicators and service objectives during April to June 2015.

Members were advised of key pressure areas highlighted in the report which related to homelessness, affordable housing and impact of changes to the benefit scheme. It was also noted that recycling figures were below target and further improvement was being sought including a programme of work to analyse recycling figures on a round to round basis.

The Acting Chief Executive pointed out that the leavers figure was up to 21.3% and this was higher than expected and this was being monitored through exit interviews.

### **RECOMMENDED:**

**That Cabinet note the content of the report.**

## **39 GREEN HOUSE GAS REPORT**

The Principal Strategic Environment Officer presented the report which provided an overview and summary of the Chiltern District Council Green House Gas (GHG) Report for 2014/15.

### **RECOMMENDED:**

- i) That Cabinet note the ongoing reduction in carbon emissions had been maintained for the year 2014/15, and in doing so, continue to meet the Council's reduction target;**

- ii) That Cabinet note the risks and opportunities for GHG emissions in relation to the shared service agenda moving forward; and
- iii) That Cabinet note the Chiltern GHG Report detailed in Appendix 1 as submitted to the Department of Energy & Climate Change by the deadline of 31 July 2015.

#### 40 SERVICE LEVEL AGREEMENT GRANT TO CITIZENS ADVICE BUREAU

The Head of Healthy Communities presented the report which outlined the work of the Chiltern Citizens Advice Bureau and sought the Committee's views on the request to Cabinet to agree the award of funding to the CAB for the period 1 April 2016 to 31 March 2019.

The Committee was advised that the work of the CAB contributed directly to the Housing and Homelessness prevention strategies and was a key partner in reducing the risk of homelessness. In 2014/15 the CAB prevented 39 cases of homelessness where clients were facing an imminent prospect of repossession due to rent and mortgage arrears. Due to the intervention of the CAB there is a beneficial impact for the residents of Chiltern and also reduced the impact and cost incurred by Council services.

#### RECOMMENDED:

- i) That Cabinet agrees to support the Chiltern Citizens Advice Service draft business plan with funding of £122,900 for the period 1 April 2016 – 31 March 2019;
- ii) That a further £12,500 be earmarked for specific projects subject to submission and approval of a detailed business plan from Chiltern Citizens Advice Bureau; and
- iii) That delegated authority be granted to the Head of Healthy Communities to agree the Service Level Agreement in consultation with the relevant Portfolio Holder.

#### 41 SMOKE AND CARBON MONOXIDE ALARM REGULATIONS

The Head of Healthy Communities presented the report which updated members on the implications of the draft Smoke and Carbon Monoxide Alarm (England) Regulations 2015; to seek approval to amend the Scheme of Delegation and prepare a Statement of Principles in respect of the power to impose a Penalty Charge for failure to comply with a remedial notice.

#### RECOMMENDED:-

- i) That the requirement, subject to parliamentary approval, for residential landlords to install smoke and carbon monoxide alarms in their rented properties be noted;

- ii) That Cabinet agree to give delegated authority to the Head of Healthy Communities to enforce the Regulations and the Scheme of Delegations be amended accordingly;
- iii) That Cabinet authorise the Head of Healthy Communities to prepare and agree a Statement of Principles in respect of the fixed penalty charge for failure to comply with a remedial notice in consultation with the Portfolio Holder; and
- iv) That Cabinet agree to setting the fixed penalty charge at the maximum amount of £5000 where a landlord had failed to comply with a remedial notice.

**42 EXCLUSION OF THE PUBLIC**

**RESOLVED –**

That under section 100 (A) (4) of the Local Government Act 1972 (as amended) the public be excluded from the meeting for the following item(s) of business on the grounds that they involved the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act.

Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)

**43 HOUSING OPTIONS AND ALLOCATIONS - LOCATA SOFTWARE**

The Head of Healthy Communities presented a report which updated the Committee on the procurement of software to secure the continuation of the Bucks Home Choice system beyond the end of the current agreement with Locata in January 2016. Members were advised that the implementation of the Locata system was a significant project with a significant funding contribution but the system remains fit for purpose and had been part of the Service Review Business Case to continue for a period of 18 months and then review. Due to the continued success of the system it was considered that the Locata system be retained and a further review undertaken in 2 years.

**RECOMMENDATIONS**

- i) That the position regarding the procurement of software to secure the contribution of the Bucks Home Choice system be noted; and
- ii) That Management Team had agreed an exemption to the Council's Contract Procedure Rules.

The meeting ended at 7.35pm



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

## 1. Purpose of Report

### 1.1 Work Programme

The Committee will receive a presentation from Huw Thomas, Local / Regional Government Liaison (Thames Water) on the Chesham Drainage Strategy at the next meeting on 15 March.

### 1.2 28 Day Notice

Members are requested to look at the following 28 Day Notices to identify potential topics for review:

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

## RECOMMENDATION

To review the work programme and to identify potential topics for review from the 28 Day Notice.

<b>Background Papers:</b>	None.
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**28-DAY NOTICE – FORWARD PLAN**

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

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

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

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

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

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

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

<b>Community, Health &amp; Housing (Councillor Graham Harris)</b>					
Key Decision (Y/N) <sup>1</sup>	Report Title & Summary <sup>2</sup>	Consultation <sup>3</sup>	Decision Maker & Date	Private Report (Y/N) and Reason Private <sup>4</sup>	Lead Officer <sup>5</sup>
Yes	<b>Safeguarding Policies for Chiltern &amp; South Bucks District Councils:</b> To approve the new adult and children safe guarding policy for Chiltern & South Bucks District Councils.		Cabinet <b>10 Feb 2016</b>	No	Paul Nanji  Email: pnanji@chiltern.gov.uk
Yes	<b>Housing Community Organisations Fund 2016-17:</b> Proposed allocations from fund in 2016-17	Services 19 January 16	Cabinet <b>10 Feb 16</b>	No	Michael Veryard  Email: mveryard@chiltern.gov.uk
No	<b>Chiltern District Council Strategic Housing Framework 2014-15:</b> To receive an update on affordable housing delivery and to consider the Council's draft Strategic Housing Framework 2014-15	CHHPAG 21 March 16	Cabinet <b>5 April 16</b>	No	Michael Veryard  Email: mveryard@chiltern.gov.uk
Yes	<b>Regulators Code for shared services:</b> To consider the shared service regulators enforcement code	CHHPAG 21 March 16	Cabinet <b>5 April 16</b>	No	Martin Holt  Email: mholt@chiltern.gov.uk
Yes	<b>Shared Service Food and Health and Safety Business Plans:</b> To consider a shared service food and health & safety business plans	CHHPAG 21 March 16	Cabinet <b>5 April 16</b>	No	Martin Holt  Email: mholt@chiltern.gov.uk
Yes	<b>Homelessness Strategy:</b> To consider a joint Homelessness Strategy	CHHPAG 21 March 16	Cabinet <b>5 April 16</b>	No	Martin Holt  Email: mholt@chiltern.gov.uk
Yes	<b>Housing Strategy (Framework):</b> To consider a joint Housing Strategy or Housing Framework	CHHPAG 21 March 16	Cabinet <b>5 April 16</b>	No	Martin Holt  Email: mholt@chiltern.gov.uk
Yes	<b>Private Sector Housing Strategy:</b> To consider a joint Private Sector Housing Strategy and Housing Financial Assistance Policy	CHHPAG 21 March 16	Cabinet <b>5 April 16</b>	No	Martin Holt  Email: mholt@chiltern.gov.uk

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

- 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 £30,000 and / or
  - have a significant impact on the community in two (or more) district wards.
 and
  - relates to the development and approval of the Budget; or
  - relates to the development, approval and review of the Policy Framework, or
  - is otherwise outside the Budget and Policy Framework.
 As a matter of good practice, this Notice also includes other items – in addition to Key Decisions – that are to be considered by the Cabinet. This additional information is provided to inform local residents of all matters being considered.
- 2 Each item considered will have a report; appendices will be included (as appropriate). Regulation 9(1g) allows that other documents relevant to the item may be submitted to the decision-maker. Subject to prohibition or restriction on their disclosure, this information will be published on the Council website – [www.chiltern.gov.uk/democracy](http://www.chiltern.gov.uk/democracy) – usually 5 working-days before the date of the meeting. Paper copies may be requested (charges will apply) using the contact details below.
- 3 In order to support the work of the Cabinet and to enhance decision-making, reports are often presented to other meetings for comment before going to the Cabinet. As such, this Notice also includes information on which meeting (if any) will also consider the report, and on what date.
- 4 The public can be excluded for an item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act 1972. The relevant paragraph numbers and descriptions are as follows:

Paragraph 1	Information relating to any individual
Paragraph 2	Information which is likely to reveal the identity of an individual
Paragraph 3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)
Paragraph 4	Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority
Paragraph 5	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings
Paragraph 6	Information which reveals that the authority proposes: <ul style="list-style-type: none"> <li>(a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or</li> <li>(b) to make an order or direction under any enactment</li> </ul>
Paragraph 7	Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime

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

Should you wish to make any representations in relation to any of the items being considered in private, you can do so – in writing – using the contact details below. Any representations received, together with any response from the Council, will be published on the Notice (the 'Agenda') issued no less than 5 working-days before the meeting. This will be available on the Council website – [www.chiltern.gov.uk/democracy](http://www.chiltern.gov.uk/democracy)

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

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

Classification: OFFICIAL

## 28-DAY NOTICE – FORWARD PLAN

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

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**JOINT WASTE COMMITTEE FOR BUCKINGHAMSHIRE (JWC)**

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





## 28-DAY NOTICE – FORWARD PLAN

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

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## CHILTERN CREMATORIUM JOINT COMMITTEE (CCJC)

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



## 28-DAY NOTICE – FORWARD PLAN

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

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

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



<b>SUBJECT:</b>	<i>HOUSING COMMUNITY ORGANISATIONS FUND 2016-17</i>
<b>REPORT OF:</b>	<i>Councillor Graham Harris</i>
<b>RESPONSIBLE OFFICER</b>	<i>Head of Healthy Communities</i>
<b>REPORT AUTHOR</b>	<i>Michael Veryard – Housing Manager</i>
<b>WARD/S AFFECTED</b>	<i>All</i>

### 1. Purpose of Report

To make recommendations to Members on the allocation of funding from the Council's Housing Community Organisations Fund budget for 2016-17.

#### RECOMMENDATION

**That the Council issues the following grants in 2016-17:**

**(a) a grant of £25,000 to Chiltern Citizens Advice Bureau to support the continuation of the Specialist Debt and Money Advice Service and**

**(b) a grant of £40,000 to Connection Floating Support to support the continuation of the Housing Interaction Trust service;**

**and that these grant allocations be funded by utilising:**

**(i) a contribution of £55,000 from the Housing Community Organisations Fund budget for 2016/17 and**

**(ii) a contribution of £10,000 from the Community Grants Fund**

### 2. Executive Summary

Chiltern CAB (Specialist Debt and Money Advice) and Housing Interaction Trust (Housing advice and support for young people) deliver specialist services that directly contribute towards the Council meeting its statutory homelessness duties under Part 7 of the Housing Act 1996. In November 2015, Housing Interaction Trust merged with Connection Floating Support and continues to deliver a distinct service with ring-fenced funding within the Connection organisation.

Both services have been supported by annual funding contributions from the Council in recent years and both are seeking funding in 2016/17 to secure the continuation of their work. Chiltern CAB is requesting £25,000 and Connection Floating Support (Housing Interaction Trust service) is requesting £40,000.

### 3. Reasons for Recommendations

The recommendation is the preferred option because it will secure the continuation of specialist advice and support services with a proven track record of delivering homelessness prevention.

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#### 4. Content of Report

4.1 The Council's housing revenue budget for 2016/17 includes a sum of £55,000 that is earmarked to support housing community organisation projects that will help the Council to meet its strategic objectives. In recent years, this budget has been used to fund third party services that support the Council in the delivery of its statutory homelessness responsibilities and, specifically, the prevention of homelessness. The proposed allocations for 2016/17 relate to the work of Chiltern Citizens Advice Bureau (Specialist Debt and Money Advice service) and Connection Floating Support (Housing Interaction Trust project).

#### **Chiltern CAB (Citizens Advice Bureau) – Specialist Debt and Money Advice Service**

4.2 In 2009 the Council supported Chiltern CAB to establish a specialist Debt and Money Advice Service (utilising funding from the Council's successful bid to the DCLG's Housing Options Trailblazer programme). Since that time, the service has been delivered by the CAB's Money Advice Department and has played a key role in supporting the Council's homelessness prevention work through:

- directly supporting clients to tackle rent and mortgage arrears (e.g. setting up payment plans, negotiating with mortgage lenders and landlords etc.),
- supporting clients with multiple debts on items such as credit cards and personal loans to prioritise and manage their payments (which in turn ensures that these clients prioritise and meet their housing costs rather making other lower priority payments instead), and
- resolving debt issues through actions such as repayment plans, debt write offs and Debt Relief Orders (which provide protection for clients from enforcement action by creditors).

4.3 The Council has been providing funding support to CAB core services on an ongoing basis. Most recently, on Tuesday 20<sup>th</sup> October 2015, Cabinet resolved to provide an annual grant of £125,000 to CAB for the three year period from 2016/17 to 2018/19 inclusive. However, while this core advice service includes general debt advice given at the initial point of contact to the client, it does not include the specialist Money Advice Department and the detailed case work that it undertakes on homelessness prevention. In 2013 (following on from the cessation of the DCLG Trailblazer funding), the Council separately agreed to allocate funding of £25,000 per annum to secure the continuation of the Money Advice Department for a three year period from 2013/14 to 2015/16. Chiltern CAB has provided detailed case reporting on homelessness preventions secured by the Service during this period which can be summarised as follows:

<b>Year</b>	<b>Homelessness Preventions Secured by Chiltern CAB Debt and Money Advice Service</b>
2013/14	37
2014/15	39
2015/16	40* (Estimate for year based on number recorded for period April to Sept 2015 (20) and previous trends)

4.4 All of these successful homelessness preventions were households who would have been subject to the Council's statutory duties (including the provision of temporary accommodation) if they had instead become homeless and presented to the Council for housing assistance. The direct impact of the service on the Council's work can be seen by considering the costs associated with providing temporary accommodation in bed and breakfast. During the first 6 months of 2015/16 the average gross cost of a bed and breakfast placement to the Council was £1,800 per household. Consequently, the estimated number of 40 homelessness preventions secured by the service in 2015/16 would equate to a notional temporary accommodation cost of at least £72,000 to the Council (if the clients concerned had become homeless instead and sought Council assistance). This is probably an underestimate of the notional cost bearing in mind the pressures on temporary accommodation that already exist in 2015/16. A further increase in placements would probably have resulted in households remaining in bed and breakfast for longer due to the limited amount of accommodation available to move them on to.

4.5 The nature and complexity of these cases mean that intensive work is required by the CAB caseworker in order to secure a successful outcome. For example, an analysis of successful homelessness preventions recorded by the service during the quarter July to September 2015 found that case workers had an average of 12 face to face contacts with each client in addition to the direct contact and negotiations with third parties such as mortgage lenders, landlords and creditors. Some clients with particularly complex and multiple debts required 20 to 30 contacts with the case worker. It should also be noted that the CAB Money and Debt Advice Service works with a wider client base than those highlighted in paragraph 4.4. Where possible, when debt issues are identified at an early stage, the service pro-actively works with clients to prevent them getting to crisis point and to avoid rent and mortgage arrears that could give rise to homelessness at a later date.

4.6 The Council's current funding contribution of £25,000 per annum finishes on 31<sup>st</sup> March 2016. As shown in the table in Paragraph 4.3 the demand for the service and the level of successful homelessness preventions remains high. An assessment of wider trends and policy developments clearly indicates that the Council will face a continuing demand for specialist debt advice to support homelessness prevention in the coming years. These trends and development includes:

- **Universal Credit**

The roll-out of Universal Credit will continue from 2016 onwards bringing together a range of benefits (including housing benefits) into a single monthly payment. Universal Credit is paid directly to the claimant and is paid in arrears. Both of these elements increase the risk of some claimants falling into rent arrears without proper support (a review of pilot schemes to date published at the end of 2015 identified that 90% of social housing tenants had rent arrears linked to delays in the first Universal Credit payments)

- **Benefit Cap**

The reduction in the Benefits Cap from £26,000 to £20,000 from April 2016 will result in some larger families facing increased challenges in managing household budgets and meeting rent payments (especially because Housing Benefit is the first benefit to be withdrawn when the Cap limit is reached)

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- **Registered Providers Rent Policies**

Registered housing providers (e.g. Paradigm) are facing significant changes to their funding position following Government policy announcements in 2015/16 (including the requirement for an annual 1% rent reduction). This could result in some providers taking a harder line on tenants with rent arrears and moving more speedily to possession proceedings if arrangements are not made to resolve the arrears.

- **Other welfare reforms**

Wider welfare reforms will continue to have an impact on some household budgets by reducing the overall household income and making it harder for some people to meet essential costs and bills.

- **Interest rate rises**

There continue to be indications that interest rates will rise in 2016 with a consequent increase in mortgage repayments for some home owners. Where home owners are already stretching their household budgets to meet repayments, this increase may create problems in being able to continue to meet mortgage repayments alongside other essential costs.

4.7 In view of the above, it is important that the Council ensures that an effective Debt and Money advice service remains available to local residents to support homelessness prevention within the district.

### **Connection Floating Support (Housing Interaction Trust Service)**

4.8 In previous years, the Council has annually considered a request from HIT (Housing Interaction Trust) for a funding contribution to support the delivery of housing advice, support and homelessness prevention services for young people in Chiltern. In 2014/15, the Cabinet agreed a contribution of £40,000 which was an increase on the annual funding of £30,000 that had been agreed in previous years. This increase of £10,000 was agreed in order to support HIT to maintain its core advice and support services in response to rising demands and increases in client numbers (HIT increasingly had to subsidise these core services from other funding sources and its own reserves). In May 2015, the Cabinet again agreed to a grant payment of £40,000 to support the delivery of HIT's core services in 2015/16 in view of the continuing high demand for the Trust's services and direct impact on the Council's statutory homelessness duty. As part of the Service Level Agreement, HIT provides the Council with monthly and quarterly reports of its activities.

4.9 During 2015, HIT merged with Connection Floating Support a charitable body delivering housing related support in order to help people maintain independence and avoid homelessness (including Bucks Floating Support and the Rough Sleeper Outreach Project). The rationale for a merger was based on three main reasons:

- To provide a more sustainable future for the delivery of the HIT housing support projects by reducing overheads.
- To better position the HIT projects within a larger voluntary organisation better able to compete for resources through the tender process undertaken by Bucks County Council when delivering services to young people.



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- HIT's knowledge and expertise in delivering housing-related support projects for young people will provide Connection Floating Support with a broader portfolio of services and will support the development of skills within the overall organisation for working with this client group.
- 4.10 The HIT service now operates as a distinct project within the Connection Floating Support organisation and with a ring fenced budget and cost centre. This ensures the £40,000 agreed by the Council for 2015/16 continues to deliver the services set down in the SLA between the Council and HIT.
- 4.11 Connection Floating Support has submitted a statement to the Council providing details of the merger and highlighting the issues facing the delivery of the HIT services now and in the future (see Appendix 1). Connection Floating Support is requesting that the Council considers making a grant payment of £40,000 in 2016/17 to support the continued delivery of the HIT services in Chiltern district during that year.
- 4.12 HIT's services have continued to directly impact on the Council's statutory homelessness responsibilities. The clients that are supported by HIT will often fall in the "priority need" categories designated by the Housing Act 1996 (and associated guidance). This means that the Council would have a statutory duty to provide advice, assistance and temporary accommodation for these clients if they instead applied to the Council for assistance. To date in 2015/16 (April to November 2015), the HIT service has maintained an average client base of 310 clients at any one time. This includes 50 new clients who were not previously involved with the service. Based on the numbers in the year to date, we can estimate that HIT will receive a total of 75 new clients during 2015/16 as a whole. As noted in paragraph 4.4 above, during the first 6 months of 2015/16 the average gross cost of a bed and breakfast placement to the Council was £1,800 per household. Consequently, the estimated number of 75 new clients supported by HIT during 2015/16 would equate to a notional temporary accommodation cost of at least £111,600 to the Council (if the clients concerned had become homeless instead and sought Council assistance). Even if only 50% of these new clients approached the Council instead this would still equate to a notional temporary accommodation cost of £55,800.
- 4.13 National trends continue to show an upturn in demand for housing support and homelessness services across the country. With regard to young people specifically, a number of the welfare reforms in the next two to three years will have direct impact on this client group, including the withdrawal of housing benefit from 18-21 year olds (from April 2017) and the imposition of Local Housing Allowance rates on Registered Provider landlords (for new tenants from April 2016 with implementation from April 2018). The impact of the latter could be significant as young people being housed by registered providers will only be eligible for housing benefit at a shared room rate. This will make registered provider rent levels unaffordable for some young people and will mean that this will no longer be a viable housing option for them. This will increase the importance of having effective targeted advice and support services available that can prevent homelessness amongst young people and ensure that they receive impartial and realistic advice on their housing options.
- 4.14 When Cabinet agreed annual grant funding to HIT in 2012/13 it also resolved that it agreed in principle to a representative of the Council being appointed to the Board of

HIT. HIT agreed to an appointment being made and Councillor Mark Cunnane was subsequently nominated as the Council's representative. Councillor Carl Jackson is now the Council's nominated representative to HIT. Following the merger, the Chief Executive of Connection Floating Support is taking forward arrangements for the Council's representation in relation to the Trust's work in the merged organisation.

## 5. Consultation

Not applicable

## 6. Options

### 6.1 Option 1 – Payment of Grants as requested

The Council could provide grants to Chiltern CAB and Connection Floating Support (HIT Service) in 2016/17 as requested as follows:

Organisation	Payment
Chiltern CAB (Specialist Debt and Money Advice)	£25,000
Connection Floating Support (Housing Interaction Trust)	£40,000
<b>Total</b>	<b>£65,000</b>

The sum of £55,000 can be met from the Housing Community Organisations Fund budget for 2016/17. This will leave a balance of £10,000 which can be met from the Council's Community Grant's budget. CDC Cabinet 20 October 2015 agreed to earmark £10400 for future projects from Chiltern CAB. Support to the Specialist Money advice proposal would address this proposal.

### 6.2 Option 2 – Payment of grant sum lower than the requested level

The Council could offer to make a payment to one or both of the agencies which is lower than the requested level of funding requested. The implications of this would be:

- i. **Chiltern CAB (Specialist Debt and Money Advice)**  
Chiltern CAB has not sought an increase on the Council's previous annual contribution of £25,000 to support the delivery of the Specialist Debt and Money Advice service. However, this is the minimum sum required to secure the continuation of the service. If the Council chose only to make a lower sum available then it is likely that Chiltern CAB would have to discontinue the specialist service. The impact of this is summarised in Option 3 below.
- ii. **Connection Floating Support (Housing Interaction Trust)**  
The HIT service could potentially deliver a reduced service for a lower grant of £30,000. However, it would not be able to continue to meet the current demand for services and would have to operate reduced opening hours and

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a waiting list for clients. In turn, this is likely to result in potential HIT clients instead contacting the Council because they cannot access advice and support from HIT. This would have the knock-on effect of increasing pressure on the Council's homelessness service and on its temporary accommodation.

A payment of below £30,000 would mean that the HIT service could not continue to deliver a comprehensive and proactive advice and support service in Chiltern beyond the short term. The service could cease to operate within a short period of time.

### **6.3 Option 3 - No Grant payment**

If the Council chose to make no payment, then both Chiltern CAB's Specialist Debt and Money Advice service and the HIT service would cease to operate in 2016/17. There would be no comparable local or national services that could take on the client work that is currently undertaken by these agencies. Therefore, the likelihood is that these clients would instead contact the Council for advice and assistance with the potential impact on officer time and budgets (e.g. temporary accommodation costs) that has been highlighted elsewhere in this report.

With specific regard to Chiltern CAB, it should be noted that although the Government's MAS (Money Advice Service) and website provides access to free and impartial money advice, it cannot provide the level of support required for complex cases with multiple debts. In these cases, the MAS website directs people to contact their local CAB and debt advice services for one-to-one assistance.

## **7. Corporate Implications**

### **7.1 Financial**

The proposed costs can be met from existing Council revenue budgets as set down in Paragraph 6.1 above.

### **7.2 Legal**

The Council has a statutory duty under Part 7 of the Housing Act 1996 to secure that advice and information about homelessness and the prevention of homelessness is available free of charge to any person in their district. It also has specific duties to support people who directly approach the Council for assistance because they are homeless or threatened with homelessness. The Council must fulfil these duties through the services that it both delivers directly and through supporting other agencies. If it fails to do so then it is open to challenge that it is not fulfilling its statutory duties under Part 7 of the Housing Act 1996.

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

Delivering Cost Effective Customer Focussed Services

Working towards safe and healthier local communities

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**9. Next Step**

The Council will enter into appropriate Service Level Agreements with Chiltern CAB (Monet and Debt Advice) and Connection Floating Support (Housing Interaction Trust Services) to secure the delivery of services in 2016/17 in return for the agreed grant funding.

<b>Background Papers:</b>	It is a legal requirement that we make available any background papers relied on to prepare the report and should be listed at the end of the report (copies of Part 1 background papers for executive decisions must be provided to Democratic Services )
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**Report to Services Overview Committee and Cabinet****Housing Community Organisations Fund 2016/17 - Appendix****Connection Floating Support (Housing Interaction Trust service)****Statement to Chiltern District Council and Request for Grant Funding in 2015/16**

The Housing Interaction Trust (HIT) service provides support and advice to young people aged 16 to 25 in Chiltern district who are homeless or at risk of homelessness. Its work focuses heavily on the prevention of homelessness; the assistance required if clients become homeless, and the on-going support necessary to successfully sustain a tenancy. It aims to support clients whilst fostering independence and self-improvement in the lives of all those accessing the service.

**Connection Floating Support (Connection FS) FS and Housing Interaction Trust**

Housing Interaction Trust (HIT) services are now delivered as part of Connection FS, following a merger between HIT and Connection on 1<sup>st</sup> November 2015. Effective services to prevent youth homelessness have continued to be delivered by HIT as a Connection FS project since the merger.

The rationale for the merger was three fold

- HIT was running at a loss in previous years (as set out in the statement submitted to Chiltern District Council in 2015) and this was not a long term viable option which was putting the valuable services for young people in Chiltern District at risk.
- Future tendering by Bucks CC is likely to be in bigger "lots" than the current contract with HIT holds with Bucks CC, so for HIT to be part of a bigger organisation with significant tendering expertise was important.
- The specific projects which HIT run provide Connection FS with shared expertise and a broader portfolio of client groups.

Jacque Hardman, who was Chair of the HIT Board, is now a full member of the Connection FS Board. A project team incorporating 2 trustees from each organisation and the CEO of Connection FS managed the merger process without any problems.

**HIT Projects and Services**

HIT now operates as a separate and distinct project within Connection FS. The services delivered by HIT continue to be as follows:

**(i) Homelessness Prevention - Advice, Assistance and Tenancy Support: (Supported by CDC Grant)**

The main focus of HIT's homelessness prevention work is based around the delivery of one-to-one advice, assistance and tenancy support to clients. This includes a daily drop-in service and scheduled appointments.

All client work is based on a thorough assessment of the client's personal details and support requirements. HIT strongly believes that (where safe and appropriate) the best place for a young person is within the family home. Much of HIT's work entails supporting the family unit through

issues via support and mediation. All of HIT's staff team are fully qualified mediators, a skill which is utilised on a daily basis.

A vital component of the homelessness prevention programme is the signposting and referrals that HIT makes to accommodation and support projects. This work plays a crucial part in the reduction of homeless applications made to Chiltern District Council; particularly from 16 and 17 year olds. HIT generally believes that a client of this age is too young and too vulnerable to sustain a tenancy without regular support. Unfortunately, spaces in supported accommodation projects are becoming increasingly limited for our client group. This means that HIT is generally limited to making referrals to projects located outside of the Chiltern District.

HIT also assists young people who are already accommodated in private or social housing and require support (most often with the initial tenancy period where support may be required with issues such as welfare benefit, setting up utilities, budgeting and debt advice). Young people can access tenancy support for up to six months (with a possible three month extension period). This service prevents repeat homelessness, by providing young people with the skills required to sustain their tenancy in the long term.

HIT also strongly believes that clients should be actively seeking or engaged in education, training or employment. Consequently, HIT provides tailored employment, education and training assistance to young people to tackle barriers such as lack of CV writing or interview skills, lack of training, limited access to tools such as the internet or telephone and a client's general lack of confidence in their own ability.

#### **Outreach (Supported by CDC Grant)**

HIT has previously offered an extensive Outreach Project package in partnership with Chiltern District Council by visiting local schools and colleges to talk to pupils about the issues they may be facing at home, conflict resolution and leaving home in a planned manner. The aim is to raise awareness of such issues, possible resolutions and the challenges of finding housing in the "real" world. However, we have significantly reduced the level of outreach work in 2015/16 in order to focus our resources on supporting the increasing number of clients presenting to the service in crisis

#### **Supported Lodgings (Supported by CDC Grant)**

HIT has previously sought to attract members of the public with a spare room and the skills required to support a young person to learn how to live independently. The aim of the Supported Lodgings Project is to provide young people who may be vulnerable or at risk of homelessness with the opportunity to learn the relevant skills needed to live independently, while residing in a safe and supportive environment. However, it has proved increasingly challenging to attract suitable providers and we currently do not have any ongoing placements.

#### **Muse and New Roots (Funded by Bucks CC)**

HIT work in partnership with Chiltern District Council, Buckinghamshire County Council and Paradigm Housing Group to provide 12 young people (aged 16 to 25) with a one bedroom property. Crucially, a requirement of the tenancy is that clients must engage with an allocated

HIT worker on a weekly basis. The aim of the project is to prevent both initial and repeat homelessness by providing both accommodation and the skills required to sustain an independent tenancy.

The eligibility criteria requires clients to be homeless or in unsecured accommodation, and to have one or more support needs. Support needs may include an offending history, substance misuse issues or mental health issues. Clients can reside on the project for a maximum of 20 months whilst addressing their support needs, gaining employment and/or education and importantly, demonstrating that they can sustain their tenancy successfully.

### **Future Funding of Housing Interaction Trust services**

HIT is one of a number of projects with separate funding which are part of the Connection FS organisation. There are separate cost centres for each project enabling real accountability and assurance for funders that the funding provided is being used on the specific area and client group.

There have been a number of efficiencies driven through from the merger including,

- Making the office space work much harder offering much greater value.
- Connection FS infrastructure providing staff management and HR support to HIT officers
- Better insurance costs due to economies of scale.

Connection FS reserves are 25% of organisation's turnover in line with Charity Commission guidance. We are committed to providing best value and need to ensure that all projects are funded properly. Reserves are especially important at present due to the uncertainties and pressures of public sector funding.

**We are seeking grant funding from Chiltern District Council in 2016/17 to support the HIT service within Connection FS to continue to deliver services within the Chiltern District. We are requesting grant funding of £40,000 to match the level provided by the Council in 2015/16 and to secure that HIT can continue to deliver the same successful homelessness prevention services in Chiltern in 2016/17.**

We will continue to actively seek funding from charitable and private bodies. In the past few years, private funding has supported HIT to continue to deliver the Core Services set down in the Service Level Agreement with Chiltern District Council. However private funding is increasingly scarce. It has always been difficult to access funding for existing projects, and in the current economic climate, competition is increasingly stiff.

Prior to 2013/14, Chiltern annually agreed grant funding of £30,000 per annum to support the delivery of the Trust's Core Services of advice and assistance (including informal tenancy support), outreach work and supported lodgings. This level of funding had remained stable for 13 years; until 2013/14 and 2014/15, when the Council agreed a grant of £40,000 per annum. Extended services, such as the daily drop-in and a more comprehensive mediation service, were added at this point.

HIT has continued to work effectively with clients to prevent them needing to make formal applications for homelessness assistance to the Council. During 2015, no young people under 18 years of age made a homelessness application to the Council. HIT managed to avoid this route for all clients who would otherwise been subject to the Council's temporary accommodation duty Council. This is a clear indicator of the value for money that the service offers the Council.

The cost of delivering the Core HIT Services has increased significantly over the years. The addition of services to the core homelessness prevention programme (including the mediation service and daily drop in) require a heavy staff presence. We are seeing higher numbers of clients and are holding a very high client load, whilst working on a reduced staff of 2.2FTE.

To accommodate the increasingly high numbers of clients presenting in crisis, we have significantly scaled back the level of Outreach work and have referred clients on to appropriate agencies whenever possible. We are working at maximum efficiency. Consequently we believe that an annual funding contribution of £40,000 in 2016/17 is an accurate reflection of the cost of the core services that the Trust provides in partnership with CDC.

In view of the above, the Trust requests that Chiltern District Council sustain the current grant level of £40,000 from the Council in 2016/17. This will allow HIT to continue to offer a full quota of services.

If the Council's grant payment was reduced to £30,000 (the level of annual grant prior to 2013/14) in 2016/17, there would have to be some reduction in services, which we would need to negotiate, with consequent reduction in staff numbers. The outreach work in schools would need to be cut completely; however as this only comprises a small part of HIT's work, further cuts would be needed. This is likely to be an impact on the daily drop in service (which would in turn impact on how quickly HIT could see new clients) and on the availability of HIT to deal with existing clients in crisis. If resources were to decrease there is a likelihood that HIT would need to operate a waiting list system at times of high client volume. As HIT are the only advisory body of its kind in the Chiltern District, clients that could not be seen immediately would need to be redirected to CDC for support. This would impact on homelessness figures and the requirement for temporary accommodation.

If the Council's grant payment was to be reduced below £30,000 or removed altogether then Connection FS would need to review Housing Interaction Trust's services in light of the available resources. In this event, it is unlikely that the HIT service would be able to continue to deliver a comprehensive and proactive advice and support service in Chiltern beyond the short term. Consequently, the service would potentially cease to operate within a short period of time.

Options for young people with housing difficulties in the Chiltern District are increasingly limited, whilst the numbers of young people in crisis are steadily increasing. Forthcoming changes in the welfare benefits system will make the environment even more challenging. This makes the homelessness prevention services that HIT provides more critical than ever.

Connection FS values the partnership that HIT has developed with the Council since its inception with the Council and wishes to ensure that HIT can be supported to continue to deliver a distinct and



successful homelessness prevention and assistance service within the Chiltern district. We hope that the Council will agree to continue to fund Housing Interaction Trust's core services in 2016/17.

**Mark Thompson**  
**Chief Executive**  
**Connection Floating Support**

**Helen Pizans**  
**Team Manager**  
**Housing Interaction Trust – a Connection Project**

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<b>SUBJECT:</b>	<i>Chiltern District Council Performance Report – Q2 2015-16</i>
<b>REPORT OF:</b>	<i>Leader of the Council – Councillor Isobel Darby</i>
<b>RESPONSIBLE OFFICER</b>	<i>Acting Chief Executive – Bob Smith</i>
<b>REPORT AUTHOR</b>	<i>Rachel Prance (01494 732903) Laura Campbell (01895 87236).</i>
<b>WARD/S AFFECTED</b>	<i>Report applies to whole district</i>

## 1. Purpose of Report

The purpose of this report is to outline the performance of Council services against performance indicators and service objectives during April to September 2015.

### RECOMMENDATION

Cabinet is asked to note this report.

## 2. Executive Summary

Overview of performance indicators (PIs) against targets across the Council:

Portfolio	No of PIs	PI on target ✓	PI slightly below target □	PI off target ✗	Unkn own / Data only
Leader	3	1	0	1	1
Community, health & housing	14	3	0	4	7
Sustainable development	10	6	3	0	1
Environment	6	0	1	0	5
Support services	7	2	4	0	1
Customer services	5	4	0	0	1
<b>Total PIs</b>	<b>45</b>	<b>16</b>	<b>8</b>	<b>5</b>	<b>16</b>

## 3. Reasons for Recommendations

3.1 This reports factual annual performance against pre-agreed targets. Management Team, Cabinet, Council and Resources Overview & Services Overview Committees receive regular updates detailing our progress towards service plan objectives, performance targets and strategic risks, in line with our Performance and Improvement Framework.

3.2 Two detailed performance tables accompany this report:

- **Appendix A – Priority performance indicators 2015-16**
- **Appendix B – Quarterly corporate performance indicators 2015-16.**

## 4. Key points to note this quarter:

4.1 Of the five off-target PIs, two are priority PIs. Please refer to the appendices for full details.

4.2 Of the 16 unknown PIs, three are provided for information only, eight are not reported this quarter and four relate to new PIs for this year which are awaiting targets to be set, or the method of calculation has not yet been finalised. One has been unable to be calculated due to the merger of the Uniform system and investigations are ongoing to enable reporting by quarter three.

4.3 **Community, health & housing**: the four PIs which failed to meet targets relate to housing, please refer to the appendices to view the reasons for this. Three are linked to the national increase in demand for temporary accommodation, which a government

briefing paper states<sup>1</sup> is 11% nationally year on year at March 2015, with a further 3% increase by June 2015, the biggest single area impacted being London.

- 4.4 **Leader's**: the PI which failed to meet target related to voluntary leavers as a percentage of the workforce. A report is being prepared for Personnel Committee, analysing this information.

**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 any dips in performance are identified and resolved in a timely manner. This report links to all three of the Council's objectives, listed below:

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

**9. Next Step**

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

<b>Background Papers:</b>	Appendix A and B
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<sup>1</sup> (<http://researchbriefings.files.parliament.uk/documents/SN02110/SN02110.pdf>)



Appendix A - Priority PIs 2015-16 Q2 - CDC

Code	Title	2014/15 Actual	2014/15 Target	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Target 2015/16 (YTD)	Traffic Light	Latest Note
<b>Leader's</b>																		
CdHR1	Working days lost due to sickness absence	9.4	7.6	8.62	8.1	9.2	8.61	8.45	8.46							11	<input checked="" type="checkbox"/>	See CdHR1 note below
<b>Community, Health and Housing</b>																		
CdCmSF1	Percentage reduction in burglaries from dwellings year on year for Chiltern (monthly)	30.30%	data only	n/a	15.80%	10%	3%	-4.30%	-2.10%							data only	n/a	Year on year, burglaries have increased by 4 offences at end of September 2015.
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)	1	0	2	2	2	2	3	3							0	<input checked="" type="checkbox"/>	Of these 3 households (i) 1 has been deemed not eligible for assistance and is being accommodated pending a review (ii) 1 has been deemed intentionally homeless and is being accommodated pending a review and (iii) 1 has been accommodated on police advice and officers are working to re-locate the household to another property.
CdHS8	Number of households living in temporary accommodation (snapshot at the end of the month)	25	22	31	28	33	33	32	37							21	<input checked="" type="checkbox"/>	This reflects the national trend with significant demand for temporary accommodation arising from an upturn in applications and limited opportunities to move on existing TA occupiers, due to a low number of vacancies arising in social housing stock. Officers are continuing to work to reduce numbers in TA through use of direct lettings and focus on prevention measures where possible.
<b>Sustainable Development</b>																		
CdSD2	Special measures: speed of processing major applications, for assessment in Oct/Nov 2016 (cumulative)	86.84%	41.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%							51.00%	<input checked="" type="checkbox"/>	Review period is 1st July 2014 - 30th June 2016. 18 out of 18 major applications during this period processed within time. If performance falls below 51% at the end of the monitoring period, the Council will be placed into special measures. Target changed to 51% or more in November 2015.

CdHR1 - Further to the request from the Resources Overview Committee in November 2015 that long term and short term sickness are split out when reporting on working days lost due to sickness absence, the Human Resources Manager is currently preparing a report for the CDC personnel committee to this effect. If agreed this would come into place from 1/4/16.

Appendix A

Code	Title	2014/15 Actual	2014/15 Target	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Target 2015/16 (YTD)	Traffic Light	Latest Note
CdSD5	Special measures: quality of major applications, for assessment in Oct/Nov 2015 (cumulative)	5.13%	19.00%	5.13%	5.13%	5.13%	5.13%	5.13%	5.13%							19.00%	<input checked="" type="checkbox"/>	Period for major applications determined is: 1st January 2013 - 31st December 2014. Period for appeals overturned against the applications determined in this period is to 30th September 2015. Two overturned on appeal out of 39 applications, eight appeals in total. If performance falls above 19%, the Council will be placed into special measures.
CdSD10	Processing of planning applications: minor applications processed within 8 weeks (cumulative)	80.99%	70.00%	84.21%	80.39%	79.71%	83.84%	82.61%	82.22%							70.00%	<input checked="" type="checkbox"/>	For the year to date, 111 out of 135 applications were processed on time.
CdSD11	Processing of planning applications: other applications processed within 8 weeks (cumulative)	94.33%	90.00%	93.39%	89.66%	91.74%	93.33%	92.16%	91.93%							92.00%	<input checked="" type="checkbox"/>	For the year to date, 615 out of 669 were processed on time.
<b>Environment</b>																		
CdWR3	Percentage of household waste sent for reuse, recycling and composting (cumulative)	50.32%	56.00%			54.70%			51.60%							57.00%	<input type="checkbox"/>	Jointly reported for Chiltern and Wycombe as per the joint contract. Provisional figure, subject to verification. Work is being undertaken to improve this percentage.
<b>Customer Services</b>																		
CdRB1	Speed of processing - new HB/CTB claims (by period monthly)	16.39	18	17.08	16.46	15.58	17.51	17.47	16.56							18	<input checked="" type="checkbox"/>	
CdRB2	Speed of processing - changes of circumstances for HB/CTB claims (by period monthly)	3.09	5	5.48	4.1	4.74	4.68	4.91	4.42							5	<input checked="" type="checkbox"/>	
CdRB3	% of Council Tax collected (cumulative)	99.30%	99.00%	5.35%	15.23%	24.88%	34.47%	44.04%	53.77%							99% (49.50%)	<input checked="" type="checkbox"/>	
CdRB4	Percentage of Non-domestic Rates Collected (cumulative)	98.60%	98.00%	9.87%	19.67%	28.73%	37.66%	46.20%	55.60%							98% (49.00%)	<input checked="" type="checkbox"/>	

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Appendix A



**Appendix B - CDC Quarterly Corporate Performance Indicator Report - 2015-16**

Note: Excludes Priority Performance Indicators - see Appendix A

KEY <input checked="" type="checkbox"/> This PI is below target <input type="checkbox"/> This PI is slightly below target <input checked="" type="checkbox"/> This PI is on target																			
PI code	Name	2014/15 Value	Annual target 2014/15	Apr-15 value	May-15 value	Jun-15 value	Jul-15 value	Aug-15 value	Sep-15 value	Oct-15 value	Nov-15 value	Dec-15 value	Jan-16 value	Feb-16 value	Mar-16 value	Annual target 2015/16	Traffic light (latest actual)	Responsible officer	Latest notes
<b>Leader's portfolio</b>																			
CdCP1 (C)	Number of unique visitors to the main website (by period)	288,504	data only	26,463	33,573	25,476	25,313	23,007	28,084							data only	n/a	Rachel Prance	
CdHR2 (C)	Voluntary leavers as a % of workforce (extrapolated for the year)	new PI	new PI			21.90%			22.00%							8%	<input checked="" type="checkbox"/>	Judy Benson	12 leavers during Q2 plus 12 for Q1 = 24, average headcount = 218.17. Extrapolated, this equates to 48 for the full year, 22.0% (48/218.17%). Full details are being analysed and will be reported to Personnel Committee.
<b>Community, health and housing</b>																			
CdCL1 (C)	Customer satisfaction rating at the Chiltern leisure facilities	new PI	new PI	annual PI												t.b.a.	n/a	Martin Holt	
CdCL2 (C)	Total participation in physical activities delivered through the GLL community engagement plan (by period)	new PI	new PI			775			1,496							6,000 (1,500)	<input checked="" type="checkbox"/>	Martin Holt	Activity tends to be higher in school holidays.
CdCL3 (C)	Total number of users at all leisure centres (by period)	874,748	840,000			228,569			222,228							875,000 (218750)	<input checked="" type="checkbox"/>	Martin Holt	
CdHSf2 (C)	Percentage reduction in violent offences against a person, rolling year on year	data only	data only			-14.7%			-36.90%							data only	n/a	Martin Holt	Violence against a person has continued to increase. Thames Valley Police report this to be due to a change in recording standards which were brought in in April 2015.
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)	42	33			4			13							33 (16.50)	<input checked="" type="checkbox"/>	Martin Holt	Total comprises (i) 13 new build properties (4 in converted office block at The Chequers, Chesham, and 9 in re-development at Wallers Way (former Amersham and Wycombe college site of Lycrome Road in Chesham), (ii) 0 vacancies generated and (iii) 0 acquisitions (Paradigm has put acquisition programme on hold while it reviews its overall business plan following Government policy announcements)
CdHS3i (C)	Average Length of stay in B & B temporary accommodation for all households (snapshot at end of quarter)	3.3	5			16			9.2							5	<input checked="" type="checkbox"/>	Martin Holt	An increase in the demand for temporary accommodation, reflecting national trends, and a low turnover of social housing tenancies has resulted in households having to be accommodated in bed and breakfast accommodation for longer periods until they can be moved on to alternative housing.
CdHS4 (C)	Number of private sector dwellings vacant for more than 6 months and returned to occupation following local authority intervention	26	40	annual PI												40	?	Martin Holt	Reported annually.

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Appendix B

KEY		This PI is below target		This PI is slightly below target		This PI is on target															
PI code	Name	2014/15 Value	Annual target 2014/15	Apr-15 value	May-15 value	Jun-15 value	Jul-15 value	Aug-15 value	Sep-15 value	Oct-15 value	Nov-15 value	Dec-15 value	Jan-16 value	Feb-16 value	Mar-16 value	Annual target 2015/16	Traffic light (latest actual)	Responsible officer	Latest notes		
CdHS9 (C)	Bucks Home Choice – rolling year on year change in number of applicants (%)	new PI	new PI			34%			29%							t.b.a.		Martin Holt	A total of 440 applicants were registered as "live" applications (i.e. able to bid for vacancies) on Bucks Home Choice at 30/9/14, increasing to 576 by 30/9/15.		
CdEH2 (C)	Percentage of food premises (risk rating A to C) that are broadly compliant (snapshot quarterly)	92.28%	89%			t.b.a.			t.b.a.							91%	?	Martin Holt	The Uniform database has recently been merged with that of South Bucks and there are still currently teething problems with the reports which are under investigation. This will be reported as soon as possible.		
JtLI3 (C)	Percentage of customers satisfied with the licensing service received (annual)	67%	89%	annual PI											89%	?	Martin Holt	Reported annually.			
JtLI5 (C)	Percentages of licences received and issued/renewed within statutory or policy deadlines (cumulative)	98%	95%			83.20%			97.70%							97%		Martin Holt	12 out of 517 not dealt with within timescales.		
<b>Sustainable development</b>																					
JtBC1 (C)	Applications checked within 10 working days	83.64%	82%	79.00%	86.30%	83.05%	84.20%	88.20%	88.30%							85%		Peter Beckford			
JtBC4 (C)	Customer satisfaction with the building control service (cumulative)	95.16%	93%	94.00%	94.44%	91.23%	91.90%	92.00%	92.70%							94%		Peter Beckford			
CdPP1 (C)	Net additional homes provided	189	133	annual PI											133	?	Peter Beckford	Reported annually.			
CdSD7 (C)	Percentage of planning applicants who are satisfied or very satisfied with the planning service (cumulative)	new PI	new PI			76.92%			77.89%							80%		Peter Beckford			
CdSD8 (C)	Planning appeals allowed (cumulative)	39.00%	35%			43.33%			37.50%							35%		Peter Beckford	During this quarter, 48 qualifying appeals were determined. Of these, 18 were allowed (overturned) by the Planning Inspectorate. Nine appeals allowed related to 'Minor' housing developments, eight to domestic householder extensions and 1 to an agricultural building. None related to 'Major' developments.		
CdSD12 (C)	Percentage of new enforcement cases where an initial site visit for an urgent priority case is undertaken within the timescale set out in the Enforcement Policy (cumulative)	100.00%	30%			100.00%			100.00%							30%		Peter Beckford	Resources Overview Committee in Nov 2015 asked that this PI is changed to a mid-month calculation; the enforcement team need to ensure that this is workable and therefore this needs further consideration. If agreed with the Head of Sustainable Development it would become effective as from 1 April 2016.		

Environment

KEY <input checked="" type="checkbox"/> This PI is below target <input type="checkbox"/> This PI is slightly below target <input checked="" type="checkbox"/> This PI is on target																			
PI code	Name	2014/15 Value	Annual target 2014/15	Apr-15 value	May-15 value	Jun-15 value	Jul-15 value	Aug-15 value	Sep-15 value	Oct-15 value	Nov-15 value	Dec-15 value	Jan-16 value	Feb-16 value	Mar-16 value	Annual target 2015/16	Traffic light (latest actual)	Responsible officer	Latest notes
CdSE1 (C)	Cumulative CO2 reduction from local authority operations from base year of 2008/09	22.00%	7.80%	annual PI												9.10%	?	Martin Holt	Reported annually.
CdSE2 (C)	Planning to adapt to climate change (5 levels of performance 0=low 5= high)	3	4	annual PI												4	?	Martin Holt	Reported annually.
JtPF1 (C)	Percentage of faults fixed within SLA period (for implementation when new joint contract starts towards end of 2015)	new PI	new PI			n/a			n/a							t.b.a.	n/a	Chris Marchant	New PI for when the new plant maintenance contract is implemented.
CdWR1 (C)	Waste customer satisfaction survey	new PI	new PI	6 monthly					87.80%	6 monthly					t.b.a.	n/a	Chris Marchant	Reported six monthly. September results relate to survey data collected in May 2015.	
CdWR2 (C)	Residual household waste kg per household	396.47	445.00	annual PI												445.00	?	Chris Marchant	Reported annually.
<b>Support services</b>																			
JtLD1 (C)	Client satisfaction with the shared service. Percentage satisfied or very satisfied.	100.00%	96%	6 monthly					90.00%	6 monthly					94%	<input type="checkbox"/>	Joanna Swift	Work pressures caused delay dealing with a specific case, causing satisfaction to dip.	
CdBS1 (C)	Availability of ICT systems to staff from 8am to 6pm (by period)	99.00%	99%			99.90%			99.90%							99.50%	<input checked="" type="checkbox"/>	Sim Dixon	
CdBS2 (C)	Percentage of calls to ICT helpdesk resolved within agreed timescales (by period)	85.00%	95%			87.50%			84.50%							95%	<input type="checkbox"/>	Sim Dixon	Infrastructure staff dealing with project work continues to impact the resolution of calls in agreed turnaround times.
CdBS3 (C)	Percentage of responses to FOI requests sent within 20 working days (by month)	new PI	new PI	57.00%	82.00%	100.00%	100.00%	100.00%	100.00%							90%	<input type="checkbox"/>	Sim Dixon	Values missing due to staff absence, will be updated as soon as possible. Due to deadlines for processing, this will always be reported one month in arrear.
CdF1 (C)	Percentage of small businesses paid within 15 days (by period)	new PI	new PI			80.90%			82.60%							90%	<input type="checkbox"/>	Rodney Fincham	133 out of 161 small business invoices paid within 15 days.
CdLD2 (C)	The percentage response to the annual canvass	96.00%	94%	annual PI												94%	?	Joanna Swift	Reported annually.
CdLD3 (C)	Percentage of standard searches carried out within five working days (by period)	100.00%	100%			100.00%			100.00%							100%	<input checked="" type="checkbox"/>	Joanna Swift	304 qualifying searches received - 304 carried out within 5 working days
<b>Customer services</b>																			
CdCS1 (C)	New measure for complaints - t.b.a.	new PI	new PI				n/a									t.b.a.	n/a	Nicola Ellis	New PI for when the joint customer services team is implemented.



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

## 1. Purpose of Report

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

## RECOMMENDATION

Cabinet are asked to note these service plans.

## 2. Reasons for Recommendations

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

## 3. Content of Report

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

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

## 4. Consultation

*Not Applicable.*

## 5. Options

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

## 7. Corporate Implications

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

*3.2 Legal – None.*

- 3.3 *Resources – Service plans are a useful tool to help monitor progress made by the Council to improve service delivery.*
- 3.4 *Risks issues – Critical operational risks are reviewed as part of the service planning process.*
- 3.5 *Equalities – Equalities are considered during the service planning process.*
- 3.6 *Sustainability – any sustainability implications are fed into the service Actions Plans.*

## 8. Links to Council Policy Objectives

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

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

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

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

## 9. Next Step

*Service plans will be adopted and implemented.*

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

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



**Service Plan Summary**

Business Support

Service Plan April 2016 to March 2017

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

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

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

Business Support





## Service Plan Summary

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

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

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

To improve the provision of information to all members.

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

### Transformation Programme Management

Support service reviews.

Contribute to the successful implementation of shared services.

Contribute to the Transformation agenda

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

Transparent governance structure for all projects.

## Section 2 - Key achievements/outcomes for 2015/16

### Key achievements and outcomes during 2015/16

#### ICT

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

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

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

#### Information Management

Shared IT strategy developed and approved.

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

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

#### Transformation Programme Management

Business Support

Classification: OFFICIAL



## Service Plan Summary

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

### Section 3 - Know your customer

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

Main customers are:

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

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

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

### Section 4 – Action plan

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



## Service Plan Summary

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

### Section 5 – Key Performance indicators

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



**Service Plan Summary**

**Section 6 – Critical Risks**

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

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

Business Support



Service Plan Summary

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



**Service Plan Summary**

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

**Section 7 – Costs and cost comparison information**

**Cost information**

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





**Service Plan Summary**

Communications, Performance and Policy

**Service Plan April 2016 to March 2017**

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

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

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

Communications, Performance and Policy

Classification: OFFICIAL



## Service Plan Summary

insight profiles;

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

Lead Councils' approach to corporate planning and performance management

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

### Section 2 - Key achievements/outcomes for 2015/16

#### Key achievements and outcomes during 2015/16

##### Communications

Shared service review conducted and new team implemented effective 1<sup>st</sup> August 2015.

Continued to provide a good quality media relations service to promote council services and events across both councils

Continued to lead on the HS2 communications campaign including launching the Chilterns Long Tunnel to the national media and support the HS2 project team preparing evidence for the Select Committee

Improved and increased the monitoring and reporting of media including social media

Brought together the two staff magazines (now Staff News)

Supported the Democratic Services teams at both councils with the new member induction programme

Provided PR support for the third Pride of Bucks awards

Provided PR support for the new Aylesbury Crematorium

Provided PR support to the HR team with the harmonisation of terms and conditions for staff and shared service reviews

Provided PR support to the elections teams for the parliamentary, district and parish elections

Developed a new Members Bulletin

Supported the Youth Awards

##### Performance and Policy

Shared service review conducted and implemented effective 1<sup>st</sup> August 2015.

Both councils kept informed of progress by Airports Commission, including the results in the final report

Continued to support the Joint Strategic Partnership and developed a new approach to the meetings

Performance reporting updated with new style quarterly and annual reports. Quarterly Heads of Service reports introduced.

Updates provided on many issues, such as Health Profiles, Wards – including new SBDC wards not yet recognised by ONS, Learning Curve, Greenhouse Gas Emissions.

Promoted use of the new SmartSurvey consultation software

Developed and embedded the Joint Business Plan

Managed the LGA Corporate Peer Challenge visit and supported the Leaders and Management Team with the resulting action plan





## Service Plan Summary

### Section 3 - Know your customer

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

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

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

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

### Section 4 – Action plan

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



**Service Plan Summary**

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

Communications, Performance and Policy



## Service Plan Summary

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

### Section 5 – Key Performance indicators

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



**Service Plan Summary**

**Section 6 – Critical Risks**

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

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



**Service Plan Summary**

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

**Section 7 – Costs and cost comparison information**

**Cost information**

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



## Service Plan Summary

### Customer Services

Service Plan April 2016 to March 2017

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

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





## Service Plan Summary

### Key Service Aims & Objectives

#### Customer services

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

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

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

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

#### Revenues and Benefits

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

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

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

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

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

### Section 2 - Key achievements/outcomes for 2015/16

#### Key achievements and outcomes during 2015/16

#### Customer services

Business case for Customer Services Shared Service approved.

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

Refurbishment and redesign of front of house.

Improved IT access facilities for customers to self-serve.

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

Developed training programme for Shared Customer Services team.

Developed consistent management information and monitoring.

#### Revenues and Benefits

Completed shared service review and business case approved 16<sup>th</sup> November 2015

Appointed to Revenues Shared Service structure due for implementation on 1<sup>st</sup> April 2016

Successfully transferred benefit fraud to Single Fraud Investigation Service

Implemented new discretionary rate relief.

Customer Services

Classification: OFFICIAL



## Service Plan Summary

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

### Section 3 - Know your customer

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

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

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

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

### Section 4 – Action plan

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





**Service Plan Summary**

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



## Service Plan Summary

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

### Section 5 – Key Performance Indicators

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

Customer Services

Classification: OFFICIAL

## Service Plan Summary

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

### Section 6 – Critical Risks

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



## Service Plan Summary

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

### Section 7 – Costs and cost comparison information

#### Cost information

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

## Service Plan Summary

### Environment

#### Service Plan April 2016 to March 2017

#### Service units covered by plan

Contract Services  
Estates, Facilities & Parking

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

Key Service Functions	Portfolio reporting to	Statutory/Mandatory
Provide refuse (including clinical waste collection), street cleansing and recycling service (As required by The Environmental Protection Act 1990 and The Household Waste and Recycling Act 2003) and in compliance with the Waste England and Wales Regulations 2011 (as amended)	Environment	<input checked="" type="checkbox"/>
Ensuring that unwanted electrical and electronic equipment is safely treated and disposed of (EU Waste Electrical & Electronic Equipment Directive 2007)	Environment	<input checked="" type="checkbox"/>
Aim to decrease the generation of residual waste and increase recycling/composting rates in line with the waste hierarchy as set out in the Waste Framework Directive, 2010.	Environment	<input checked="" type="checkbox"/>
Deal with fly tipping, littering & nuisance /abandoned vehicles (Clean Neighbourhoods and Environment Act 2005/Removal and Disposal of Vehicle Regulations 1986 (plus 2002 amendments) and the relevant part of the Road Traffic Regulations Act 1986).	Environment	<input checked="" type="checkbox"/>
Responsibility for general and strategic property management including operational and non-operational property and including compliance of Council property with the Disability Discrimination Act and other related legislation / guidance.	Environment	<input checked="" type="checkbox"/>
Riparian responsibilities and powers under the Land Drainage Act 1991	Environment	<input checked="" type="checkbox"/>
Public Health Act – requirement to provide street name plates and street naming	Environment	<input checked="" type="checkbox"/>
Act as a burial authority (Cemeteries Act 1977)	Environment	<input checked="" type="checkbox"/>
Community Right to bid.	Environment	<input checked="" type="checkbox"/>
Management of energy and water contracts and usage within Council properties and compliance with energy legislation	Environment	<input checked="" type="checkbox"/>
Management of the Council's Asset Management Plan	Environment	<input checked="" type="checkbox"/>
Overseeing of street markets / common land	Environment	<input checked="" type="checkbox"/>

### Environment



**Service Plan Summary**

**Key Service Aims & Objectives**

**Contract Services**

Shared service review commenced and will conclude 16/17

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

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

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

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

Improve our street scene by reducing flyposting and graffiti

Management of property related contracts and grounds maintenance contracts

**Estates, Facilities & Parking**

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

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

Manage and operate pay and display car parks in the district

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

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

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

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

**Section 2 - Key achievements/outcomes for 2015/16**

**Key achievements and outcomes during 2015/16**

**Contract Services**

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

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

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

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

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

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

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

Environment





## Service Plan Summary

### Estates, Facilities & Parking

Shared service review implemented in Parking, Estates and Facilities.

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

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

Management of property portfolio to budget and progressing capital projects.

### Section 3 - Know your customer

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

Chiltern has a population of 93,980 and 38,931 households. Wycombe District has a population of 175,000 and 70,680 for which waste service are delivered in partnership with Chiltern. A waste and recycling collection service is provided to all the households within the District, together with a Collect and Return and clinical waste collection service. Schools and interest groups within the district are visited as part of the waste communication initiatives. Street cleansing, litter collection and fly tip removal are also carried out across both districts, providing residents with a clean local environment to live and work in.

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

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

### Section 4 – Action plan

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

Environment

Classification: OFFICIAL



## Service Plan Summary

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

### Section 5 – Key Performance indicators

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





**Service Plan Summary**

**Section 6 – Critical Risks**

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

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



## Service Plan Summary

Operational risk code and title	Relevance / Mitigation
CSB PFE03 Flooding from & defective Critical Ordinary Watercourses	Areas of responsibility identified, defects attended to. Consultant's report 02/03 identified COW details in District. Riparian Owners contacted & advised of responsibilities. Mitigating actions are now concentrated on managing potential flooding, e.g. provision of sandbags etc.
CSB PFE04 Illegal Occupancy of Council Land	Early warning of movement through joint working with BCC traveller unit. Physical barriers to prevent access. Established procedures with TVP & BCC to effect quickest removal permitted by legal constraints. Established procedures for removal of debris & detritus after occupancy of land.
CSB PFE05 Failure to provide an effective, quality crematorium service	<ol style="list-style-type: none"> <li>1. Full IT back-up service provided by CDC IT, with short term manual back-up procedures in place for short outages.</li> <li>2. Paper records help in fireproof cabinets until backed up on computer.</li> <li>3. Robust staff recruitment, selection, performance management and training procedures in place.</li> <li>4. Staff trained to multi-task including grounds maintenance and office staff as relief cremator operators.</li> <li>5. Facility in place with telephone provider (BT) to redirect 'phones to Crematorium mobile in the event of telephone line problems.</li> <li>6. Superintendent ensures procedures are in place to minimise as far as possible single person dependence with all work procedures fully documented ensuring details of bookings and cremations are fully checked and confirmed.</li> <li>7. Segregation of duties in place with responsibilities fully defined.</li> <li>8. Buildings and associated plant and equipment routinely maintained in good condition, including fire alarm and security systems.</li> <li>9. Emergency generator installed in the event of a power failure.</li> <li>10. Emergency plan in place and volunteers from participating authorities have been identified and trained to help run the Crematorium in the event of a disaster or epidemic.</li> <li>11. Periodic refresher training takes place, new staff are fully trained in all procedures and all staff are trained to strictly follow procedures.</li> </ol>
CSB WR01 Failure to provide services within required timescales including inclement weather and following appropriate legislation	Officers are trained in relevant legislation. Additional training provided as required. Clear procedures in place.
CSB WR02 Failure to ensure operations are carried out to minimise the risk of an incident caused by a health and safety breach.	Officers use appropriate PPE and follow RA's, visit in pairs / use Wycombe Alert system at weekends / evenings. Services well specified and contractors monitored for performance against contract, compliance with legislation and H & S risks managed. Procedure in place for dealing with release of chemicals/pollution as a result of fly tipping, and H & S controls are in place. Work underway on reviewing risk assessments and SSOW (Safe systems of work).

Environment

Classification: OFFICIAL



**Service Plan Summary**

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

**Section 7 – Costs and cost comparison information**

**Cost information**

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

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

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

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

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

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



**Service Plan Summary**

Finance

**Service Plan April 2016 to March 2017**

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

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

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



## Service Plan Summary

### Section 2 - Key achievements/outcomes for 2015/16

#### Key achievements and outcomes during 2015/16

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

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

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

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

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

### Section 3 - Know your customer

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

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

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

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

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

### Section 4 – Action plan

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Help devise a longer term financial strategy to address the imminent funding gap and longer term funding pressures.	This needs to take into account the proposed changes to local authority funding, specifically the proposal for 100% retention of NDR monies and the phasing out of RSG.	Value for money
Retender for joint Merchant Card Service.	•	Value for money
Retender for joint Internal Audit services – Contract expires 31 March 17.	•	Value for money

## Service Plan Summary

### Section 5 – Key Performance Indicators

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

### Section 6 – Critical Risks

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

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

Finance

Classification: OFFICIAL





Service Plan Summary

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



**Service Plan Summary**

Operational risk code and title	Relevance / Mitigation
CSB BR04 The Authority will fail to keep within its capital programme.	1. Review the remaining capital programme. 2. The capital receipts budget is set prudently. Major projects, including asset sales, are managed in accordance with the Council’s project management framework and regular update reports are presented to Members. 3. Major capital projects are managed in accordance with the Council’s project management framework and regular update reports are presented to Members.
CSB FS01 Inaccurate Financial Information	Adequately resourced finance team, internal control framework.
CSB FS02 Treasury Management	Investments are only made in line with the Treasury Management Strategy and with institutions with good credit ratings.
CSB FS03 Fraud/Error	Internal control framework, Internal Audit.
CSB FS04 Non Compliance with Financial Rules & Regulations	Internal control framework, Internal Audit, Skilled and experience finance team, training etc.

**Section 7 – Costs and cost comparison information**

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





**Shared Service Plan Summary**

Healthy Communities

Service Plan April 2016 to March 2017

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

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

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



## Shared Service Plan Summary

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



## Shared Service Plan Summary

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

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

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

### Licensing

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

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

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

## Section 2 - Key achievements/outcomes for 2015/16

### Key achievements and outcomes during 2015/16

#### Community and Leisure

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

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

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

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

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

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

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

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

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

#### Community Safety

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

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

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

Continued reduction in crime and disorder across both Councils

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



**Shared Service Plan Summary**

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



## Shared Service Plan Summary

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

### Section 3 - Know your customer

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

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

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

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

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

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

### Section 4 – Action plan

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



**Shared Service Plan Summary**

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





### Shared Service Plan Summary

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



**Shared Service Plan Summary**

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



## Shared Service Plan Summary

### Section 5 – Key Performance Indicators

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



**Shared Service Plan Summary**

PI Code	Short Name	2014/15 Value	2014/15 Target	Updated	Value	Annual Target 2015/16	Future Targets		
							2016/17	2017/18	2018/19
	quarterly)								
CdSE1 (C)	Cumulative CO2 reduction from local authority operations from base year of 2008/09 (annual)		1.3%	2013/14	22.0%	1.3%	11.7%	12.0%	12%
CdSE2 (C)	Planning to adapt to climate change (5 levels of performance 0=low 5= high) (annual)	3	4	2014/15	3	4	4	4	4
<b>Housing</b>									
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)	1	0	September 2015	3	0	0	0	0
CdHS2 (C)	Number of affordable homes delivered by (i) new build (ii) vacancies generated by local authority scheme (iii) acquisition of existing properties for social housing (cumulative)	42	33	September 2015	13	33	33	33	33
CdHS3 i (C)	Average Length of stay in B & B temporary accommodation	3.3	5	September 2015	9.2	5	10	8	6

## Shared Service Plan Summary

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



**Shared Service Plan Summary**

**Section 6 – Critical Risks**

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

## Shared Service Plan Summary

Operational risk code and title	Relevance / Mitigation
<b>Community and Leisure</b>	
CSB Comm01 Failure to safeguard children and vulnerable adults	<ol style="list-style-type: none"> <li>1. Revised joint policy and procedures being developed</li> <li>2. Training to staff to be reviewed and implemented as result of turnover across both councils</li> <li>3. Safe recruitment practices being undertaken and reviewed</li> </ol>
CSB Comm02 Risk of incurring legal action	<ol style="list-style-type: none"> <li>1. Regular inspections to comply with contractual obligations.</li> <li>2. Risk assessments are undertaken for all aspects of services provision to ensure controls are adequate. Actions are taken as required to comply with the above.</li> <li>3. Buildings are checked annually by surveyors. As a result of inspections the rolling capital programme is adjusted to account for works required.</li> </ol>
CSB Comm03 Prevention violent Extremism	<ol style="list-style-type: none"> <li>1. Chiltern and South Bucks CSP Prevent Action Plan</li> <li>2. Effective engagement with communities</li> <li>3. WRAP training and safeguarding training being undertaken to staff</li> <li>4. Community grants used to promote cohesion</li> <li>5. Monitor community feeling via the Community Safety Team and front line staff</li> <li>6. Engagement with the voluntary and community sector</li> <li>7 Regular liaison with the wider community</li> <li>8. Regular liaison with the facility committees</li> <li>9. Communication and information with relevant parties</li> <li>10. Community Impact Assessment to be maintained</li> </ol>
<b>Community Safety</b>	
CSB ComSaf01 Increased crime and disorder arising from budget reduction	<p>Communication and information with relevant parties</p> <p>Community Impact Assessment to be maintained</p>
<b>Environmental Health</b>	
CSB EH01 Incorrect decisions resulting in legal challenge	<p>Mentor and train staff and monitor case work</p> <p>Manage training through performance appraisal and training plan processes Officers not to give advice and information on areas that they do not have expertise in.</p>
CSB EH02 Loss of key staff resulting from shared service process	<p>Support staff through the change management process involved in shared services</p>
<b>Housing</b>	
CSB HS01a Increased use of B+B - CDC	<p>Increase the focus on prevention of homelessness.</p> <p>Manage the numbers placed in B+B placements to support move to TA. Increase the monitoring frequency and discussion over the controls</p>
CSB HS01b Increased use of B+B - SBDC	<p>Increase the focus on prevention of homelessness.</p> <p>Manage the numbers placed in B+B placements to support move to TA. Increase the monitoring frequency and discussion over the controls</p>
CSB HS02 Loss of key staff	<p>Appoint agency staff</p> <p>Recruit to permanent positions</p>



### Shared Service Plan Summary

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

### Section 7 – Costs and cost comparison information

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

## Service Plan Summary

### Human Resources

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

<b>Service units covered by plan</b>	Personnel Training Equalities
--------------------------------------	-------------------------------------

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

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

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





## Service Plan Summary

### Section 2 - Key achievements/outcomes for 2015/16

#### Key achievements and outcomes during 2015/16

HR Shared services review completed and implemented 1<sup>st</sup> September 2015.

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

2014/15 Joint Staff Survey conducted with positive results.

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

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

Sourced external provider to build joint HR data base.

Developed Joint Pay Policy.

### Section 3 - Shared Services programme

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

The service review has been completed and the new service implemented 1<sup>st</sup> September 2015.

### Section 4 - Know your customer

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

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

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

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

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





**Service Plan Summary**

**Section 5 - Action plan**

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Ensure HR capacity is available to support shared services, including phase 3	Review HR resource against phase 3 programme	Value for money
Lead the development and implementation of an organisational development strategy	Hold workshops to develop the strategy Draft strategy for approval Obtain approval Publicise strategy Develop action plan to implement strategy Implement.	Business continuity
Lead the establishment of succession planning arrangements to support shared partnership requirements	Hold workshops to develop the strategy Draft strategy for approval Obtain approval Publicise strategy Develop action plan to implement strategy Implement.	Business continuity
Evaluate future skills and behaviours	Identify required skills and behaviours needed to meet organisational development and succession planning strategies Identify existing skills and behaviours Identify gaps Develop an action plan to enable gaps to be filled Implement action plan Review results Feed back into process.	Business continuity
Shared Competency and Performance Review Process	Develop shared competency framework Develop shared performance review process Consult with UNISON and staff Training and implementation Implement.	Staff and managers proactively accessing performance and learning opportunities leading to higher employee motivation and engagement and hence better customer care and improvement to services
Implement approach to Organisation Development in conjunction with Management	Work to phase 3 programme	This will contribute to the delivery of good quality services, ensuring resilience of those services and deliver the required savings

## Service Plan Summary

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

### Section 6 - Performance indicators

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

### Section 7 - Critical Risks

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

## Service Plan Summary

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

## Service Plan Summary

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

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

Human Resources

Classification: OFFICIAL

6



**Service Plan Summary**

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

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

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

## Service Plan Summary

### Legal & Democratic

#### Service Plan April 2016 to March 2017

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

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

#### Key Service Aims & Objectives

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

Legal and Democratic Services

Classification: OFFICIAL





## Service Plan Summary

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

### Section 2 - Key achievements/outcomes for 2015/16

<b>Key achievements and outcomes during 2015/16</b>
<b>Democratic &amp; Electoral Services</b>
Successful management of the Parliamentary, Local and Parish Council elections in May 2015 at both CDC and SBDC
Implementation of IER and new register of electors across both Districts
Managing a successful induction programme for new members at both CDC and SBDC following the elections in May
<b>Land Charges</b>
Consistently maintaining an average turnaround times for local searches of 2 working days
<b>Legal Services</b>
Implementation of the legal case management and time-recording system
Support to the Councils' respective petitions against HS2 including appearances at the Select Committee and negotiations on the Councils mitigation requirements
Providing legal support to a number of high profile contract, planning and litigation matters



**Service Plan Summary**

**Section 3 - Know your customer**

**Who are the main customers for the service?**

The customers for Legal are internal departments and council members. Land Charges customers are solicitors or agents acting for home buyers whilst Democratic and Electoral Services provide services to councillors, internal departments and particularly those writing reports and all members of the public who are eligible to vote.

The Joint Legal services team will be developing its electronic case management and time-recording system to increase efficiencies and enable more flexible working, as well as maximising income from external charging.

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

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

**Section 4 – Action plan**

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





**Service Plan Summary**

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

**Section 5 – Key Performance indicators**

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

## Service Plan Summary

### Section 6 – Critical Risks

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

Operational risk code and title	Relevance / Mitigation
CSB L&DS01 Failure to provide accurate, up to date legal advice on time.	<ol style="list-style-type: none"> <li>Regular training undertaken by legal staff to ensure knowledge base is current - relevant training identified at annual appraisal and training plan set up within budget.</li> <li>Professional staff to meet CPD requirements.</li> <li>Staff share knowledge gained with other legal staff and relevant client depts.</li> <li>Head of Legal maintains training record and budget monitoring.</li> <li>Maintain Professional Indemnity Insurance.</li> <li>Seek to ensure all draft reports are submitted to legal before finalised. All matters open to question should be referred to the Monitoring Officer.</li> <li>Any relevant training is recognised through Annual Appraisals and Annual Training Plan set for legal services.</li> <li>Comply with Corporate H&amp;S stress policy if work overload issues.</li> <li>Section head allocates work of the section and monitors and reviews workloads - particularly at annual appraisal.</li> <li>Team meetings held 6 weekly - opportunity to raise staff issues. Updates on workloads reported to DMT.</li> </ol>
CSB L&DS03 Loss of staff in land charges causing backlogs resulting in complaints, reputational damage and loss of business	Limited opportunity to cover within section if staff are absent. Additionally, one member of staff at CDC is of retirement age so need to think about planning for replacement.
CSB L&DS04 Failure to comply with the Constitution, Rules of Procedure, Codes and Protocols and statutory requirements for Council, Cabinet and Committee meetings.	<p>Documents handled by more than one person</p> <p>Letters to be checked &amp; signed by responsible officer</p> <p>Use of standard letter / report &amp; Minute formats to ensure accuracy &amp; consistency</p> <p>Forward plan in place with regular reminders sent out to ensure compliance with publication deadlines</p>
CSB L&DS06 Failure to implement individual Electoral Registration in accordance with statutory timetable.	Put robust project management procedures in place with contingency plans should key staff be unavailable.



## Service Plan Summary

### Section 7 – Costs and cost comparison information

#### Cost information

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

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

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

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

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

## Service Plan Summary

### Sustainable Development

#### Service Plan April 2016 to March 2017

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

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



**Service Plan Summary**

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

**Key Service Aims & Objectives**

**Building Control**

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

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

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

**Development Management**

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

To successfully defend the Councils' decisions at appeal.

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

**Planning Policy**

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

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

**Section 2 - Key achievements/outcomes for 2015/16**

**Key achievements and outcomes during 2015/16**

**Building Control**

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

Continued to maintain a high level of customer satisfaction.

Increased number of partners.

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

Ran a number of courses and seminars for customers.

Appointed a trainee and assistant building control surveyor.

**Development Management**

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



## Service Plan Summary

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

### Section 3 - Know your customer

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

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

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

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

Building Control – direct customers – applicants, agents, property owners, builders, Members, Thames Water, Land Charges team, solicitors, Planning, Housing team, Disabled groups

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

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



## Service Plan Summary

### Section 4 – Action plan

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

### Section 5 – Key Performance indicators

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

## Service Plan Summary

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





## Service Plan Summary

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

## Section 6 – Critical Risks

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



**Service Plan Summary**

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

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



**Service Plan Summary**

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



**Service Plan Summary**

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

**Section 7 – Costs and cost comparison information**

**Cost information**

Building Control: budgeted costs for 2015/16 are the 4<sup>th</sup> highest in the comparator group of 18 district councils, per head of population. Despite this, budgeted costs for 2015/16 are 35.4% lower than those for 2013/14 as a result of staff savings from the joint service. Development Management and Planning Policy budgeted costs for 2015/16 are 4<sup>th</sup> highest and 7<sup>th</sup> highest respectively, per head of population, in the comparator group of 18 district councils. Since the Council has a relatively small population, these costs tend to be on the higher side, reflecting the high fixed cost element of providing the service, the high numbers of applications per head of population, the high priority that Members place on protecting the Green Belt and the cost of protecting the overall character of the District. Additionally, Planning Policy costs vary each year depending on what Local Plan documents are being prepared (some require a more extensive and specialist evidence base than others), and the stage they are at. Despite this, development management budgeted costs for 2015/16 are 2.9% lower than those for 2013/14, whereas planning policy budgeted costs for 2015/16 are 48.6% higher than those for 2013/14 reflecting the local plan preparation stage.