

Declarations of Interest

Any Member attending the meeting is reminded of the requirement to declare if he/she has a personal interest in any item of business, as defined in the Code of Conduct. If that interest is a prejudicial interest as defined in the Code the Member should also withdraw from the meeting.

A G E N D A

(Pages)

1. **Apologies for Absence**
2. **Minutes**

To confirm the minutes of the meeting held on 15 December 2016. **(7 - 12)**
- A. LEADER'S REPORTS*
3. **Forward Plan of Executive Decisions**

To receive the 28 Day Notice

Appendix 1 - Cabinet 28 Day Notice **(13 - 18)**
Appendix 2 - Joint Committee 28 Day Notice (Working Draft) **(19 - 22)**
4. **Revenue Budget and Council Tax 2017/18**

To consider the report of the Leader of the Council. **(23 - 32)**

Appendix A **(33 - 36)**
Appendix B **(37 - 38)**
Appendix C **(39 - 44)**
Appendix D **(45 - 46)**
Appendix E **(47 - 66)**
Appendix F **(To follow)**
5. **Economic Development Strategy**

To consider the report of the Leader of the Council **(67 - 76)**

Appendix **(77 - 122)**
6. **Application to Allocate Section 106 Funding** **(123 - 126)**

Appendix: Exceptions Notice **(127 - 128)**
7. **Quarter 2 Performance Report 2016-17**

To consider the report of the Leader of the Council **(129 - 130)**

Appendix 1 **(131 - 132)**

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8. **Service Plan Summaries 2017/18**

To consider the report of the Leader of the Council. (137 - 138)

Appendix (139 - 240)

B. REPORTS OF THE PORTFOLIO HOLDERS

9. **Healthy Communities**

To note the minutes of the meeting of the PAG held on 05 December 2016 and consider the Portfolio Holder's recommendations as set out in: (241 - 310)

Minute 68 - Portfolio Budgets 2017/18

Minute 69 - Review of the Council's Community Development, Subs and Donations and Chairman's Community Fund Grants

Minute 70 - Local Authority Lottery

Minute 72 - Joint Private Sector Housing Strategy and Financial Assistance Policy

Minute 73 - Chiltern District Council and South Bucks District Council Temporary Accommodation Framework

10. **Environment**

To note the minutes of the meeting of the PAG held on 6 December 2016 and consider the Portfolio Holder's recommendations as set out in: (311 - 322)

Minute 19 Portfolio Holder Budgets

Minute 20 Garden Waste Collection Charges 2017-18

Minute 21 Waste Containers

11. **Resources**

i) To note the minutes of the meeting of the PAG held on 8 December 2016 and consider the Portfolio Holder's recommendations as set out in: (323 - 368)

Minute 52 Portfolio Holder Budgets

ii) To note the minutes of the meeting of the PAG held on 25 January 2017 (minutes to follow) and consider the Portfolio Holder's recommendations as set out in:

Minute 62 Establishment of a Local Authority Trading Company

Minute 63 Annual Treasury Management Strategy 2017/18

Minute 64 Capital Programme 2017/18 - 2020/21

Minute 68 Gerrards Cross Police Station (report in part II of the agenda)

12. **Sustainable Development**

To note the minutes of the meeting of the PAG held on 22 November 2016 and consider the Portfolio Holder's recommendations as set out in:

(369 - 372)

Minute 53 Portfolio Holder Budgets

13. **Any other business which the Leader decides is urgent**

14. **Exclusion of Public**

The Leader to move the following resolution:-

"that under Section 100A(4) of the Local Government Act 1974 the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A to the Act "

Paragraph 1	Information relating to any individual
Paragraph 2	Information which is likely to reveal the identity of any individual.
Paragraph 3	Information relating to the financial or business affairs of any particular persons (including the authority holding that information).
Paragraph 5	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

15. **Part II Resources**

- i) To note the Part II minutes of the meeting of the PAG held on 8 December 2016 and consider the Portfolio Holder's recommendations as set out in:

(373 - 420)

Minute 57 Review of Discretionary Rate Relief
Minute 58 Bad Debt Write Off
Minute 60 Building Services, Maintenance, Cleaning and Associated Services at CDC and SBDC

- ii) Gerrards Cross Police Station Report which went to Resources PAG on 25 January 2017 is attached. See agenda item 11 for the minutes and recommendations.

16. **Part II Sustainable Development**

To note the Part II minutes of the meeting of the PAG held on 22 November 2016 and consider the Portfolio Holder's recommendations as set out in:

(421 - 428)

Minute 58 High Speed 2 Update

The next meeting is due to take place on Tuesday, 25 April 2017

CABINET**Meeting - 15 December 2016**

Present: Mr Bagge, Mr Naylor, Mr Egleton, Mrs Sullivan and Mr Kelly

31. MINUTES

The minutes of the meeting of the Cabinet held on 11 October 2016 and 25 October 2016 were confirmed and signed by the Leader.

32. FORWARD PLAN OF EXECUTIVE DECISIONS

The Cabinet received a copy of the 28 Day Notice prepared in accordance with Regulation 9 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 setting out the key (and non-key) decisions the Cabinet was intending to make at public and private meetings.

The Cabinet also received a copy of the 28 Day Notice setting out the key (and non-key) decisions the Chiltern and South Bucks Joint Committee were intending to make at public and private meetings. Members requested that all future agenda items for decisions are included on the Joint Committee's 28 Day Notice, in line with the Cabinet's 28 Day Notice.

RESOLVED that the 28 Day Notices be noted and all future key and non-key decisions be included in the Joint 28 Day Notice.

33. CALENDAR OF MEETINGS 2017/2018

The Cabinet received the draft Calendar of Meetings for 2017/18 – spanning 15 May 2017 to 23 May 2018 - for Members' comments prior to submission to Council.

Members noted that the calendar was required to be set out in advance in order to assist with the forward planning of the Council's business, with regard to the dates of meetings of other authorities and bodies, and the booking of accommodation.

After considering the draft calendar of meetings, the Cabinet **RECOMMENDED** to Council that the proposed calendar of meetings 2017/18 be adopted

34. DRAFT REVENUE BUDGET 2017/18

The Cabinet received a report which set out the main factors behind the draft revenue budget that would be reviewed in detail by the PAGs and outlined the main issues affecting the Council's future financial position.

Members considered the draft revenue budget which would form the basis of setting the council tax. The report detailed the progress to date based on

- the financial outturn for 2015/16 and information from the current year's budget monitoring
- The draft 2017/18 base budget built up using the following assumptions:
 - Salaries inflation from April 2017 of 1%

Cabinet - 15 December 2016

- Contracts inflation 2% (unless different rate specified within contract)
- Business rates 2.5%
- Gas 4.0%, Electricity 4.0% and Water 4.0%
- Insurance 0.5%
- Other 0%

Members noted that the draft budget had been set within the context of the Medium Term Financial Strategy, approved by Council in November, and indicated that council tax would be increased by £5 in 2017/18. It was further shown that the Council would incur borrowing costs and see a reduction in investment income from the undertaking of prudential borrowing in order to support major investment projects.

The information provided in paragraph 6 summarised the main points of the Autumn Statement and Financial Settlement 2017/18 (further detail on the Autumn Statement/Spending Review attached as Appendix C), with the following planned areas for investment:

- Acceleration of new housing supply;
- Tackling congestion on roads;
- Supporting the market to roll out full-fibre connections and future 5G communications;
- Enhancing the UK's position as a world leader in science and innovation.

Cabinet Members were also updated on the Government's recent announcement creating more flexibility by allowing the social care precept to rise by an additional 1 per cent in 2017/18 and 2018/19 (from 2 per cent to 3 per cent), on condition that the total increase to 2019/20 does not exceed 6 per cent.

Members were also advised that the New Homes Bonus allocation for 2017/18 was broadly in line with the estimate in the Medium Term Financial Forecast, including the estimated effect of the Government's changes to the distribution of this funding.

The Cabinet were asked to consider the potential levels of use of reserves - general and earmarked - which are assumed in the draft budget as £183k, which is significantly less than anticipated when updating the Medium Term Financial Strategy earlier in the year.

After discussions, it was **RESOLVED** that:

- the report forms the basis of the draft revenue budget for 2017/18, and be updated to reflect the outcomes of the Local Government Finance Settlement and related announcements.
- officers are instructed to examine options to reduce the planned use of the General reserves in the draft 2017/18 budget.

35. **CHILTERN AND WYCOMBE JOINT WASTE COLLECTION COMMITTEE - REVISED CONSTITUTION TO INCLUDE SOUTH BUCKS**

The Cabinet considered a report setting out a revised constitution (attached as Appendix 1 to the report) for the Chiltern and Wycombe Joint Waste Collection Committee to now include South Bucks as waste concerns are dealt with by one joint team for all three Districts.

Members noted that the extension to the membership of the JWCC would allow for the most efficient management of the current waste contracts and will enable consideration to be given to a possible future joint procurement involving all three authorities, with the JWCC having monitored and managed the strategic aspects of the joint contract. This was supported by the current membership of the JWCC.

It was explained to Members that since October 2016, and following the adoption of joint working arrangements between South Bucks and Chiltern, a new structure with a joint team has been in place. As the two authorities currently have separate waste contracts, voting rights within the draft constitution restrict the ability of members of one Council to vote on issues relating to the existing contractual arrangements of the other Council(s). Members also noted that the Chiltern and Wycombe's joint contract with Serco comes to the end of its first seven year period in March 2020 and South Bucks' contract with Biffa comes to an end in 2021, it was suggested that the contract ends be aligned if possible.

Members also agreed that the three authorities working together would make more efficiency savings.

After questions and answers, it was **RESOLVED** that

- 1) South Bucks District Council be included in the membership of the Chiltern and Wycombe Joint Waste Collection Committee (JWCC)
- 2) the draft amended Constitution and Terms of Reference appended to the report and authority be delegated to the Head of Legal and Democratic Services in consultation with the relevant Portfolio Holders and the Head of Environment, to agree the finalised wording.
- 3) Provided each proposed constituent member authority of the extended JWCC agrees the principle under recommendation (1) above, the Constitution and Terms of Reference as amended shall come into effect on a date to be advised by the Head of Legal and Democratic Services.

It was also **RECOMMENDED** to Council that:

- 4) the Council's Constitution be updated to reflect the agreed changes.

36. **SUSTAINABLE DEVELOPMENT - HEATHROW EXPANSION**

Members received a report on the Government's decision regarding Heathrow Expansion, Heathrow Strategic Planning Group, and discussions with Heathrow Airport Ltd with regard to a Memorandum of Understanding between the parties.

Members were informed that the Government had accepted the Airport Commission's findings – summarised in Appendix 1 – and had made the recommendation that Heathrow Airport be expanded to create a third runway. Since this decision on 25 October 2016, a statement of principles has been agreed by Heathrow Airport Ltd and the Secretary of State for Transport. Members were advised that early in 2017 a draft National Policy Statement will be published – subject to a 16-week consultation period – detailing the framework under which expansion can take place.

Meetings had been held with Heathrow Airport Ltd in order to gain a Memorandum of Understanding, which would require multi-agency co-operation in order to address all pertinent issues surrounding the Heathrow Expansion.

Cabinet noted the following

- 1) the Government recommendation that additional runway capacity in the South East of England is provided at Heathrow with a 3rd Runway.
- 2) Whilst South Bucks District Council recognises the economic benefits and growth that expansion will bring to the area, there are concerns about negative impacts on our residents

including from aircraft (particularly new routings or flight paths) and ground noise, reduction in air quality, pollution and construction impacts and additional traffic from displaced businesses and that SBDC will be seeking assurances and financial mitigation from Heathrow Airport Ltd regarding these impacts;

- 3) that the Development Consent Order process will impose significant resource issues on the Council which will require appropriate compensation.

And further **RESOLVED** that:

- 4) the ongoing negotiations with Heathrow Airport Ltd be noted and a Memorandum of Understanding be agreed to cover future staff resources and authority be delegated to the Chief Executive in consultation with the Leader and the Head of Legal and Democratic Services to approve any future settlement.

37. **HEALTHY COMMUNITIES - EXTENSION TO THE GLL CONTRACT TO MANAGE THE EVREHAM CENTRE**

Members considered the report Extension to the GLL Contract to Manage the Evreham Centre.

The report detailed that the current User Agreement was between SBDC and Bucks County Council (BCC), who jointly fund the Evreham centre. Members clarified the legal status of the agreement and noted that on a day-to-day basis the centre is run by Greenwich Leisure Ltd (GLL).

It was noted that there is low footfall and GLL is currently subsidising the centre at a rate of £30k pa. It is intended that the centre is kept open until 2021, whilst replacement options and the redevelopment of the site is researched by a joint Project Group. Members acknowledged that some short-term repair work is necessary, which will be paid for using the joint maintenance budget.

After questions and answers, it was **RESOLVED** to:

- 1) Continue to operate the Evreham Centre until 2021, in accordance with the terms of the joint User Agreement;
- 2) Extend the current contract with GLL to operate the centre until 2021;
- 3) Undertake the mechanical, electrical and structural survey funded from the joint maintenance budget;
- 4) Establish a joint project group to deliver replacement leisure and community facilities and meet the affordable and supported housing needs as identified in the local plan.

38. **ANY OTHER BUSINESS WHICH THE LEADER DECIDES IS URGENT**

None

39. **EXCLUSION OF PUBLIC**

"That under Section 100A(4) of the Local Government Act 1974 the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A to the Act "

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

40. **PART II CABINET MINUTES**

The Part II minutes of the Cabinet meeting held on 25 October 2016 were confirmed and signed by the Chairman.

The meeting terminated at 6.25 pm

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South Bucks

District Council

SOUTH BUCKS DISTRICT COUNCIL 28 DAY NOTICE

LOCAL AUTHORITIES (EXECUTIVE ARRANGEMENTS) (MEETINGS AND ACCESS TO INFORMATION (ENGLAND) REGULATIONS 2012)

This notice, published in accordance with Regulation 9 and Regulation 5 of the above Regulations, sets out the key decisions (and non-key decisions) that the Council's Cabinet intends to make at public or private meetings to be held within the next 28 days and beyond.

A further notice - [called the Agenda](#) – setting out the items to be considered (public and private) will be available no less than 5 working days before the meeting.

LEADER - COUNCILLOR BAGGE					
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date ⁴	Private report (Y/N) and reason private ⁵	Lead Officer
Y	Revenue Budget & Council Tax 2017/18 To recommend to Council a revenue budget and level of council tax for 2017/18	Overview & Scrutiny: 30.01.2017	Cabinet: 08.02.2017	N	Jim Burness Email: Jim.Burness@southbucks.gov.uk
N	Q2 Performance Report 2016-17 To receive Q2 monitoring report	Overview & Scrutiny: 30.01.2017	Cabinet: 08.02.2017	N	Sarah Woods Email: SWoods@chiltern.gov.uk
N	Service Plan Summaries 2017-18 To receive the service plan summaries for 2017/18	Overview & Scrutiny: 30.01.2017	Cabinet: 08.02.2017	N	Sarah Woods Email: SWoods@chiltern.gov.uk
Y	Academy Redevelopment Tender To consider the outcome of the tender process for redevelopment of the Academy site and contract award		Cabinet: 08.02.2017 TBC	Y (Para 3)	Jim Burness Email: Jim.Burness@southbucks.gov.uk
Y	Economic Development Strategy To consider and agree the Council's Economic Development Strategy		Cabinet: 08.02.2017	N	Anita Cacchioli Email: anita.cacchioli@southbucks.gov.uk

LEADER - COUNCILLOR BAGGE

Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date ⁴	Private report (Y/N) and reason private ⁵	Appendix Lead Officer
Y	Strategic Asset Management Review To receive report on progress.	Overview & Scrutiny Committee: 20.03.2017	Cabinet: 25.04.2017	Y (Para 3)	Anita Cacchioli Email: anita.cacchioli@southbucks.gov.uk
N	Q3 Performance Report 2016-17 Performance reports for Q3 2016-17	Overview & Scrutiny Committee: 20.03.2017	Cabinet: 25.04.2017	N	Sarah Woods Email: SWoods@chiltern.gov.uk
N	PI review 2017-18 Review of performance indicators for 2017-18	Overview & Scrutiny Committee: 20.03.2017	Cabinet: 25.04.2017	N	Sarah Woods Email: SWoods@chiltern.gov.uk
N	Joint Business Plan Refresh 2017 Refresh of the Joint Business Plan document 2017	Overview & Scrutiny Committee: 20.03.2017	Cabinet: 25.04.2017	N	Sarah Woods Email: SWoods@chiltern.gov.uk
Y	Farnham Park Playing Fields Strategy To consider options for the future facilities provided at the Farnham Park Playing Fields	South Bucks Members Advisory Panel: 18.05.2017	Cabinet: 28.06.2017		Jim Burness Email: Jim.Burness@southbucks.gov.uk

SUSTAINABLE DEVELOPMENT PAG – COUNCILLOR NAYLOR

Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date ⁴	Private report (Y/N) and reason private ⁵	Lead Officer
Y	Update on Heathrow and response to National Policy Statement Update on meetings with Heathrow Airport Ltd, Planning Inspectorate and the Heathrow Strategic Planning group. SBDC response to Department for Transport's consultation on Aviation Capacity in the Draft National Policy Statement	Sustainable Development PAG: 09.03.2017	Cabinet: 25.04.2017	N	Jane Griffin Email: Jane.Griffin@SouthBucks.gov.uk

HEALTHY COMMUNITIES PAG – COUNCILLOR KELLY

Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date ⁴	Private report (Y/N) and reason private ⁵	Lead Officer
N	Community Development Grants Community Development Grants for consideration	Healthy Communities PAG: 23.02.2017	Portoflio Holder for Healthy Communities 23.02.2017	N	Claire Speirs Email: claire.speirs@SouthBucks.gov.uk
Y	Grant Review Review of grant streams offered by SBDC	Healthy Communities PAG: 01.12.2016	Cabinet: 08.02.2017	N	Claire Speirs Email: claire.speirs@SouthBucks.gov.uk
Y	Replacement of theatre floor at Beacon Centre To consider the options for replacement of the Beacon Centre theatre floor and seating.	Healthy Communities PAG: 23.02.2017	Cabinet: 25.04.2017	N	Claire Speirs Email: claire.speirs@SouthBucks.gov.uk
Y	Local authority lottery To propose that the Council enters in to agreement with Gatherwell to undertake a local authority lottery operated by both Chiltern and South Bucks District Councils	Healthy Communities PAG: 01.12.2016 Cabinet: 08.02.17	Council: 01.03.2017	N	Martin Holt Email: Martin.Holt@southbucks.gov.uk
Y	Joint Private Sector Housing Strategy Consider the adoption of a joint Housing Strategy between South Bucks DC and Chiltern DC and agree the key themes and objectives it should contain.	Healthy Communities PAG: 01.12.2016 Cabinet: 08.02.16	Council: 01.03.2017	N	Michael Veryard Email: mveryard@chiltern.gov.uk
Y	Temporary Accommodation Framework Setting down the principles and process for identifying, procuring and allocating temporary accommdoation to meet the Council's statutory duties under Part 7 of the Housing Act 1996.	Healthy Communities PAG: 01.12.2016 Cabinet: 08.02.16	Council: 01.03.2017	N	Michael Veryard Email: mveryard@chiltern.gov.uk

HEALTHY COMMUNITIES PAG – COUNCILLOR KELLY

Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date ⁴	Private report (Y/N) and reason private ⁵	Appendix Lead Officer
Y	Affordable Housing Delivery Support to L+Q to deliver seven affordable housing units	Healthy Communities PAG: 01.12.2016	Cabinet: 25.04.2017	N	Michael Veryard Email: mveryard@chiltern.gov.uk

ENVIRONMENT PAG – COUNCILLOR SULLIVAN

Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date ⁴	Private report (Y/N) and reason private ⁵	Lead Officer
Y	Garden Waste Collection Charges Setting the garden waste charge for next year	Environment PAG: 06.12.2016	Cabinet: 08.02.2017	N	Eric Redford Email: Eric.Redford@southbucks.gov.uk
Y	Waste Containers To consider charging residents for domestic landfill wheelie bin. To consider increasing the annual charge made for the provision of communal bins	Environment PAG: 06.12.2016	Cabinet: 08.02.2017	N	Eric Redford Email: Eric.Redford@southbucks.gov.uk

RESOURCES PAG – COUNCILLOR EGLETON

Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date ⁴	Private report (Y/N) and reason private ⁵	Lead Officer
Y	Annual Treasury Management Strategy 2017/18 To recommend to Council the Treasury Management Strategy and related policies for 2017/18.	Resources PAG: 25.01.2017	Cabinet: 08.02.2017	N	Helen O'Keeffe Email: HOKeeffe@chiltern.gov.uk
Y	Capital Programme 2017/18 to 2020/21 To consider and agree the proposed updates to the capital programme.	Resources PAG: 25.01.2017	Cabinet: 08.02.2017	N	Jane Clarke Email: jclarke@chiltern.gov.uk
Y	Gerrards Cross Station Road Multistorey Car Park Project update and presentation of business case for approval of capital spend	Resources PAG 25.01.2017 TBC	Cabinet: 08.02.2017 TBC	Y (Para 3)	Chris Marchant Email: Chris.Marchant@Southbucks.gov.uk
Y	Establishment of a Local Authority Trading	Resources PAG	Cabinet: 08.02.2017	N	Sue Markham Email:

	Company To consider setting up a local authority trading company to facilitate opportunities for income generation	25.01.2017			Sue.Markham@SouthBucks.gov.uk Appendix
Y	Building Services Maintenance, Cleaning & Associated Services Tender exercise for above services	Resources PAG: 08.12.2016	Cabinet: 08.02.2017	Y (para 3)	Kevin Kelly Email: KKelly@chiltern.gov.uk
Y	Bad Debt Write-Offs To consider writing off uncollectable debts	Resources PAG: 08.12.2016	Cabinet: 08.02.2017	Y (para 3)	Neil Berry Email: Neil.Berry@southbucks.gov.uk
N	Discretionary Rate Relief Policy Review To review policy for granting discretionary rate relief	Resources PAG: 08.12.2016	Cabinet: 08.02.2017	Y (para 3)	Neil Berry Email: Neil.Berry@southbucks.gov.uk
Y	Gerrards Cross Police Station site Update on site acquisition and future options for site post-acquisition	Resources PAG 25.01.2017	Cabinet: 08.02.2017	Y (Para 3)	Martin Holt Email: Martin.Holt@southbucks.gov.uk
Y	Car Park Management Strategy SBDC's strategy for all car park matters from supply and demand to car park enforcement	Resources PAG: 14.03.2017 Cabinet: 25.04.2017	Council: 23.05.2017	N	Chris Marchant Email: Chris.Marchant@Southbucks.gov.uk
N	Application for Hardship Relief To consider requests for Hardship Relief from Business Rates	Resources PAG: 14.03.2017	Resources Portfolio Holder: 14.03.2017	Y (Para 1, 2, 3)	Neil Berry Email: Neil.Berry@southbucks.gov.uk
Y	Vacating Capswood1 To consider vacating the remainder of Capswood1 and possible sub-leasing of the space together with the potential costs and income	Resources PAG: 14.03.2017	Cabinet: 25.04.2017	Y (para 3)	Chris Marchant Email: Chris.Marchant@Southbucks.gov.uk
N	Update on South Bucks Recovery Project To provide a progress report on the South Bucks Debt Recovery Project	Resources PAG: 14.03.2017	For Information	N	Neil Berry Email: Neil.Berry@southbucks.gov.uk

1. Key Decision

The Regulations explains a "key decision" as an executive decision which is likely:-

- (a) to result in the local authority incurring expenditure which is, or the making of savings which are significant having regard to the relevant authority's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant authority.

With regard to (a) a key is a decision which has income or expenditure effect of £50,000 or more but excludes contracts for and expenditure on repairs, maintenance and improvements works within budget provision and approved policy where the contract or expenditure has either been properly and specifically approved by or on behalf of the Cabinet or by an Officer acting under delegated powers, save where Contract Standing Orders require the Cabinet itself to authorise acceptance of a tender and such acceptance has not previously been authorised or delegated by the Cabinet.

2. Report Title and Summary

A summary and title of a report is listed in this column. Reports that will be considered at a meeting will be available 5 working dates before the meeting at <http://www.sbdc-spider2.southbucks.gov.uk/democracy/uuCoverPage.aspx?bcr=1>

3. Consultation – How and When

This column shows the process of consultation, which takes place prior to Cabinet.

To support the role of the Portfolio Holders, Policy Advisory Groups (PAGs) have been set up to provide advice and guidance. A report is submitted to the PAG for its consideration, following which the minutes of the PAG are submitted to Cabinet. Cabinet considers the advice of the Portfolio Holder and the PAG when making a decision. The dates of PAGs are shown on the following notice. Whilst meetings of the PAGs are not open to the public the agenda papers and reports (except those subject to prohibition or restriction) are published on the Council's website.

4. Decision Maker & Date

This column shows by whom the Decision will be taken and the date the Decision is due to be taken.

5. Private Report and Reason Private

Members of the public are welcome to attend meetings of the Cabinet, however 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 1, subject to the qualifications and interpretations in Parts 2 and 3, of Schedule 12A to the Local Government Act 1972 (as amended

The relevant paragraphs are listed in the table below:

Paragraph	
1.	Information relating to any individual.
2.	Information which is likely to reveal the identity of any individual.
3.	Information relating to the financial or business affairs of any particular person (including the authority holding that information).
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.
5.	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6.	Information which reveals that the authority proposes – (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment.
7.	Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Making Representation

If you wish to make representations about why a meeting should not take place in private then submit your representations at least 10 clear working days before the meeting to Democratic and Electoral Services, South Bucks District Council, Capswood, Oxford Road, Uxbridge, UB9 4LH - email democraticservices@southbucks.gov.uk so that they can be included in this further notice along with a statement of response to the representations as required under Regulation 5.

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

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

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

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

Meeting: TBC (SBDC)					
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation How/When ³	Decision Maker & Date	Private Report (Y/N) and Reason Private ⁴	Contact Officer and Telephone Number
Yes	Accommodation Strategy: Consideration of office accommodation requirements in context of new ways of working		JC 11 April	No	Jim Burness jburness@chiltern.gov.uk
Yes	Shared Service Cost Splits: To review the costs splits that are used for shared services		JC 11 April	No	Rodney Fincham rfincham@chiltern.gov.uk

Classification: OFFICIAL

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

Chiltern District Council: I Darby; M Smith; M Stannard; G Harris; P E C Martin; F Wilson

South Bucks District Council: L Sullivan; T Egleton; R Bagge; N Naylor; P Kelly

A Key Decision is defined as:

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

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

Chiltern District Council

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

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

South Bucks District Council

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

- 2 Each item considered will have a report; appendices will be included (as appropriate). Regulation 9(1g) allows that other documents relevant to the item may be submitted to the decision-maker. Subject to prohibition or restriction on their disclosure, this information will be published on the Council website – [Chiltern District Council](#) & [South Bucks District Council](#) – usually 5 working-days before the date of the meeting. Paper copies may be requested (charges will apply) using the contact details below.
- 3 This column shows the process of consultation, which takes place prior to Joint Committee. Further information on each of the Councils' Committees can be found at: [Chiltern District Council](#) & [South Bucks District Council](#)
- 4 The public can be excluded for an item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act 1972. The relevant paragraph numbers and descriptions are as follows:

Classification: OFFICIAL

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

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

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

Contact:

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

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

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SUBJECT:	Budget & Council Tax Report 2017/18
REPORT OF:	Ralph Bagge, Leader of the Council
RESPONSIBLE OFFICER	Jim Burness, Director of Resources
REPORT AUTHOR	Jim Burness, Director of Resources
WARD(s) AFFECTED	All

1. Purpose of Report

- 1.1 This report provides information affecting the Council's revenue budget for 2017/18 in order for the Cabinet to make recommendations to Council on 1st March regarding the Council's budget and council tax for 2017/18.

2. Recommendations

Revenue Budget 2017/18

- 1) Approve the Revenue budget for 2017/18 as summarised in the table in para 5.13 and recommend this to Council.
- 2) Agree the following use of earmarked reserves for 2017/18.
 - a) Local Development Plan, £268k
 - b) Transformation Reserve, £5k
- 3) Approve a budget requirement of £7,782k, which will result in a District council tax of £153.00 for a Band D property.
- 4) Confirm the level of fees and charges for 2017/18 (Appendix E).
- 5) Note the advice of the Director of Resources (Appendix C).

Setting the Council Tax

- 6) Agree that this report be made available to all Members of the Council in advance of the Council Tax setting meeting on 1st March, and a final report is produced for the Council meeting incorporating the information from preceptors, and the final decisions of the Cabinet on the budget.

Medium Term Financial Strategy

- 7) To note the comments in the report on the Council's financial position in respect of the years following 2017/18 and the updated Medium Term Forecast.

Farnham Park Trust

8) Agree to recommend to Council the revenue and capital budgets for 2017/18 summarised in Appendix F.

3. Executive Summary

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

4. Reason for Recommendations

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

5. Information

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

Contents of Report

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

Section A - Financial Context and Base Budget position

- 5.2 In December the Cabinet considered the budget position in the light of the funding position facing the Council in the coming years, and agreed a draft budget. The draft Portfolio budgets had been considered by the Policy Advisory Groups. The budgets included no unavoidable expenditure, but would take into account savings expected to arise from the joint working with

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Chiltern DC. The overall approach also aimed to follow the objectives of the Medium Term Financial Strategy of balancing income and expenditure and strengthening the Council's financial position, that had been agreed by Member in Autumn 2016.

- 5.3 On 15th December the Government announced the provisional Local Authorities financial settlement for 2017/18.
- 5.4 For South Bucks the following table shows the key figures for 2017/18.

	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Business Rate Baseline	11,701	11,925	12,024	11,712
Business Rate Tariff	-10,716	-10,921	-11,012	-10,680
Baseline Need	985	1,004	1,012	1,032
Revenue Support Grant	1,161	871	436	57
Settlement Funding Assessment	2,146	1,875	1,448	1,089
Year on Year Change (£k)		-271	-427	-359
Year on Year Change (%)		-13%	-23%	-25%

- 5.5 The table illustrates the continuing material reduction in funding to the Council that had been anticipated on the basis of the Council having accepted the Government's offer of a 4 Year confirmed funding arrangement. The known funding reductions will continue until 2019/20 and South Bucks DC will no longer receive Revenue Support Grant after 2017/18. It will also from 2018/19 be subject to a tariff or "negative RSG" payment. This is due to the fact that in the funding system South Bucks is seen as a low needs and high resource authority.
- 5.6 The Business Rate Baseline represents the Government's estimate of the amount of business rates it anticipates the Council will collect. However income from Business Rates can be materially affected by appeals lodged by businesses with the Valuation Office. Successful appeals will reduce the business rates collectable.
- 5.7 Growth in business rates above the Baseline are subject to a 50% levy, with the levy being additional payments to the Government. The amount of the levy can be reduced if groups of authorities pool their business rates and payments to the Government. As South Bucks and two other Bucks Districts, Chiltern and Aylesbury Vale, expect to have business rate growth, they formed a pool for 2016/17 in order to retain more of the growth¹, and will be continuing this in 2017/18.

Section B – Investment Income and Grants

- 5.8 The Council's Treasury Management Strategy for 2017/18 which is being recommended to Cabinet following consideration by the Resources PAG, sets out the approach aiming to deliver investment income for 2017/18 of £200k. This is a significant reduction on historic figures and reflects the Council's strategic decision to undertake prudential borrowing from 2017/18 as

¹ Report to Cabinet October 2015

part of the funding strategy for its Medium Term Financial Strategy². The Council will therefore be reducing its investment funds.

- 5.9 An important source of grant funding for the authority is the New Homes Grant that currently rewards authorities for each new home by providing a grant. In 2017/18 the basis of this funding was changed by Government, and whilst this reduced the funding the Council receives it is still a significant income stream. The cumulative funding the Council will receive in 2017/18 from this source is £1,103k, a reduction on the current year of £376k.
- 5.10 The changes made by the Government on the New Homes Grant were:
- Reducing the period funding is received from six years to five for the 2017/18 allocation, and four years thereafter.
 - having a minimum baseline for housing growth numbers of 0.4%, above which additional funding would be received. For South Bucks this is approximately 130 units.
- 5.11 The Government has indicated that during 2017/18 it may consider further changes such as linking payments to authorities having in place an approved Local Plan, and having different payments for houses created after appeal from those approved by the authority without going to appeal.

Section C – Budget Requirement and Council Tax Issues

- 5.12 Since the December Cabinet meeting there have been a few amendments to the draft budget:
- Adjustment to the level of Property & Estates staff costs chargeable to the Capital Programme in the context of the proposed programme for 2017/18. This reduces net revenue expenditure by £68k.
 - Information from Government on the level of the Council Tax Administration Grant and other Grants for 2017/18, an additional £34k
 - Estimated additional income in 2017/18 from the Council Tax and Housing Benefit recovery project, £60k.
 - In the light of the advice from the Pension Fund Actuary an increase in the employers pension fund contributions of £82k compared to £50k in the draft budget (See Appendix A for more detail).
 - Revised estimates for the cost of the Gerrards Cross former police station site prior to its redevelopment, £11k.

² Report to Cabinet/Council October 2016

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- Decision to implement a Community Infrastructure Levy (CIL) as part of the new Joint Local Plan. The SBDC cost of this, £50k, is to be funded from the Local Plan earmarked reserve, so there is no net implication for the budget or council tax.
- Surplus on council tax collection retained by South Bucks, £22k.
- Increase in interest costs on proposed borrowing in 2017/18 for the Capital Programme, £33k.

5.13 The overall effect of these changes is summarised in the following table. The Budget Requirement of £7,782k will result in a council tax increase of £5 which is the maximum permitted for the Council by the Government. The Budget Requirement is 5.5% less than the current year. Appendix E contains the schedule of the proposed fees & charges for the 2017/18 budget.

Revenue Budget 2017/18	Cabinet report 15 Dec 16 £'000	Savings £'000	Other Adjust £'000	Current Figures £'000
Environment Portfolio	2393		+5	2398
Healthy Communities Portfolio	1264		+16	1280
Resources Portfolio	3219	-142	+47	3124
Sustainable Development	1035		+75	1110
Total PAG Budgets	7911	-142	+143	7912
Capital Charges etc	211			211
Borrowing – Interest costs	100		+33	133
Borrowing – Repayment costs	-			-
Investment Income	-200			-200
Additional Pension Fund Contributions	50		-50	-
Use of Earmarked Reserves				
- LDD	-218		-50	-268
- Economic Development Reserve	-5			-5
- Use of General Reserve	-183		+183	-
Budget Requirement	7665	-142	+259	7782
Business Rates	-1532		-	-1532
RSG	-57		-	-57
New Homes Grant	-1026		-77	-1103
Other Govt Grants	-80		-20	-100
C/Tax Collection Fund Surplus	-		-22	-22
Precept on Collection Fund	4970	-142	+140	4968

5.14 The draft budget proposes using reserves as follows:

- Local Development Document (LDD) reserve, £268k.

-
- Economic Development Reserve £5k.

- 5.15 The proposed 2017/18 budget does not require any use of the General Reserve. This is an improvement of £183k on the position reported to Cabinet in December.
- 5.16 The draft budget has been discussed at the Overview & Scrutiny Committee and any comments received will be made known to members at the meeting.
- 5.17 The latest budget monitoring information shows that the forecast level of General reserves at the end of the current financial year to be £2.4m. Section E of the report contains the Director of Resources advice on the level of reserves.

Section D – Medium Term Financial Strategy

- 5.18 The Council's medium term financial strategy which underpins the specific decisions taken on the budget, sets out show how the Council's corporate aims can be progressed within the likely level of resources available to the Council. The strategy which was reviewed by the Cabinet in October and an update version approved by the Council. The key principles of the Strategy are.
- The matching of expenditure and income in the medium term
 - Optimising the use of Council assets to deliver or help finance Council priorities
 - Aligning new expenditure to key Council priorities and to continue to provide value for money
 - Having in place sound financial processes to control and monitor expenditure
 - Awareness of the financial risks facing the authority and using this to inform the authority's level of financial reserves
- 5.19 The strategic direction of the Strategy is unchanged from the Autumn, but Appendix B updates the financial projections in the context of the proposed 2017/18 budget. The main changes since the Strategy was approved in October relate to the financing implications of the Capital Programme and revisions to the New Homes Bonus funding arrangements. The following table summarised the updated financial projection.

	2017/18 BUDGET	2018/19 BUDGET	2019/20 BUDGET	2020/21 BUDGET	2021/22 BUDGET
	£'000	£'000	£'000	£'000	£'000
Government Grants/Business Rates etc	(3,015)	(2,589)	(2,292)	(2,032)	(2,111)
Service Expenditure	7,912	7,793	7,391	7,214	7,382
Financing Costs					
Notional Interest Payable - Capswood	211	193	174	154	132
Borrowing Costs - Interest	133	348	458	515	560
Borrowing Costs - MRP Repayment	0	265	431	485	544
	343	806	1,064	1,154	1,235
Contributions to / (from) Reserves					
Contribution to / (from) LDF Fund	(268)	(268)	(268)	(268)	(268)
Contribution to / (from) specific reserves	(5)	0	0	0	0
Contribution to / (from) general reserves	0	0	(70)	(75)	(75)
Revenue Funding of Capital Programme	0	0	0	0	0
Use of Reserves	(273)	(268)	(338)	(343)	(343)
Precept Required	4,967	5,742	5,825	5,993	6,164
	0				
COUNCIL TAX CALCULATION					
Tax base (no. Band D equivalents)	32,465	32,815	33,215	33,515	33,815
Tax Rate (£/Band D)	153.00	158.00	163.00	168.00	173.00
Precept Collectable	4,967	5,185	5,414	5,630	5,850
Savings Required	0	(557)	(411)	(363)	(314)
Savings per MTFS (Oct 2016)	0	(333)	(377)	(420)	(293)

5.20 The forecast table shows the potential future funding gap for the Authority that needs to be addressed from 2018/19 onwards. From 2020/21 onwards an estimate has been made of £300k for the cost to the Council of the outcomes of the Government's "Fair Funding" review of local authority funding, and the full rebasing of the business rates top up and tariff arrangements.

5.21 The Medium Term Financial Strategy identifies that the future funding gap will be addressed by a combination of:

- Maximising the return from the investment in income generating projects
- Optimise the major income streams by minimising costs and overheads, and having appropriate charging strategies.

- Improve efficiency through the Stronger in Partnership Programme.

Section E – Advice of Director of Resources

5.22 The detailed advice of the Director of Resources as the Authority’s statutory financial officer is set out in Appendix C. In summary the key points of the advice are as follows.

- The estimates for 2017/18 have been prepared in a thorough and professional manner.
- The key budget risks and sensitivities have been identified.
- The main financial risks to the Council for the coming year have been assessed as follows.
 - Shortfall on income targets, (See Appendix D Sensitivity Analysis).
 - The cost of major planning inquiries, enforcement actions or responding to national infrastructure proposals that impact on the area.
 - The costs of temporary accommodation, and supporting solutions to the temporary accommodation issue.
 - Letting income for the Capswood offices

Specific earmarked reserves exist to cover some of these matters.

5.23 The suggested prudent level of general reserves for 2017/18 is £950k. As there is no planned use of the General Reserve in 2017/18 the prudent level of reserves will be achieved, and also would keep reserves above the £1,250k aimed for within the Medium Term Financial Strategy.

5.24 In the medium term the Authority will continue to face the risks in delivering its corporate plan objectives in the context of the continuing limitation of external funding resources.

5.25 There are a number of key financial risks to be aware of in the medium term and these are set out in the following table.

Risk	Response
Managing the gap between cost increases the Council will face year on year, and the continued significant reductions in government funding, and the limitation of council tax increases.	Key to managing this risk will be identifying further savings for the years from 2018/19 onwards. In addition monitoring and forecasting council tax and business rate income will be important.
Savings from income generating capital investment do not materialise to the planned levels.	Sound business cases need to be prepared for each project within the overall programme of investment projects. External advice in place as appropriate to support the projects where in-house skills or capacity will not be sufficient.

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Risk	Response
	Financial capacity available to accommodate slippage or rephrasing of projects.
Growing mismatch between the local supply and demand of affordable housing increases pressure on temporary accommodation budgets.	Temporary accommodation budgets monitored. Funding made available via s106 agreements and other sources are effectively used. Planning policies seek to narrow the supply and demand gap.
Uncertainty over cost and nature of arrangements for the disposal of waste and recycling material collected could lead to higher costs than necessary.	Costs will need to be monitored and negotiations undertaken as appropriate with the disposal authority and with the Council's waste collection contractor.

6. Consultation

6.1 The draft budget has been considered by the Overview & Scrutiny Committee.

7. Options

7.1 The report sets out the position based on increasing the district element of the council tax to £153.00.

7.2 There is the option of not increasing the Council Tax, or increasing at a lower level. This would result in less resource being available to fund the capital programme, strengthen reserves, and the funding gap increasing in future years.

7.3 There is also the option of increasing the Council by more than the referendum threshold of £5. However it is not considered realistic to consider a local referendum due to the cost of organising a referendum, and the risk of voters not supporting any additional increase in Council Tax.

8. Corporate Implications

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

8.2 The Council is also required to approve a budget for the Farnham Park Charity's activities. The South Buckinghamshire Panel has already considered the detailed budget and fees and charges. Appendix F summarises the budgets for approval and referral to Council.

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9. Links to Council Business Plan

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

10. Next Steps

- 10.1 The report and Cabinet's decisions will form the basis of the Council tax decision of the Council on 1st March.
- 10.2 A report will be produced for the Council meeting bringing together the precepts that have been notified to the Council, from parishes and the major precepting bodies. This will then enable the Council to set the overall council tax for the area.

Background Papers:	None
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APPENDIX A

PENSION FUND REVALUATION 2016

Overall Position of the Bucks Fund

1. For the Bucks Fund as a whole the key changes since the last revaluation in 2013 are summarised in the following table.

	2016	2013	Change
No of active members	24,597	20,692	+19%
No of deferred pensioners	28,530	22,271	+28%
No of pensioners	16,710	14,551	+21%
Total pay of active members	£429m	£378m	+13%
Total pension payments	£79m	£69m	+15%
Fund Deficit	£339m	£388m	–£49m
Funding Level	87%	82%	+5%

2. Going forward from 2018 the intention is for the fund management of the Pension Fund's assets to be merged with that of nine other funds as a jointly owned company "Brunel Pensions Partnership". This is expected to result over time in delivering savings from economies of scale from being part of a Fund of £20bn+, compared to £2bn+ for the current BCC fund.

3. The Actuary provides information to employers for them to use when considering their funding strategy to meet their pension obligations. In general terms these can be summarised as:

- How they estimate the assets of the fund will grow over time (discount rate)
- How contributions from employees will increase (pay increases)
- Inflation rates which will influence pension liabilities
- Longevity assumptions which will influence pension liabilities

4. The key assumptions for the Actuary in the 2016 Valuation are as follows.

	31 March 2016	31 March 2013
Discount Rate	5.4%	6.1%
Pay increases – long term	3.9%	4.5%
- short term	CPI to 2020	CPI to 2015
RPI	3.3%	3.5%
CPI	2.4%	2.7%
Post-retirement mortality	85% of S2PA tables	90% of S1PA tables
Allowance for improved life expectancy	1.5%	1.5%

Position for SBDC

5. Currently in respect of current employees the Council is contributing £562k. In respect of this contribution for current employees for future pension benefits, the Actuary advises that the Council's annual contribution should increase by £82k. This is a consequence of the overall reduction in the discount rate, which affects the Fund's assets, being greater than the reduction in inflation forecasts which impact on the liabilities, and a reduction in the expectation of growth in pay. Not increasing the contribution would probably result in the Pension Fund deficit increasing.

6. The calculated pension fund deficit for the Council at 31st March 2016 was £6.5m. The Actuary's advice is that authorities should not aim to increase the deficit recovery period from the current level of 17 years, and ideally should plan to reduce it.

South Bucks – Key Data

South Bucks	2016	2013	Change
No of active members	131	124	+5.6%
No of deferred pensioners	194	170	+14.1%
No of pensioners	235	217	+8.3%
Total pay of active members	3757	3616	+3.9%
Total pension payments	1752	1667	+5.1%
Fund Deficit	6452	6900	-6.5%
Funding Level	85%	83%	+2.0%

Summary of Movements between 2013 -2016

South Bucks	£m
Deficit 2013	6.9
Interest	+1.2
Change in market conditions	-0.4
Contributions made	-1.2
Member movements	-0.5
Change in Actuarial assumption	+0.6
Overall Pool changes	-
Other changes	-0.1
Deficit 2016	6.5

7. The current annual deficit payment is £510k. The Actuary's view is that this needs to increase in order to continue to reduce the deficit recovery period. The additional payments can be as a lump sum or on an annual basis.

Issues Employers Need to Consider

8. Taking into account the information from the Actuary there are a number of issues the Council needs to consider.

- The advice of the Actuary that the employer's contribution rate in respect of current employees should increase

- The funding strategy for managing the deficit

9. The decisions the Council takes on these matters constitutes its financing strategy in respect of the Pension Fund. The administering body as a whole for the Fund has a responsibility set down in legislation¹ of ensuring that, in the long term, an LGPS pension fund has sufficient assets to meet pensions liabilities. This is achieved by the Funding Strategy whose purpose is to establish a clear and transparent fund-specific funding strategy which would identify how employers' pension liabilities are best met going forward.

10. Under Section 13 of the Public Service Pensions Act 2013, the Government Actuary's Department (GAD) must, following an actuarial valuation, report on whether the rate of employer contributions to the pension fund are set at an appropriate level to ensure the solvency of the pension fund and long term cost efficiency of the Scheme so far as relating to the pension fund. CIPFA has issued guidance to administering authorities for when considering funding strategies, the key part of which reminds authorities that securing solvency and long term cost efficiency is a regulatory requirement, where as a constant contribution rate is only a desirable outcome.

11. The Council needs to inform the Actuary by March 2017 what its intentions are in terms of contribution rates and deficit recovery periods. This will be following decisions taken as part of setting the budget for 2017/18 in February 2017.

12. The funding options open to the Council can be summarised as:

- Lump sum contribution towards the deficit.
- Increase employers contributions in respect of 1) current employees, and 2) the historic deficit.
- Stepped increase in any employers contributions
- Combination of these options

13. Based on the advice from the Actuary if the Council made no change to its level of contributions or any lump sum contributions, then the implications would be that the size of the deficit would increase and the period over which it is planned to be eliminated.

14. The Council when coming to its decision can take a view whether it disagrees with the Actuary's assumptions and will basis its funding strategy on what it feels is a more likely set of assumptions, e.g. investment returns and bond yields; increase in pay.

15. Increasing the contribution rate for current employees by £82k, in line with the Actuary's advice, combined with an increase in the deficit contribution of £70k in 2018/19, would continue the planned reduction of the deficit to 14 years by 2020. A stepped increase in

¹ Public Service Pensions Act 2013

contributions of £150k was built into the Medium Term Financial Strategy, therefore the suggested increases are in line with expectations. The Council does not have sufficient unallocated or earmarked reserves to make an additional material lump sum contribution.

APPENDIX B

	2017/18	2018/19	2019/20	2020/21	2021/22
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	£'000	£'000	£'000	£'000	£'000
Income					
Non Domestic Rates (NDR) - Baseline	(1,033)	(1,062)	(1,096)	(1,129)	(1,163)
Non Domestic Rates (NDR) - Growth	(500)	(500)	(600)	(300)	(300)
Revenue Support Grant	(57)	0	0	0	0
New Homes Grant	(1,103)	(827)	(910)	(967)	(1,013)
General Grants - Transition Grant	(80)	0	0	0	0
General Grants - Other	(20)	0	0	0	0
Tariff / Top Up Adjustment	0	0	414	414	414
Interest & Investment Income Receivable	(200)	(200)	(100)	(50)	(50)
Collection fund (surplus)/deficit - Council Tax	(22)	0	0	0	0
	(3,015)	(2,589)	(2,292)	(2,032)	(2,111)

Service Expenditure					
Environment Portfolio	2,398	2,446	2,495	2,545	2,596
Healthy Communities Portfolio	1,281	1,306	1,383	1,410	1,438
Resources Portfolio	3,123	3,245	3,310	3,377	3,444
Sustainable Development Portfolio	1,110	1,132	1,155	1,178	1,201
New Pressures					
Additional Pension Deficit Contribution	0	70	70	70	70
Council Elections - Fund from reserves	0	0	70	0	0
Waste retender - Procurement Costs	0	0	0	75	75
Waste retender - Cost Change	0	0	0	0	0
Infrastructure Mitigation (ie HS2)	0	0	0	0	0
New Savings					
Planning Shared Service	0	(23)	(86)	(114)	(114)
Net additional income from GX car park	0	(194)	(234)	(253)	(243)
Increased income from car parks generally	0	(90)	(90)	(90)	(90)
Revs & Benefits - End of Northgate contract	0	0	0	0	0
Phase 3 Stronger in Partnership Savings	0	(100)	(200)	(250)	(250)
Net additional income from Police Site	0	0	(182)	(384)	(396)
Net additional income from New Projects	0	0	(300)	(350)	(350)
	7,912	7,793	7,391	7,214	7,382

Other Expenditure					
Notional Interest Payable - Capswood	211	193	174	154	132
Borrowing Costs - Interest	133	348	458	515	560

Classification: OFFICIAL

	2017/18 BUDGET	2018/19 BUDGET	2019/20 BUDGET	2020/21 BUDGET	2021/22 BUDGET
Borrowing Costs - MRP Repayment (40 years)	0	265	431	485	544
	343	806	1,064	1,154	1,235

Contributions to / (from) Reserves					
Contribution to / (from) LDF Fund	(268)	(268)	(268)	(268)	(268)
Contribution to / (from) specific reserves	(5)	0	0	0	0
Contribution to / (from) general reserves	0	0	(70)	(75)	(75)
Revenue Funding of Capital Programme	0	0	0	0	0
	(273)	(268)	(338)	(343)	(343)

Precept Required	4,967	5,742	5,825	5,993	6,164
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COUNCIL TAX CALCULATION					
Tax base	32,465	32,815	33,215	33,515	33,815
Tax Rate (Band D)	153.00	158.00	163.00	168.00	173.00
Precept Collectable	4,967	5,185	5,414	5,630	5,850

Savings Required	0	(557)	(411)	(363)	(314)
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APPENDIX C

CHIEF FINANCIAL OFFICER REPORT

.1 I am making this report in compliance with the personal responsibilities placed upon me by s25 to s28 of the Local Government Act 2003. The legislation requires me to report to the Authority on two matters.

- The robustness of the estimates it makes when calculating its budget requirement.
- The adequacy of the Authority's reserves, taking into account the experience of the previous financial year.

Robustness of Estimates

.2 The process for preparing the budgets started in the Autumn of 2016. From the outset the budget development was influenced by a number of key factors.

- The need to keep expenditure and likely resources into balance given the limitations on increases in council tax and the significant reductions in government grant.
- The national economic picture that affects many of the Council's main income streams and levels of housing expenditure.
- The need to resource the implications of the Council's business plan to enable progress on its corporate aims.

.3 During 2016 the Authority has continued its working with Chiltern DC and has completed the programme of service reviews to explore opportunities for joint working. The savings from the completed service reviews are reflected in the 2017/18 budgets. As in recent years the 2017/18 budget is integrated with the Authority's service planning process, and therefore plans reflect the resources available.

.4 The budget process has rigorously limited new expenditure to only the unavoidable minimum.

.5 The financial position of the Council clearly indicated the need to continue to make savings for future years, and work is in progress to identify further savings options for future years. The continued focus on delivering savings is important, and part of this will be having in place mechanisms to monitor and report on agreed savings.

.6 The detailed budget preparation was overseen by an experienced qualified accountant, supported by other finance staff familiar with the requirements of the budget preparation process. The basis of the estimates included the following elements which are in my view crucial to setting realistic budgets.

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- Staffing budgets are prepared on a zero base approach, and are built up based on the actual staffing establishment and its current costs. The final budgets also include a vacancy factor of 2% consistent with that used in past years which has proved to be realistic.
 - The budgets reflect as far as can be determined costs of major contracts including known or likely cost increases.
 - The budgets are informed by the results of the 2016/17 budget monitoring and recognise those issues that are unavoidable and would carry through into 2017/18.
 - The budget identified the on-going cost of Council decisions taken since March 2016.
- .7 The detailed budget have been scrutinised by:
- Officers
 - Portfolio Holders
 - PAGs
- .8 Any savings proposals have been reviewed in order to be satisfied of their robustness, and their impact on the Council's corporate aims, and on the residents/users of services. The budget does not contain any unspecified or unrealistic savings proposals or contingencies.
- .9 The key issue of investment income and costs of borrowing have been assessed in the context of the treasury management strategy for the Authority, and this sets out how the proposed income for 2017/18 will be achieved, and levels of borrowing undertaken.
- .10 Finally the budgets have been assessed as part of the Authority's approach to risk management and the major financial risks identified. These will be referred to in the following section dealing with the adequacy of reserves.
- .11 Taking all these factors into account I am satisfied that the estimates have been prepared on a robust basis.

Adequacy of Reserves

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

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- .13 With regard to Business rates, the Council will continue to account for the business rates timing adjustments via a 'NDR Timing Difference' adjustment to the General Fund balance.
- .14 The Code of practice on local authority accounting requires the purpose, usage and basis of transactions of earmarked reserves to be identified clearly. The Council only has four earmarked reserves where it has full control over their deployment. As at 31st March 2016 these stood at:
- Local Development Document (LDD) Reserve £668k
 - Insurance Fund, £34k
 - Disaster & Emergency Relief Fund, £27k
 - Economic Development Reserve £80k
 - Transformation Reserve £253K
- .15 The LDD reserve will be applied to help offset the costs of developing the joint Local Plan with Chiltern DC, which is a statutory obligation, and is running over a number of financial years. The current estimate is that £268k will be applied in 2017/18 but this will be kept under review during the course of the financial year.
- .16 The insurance reserve is reviewed annually at the end of each financial year in order to assess whether the current level of the fund is considered adequate. Similarly the Disaster & Emergency Relief Fund, which is primarily applied to deal with flooding incidents is reviewed annually.
- .16 The Transformation Reserve is to provide funding towards the initial one off costs associated with joint working projects, or other projects that will improve efficiency by transforming services, it is estimated that £50k will be used in 2017/18 to support projects in the Capital programme.
- .17 In considering the level of general reserves in addition to the cash flow requirements the following factors are considered:

Budget assumptions	Financial standing and management	Comment on SBDC position
The treatment of inflation and interest rates	The overall financial standing of the Authority (level of borrowing, debt outstanding, council tax collection rates)	The budgets are based on known price increases as far as is possible. External advice has been taken on interest rate forecasts and these have been used with prudent assessments of the level of cash available for investment. This is all set out in the Treasury Management Strategy.
Estimates of the level and timing of capital receipts	The Authority's track record in budget and financial management	The forecast of future capital receipts reviewed over the course of the budget process to ensure it

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Budget assumptions	Financial standing and management	Comment on SBDC position
		is realistic. At present no major receipts are anticipated in the coming years.
The treatment of demand led pressures	The Authority's capacity to manage in-year budget pressures	The Authority has in place regular budget monitoring procedures to identify any in year pressures, and to consider what actions can be taken. Reports are produced monthly for Management Team and Cabinet members. The budget process has also picked up any demand led pressures that need to be built into the 2017/18 budget. There are quarterly budget review meetings with members to review the current year's position and future years' issues.
The treatment of savings/efficiency gains	The strength of financial information and reporting arrangements	The budget preparation and monitoring processes are used to identify and monitor savings. The deployment of savings is determined by the Council's budget process and its medium term financial strategy which directs resources towards priorities and ensures overall matching of expenditure to resources.
The financial risks inherent in any significant new funding partnerships, major outsourcing deals or major capital developments	The Authority's virement and end of year procedures in relation to budget under/overspends at authority and departmental level	The Council undertakes a risk assessment of the budget risks it faces. The major risks for 2017/18 are highlighted below.
The availability of other funds to deal with major contingencies	The adequacy of the Authority's insurance arrangements to cover major unforeseen risks.	The Authority has sufficient reserves to cover insurance liabilities. It has also the resources in general or earmarked reserves to make reasonable contingencies against matters such as LDD, major enforcement actions etc.

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- .18 From the preceding table it can be seen that the Authority takes action to reduce budget risk and therefore influence the level of reserves it needs to hold. There will always be areas of risk or uncertainty and which need to be assessed as part of the budget process.
- .19 The main financial risks to the Council for the coming year have been assessed as follows.
- Shortfall on income targets, (See Appendix D Sensitivity Analysis).
 - The cost of major planning inquiries, enforcement actions or responding to national infrastructure proposals that impact on the area.
 - The costs of temporary accommodation, and supporting solutions to address temporary accommodation issues. Specific earmarked reserves exist to cover some of these matters.
 - Letting income for the Capswood offices
- .20 The budget sensitivity of a number of key budget areas has been assessed as part of the risk assessment process on the budget. The detail of the analysis is attached (Appendix D). Based on the budget experience of the current year it would be prudent to allow for the possibility of some income shortfalls, and for costs planning enforcement or inquiries.
- .21 In the longer term there will be the risks of:
- Managing the gap between cost increases the Council will face year on year, and the continued significant reductions in government funding, and the limitation of council tax increases. Key to managing this risk will be identifying further savings for the years from 2018/19 onwards.
 - The costs of reaching and enforcing the Council's planning decisions, or responding to national infrastructure proposals. This would include major public inquiries.
 - The costs of the Authority's waste collection and recycling services in the context of Bucks CC's disposal arrangements.
- .21 Taking all these factors into account it would be advisable to plan for a level of general reserves of at least around £950k for the forthcoming financial year, exclusive of any specific contingencies for local development plan work, transformation or insurance. This figure is made up as follows.

	£k
7½% Net Cost of Services	600
Potential shortfall on income targets	100

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Potential additional temporary accommodation costs	100
Planning inquiries or infrastructure consultations	50
Capswood Letting Income	100
	<hr/>
	950

Legal Considerations

- .22 The setting of the budget and the council tax by Members involves their consideration of choices and alternatives and Members have considered these in various earlier reports. No genuine and reasonable options should be dismissed out of hand and Members must bear in mind their fiduciary duty to the council taxpayers of South Bucks District Council. Should Members wish to make additions or reductions to the budget, on which no information is given in the report before Members, they should present sufficient information on the justification for and consequences of their proposals to enable the Cabinet (or the Council) to arrive at a reasonable decision on them.
- .24 The report sets out relevant considerations for Members to consider during their deliberations, including the statement above from the Chief Financial Officer. Members are reminded of the need to ignore irrelevant considerations. Members have a duty to seek to ensure that the Council acts lawfully. They are under an obligation to produce a balanced budget and must not knowingly budget for a deficit. Members must not come to a decision that no reasonable authority could come to, balancing the nature; quality and level of services that they consider should be provided, against the costs of providing such services.
- .25 Members are reminded of s106 of the Local Government and Finance Act 1992, which prohibits any Member who has not paid for at least two months his/her Council Tax when it becomes due, from voting on setting the budget and making of the Council Tax and related calculations.

Jim Burness
Director of Resources
February 2017

Appendix D

Budget Sensitivity Analysis 2017/18

Change in Demand	Worsen Budget Position		2017/18 Budget £	Improve Budget Position	
	10% Decrease £	5% Decrease £		5% Increase £	10% Increase £
	Car Park Income	-96,957		-48,479	-969,570
Car Park Income - Excess Charges	-5,000	-2,500	-50,000	2,500	5,000
Development Management Income	-58,000	-29,000	-580,000	29,000	58,000
Land Charge Fees	-13,500	-6,750	-135,000	6,750	13,500
Recycling Credits	-33,500	-16,750	-335,000	16,750	33,500
Green Waste	-32,800	-16,400	-328,000	16,400	32,800
Licensing Income - Taxis (SBDC Share)	-13,154	-6,577	-131,539	6,577	13,154
Licensing Income - Other (SBDC Share)	-13,758	-6,879	-137,577	6,879	13,758
Building Control Income (SBDC Share)	-40,290	-20,145	-402,900	20,145	40,290
Difference	-306,959	-153,479		153,479	306,959
Change in Interest Earnings	20% Decrease	10% Decrease		5% Increase	10% Increase
Interest earnings	-40,000	-20,000	-200,000	10,000	20,000
Difference	-40,000	-20,000		10,000	20,000
Other Significant Financial Risks	Worst Case £	Slightly Worse £	2017/18 Budget £	Slightly Better £	Best Case £
Planning appeals - legal costs	75,000	30,000	10,000	5,000	0
Planning enforcement - legal costs	75,000	30,000	20,000	10,000	0
	150,000	60,000	30,000	15,000	0
Difference	-120,000	-30,000		15,000	30,000
Grand Total	-466,959	-203,479		178,479	356,959

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ENVIRONMENT PORTFOLIO

REVISED CHARGES FROM 1 APRIL 2017

Appendix E

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

REFUSE COLLECTION	General ledger code	2016/17 £	2017/18 £
Provision and delivery of wheeled bins to new developments (per bin)	G520-0937	27.00	40.00
Recycling container charges to developers (per unit)			
Recycling box & lid	G520-0937		4.50
Food waste bins	G520-0937		4.50
Kitchen food caddies	G520-0937		3.50
Bulk Bins - Bin Hire per year (3)			
340 Litre	G520-0902	44.00	44.00
660 Litre	G520-0902	83.00	83.00
1100 Litre	G520-0902	136.00	136.00
Sale of Black Sacks (1a) (Min of £5 if paid by debit/Credit card)	G520-0831	3.80	3.80
Sale of compostable caddy liners (roll of 40) (1a) (Min of £5 if paid by debit/Credit card)	G520-0831	2.50	£2.50 to £10
Sale of Litter Pickers (1a)	G520-0831		10.74
Bulky Items - Up to 3 items (3)	G520-0840	35.00	36.00
Bulky Items for residents on means tested benefits (up to 3 items) (3)	G520-0840	15.00	15.00
Special Empty of Contaminated Bins - 2 Wheeled (per bin) (3)	G520-0937		30.00
Special Empty of Contaminated Bins - 4 Wheeled (per bin) (3)	G520-0937		75.00
Green Waste Collection - Early Bird (renew Feb/March) (3)	G520-0830	36.00	N/A
Green Waste Collection - Standard Charge (3)	G520-0830	46.00	38.00
Refuse Collection charge – Schedule 2 waste – 1100 ltr - yearly charge (3)	G520-0937	172.00	172.00
Refuse Collection charge – Schedule 2 waste – 240 ltr per year (3)	G520-0937	63.00	63.00
Wheelie Bin hire charge for above properties - 240 ltr per year (3)	G520-0937	20.00	20.00
Schools and Other Schedule 2 - One Use Sacks, pre paid sold per roll (3)		£1.25 per bag (Roll of 52)	£1.50 per bag (Roll of 52)
Disclaimed Vehicle (3)	G520-0854	73.00	75.00
Graffiti removal from private property per hour (1a)	G520-0937	166.00	166.00
MOORING FEES	General ledger code	2016/17 £	2017/18 £
Per day (1a)	3530-0870	8.00	8.00
STREET NAME PLATES (3)	General ledger code	2016/17 £	2017/18 £
1 only plate	3552-0937	288.00	294.00
2 plates	3552-0937	426.00	435.00
1 plate (cul-de-sac)	3552-0937	343.00	350.00
2 plates (cul-de-sac)	3552-0937	481.00	490.00

ENVIRONMENT PORTFOLIO
REVISED CHARGES FROM 1 APRIL 2017

AppendixE

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

STREET NAMING	General ledger code	2016/17 £	2017/18 £
<u>Existing Properties</u>			
House name change (1b)	3552-0937	89.00	90.00
<u>Numbering / Naming of New Properties (3)</u>			
1 property	3552-0937	250.00	180.00
2 to 5 properties	3552-0937	250.00	258.00
6 to 25 properties	3552-0937	328.00	335.00
26 to 75 properties	3552-0937	384.00	392.00
76 to 100 properties	3552-0937	466.00	480.00
100+ properties	3552-0937	579.00	TBC with developer
Additional charge where this includes naming of a street (3)	3552-0937	398.00	406.00
<u>Rename of Street - where requested by residents (Apportioned across number of addresses) (1b)</u>			
Note rarely carried out.			
1 to 5 properties	3552-0937	982.00	1,000.00
6 to 25 properties	3552-0937	1,255.00	1,280.00
26 to 75 properties	3552-0937	1,564.00	1,600.00
76 + Properties	3552-0937	2,148.00	2,200.00
<u>Renumbering of Street - where requested by residents (1b)</u>			
Note rarely carried out.			
1 to 5 properties	3552-0937	982.00	1,000.00
6 to 25 properties	3552-0937	1,255.00	1,280.00
26 to 75 properties	3552-0937	1,564.00	1,600.00
76 plus Properties	3552-0937	2,148.00	2,200.00

ENVIRONMENT PORTFOLIO

REVISED CHARGES FROM 1 APRIL 2017

Appendix E

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

CEMETERIES	General ledger code	2016/17 £	2017/18 £
Earthen Grave (3)			
All Plots #(6)	3541/3543-0834	750.00	800.00
Childrens Plot #(7)	3541/3543-0834	270.00	280.00
All plus interment fee #	3541/3543-0851	120.00	130.00
Common Grave	3541/3543-0851	120.00	130.00
Cremated Remains (3)			
Plot for 2 interments #(1)	3541/3543-0834	300.00	330.00
Plot for 4 interments #(1)	3541/3543-0834	550.00	570.00
Plus interment fee #	3541/3543-0851	170.00	180.00
Interment of Ashes in grave	3541/3543-0851	240.00	260.00
Memorials (1a)			
Full size Kerb stones (2)*	3541/3543-0852	103.00	105.00
Flat tablets and Wedges (3)*	3541/3543-0852	96.00	96.00
Small tablets and Wedges (3)* 1ft sq or less	3541/3543-0852	48.00	50.00
Headstones	3541/3543-0852	144.00	160.00
Small Headstone & Kerb (Children's Sections only)	3541/3543-0852	162.00	162.00
Full Memorial	3541/3543-0852	247.00	265.00
Further inscriptions	3541/3543-0852	72.00	72.00
Tree (Incl planting & aftercare)	3541/3543-0852	144.00	160.00
Woodland Burials (3)			
All plots (8)#	3541/3543-0834	800.00	850.00
Plus interment fee	3541/3543-0851	120.00	130.00
All cremated remains plot (5)#	3541/3543-0834	534.00	570.00
All cremated remains plot (6)#	3541/3543-0834	300.00	330.00
Plus interment fee #	3541/3543-0851	170.00	180.00
Scattering of Ashes under turf in woodland			
Other Charges (3)			
Book of Remembrance (per line)	3541/3543-0852	20.00	20.00
Excavation if required	3541/3543-0854	470.00	470.00
1 further interment on existing plot	3541/3543-0851	240.00	260.00
Transfer fee	3541/3543-0834	70.00	70.00
Copy of Deed	3541/3543-0834	30.00	35.00
New licence	3541/3543-0834	30.00	35.00

NOTES

1. Parkside & Holtspur only
2. Shepherds Lane & Holtspur only
3. Flat tablet Parkside only
4. Parkside only
5. 4 interments permitted
6. 2 interments permitted
7. Holtspur cemetery only
8. 1 interment permitted

Surcharge of £200 for non residents of the district
* Charges added together for full memorial

For further details please contact Cemetery Superintendent at:
Parkside Cemetery, Windsor Road, Hedgerley Tel: 01753 662426
or South Bucks District Council, Capswood, Oxford Road, Denham
Bucks, UB9 4LH Tel 01895 837200

ENVIRONMENT PORTFOLIO

REVISED CHARGES FROM 1 APRIL 2017

Appendix E

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

MEMORIAL GARDENS		General ledger code	2016/17 £	2017/18 £
<u>Type of Garden</u> (3)	Term of			
<u>(No. of Interments)</u>	Licence			
Centre of lawn (1)	25 years	3493-0834	320.00	325.00
Edge of shrubbery AC (2)	50 years	3493-0834	970.00	980.00
Edge of shrubbery No 2/4/6/7 (2)	50 years	3493-0834	890.00	895.00
Main Avenue Trees (4)	50 years	3493-0834	1,950.00	1,950.00
A12 A & B (4)	50 years	3493-0834	2,900.00	2,950.00
A12 C-E	50 years	3493-0834	1,950.00	1,950.00
B 6 E-I (4)	50 years	3493-0834	1,950.00	1,950.00
Garden C Section (4) Standard Rose	50 years	3493-0834	1,750.00	1,800.00
E 5 C-F (2)	50 years	3493-0834	920.00	950.00
E 5 A (4)	50 years	3493-0834	1,840.00	1,900.00
G42 B-G	50 years	3493-0834	3,000.00	3,100.00
G 62-100 (2)	50 years	3493-0834	2,500.00	2,600.00
G 121-145 Edge of Shrubbery	50 years	3493-0834	890.00	895.00
Garden H Section 34a,b,c (4)	50 years	3493-0834	1,840.00	1,860.00
Garden H Section 60 c (4)	50 years	3493-0834	1,840.00	1,860.00
Garden H Section 92a (4)	50 years	3493-0834	1,840.00	1,860.00
Garden H Section 92b (6)	50 years	3493-0834	1,840.00	1,860.00
J East (2) 322, 323 Rose Parterre	50 years	3493-0834	990.00	990.00
J South (4) 121 Parterre	50 years	3493-0834	2,040.00	2,080.00
KG Colonnade (2)	50 years	3493-0834	2,200.00	2,250.00
KG Colonnade Family Garden (4)	50 years	3493-0834	6,000.00	6,500.00
L230-233, 236, 238-241 (2)	50 years	3493-0834	1,580.00	1,600.00
L237 (2)	50 years	3493-0834	1,580.00	1,600.00
L234-235 (4)	50 years	3493-0834	2,960.00	2,960.00
M Gardens (2) M265-298,M420-440	50 years	3493-0834	1,550.00	1,600.00
M Family Garden (8) M309-323	50 years	3493-0834	4,500.00	4,600.00
M 441-450 (2)	50 years	3493-0834	890.00	895.00
Oak Dell Scattering (1)	-	3493-0834	210.00	220.00
O Edge of Shrubbery (2)	50 years	3493-0834	890.00	895.00
P204-255 (2)	50 years	3493-0834	890.00	895.00
R garden R54 (6) Gated Garden	50 years	3493-0834	4,700.00	4,800.00
R garden R55 (8) Gated Garden	50 years	3493-0834	5,700.00	5,800.00
R garden R56 (10) Gated Garden	50 years	3493-0834	6,700.00	6,800.00
R Gardens R60-65 (4) Magnolia	50 years	3493-0834	1,990.00	2,100.00
R Gardens R70-R110 (2)	50 years	3493-0834	890.00	895.00

Number in () is number of interments

ENVIRONMENT PORTFOLIO
REVISED CHARGES FROM 1 APRIL 2017

AppendixE

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

MEMORIAL GARDENS	General ledger code	2016/17 £	2017/18 £
<u>Other Fees</u>			
Interment Fee (3)	3493-0851	120.00	120.00
Grave Preparation (3)	3493-0834	140.00	150.00
Licence Transfer Fee (name change) (1a)	3493-0834	70.00	70.00
Relicence fee 2 (1a)	3493-0834	580.00	590.00
Licence – Placing a bench for 10 years (4)	3493-0852	270.00	280.00
Commemorative Plaques – staked (1a)	3493-0852	150.00	155.00
Commemorative Plaques – mounted (1a)	3493-0852	190.00	195.00
Memorial Wall Plaque & Licence 6X2	3493-0852	120.00	125.00
Memorial Wall Plaque & Licence 6X4 Z area	3493-0852	200.00	250.00
Plaque refurbishment	3493-0852	40.00	45.00
Maintenance of Individual Garden	3493-0858	POA	POA
Trees for Sale (from) (1a)	3493-0367	POA	POA
Book of Remembrance (1a)	3493-0852	20.00	20.00
Benches	3493-0852	POA	POA
Bench Maintenance (coat with teak oil)	3493-0852	50.00	50.00
Carved lettering (1a)	3493-0852	POA	POA
Stone Benches – straights (1a)	3493-0852	POA	POA
Stone Benches – curved (1a)	3493-0852	POA	POA
Venue for wedding photographs (1a)	3493-0916	90.00	45.00
Venue for filming per day from	3493-0916	520.00	520.00
New licence	3493-0834	30.00	35.00
Transfer ashes to Biodegradable Container	3493-0851	20.00	20.00
<u>Perpetuity Licences (3)</u>			
1 st & 2 nd interment	3493-0851	5.25	5.25
3 rd & 4 th interment	3493-0851	10.50	10.50
5 th & subsequent interments	3493-0851	15.75	15.75

HEALTHY COMMUNITIES PORTFOLIO REVISED CHARGES FROM 1 APRIL 2017

Appendix E

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

LICENCES	General ledger code	2016/17 £	2017/18 £
<u>Hackney Carriages/Private Hire Vehicle Licences (3)</u>			
One year Hackney Carriage Vehicle Licence Grant	LI01-0886	399.00	399.00
One year Hackney Carriage Vehicle Licence Renewal	LI01-0886	300.00	300.00
Returnable plate deposit	9681-9402	55.00	55.00
One year Private Hire Vehicle Licence Grant	LI01-0914	329.00	329.00
One year Private Hire Vehicle Licence Renewal	LI01-0914	250.00	250.00
Returnable plate deposit	9681-9402	55.00	55.00
One year Dispensation Certificate (per vehicle)	LI01-0914	65.00	65.00
Replacement internal licence	LI01-0914	15.00	15.00
Replacement plate	LI01-0914	25.00	25.00
Transfer of Vehicle (from one owner to another)	LI01-0914	90.00	90.00
Change of Vehicle	LI01-0914	67.00	67.00
<u>Drivers' Licences (3)</u>			
One Year Hackney Carriage Drivers Licence Grant	LI01-0885	161.00	161.00
One Year Hackney Carriage Drivers Licence Renewal	LI01-0885	95.00	95.00
Three Year Hackney Carriage Drivers Licence Grant	LI01-0885	435.00	435.00
Three Year Hackney Carriage Drivers Licence Renewal	LI01-0885	256.00	256.00
Returnable badge deposit	9681-9402	20.00	20.00
One Year Private Hire Vehicle Drivers Licence Grant	LI01-0913	161.00	161.00
Three Year Private Hire Vehicle Drivers Licence Grant	LI01-0913	435.00	435.00
Three Year Private Hire Vehicle Drivers Licence Renewal	LI01-0913	256.00	256.00
Returnable badge deposit	LI01-0913	20.00	20.00
Replacement badge	LI01-0913	15.00	15.00
<u>Operators Licence (3)</u>			
One year Private Hire Vehicle Operator's Licence (One vehicle only) Five years	LI01-0910	663.00	663.00
(One vehicle only) One year	LI01-0910	155.00	155.00
(Two to four vehicles) Five Years	LI01-0910	913.00	913.00
(Two to four vehicles) One Year	LI01-0910	205.00	205.00
(Five to ten vehicles) Five Years	LI01-0910	1,163.00	1,163.00
(Five to ten vehicles) One Year	LI01-0910	255.00	255.00
(Over ten vehicles) Five Years	LI01-0910	1,413.00	1,413.00
(Over ten vehicles) One Year	LI01-0910	305.00	305.00
Knowledge Test Fee (1st test free)	LI01-0910	25.00	25.00
Disclosure and Barring Scheme cost of DBS plus £7 handling	LI01-0910	52.50	52.50
<u>Animal Boarding (3) (includes 1 vets fee) (New)</u>			
Renewal Animal Boarding (3) (includes 1 vets fee)	LI01-0896	496.00	496.00
Small animal boarding establishment (includes vet fee)		243.00	243.00
		369.00	369.00
<u>Dog Breeding (3) new (includes vets fee)</u>			
Renewal dog breeding includes 1 vet fee)	LI01-0882	525.00	525.00
		329.00	329.00
<u>Combination of above 2 (3)</u>			
	LI01-0882	329.00	329.00
<u>New Dangerous wild animals</u>			
		350.00	350.00
		Plus Vet fees	Plus Vet fees
<u>Dangerous Wild Animals (3)</u>			
	LI01-0940	150.00	150.00
		Plus Vet fees	Plus Vet fees
<u>Pet Shops (3)</u>			
New pet shop		477.00	477.00
Fish only (renewal) or	LI01-0893	278.00	278.00
If licensed for sale of mammals (renewal)	LI01-0893	278.00	278.00
		Plus Vet fees	Plus Vet fees
<u>Riding Establishments (3) (new)</u>			
	LI01-0883	192.00	192.00
		Plus Vet fees	Plus Vet fees
Renewal of Riding establishments		150.00	150.00
		Plus Vet fees	Plus Vet fees

HEALTHY COMMUNITIES PORTFOLIO REVISED CHARGES FROM 1 APRIL 2017

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

LICENCES	General ledger code	2016/17 £	2017/18 £
<u>Mobile Homes</u>			
New Licence	LI01-0937	434.00	434.00
Annual Renewal fee	LI01-0937	351.00	351.00
Deposit/Change of Site Rules	LI01-0937	47.00	47.00
Transfer of Site Licence	LI01-0937	117.00	117.00
<u>Licensing Act 2003 Fees – Statutory Fees</u>			
<u>New Premises/Club Premises/Variation applications</u>			
Band A 0 - £4, 300	LI01-0970/1	100.00	100.00
Band B £4,300 - £33,000	LI01-0970/1	190.00	190.00
Band C £33,000 - £87,000	LI01-0970/1	315.00	315.00
Band D £87,000 - £125,000	LI01-0970/1	450.00	450.00
Band D* £87,000 - £125,000	LI01-0970/1	900.00	900.00
Band E £125,001 – and above	LI01-0970/1	635.00	635.00
Band E* £125,001 – and above	LI01-0970/1	1,905.00	1,905.00
<u>New Premises /Club Premises Applications / Variation applications – Additional Fees</u>			
Where 5000 or more people will be on the premises			
5,000 – 9,999	LI01-0970/1	1,000.00	1,000.00
10,000 – 14,999	LI01-0970/1	2,000.00	2,000.00
15,000 – 19,999	LI01-0970/1	4,000.00	4,000.00
20,000 – 29,999	LI01-0970/1	8,000.00	8,000.00
30,000 – 39,999	LI01-0970/1	16,000.00	16,000.00
40,000 – 49,999	LI01-0970/1	24,000.00	24,000.00
50,000 – 59,999	LI01-0970/1	32,000.00	32,000.00
60,000 – 69,999	LI01-0970/1	40,000.00	40,000.00
70,000 – 79,999	LI01-0970/1	48,000.00	48,000.00
80,000 – 89,999	LI01-0970/1	56,000.00	56,000.00
90,000 and over	LI01-0970/1	64,000.00	64,000.00
<u>Annual Maintenance Fees - Premises /Club Premises</u>			
Band A 0 - £4, 300	LI01-0970/1	70.00	70.00
Band B £4,300 - £33,000	LI01-0970/1	180.00	180.00
Band C £33,000 - £87,000	LI01-0970/1	295.00	295.00
Band D £87,000 - £125,000	LI01-0970/1	320.00	320.00
Band D* £87,000 - £125,000	LI01-0970/1	640.00	640.00
Band E £125,001 – and above	LI01-0970/1	350.00	350.00
Band E* £125,001 – and above	LI01-0970/1	1,050.00	1,050.00
<u>Additional Annual Maintenance Fees</u>			
Where 5000 or more people will be on the premises			
5,000 – 9,999	LI01-0970/1	500.00	500.00
10,000 – 14,999	LI01-0970/1	1,000.00	1,000.00
15,000 – 19,999	LI01-0970/1	2,000.00	2,000.00
20,000 – 29,999	LI01-0970/1	4,000.00	4,000.00
30,000 – 39,999	LI01-0970/1	8,000.00	8,000.00
40,000 – 49,999	LI01-0970/1	12,000.00	12,000.00
50,000 – 59,999	LI01-0970/1	16,000.00	16,000.00
60,000 – 69,999	LI01-0970/1	20,000.00	20,000.00
70,000 – 79,999	LI01-0970/1	24,000.00	24,000.00
80,000 – 89,999	LI01-0970/1	28,000.00	28,000.00
90,000 and over	LI01-0970/1	32,000.00	32,000.00

HEALTHY COMMUNITIES PORTFOLIO REVISED CHARGES FROM 1 APRIL 2017

Appendix E

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

LICENCES	General ledger code	2016/17 £	2017/18 £
<u>Personal Licence - Statutory Fees</u>			
Grant of Licence	LI01-0972	37.00	37.00
Renewal of Licence	LI01-0972	37.00	37.00
<u>Other Fees Payable</u>			
Provisional Statement Applications	LI01-0970/1	315.00	315.00
Replacement Licence after loss/theft	LI01-0970/1	10.50	10.50
Notification of change of name or address	LI01-0970/1	10.50	10.50
Application to vary a Designated Premises Supervisor	LI01-0970/1	23.00	23.00
Transfer of a premises licence/club premises certificate	LI01-0970/1	23.00	23.00
Interim Authority Notice	LI01-0970/1	23.00	23.00
Notification of Interest by Freeholder	LI01-0970/1	21.00	21.00
Temporary Event Notices	LI01-0973	21.00	21.00
<u>Gambling Act 2005 - Statutory Fees</u>			
<u>Licensed Premises Gaming Machine Permit</u>			
Grant	LI01-0990	150.00	150.00
Existing operator Grant	LI01-0990	100.00	100.00
Variation	LI01-0990	100.00	100.00
Transfer	LI01-0990	25.00	25.00
Annual Fee	LI01-0990	50.00	50.00
Change of name	LI01-0990	25.00	25.00
Copy of Permit	LI01-0990	15.00	15.00
<u>Licensed Premises Automatic Notification Process</u>			
On notification	LI01-0990	50.00	50.00
<u>Club Gaming Permits</u>			
Grant	LI01-0990	200.00	200.00
Grant (Club Premises Certificate holder)	LI01-0990	100.00	100.00
Existing operator Grant	LI01-0990	100.00	100.00
Variation	LI01-0990	100.00	100.00
Renewal	LI01-0990	200.00	200.00
Renewal (Club Premises Certificate holder)	LI01-0990	100.00	100.00
Annual Fee	LI01-0990	50.00	50.00
Copy of Permit	LI01-0990	15.00	15.00
<u>Club Machine Permits</u>			
Grant	LI01-0990	200.00	200.00
Grant (Club Premises Certificate holder)	LI01-0990	100.00	100.00
Existing operator Grant	LI01-0990	100.00	100.00
Variation	LI01-0990	100.00	100.00
Renewal	LI01-0990	200.00	200.00
Renewal (Club Premises Certificate holder)	LI01-0990	100.00	100.00
Annual Fee	LI01-0990	50.00	50.00
Copy of Permit	LI01-0990	15.00	15.00

HEALTHY COMMUNITIES PORTFOLIO REVISED CHARGES FROM 1 APRIL 2017

Appendix E

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

LICENCES	General ledger code	2016/17 £	2017/18 £
<u>Family Entertainment Centre Gaming Machine</u>			
Grant	LI01-0975	300.00	300.00
Renewal	LI01-0975	300.00	300.00
Existing operator Grant	LI01-0975	100.00	100.00
Change of name	LI01-0975	25.00	25.00
Copy of Permit	LI01-0975	15.00	15.00
<u>Prize Gaming Permits</u>			
Grant	LI01-0975	300.00	300.00
Renewal	LI01-0975	300.00	300.00
Existing operator Grant	LI01-0975	100.00	100.00
Change of name	LI01-0975	25.00	25.00
Copy of Permit	LI01-0975	15.00	15.00
<u>Small Lotteries & Amusement for Raffles (3)</u>			
Registration	LI01-0894	40.00	40.00
Annual Fee	LI01-0894	20.00	20.00
<u>Gambling Act Premises Licence Fees</u>			
<u>Application Fee</u>			
Regional Casino Premises Licence	LI01-0975	15,000.00	15,000.00
Large Casino Premises Licence	LI01-0975	10,000.00	10,000.00
Small Casino Premises Licence	LI01-0975	8,000.00	8,000.00
Bingo Premises Licence	LI01-0975	3,500.00	3,500.00
Adult Gaming Centre Premises Licence	LI01-0975	2,000.00	2,000.00
Betting Premises (Track) Licence	LI01-0975	2,500.00	2,500.00
Family Entertainment Centre Premises Licence	LI01-0975	2,000.00	2,000.00
Betting Premises (Other) Licence	LI01-0974	3,000.00	3,000.00
<u>Application Fee for Premises with a Provisional</u>			
Regional Casino Premises Licence	LI01-0975	8,000.00	8,000.00
Large Casino Premises Licence	LI01-0975	5,000.00	5,000.00
Small Casino Premises Licence	LI01-0975	3,000.00	3,000.00
Bingo Premises Licence	LI01-0975	1,200.00	1,200.00
Adult Gaming Centre Premises Licence	LI01-0975	1,200.00	1,200.00
Betting Premises (Track) Licence	LI01-0975	950.00	950.00
Family Entertainment Centre Premises Licence	LI01-0975	950.00	950.00
Betting Premises (Other) Licence	LI01-0974	1,200.00	1,200.00

HEALTHY COMMUNITIES PORTFOLIO REVISED CHARGES FROM 1 APRIL 2017

Appendix E

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

LICENCES	General ledger code	2016/17 £	2017/18 £
Annual Fee			
Regional Casino Premises Licence	LI01-0975	15,000.00	15,000.00
Large Casino Premises Licence	LI01-0975	10,000.00	10,000.00
Small Casino Premises Licence	LI01-0975	5,000.00	5,000.00
Converted Casino Premises Licence	LI01-0975	3,000.00	3,000.00
Bingo Premises Licence	LI01-0975	1,000.00	1,000.00
Adult Gaming Centre Premises Licence	LI01-0975	1,000.00	1,000.00
Betting Premises (Track) Licence	LI01-0975	1,000.00	1,000.00
Family Entertainment Centre Premises Licence	LI01-0975	750.00	750.00
Betting Premises (Other) Licence	LI01-0974	600.00	600.00
Transfer Application Fee			
Regional Casino Premises Licence	LI01-0975	6,500.00	6,500.00
Large Casino Premises Licence	LI01-0975	2,150.00	2,150.00
Small Casino Premises Licence	LI01-0975	1,800.00	1,800.00
Converted Casino Premises Licence	LI01-0975	1,350.00	1,350.00
Bingo Premises Licence	LI01-0975	1,200.00	1,200.00
Adult Gaming Centre Premises Licence	LI01-0975	1,200.00	1,200.00
Betting Premises (Track) Licence	LI01-0975	950.00	950.00
Family Entertainment Centre Premises Licence	LI01-0975	950.00	950.00
Betting Premises (Other) Licence	LI01-0974	1,200.00	1,200.00
Variation Application Fee			
Regional Casino Premises Licence	LI01-0975	7,500.00	7,500.00
Large Casino Premises Licence	LI01-0975	5,000.00	5,000.00
Small Casino Premises Licence	LI01-0975	4,000.00	4,000.00
Converted Casino Premises Licence	LI01-0975	2,000.00	2,000.00
Bingo Premises Licence	LI01-0975	1,750.00	1,750.00
Adult Gaming Centre Premises Licence	LI01-0975	1,000.00	1,000.00
Betting Premises (Track) Licence	LI01-0975	1,250.00	1,250.00
Family Entertainment Centre Premises Licence	LI01-0975	1,000.00	1,000.00
Betting Premises (Other) Licence	LI01-0974	1,500.00	1,500.00
Provisional Statement Application Fee			
Regional Casino Premises Licence	LI01-0975	15,000.00	15,000.00
Large Casino Premises Licence	LI01-0975	10,000.00	10,000.00
Small Casino Premises Licence	LI01-0975	8,000.00	8,000.00
Bingo Premises Licence	LI01-0975	3,500.00	3,500.00
Adult Gaming Centre Premises Licence	LI01-0975	2,000.00	2,000.00
Betting Premises (Track) Licence	LI01-0975	2,500.00	2,500.00
Family Entertainment Centre Premises Licence	LI01-0975	2,000.00	2,000.00
Betting Premises (Other) Licence	LI01-0974	3,000.00	3,000.00

HEALTHY COMMUNITIES PORTFOLIO REVISED CHARGES FROM 1 APRIL 2017

Appendix E

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

LICENCES	General ledger code	2016/17 £	2017/18 £
<u>Application for Reinstatement Fee</u>			
Regional Casino Premises Licence	LI01-0975	6,500.00	6,500.00
Large Casino Premises Licence	LI01-0975	2,150.00	2,150.00
Small Casino Premises Licence	LI01-0975	1,800.00	1,800.00
Converted Casino Premises Licence	LI01-0975	1,350.00	1,350.00
Bingo Premises Licence	LI01-0975	1,200.00	1,200.00
Adult Gaming Centre Premises Licence	LI01-0975	1,200.00	1,200.00
Betting Premises (Track) Licence	LI01-0975	950.00	950.00
Family Entertainment Centre Premises Licence	LI01-0975	950.00	950.00
Betting Premises (Other) Licence	LI01-0974	1,200.00	1,200.00
Change of Circumstances Fee	LI01-0975	50.00	50.00
Duplicate Licence Fee	LI01-0975	25.00	25.00
<u>Sex Establishments/Sexual Entertainment Venues</u>			
Grant of Licence	LI01-0976	3,277.00	3,500.00
Annual Renewal of Licence	LI01-0976	3,277.00	3,500.00
Transfers	LI01-0976	3,277.00	3,500.00
Variations	LI01-0976	3,277.00	3,500.00
<u>Scrap Metal Dealers</u>			
Site licence	LI01-0889	500.00	500.00
Mobile licence	LI01-0889	250.00	250.00
Variation	LI01-0889	50.00	50.00
Badge/vehicle	LI01-0889	25.00	25.00
<u>Miscellaneous</u>			
Registration of:- Acupuncturists Tattooists, Ear Piercing and Electrolysis Premises (3)	LI01-0937	185.00	185.00
New personal licences for;			
Acupuncturist (3)	LI01-0937	169.00	169.00
Tattooists (3)	LI01-0937	169.00	169.00
Electrolysis (3)	LI01-0937	169.00	169.00
Ear Piercing (3)	LI01-0937	169.00	169.00
ENVIRONMENTAL HEALTH SERVICES			
	General ledger code	2016/17 £	2017/18 £
Food Certificates Export / Condemnation (3)	EH01-0937	137.00 + officer time (£47p/h) & collection/ disposal	137.00 + officer time (£47p/h) & collection/ disposal
Pre application work - associated with S61 Control of Pollution Act (Prior consent for work on construction sites) (1b)	EH01-0937	£50 per hour	£50 per hour
Expedited processing of applications made for prior consent for work on construction sites (noise) (1b)	EH01-0937	£50 per hour	£50 per hour
<u>Stray Dog Fees</u>			
Statutory Fee (3)	3630-0875	25.00	25.00
Administration Fee (1b)	3630-0875	20.00	20.00
Kennelling fees per day (1b)	3630-0875	15.50	15.50
Collection of fees charge by SBDC (1b)	3630-0875	15.00	40.00
Stray Dog Collection Charge (1b)	3630-0875	95.00	98.00
Discretionary Stray dog returned to owner from Kennels (1b)	3630-0875	70.00	75.00
Discretionary Stray dog returned to owner not gone to kennel or in transit to kennel (1b)	3630-0875	70.00	70.00
Stray Dogs Out of Hours (1b)	3630-0875	145.00	145.00

HEALTHY COMMUNITIES PORTFOLIO REVISED CHARGES FROM 1 APRIL 2017

Appendix E

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

ENVIRONMENTAL HEALTH SERVICES	General ledger code	2016/17 £	2017/18 £
Food Hygiene Courses:			
In-house group Hygiene Awareness Courses (4)	EH01-0937		308.00
Improving your food hygiene rating (1/2 day) Minimum 7 delegates (4)	EH01-0937		51.00
Health and Safety (for manual handling techniques) (1/2 day) in-house group courses (max 16 delegates) (4)	EH01-0936		31.00
Introduction to HACCP (Hazard Analysis Critical Control Point) for Food Safety (1/2 Day). Minimum 4 delegates (4)	EH01-0937		112.00
Level 2 Courses: Online e-learning course Food Hygiene courses per candidate (4)	EH01-0936		25.00
Level 2 Courses: 1 day Food Hygiene courses per candidate (includes lunch) (4)	EH01-0937		86.00
BII Level 2 Personal License Holder course (4)	EH01-0937		620.00
Level 2 Courses: 1 day Food and Health and Safety private in-house group courses (max 16 delegates) (4)	EH01-0937		311.00
Level 2 Manual Handling per candidate (4)	EH01-0937		86.00
Level 2 COSHH Course (1/2 day course) per candidate (4)	EH01-0937		51.00
Level 3 Risk Assessment Course per candidate (4)	EH01-0937		178.00
Miscellaneous:			
Food Hygiene Rating Scheme re-inspection (4)	EH01-0937		cost recovery
Pre-inspection advisory visit up to 6 hours consultancy (4)	EH01-0937		306.00 Additional hours at £47/hour
SFBB packs for existing businesses (4)	EH01-0937		15.00
Investigating High Hedges complaints (3)	EH01-0937	420.00	450.00
Other Services	EH01-0937	At cost (officers recharge rate) + 15%	At cost (officers recharge rate £47 p/h)

HEALTHY COMMUNITIES PORTFOLIO REVISED CHARGES FROM 1 APRIL 2017

Appendix E

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

MISCELLANEOUS SERVICES	General ledger code	2016/17 £	2017/18 £
Public health funerals (3)	EH01-0937	cost of recovery of funeral and crematorium charges plus £47/hour officer charge	cost of recovery of funeral and crematorium charges plus £47/hour officer charge
Formulation of professional opinion on subject requested (3)	EH01-0937	64.00 (minimum charge 64.00)	64.00 (minimum charge 64.00)
Charge for provision of witness statements under Acts of Parliament (3)	EH01-0937	64.00 (minimum charge 62.00)	64.00 (minimum charge 64.00)
Photographs in connection with the above (1a)	EH01-0937	5.70	5.70
Application for loudspeaker in street consent (3)	EH01-0937	43.00	43.00
Application for consent to unload vehicles before 9.00 9 a.m. on Sunday (3)	EH01-0937	155.00	155.00
Water Sampling at Private Supplies:			
Revised charges from Private Water Supply Regulations			
PWS Risk assessment	EH01-0937	500.00	500.00
PWS risk based sampling	EH01-0937	100.00	100.00
PWS Investigation	EH01-0937	100.00	100.00
PWS Granting authorisation	EH01-0937	100.00	100.00
Analysing Samples Reg 10	EH01-0937	25.00	25.00
Analysing Samples Check monitoring	EH01-0937	100.00	100.00
Analysing Samples Audit monitoring	EH01-0937	500.00	500.00
(No fee is payable where samples are taken and			
Photocopy Charge (1a)	EH01-0937	10p per sheet	10 p per sheet
Return of Non Statutory and Governmental Questionnaires	EH01-0937	Cost to be advised based on officers recharge rate and discretion to waive or adjust	
Provision of Non Statutory professional services in reply to commercial organisations	EH01-0937	Cost to be advised based on officers recharge rate and discretion to waive or adjust	
Provision of CIEH accredited training courses	EH01-0937	Cost of training provision and examination + administration and accommodation.	

HEALTHY COMMUNITIES PORTFOLIO REVISED CHARGES FROM 1 APRIL 2017

AppendixE

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

PEST CONTROL	General	2016/17	2017/18
Charges payable direct to contractor	ledger code	£	£
Rats (1a)	n/a	39.50	39.50
Mice (1a)	n/a	39.50	39.50
Wasps (1a)	n/a	39.00	39.00
Glis (1a)	n/a	84.00 plus returnable deposit for cage	84.00 plus returnable deposit for cage
Other public health insects (1a)	n/a	68.00	68.00

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

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

RESOURCES PORTFOLIO
REVISED CHARGES FROM 1 APRIL 2017

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

CAR PARKS - DAILY CHARGES (1a) 8.00 a.m. to 6.00 p.m. 2017/18 8.00 a.m. to 8.00 p.m.							
	General ledger code	2016/17 £	2017/18 £		General ledger code	2016/17 £	2017/18 £
Altons	3466-0863			Penncroft	3467-0863		
Up to 1 hour		1.20	1.30	Up to 1 hour		1.20	1.30
Up to 2 hours		1.70	1.90	Up to 2 hours		1.80	1.90
Up to 3 hours		2.20	2.50	Up to 3 hours		2.40	2.50
Up to 4 hours		3.10	3.20	Up to 4 hours		3.10	3.20
Up to 8 hours		na	5.00	Up to 8 hours		na	5.60
Up to 12 hours		4.50	6.00	Up to 12 hours		5.50	6.60
Sunday/Public Holiday		1.10	1.20	Sunday/Public Holiday		1.00	1.20
Bulstrode Way	3474-0863			Station Road	3477-0863		
Up to 1 hour		1.20	1.30	Up to 1 hour		1.20	1.30
Up to 2 hours		1.80	1.90	Up to 2 hours		1.80	1.90
Up to 3 hours		2.40	2.50	Up to 3 hours		2.40	2.50
No Long Stay		-	-	Up to 4 hours		3.10	3.20
Sunday/Public Holiday		1.00	1.20	Up to 8 hours		na	5.00
				Up to 24 hours		4.50	6.50
				Sunday/Public Holiday		1.00	1.20
Jennery Lane	3470-0863			Summers Road	3472-0863		
Up to ½ hour		0.50	0.60	Up to ½ hour		0.40	na
Up to 1 hour		1.00	1.10	Up to 1 hour		0.70	FREE
Up to 2 hours		1.20	1.30	Up to 2 hours		0.90	1.00
No Long Stay		-	-	Up to 3 hours		1.30	1.40
Sunday/Public Holiday		1.00	1.20	Up to 24 hours		2.10	2.20
				Sunday/Public Holiday		1.00	1.20
Neville Court	3471-0863			Broadway – (Beac)	3473-0863		
Up to 2 hours		0.30	0.40	Up to ½ hour		0.40	0.50
Up to 4 hours		0.50	0.60	Up to 3 hours		1.00	1.10
Up to 24 hours		1.00	1.10	Up to 24 hours		1.40	1.50
Sunday/Public Holiday		1.00	1.20	Sunday/Public Holiday		1.00	1.20
Packhorse Road	3475-0863			Warwick Road	3468-0863		
Up to 1 hour		1.20	1.30	Up to 1 hour		1.20	1.30
Up to 2 hours		1.80	1.90	Up to 2 hours		1.80	1.90
Up to 3 hours		3.40	3.50	Up to 3 hours		2.40	2.50
Up to 4 hours		4.20	4.30	Up to 4 hours		3.10	3.20
Up to 8 hours		na	6.60	Up to 8 hours		na	5.00
Up to 24 hours		6.50	7.20	Up to 12 hours		4.50	6.00
Sunday/Public Holiday		1.00	1.20	Sunday/Public Holiday		1.00	1.20

**RESOURCES PORTFOLIO
REVISED CHARGES FROM 1 APRIL 2017**

Appendix E

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

CAR PARKS - SEASON TICKETS (1a)		General ledger code	2016/17 £	2017/18 £	General ledger code	2016/17 £	2017/18 £	
Altons	3466-0864				Station Road	3477-0864		
3 Monthly		220.00	293.00	3 Monthly		270.00	317.00	
6 Monthly		410.00	552.00	6 Monthly		490.00	598.00	
12 Monthly		na	1,035.00	12 Monthly		na	879.00	
Residents out of hours (12 mnthly)		344.00	275	Residents out of hours (12 mnthly)		353.00	282.00	
Neville Court	3471-0864			Summers Road	3472-0864			
3 Monthly		45.00	53.00	3 Monthly		140.00	107.00	
6 Monthly		90.00	101.00	6 Monthly		270.00	202.00	
12 Monthly		na	189	12 Monthly		na	379.00	
Residents out of hours (12 mnthly)		68.00	54.00	Residents out of hours (12 mnthly)		182.00	146.00	
Packhorse Road	3475-0864			The Broadway	3473-0864			
3 Monthly		290.00	351.00	3 Monthly		50.00	73.00	
6 Monthly		540.00	662.00	6 Monthly		100.00	138.00	
12 Monthly		na	1,242.00	12 Monthly		na	258.00	
Residents out of hours (12 mnthly)		390.00	312.00	Residents out of hours (12 mnthly)		60.00	48.00	
Penncroft	3467-0864			Warwick Road	3468-0864			
3 Monthly		270.00	322.00	3 Monthly		220.00	293.00	
6 Monthly		490.00	607.00	6 monthly		410.00	552.00	
12 Monthly		na	1,138.00	12 Monthly		na	1,035.00	
Residents out of hours (12 mnthly)		371.00	297.00	Residents out of hours (12 mnthly)		353.00	282.00	
Jennery Lane	3470-0864			Bulstrode Way	3474-0864			
3 Monthly		140.00	107.00	3 Monthly		270.00	317.00	
6 Monthly		270.00	202.00	6 monthly		490.00	598.00	
12 Monthly		na	379.00	12 Monthly		na	1,121.00	
Residents out of hours (12 mnthly)		210.00	168.00	Residents out of hours (12 mnthly)		364.00	298.00	
Issue of replacement Season Ticket			5.00					
CAR PARKS - EXCESS CHARGES						General ledger code	2016/17 £	2017/18 £
Paid within 14 Days (3)						3490-0865	40.00	40.00
Otherwise (3)						3490-0865	80.00	80.00
DATA PROTECTION ACT						General ledger code	2016/17 £	2017/18 £
Subject Access Request (1a)						2305-0937	10.00	10.00
MISCELLANEOUS							2016/17 £	2017/18 £
Permission for works at Council property or related matters							Variable hourly rate appropriate for officer	Variable hourly rate appropriate for officer

RESOURCES PORTFOLIO
REVISED CHARGES FROM 1 APRIL 2017

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

SECTION 106 AGREEMENTS (1b)	General ledger code	2016/17 £	2017/18 £
Deed of Variations	LE01-0937	230.00	Fee subject
New Agreements			
- individual	LE01-0937	270.00	Fee subject
- others i.e. affordable housing/landscape management	LE01-0937	variable hourly rate based on actual time (min £800 plus VAT)	variable hourly rate based on actual time (min £800 plus VAT)
Comments/approval of Unilateral Obligations	LE01-0937	variable hourly rate based on actual time (min £500 plus VAT)	variable hourly rate based on actual time (min £500 plus VAT)

For Information Environment Pag in January 2007 agreed these charges should be delegated to the Head of Legal & Democratic Services/ Director of Resources.

LAND CHARGES	General ledger code	2016/17 £	2017/18 £
Form LLC1	2316-0873	25.00	25.00
Con29R – Required Enquiries	2316-0873	78.00	78.00
Total LLC1 & CON29R	2316-0873	103.00	103.00
CON 29O Enquiries – Each Optional Enquiry	2316-0873	15.00	15.00
Additional Enquiries (Solicitors own questions)	2316-0873	25.00	25.00
Additional Parcels of Land:			
Form LLC1	2316-0873	5.00	5.00
Form CON29R	2316-0873	20.00	20.00

SUSTAINABLE DEVELOPMENT PORTFOLIO

REVISED CHARGES FROM 1 APRIL 2017

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

BUILDING CONTROL	General ledger code	2016/17 £	2017/18 £
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The Building (Local Authority Charges) Regulations 2010 authorise Local Authorities in England & Wales to fix and recover charges for the performance of their main building control functions relating to building regulations in a charging scheme governed by the principles laid down in the Regulations. This scheme was adopted by the Council effective from 1st October 2010. The setting of charges is dealt with by the Building Control Manager in consultation with the Sustainability Portfolio Holder and the Head of Finance. Revised charges are subsequently reported to Members for information.

PHOTOCOPYING (1a)	General ledger code	2016/17 £	2017/18 £
A4 Sheet B/W	4356-0833	10p	10p
A4 Sheet Colour	4356-0833	20p	20p
A3 Sheet B/W	4356-0833	20p	20p
A3 Sheet Colour	4356-0833	40p	40p
Large maps re-produced by the Plotter	4356-0833	10.00	10.00

These charges apply to:

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

PLANNING ADVICE AND INFORMATION	General ledger code	2016/17 £	2017/18 £
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Pre-Application Advice (1b)

Administration Charges (per hour)			
- Head of Service	4356-0937	220.00	220.00
- Area Team Manager	4356-0937	170.00	170.00
- All other planning officers/equivalent service posts	4356-0937	150.00	150.00
- Assistant Planning Officer/Customer Service Officers or equivalent service posts	4356-0937	100.00	100.00
Site Visits – Flat Rate per officer	4356-0937	100.00	100.00

SUSTAINABLE DEVELOPMENT PORTFOLIO

REVISED CHARGES FROM 1 APRIL 2017

Appendix E

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

PLANS, POLICIES AND PUBLISHED INFORMATION (Prices include Postage/Packing) (2)	General ledger code	2016/17 £	2017/18 £
South Bucks Core Strategy (Adopted February 2011)	PP01-0837	17.50	17.50
South Bucks District Local Plan 1999 (consolidated version)	PP01-0837	20.00	20.00
South Bucks Development Plan Proposals Map	PP01-0837	20.00	20.00
Core Strategy Inspectors Report (January 2011)	PP01-0837	4.20	4.20
Statement of Community Involvement (Adopted 2007)	PP01-0837	8.60	8.60
Local Development Scheme (March 2010)	PP01-0837	4.80	4.80
Residential Design Guide SPD (October 2008)	PP01-0837	9.40	9.40
Annual Monitoring Report (published in January each year)	PP01-0837	price based on normal photocopying charges	price based on normal photocopying charges
<i>Other LDF documents, including those relating to earlier stages in the Core Strategy process and evidence base studies are available to download from the Council's website or can be made available in hard form on request (these are charged at normal photocopying [and postage, if relevant] charges)</i>			
Conservation Area Leaflets / Appraisals			
Huntercombe (1977), Fulmer(1979), Hedgerley Village (1981), Hedgerley Green (1987), Iver (1982), Stoke Green (1987) and Stoke Park (1987).	PP01-0837	1.00	1.00
Boveney (1996), Burnham (2002)	PP01-0837	price based on normal photocopying charges	price based on normal photocopying charges
Dorney (1996) was sponsored		Free	Free
Taplow (2006), Taplow Riverside (2006), Uxbridge Lock (2006), Hampden Hill (2005), Beaconsfield Old Town (2006), Denham(2008), Gerrards Cross Common (2009), Gerrards Cross Centenary (2009), Stoke Poges - West End (2011), Framewood Road (2011) and subsequent documents.	PP01-0837	price based on normal photocopying charges	price based on normal photocopying charges

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SUBJECT:	<i>Chiltern DC and South Bucks DC Joint Economic Development Strategy</i>
REPORT OF:	<i>Leader – Cllr Bagge</i>
RESPONSIBLE OFFICER	<i>Interim Director of Services - Anita Cacchioli</i>
REPORT AUTHOR	<i>Anita Cacchioli – 01895 837340 – anita.cacchioli@southbucks.gov.uk</i>
WARD/S AFFECTED	<i>All</i>

1. Purpose of Report

- 1.1 To seek approval of The Economic Development Strategy for Chiltern and South Bucks Councils' 2017-2026 (attached as Appendix 1)

RECOMMENDATION

That Cabinet approve The Economic Development Strategy for Chiltern and South Bucks Councils 2017-2026 for consultation with the Overview and Scrutiny Committee and also The Planning Policy Joint Member Reference Group due to links with the emerging Local Plan.

2. Executive Summary

- 2.1 The Economic Development Strategy for Chiltern and South Bucks sets out the two Councils' economic development priorities for 2017–2026, presents the economic opportunities for the districts as well as their strengths, weaknesses and the threats they face.
- 2.2 The Economic Development Strategy considers the Councils' roles in shaping economic growth that is appropriate and beneficial for the two districts, residents and businesses while ensuring that the local economy remains competitive and can continue to be largely self-managing but directed to serve the needs of the community.
- 2.3 The Chiltern and South Bucks Economic Development Strategy shares the vision of the districts' Joint Business Plan, that by 2026 the districts will continue to be "prosperous and diverse economies that encourage local employers and small businesses". It also addresses the Joint Sustainable Community Strategy aspiration of "supporting the local economy to continue to thrive and provide local jobs for local people".
- 2.4 The Councils emerging joint Local Plan is seeking to plan to meet the needs for employment and local businesses to 2036 within the context of a step change in housing delivery, increasing needs for jobs, a highly constrained area with limited space for employment development and challenges of competing land uses, viability, supply and infrastructure needs. The Chiltern and South Bucks Economic Development Strategy will form part of the evidence base for the Local Plan and could be an important part of the evidence base to support delivery of the plan objectives and proposals.

3. Reasons for Recommendations

3.1 The adoption of a strategy to reinforce the commitment and work towards achieving the vision contained in the Chiltern and South Bucks Joint Business Plan (2015-2020) and Joint Sustainable Community Strategy 2013-2026 as well as the recommendations of the Councils' 2014 Peer review and to support the emerging Local Plan is recommended.

4. Background

4.1 In November 2014 the LGA peer review recommended that the two Councils should consider their roles in shaping economic growth "so that growth is appropriate and beneficial for the two districts, their residents and businesses" and "ensure that the region remains competitive and can continue to be largely self-managing, but directed to serve the needs of the community".

4.2 Although this is the first Economic Development Strategy for Chiltern and South Bucks Councils, the importance of the local economy is highlighted in a range of strategies and plans, including the emerging local plan and the Chiltern and South Bucks Joint Business Plan (2015-2020). This sets out the vision that by 2026 the two districts will be: "prosperous and diverse economies that encourage local employers and small businesses so we can protect the areas' economy for the future and achieve a better balance between the jobs available and the people to fill them".

4.3 While the Joint Sustainable Community Strategy 2013-2026 sets out the following challenges for the economy:

- Supporting the local economy to continue to thrive and provide local jobs for local people;
- Identifying workforce skills and technological resources for tomorrow's economy and encouraging their development;
- Sustainable delivery of new homes, of the right type to meet residents' needs, and with the necessary supporting infrastructure;
- Understanding and managing the impact of growth in the north of Buckinghamshire on infrastructure.

5. Content of Report

5.1 A great deal of data has been interrogated to help inform the strategy, this includes: the current state of the local economy and projected growth, the industrial and occupational structure, the labour market, educational attainment, enterprise and business survival, earnings, demography, availability and affordability of residential and commercial property, in and out commuting, deprivation, as well as in-depth analysis of forecasts and projections relating to the above.

5.2 Consideration was also given to the local, regional and national policy environment.

5.3 Online, telephone and focus group consultation was carried out to establish local business sentiment with 219 business' participating in the online survey and 266 businesses participating in the telephone consultation.

5.4 As a consequence the Strengths and Weaknesses of; Opportunities and Threats to the local economy were identified (SWOT) and Six Strategic Economic Objectives shaped through consultation identified in response.

5.5 SWOT

5.6 Strengths

Chiltern and South Bucks have one of the most productive economies in the country, where highly qualified workers are well remunerated for working in growing sectors. The districts combine good quality of life and low deprivation with excellent communications with ready access to national road and rail services.

The districts enjoy very high levels of entrepreneurship combined with large, well known employers that make a significant contribution to the growth sectors identified by the Government and the Buckinghamshire Thames Valley Local Enterprise Partnership.

Chiltern and South Bucks have proved themselves to be comparatively resilient economies, exhibiting some of the highest levels of growth seen in the UK since 2008's recession in output, business population and employment.

5.7 Weaknesses

The gap between residence and work place based earnings is large, albeit closing, causing local inequality and contributing to the comparative shortage of young people in the local economy. The economy is skewed towards very small firms reducing the availability of employee jobs and towards service jobs in the private sector increasing exposure to market downturns in those parts of the economy.

Despite the prosperity of Chiltern and South Bucks housing affordability is among the lowest in the country and worsening. Population rises are expected to outstrip housing supply.

Commercial property across the districts is ageing and does not neatly map to demand, particularly for small and start-up businesses, while commercial rents may be too low to either support speculative development or dissuade changes of use for existing commercial stock to residential, threatening economic vibrancy. There is a lack of land with development potential for period to 2036.

5.8 Opportunities

If HS2 goes ahead the project will provide contracting and service opportunities for local businesses during the construction phase. The construction of Crossrail and the third runway at Heathrow offer both short and long term opportunities as the local economic geography changes.

The Government's emerging Industrial Strategy may favour sectors with a strong footprint in the districts.

The new joint Local Plan and Green Belt review offers an opportunity to bring forward sites for employment generating use and safeguard the economic vibrancy of the districts.

The districts have a strong and established tourism offer, particularly for the Chilterns, however the potential exists to convert day trips into longer stays giving additional exposure to the wider sector.

5.9 Threats

The high and rising cost of residential property may become a disincentive to companies to locate in the districts, frustrating attempts of local businesses to recruit. For commercial property, the conversion of floorspace to residential uses further erodes the choice of premises available in the districts. Recruitment difficulties may be compounded by the loss of large numbers of the highest achieving young people after Key Stage 5 combined with high levels of education deprivation for young people across the districts.

A lack of good quality, mid-sized commercial premises prevent expanding businesses from remaining in the districts.

The loss of employment space in town centres reduces the space available to businesses and allows retail expenditure to leak out the centres and out of the districts entirely.

Poor public transport and slow broadband speeds frustrate the development of the rural economy.

6. Six Strategic Economic Objectives

6.1 Connectivity

As well as helping to raise productivity, digital technology enables new ways of working, relieving pressure on employment space. Road and rail connectivity improves the economic geography of Chiltern and South Bucks. Investment in ICT including broadband was named as the top priority for investment by more businesses than any other issue in the Economic Development Strategy Survey, while across Chiltern and South Bucks more than a third of businesses do not have broadband speeds over 24MBPS.

- Broadband investment: continued investment in broadband with a focus on business premises
- Wireless / 5G investment: ensure essential outdoor mobile services – such as basic talk, text and data - are available throughout the districts¹
- Transport: lobbying for enhancement and maintenance of the strategic road network
- Support the improvement of north-south connectivity within Buckinghamshire to provide access to the opportunities for economic growth associated with housing growth and planned infrastructure improvements (including East West Rail and the Oxford Cambridge Expressway)²

¹ See National Infrastructure Commission, Connected Future (2016) on 5G telecommunication technology https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/577906/CONNECTED_FUTURE_ACCESSIBLE.pdf

² See for example paragraph 3.16 of the 2016 Autumn Statement: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/571559/autumn_statement_2016_web.pdf

6.2 Enterprise and business growth

Chiltern and South Bucks are among the most entrepreneurial places in the country delivering high productivity. However, the districts have a comparatively high share of home based businesses and the shares of business stock with five or more employees are among the lowest in Great Britain. Growing businesses to become employers and relocate to commercial premises can help Chiltern and South Bucks businesses *scale up*³.

- Business support: provision / promotion of business support activities to help businesses and aspiring businesses to grow and prosper. To include networking, training and signposting
- Incubation space: provision / promotion of incubation space for growing businesses
- Ensure public sector procurement opportunities are made available to local businesses
- Promote sectors where Chiltern and South Bucks have strengths in nationally significant sectors to ensure the districts are not overlooked as the Industrial Strategy develops and associated resources can be used to benefit the local economy
- Promote / provide finance for businesses, particularly those with high growth potential
- Maintain dialogue with large employers

6.3 Space for business

Employment floorspace in Chiltern and South Bucks does not match demand and is under pressure from conversion to residential use. In the six years to 2015/16, South Bucks' employment floorspace fell by 16,000m² (2.6 per cent), including a 13,000m² (8.4 per cent) fall in office space, both among the largest falls across the UK. The districts must be able to meet the demand of small businesses and provide opportunities for them to grow and move into suitable, high quality space.

- Planning for a portfolio of premises to meet the current and future needs of businesses by size and sector, including changes brought about by the advance of the *digital* industries and facilitating the co-location of
- Provide or plan for smaller office units of up to 400m²
- Promote or bring forward prestigious offices for head office functions and to attract businesses displaced by Heathrow expansion
- Promote the efficient use of employment land and buildings, enabling new ways of working, supporting the use of new technologies and promoting developments that build on the strengths of the local economy.

³ For a comparison of *Initial Scaling* and *Stepping Up* see ERC's Growth Dashboard (2016): <http://www.enterpriseresearch.ac.uk/wp-content/uploads/2016/11/ERC-UK-Local-Growth-Dashboard-FINAL.pdf> and see Theresa May's 2016 speech to CBI for the importance of Scale Ups: <https://www.gov.uk/government/speeches/cbi-annual-conference-2016-prime-ministers-speech>

- Promote / provide inward investment to make the most of the local connectivity, to supplement enterprise driven employment growth and widen the range of jobs available locally
- Promotion of live work units
- Protect the natural environment and landscape

6.4 Skills and employability

While Chiltern and South Bucks residents have some of highest levels of educational attainment in the country and, as part of Buckinghamshire, see the highest share of young people attend Russell Group universities after Key Stage 5, education deprivation for young people persists in parts of the district. Businesses report recruitment difficulties.

- Provide / support services that forge links between employers and educators, in order to enable young people to become more work ready through greater employer involvement and to ensure they gain the right skills for the local growth sectors
- Provide / support services that directly connect local businesses and young people in work experience and apprenticeship opportunities, as well as full and part-time employment
- Promotion of apprenticeships and vocation routes to employment
- Promotion of youth enterprise as a route into employment
- Provision / support schemes to help older workers remain economically active

6.5 Tourism and town centres

Although Chiltern and South Bucks already attract significant numbers of visitors, day trips are comparatively rarely converted into overnight stays. Longer stays generate markedly higher spending helping to raise employment in the sector. Town centres must continue to be vibrant and liveable places to maintain the quality of life offered by Chiltern and South Bucks and ensure their attractiveness as destinations and places to live are maintained.

- Promotion / support for tourism uses in rural areas to help convert day visits to overnight stays, with the associated uplift in local spending.
- Enhance the competitiveness and vitality of town centres so they continue and develop as places of employment and commerce with a varied retail offer complementing their leisure and recreation and cultural offers
- Support for tourism businesses to recruit and grow, providing jobs well aligned with local labour supply.

6.6 Monitoring and review

Ongoing measurement of the economy's performance against the strategic objectives. Including metrics such as claimant count and job openings, jobs density, growth in employment floorspace, educational attainment, business rates collected and planning permissions for housing and commercial development.

- Progress against these strategic objectives to be periodically measured and presented for discussion.

7. Consultation

7.1 Consultation with business and other key stakeholders is imperative in the development of a credible economic strategy. In addition to internal consultation with officers and councillors, a cross section of the business community and representative organisations from across Chiltern and South Bucks were consulted through on line and telephone surveys, as well as more interactive focus group and face to face consultations with partners including Bucks Business First, Buckinghamshire Thames Valley Local Enterprise Partnership and Chiltern Chamber of Commerce contributing.

8. Options

8.1 To agree the Economic Development Strategy, themes and Actions.

8.2 To agree the Economic Development Strategy, themes and Action with amendments.

8.3 To not agree the Economic Development Strategy, themes and Actions.

8.4 The adoption of a Strategy to reinforce the commitment and work towards achieving the vision contained in the Chiltern and South Bucks Joint Business Plan (2015-2020) and Joint Sustainable Community Strategy 2013-2026 as well as the recommendations of the Councils' 2014 Peer review and to support the emerging Local Plan is recommended.

9. Corporate Implications

Financial

There are no financial implications arising from the adoption of the Economic Development Strategy, the financial implications of any future projects that may arise from the Strategy will be considered at the time with separate business cases presented for approval as required. The Strategy could assist the Councils in seeking external funding opportunities that may arise and in discussions with others such as the Local Enterprise Partnership.

Legal

Economic Development activities are not a "statutory duty" of Chiltern or South Bucks Councils; however, within the Local Government Act 2000 all local councils were given legal powers to allow them to safeguard the "economic, social and environmental well-being" of their local areas. This was superseded by The general power of Competence; a power available to local authorities in England to do "anything that individuals generally may do". It was provided for in the Localism Act 2011. It was brought into force for local authorities on 18 February 2012.

The Strategy would support the preparation and delivery of the employment/economic objectives of the Local Plan, the preparation of which is a statutory requirement.

The Strategy will form part of the Council’s formal Budget and Policy Framework, reinforcing the Chiltern and South Bucks Joint Business Plan (2015-2020) and Joint Sustainable Community Strategy 2013-2026. As such, consultation with the Overview and Scrutiny Committee is required under the Council’s Constitution. The Strategy will need to be reconsidered by Cabinet before firm proposals are recommended to full Council for adoption.

Risk Assessment

Minimal risk as the Councils are committed to supporting business as set out in the existing Chiltern and South Bucks Joint Business Plan (2015-2020). The Strategy could also de-risk to a degree the soundness of the Local Plan as to meet the test of soundness the Council will need to be able to demonstrate that it can be deliverable.

10. Links to Council Policy Objectives

- 10.1 Prosperous and diverse economies that encourage local employers and small businesses so we can protect the areas’ economy for the future and achieve a better balance between the jobs available and the people to fill them;
- 10.2 High quality education and lifelong learning which improves people’s lives, enabling them to make well-informed decisions and play their full part in the community;
- 10.3 A wide range of high quality housing, including a good supply of affordable homes to help meet community needs and maintain our services and communities;
- 10.4 Effective and targeted transport solutions, including a well-maintained transport infrastructure with improved north-south and east-west links;

11. Next Step

- 11.1 To present the Economic Development Strategy to the Overview and Scrutiny Committee along with a draft action plan for comment. Subsequent to Council approval, to present the adopted strategy and action plan to the Joint Strategic Partnership, share with other key partners and take into account in the service planning process, with progress against objectives reviewed annually.

Background Papers:	<ul style="list-style-type: none"> • LGA peer Review 2014 • Emerging Local Plan documents and evidence base http://www.southbucks.gov.uk/planning/localplan2014-2036 • Chiltern & South Bucks Economy Survey, 2016 • Buckinghamshire Business Survey, 2016 • Chiltern and South Bucks Joint Business Plan (2015-2026) http://www.chiltern.gov.uk/CHttpHandler.ashx?id=3820&p=0
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- Joint Community Strategy 2013
<http://www.chiltern.gov.uk/CHttpHandler.ashx?id=3250&p=0>
- HalifaxQualityofLifeSurvey2016
<http://static.halifax.co.uk/assets/pdf/mortgages/pdf/161217-Halifax-Quality-of-Life%202016-FINAL.pdf>
- National Infrastructure Commission, Connected Future (2016) on 5G telecommunication technology
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/577906/CONNECTED_FUTURE_ACCESSIBLE.pdf
- paragraph 3.16 of the 2016 Autumn Statement:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/571559/autumn_statement_2016_web.pdf
- IDBR, ONS, 2016, DWP, 2016, Business Demography, 2016, MYPE, ONS, 2016, APS, ONS, 2016, ASHE, 2016
- Regional Accounts, ONS, 2016, Experian Local Market Forecasts ©, September 2016, APS, ONS, 2016, DWP, 2016, Business Demography, 2016, Companies House, 2016, ASHE, 2016
- BRES, ONS, 2016
- SNPP, ONS, 2016
- Business Demography, ONS, 2016
- Census 2011, ONS, 2014
- Origin-Destination, Census 2011, ONS, 2014
- Indices of deprivation, DCLG, 2015
- https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/464597/English_Indices_of_Deprivation_2015_-_Research_Report.pdf
- ERC's Growth Dashboard (2016):
<http://www.enterpriseresearch.ac.uk/wp-content/uploads/2016/11/ERC-UK-Local-Growth-Dashboard-FINAL.pdf>
- Theresa May's 2016 speech to CBI for the importance of Scale Ups:
<https://www.gov.uk/government/speeches/cbi-annual-conference-2016-prime-ministers-speech>

	<p>https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/32457/11-1429-strategy-for-uk-life-sciences.pdf</p> <ul style="list-style-type: none">• Business Secretary Sajid Javid speech https://www.gov.uk/government/speeches/manufacturing-doing-what-works <p>“Fixing the Foundations” the Government’s 10 point plan for raising rural productivity https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/454866/10-point-plan-rural-productivity-pb14335.pdf</p> <p>Page 25 Chancellors Autumn Statement https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/571559/autumn_statement_2016_web.pdf</p>
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Chiltern and South Bucks Economic Development Strategy

January 2017

Produced on behalf of Chiltern District Council & South Bucks District Council by



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1.0 Introduction

Buckinghamshire Business First were commissioned in April 2016 to prepare an economic development strategy for Chiltern and South Bucks district councils following a Local Government Association Peer review recommendation that they should consider their roles in shaping economic growth “so that growth is appropriate and beneficial for the two districts, their residents and businesses” and to “ensure that the region remains competitive and can continue to be largely self-managing but directed to serve the needs of the community” and to influence the growth programmes of the Buckinghamshire Thames Valley LEP and other partners. Although there had been no current economic development strategy for Chiltern and South Bucks, the importance of the economy is prominent in a range of strategies and plans, including planning documents and the Chiltern and South Bucks Joint Business Plan¹ (2016-2020) and the Joint Community Strategy².

Following a literature and policy review and statistical analysis of third party sources an electronic survey of BBF members across the districts was drafted and distributed. The survey was completed by 219 businesses and was complemented by the findings of the 2016 Buckinghamshire Business Survey, a telephone survey of 800 businesses, including 266 from Chiltern and South Bucks. From these stages a SWOT analysis and strategic objectives and actions were drafted and tested in workshop and individual consultations. The research was presented to the districts’ cabinets and shared with the steering group.

Chiltern and South Bucks both offer a good business environment and a high quality of life. Only eight per cent of businesses are dissatisfied with the districts as a place to do business³, while they consistently rank highly in the Halifax Quality of Life index⁴ and 96.0 per cent of residents report medium to very high life satisfaction according to the latest Government well-being survey.

South Bucks is a relatively small district at 141 square kilometres with 69,120 residents. It is within the Metropolitan Green Belt area, with 87 per cent of the land designated as green belt. There are many small towns and villages, with the largest being Beaconsfield, Burnham and Gerrards Cross. These three towns have the best infrastructure and facilities. Most of the towns and villages have historical roots which are preserved through the use of conservation areas and listed buildings. The larger towns of High Wycombe, Uxbridge, Maidenhead and Slough border the

¹ <http://www.chiltern.gov.uk/CHttpHandler.ashx?id=3820&p=0>

² <http://www.chiltern.gov.uk/CHttpHandler.ashx?id=3250&p=0>

³ According to the Chiltern & South Bucks economy survey undertaken for this strategy.

⁴ 2016 report available at <http://static.halifax.co.uk/assets/pdf/mortgages/pdf/161217-Halifax-Quality-of-Life%202016-FINAL.pdf>

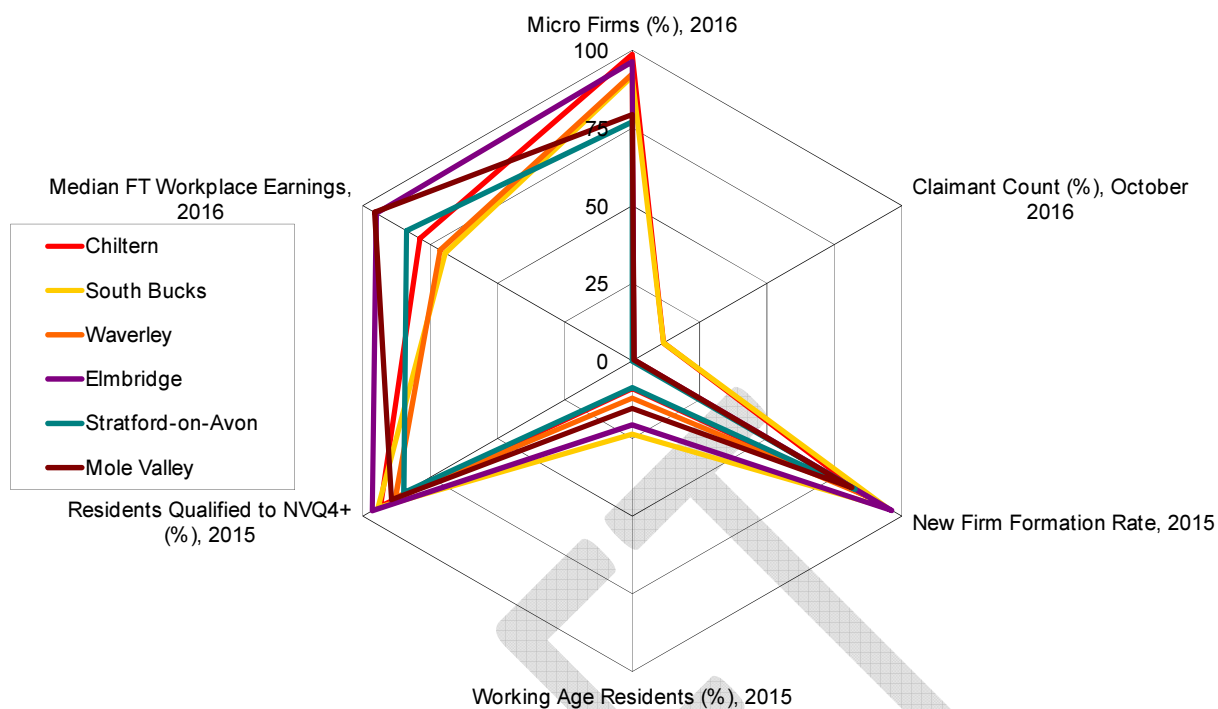
District. These centres provide shopping facilities and services not available within the district as well as employment opportunities. In return, South Bucks provides the open spaces which help meet the recreational needs of these larger centres. There are good links to London via the Chiltern Railway, M40 and M4.

Chiltern District is home to 94,545 residents. It is a little larger than South Bucks District at 196 square kilometres, with 72 per cent of the land lying within the Chiltern Hills Area of Outstanding Natural Beauty and 80 per cent falling within the Metropolitan Green Belt. Whilst there are many picturesque villages dotted around a mainly rural landscape, a majority of residents live in the settlements of Amersham, Chesham and Chalfont St Peter. Most of the towns and villages have historical roots which are preserved through the use of conservation areas and listed buildings. The area borders South Bucks to the South, Wycombe District to the west, Aylesbury Vale to the north and North West London to the east. There are good links with London via Transport for London's Metropolitan line and the Chiltern Railway.

Chiltern and South Bucks is a highly productive local economy, offering well paid, knowledge intensive jobs for its highly qualified, entrepreneurial and well-remunerated residents. Although its proximity to London and excellent road and rail connections, combined with its outstanding natural environment, make it popular with commuters, jobs density in Chiltern and South Bucks is above the national level, while the districts' GVA per job is among the very highest in the country.

As can be seen in the charts below, Chiltern and South Bucks share the characteristics of other prosperous districts in the South East of England, with low unemployment, an economy predominantly made up of very small businesses where workers earn very high wages, new businesses are often formed and residents are among the most highly qualified in the country.

Chart 1: Chiltern & South Bucks' nearest neighbours



Sources: IDBR, ONS, 2016, DWP, 2016, Business Demography, 2016, MYPE, ONS, 2016, APS, ONS, 2016, ASHE, 2016

When compared to the country as a whole Chiltern and South Bucks collectively outperform the national economy across a range of indicators, having higher productivity, stronger recent growth and stronger forecast performance, while residents have higher educational attainment as well as higher employment and lower unemployment rates. Deprivation is relatively low, Chiltern and South Bucks having the 3rd and 25th lowest deprivation among the 326 local authority districts in England⁵. While no ward ranks in below the 4th least deprived decile nationally, there is marked deprivation on individual domains, across the districts on *barriers to housing*, with a more localised geography to deprivation on the *crime; education, skills and training; employment; and income* domains.

However, there are differences between the districts. Chiltern's economy has grown more slowly than South Bucks' over the recession and Experian expect Chiltern to lag behind both South Bucks and the country as a whole in the period to 2026. Chiltern has also failed to match South Bucks' performance on the enterprise indicators, starting fewer VAT / PAYE registered companies and registering fewer businesses with Companies House per head of population. Chiltern outperforms South Bucks on workplace-based employee earnings but has lower residence based earnings.

⁵ Measured by average rank of lower level super output areas on 2015's indices of deprivation

Chart 2: Chiltern & South Bucks' comparative performance (National=100)



Sources: Regional Accounts, ONS, 2016, Experian Local Market Forecasts ©, September 2016, APS, ONS, 2016, DWP, 2016, Business Demography, 2016, Companies House, 2016, ASHE, 2016

The Economic Development Strategy for Chiltern and South Bucks sets out the councils' economic development priorities for 2017–2026, presenting the economic opportunities for the districts as well as their strengths, weaknesses and the threats they face.

The economic development strategy considers the Councils' roles in shaping economic growth and ensures growth is appropriate and beneficial for the two districts, their residents and businesses while ensuring that the local economy remains competitive and can continue to be largely self-managing but directed to serve the needs of the community. The economic development strategy will additionally be used to influence the growth programmes of the Buckinghamshire Thames Valley LEP and other partners.

Although this is the first economic development strategy for Chiltern and South Bucks, the importance of the economy is highlighted in a range of strategies and plans, including the emerging local plan and the Chiltern and South Bucks Joint

Business Plan⁶ (2015-2026) which sets out the vision that by 2026 the districts will be: “prosperous and diverse economies that encourage local employers and small businesses so we can protect the areas’ economy for the future and achieve a better balance between the jobs available and the people to fill them”. 2016’s Joint Community Strategy⁷ set out the following challenges for the economy:

- Supporting the local economy to continue to thrive and provide local jobs for local people;
- Identifying workforce skills and technological resources for tomorrow’s economy and encouraging their development;
- Sustainable delivery of new homes, of the right type to meet residents’ needs, and with the necessary supporting infrastructure;
- Understanding and managing the impact of growth in the north of Buckinghamshire on infrastructure

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⁶ <http://www.chiltern.gov.uk/CHttpHandler.ashx?id=3820&p=0>

⁷ <http://www.chiltern.gov.uk/CHttpHandler.ashx?id=3250&p=0>

2.0 The Chiltern and South Bucks economy

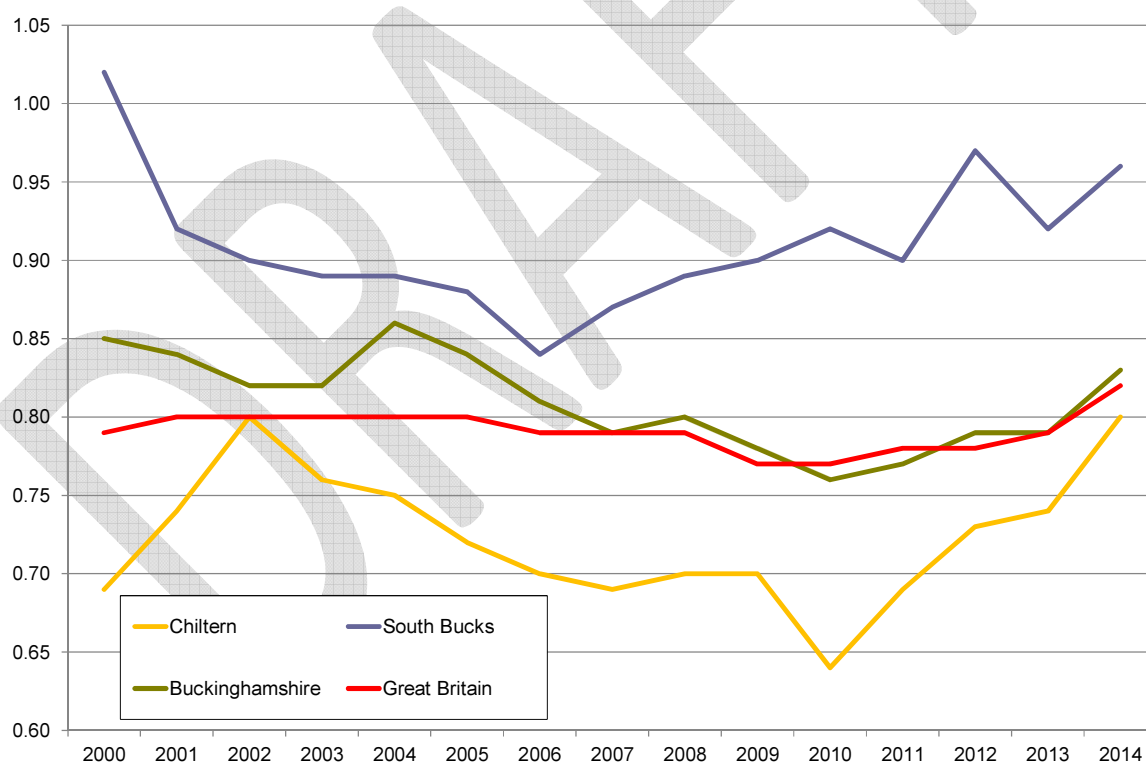
Chiltern and South Bucks provide 71,000 jobs in 10,945 businesses in an economy worth £4.7bn. At £66,200, the districts' GVA per job is well above the national level and among the highest in the UK outside London.

From 2007 to 2014, the Chiltern and South Bucks economy grew 29.6 per cent, with growth in South Bucks (34.2 per cent) being stronger than in Chiltern (25.0 per cent), to rank 28th and 100th respectively among England's 326 local authority districts.

2.1 Industrial and occupational structure

The number of jobs in the districts for every working age resident has increased in recent years as shown in the chart below. While recent improvement has been faster in Chiltern, at 0.96 South Bucks has the 59th highest jobs density of all 380 local authority districts in Great Britain, despite the marked out-commuting highlighted in section 2.8.

Chart 3: Jobs density over time



Source: ONS, 2016

Across Great Britain, 84.1 per cent of VAT / PAYE registered businesses employ fewer than ten people. In Chiltern and South Bucks this rises to 90.8 and 88.7 per cent respectively, the 5th and 29th highest shares of all 380 local authorities in Great Britain. Despite the presence of large companies such as FTSE 100 listed Intercontinental Hotels as well as GE Healthcare, Martin-Baker and Bosch there are only 20 companies in the districts that employ 250 or more staff.

The professional, scientific and technical sector accounts for almost a quarter (23.6 per cent) of all businesses in Chiltern and South Bucks, including the 780 management consultancies in Chiltern that account for 11.9 per cent of all business (i.e. a little over 1 in 8) in the district. This is more than double the national rate ranking 4th highest among all 380 local authority districts in Great Britain. In South Bucks there are 530 management consultancies, accounting for 9.6 per cent of the total, ranking 14th in the country.

Table 1: Business population by number of employees, 2016

	Micro (0 to 9)			Small (10 to 49)			Medium (50 to 249)			Large (250+)		
	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank
Chiltern & South Bucks	10,860	89.8	-	1,040	8.6	-	180	1.5	-	20	0.2	-
Chiltern	5,955	90.8	5	515	7.9	374	85	1.3	375	10	0.2	344
South Bucks	4,905	88.7	29	525	9.5	350	95	1.7	332	10	0.2	329
Aylesbury Vale	9,295	88.3	37	1,010	9.6	346	190	1.8	316	25	0.2	268
Wycombe	8,995	86.0	110	1,170	11.2	291	260	2.5	198	25	0.2	264
Buckinghamshire	29,150	88.1	1	3,220	9.7	27	630	1.9	26	70	0.2	25
South East	385,755	85.2	2	54,375	12.0	10	10,960	2.4	10	1,615	0.4	9
London	466,430	86.8	1	56,265	10.5	11	12,260	2.3	11	2,190	0.4	6
Great Britain	2,459,475	84.1	-	376,805	12.9	-	77,630	2.7	-	11,850	0.4	-

Source: IDBR, ONS, 2016

Health, education and retail are the biggest employers of any broad industrial group across the country as a whole but in Chiltern and South Bucks all three rank behind professional, scientific and technical services which employs 8,800 people, or 11.7 per cent of all employment.

Retail in Chiltern and South Bucks employs 6,600 people in 815 businesses. The number of businesses in the sector has fallen by 40 since 2012's post-recession peak with employment falling 200 over the same period. Since 2012, the fall in total employment in retail has been entirely accounted for by a fall in the number of part-time workers. Part-time workers now make up less than half (50.9 per cent) of the retail workforce in Chiltern and South Bucks for the first time since 2008.

Work in Chiltern and South Bucks is concentrated in the most knowledge-intensive occupations across the industrial structure. Managerial, professional and technical occupations (SOCs 1,2 and 3) are all overrepresented compared to England with process, plant and machine operatives, elementary, sales and administrative occupations (SOCs 8, 9, 7 and 4) all under-represented. In manufacturing, professionals are 50 per cent overrepresented compared to the industry across England as a whole, while the share of elementary jobs is a little over half the national rate. This occupational distribution underpins the high productivity of Chiltern and South Bucks and demonstrates the demand for highly skilled workers in the districts.

Table 4: Workplace-based industrial structure by occupation, 2011 (England=100)

	All categories: Industry	A, B, D, E Agriculture, energy and water	C Manufacturing	F Construction	G, I Distribution, hotels and restaurants	H, J Transport and communication	K, L, M, N Financial, Real Estate, Professional and Administrative activities	O, P, Q Public administration, education and health	R, S, T, U Other
1. Managers, directors and senior officials	134.6	121.5	151.6	149.3	129.3	145.8	128.4	119.7	108.2
2. Professional	106.5	70.3	155.6	107.9	145.3	112.3	107.1	103.9	83.5
3. Associate professional and technical	115.1	96.1	163.7	82.3	141.4	159.8	105.2	82.9	103.4
4. Administrative and secretarial	95.0	112.1	126.5	124.5	115.3	95.0	92.7	78.4	80.7
5. Skilled trades	104.0	105.0	82.6	97.3	113.8	136.8	132.4	99.3	140.9
6. Caring, leisure and other service	110.7	134.5	102.2	56.2	111.5	115.6	95.5	122.8	109.1
7. Sales and customer service	72.4	45.4	116.2	67.8	75.5	58.3	56.6	50.8	68.5
8. Process, plant and machine operatives	59.2	117.1	45.4	74.6	62.1	50.4	63.0	83.7	93.6
9. Elementary	78.0	93.6	52.6	74.2	86.9	69.0	66.9	79.6	81.2

Source: Census 2011, ONS, 2014

The creative industries⁸ employ 6,400 people across Chiltern and South Bucks, representing 8.6 per cent of all employment, more than double the national share. In life sciences, an existing industrial strategy sector⁹, the 700 jobs in Chiltern give the district the 7th highest location quotient of all 380 local authorities in Great Britain, while there are a further 100 people employed in the sector in South Bucks. There are more than 10,000 employed in professional and business services in the two districts, representing 14.6 per cent of employment, both districts ranking in the top 100 local authorities in Great Britain.

⁸ Using the definition set out by DCMS (2016) in https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/534305/Focus_on_Employment_revised_040716.pdf

⁹ See https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/32457/11-1429-strategy-for-uk-life-sciences.pdf

2.2 Labour market

At 78.1 per cent, the employment rate in Chiltern and South Bucks is above the national and regional levels. However, while Chiltern's employment rate is the 59th highest among the 380 local authorities in Great Britain, South Bucks ranks only 216th, still above the national level but below the regional rate. At 20.2 per cent, the economic inactivity rate of working age residents is below the national rate, with more than three quarters of the economically inactive not wanting to work, Looking after family or home (34.2 per cent, rising to 45.5 per cent women), full-time study (23.8 per cent), long term sickness (16.1 per cent) and retirement (11.8 per cent) being the most common reasons for being economically inactive.

Table 5: Labour market summary, year to Q2 2016

	Employment rate aged 16-64			Unemployment rate - 16+			Economic inactivity aged 16-64			Economic inactivity - want a job			Economic inactivity - do not want a job		
	No	%	Rank	No	%	Rank	No	%	Rank	No	%	Rank	No	%	Rank
Chiltern & South Bucks	74,600	78.1	-	2,600	3.3	-	19,300	20.2	-	3,900	20.2	-	15,400	79.9	-
Chiltern	44,100	80.9	59	1,400	3.0	52	9,600	17.7	285	2,400	24.5	185	7,300	75.5	194
South Bucks	30,500	74.3	216	1,200	3.6	120	9,700	23.6	104	1,500	15.7	323	8,100	84.3	56
Aylesbury Vale	94,600	80.9	59	3,300	3.2	73	19,700	16.8	303	4,300	22.0	232	15,300	78.0	141
Wycombe	88,400	80.5	68	4,000	4.1	171	17,500	15.9	330	6,300	35.8	41	11,200	64.2	338
Hillingdon	148,800	74.9	195	8,700	5.4	276	45,000	22.7	133	9,900	21.9	239	35,200	78.1	138
Dacorum	78,600	83.4	28	2,800	3.3	86	14,400	15.2	339	2,200	15.4	326	12,100	84.6	50
Slough	71,500	74.3	216	3,500	4.6	213	21,500	22.3	148	5,100	23.6	203	16,400	76.4	174
Spelthorne	49,200	81.1	54	2,000	3.8	146	8,300	13.6	358	2,800	33.8	56	5,500	66.2	322
Three Rivers	42,300	75.4	183	1,400	3.1	62	11,500	20.6	196	-	-	-	10,500	91.3	13
Windsor and Maidenhead	72,400	80.7	63	2,600	3.4	98	14,200	15.8	332	3,100	22.0	232	11,100	78.0	141
Buckinghamshire	257,500	79.9	4	8,700	3.1	6	56,500	17.5	21	14,500	25.6	11	42,000	74.4	17
South East	4,270,500	77.3	1	192,400	4.1	3	1,061,000	19.2	11	284,500	26.8	1	776,600	73.2	11
London	4,317,900	73.2	5	286,600	6.1	10	1,295,100	22.0	8	332,500	25.7	4	962,600	74.3	8
England	25,509,100	74.0	-	1,412,200	5.1	-	7,547,400	21.9	-	1,836,500	24.3	-	5,710,900	75.7	-
Great Britain	29,359,100	73.8	-	1,633,300	5.1	-	8,801,400	22.1	-	2,152,700	24.5	-	6,648,700	75.5	-

Source: APS, ONS, 2016

While unemployment is low in Chiltern and South Bucks at 3.3 per cent of residents aged 16 and over, this still represents 2,600 people. The Job Seekers' Allowance claimant count in the districts has fallen by 23.2 per cent over the last year to 517, or 0.5 per cent of working age residents, the second lowest total on record behind the 504 of December 2015, with 165 having been claiming for over six months, including 80 who have been claiming for 12 months or more. The number of JSA claimants aged 18-24 fell to a new low of 60, having peaked at 490 in the months following the start of the 2008 recession (40 in Chiltern and 20 in South Bucks).

Almost half of JSA claimants in Chiltern and South Bucks (53.2 per cent) are looking for work as sales assistants and retail cashiers, with the next most commonly sought roles being senior officials in national government (6.4 per cent), general administrative occupations (5.3 per cent) and elementary goods storage and handling occupations (3.2 per cent).

There were 8,140 jobs vacancies in Chiltern and South Bucks in the year ending November 2016. Nurses were the occupation most commonly sought by employers, ahead of *other* administrative occupations, chefs, carers and home carers, business sales executives and sales accounts and business development managers.

Despite having some of the smallest public sectors of all local authority areas, the industries most commonly recruiting are dominated by the public sector with human health activities with 734 openings, education (441) and social work activities without accommodation (305) accounting for more than a third (34.5 per cent) of all job openings in the last year¹⁰ The private sector industries with the highest number of openings were food and beverage service activities (539), manufacture of machinery (292), accommodation (253) and retail (excluding motor vehicles).

The employers with the most job openings in the last year in Chiltern and South Bucks were the NHS, Intercontinental Hotels, GE, Sunrise Senior Living, Citrix Limited, BMI Healthcare and Mitchells and Butler. Other prominent recruiters included Pinewood, Shepperton, The Entertainer, Buckinghamshire County Council and Chiltern District Council.

2.3 Educational attainment

Across Chiltern and South Bucks 41 per cent of businesses rate the availability of skills and labour as either *minor* or very *positive*, according to the 2013 Buckinghamshire Business Survey. Accordingly, educational attainment in Chiltern and South Bucks is among the highest in the country with 53.0 per cent of working age residents holding degree level qualifications and 96.5 per cent being qualified to at least NVQ level 1.

Table 6: Educational attainment, 2015 (working age residents)

	NVQ4+			NVQ3+			NVQ2+			NVQ1+			No Quals		
	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank
Chiltern & South Bucks	49,700	53.0		68,710	73.3		80,645	86.0		90,500	96.5		3,300	3.5	
Chiltern	28,200	52.5	26	37,610	69.3	36	45,395	81.8	43	52,000	96.7	18	1,800	3.3	17
South Bucks	21,500	53.8	20	31,100	77.5	5	35,250	86.8	6	38,500	96.3	23	1,500	3.8	23
Aylesbury Vale	49,500	43.7	79	71,740	63.2	90	89,580	78.2	113	105,100	92.9	152	8,100	7.2	163
Wycombe	53,500	48.6	46	75,080	67.8	46	90,860	80.7	66	104,300	94.8	78	5,700	5.2	81
Buckinghamshire	152,700	48.2	2	215,620	67.7	1	260,940	80.8	2	299,800	94.6	5	17,100	5.4	5
South East	2,175,400	39.8	3	3,330,550	60.5	3	4,322,225	76.8	2	5,119,300	93.7	2	343,400	6.3	2
London	2,871,300	49.9	1	3,813,310	65.4	1	4,614,745	76.3	3	5,340,300	92.7	3	419,300	7.3	3
Great Britain	14,621,500	37.1		22,884,890	57.4		30,168,205	76.5		36,054,600	91.4		3,376,400	8.6	

Source: APS, ONS, 2016

Although lower than the shares recorded among residents, the proportion of people working in Chiltern and South Bucks with degree level qualifications is

¹⁰ Where an industry was specified (18.6 per cent of all openings).

among the highest in the country, ranking 31st and 57th among the local authorities in England and Wales at the 2011 Census.

2.4 Enterprise and business survival

Chiltern and South Bucks are among the most entrepreneurial places in the country, forming 113.0 new VAT / PAYE business for every 10,000 residents in 2015, well above the 73.5 recorded across the country as a whole. South Bucks performs particularly well on this measure, raking 18th among the 380 local authority districts in Great Britain and 6th outside London.

Table 7: Business births and deaths, 2015

	Business births			Business deaths			Annual change (%)	
	No.	Rate	Rank	No.	Rate	Rank	Births	Deaths
Chiltern & South Bucks	1,480	113.0	-	1,035	79.0	-	2.8	4.3
Chiltern	765	101.8	43	550	73.2	23	3.4	5.8
South Bucks	715	128.1	18	485	86.9	15	2.1	9.0
Aylesbury Vale	1,135	75.6	105	730	48.6	120	1.8	-10.4
Wycombe								
Hillingdon	2,310	98.6	46	1,335	57.0	70	11.3	5.5
Dacorum	1,085	89.5	63	880	72.6	24	8.0	7.3
Slough	1,260	115.9	29	600	55.2	78	35.5	-13.0
Spelthorne	775	97.0	49	790	98.9	9	-5.5	59.6
Three Rivers	760	103.9	39	510	69.7	32	7.0	6.3
Windsor and Maidenhead	1,405	119.1	25	960	81.4	16	8.1	12.3
Buckinghamshire	3,845	91.3	3	2,665	63.3	3	3.4	0.9
South East	55,590	76.7	2	37,895	52.3	2	8.4	2.6
London	100,920	146.1	1	56,830	82.3	1	13.9	7.3
England	344,385	77.6	-	223,120	50.3	-	10.0	2.2
Great Britain	377,635	73.5	-	248,055	48.3	-	9.2	2.3

Source: Business Demography, ONS, 2016

In the third quarter of 2016, 502 new companies were registered with Companies House, 38.3 per 10,000 residents (16+), rising to 46.1 in South Bucks to rank 33rd in Great Britain and 19th outside London with Chiltern also bettering the national average to rank 61st, with 33.9 registrations per 10,000 residents.

Across Chiltern and South Bucks, 11,500 people, or 12.2 per cent of working residents are self-employed, above the national, regional and county level, with Chiltern scoring particularly highly on this measure at 14.4 per cent to rank 53rd among all local authorities in Great Britain.

2.5 Earnings

Earnings in Chiltern and South Bucks are among the highest in the country. South Bucks' residents had gross full-time annual earnings of £37,459 in 2016, the 14th

highest of any local authority district in Great Britain, with Chiltern ranking 18th with £36,282. The gap between residents and workers earnings was the biggest in the country in Chiltern in 2014 but by 2016 South Bucks' gap was bigger at £9,119 the 6th largest in Great Britain. Despite this, the earnings of those working in Chiltern and South Bucks are above the national rate, with Chiltern recording the 70th highest workplace based earnings of all 380 local authorities in Great Britain at £30,111.

Table 8: Gross median full-time earnings by residence and workplace, 2016¹¹

	Residence				Workplace			
	£	Rank	% change	Rank	£	Rank	% change	Rank
Chiltern	36,282	18	-4.2	346	30,111	70	0.0	244
South Bucks	37,459	14	10.2	15	28,340	-	-	-
Aylesbury Vale	31,322	81	5.1	89	27,160	152	8.4	34
Wycombe	31,969	71	-0.8	292	32,416	32	5.6	77
Hillingdon	33,508	44	2.1	181	33,469	19	2.4	171
Dacorum	34,404	34	8.1	33	30,032	71	15.0	4
Slough	28,286	155	-0.3	276	31,587	47	3.4	133
Spelthorne	35,021	27	2.8	154	33,494	18	-7.6	351
Three Rivers	32,207	64	0.4	240	33,154	23	8.9	29
Windsor and Maidenhead	37,859	12	1.8	195	32,997	25	-3.8	325
Buckinghamshire	32,656	3	1.0	22	30,587	4	5.8	1
South East	30,752	2	2.3	5	29,731	2	2.3	5
London	33,776	1	2.0	6	36,302	1	2.0	6
England	28,503	-	2.4	-	28,500	-	2.4	-
Great Britain	28,314	-	2.2	-	28,291	-	2.2	-

Source: ASHE, ONS, 2016

For men, earnings are even higher, reaching £46,310 in 2015, the 2nd highest in the country behind Copeland where the highly paid nuclear industry dominates a small labour market.

Despite performing strongly at the median, approximately ten per cent of people working in Chiltern and South Bucks were earning less than the £7.50 per hour which will become the minimum under the National Living Wage from April 2017.

2.6 Demography

There were 163,665 people living in Chiltern and South Bucks in 2015, with 58.9 per cent being of working age, falling to 58.2 per cent in Chiltern, well below the 63.3 per cent recorded across the country as a whole. The districts' demography is unusual in national terms. While Chiltern has the 14th highest share of residents aged 10-19 of any local authority in England it has the 2nd lowest share of residents

¹¹ 2015 data used for South Bucks.

in their 20s, with comparative share rising for each 10 year cohort until ranking 33rd for the share of residents in their 50s at 15.0 per cent.

By 2026, the population of Chiltern and South Bucks is projected to increase to 174,815 rising to 179,649 by 2031. Despite these being rises of 7.6 and 10.6 per cent respectively, they are below both the rates projected for both England and the South East. However there are marked differences in the performances of Chiltern and South Bucks, with South Bucks projected to grow more than twice as fast as Chiltern. The working age population is projected to make up only 54.4 per cent of all residents by 2031.

Table 9: Population projections to 2026 and 2031 (2014 based)

	2014	2026	2031	2014-26			2014-2031		
				No.	%	Rank	No.	%	Rank
Chiltern & South Bucks	162,484	174,815	179,649	12,331	7.6	-	17,165	10.6	-
Chiltern	93,972	98,480	100,518	4,508	4.8	249	6,546	7.0	242
South Bucks	68,512	76,335	79,131	7,823	11.4	80	10,619	15.5	81
Aylesbury Vale	184,560	213,556	222,888	28,996	15.7	25	38,328	20.8	26
Wycombe	174,878	187,722	192,388	12,844	7.3	176	17,510	10.0	178
Buckinghamshire	521,922	576,094	594,925	54,172	10.4	6	73,003	14.0	8
South East	8,873,818	9,733,360	10,053,159	859,542	9.7	3	1,179,341	13.3	3
London	8,538,689	9,892,748	10,327,543	1,354,059	15.9	1	1,788,854	20.9	1
England	54,316,618	59,135,245	60,853,180	4,818,627	8.9	-	6,536,562	12.0	-

Source: SNPP, ONS, 2016

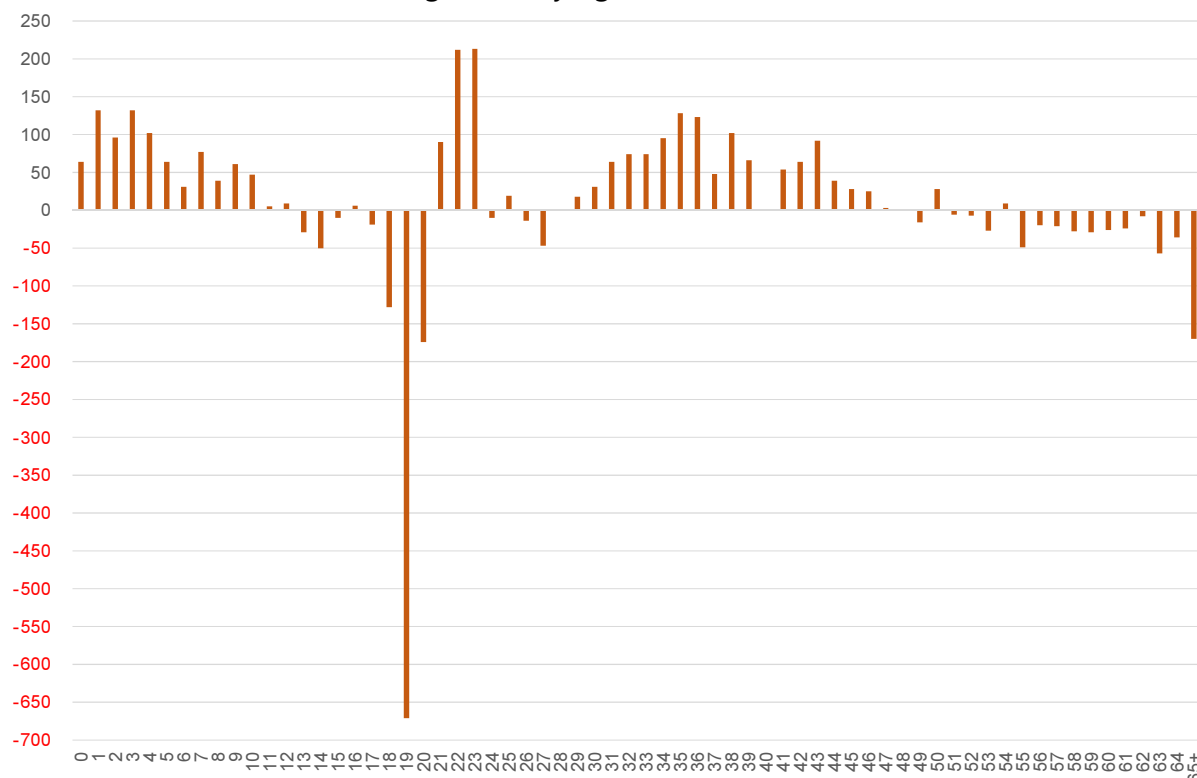
At only 8.0 per cent of residents, Chiltern has the 2nd lowest share of residents in their 20s of all 326 local authorities in England, with South Bucks ranking 46th with 9.4 per cent. While 460 people aged 17-20 moved into Chiltern and South Bucks in 2015, 1,410 moved out, a net loss of 950. There were 2,071 residents aged 17 in Chiltern and South Bucks in 2015 but only 1,174 aged 21. The number of Chiltern residents aged 21 is just 50.2 per cent of the population of 17 year olds. This is the second largest fall of any of the 380 local authorities in Great Britain. In South Bucks this share rises to almost two thirds (66.4 per cent) but still ranks comfortably in the lower quartile at 348th.

The destinations of those leaving Chiltern and South Bucks suggest that university admission is the primary cause, with the most popular being Birmingham, Nottingham, Southampton, Oxford, Leeds, Exeter, Bournemouth, Bristol, Coventry, Sheffield and Charnwood (which includes Loughborough University).

The out-migration of 17-20 years olds is partially offset by the return of young people from universities at 21, 22 and 23. However, there is then net out-migration to age 30, with there being net in-migration for every year from 29 to 47 peaking at 35. There is net out-migration for almost every year from 55 to 100, peaking at 68, when the top destinations being short moves to Wycombe, Windsor and Maidenhead and Aylesbury Vale but also featuring prominently are the coastal

authorities of Poole, Suffolk Coastal, North Devon, Christchurch, King's Lynn and West Norfolk and Torbay.

Chart 4: Balance of internal migration by age, 2015



Source: MYPE, ONS, 2016

2.7 Residential and commercial property

Despite having seen marked population growth in recent years, house building in Chiltern and South Bucks has not kept pace with the country as a whole, the districts' housing stock rising by (1.7 per cent) from 2012 to 2015, below the 1.5 per cent seen across England.

In the year to Q3 2016, just 190 dwellings were completed in Chiltern and South Bucks, representing 0.3 per cent of stock, only a third of the 0.6 per cent achieved across England and well below the 1.3 per cent of Aylesbury Vale. By 2026, the number of households in Chiltern and South Bucks will have risen by 5,342 (8.1 per cent) to 71,100, according to the latest household projections from DCLG (2014 based, released July 2016).

House prices in Chiltern and South Bucks are among the highest in the country, with very poor affordability. For the year ending Q1 2016, South Bucks and Chiltern has the 9th and 12th highest median house price of all 348 local authorities in England and Wales, the highest and 3rd highest outside London, at £527,540 and £490,000. Median house prices are 17.02 times higher than median earnings in South Bucks, and 15.66 times higher in Chiltern, making them respectively the 7th and 12th least affordable places in England and the least and third least affordable outside

London. Across England, median house prices are 7.63 times higher than median earnings.

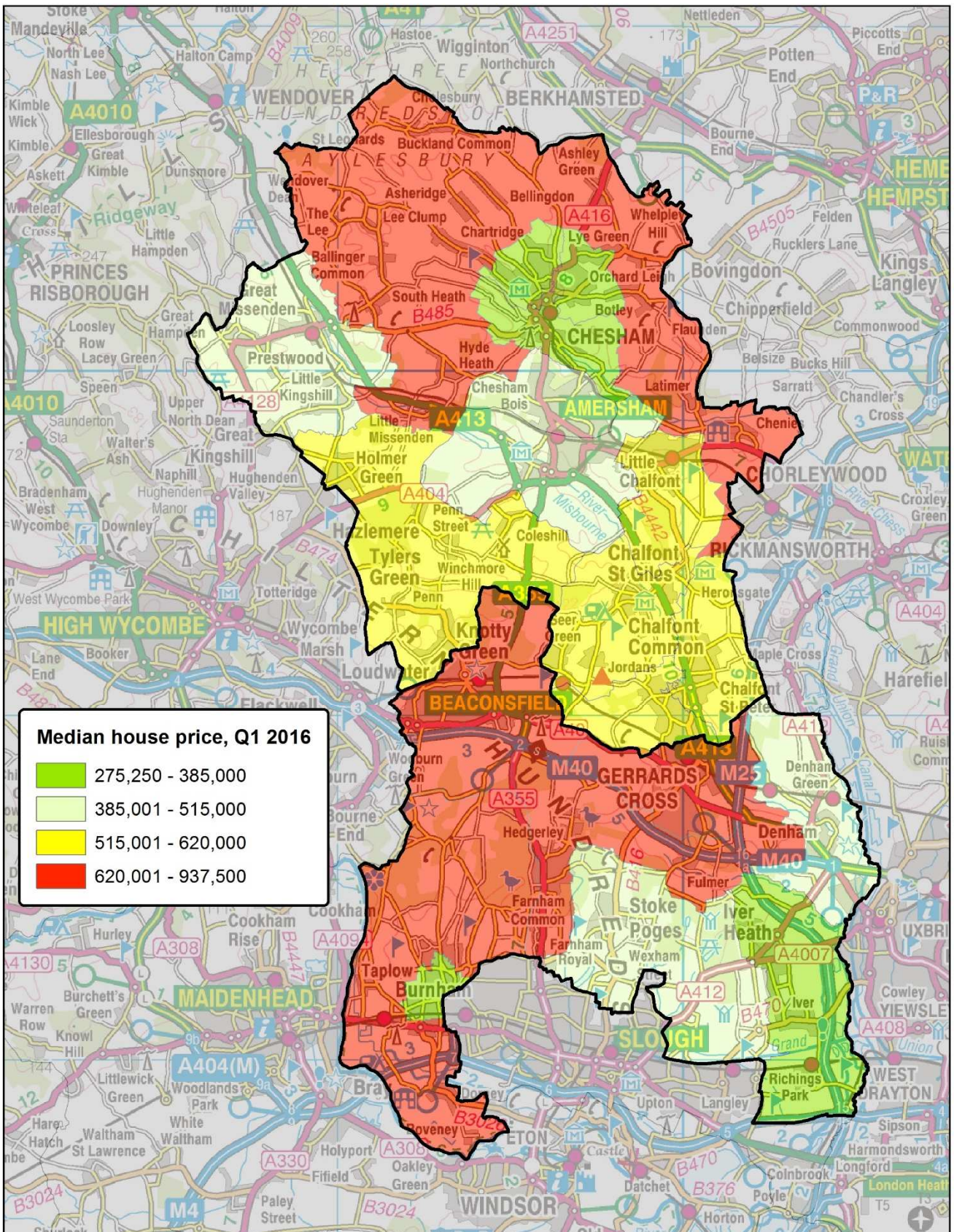
At the lower quartile, the ratio falls to 16.73 in South Bucks but rises to 15.96 in Chiltern to rank as the 11th and 12th least affordable local authority districts in England and the 2nd and 3rd least affordable outside London.

Reflecting high sales prices, private rents in Chiltern and South Bucks are amongst the highest in the country. The median private rent stood at £1,275 in South Bucks and £1,275 in Chiltern for the year ending September 2016, the 24th and 25th highest rate of all 326 local authorities in England, rising to means of £1,628 and £1,439.

Table 10: Private rents, year ending September 2016

	Mean		Median		Annual change			
	£	Rank	£	Rank	Mean %	Rank	Median %	Rank
Chiltern	1,439	21	1,250	25	6.8	57	9.8	16
South Bucks	1,628	15	1,275	24	7.6	43	3.0	172
Aylesbury Vale	909	93	825	97	5.7	73	6.5	67
Wycombe	1,105	60	950	63	6.4	60	6.1	68
Dacorum	1,074	63	975	60	8.7	30	8.9	25
Hillingdon	1,159	52	1,150	42	-5.5	318	-2.1	311
Slough	871	107	850	84	8.7	29	9.7	17
Spelthorne	1,133	55	1,100	45	-2.0	301	0.0	230
Three Rivers	1,364	28	1,200	31	-3.1	308	-4.0	320
Windsor and Maidenhead	1,381	25	1,200	31	-1.8	299	0.0	230
Buckinghamshire	1,133	2	950	3	7.2	3	8.6	3
South East	984	2	850	2	6.1	2	6.3	2
England	839	-	650	-	6.5	0	4.0	-

Source: Valuation Office Agency, 2016

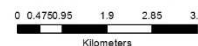


Median house price by MSAO, Q1 2016
Source: ONS, 2016

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Produced by BBF
28 November 2016



From 2008 to 2012, total business floorspace in Chiltern and South Bucks fell by 1,000m², including a 29,000m² fall in industrial floorspace. While Chiltern's office floorspace increased by 10,000m² over this period, South Bucks saw a 2,000m² fall, according to data from the Valuation Office Agency. Since 2012 office floorspace has come under threat, and been lost, to residential land uses through permitted development rights, so that from 2012 to 2016 total employment floorspace across the districts fell by 12,000m², with office floorspace falling 13,000m², most notably in South Bucks where 12,000m², or 7.7 per cent of the all stock, was lost, the 27th highest share of all 348 local authorities in England and Wales. Losses on office and industrial floorspace were partly offset by gains in retail floorspace in South Bucks and *other* floorspace in Chiltern.

Table 11: Change in business floorspace over time (2012/13 – 2015/16)

	Retail			Office			Industrial			Other		
	m ²	% change	Rank	m ²	% change	Rank	m ²	% change	Rank	m ²	% change	Rank
Chiltern	88,000	-2.2	333	120,000	-0.8	204	215,000	-1.4	212	93,000	10.7	41
South Bucks	94,000	9.3	22	144,000	-7.7	320	181,000	-2.7	254	187,000	-3.1	310
Aylesbury Vale	224,000	2.3	161	167,000	-0.6	201	892,000	7.2	24	211,000	11.6	37
Wycombe	302,000	2.4	157	391,000	-2.3	249	750,000	-0.1	176	160,000	1.9	205
Dacorum	214,000	2.9	130	279,000	-6.7	313	711,000	12.3	7	134,000	0.8	243
Hillingdon	403,000	4.1	98	633,000	1.4	136	1,086,000	-3.0	261	174,000	14.5	24
Slough	268,000	0.4	242	395,000	-3.7	283	1,174,000	3.6	66	98,000	19.5	10
Spelthorne	173,000	0.6	234	200,000	37.0	3	322,000	-0.3	183	123,000	-29.7	348
Three Rivers	52,000	0.0	253	166,000	5.1	55	142,000	-4.1	277	131,000	156.9	1
Windsor & Maidenhead	229,000	1.3	208	413,000	-2.8	263	311,000	-2.8	259	138,000	0.0	254
Buckinghamshire	707,000	2.5	14	822,000	-2.6	24	2,038,000	2.6	6	650,000	4.3	13
South East	14,778,000	2.2	6	13,588,000	-0.7	8	35,858,000	-0.1	6	9,343,000	4.0	3
England	98,809,000	2.4	-	85,738,000	0.5	-	303,569,000	-0.1	-	57,990,000	3.4	-

Source: Valuation Office Agency, 2016

Businesses in Chiltern and South Bucks reported finding suitable premises to be their biggest challenge in the 2013 Buckinghamshire Business Survey and this was again the factor that would be most beneficial to business in business survey undertaken for this strategy, cited by more than 40 per cent of respondents. The shortage was also taken up in the focus group sessions, with the view emerging that while there was a good range of premises over 2,000m², premises up to 400m² were in short supply, particularly with parking. This echoes both the latest HEDNA (October 2016) which found that across Buckinghamshire "demand for offices is generally for small-medium sized office accommodation in the range of around 45m² to 465m² and the 2013 Chiltern Employment Land Review which found that not only did the district have "insufficient office floorspace to meet future needs" but that much existing stock was unattractive to the market being ageing and lacking the "flexibility which modern businesses require".

Box 1: Land supply in Chiltern and South Bucks

Based on available employment space identified by Council monitoring data and site assessments, in quantitative terms, Chiltern has insufficient office floorspace to meet future needs up to 2026, under various scenarios of future growth. Although a reasonable amount of office stock exists across the District, much of this is ageing,

lacks the flexibility which modern businesses require and is less attractive to the market. The Council will need to encourage the upgrading and renewal of existing space and consider measures to bring forward additional land supply.

There is a need to improve the spatial distribution of Chiltern's industrial stock to better meet with market demand. It is crucial that any new allocations are located within areas of higher demand, such as Amersham and the Chalfonts, which have good accessibility. By contrast, the District has more than enough industrial floorspace, in quantitative terms, to meet future needs under all future development scenarios. However, depending upon the future redevelopment prospect of some of the District's key industrial sites, this surplus may change to a shortfall of industrial floorspace under two of the six scenarios to 2026.

Chiltern Employment Land Needs Assessment (2013)

[Buckinghamshire's] industrial market is considered to be constrained by a lack of flexible industrial premises that can accommodate SMEs. Local commercial agents confirmed that there was minimal demand for larger office space, while most of the remaining demand was from smaller local businesses around the [functional economic market area]. (page 119)

Chiltern is projected to need approximately three hectares of additional B1a/b land over the period 2014-2036. B8 land requirements are projected to remain unchanged while B1c/B2 requirements are projected to decrease by four hectares (page 134)

[For South Bucks] The largest absolute increase in FTE employment is forecast for professional, scientific and technical activities. Other sectors exhibiting significant growth are Construction, Wholesale and retail trade, Administrative and support services, and Human health and social work activities. In line with the general trend, Manufacturing is forecast to experience significant decline with FTE employment contracting by 45%. (Page 134)

Buckinghamshire Housing and economic development needs assessment update, October 2016

2.8 Commuting

There were 77,902 employed residents of Chiltern and South Bucks in 2011, with 40.6 per cent (31,614) also working in the two districts. Of the 62,547 people usually employed in Chiltern and South Bucks, 50.5 per cent are also residents, including 12,697 who work from home.

With 16.3 per cent of all employed residents working from home, homeworking is more common in Chiltern and South Bucks than in Buckinghamshire overall. Similarly, at 20.3 per cent, the share of all jobs in the district that are home-based is above the level recorded across the county.

Table 12: Commuting to and from Chiltern and South Bucks, 2011

	Live and work	Employed residents			Work in area		
		No.	%	Rank	No.	%	Rank
Aylesbury Vale	48,276	90,724	53.2	194 of 378	68,148	70.8	101 of 378
Chiltern	18,361	44,785	41.0	303 of 378	31,755	57.8	236 of 378
South Bucks	10,173	33,117	30.7	354 of 378	30,792	33.0	369 of 378
Wycombe	46,528	86,350	53.9	189 of 378	73,822	63.0	182 of 378
Chiltern & South Bucks	31,614	77,902	40.6	-	62,547	50.5	-
Bucks TVLEP	147,772	254,976	58.0	39 of 39	204,517	72.3	36 of 39
South East	3,383,500	3,906,068	84.9	11 of 11	3,722,701	90.9	10 of 11

Source: Origin-Destination, Census 2011, ONS, 2014

Hillingdon, Wycombe and Westminster and the City of London are the most common workplaces outside the districts, providing work for 5,282, 5,046 and 4,949 Chiltern and South Bucks residents respectively, ahead of Slough (4,356), Windsor and Maidenhead (2,330), Ealing (1,434) and Aylesbury Vale (1,271). In total, 18,437 Chiltern and South Bucks residents work in London (23.7 per cent of all employed residents), with residents aged 35-49 making up almost 44.7 per cent (8,242) of that total.

Living and working in the districts is least common for residents aged 25-34, followed by those aged 35-49. In both cohorts, less than 40 per cent employed residents work in the districts, with 3,417 (30.0 per cent) and 8,242 (30.4 per cent) respectively commuting to London. For those aged 50-64, the share living and working is 48.8 per cent, rising to 65.3 and 65.9 per cent for those aged 65-74 and over 75 respectively.

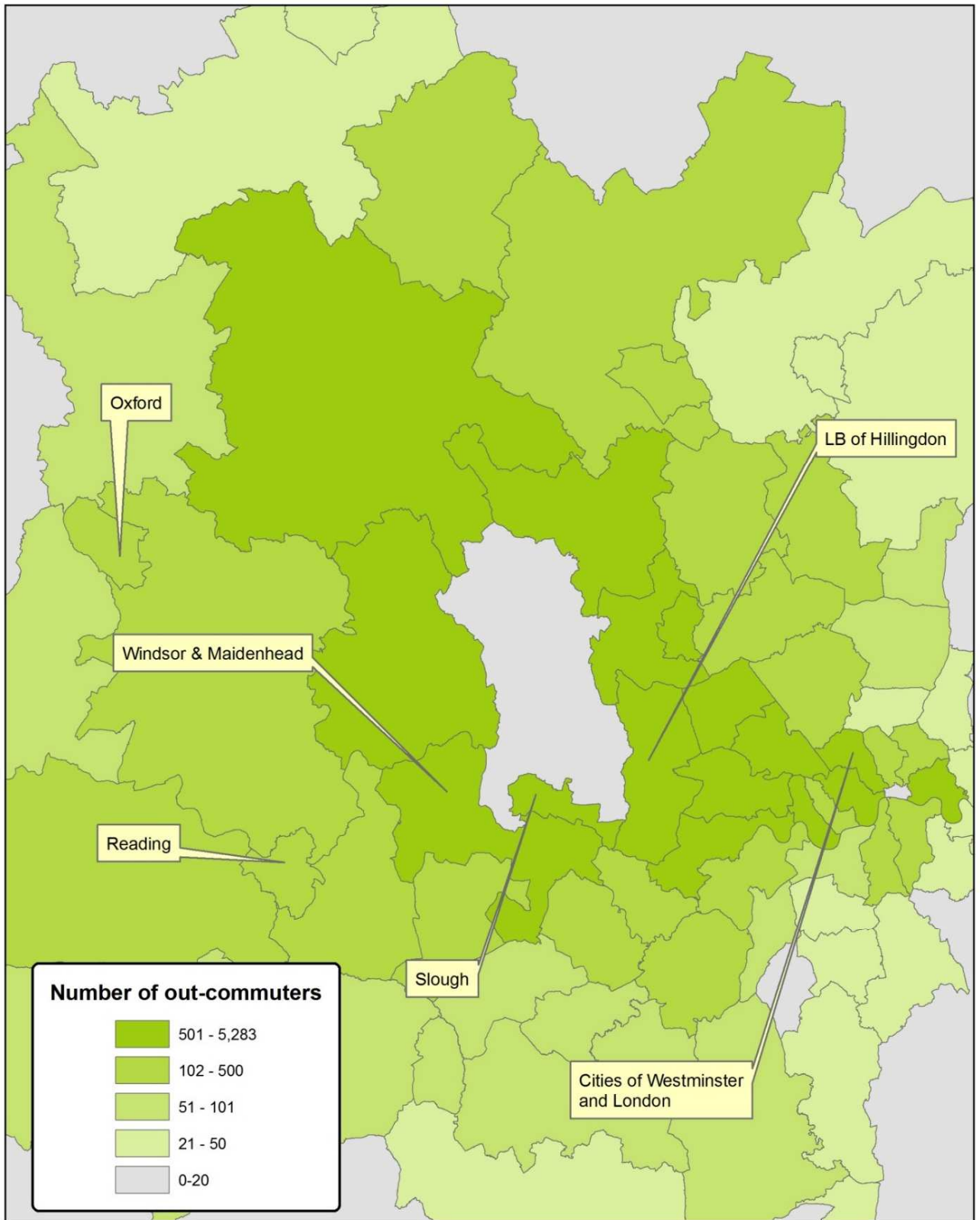
Overall, 67.4 per cent of those that live and work in Chiltern and South Bucks, excluding those that work from home, travel to work by car, with 19.0 per cent walking, 2.1 per cent taking the bus (2,342) and 1.3 per cent travelling by train. For employed residents working outside Chiltern and South Bucks 70.8 per cent travel to work by car, with 13.4 per cent taking the train and 7.4 per cent taking the Underground.

In 2001, 62,268 people worked in Chiltern and South Bucks, while 73,137 employed people lived in the districts, with 34,419 people living and working there. By 2011, the number of people working in the districts had risen 0.4 per cent while the number of employed residents had risen 6.5 per cent. While the share of workers living locally fell slightly from 55.3 to 50.5 per cent, the share of employed residents working in the districts had fallen from 47.1 to 40.6 per cent.

Table 13: Place of work and residence for Chiltern and South Bucks' residents and workers, 2011

Place of work of residents			Place of residence of workers		
Local authority	No.	%	Local authority	No.	%
Chiltern & South Bucks	24,457	31.1	Chiltern & South Bucks	31,614	50.5
Chiltern	19,411	24.7	Chiltern	20,391	32.6
South Bucks	6,849	8.7	South Bucks	11,223	17.9
Hillingdon	5,283	6.7	Hillingdon	2,563	4.1
Wycombe	5,046	6.4	Wycombe	6,652	10.6
Westminster, City of London	4,949	6.3	Westminster, City of London	194	0.3
Slough	4,356	5.5	Slough	3,947	6.3
Windsor and Maidenhead	2,330	3.0	Windsor and Maidenhead	1,889	3.0
Ealing	1,434	1.8	Ealing	759	1.2
Aylesbury Vale	1,271	1.6	Aylesbury Vale	2,611	4.2
Dacorum	1,138	1.4	Dacorum	1,559	2.5
Camden	1,041	1.3	Camden	144	0.2
Hounslow	1,034	1.3	Hounslow	400	0.6
Three Rivers	975	1.2	Three Rivers	998	1.6
Hammersmith and Fulham	620	0.8	Hammersmith and Fulham	165	0.3
Watford	607	0.8	Watford	448	0.7
Brent	583	0.7	Brent	315	0.5
Tower Hamlets	580	0.7	Tower Hamlets	59	0.1
Harrow	544	0.7	Harrow	541	0.9
Islington	450	0.6	Islington	81	0.1
Bracknell Forest	394	0.5	Bracknell Forest	398	0.6
Southwark	391	0.5	Southwark	51	0.1
Wokingham	354	0.5	Wokingham	414	0.7
Runnymede	352	0.4	Runnymede	143	0.2
Spelthorne	347	0.4	Spelthorne	198	0.3
Kensington and Chelsea	336	0.4	Kensington and Chelsea	94	0.2
Reading	302	0.4	Reading	201	0.3
South Oxfordshire	276	0.4	South Oxfordshire	443	0.7
Milton Keynes	261	0.3	Milton Keynes	142	0.2
St Albans	245	0.3	St Albans	268	0.4
Hertsmere	220	0.3	Hertsmere	171	0.3
Lambeth	211	0.3	Lambeth	88	0.1
Barnet	200	0.3	Barnet	212	0.3
Oxford	194	0.2	Oxford	83	0.1
Welwyn Hatfield	189	0.2	Welwyn Hatfield	84	0.1
Richmond upon Thames	179	0.2	Richmond upon Thames	222	0.4
West Berkshire	143	0.2	West Berkshire	100	0.2
Central Bedfordshire	126	0.2	Central Bedfordshire	298	0.5
Luton	123	0.2	Luton	179	0.3
Elmbridge	118	0.2	Elmbridge	114	0.2
Hackney	105	0.1	Hackney	68	0.1
Total	78,631	100.0		62,547	100.0

Source: Origin-Destination, Census 2011, ONS, 2014



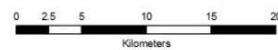
Place of work of Chiltern and South Bucks' out-commuters, 2011

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28 November 2014

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2.9 Deprivation

Deprivation is low across Chiltern and South Bucks. On the 2015 index of multiple deprivation Chiltern is the third least deprived local authority district of all 326 in England with South Bucks ranking 25th. At the ward level, only two wards rank among the most deprived half of England on the index of multiple deprivation, Wexham and Iver Heath in South Bucks and Ridgeway in Chiltern.

Table 14: Deprivation by ward (100=least deprived in England)

	Index of multiple deprivation	Income	Employment	Education, skills and training	Health deprivation	Crime	Barriers to housing and services	Living environment	
Chiltern	Seer Green	100.0	98.6	98.1	99.1	99.9	82.6	97.4	98.2
	Austenwood	99.9	99.9	99.8	99.9	99.9	87.7	66.9	98.9
	Chesham Bois and Weedon Hill	99.9	99.8	99.8	99.9	99.9	93.4	61.0	98.2
	Great Missenden	99.8	93.9	97.2	98.4	99.6	74.1	82.9	88.0
	Amersham Common	98.5	93.8	89.4	96.1	96.7	77.9	63.2	95.0
	Chalfont St Giles	98.3	94.8	95.7	94.6	99.8	75.0	49.6	95.3
	Little Missenden	96.7	94.8	97.1	99.0	97.8	73.3	18.6	98.5
	Prestwood and Heath End	96.1	91.5	91.5	87.4	98.1	56.7	75.2	98.4
	Penn and Coleshill	95.8	99.4	99.6	98.3	99.9	81.4	13.6	95.3
	Holmer Green	95.3	87.9	91.2	78.6	90.9	57.6	64.3	98.7
	Central	95.2	85.4	82.8	84.9	89.3	48.1	97.0	89.8
	Amersham Town	94.9	86.1	89.7	93.9	98.6	76.3	26.4	89.8
	Little Chalfont	94.1	73.5	71.9	89.1	98.3	75.0	87.5	97.5
	Chalfont Common	94.0	90.5	72.0	96.0	84.4	49.3	87.5	98.7
	Hilltop and Townsend	93.2	87.0	86.1	82.8	95.0	63.5	69.9	75.0
	Gold Hill	92.6	68.1	69.3	81.0	98.1	37.2	94.7	95.8
	Ballinger, South Heath and Chartridge	87.4	99.4	97.8	97.1	99.7	76.7	6.8	53.6
	Amersham-on-the-Hill	82.3	53.2	60.0	86.7	88.7	43.9	87.1	93.2
	Ashley Green, Latimer and Chenies	79.2	95.2	95.2	92.9	99.1	60.1	7.0	39.9
	Cholesbury, The Lee and Bellingdon	77.3	99.1	96.5	97.9	99.9	65.9	3.8	37.3
	Asheridge Vale and Lowndes	73.6	59.2	57.5	61.2	87.1	39.4	60.6	97.4
	Newtown	73.4	53.8	54.4	50.3	87.5	59.2	84.0	77.5
	St Mary's and Waterside	51.0	38.3	35.9	39.5	81.5	34.0	48.7	76.5
	Vale	50.2	28.5	36.1	30.7	87.2	15.7	95.6	88.6
Ridgeway	37.9	17.2	24.2	13.1	75.6	41.7	90.0	99.1	
South Bucks	Gerrards Cross North	98.6	97.4	96.3	99.9	98.9	52.6	66.6	63.7
	Beaconsfield North	97.9	94.7	96.5	97.9	97.2	49.0	68.5	81.7
	Beaconsfield West	93.7	87.2	90.1	75.9	97.6	38.0	84.1	78.5
	Farnham Royal	93.5	80.2	92.9	90.8	97.6	31.0	70.7	88.0
	Gerrards Cross South	92.1	88.7	99.3	99.2	99.7	87.1	9.7	87.4
	Gerrards Cross East and Denham South West	83.9	74.9	93.2	69.2	99.5	76.6	13.7	72.3
	Beaconsfield South	83.0	72.1	80.1	80.9	97.3	22.1	48.1	86.9
	Stoke Poges	82.1	84.4	81.4	82.3	93.6	29.5	37.4	83.7
	Denham North	76.9	52.1	61.9	62.4	64.9	68.4	64.0	92.7
	Dorney and Burnham South	74.1	95.1	94.7	82.8	92.7	2.6	26.2	59.5
	Taplow	73.4	98.4	98.7	93.8	97.6	13.8	11.5	27.1
	Iver Heath	72.0	65.2	80.4	48.3	84.9	45.3	35.3	62.1
	Burnham Church	69.7	64.2	67.4	74.4	80.0	8.5	73.6	77.1
	Denham South	69.6	79.1	85.9	59.8	95.7	24.9	14.0	65.0
	Burnham Lent Rise	67.1	55.1	54.3	43.4	76.7	32.9	85.5	62.9
	Iver Village and Richings Park	64.8	60.9	71.5	47.2	80.2	21.1	56.5	57.0
	Hedgerley and Fulmer	64.7	71.5	83.7	83.1	88.6	13.2	13.5	49.5
	Burnham Beeches	63.5	94.2	84.6	89.8	99.2	4.9	10.3	43.5
	Wexham and Iver West	40.5	60.6	65.7	34.2	89.7	4.2	10.7	50.6

Source: Indices of deprivation, DCLG, 2015

While the performance of Chiltern and South Bucks is comparatively strong on the education, skills and training domain of the indices of deprivation, the districts were both placed in the *weak education, strong adulthood* quadrant of the 2016 Social Mobility Index, so that “those from disadvantaged backgrounds do relatively badly at school but a strong labour market or low housing costs may help them convert this into good outcomes as an adult or, alternatively, be symptomatic of significant inequalities between rich and poor”. Given the very high housing costs and the discrepancy between earnings of residents and workers in Chiltern and South Bucks, it is more likely that this performance indicates significant inequalities among the districts’ community. This is reflected by the districts’ score on the education sub-domains of the indices of deprivation where only 12 of the 97 lower level output areas in Chiltern and South Bucks rank among England’s most deprived half on the adult sub-domain that rises to 22 on the children’s domain.¹²

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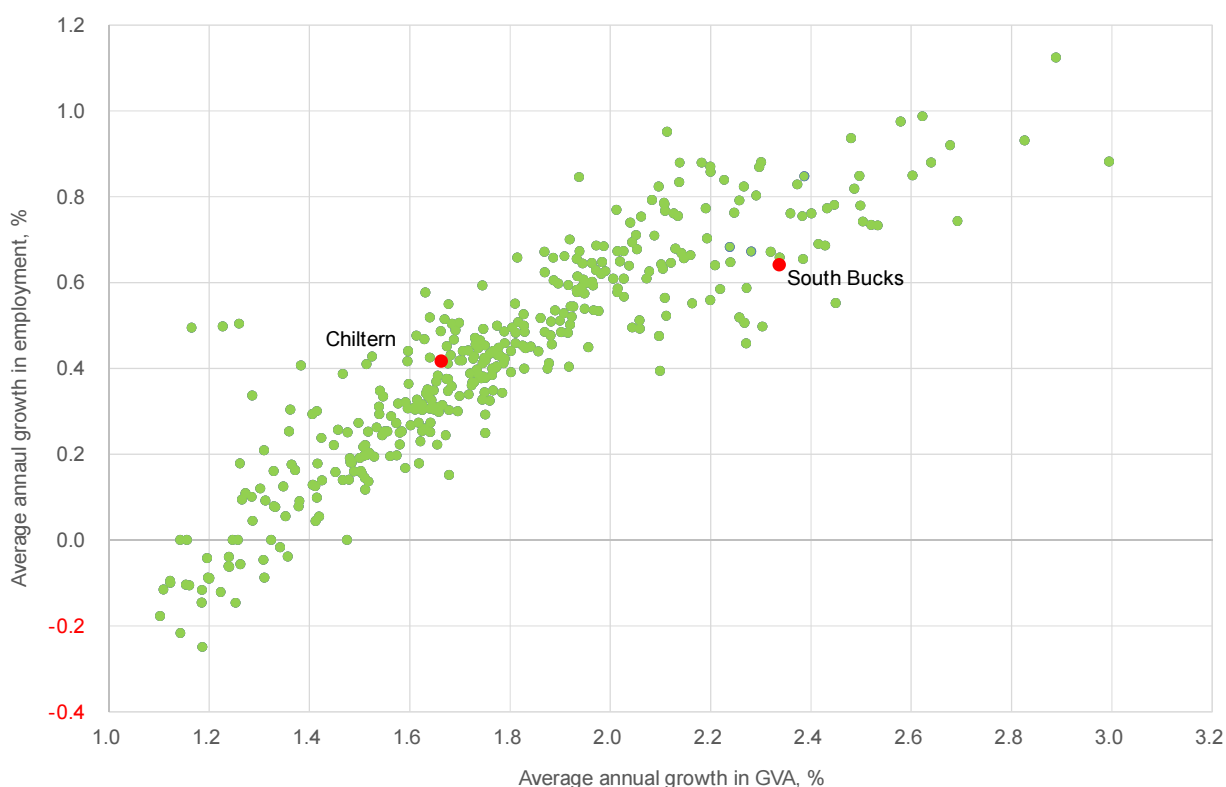
¹² See section 2.5.6 of the Indices of Deprivation Research Report for an explanation of sub-domains: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/464597/English_Indices_of_Deprivation_2015_-_Research_Report.pdf

2.10 Forecasts and projections

From 2016 to 2026 employment in Chiltern and South Bucks is forecast to increase by 0.5 per cent per annum, with output rising 2.0 per cent per annum. However, the two districts are expected to experience different trajectories, so that while in 2016 they ranked 45th and 46th among the 380 local authority districts in Great Britain for GVA per job, by 2026 South Bucks is forecast to rank 36th compared to Chiltern's 54th.

Following vote in favour of leaving the European Union in the June's referendum, economic forecasts have been downgraded. Experian's Local Market Forecast © now expects employment growth in the districts from 2016-2016 to lead to 600 fewer jobs, a reduction in growth from to 4,800 to 4,200 additional jobs.

Chart 5: Annual growth in employment and GVA 2016-2026 by local authority, %



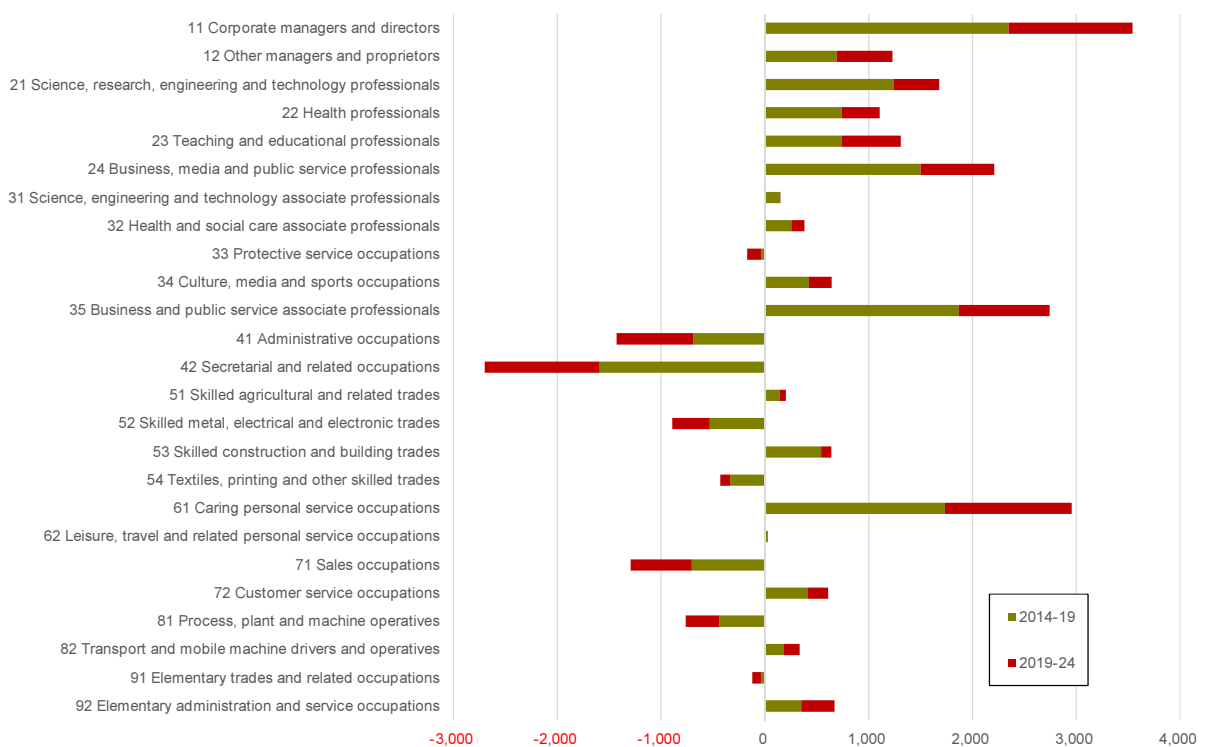
Source: Experian, Local Markets Forecast ©, September 2016

The main reason for the divergence is the forecast rate of growth is the difference in the districts' industrial structures, with South Bucks having the greater share of output in the sectors with the strongest forecast performance. In 2014, professional and other private services made up 43.0 per cent of the South Bucks economy but only 36.0 per cent of Chiltern's, with construction accounting for 7.6 and 6.6 per cent respectively, so that while the sectors' rates of growth were high in both districts South Bucks saw the greatest cumulative impact. Conversely, manufacturing made up 10.0 per cent of the Chiltern economy but only 3.5 per cent

of South Bucks' and is forecast to have one of the lowest output growth rates of any sector (0.1 per cent per annum in South Bucks and -0.1 per cent in Chiltern).

Accompanying this change in industrial structure will be changes in occupational structure. Data for Buckinghamshire, from UKCES's *Working Futures* (2016) project that the county will be employing fewer people in administrative, sales and process plant and machine operative occupations but more in all other occupations classes, notably in managerial, professional and caring occupations, with expansion demand projected to be greatest for corporate managers and directors, business and public service associate professionals and caring personal service occupations, which includes teaching assistants, nursery nurses and care workers and home carers.

Chart 6: Projected occupational change in Buckinghamshire, 2014-24



Source: UKCES, 2016

Skills shortage vacancies in Buckinghamshire in 2015 were most prevalent in skilled trade occupations (i.e. SOC 5) where the number of jobs in projected to fall in the coming years. In 2015, these roles accounted for 21 per cent of skills shortage vacancies, ahead of elementary (19 per cent) professional (18 per cent) and associate professional (16 per cent) occupations. Across the Buckinghamshire labour market 27 per cent of skills gaps (i.e. staff not being fully proficient) are caused by not being able to recruit staff with the required skills, the 12th highest share among the 39 Local Enterprise Partnerships.

The Chiltern and South Bucks economy offers highly skilled, well-paid work at a jobs density above the national and county levels despite marked out-commuting. The

area's high productivity is delivered by growing numbers of pre-dominantly small firms operating in national growth sectors. The districts' residents are highly qualified and highly entrepreneurial contributing to the districts' unemployment rate being among the lowest in the country.

Although generally prosperous, not all residents benefit from the success of the district and there is a geography of unemployment and deprivation, with some local concentrations. However, the strength of the economy, combined with its proximity and ease of access to London and the location in the Chiltern Hills Area of Outstanding Natural Beauty, contribute to Chiltern and South Bucks having some of the most expensive, and least affordable, housing in the country. The high cost of housing may deter new recruits from moving to the area, while the small firm size reduces employment opportunities, so that while the success of local schools mean very many young people go to university, the numbers starting their careers in Chiltern and South Bucks is very much lower, frustrating attempts to align labour supply and demand.

The policy challenges arising from the economic assessment are:

- Addressing localised unemployment and deprivation
- Improving poor housing affordability
- Supporting the industrial structure of the economy
- Supporting small businesses and the self employed
- Maintaining the supply of commercial property
- Provision of skills appropriate to local demand, particularly in growth sectors

3.0 Business sentiment

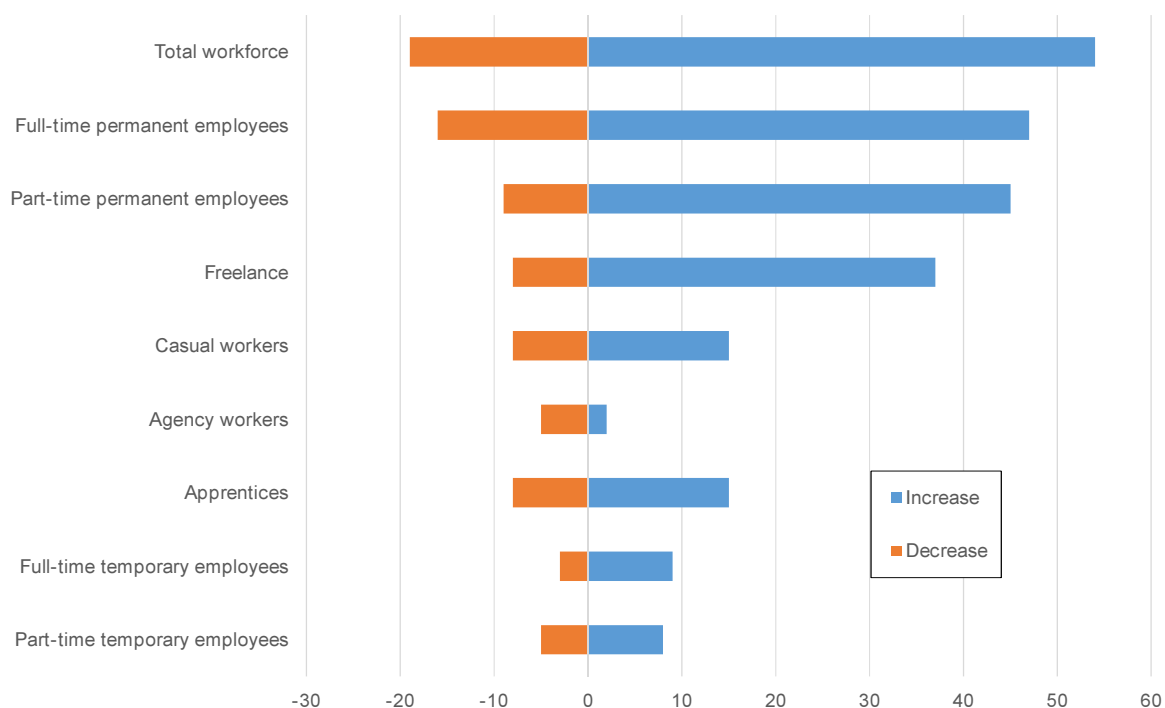
Chiltern and South Bucks is a great place to run a business. Only 8.3 per cent of businesses are dissatisfied with the districts as a business location. Of the 30.7 per cent of businesses in the districts that were looking to relocate in the next two years, 28.8 per cent wanted to stay in the districts, with a further 22.7 per cent wishing to stay in Buckinghamshire.

Businesses in Chiltern and South Bucks are ambitious, with almost three quarters (72.1 per cent) planning to increase turnover in the next year, including a quarter (25.0 per cent) planning to increase turnover by at least 20 per cent. Of those companies looking to increase turnover most rapidly, 92.6 per cent are expecting to increase staffing levels.

The districts have a small firm economy, being skewed towards the smallest micro businesses. More than a fifth of those working in Chiltern and South Bucks at the 2011 Census worked from home. The electronic survey reflected that orientation with 45.3 per cent of respondents being home-based, 36.3 per cent in rented commercial premises and 18.4 per cent being owner occupiers.

More than two thirds of home-based businesses (68.6 per cent) are expecting to increase turnover next year, with 30 per cent expecting to recruit additional staff in the next year, rising to 92 per cent of those planning turnover growth in the next year.

Chart 7: Change in numbers of staff by type in the last year



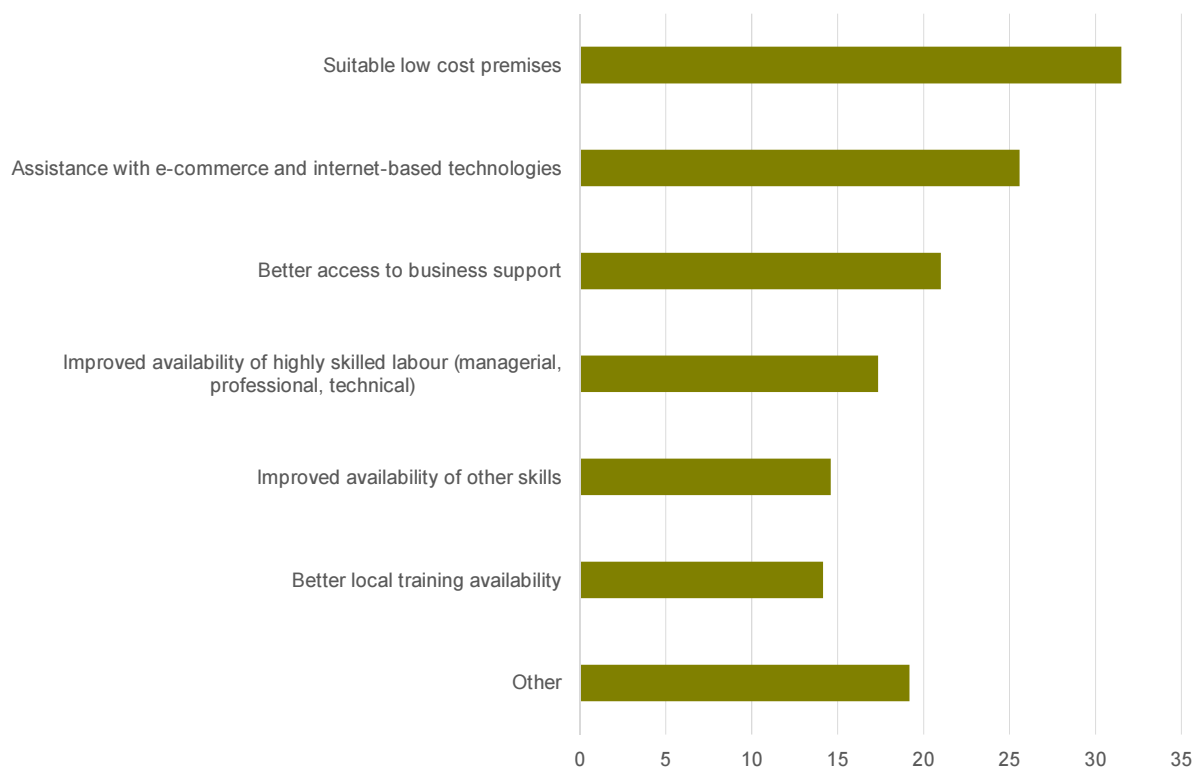
Source: Chiltern and South Bucks Survey, 2016

A shortage of suitable commercial property impacts on the success of 1 in 6 businesses in Chiltern and South Bucks (16.4 per cent), rising to more than one in three businesses looking to relocate.

Businesses expecting to relocate in the next two years were more likely to be moving to change some aspect of their business than because their lease was coming to an end. The most common reason for seeking to relocate were to secure more car parking, to find larger premises and to find cheaper accommodation. An approaching end of lease was cited in 16.7 per cent of cases.

The factors that would be significantly beneficial to business by district are presented below. In both Chiltern and South Bucks suitable low cost premises were most commonly cited ahead of assistance with e-commerce, better access to business support and the availability improved availability of skills, with higher skills more commonly cited than other skills.

Chart 8: Factors that would be beneficial to business



Source: Chiltern and South Bucks Survey, 2016

The importance of sufficient broadband speeds has long been acknowledged by Government. The 2016 Autumn Statement has allocated £740 from the new National Productivity Investment Fund to support the market to roll out full-fibre connections and future 5G communications, having previously argued in 2015's Plan for Productivity that "there are still too many businesses hampered by slow connections", pledging to "ensure superfast broadband (at least 24MBPS) is available to 95% of UK households and businesses by 2017". In Chiltern and South

Bucks more than a third of businesses do not have broadband speeds over 24MBPS. While three quarters of businesses in the districts are satisfied with their broadband speeds more than one in 20 businesses with superfast broadband find their speeds insufficient, rising to more than 1 in 5 overall.

Table 15: Broadband speed

	Slow (0-2MBPs)	Standard (2-24MBPs)	Superfast
Chiltern	15.3	48.7	36.0
South Bucks	16.3	41.9	41.8
Buckinghamshire	15.0	42.2	42.9

Source: Buckinghamshire Business Survey, 2016

Table 16: Is broadband speed sufficient by connection speed?

	No broadband		Broadband		Superfast		Don't know		All	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Buckinghamshire	22.1	77.9	77.0	23.0	92.7	7.3	84.4	15.6	75.4	24.6
Chiltern	25.7	74.3	80.4	19.6	91.9	8.1	92.0	8.0	76.2	23.8
South Bucks	31.1	68.9	80.9	19.1	93.6	6.4	78.9	21.1	78.0	22.0

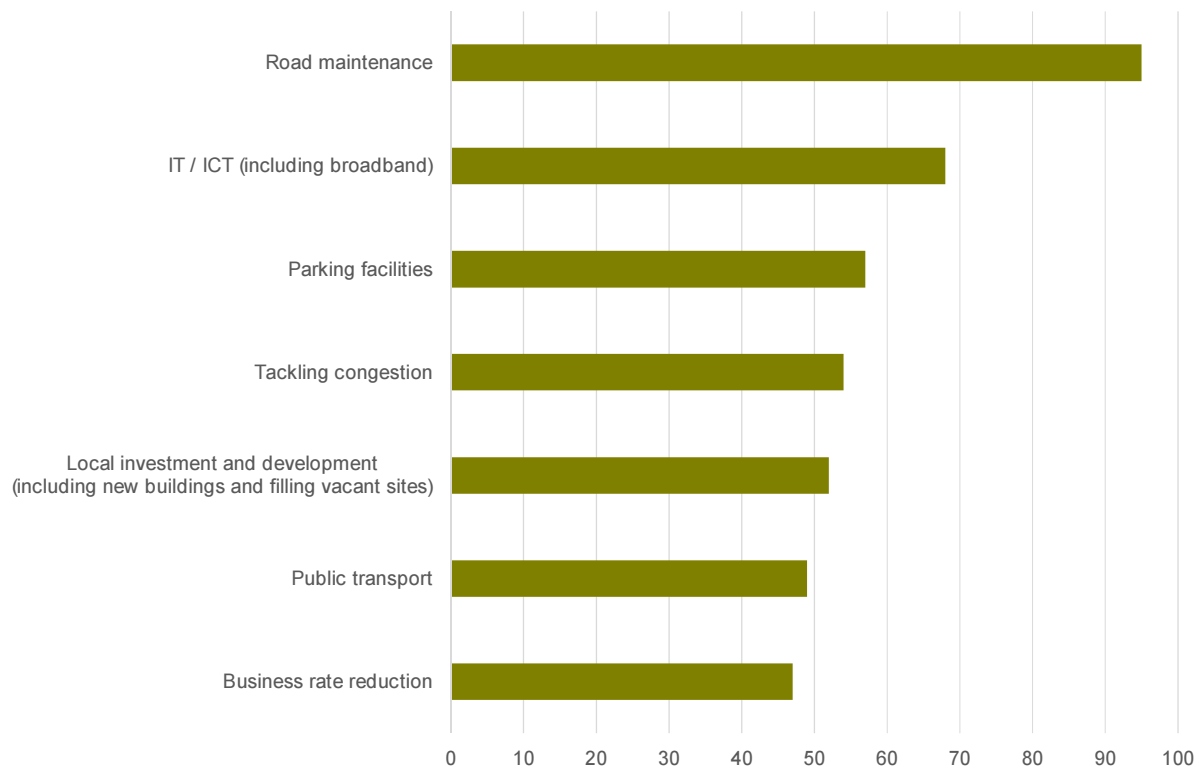
Source: Buckinghamshire Business Survey, 2016

Where businesses are looking to relocate in the next two years, almost one in five gave the need to find faster broadband as a reason for moving.

On Business Rates, although almost half of survey respondents made business rate reduction a priority for business investment, the 2016 Buckinghamshire Business Survey found that when given two statements 58.6 per cent of businesses in Chiltern and South Bucks preferred "The council should provide value for money services, whilst retaining and improving services for my business and local area, even if this means that there are small increases in business rates", with only 24.6 per cent favouring "business rates should be kept to a minimum, even if this means that less services are provided for my business and the local area, cutting front line services for my business and local people".

The priorities of businesses in Chiltern and South Bucks for public investment are set out below in chart 9.

Chart 9: Businesses priorities for public investment (% of respondents)



Source: Chiltern and South Bucks Survey, 2016

The advantages of trading in Chiltern and South Bucks are reflected by the satisfaction its businesses report with it as a location and their desire to remain and grow in the districts. However, the mix and availability of commercial property and access to broadband continue to present challenges. Although local government support for continued broadband rollout is ongoing, investment in ICT including broadband ranks behind only road maintenance as businesses' priority for public investment. Businesses are already highlighting a shortage of suitable commercial premises across the districts, with this situation likely to be exacerbated by the loss of office space, including through permitted development rights, set out in section 2.7 and the recruitment and growth ambitions of Chiltern and South Bucks businesses, particularly those currently home-based.

The policy priorities arising from engagement with business are:

- public investment in ICT including broadband
- addressing the shortage of suitable commercial premises for the districts' small and home-based businesses to grow in to premises
- facilitating recruitment to small businesses

4.0 Policy Environment

The importance of the economy is highlighted in a range of local strategies and plans, including planning documents and the Chiltern and South Bucks Joint Business Plan¹³ (2016-2020) which sets out the vision that by 2026 the districts will be: “prosperous and diverse economies that encourage local employers and small businesses so we can protect the areas’ economy for the future and achieve a better balance between the jobs available and the people to fill them”. While 2016’s Joint Community Strategy¹⁴ set out the following challenges for the economy:

- Supporting the local economy to continue to thrive and provide local jobs for local people
- Identifying workforce skills and technological resources for tomorrow’s economy and encouraging their development
- Sustainable delivery of new homes, of the right type to meet residents’ needs, and with the necessary supporting infrastructure
- Understanding and managing the impact of growth in the north of Buckinghamshire on infrastructure

These challenges are reflected in the strategic priorities to 2020 identified in Buckinghamshire Thames Valley Local Enterprise Partnership’s refreshed Strategic Economic Plan 2016-31)¹⁵:

- **Business Growth and Innovation:** strengthening the local growth hub; accelerating innovation in ambitious, growth orientated companies and priority sectors (including life science, the information economy and the creative industries); encouraging investment in key research infrastructure; providing a sustainable source of funding for business growth; enhancing entrepreneurship programmes in the skills system; encouraging peer to peer learning; markedly growing Buckinghamshire’s export performance; and promoting business resource efficiency and resilience.
- **Skills and Talent:** delivering STEAM (science, technology, engineering, arts and mathematics) inspiration activities for pre-secondary school age children and delivering business-school challenges in STEAM; encouraging business incubation in FE and HE to stimulate youth enterprise and graduate enterprise; establish enhanced workplace based qualifications; improve

¹³ <http://www.southbucks.gov.uk/CHttpHandler.ashx?id=3820&p=0>

¹⁴ <http://www.southbucks.gov.uk/CHttpHandler.ashx?id=4989&p=0>

¹⁵ <http://www.buckstvlpe.co.uk/uploads/downloads/SEP%20refresh-1.pdf>

systems to aggregate employer skills needs; and help establish new partnerships to deliver undergraduate provision in areas of skill shortages.

- **Connectivity:** making major transport infrastructure fit for economic purpose; supporting the work of the National Infrastructure Commission; recognising the importance of corridors across Buckinghamshire and into *England's Economic Heartland*; improving digital connectivity; and fixing utility constraints
- **Town Centre Regeneration:** supporting the delivery of new housing and business space; ensuring employment growth develops linked to the scale and location of planned future housing growth; stimulating sustainable, vibrant and liveable urban centres; and ensuring main urban centres include sufficient high quality green and blue infrastructure.

At the national level, Theresa May's cabinet reshuffle removed some of the political uncertainty about the UK's exit from the EU announcing in her first speech as Conservative Party leader that there would be no second EU referendum and then creating Cabinet posts in her reshuffle that reflected the intention for the UK to leave the EU. The UK's four principles and 12 priorities for negotiation have subsequently been set out¹⁶ including certainly, control of immigration, free trade with European markets and new trade agreements with other countries, ensuring Britain remains one of the best places in the world for science and innovation and delivering a "smooth, orderly Brexit".

Despite the demise of the Department for Business, Innovation and Skills, the reshuffle hinted at policy consistency for the economic development agenda by creating a Department for Business, Enterprise and Industrial Strategy, led by Greg Clark, who has set out role of the new department as being "delivering a comprehensive industrial strategy, leading government's relationship with business, furthering our world-class science base, delivering affordable, clean energy and tackling climate change".

The UK had an industrial strategy since 2012 providing a focus on 11 sectors which in turn produced their own sector specific industrial strategies. By 2016, then Business Secretary Sajid Javid¹⁷ promised that the "closed shop" approach of the 2012 industrial strategy was to be replaced with an "open door", so that although

¹⁶ <https://www.gov.uk/government/speeches/the-governments-negotiating-objectives-for-exiting-the-eu-pm-speech>

¹⁷ <https://www.gov.uk/government/speeches/manufacturing-doing-what-works>

the Government would still support the 11 sectors of the original strategy “Britain’s business leaders deserve a strategy as wide-ranging as the economy you serve so well. A strategy of deeds, not words”, before citing cuts in Corporation Tax (since accelerated), raised investment allowances and lowering the threshold for small business exemption from National Insurance. As noted in section 2.1, Chiltern and South Bucks perform well in the current industrial strategy sectors and may need to prepare for a less targeted approach to intervention.

In January 2017, the industrial strategy Green Paper was published¹⁸ with the objective to “improve living standards and economic growth by increasing productivity and driving growth across the whole country”. The Green Paper identifies *ten pillars* that reinforce each other to drive growth, arguing “an economy with more innovative start-ups will require more highly skilled people, more venture capital, and better digital infrastructure”.

From 2010 employment in the UK has steadily risen, reaching first an absolute all-time high, subsequently reaching a record share of the working age population. However, productivity growth has been much slower, so that while total output (GDP) joins employment at a record high, GDP per capita (constant prices) is almost unchanged since the pre-recession high in Q4 2007.

Accordingly the emphasis in central Government economic plans has shifted from “achieving strong, sustainable and balanced growth that is more evenly shared across the country and between industries” in 2011’s Plan for Growth to acknowledging that compared to employment “productivity is the more essential ingredient” in 2015’s *Plan for Productivity* that focused on raising the UK’s performance and closing the gap in productivity between the UK and the other G7 economies and retained in the Industrial Strategy Green Paper. The Plan for Productivity contained two sections:

- **Long-term investment**, which stresses the role of investment in raising productivity through investing in equipment and physical infrastructure but also the development of human and intellectual capital.
- **Dynamic economy**, concerning the matching of skills, technology and machine to their best use. The section includes lessening the constraints placed on the economy by the “delay and inflexibility” of the planning system, raising exports and making sure it is “easy to start a business, that

¹⁸ <https://www.gov.uk/government/consultations/building-our-industrial-strategy>

the best new businesses can scale up rapidly, and they can fulfil their long term potential”

However, the Plan for Productivity also stated “cities are the driving force of the economy” before going on to note “it is important that all areas of the economy contribute to, and benefit from, productivity growth”. Launched with *Fixing the Foundations* was the Government’s 10 point plan for raising rural productivity¹⁹.

The 2016 Autumn Statement²⁰ retained the emphasis on productivity, most notably through the launch of the National Productivity Investment Fund. However the emphasis on major cities is less explicit, despite retaining a focus on regional rebalancing and retaining references to the *Northern Powerhouse* and *Midlands Engine* and offering larger per capita allocations to areas outside the Greater South East from the Local Growth Fund.

The Industrial Strategy White Paper includes *cultivating world leading sectors* and *driving growth across the whole country* among its pillars. While the Green Paper further reduces the emphasis on cities noting challenges extend to towns and rural areas reflecting on connectivity, skills, R&D expenditure and local institutional leadership, it retains a sector focus with Chiltern and South Bucks’ strength featuring prominently. Reviews of the UK’s creative and life science industries are to be launched ahead of *sector deals*, drafted by businesses to “enhance their competitiveness as a sector”.

The Autumn Statement also offered further business rate relief, while moving to local business rate retention remains an objective for Government. The motivation to build the districts’ business rate base may depend on the details of 100 per cent business rate retention and the extent to which that relates to retention within the sector rather than within the billing authority. However, the Industrial Strategy’s support for businesses focuses on scale ups, suggesting measures to improve access to finance, to ensure the uptake of new technology and digital processes and to build networks.

¹⁹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/454866/10-point-plan-rural-productivity-pb14335.pdf

²⁰ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/571559/autumn_statement_2016_web.pdf

5.0 SWOT

5.1 Strengths

Chiltern and South Bucks has one of the most productive economies in the country, where highly qualified workers are well remunerated for working in growing sectors. The districts combine good quality of life and low deprivation with excellent communications with ready access to national road and rail services.

The districts enjoy very high levels of entrepreneurship combined with large, well known employers that make a significant contribution to the growth sectors identified by the Government and the Buckinghamshire Thames Valley Local Enterprise Partnership.

Chiltern and South Bucks have proved themselves to be comparatively resilient economies, exhibiting some of the highest levels of growth seen in the UK since 2008's recession in output, business population and employment.

5.2 Weaknesses

The gap between residence and work place based earnings is large, albeit closing, causing local inequality and contributing to the comparative shortage of young people in the local economy. The economy is skewed towards very small firms reducing the availability of employee jobs and towards service jobs in the private sector increasing exposure to market downturns in those parts of the economy.

Despite the prosperity of Chiltern and South Bucks housing affordability is among the lowest in the country and worsening. Population rises are expected to outstrip housing supply.

Commercial property across the districts is ageing and does not neatly map to demand, particularly for small and start-up businesses, while commercial rents may be too low to either support speculative development or dissuade changes of use for existing commercial stock to residential, threatening economic vibrancy. There is a lack of land with development potential for period to 2036.

5.3 Opportunities

If HS2 goes ahead the project will provide contracting and service opportunities for local businesses during the construction phase. The construction of Crossrail and the third runway at Heathrow offer both short and long term opportunities as the local economic geography changes.

The Government's emerging Industrial Strategy may favour sectors with a strong footprint in the districts.

The new joint Local Plan offers an opportunity to bring forward sites for employment generating use and safeguard the economic vibrancy of the districts.

The districts have a strong and established tourism offer, particularly for the Chilterns, however the potential exists to convert day trips into longer stays giving additional exposure to the wider sector.

5.4 Threats

The high and rising cost of residential property may become a disincentive to companies to locate in the districts, frustrating attempts of local businesses to recruit. For commercial property, the conversion of floorspace to residential uses further erodes the choice of premises available in the districts. Recruitment difficulties may be compounded by the loss of large numbers of the highest achieving young people after Key Stage 5 combined with high levels of education deprivation for young people across the districts.

A lack of good quality, mid-sized commercial premises prevent expanding businesses from remaining in the districts.

The loss of employment space in town centres reduces the space available to businesses and allows retail expenditure to leak out of the centres and potentially out of the districts entirely.

Poor public transport and slow broadband speeds frustrate the development of the rural economy.

Strengths	Weaknesses
Productivity Skilled workforce Communications Industrial structure skewed to growth sectors Low deprivation Natural environment Resilience Business support infrastructure	Unbalanced industrial structure Lack of young people / ageing population Significant inequality Housing affordability Quality and choice of commercial property Price of commercial property
Opportunities	Threats
HS2 contracting Heathrow third runway – housing displaced business and future economic geography Industrial strategy Strong presence in growth sectors New Local Plan Priorities set out in the forthcoming Industrial Strategy	Diminishing employment floor space Cost of living high and rising Low value added to young people in deprived areas Labour market shortages Broadband coverage and speeds

6.0 Strategic Economic Objectives and Action Plan

The Chiltern and South Bucks Economic Development Strategy share the vision of the districts' Joint Business Plan, that by 2026 the districts will be "prosperous and diverse economies that encourage local employers and small businesses". Through achieving this the Councils can "protect the areas' economy for the future and achieve a better balance between the jobs available and the people to fill them", while also addressing the Joint Community Plan aspiration of "supporting the local economy to continue to thrive and provide local jobs for local people".

The actions are split by the following strategic objectives:

- 1) Connectivity
- 2) Enterprise and business growth
- 3) Space for business
- 4) Skills and employability
- 5) Tourism and town centres
- 6) Monitoring and review

6.1 Connectivity

As well as helping to raise productivity, digital technology enables new ways of working, relieving pressure on employment space. Road and rail connectivity improves the economic geography of Chiltern and South Bucks. Investment in ICT including broadband was named as the top priority for investment by more businesses than any other issue in the Economic Development Strategy Survey, while across Chiltern and South Bucks more than a third of businesses do not have broadband speeds over 24MBPS.

- Broadband investment: continued investment in broadband with a focus on business premises
- Wireless / 5G investment: ensure essential outdoor mobile services – such as basic talk, text and data - are available throughout the districts²¹

²¹ See National Infrastructure Commission, Connected Future (2016) on 5G telecommunication technology https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/577906/CONNECTED_FUTURE_ACCESSIBLE.pdf

- Transport: lobbying for enhancement and maintenance of the strategic road network
- Support the improvement of north-south connectivity within Buckinghamshire to provide access to the opportunities for economic growth associated with housing growth and planned infrastructure improvements (including East West Rail and the Oxford Cambridge Expressway)²²

6.2 Enterprise and business growth

Chiltern and South Bucks are among the most entrepreneurial places in the country delivering high productivity. However, the districts have a comparatively high share of home based businesses and the shares of business stock with five or more employees are among the lowest in Great Britain. Growing businesses to become employers and relocate to commercial premises can help Chiltern and South Bucks businesses *scale up*²³.

- Business support: provision / promotion of business support activities to help businesses and aspiring businesses to grow and prosper. To include networking, training and signposting
- Incubation space: provision / promotion of incubation space for growing businesses
- Ensure public sector procurement opportunities are made available to local businesses
- Promote sectors where Chiltern and South Bucks have strengths in nationally significant sectors to ensure the districts are not overlooked as the Industrial Strategy develops and associated resources can be used to benefit the local economy
- Promote / provide finance for businesses, particularly those with high growth potential
- Maintain dialogue with large employers

²² See for example paragraph 3.16 of the 2016 Autumn Statement:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/571559/autumn_statement_2016_web.pdf

²³ For a comparison of *Initial Scaling* and *Stepping Up* see ERC's Growth Dashboard (2016):
<http://www.enterpriseresearch.ac.uk/wp-content/uploads/2016/11/ERC-UK-Local-Growth-Dashboard-FINAL.pdf> and see Theresa May's 2016 speech to CBI for the importance of Scale Ups:
<https://www.gov.uk/government/speeches/cbi-annual-conference-2016-prime-ministers-speech>

6.3 Space for business

Employment floorspace in Chiltern and South Bucks does not match demand and is under pressure from conversion to residential use. In the six years to 2015/16, South Bucks' employment floorspace fell by 16,000m² (2.6 per cent), including a 13,000m² (8.4 per cent) fall in office space, both among the largest falls across the UK. The districts must be able to meet the demand of small businesses and provide opportunities for them to grow and move into suitable, high quality space.

- Planning for a portfolio of premises to meet the current and future needs of businesses by size and sector, including changes brought about by the advance of the *digital* industries and facilitating the co-location of complementary small scale commercial activity
- Provide or plan for smaller office units of up to 400m²
- Promote or bring forward prestigious offices for head office functions and to attract businesses displaced by Heathrow expansion
- Promote the efficient use of employment land and buildings, enabling new ways of working, supporting the use of new technologies and promoting developments that build on the strengths of the local economy.
- Promote / provide inward investment to make the most of the local connectivity, to supplement enterprise driven employment growth and widen the range of jobs available locally
- Promotion of live work units
- Protect the natural environment and landscape

6.4 Skills and employability

While Chiltern and South Bucks residents have some of the highest levels of educational attainment in the country and, as part of Buckinghamshire, see the highest share of young people attend Russell Group universities after Key Stage 5, education deprivation for young people persists in parts of the district. Businesses report recruitment difficulties.

- Provide / support services that forge links between employers and educators, in order to enable young people to become more work ready through greater employer involvement and to ensure they gain the right skills for the local growth sectors

- Provide / support services that directly connect local businesses and young people in work experience and apprenticeship opportunities, as well as full and part-time employment
- Promotion of apprenticeships and vocation routes to employment
- Promotion of youth enterprise as a route into employment
- Provision / support schemes to help older workers remain economically active

6.5 Tourism and town centres

Although Chiltern and South Bucks already attract significant numbers of visitors, day trips are comparatively rarely converted into overnight stays. Longer stays generate markedly higher spending helping to raise employment in the sector. Town centres must continue to be vibrant and liveable places to maintain the quality of life offered by Chiltern and South Bucks and ensure their attractiveness as destinations and places to live are maintained.

- Promotion / support for tourism uses in rural areas to help convert day visits to overnight stays, with the associated uplift in local spending.
- Enhance the competitiveness and vitality of town centres so they continue and develop as places of employment and commerce with a varied retail offer complementing their leisure and recreation and cultural offers
- Support for tourism businesses to recruit and grow, providing jobs well aligned with local labour supply.

6.6 Monitoring and review

Ongoing measurement of the economy's performance against the strategic objectives. Including metrics such as claimant count and job openings, jobs density, growth in employment floorspace, educational attainment, business rates collected and planning permissions for housing and commercial development.

- Progress against these strategic objectives to be periodically measured and presented for discussion.

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SUBJECT:	Application to allocate section 106 funding
REPORT OF:	<i>Cllr Paul Kelly , Portfolio Holder for Healthy Communities</i>
RESPONSIBLE OFFICER	<i>Martin Holt Head of Healthy Communities</i>
REPORT AUTHOR	<i>Martin Holt Martin.holt@southbucks.gov.uk 01494 732055</i>
WARD/S AFFECTED	

1. Purpose of Report

Application to allocate up to £160,000 of the section 106 funding allocated for affordable housing delivery to L&Q, in support of the delivery of two x 3 bedroom properties for use as affordable accommodation

RECOMMENDATION

That the Head of Healthy Communities be authorised to negotiate with L&Q to offer between £55K and £80K per property, to convert two 3x bedroom properties to a rented tenure. The grant to be subject to;

- a. a repayment clause should the properties be acquired by the tenant and
- b. a clause to protect the future use of the property for affordable rental accommodation.

2. Reasons for Recommendations

To support the delivery of affordable housing in South Bucks assisting the Council to discharge its statutory homeless duties or providing a housing option for local people with an assessed housing need.

3. Content of Report

In April 2015 L&Q obtained planning consent for a pair of semi-detached three bedroom houses as part of its South Bucks garage site development programme. The properties are scheduled for completion in March 2017.

Although there is no planning obligation to provide these properties as Affordable Housing, L&Q had designated the units as an intermediate product in the form of Shared Ownership (part buy part rent).

L&Q's decision on ownership tenure was driven by the necessity for schemes to be viable by way of cross-funding and particularly in the light of national policies to:

- a) withdraw Homes & Communities Agency (HCA) funding for Affordable Rent
- b) impose a 4-year 1% annual rent reduction on housing associations from 2016

Shared Ownership properties are highly unlikely to be a workable solution for applicants who have been accepted as homeless or applicants on the Council's Housing Register. As such this new build supply will be ineffective in tackling the Council's priorities in terms statutory homeless duties or providing a housing option for local people with an assessed housing need.

Potential Business Case:

L&Q has approached the Council with an opportunity to subsidise the conversion of these 2 properties. The level of grant requested by LQ is £80K per unit, making a total request for £160K in return for nomination rights to two affordable rented 3 bedroom properties. There may be some flexibility on this dependent on whether HCA funding can be secured from a new allocation of grant for Affordable Rent confirmed by Government this month. However, it is doubtful that HCA grant can be secured for the first two properties in the delivery time frame.

The Head of Healthy Communities has consulted with the Portfolio Holder for Healthy Communities who is in favour of supporting the proposal to subsidise the conversion of tenure to an affordable/social rented product.

Evidence of Need

There is an urgent need for affordable housing in South Bucks with 415 applicants currently registered on the Housing Register and the average waiting time for a property over the last 2 years ranging from; 16 months for a 1 or 2 bed property, to 22 months for a 3 bed roomed property. Allocating 3 bed properties to be occupied by persons on the housing register would produce churn in the housing stock releasing a smaller property to be re-let to those in housing need.

There are also currently 15 households accommodated in emergency housing in need of three or four bed properties, of these 10 households are currently in B+B accommodation. The annual cost of B+B provision to the Council is between £237,250 and £346,750. Whilst a significant proportion is covered by Housing Benefit payments, these larger families will be impacted by the cuts to benefits. Providing two x 3 bedroomed properties through this approach could reduce the current use of B+B and costs by £70k/annum.

Providing an increased supply of affordable/social rented housing would reduce the financial risks to the Council through unpaid rental costs to B+B providers.

It is important to note that L&Q's Affordable Rented properties are delivered at less than 80% of market rent in order to keep within the Local Housing Allowance, enabling these properties to be let to those on low incomes reducing the risks associated with the letting of the properties.

Previous support

Section 106 money was used to convert L&Q new build properties on the garage site in Hanbury Close, Burnham in April 2012. The agreement for financial assistance was for £160,000 to convert 3 properties from outright sale to Affordable Rent. This equated to £53,333 per property although the agreement spread the funding over all 6 properties on the site (ie £26,666 each). The agreement also has the following provisions:

- (ix) **Not to change the type of tenure or rent of the affordable housing comprising the Scheme, as set out in the Schedule, without the Council's prior written consent.**
- (x) **Upon a disposal to a Protected Tenant the Association shall at the Council's option either repay to the Council the relevant part of the Funding applicable to such affordable housing dwelling (£26,666.66 per dwelling) or utilise such sum for the re-provision of affordable housing within the Council's administrative area**

Budget provision

The Council has £2.1M unallocated section 106 funds available, and can use this funding to provide a grant of £160k to provide two affordable rented properties.

Additional properties

L+Q has further advised that it may consider the conversion of tenure from a further 5 x three bedroom properties for use as affordable/social housing. This may require the allocation of an additional £400k from the existing section 106 funding, however funding for these properties is being sought from the Homes and Communities Agency. A further report will be presented to the Healthy Communities PAG should these properties require subsidy from the Council.

4. Consultation

Not Applicable

5. Options

- 1) *To provide financial support to L+Q to enable the change of tenure from shared ownership to affordable rented, assisting the council to address housing need in the district*
- 2) *To decide not to subsidise L+Q in the delivery of affordable rented accommodation in the district.*

7. Corporate Implications

7.1 Financial - The Council has £2.1M unallocated section 106 funds available, and can use this funding to provide a grant of £160k to provide two affordable rented properties.

7.2 *Legal* - the Council as local housing authority has powers to make funding available to registered providers for provision of affordable housing

8. Links to Council Policy Objectives

Promote healthier communities - Address the needs of the elderly and those who are vulnerable

Promote local communities - Work to support the economy through affordable homes

9. Next Step

To negotiate with L+Q the arrangements to deliver the recommendation

Background	None other than referred to in this report
Papers:	

Notice Issued under Regulation 10 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 of the intention to make a Key Decision

Regulation 9 of the above Regulations requires 28 clear-days notice to be given of all Key Decisions taken on behalf of the local authority. Where that notice is impracticable, the decision can only be made where:

- the Chairman of the relevant Overview & Scrutiny Committee has been informed – or if there is no such person, each member of the relevant Overview & Scrutiny Committee – by notice in writing, of the matter about which the decision is to be made
- five clear days have elapsed following the issue of the notice
- the reasons why compliance with Regulation 9 was impracticable is detailed

Decision to be taken	Decision-Maker & Date	Reason Regulation 9 Not Complied With	Overview
<p>Application to Allocate Section 106 Funding: for affordable housing delivery to L&Q in support of the delivery of two x three bedroom properties for use as affordable accommodation</p>	<p>Cabinet 8 February 2017</p>	<p>Information was not received in time for the publication of the 28 Day Notice</p>	<p>Councillor Guy Hollis</p>

Bob Smith
Chief Executive, South Bucks District Council

Notice Published: **31 January 2017**

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SUBJECT:	<i>South Bucks District Council Performance Report Q2 2016-17</i>
REPORT OF:	<i>Leader of the Council – Councillor Ralph Bagge</i>
RESPONSIBLE OFFICER	<i>Chief Executive – Bob Smith</i>
REPORT AUTHOR	<i>Rachel Prance (01494 732903) Sarah Woods (01494 586 800) Jo Wesson (01494 586 850)</i>
WARD/S AFFECTED	<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 Q2 Jul-Sep 2016-17.

RECOMMENDATION

Cabinet is asked to note the performance reports.

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's	5	2	0	2	1
Resources	11	8	1	1	1
Healthy communities	13	2	0	4	7
Deputy Leader/ Sustainable development	11	10	0	0	1
Environment	2	2	0	0	0
Total PIs	42	24	1	7	10

3. Reasons for Recommendations

3.1 This reports factual performance against pre-agreed targets. Management Team, Cabinet and Overview & Scrutiny Committee 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 indicators Q2 2016-17**
- **Appendix B – Quarterly corporate performance indicators Q2 2016-17**

4. Key points to note this quarter:

- 4.1 Of the ten unknown PIs, three are provided for information only and seven are not reported this quarter.
- 4.2 Of the seven off-target PIs, four are priority PIs. Please refer to the appendices for full details.
- 4.3 **Leader’s:** working days lost due to sickness absence was off target mainly due to long-term sick absence. This relates to five cases of long-term sickness absence. Personnel Committee are kept fully informed.
- 4.4 **Healthy communities:** four of the off-target PIs relate to housing, please refer to the appendices to view individual reasons. These are linked to the national increase in demand for temporary accommodation and lack of affordable housing.
- 4.5 **Resources:** Percentage of calls to ICT helpdesk resolved within agreed timescales was off target due to an increase in queries logged from the previous quarter, coupled with staff time off over summer holidays.

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.

Background Papers:	N/A
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Appendix A - Priority PIs 2016-17 - SBDC

Code	Description	Actual 2015/16	Target 2015/16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Target 2016/17 (YTD)	Traffic Light	Latest Note
Leader's portfolio																		
SbHR1	Working days lost due to sickness absence	14.86	12	14.4	13.2	14.12	13.92	13.22	13.28							10		Sickness figures are starting to decrease from April due to some officers who have been on long term sick due to surgery or acute illnesses returning to work or leaving the Council. Management Team are aware of the situation, active attendance management in place. 137.84 days for September +659.64 days (April to August) (info taken from Tensor) = 797.48 /120.12 (average FTE figure) = 6.64/6*12= 13.28. The sickness figure for CDC is 7.66 days
SbHR14	Working days lost due to short term sickness absence (upto 20 working days)	New PI	New PI	3.24	2.88	2.36	2.91	2.64	3.5							5		78.71 days for September + 131.66 (April-August) (taken from Tensor) = 210.37/120.21 (average FTE)= 1.75/6*12= 3.50.
SbHR15	Working days lost due to long term sickness absence (more than 20 working days)	New PI	New PI	11.04	10.26	11.72	10.98	10.56	9.76							3		59.13 Days for September + 526.98(April - August) = 586.11 (taken from tensor)/120.12(average FTE) =4.88/6*12 = 9.76. This relates to 5 cases, 2 have now returned to work.
Resources																		
SbRB1	Speed of processing - new HB/CTB claims (cumulative)	17.5	19	21.1	21.5	19.9	18.8	18.6	18.1							19		
SbRB2	Speed of processing - changes of circumstances for HB/CTB claims (cumulative)	6.9	8	9.5	8.9	8.8	8.5	8.2	8.3							8		This PI has seen an improvement in Q2 however as this PI is cumulative, the overall figure has been affected by performance in Q1 which was slightly off target because of higher volumes of changes and increased workload. Performance is improving and is being closely monitored.
SbRB3	Percentage of Council Tax collected (cumulative)	97.90%	98.00%	11.80%	21.10%	30.40%	39.50%	48.70%	57.90%									
SbRB4	Percentage of non-domestic rates collected (cumulative)	98.8% (57.60%)	98.80%	11.70%	20.60%	30.40%	39.50%	49.30%	58.50%									
Healthy Communities																		

Code	Description	Actual 2015/16	Target 2015/16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	target 2016/17 (YTD)	Traffic Light	Latest Note
SbCmSf2	Percentage reduction in violent offences against a person, year on year (quarterly)	-33.40%	Data Only			-40.60%										Data Only	n/a	South Bucks has seen an increase in violent crime by 40.6% from 194 crimes compared to 138 the previous year.
SbHS1	Number of applicants with/expecting children who have been in B & B accommodation for longer than 6 weeks (snapshot figure at end of month)	15	0	12	18	18	16	19	21							0	<input checked="" type="checkbox"/>	The number in B&B for longer than 6 weeks remains high due to the demand for temporary accommodation from homeless households and the limited turnover of social housing tenancies to provide "move-on" opportunities. Of these households, 4 are due to move on to tenancies secured via Bucks Home Choice.
SbHS8	Number of households living in temporary accommodation (snapshot at the end of the month)	66	30	66	67	68	65	63	64							45	<input checked="" type="checkbox"/>	This number has significantly increased during the quarter due to the ongoing demand for assistance from homeless households and the limited amount of social housing available for "move-on" accommodation. The total of 64 comprises (i) 46 households deemed to be subject to main statutory homelessness duty and (ii) 18 households where enquiries are pending or who have been deemed to be intentionally homeless. A total of 12 of the 46 households counted in (i) have offers of tenancies pending to move on to via Bucks Home Choice.
Sustainable Development																		
SbSD31	Special measures: speed of processing of major applications - minimum percentage of decisions on major applications which are made within 13 weeks or timescale agreed with the applicant; for assessment in October/November 2018 (cumulative)	New PI	New PI	N/A	N/A	N/A	100.00%	100.00%	100.00%								<input checked="" type="checkbox"/>	05/05
SbSD5	Special measures: quality of major applications, for assessment in Oct/Nov 2016 (cumulative)	1.85%	19.00%	1.85%	1.85%	1.85%	1.85%	1.85%	1.85%							9.90%	<input checked="" type="checkbox"/>	

Appendix B - SBDC Quarterly Corporate Performance Indicator Report - (Q2 - 2016-17)

Note: Excludes Priority Performance Indicators - see Appendix A

PI code	Name	This PI is on target												Annual target 2015/16	Annual target 2016/17	Traffic light (latest actual)	Responsible officer	Latest notes		
		2015/16 Value	Jan-16 value	Feb-16 value	Mar-16 value	Apr-16 value	May-16 value	Jun-16 value	Jul-16 value	Aug-16 value	Sep-16 value	Oct-16 value	Nov-16 value						Dec-16 value	Jan-17 value
Leader's Portfolio																				
SbCP1 (C)	Number of unique visitors to the main website (by period)	261,452	22,428	25,897	25,149	21,624	22,176	22,112										n/a	Rachel Prance	
SbHR2 (C)	Voluntary leavers as a percentage of workforce (extrapolated for year)	10.47%	8%	15.52%			15.58%											16%	Judy Benson	10 leavers /128.33 average headcount * 100 = 7.79/6*12 = 15.58%. This information is stored the G-drive personnel under Status Reports.
Resources																				
JfBS1 (C)	Availability of ICT systems to staff from 8am to 6pm (by period quarterly)	99.89%	99.50%	99.80%	99.80%	94%	100%	99.80%										99.50%	Sim Dixon	
JfBS2 (C)	Percentage of calls to ICT helpdesk resolved within agreed timescales (by period quarterly)	n/a	95%	81.20%	81.20%		81.00%											95%	Sim Dixon	An increase in queries logged from the previous quarter, coupled with staff time off over summer holidays contributed to this missed target
JfBS3 (C)	Percentage of responses to FOI requests sent within 20 working days (by month)	88%	90%	84%	88%	94%	100%											90%	Sim Dixon	
JfCS1 (C)	Number of complaints received (cumulative, quarterly)	75	80	17	17		31											80	Nicola Ellis	total for 2nd qtr = 31 (July 7, August - 10, September - 14) significant increase on last qtr
SbLD2 (C)	Percentage of canvass forms returned	96.00%	90%				annual PI											90%	Joanna Swift	Reported annually.
SbLD3 (C)	Standard searches carried out within 5 working days (cumulative)	99.90%	97%	100%	100%	100%	100%	100%										100%	Joanna Swift	
JfLD1 (C)	Client satisfaction with the shared service. Percentage satisfied or very satisfied.	90.50%	94%				100.00%											96%	Joanna Swift	
Healthy communities																				
SbCL1a (C)	Customer satisfaction rating at the Beacon Centre.	82.46%	81%				annual PI											82%	Martin Holt	Reported annually.
SbCL1b (C)	Customer satisfaction rating at the Evreham Centre.	66.69%	78%				annual PI											78%	Martin Holt	Reported annually.
SbCL1c (C)	Satisfaction rating at the Farnham Park Golf Trust	n/a	77%				annual PI											77%	Martin Holt	
JfLB (C)	Percentage of customers satisfied with the service received (Licensing) - (annual)	61.80%	89%				annual PI											89%	Martin Holt	Reported annually.

KEY	PI code	Name	This PI is on target												Annual target 2015/16	Annual target 2016/17	Traffic light (latest actual)	Responsible officer	Latest notes	
			2015/16 Value	Apr-16 value	May-16 value	Jun-16 value	Jul-16 value	Aug-16 value	Sep-16 value	Oct-16 value	Nov-16 value	Dec-16 value	Jan-17 value	Feb-17 value						Mar-17 value
	JLL15 (C)	Percentages of licences received and issued/renewed within statutory or policy deadlines (cumulative quarterly)	98.40%			96.30%			99.70%								97%	<input checked="" type="checkbox"/>	Martin Holt	1 out of 365 not dealt with within policy or legislative timescales.
	SbCmSf 1 (C)	Percentage reduction in burglaries from dwelling, rolling year on year (quarterly)	-6.70%			-20.00%			-36.60%								data only	n/a	Martin Holt	South Bucks has seen an increase in burglary offences of 36.6%. This is 127 offences compared to 93 the previous year.
	SbEH2 (C)	Percentage of food premises (risk rating A to C) that are broadly compliant (snapshot quarterly)	96%			96.28%			97.27%								88%	<input checked="" type="checkbox"/>	Martin Holt	
	SbHS2 (C)	Number of affordable homes delivered by (i) new build (ii) vacancies generated by local authority scheme (iii) acquisition of existing properties for social housing (cumulative)	3			1			4								22	<input checked="" type="checkbox"/>	Martin Holt	This total comprises (i) 0 (ii) 0 and (iii) 3 acquisitions by L&Q and 1 acquisition using equity loan.
	SbHS3i (C)	Average Length of stay in B & B temporary accommodation for all households (snapshot at end of period)	12.00			16.00			22.00								4	<input checked="" type="checkbox"/>	Martin Holt	Average stay of 22 weeks based on stays that ended during Quarter 2 (Jul to Sept 2016) - 12 families (1936) and 13 single/couple (1964) - Average figure pushed up by one long standing client who left B&B during quarter and by general lack of move on options causing placements to last longer.
	SbHS4 (C)	Number of private sector dwellings vacant for more than 6 months and returned to occupation following local authority intervention	0.00						annual PI								15	?	Martin Holt	Reported annually.
Sustainable development																				
	JfBC1 (C)	Applications checked within 10 working days (cumulative)	92.70%	85.90%	93.10%	93.40%	96.30%	99.10%	98.30%								85%	<input checked="" type="checkbox"/>	Peter Beckford	
	JfBC4 (C)	Customer satisfaction with the building control service. (cumulative)	92.70%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%								94%	<input checked="" type="checkbox"/>	Peter Beckford	
	SbPPI (C)	Net additional homes provided							annual PI								199	?	Peter Beckford	Reported annually.

Appendix 2

KEY	PI code	Name	This PI is on target												Annual target 2015/16 Value	Annual target 2015/16	Traffic light (latest actual)	Responsible officer	Latest notes
			2015/16 Value	Apr-16 value	May-16 value	Jun-16 value	Jul-16 value	Aug-16 value	Sep-16 value	Oct-16 value	Nov-16 value	Dec-16 value	Jan-17 value	Feb-17 value					
	SbSD7 (C)	Percentage of planning applicants who are satisfied or very satisfied with the planning service	90.30%	87.50%	92.50%	90.90%	90.00%	90.60%	91.40%									Peter Beckford	
	SbSD8 (C)	Planning appeals allowed.	24.20%	42.90%	44.40%	31.30%	25.00%	23.50%	23.70%									Peter Beckford	9/38
	SbSD10 (C)	Processing of planning applications: minor applications (cumulative)	98.22%	96.00%	97.92%	94.37%	95.33%	94.66%	94.64%									Peter Beckford	67/71
	SbSD11 (C)	Processing of planning applications: other applications (cumulative)	97.88%	97.47%	98.24%	96.25%	96.38%	96.59%	96.25%									Peter Beckford	257/267
	SbSD12 (C)	Percentage of new enforcement allegations where an initial site visit is undertaken within 20 days (the timescales set out in the Enforcement Policy and Procedure) (snapshot)	100.00%			89.00%												Peter Beckford	There is currently no Enforcement Manager in place and as such this will not be reported for this quarter.
	SbSD33 (C)	Percentage of new enforcement cases where an initial site visit for a high-priority case is undertaken within the timescale (3 working days) set out in the enforcement and monitoring policy (Cumulative, monthly)	New PI	99.00%	99.00%	99.00%												Peter Beckford	There is currently no Enforcement Manager in place and as such this will not be reported for this quarter.
Environment																			
	SbWR1 (C)	Household refuse collections, number of containers missed per month (calculated by P8C team on weekly basis)	90	89	88	181	138	89	100									Chris Marchant	
	SbWR3 (C)	Percentage of household waste sent for reuse, recycling and composting (cumulative)	52.82%	50.46%	5.60%	54.88%	55.40%	55.03%	54.58%									Chris Marchant	

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

1. Purpose of Report

This report provides a summary of each of the service plans produced by service areas within the council with the exception of Legal & Democratic services which is yet to be submitted.

RECOMMENDATION

Cabinet are asked to note these service plans.

2. Reasons for Recommendations

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

3. Content of Report

Service plans provide a summary of achievements from the current year and an overview of what each service aims to deliver for 2017-18. 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 2016 - 2020.

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

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

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

9. Next Step

Service plans will be adopted and implemented.

Background Papers:	<ul style="list-style-type: none"> 1) Business Support Service Plan Workbook 2017-18 final 2) Comms, Performance and Policy Service Plan Workbook 2017-18 final 3) Customer Services Service Plan Workbook 2017-18 final 4) Environment Service Plan Workbook 2017-18 final 5) Finance Service Plan Workbook 2017-18 final 6) Healthy Communities Service Plan Workbook 2017-18 final 7) Human Resources Service Plan Workbook 2017-18 final 8) Sustainable Development Service Plan Workbook 2017-18 final
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Service Plan Summaries – 2017-18

- Business Support
- Communications, Policy & Performance
- Customer Services
- Environment
- Finance
- Healthy Communities
- Human Resources
- Legal & Democratic - *Not yet submitted*
- Sustainable Development



Shared Service Plan Summary

Business Support

Service Plan April 2017 to March 2018

Service units covered by plan	ICT Information Management Transformation Programme Management
--------------------------------------	--

Section 1 – Key Service Functions & Aims/Objectives

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



Shared Service Plan Summary

		management
Be continuously improving, learning, transparent and accountable	Support Services (CDC) Resources (SBDC)	Be continuously improving, learning, transparent and accountable
Deliver and maintain excellent value, customer focussed, environmentally sustainable ICT\Information Management operations and services	Support Services (CDC) Resources (SBDC)	Deliver and maintain excellent value, customer focussed, environmentally sustainable ICT\Information Management operations and services

Key Service Aims & Objectives

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

- Network operations
- Telecommunication technology – voice, data
- Secure integration with partner networks
- Web services – infrastructure, environment, security
- Network security
- Service desk support
- IT Training
- System support
- System integration
- ICT procurement
- ICT supplier management.

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

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

To provide the following robust Information Management services to ensure that both Councils'



Shared Service Plan Summary

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 & Subject Access 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.

Support service reviews.

Contribute to the successful implementation of shared services.

Lead on the Transformation Programme

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 2016/17

Key achievements and outcomes during 2016/17

Business Support

Shared Business Support service review successfully completed on target. Previously outsourced SBDC infrastructure seamlessly absorbed into new in-house service

Both CDC & SBDC networks refreshed and converged into one shared network. Final phase to implement virtual desktops will be complete by March 2017.

Last shared service review will complete in 2017. Support to approved business case for Planning Services will conclude Business Support involvement for that initiative. Support will continue to implement the remaining new shared services for Waste, Democratic Services and Planning Services (if approved).



Shared Service Plan Summary

Roll out of harmonised Project Management Framework with refresher training for relevant staff.
Significant paper reduction, freeing up office space, across CSB through Ditch the Paper project
Programme initiated for Flexible & Mobile working. Draft and consultation of new policy & guidance document. Building Control pilot due to complete March 2017
Information Asset Register with Retention and Disposal Schedule in place for all services
70% of IG policies harmonised adopted
Service desk system upgraded to accommodate multi-authority support. Improved self-service portal and management reporting
Improvements to Uniform to improve monitoring of staff workload and performance
By March 2017 CDC, SBDC and WDC Waste will be on the same core ICT system

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 commenced on 1 January 2016. The final design of the service structure was 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. The service continues to be alert to feedback indicating a need to calibrate delivery.

Service delivery is being reorganised and realigned to better fit the changing needs of the business. Member and officers are on shared infrastructure. By 31.03.2017 everyone will be on one network. Focus will then turn to supporting mobile working and the IT requirements of the shared Customer strategy.



Shared 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
Business Support		
Complete the project to converge the networks of both Councils onto shared infrastructure	<ul style="list-style-type: none"> • Complete the implementation of VDI • Complete the design & implementation of DR failover • Document final build 	<ul style="list-style-type: none"> • Services will have all their IT resources on one • Improved support for services by pooling IT staff • Improved career opportunities for IT staff • Increased resilience from pooling of staff and commission of DR failover facility
Complete Building Control mobile working pilot. This is the 1 st service sub-project in the Mobile Working Programme	<ul style="list-style-type: none"> • Complete business process design • Implement Idox mobile app for BC • Set up BC VDI environment • Rebuild BC clients • Implement new remote access solution 	<ul style="list-style-type: none"> • Better customer service • Improved ability for channel shift • More efficient, cost effective processes • Reduced office space requirement
Complete all service reviews	Remaining service: <ul style="list-style-type: none"> • Planning 	<ul style="list-style-type: none"> • Reduced costs from shared teams • Greater resilience • More efficient service delivery
Harmonise information governance policies	<ul style="list-style-type: none"> • Identify all processes • Review processes • Publish revised processes 	Clear understanding of the processes required to maintain good information management within the services
Ensure both Councils comply with requirements of General Data Protection Regulation (GDPR) which comes into force May 2018	<ul style="list-style-type: none"> • Establish requirements • Perform gap analysis • Amend policies & procedures • Roll out training • Review data sharing register 	<ul style="list-style-type: none"> • Avoidance of increased penalties through data breaches • Improved data sharing with partners
Support the completion of implementing shared services	Remaining services: <ul style="list-style-type: none"> • Democratic Services • Planning 	<ul style="list-style-type: none"> • Reduced costs from shared teams • Greater resilience



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"> Waste Client 	<ul style="list-style-type: none"> More efficient service delivery

Section 5 – Key Performance indicators

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
Business Support									
CdBS 3 (C)	Percentage of responses to FOI requests sent within 20 working days (by month)	71%	90%	August 2016	100%	90%	90%	90%	90%
JtBS1 (C)	Availability of ICT systems to staff from 8am to 6pm (by period quarterly)	99.85 %	99.5%	September 2016	99.8 %	99.5%	99.5%	99.5%	99.5%
JtBS2 (C)	Percentage of calls to ICT helpdesk resolved within agreed timescales (by period quarterly)	84%	95%	September 2016	81%	95%	95%	95%	95%
SbBS 3 (C)	Percentage of responses to FOI requests sent within 20 working days (by month)	91%	90%	August 2016	100%	90%	90%	90%	90%



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"> Ensuring that ICT platforms seamlessly support the aims of joint working
2	Transformation and Management of Change	<ul style="list-style-type: none"> During the implementation of shared systems to working with service staff to support buy-in to the new ways of working Listening to the needs of the council services to ensure shared systems support their processes Leading on Mobile Working Programme
3	Financial Stability	<ul style="list-style-type: none"> Work with service staff to leverage the maximum benefit from the investment made in ICT systems Achieve best value for the councils where new systems are required or enhancements to current systems to support shared services
4	Workforce Issues	<ul style="list-style-type: none"> Monitoring staff workload and securing outside resource where required e.g. sharing with other authorities using same applications Keeping staff skill sets current
5	Waste & Environmental Services	<ul style="list-style-type: none"> Not applicable.
6	Joint/Partnership working	<ul style="list-style-type: none"> Not applicable.
7	Business Continuity	<ul style="list-style-type: none"> Refresh of ICT infrastructure and redesign for shared network services Move to thin client / virtual desktop DR / failover facility will be commissioned in 2017 and hosted at another location Joint working with relevant services in other Bucks authorities to share expertise and resource
8	Information Management & Security	<ul style="list-style-type: none"> Shared Information Governance Group (IGG) in place. Information Governance Structure (IGS) established across all services Comprehensive training programme being delivered to all IGS roles



Shared Service Plan Summary

Ref	Strategic risk title	Relevance / service actions to mitigate
		<ul style="list-style-type: none"> All services have an Information Asset Register with Retention and Disposal Schedule
9	New Legislative Changes	<ul style="list-style-type: none"> Officers identified to monitor their ICT discipline for legislative changes The General Data Protection Regulation (GDPR) comes into force in May 2018 and places significant new and expanded restrictions on the collection, use, storage, sharing, and destruction of EU residents' personal data. Violations of this set of regulations will incur penalties up to the higher of 4% of annual worldwide turnover and EUR20 million
10	Affordable Housing	<ul style="list-style-type: none"> Not applicable.
11	Major Infrastructure Projects Impacts.	<ul style="list-style-type: none"> Supporting the IT\information management needs of the HS2 Team
12	Demographic Changes	<ul style="list-style-type: none"> Supporting services to develop skills for customer insight Overlap with GIS to map statistical data to location
13	Property/ Asset Management	<ul style="list-style-type: none"> R&R programme in place for ICT assets Business Support has good control over physical assets and works with suppliers to get the best value.
14	Economic Viability	<ul style="list-style-type: none"> Not applicable.

Operational risk code and title	Relevance / Mitigation
CSB BS01 Shared Network Availability	<ul style="list-style-type: none"> . Clear ICT strategy . Components are only purchased from reputable companies . Redundancy designed into system configuration . Monitor \ adopt appropriate advances in technology e.g. virtual servers . An R&R programme is in place . Forward planning of R&R and Network U\G requirements \ budgets . Current warranties where relevant and cost effective . Daily monitoring of network performance \ capacity . Separate electrical supply and uninterruptable power supplies (UPS). Generator hire contract in place . Regular, planned maintenance



Shared Service Plan Summary

Operational risk code and title	Relevance / Mitigation
	<ul style="list-style-type: none"> . Maintenance contracts in place where required . Contract in place for disaster recovery with regular trials. This will be replaced in 2017 by a DR failover facility being installed and hosted at another location . Licenses monitored. Service Desk Administrator ITIL and FAST accredited . Comprehensive documented operational procedures in place
CSB BS02 Data Integrity	<ul style="list-style-type: none"> . Information Management strategy in place . Action plan in place to realise Information Management strategy . Data quality objectives for all staff . Regular backups performed. Restores performed on a regular basis. Backup logs checked to confirm jobs completed successfully and to analyse for anomalies . Backup tapes stored onsite in a fireproof safe. Previous nights' tapes stored off-site. Tapes will be replaced in 2017 by data streaming to the DR failover facility hosted at another location . Snapshots taken to SAN. Up to 7 days' worth of data available at a time . Financial and technical procedures in place to ensure systems must be installed and maintained by Business Support . PRINCE2 methodology used on projects to ensure consistent IT implementation . Change management controls in place . User testing required for all implementations and upgrades . Staff training is delivered as part of all implementation projects . Contracts in place with system suppliers for system development and specialised consultancy. Supplier manuals available to all staff . Regular account meetings with system suppliers . Encourage services to document system procedures . Regular audits
CSB BS03 Security	<ul style="list-style-type: none"> . Systems bought from reputable vendors who comply with relevant standards . Security assessment included in product evaluation . Systems are correctly licensed with maintenance contracts in place . Systems are maintained at supported versions and replaced at vendor specified 'end of life' . Change management controls in place . 3rd party remote access controlled by IT . End users are trained in good practice for using systems and data



Shared Service Plan Summary

Operational risk code and title	Relevance / Mitigation
	<ul style="list-style-type: none"> handling . ICT Security Policy ensures that customers understand their responsibilities . Physical access to key network devices controlled by building security system . All external communications are via BucksNet. BCC\Update have documented security procedures . BucksNet also subject to PSN compliance . SLA in place with BCC and Updata . Dual factor remote access . All audits for GCSX\GCF\PSN passed to date . Annual health check performed by CREST\CHECK certified consultant . Quarterly penetration testing by CREST\CHECK certified consultant. Quarterly internal vulnerability testing by CDC IT . Patch management scheme in place . Inventory controls in place . Security Marking . Remote Control of devices e.g. Samsung's . End point encryption implemented . Network client physical ports managed. Only removable media issued by ICT can be used in network clients . Creation/deletion of network accounts controlled by starters/leavers forms issued by Personnel . Network rights controlled by Active Directory group policies . Anti-malware software which covers anti-virus, personal firewall and application control installed on the client . Virus/spam/malware protection in place and automatically updated on hosts . 2 Virus/spam/malware products used . Monitoring of e-mail subject matter and attachments
CSB BS04 Staff	<ul style="list-style-type: none"> . Formal and on the job training and staff development . Three IT Trainees posts to 'grow' replacements . Programme of cross training to promote generic skill sets . Documentation . Adoption of ITIL and implementation of ITIL compliant service desk . 3rd party contracts (Fordway, Updata etc) to fill gaps . Good supplier management . Good communication - regular Meetings, 121s, appraisal



Shared Service Plan Summary

Operational risk code and title	Relevance / Mitigation
	interviews . Clear aims and objectives . Work plan to manage work load . Sharing resource and expertise with other authorities \ shared service

Section 7 – Costs and cost comparison information

Cost information
<ul style="list-style-type: none"> • Costs have reduced as a result of the shared network. Systems and hardware are reducing on a ratio of 2:1 enabling a reduction in licensing and support maintenance costs • Business Support is now a shared service which has reduced costs. A reduction in posts has led to reduced salary bill. Generic working will enable further efficiencies • Costs increased during the initial phase of shared services to accommodate maintaining old systems whilst transitioning to the new systems but savings are now being realised • Costs have reduced by around 3% when compared with 2014/15



Shared Service Plan Summary

Communications, Performance and Policy

Service Plan April 2017 to March 2018

Service units covered by plan	Communications Performance and Policy
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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 (CDC and SBDC)	<input type="checkbox"/>
Promote best practice in customer involvement and consultation	Leader (CDC and SBDC)	<input type="checkbox"/>
Enable the Councils to improve services and plan for future needs through the Corporate Plan, service planning and performance reports.	Leader (CDC and SBDC)	<input type="checkbox"/>
Lead the delivery of the joint Sustainable Community Strategy and Partnership	Leader (CDC and SBDC)	<input type="checkbox"/>
Lead the development of corporate strategy and the interpretation of government policy	Leader (CDC and SBDC)	<input type="checkbox"/>
Provision of research and management information	Leader (CDC and SBDC)	<input type="checkbox"/>

Communications

Key Service Aims & Objectives
To manage the Councils' corporate communications function
To manage the internet / intranet and support all service areas in delivering timely online content, campaigns, web design, web projects and help with implementing social media
To maintain the reputation of the councils through good timely and honest public relations, reputation management and by co-ordinating and being pro-active in all areas of communication
Provide an in-house design and marketing service to all departments within the councils and



Shared Service Plan Summary

promote the benefits and cost effectiveness to other departments

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

Performance and Policy

Key Service Aims & Objectives

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

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

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

Lead Councils' approach to corporate planning and performance management

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

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

Support effective consultation through promoting good practice and monitoring

Section 2 - Key achievements/outcomes for 2016/17

Key achievements and outcomes during 2016/17

Communications, Performance and Policy

Delivered better staff communications and supported the development of an organisational development strategy towards both councils operating as one team

Supported both Leaders during periods of great change and low resources

Supported and promoted a strategic approach to mitigation of the HS2 line

Provided a media relations service to promote council services and events

Ensured web editors were well supported at both councils – daily and training

Designed new Aylesbury Crematorium website

Continued to improve media monitoring

Supported the use of effective social media at both councils

Continued to develop the Members Bulletin

Communications, Performance and Policy

Classification: OFFICIAL



Shared Service Plan Summary

Continued advising and supporting consultations
Continued chairing South Bucks Parish Clerks meetings
Worked with the Head of Customer Services to develop a customer services/channel shift strategy
Launched a new joint branding for use by both councils
Continued to provide an excellent in-house design service
Reviewed Joint Strategic Partnership working to improve focus on deliverables
Continued to develop the joint business plan
Continued to ensure all strategies and plans are based on robust information and accurate data
Delivered effective performance management
Ensured Data Quality was of a high standard at both councils

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.



Shared 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
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 after the Hybrid Bill process including community engagement	Environment is protected and community is supported
Provide a media relations service to promote council services and events	<ul style="list-style-type: none"> Provide newsworthy and timely press releases and respond quickly to press enquiries Pitch features about key services to the media Host media briefings for major service changes/developments 	Residents feel informed about council services
Ensure web editors are well supported at both councils – daily and training	Regular training is provided particularly as websites develop	Information on the website is accurate, accessible and well written
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	Regular email bulletins to all staff and	Staff and members are aware of



Shared Service Plan Summary

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
media monitoring	members on key stories at both councils	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
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 service at both councils
Promote the new joint branding for use by both councils	Set up all-service working group to scope out the project Engage with and gain support from Members	Residents have a clear idea of who is providing the services they are accessing
Continue to provide an excellent in-house design service	Promotional and informative literature is produced	Residents feel informed about council services
Performance and Policy		
Review Joint Strategic Partnership working to improve focus on deliverables	<ul style="list-style-type: none"> Deliver action plan for the ageing population Re-convene the economic development sub-group 	Improved partnership working based on a real understanding of the needs of the different communities



Shared Service Plan Summary

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

Section 5 – Key Performance indicators

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
Communications, Performance and Policy									
CdCP 1 (C)	Number of unique visitors to the main website (monthly by period and annual)	330,946	Data only	Sept 2016	28,297	Data only	Data only	Data only	Data only
SbCP 1 (C)	Number of unique visitors to the main	261,452	Data only	Sept 2016	22,112	Data only	Data only	Data only	Data only



Shared Service Plan Summary

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
	website (quarterly and annual)								

Section 6 – Critical Risks

Ref	Strategic risk title	Relevance / service actions to mitigate
1	Joint Working	<p>Governance in place – Joint Committee, JAIC.</p> <p>Joint senior management team</p> <p>Programme documentation and programme management resources</p> <p>Plan for service reviews, business cases presented</p> <p>Member involvement in joint working in line with member expectations</p> <p>Communication plan for members, staff, external partners</p> <p>External approaches to join the joint working carefully considered at a political level and impact on programme assessed</p>
2	Transformation and Management of Change	<ul style="list-style-type: none"> . Senior members and managers show commitment to change . Case for changes clearly made and communicated . Build on success, in order to establish confidence to change . Prioritise programme of change, and ensure it is adequately resourced . Develop change management approach, and organisational development plan
3	Financial Stability	<p>Review of MTFSS</p> <p>Clear service priorities</p> <p>Analysis of Government spending plans, bought in where necessary</p> <p>Savings programmes agreed and monitored</p> <p>Annual review of cost base</p>



Shared Service Plan Summary

Ref	Strategic risk title	Relevance / service actions to mitigate
		Strategies for use of reserves
4	Workforce Issues	Organisational development and workforce planning Monitoring of key personnel statistics Good staff communications processes Training and development strategies in place, resourced and monitored
5	Waste & Environmental Services	Governance in place for joint contract Have adequate in-house knowledge of cost share model Co-ordinated approach by both Councils on JWC and with BCC Effective contract monitoring and good relationships with contractors Good communications with residents
6	Joint/Partnership working	Co-ordinate and streamline representation on partnership groups Monitor impact of changes arising from partner cut backs Identify key partnerships to support
7	Business Continuity	Clear senior management arrangements for responsibility on business continuity Business continuity plans in place ICT DR plans in place Maximise reciprocal support arrangements across two Councils
8	Information Management & Security	Policies and procedures in place, overseen by joint IG group, and made common where practical Communication and training for staff on policies and procedures Officer mechanisms to enable corporate approach to be taken to information management Information management incorporated in any service review process
9	New Legislative Changes	Corporate capacity to identify and analyse forthcoming legislative changes affecting the Councils Analyse and produce action plans for Welfare Reform changes Analyse and respond to changes to Planning system Use of professional or local authority network groups to gain and share knowledge
10	Affordable Housing	Housing strategies in place and regularly reviewed Good relationships between housing and planning services



Shared Service Plan Summary

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

Operational risk code and title	Relevance / Mitigation
CSB CPP01 Failure to provide comprehensive, accurate and engaging communications to promote key services, messages and events	<ol style="list-style-type: none"> 1. Communications and media training provided to appropriate staff 2. Communications are checked and signed off by those qualified to do so, prior to publication 3. Comms team to lead in the revamp of the joint web sites, ensuring trained web editors in place, good quality and best practice principles are adopted 4. Letters to be checked and signed by a responsible officer, standard letters to be signed off as suitable, prior to use 5. Publicity materials to be reviewed and signed off by a responsible officer 6. Work with services to consider how to reach priority groups 7. Only specifically trained, appointed officers permitted to provide information to the press and public 8. Development of good relationships with the local press and other media 9. Media protocols issued to all staff 10. Copyright expressly negotiated and retained by Council All



Shared Service Plan Summary

Operational risk code and title	Relevance / Mitigation
	releases and publications to be proof read, reviewed by head of service, checked by Comms team and signed off by MT
CSB CPP02 Failure to develop joint key policies and a joint vision linked to the Joint Business Plan, based on Community needs	<ol style="list-style-type: none"> 1. Promote "Have your say", and consider when to act on responses 2. Consider using customer surveys, forums, panels etc., when needed 3. Work with Strategic Partnership to share understanding of customer needs and develop joint SCS 4. Joint Business Plan in place 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	<ol style="list-style-type: none"> 1. Robust joint performance management system in place with links to service planning 2. Risks, actions and performance indicators will be updated in the joint 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 have reduced by around 28% when compared to 2014/15.



Shared Service Plan Summary

Customer Services

Service Plan April 2017 to March 2018

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

Key Service Functions	Portfolio reporting to	Statutory/ Mandatory
Revenues & 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 - CDC Resources - SBDC	<input checked="" type="checkbox"/>
Benefits Administration (National Housing Benefit Scheme)	Customer Services – CDC Resources - SBDC	<input checked="" type="checkbox"/>
Administration of Local Council Tax Support schemes	Customer Services – CDC Resources - SBDC	<input checked="" type="checkbox"/>
Counter Fraud (to investigate suspected cases of Council Tax, Council Tax Support and corporate fraud, apply sanctions or to prosecute when fraud is detected)	Customer Services – CDC Resources - SBDC	<input checked="" type="checkbox"/>
Administration of discretionary awards including Discretionary Housing Payments, Discretionary Council Tax Support and Discretionary Rate Relief	Customer Services – CDC Resources - SBDC	<input checked="" type="checkbox"/>
Welfare Reform (to ensure the Council keeps up to date with the legislation and changes being brought in).	Customer Services – CDC Resources - SBDC	<input checked="" type="checkbox"/>
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	Customer Services (CDC)	<input checked="" type="checkbox"/>



Shared Service Plan Summary

specific calls such as Waste, Revenues and Housing)	Resources - SBDC	
Front line service delivery on behalf of the Service Departments as agreed with each individual service area	Customer Services (CDC) Resources - SBDC	☒
Provision of 'Universal Support – Delivered Locally' (providing assistance with online applications to Universal Credit Customers and providing personal budgeting support)	Customer Services (CDC) Resources - SBDC	☒ Contracted by DWP

Customer Services

Key Service Aims & Objectives

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

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

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

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

Revenues and Benefits

Key Service Aims & Objectives

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

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

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

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

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



Shared Service Plan Summary

administration.

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.

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

Section 2 - Key achievements/outcomes for 2016/17

Key achievements and outcomes during 2016/17

Customer Services

Developed Joint Customer Services Strategy and associated corporate work programme

Developed joint Complaints, Compliments and Feedback Procedure

Commenced pilot of working with Chesham Town Council to work together to resolve customer enquiries at first point of contact

Implemented CTalk at South Bucks DC improving resilience and enabling consistent management information

Combined South Bucks DC and Chiltern DC general enquiry email box and developed web forms to enable emails to route to correct service area

Introduce individual performance management targets and indicators

Incorporated South Bucks waste calls in to the contact centre

Revenues and Benefits

Implemented shared service from May 2016

Implemented new on line claim form

Implemented Risk Based Verification

Set up and commenced work on the South Bucks Recovery Project

Carried out empty homes review generating potential additional new homes bonus of £1,695,070 (CDC) and £1,357,059 (SBDC) over 6 years

Introduced revised Benefits Cap

Introduced text and email reminders reducing number of formal reminders and customer contact

Introduced revised process for quality checking enabling monitoring of individual performance and more effective performance management

Implemented auto arrangements with summons documentation

Implemented automatic registration for Open access enabling more efficient self service

Implemented payment deduction programme for streamlined recovery via DWP

Introduced LOCTA for tracing of debtors

Customer Services

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Shared Service Plan Summary

Conducted review of Small Business Rate Relief; encouraging take up at both Councils
Reviewed Discretionary Rate Relief Policy for SBDC
Introduced Discretionary housing payments for Universal Credit customers
Began work with Northgate re transition of service to Nottingham at end of South Derbyshire contract
Implemented PTC consolidation of reports for Civica at CDC

Section 3 - Know your customer

Summary – Know your customer (Chiltern)

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

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

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

Summary – Know your customer (South Bucks)

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Shared 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
Customer Services		
Implement Customer Service Strategy and associated programme of work	To be included in the Customer Service strategy work programme To include process for monitoring and learning from complaints	Clear strategy with regard to our approach, learning from customers' needs and /feedback and monitoring
Continued implementation of the ICT developments in business case and shared service implementation plan	Ongoing development of the use of management information to tailor to meet service needs and to be used for performance management. Review, improve and promote ICT facilities for Customers Implement web chat	More accessible and efficient service
Ongoing development of partnership working opportunities	Continue with Chesham Town Council pilot – evaluate outcomes Identify further opportunities Develop SLAs Monitor outcomes	More enquiries being dealt with at first point of contact More support in the community and so services easier to access
Develop SLAs 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
Incorporate front line service in to Customer Services for remaining shared service following introduction (Planning and Democratic Services)	Process and protocol to be agreed Training of CS staff completed Calls transferred Ongoing service liaison	More efficient Customer Services dealt with at first point of contact



Shared Service Plan Summary

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Revenues and Benefits		
Continued implementation of process improvements and ICT developments identified in business case	<ul style="list-style-type: none"> • Implementation of workflow – new ways of working • Online claims form attachment module • Ferris E circs • Change of circs form • Implement Open exec performance module • Promote Open Access • Open Channel phase 1 • Ebilling 	Overall more efficient and cost effective service. Improved productivity. More accessible service with the ability to self-serve
South Bucks Recovery Project	Continue with targeted recovery action. Write off of debts that are uneconomical to recover	Maximising income for the Council and so best use of resources for residents of the district
Review change of circumstances proof guidelines	Review and implement new ways of working Ensure consistent approach	Simpler process
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
Transition of Northgate service to Nottingham	As per transition plan	Ongoing consistent service
Implementation of Business Rates revaluation	Upload revised RV Maximise Small Business rates relief Apply transitional protection	Billed correctly at new amounts
Action changes as a result of increased number of RTI information records	Action relevant changes Identify over and under payments and ensure correct benefit	Correct benefit entitlement



Shared Service Plan Summary

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
	FERIS award	
Preparation for decisions on service delivery post 2018	Identify preferred options with members and make preparations accordingly	Value for money and efficient customer service

Section 5 – Key Performance Indicators

PI Code	Short Name	2015/ 16 Value	2015/ 16 Target	Updated	Value	Annual Target 2016/ 17	Future Targets		
							2017/ 18	2018/ 19	2019/ 20
Customer Services and Revenues and Benefits									
CdCS 1 (C)	New measure for complaints - t.b.a.	N/A		N/A	N/A				
CdRB 1 (P)	Speed of processing - new HB/CTS claims (average year to date)	17.11	18	Septemb er 2016	18.75	18	18	18	18
CdRB 2 (P)	Speed of processing - changes of circumstances for HB/CTS claims (average year to date)	4.41	5	Septemb er 2016	4.08	5	5	5	5
CdRB 3 (P)	% of Council Tax collected (cumulative)	99.36 %	99.00%	Septemb er 2016	53.94 %	99.00%	99.00 %	99.00 %	99.00 %
CdRB 4 (P)	Percentage of Non-domestic Rates Collected (cumulative)	98.30 %	98.00%	Septemb er 2016	54.74 %	98.00%	98.00 %	98.00 %	98.00 %
SbCS 1 (C)	Number of complaints received (cumulative)	Annua l Indicat or	80	Septemb er 2016	31	80	80	80	80

Customer Services

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PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
SbRB 1 (P)	Speed of processing - new HB/CTS claims	17.5	19.0	September 2016	18.1	19.0	19.0	19.0	19.0
SbRB 2 (P)	Speed of processing - changes of circumstances for HB/CTS claims	6.9	8.0	September 2016	8.3	8.0	8.0	8.0	8.0
SbRB 3 (P)	Percentage of Council Tax collected	97.9%	98.0%	September 2016	57.90%	98.0%	98.0%	98.0%	98.3%
SbRB 4 (P)	Percentage of non-domestic rates collected	98.8%	98.8%	September 2016	58.50%	98.8%	98.8%	98.8%	98.9%

Section 6 – Critical Risks

Ref	Strategic risk title	Relevance / service actions to mitigate
1	Joint Working	<ul style="list-style-type: none"> Implementing Communication Strategy across the service to cascade information and receive feedback
2	Transformation and Management of Change	<ul style="list-style-type: none"> Implementing Communication Strategy across the service to cascade information and receive feedback
3	Financial Stability	<ul style="list-style-type: none"> Maximisation of collection of Council Tax and Business Rates
4	Workforce Issues	<ul style="list-style-type: none"> Implementing performance management framework Implementing Communication Strategy across the service to cascade information and receive feedback
5	Waste & Environmental Services	<ul style="list-style-type: none"> Delivery of Joint Waste Contract CDC – telephone service.
6	Joint/Partnership working	<ul style="list-style-type: none"> Service proactive in looking at areas for partnership working
7	Business Continuity	<ul style="list-style-type: none"> Service has business continuity plans
8	Information Management & Security	<ul style="list-style-type: none"> Staff aware of data protection responsibility To be included as part of ongoing training



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Ref	Strategic risk title	Relevance / service actions to mitigate
		programme
9	New Legislative Changes	<ul style="list-style-type: none"> Involved in changes re Welfare reform Attend network groups Plan in advance for implementation
10	Affordable Housing	<ul style="list-style-type: none"> Work closely with Housing to prevent homelessness
11	Major Infrastructure Projects Impacts.	<ul style="list-style-type: none"> Customer services able to deal with requests for information on Council's position from general public
12	Demographic Changes	<ul style="list-style-type: none"> Service able to react to needs of its customers
13	Property/ Asset Management	<ul style="list-style-type: none"> Potential business rates issues that could be explored
14	Economic Viability	<ul style="list-style-type: none"> Support customers in low employment through access to HB and Council Tax Support. Council Tax support schemes include incentives to work

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. Plan to implement joint telephone system and considering joint call centre and customer services team which will increase capacity.
CSB CS02 Failure to maintain an efficient and timely front of house/reception service which impacts on customer satisfaction levels.	Regular monitoring of numbers of visitors. Plan to implement joint Customer Services team which will increase capacity. Developing Customer Services strategy and increased channel shift to reduce personal callers.
CSB CS03 Failure to cope with increased demand due to changes in services and output from service reviews.	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.



Shared Service Plan Summary

Operational risk code and title	Relevance / Mitigation
	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

Customer Services – the budgeted costs for 2016/17 are the first year of the joint service. Prior to incorporation in the joint service structure, staff working on the Customer Service element of the joint waste contract were not included in the budgeted costs for Customer Services. As part of the business case for the shared service these were included in the CS budget resulting in an increase of approximately £80K in staffing costs. The budget also includes a temporary project officer post which was approved to oversee implementation of some of the changes recommended in the business case. This accounts for the increase in direct costs. The other increase relates to indirect costs which are attributable to recharges which are in the main out of the control of Customer Services. An element of these has been reviewed for the 2017/18 budget resulting in a decrease.

Revenues – The reduction in the Chiltern budget reflects the savings identified in the shared service business case. CDC has the 4th lowest cost per head of population in the comparator group. This is an improvement on last year’s position of 6th.

The overall cost of the South Bucks service has increased by £97,000. The real cost of delivering the service has not increased significantly and the increase in budgeted costs is in the main due to recharges for accommodation. In previous years the recharge for accommodation had not been applied to the Housing Benefit, Business Rates and Council Tax cost centres. The recharge for the small number of desks (3) has now been applied and amounts to approximately £55k. This recharge is high because the accommodation charge for South Bucks is allocated on a per desk basis as many services are no longer located there and so have a lower desk allocation the amount is split between a smaller number of services. £37k of the increase is attributable to a reduction in government grant.

South Bucks is showing as having the 6th lowest charge per head in the comparator group. It is above the

Customer Services



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average for the group but beneath the average for all districts.



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Environment

Service Plan April 2017 to March 2018

Service units covered by plan

Contract Services
Property Services

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 for CDC, Resources for SBDC	<input checked="" type="checkbox"/>
Riparian responsibilities and powers under the Land Drainage Act 1991	Environment	<input checked="" type="checkbox"/>
Public Health Act – requirement to provide street name plates and street naming	Environment	<input checked="" type="checkbox"/>

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Act as a burial authority (Cemeteries Act 1977)	Environment	<input checked="" type="checkbox"/>
Grounds maintenance of council land, management of woodland / open spaces	Environment	<input type="checkbox"/>
Community Right to bid	Environment	<input checked="" type="checkbox"/>
Management of energy and water contracts and usage within Council properties and compliance with energy legislation	Environment	<input checked="" type="checkbox"/>
Management of the Council's Asset Management Plan	Environment for CDC, Resources for SBDC	<input checked="" type="checkbox"/>
Manage off street car parks in the district	Environment for CDC, Resources for SBDC	<input type="checkbox"/>
Overseeing of street markets / common land	Environment	<input checked="" type="checkbox"/>
Management of public conveniences	Environment	<input type="checkbox"/>
South Bucks only		
Provide expert advice to Planning on Landscape related matters	Environment	<input checked="" type="checkbox"/>
Design and implement environmental improvement schemes within the district	Environment	<input type="checkbox"/>

Key Service Aims & Objectives

Contract Services
Shared service review commenced and will conclude 16/17
Management of joint waste team for CDC/SBDC/WDC based at CDC and SBDC and management of joint waste, recycling and cleansing 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 Bucks Waste Partnership to deliver initiatives under the Waste Strategy for Buckinghamshire
Reduce fly tipping and prosecute fly tippers as part of the Illegal Dumping Costs campaign
Improve our street scene by reducing flyposting and graffiti
Management of property related contracts and grounds maintenance contracts
Estates, facilities and 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



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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 2016/17

Key achievements and outcomes during 2016/17

Contract Services
Shared service review for waste services was completed and new team for CDC/SBDC/WDC is in place
Working with the Waste Partnership for Bucks to plan delivery of DCLG funded projects to increase participation in food waste collections, to reduce residual waste and increase recycling and quality of recycling collected
Joint waste service (CDC/WDC) - Recycling rates continue to be over 50% Recycling rate for 2015/16 waste 52.56% and this continues to exceed the national recycling rate which is below 50%
Joint waste service (CDC/WDC) – new streamlined collection calendars designed, printed and delivered to timescale to approx. 98,000 households (CDC/WDC)
CDC - Successful mass renewal process for approx. 11,000 chargeable garden waste customers in August/September. Current total number of households subscribed to the service is over 15,000
Joint waste service (CDC/WDC)- undertook a survey with residents to establish the preferred method of communicating waste collection calendar dates – most residents prefer a paper based calendar but the publication for 2016/17 was streamlined to provide better value for money
Estates, facilities and 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
Cleared Capswood 1 first floor and refurbished for letting purposes
Introduced new working hours for the on-site caretaker at Capswood to provide a better service to



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customers
Provided numerous open days at Stoke Poges Memorial Gardens which were warmly received by South Bucks residents and other visitors
Carried out numerous internal moves in KGVH to free up more space
Managed the highly successful "Ditch the Paper" campaign to reduce waste and free up more much needed storage and working space
Introduced a new FM Helpdesk to make reporting works and issues easier for customers and more manageable for the FM team
Currently completing the final stages of the building maintenance and cleaning tender to provide a more streamlined and cost effective FM service
Currently working on an action group to introduce mobile and flexible working throughout both councils
Increased off-street car parking spaces. Approval received to submit a planning application for an extension to the existing multi-storey car park in Amersham and build a multi-storey car park in Gerrards Cross on the existing Station Road surface car park. This equates to an additional 366 spaces in Amersham and an additional 328 spaces in Gerrards Cross
Rolled out customer web access for parking fines. Work is currently in progress. The system is expected to be up and running for the new financial year

Section 3 - Know your customer

Chiltern

Who are the main customers for the service?

Chiltern has a population of 94,545 and 39,337 households. Wycombe District has a population of 174,878 and 71,559 households for which waste services are delivered in partnership with Chiltern. A waste and recycling collection service is provided to all the households within the District, together with a Collect and Return and clinical waste collection service. Schools and interest groups within the district are visited as part of the waste communication initiatives. Street cleansing, litter collection and fly tip removal are also carried out across both districts, providing residents with a clean local environment to live and work in.

An annual review takes place of all customers on 'collect & return' lists and clinical collection lists to ensure that we are still meeting their needs.

Property services also provide services to all residents within the district. Some services are utilised by customers as and when required such as street naming, use of the cemeteries, sports field etc.



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Some services, such as the Chilterns Crematorium and the 18 pay and display car parks 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.

South Bucks

Who are the main customers for the service?

South Bucks has a population of 69,120 and 28,587 households. A waste and recycling collection service is provided to all the households within the District, together with an assisted collection service and clinical waste collection service. With 0.4% of households from the Gypsy and Traveller communities, the 7th highest concentration nationally, it is important their particular needs are met regarding waste and recycling services.

A public consultation exercise was undertaken between April and June 2013 prior to the introduction of the new waste and recycling collection service. This primarily focussed on the new proposed service and gave residents the opportunity to express preferences for bin colours and how we collect batteries and textiles. As well as taking views into account we also asked for feedback. 14% either praised the new service or welcomed the changes and a focus group's suggestion to describe the bin type in braille on the lid was implemented.

Property services also provide services to all residents within the district. Some services are utilised by customers as and when required such as street naming, use of the cemeteries, sports field etc. Some services, such as pay and display car parking, will have an extended customer base of local businesses and people travelling into the district for work or leisure.

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



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Section 4 – Action plan

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Contract Services		
Implement Contender database for SBDC	SBDC property database installed and integrated with existing CDC/SBDC database	Cost effective and efficient handling of service requests and logging of reports
Harmonisation of waste policies and procedures across CDC/WDC/SBDC	Improved ways of working and updated waste policies published on web sites	Provision of clear information and consistency for residents
Improved process for chargeable garden waste renewals and subscriptions for CDC/SBDC	Scoping options for process and implementing improvements	Improved on line subscription/ renewal process for residents
Migration of SBDC tier one waste calls to Customer Services	To be introduced by Quarter one	More resilience provided for call handling
Further rationalisation of recycling centres	Removing recycling centres which are abused and which attract the dumping of fly tipped waste and commercial waste	Improving local neighbourhoods and using resources appropriately
Review Assisted Collection List	Annual review to ensure service is provided to those who need it	No change
Review Clinical collection service	Review of information held to check it is up to date	No change
Complete any outstanding recycling service changes in Flats -SBDC	Ongoing project	Improved services for residents in flats
Reorganisation of storage capacity for waste receptacles	Joint project with property team	None
Additional monitoring of cleansing standards	From January 2017, our contractors Serco will be carrying out additional monitoring of cleansing standards across Wycombe and Chiltern District	Improved services for residents



Shared Service Plan Summary

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
	areas. This will include monitoring of litter bin emptying, and feedback on the need for provision of additional litter bins in key locations.	
Estates, facilities and parking		
Maximise the potential of the Councils' property assets, including best use of Council offices	Review options Seek approval for direction Develop action plan to deliver Implement action plan	Value for money
Maximise car park income and ensure well managed services	Monitor income against costs Regular checks Review charges	Good car parking service
Maximise cemetery park income and ensure well managed services	Monitor income against costs Regular checks Review charges	Good cemetery park service
Maximise energy savings	Refer to carbon reduction plans	Lower costs
Ensure 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 (CDC)	Refer to project plan when developed	Improved service

Section 5 – Key Performance indicators

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
Environment									
CdWR 1 (C)	Customer satisfaction	86.7%	86%	Sept 2016	85.6 %	84.4 %	86%	86%	86%



Shared Service Plan Summary

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
	survey (every six months)								
CdWR 3 (P)	Percentage of household waste sent for reuse, recycling and composting (cumulative)	52.53 %	57.00%	Sept 2016	55.92 %	53.00 %	53.00 %	53.00 %	53.00 %
CdWR 4 (C)	Household refuse collections, number of containers missed per month (calculated on wkly basis)	New PI	New PI	Sept 2016	1,407	1,733	1,733	1,733	1,733
SbWR 1 (C)	Household refuse collections, number of containers missed per month (calculated by P&C team on wkly basis)	1077	125	Sept 2016	100	100	100	100	100
SbWR 3 (C)	Percentage of household waste sent for reuse, recycling and composting (cumulative)	52.82 %	50.00%	Sept 2016	54.58 %	53.00%	55.00 %	56.00 %	56.00 %

Section 6 – Critical Risks

Environment
Classification: OFFICIAL



Shared Service Plan Summary

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

Operational risk code and title	Relevance / Mitigation
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Shared Service Plan Summary

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



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Operational risk code and title	Relevance / Mitigation
	<p>5. Facility in place with telephone provider (BT) to redirect 'phones to Crematorium mobile in the event of telephone line problems.</p> <p>6. Superintendent ensures procedures are in place to minimise as far as possible single person dependence with all work procedures fully documented ensuring details of bookings and cremations are fully checked and confirmed.</p> <p>7. Segregation of duties in place with responsibilities fully defined.</p> <p>8. Buildings and associated plant and equipment routinely maintained in good condition, including fire alarm and security systems.</p> <p>9. Emergency generator installed in the event of a power failure.</p> <p>10. Emergency plan in place and volunteers from participating authorities have been identified and trained to help run the Crematorium in the event of a disaster or epidemic.</p> <p>11. Periodic refresher training takes place, new staff are fully trained in all procedures and all staff are trained to strictly follow procedures.</p>
<p>CSB WR01 Failure to provide services within required timescales including inclement weather and following appropriate legislation</p>	<p>Officers are trained in relevant legislation.</p> <p>Additional training provided as required. Clear procedures in place.</p>
<p>CSB WR02 Failure to ensure operations are carried out to minimise the risk of an incident caused by a health and safety breach.</p>	<p>Officers use appropriate PPE and follow RA's, visit in pairs / use Wycombe Alert system at weekends / evenings.</p> <p>Services well specified and contractors monitored for performance against contract, compliance with legislation and H & S risks managed.</p> <p>Procedure in place for dealing with release of chemicals/pollution as a result of fly tipping, and H & S controls are in place.</p> <p>Work underway on reviewing risk assessments and SSOW (Safe systems of work).</p> <p>Officer training is being reviewed and joint training with contractors under consideration.</p> <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>



Shared Service Plan Summary

Section 7 – Costs and cost comparison information

Summary – Cost information - CDC

Waste and recycling - 4th out of 18 per head of population and cost is 8.74% lower than in 2014/15. Costs have reduced due to shared service between Chiltern and Wycombe.

Street cleansing - 4th out of 18 per head of population and cost is 12.32% lower than in 2014/15. Costs are below average due to benefits gained from the joint contract.

Public Offices – cost is 25.76% lower than in 2014/15.

Cemeteries – 10th out of 18 per head of population and cost is 32.08% lower than in 2014/15. There is only one cemetery in the district.

Parking – 11th out of 18 per head of population and 15.85% more income than in 2014/15. This is better than average because of the lower proportion of free car parking.

Parks and open spaces – 6th out of 18 per head of population and costs are 11.61% higher than in 2014/15.

Summary – Cost information - SBDC

Waste and recycling - 16th out of 18 per head of population and cost is 29.26% more than in 2014/15. We are likely to remain one of the most expensive for waste collection costs per head of population within this comparator group because we have the lowest property numbers across a largely rural district (and hence lack capacity for economies of scale), the enviable security of our own depot, and a recycling rate of over 50%.

Street Cleansing – 11th out of 18 per head of population and cost is 49.62% less than in 2014/15. The result is driven by low head count in the district and its rural nature.

Public Offices – cost is 9.34% less than in 2014/15

Cemeteries – 18th out of 18 per head of population and cost is 5.34% more than in 2014/15. We have the highest cost within the comparator group, mainly due to the award winning Stoke Poges Memorial Garden.



Shared Service Plan Summary

Parking – 16th out of 18 per head of population and 4.99% more income than in 2014/15. This is better than average because of the lower proportion of free car parking.

Parks and open spaces – 1st out of 18 per head of population and 124.44% more income than in 2014/15. This is better due to income from Stoke Place.



Shared Service Plan Summary

Finance

Service Plan April 2017 to March 2018

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

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



Shared Service Plan Summary

	(SBDC)	
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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

Section 2 - Key achievements/outcomes for 2016/17

Key achievements and outcomes during 2016/17

Finance
The CDC Cash Receipting system was rolled out to SBDC, generating process standardisation and simplification
Re-let Cash Collection contract
We again received unqualified audit opinions on the Councils' formal statutory Accounts, and the Charitable Trust's Accounts
Re-let the joint Treasury Management Advice contract
Continued to support changes to the financial management arrangements, as a result of the creation of more joint teams

Section 3 - Know your customer

Who are the main customers for the service?

<p>The main customers of Finance are internal. However we do interact with suppliers and debtors. Joint working has made it very important for Finance to be able to provide consistent financial information across the 2 authorities. There is also a continuing need to correctly account for joint working initiatives.</p>



Shared 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
Finance		
Help keep the longer term financial strategy up to date to address the funding gap and longer term funding pressures	This needs to take into account the proposed changes to local authority funding, specifically the proposal for 100% retention of NDR monies and the phasing out of RSG	Value for money
Closedown the Statutory Accounts earlier	- Trust, Crem - CDC, SBDC	Preparation for statutory requirement
Tender the external audit contracts for CDC and SBDC (contracts end with audit of 17/18 Accounts)	Sign up to PSAA arrangement	Value for money
Retender for joint Banking services – Contract expires 31 March 18		Value for money
Support the Councils with their capital investment plans (ie car parks, Chiltern pools, SBDC Strategic Asset Review)	Business Case Development Obtaining PWLB borrowing Registering for CIS	Value for money
Help set up a trading	Consideration of VAT and corporate	Value for money



Shared Service Plan Summary

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
company (ie if this is an outcome from the SBDC Strategic Asset Review)	taxation issues	
Help devise appropriate financial management arrangements for the new Aylesbury Crematorium	-	Value for money
Review VAT partial exemption calculations	-	Value for money
Continue to implement finance process improvements (including streamlining and improving payroll / HR processes)	eg reduce cheque usage, reviewing use of bank giro credit slips, electronic payslips for members etc	Value for money

Section 5 – Key Performance indicators

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
Covered within monthly budget monitoring pack									

Section 6 – Critical Risks

Ref	Strategic risk title	Relevance / service actions to mitigate
1	Joint Working	<ul style="list-style-type: none"> Provision of clear financial information to support joint working business cases and financial monitoring of joint working initiatives will provide objective assurance



Shared Service Plan Summary

Ref	Strategic risk title	Relevance / service actions to mitigate
2	Transformation and Management of Change	<ul style="list-style-type: none"> Provision of clear financial information to support transformation projects will provide objective assurance
3	Financial Stability	<ul style="list-style-type: none"> Provision of clear, timely and reliable financial information is essential to mitigate this risk
4	Workforce Issues	<ul style="list-style-type: none"> N/A
5	Waste & Environmental Services	<ul style="list-style-type: none"> N/A
6	Joint/Partnership working	<ul style="list-style-type: none"> N/A
7	Business Continuity	<ul style="list-style-type: none"> We will continue to keep the Finance business continuity arrangements up to date
8	Information Management & Security	<ul style="list-style-type: none"> We will be reviewing the finance file plans and we will continue to keep the Finance retention schedule up to date
9	New Legislative Changes	<ul style="list-style-type: none"> Monitoring and reacting to changes to financial legislation
10	Affordable Housing	<ul style="list-style-type: none"> N/A
11	Major Infrastructure Projects Impacts.	<ul style="list-style-type: none"> N/A
12	Demographic Changes	<ul style="list-style-type: none"> Financial modelling provided if required
13	Property/ Asset Management	<ul style="list-style-type: none"> Provision of clear financial information to support asset management decisions
14	Economic Viability	<ul style="list-style-type: none"> N/A

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



Shared Service Plan Summary

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



Shared Service Plan Summary

Operational risk code and title	Relevance / Mitigation
	<p>13. Cost pressures are monitored via budget monitoring. Budget framework provides for expenditure to be contained within the approved budgets. New areas of significant expenditure have to be approved by Members</p> <p>14. There is regular monitoring of investment returns and action is taken when performance is unsatisfactory. In addition we obtain independent support and advice from a specialist financial advisor. Some funds held as long term fixed rate investments</p> <p>15. Budgets monitored monthly, reported to Management Team and Cabinet and any areas of concern are highlighted so that early action can be taken to bring any overspend back in line with the budget</p>
CSB BR04 The Authority will fail to keep within its capital programme	<p>1. Review the remaining capital programme</p> <p>2. The capital receipts budget is set prudently. Major projects, including asset sales, are managed in accordance with the Council's project management framework and regular update reports are presented to Members</p> <p>3. Major capital projects are managed in accordance with the Council's project management framework and regular update reports are presented to Members</p>
CSB FS01 Inaccurate Financial 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 experienced finance team, training etc

Section 7 – Costs and cost comparison information

Cost information

The cost of the finance service has reduced over the past 5 years.
 Direct Costs CDC + SBDC 2012/13 £945,190
 Direct Costs CDC + SBDC 2016/17 £818,900 13% reduction.

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

Finance

Classification: OFFICIAL



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Direct Costs CDC + SBDC 2012/13 £131,150
Direct Costs CDC + SBDC 2016/17 £115,105 12% reduction.



Shared Service Plan Summary

Healthy Communities

Service Plan April 2017 to March 2018

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

Key Service Functions	Portfolio reporting to	Statutory/ Mandatory
Housing - Housing Strategy, Homelessness, Housing Advice and Allocations, Housing Conditions (Grants, Advice and Enforcement) and Energy Efficiency (CDC only)	Communities, Health and Housing (CDC) Healthy Communities (SBDC)	☒
Environmental Health - Health and Safety, Food Safety and Pest and Dog Control, Health Protection and Public Health Emergency Planning Business Continuity, Air Quality, and remediating contaminated land, Water/flood management (CDC only)	Communities, Health and Housing (CDC) Healthy Communities (SBDC)	☒
Climate Change, Sustainability, Environmental Project Management e.g. HS2, Aviation, Flooding (CDC)	Environment (CDC)	☒
Carbon management and energy efficiency (SBDC)	Environment (SBDC)	☒
Community Safety – Reducing Crime and Disorder, Preventing Violent Extremism and reducing Antisocial behaviour	Communities, Health and Housing (CDC) Healthy Communities (SBDC)	☒
Licensing – Taxi, Private Hire, Premises, Alcohol, Street Trading	Communities, Health	☒



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and Collections, and Animal Licensing	and Housing (CDC) Healthy Communities (SBDC)	
Community & Leisure - Community Engagement and Cohesion, Safeguarding, Grants, Leisure Client, Sports Development, Community and Partnerships, Health Inequalities and Community Transport	Communities, Health and Housing (CDC) Healthy Communities (SBDC)	☒

Key Service Aims & Objectives

Community & Leisure

Enable the Council to safeguard vulnerable adults and children and young people

Oversee the delivery of customer focussed leisure services at the Councils' leisure centres to ensure they meet the needs of the community

Review existing leisure facility infrastructure and plan effectively to provide appropriate and sufficient provision up to 2045

Work with community transport providers (both voluntary and via Dial – A - Ride) to make sure the services are available for those who most need them and that the potential users are aware of what's available

To provide a range of affordable sporting and cultural activities that will help assist young people, adults, the hard to reach and those with disabilities participate as part of 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 & Wellbeing Plans to support Community infrastructure and build capacity within both Chiltern and South Bucks

Community Safety

Reduce house burglary, non-dwelling burglary, theft from vehicles and violent behaviour in our communities



Shared Service Plan Summary

Reduce anti-social behaviour in our communities
Protect vulnerable individuals and communities at risk of fraud
Reduce the fear of crime and perception of anti-social behaviour
Safeguard Communities and Individuals at risk of Domestic Violence, Extremism, Child Sexual Exploitation, Modern Slavery and FGM
Environmental Health
Improve service quality to enable communities, residents and businesses to resolve their service requests at the first point of contact or close to the first time of asking
Provide effective and efficient regulatory services that meets customer needs
Provide effective partnership working to protect and improve public health and environmental quality and mitigate the impact of major projects
Develop a service that supports mitigating the impact of Climate Change and support the community to reduce carbon emissions
Improve the resilience of both Local Authorities to meet increasing demands and respond effectively to emergencies
Continue to develop shared policies and procedures to deliver more efficient services
Housing
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
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



Shared Service Plan Summary

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

Section 2 - Key achievements/outcomes for 2016/17

Key achievements and outcomes during 2016/17

Community and Leisure

Supported the rollout of superfast broadband in Chesham

Delivered the Open Spaces and Playing Pitch strategy and Leisure Facilities Strategy for both Councils which will inform the future needs and delivery of leisure

Delivered the Councils' grant funding programmes which have supported over fifty community groups helping lever in an additional £1million across both districts

Reviewed and introduced the Safeguarding policies to mainstream actions to protect Children and vulnerable persons

Undertaken a Feasibility and Options Appraisal as to the replacement needs of the Chiltern Pools

Supported community groups to participate in building resilient communities (Volunteer training, funding workshops and mentoring) as well as celebrating and recognising local volunteers through the Community Awards event

Worked with BCC to enable the continued use of the Evreham Centre until 2021

Delivered workforce health programme in partnership with local Clinical Commissioning Group including staff health checks, lunchtime leisure activities, discounted access to leisure centres lunchtime health fairs

Over 1 million customer visits across Chiltern and South Bucks leisure centres and over 20,000 throughput in the leisure contract outreach programme targeting isolated older residents, young people and disadvantaged communities

Improvements in leisure centre facilities including the redevelopment of Prestwood Leisure Centre car park and the upgrading of both reception and fitness suites at Chesham and Chiltern Pools centres

Environmental Health

Implemented the shared service review of Environmental Health delivering a single team and improving work flows and service outcomes

Resolved some long term unresolved nuisance cases e.g. Iver Sewage Works fly nuisance

Integrated the database systems and document imaging in to a single system

Implemented the IPPC module for risk rating regulated industrial pollution premises

Introduced the Enterprise workflow system allowing service requests to be monitored

Introduced targeted approach to improving the low or zero rated food premises

Delivered a robust response to serious breaches of regulatory controls resulting in prosecution and



Shared Service Plan Summary

the service of enforcement notices aimed to improve outcomes

Work on mitigation of the impact of major projects such as HS2 and informing the policies and strategies in relation to the major transport project eg M4 Smart Motorway, HS2, Heathrow, WRATH, Crossrail, East West Rail

Supported the Council to address its Health and Safety, Business Continuity and Emergency planning risks

Housing

Undertook the Joint Housing members Workshop to identify actions to be considered in the Housing Strategy

Reviewed the Private Housing Strategy and Financial Assistance Plan for both Councils

Delivered the Green Deal Communities Project securing 629 improved homes across the partnership receiving Awards and Commendations for the partnership project

Reviewed and re-commissioned the LOCATA contract to support the Bucks Choice Housing solution

Delivered 49 disabled facilities grants (DFGs) in CDC and SBDC during first 6 months of 2016/17 enabling persons to remain at home

Established the Chiltern Affordable Housing Members Working Group to assist in taking a strategic approach to Affordable Housing delivery and identified a number of site opportunities for potential schemes (including joint working with Paradigm Housing)

Secured the commitment to acquire land and negotiated with developers to deliver affordable housing on site in South Bucks

Worked with Planning and Building Control to address housing standards issues through enforcement activity and supported multi-agency enforcement action in several challenging cases

Worked with agencies and Revs and Bens to address the potential impact of the changes to Housing Benefit and reduction in Benefits Cap

Addressed the complex needs of Homelessness clients enabling clients to secure appropriate accommodation or to determine the Council no longer had a duty to assist

Supported the Council to review and address the issue of empty homes through joint working with Capacity Grid and Revs and Bens (increasing the potential for additional New Home Bonus)

Supported the delivery of 35 affordable housing units on site in Chiltern through the use of S106 agreements at Lincoln Park (Amersham), Lindo Close (Chesham) and Donkey Field (Little Chalfont). Secured the delivery of 12 affordable rented units on site in South Bucks at Station Road, Taplow through S.106 agreement and funding support to Registered Provider

Licensing

Reviewed the Taxi and Private Hire policy

Reviewed and Harmonised all licensing fees

Reduced licensing operational costs from £156k in 2012/13 to £10k in 2016 through the introduction

Healthy Communities

Classification: OFFICIAL



Shared Service Plan Summary

of the shared service
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
Delivered training for Taxi and Private hire drivers and operators on safeguarding and child sexual exploitation (CSE)
Extended the range of licensing applications available online
New structured website forms being implemented for key issues that we are contacted about. E.g. Taxi accident reporting, and licensee change of address
Processing of applications has been achieved within good timeframes. Most recent figures showed that in the most recent quarter 99% of licences were dealt with within the required timescales
Community Safety
Promoted the Community Responder initiative to communities across both Councils
Raised awareness of Dementia through creating Dementia friendly communities
Undertook a complex Domestic Homicide Review involving 10 partners working across Wycombe and South Bucks
Delivered the Community Cards Scheme involving 32 schools
Delivered Section 17 awareness as part of staff induction process
Increased the number of NHW co-ordinators following a proactive campaign to encourage take-up
Provided Safeguarding training to members of the BME community e.g. Chesham Mosque and both the Asian Volleyball team and the Asian Cricket team
Developed an awareness campaign to highlight the courier and other fraud scams that are impacting on the district
Supported the roll out of the Early Help process

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.



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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
Environmental Health		
Mobile working pilot in Environmental Health	<ul style="list-style-type: none"> • Agree Project Plan • Implement project plan • Test • Review 	Improved access to services, quicker and more efficient processing
Targeting Food Businesses	Working to improve the worst performing food businesses	Improved food businesses
Better working with business	<p>Seek opportunities to reduce excessive tasks and target added value services for business</p> <p>Develop new business area of the websites</p>	Improved targeted guidance and services
Processing HS2 applications	<p>HS2 Project Board agreement</p> <p>Process Mapped service</p> <p>Process applications</p>	Efficient in dealing with HS2 using skills developed over last 5 years
Major infrastructure	Seek to mitigate the impacts of national infrastructure projects on the Districts	Lesser impact of developments
Public Spaces Protect Order Review	Review the Order and update following consultation and liaison with TVP	Improved ability to tackle issues
Noise procedures	Enable service requests to be received via the Mobile App	Improved ability to tackle issues



Shared Service Plan Summary

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Deliver actions across both councils to improve air quality and reduce the impact of climate change	<ul style="list-style-type: none"> Establish the Air quality Partnership Develop the Air Quality Action Plan 	<p>Reduced ill health through poorly insulated dwellings</p> <p>Opportunity for business investment creating employment</p>
Chesham Culvert	Undertake actions to reduce the risk of Chesham culvert flooding in partnership with BCC and EA	Improved ability to tackle issues
Long term service requests	Undertake actions to reduce the repeat long term service requests	Improved ability to tackle issues
Work through the Customer Services Strategy to meet customer needs at the first point of contact	<ul style="list-style-type: none"> Enable customers to access advice and support through web, phone Enable customers to upload data regarding service requests enabling real-time response Enable customers to access advice and support through web, phone, or through communities 	Improved ability to tackle issues
Business Continuity Plan	<ul style="list-style-type: none"> Review and update the plan Test the plan 	cost effective, customer focused services
Emergency Plan	<ul style="list-style-type: none"> Review and update the plan Test the plan 	cost effective, customer focused services
Health and Safety Policies and procedures	<ul style="list-style-type: none"> Review and update the risk assessments and procedures Monitor compliance 	cost effective, customer focused services
Joint Sustainability and Energy Use Plan	<ul style="list-style-type: none"> Consultation Approval Implementation Maximise external funding opportunities or Invest capital to secure payback 	conserve the environment and promote sustainability
Housing		
Police houses used for Temporary Accommodation	<p>Reduced costs of B+B by accommodating within the district</p> <p>Lease income from tenants utilising the property offsetting costs of B+B</p>	Improved ability to tackle issues
Agree redevelop proposals for GX police station site	<p>Reduced costs of B+B by accommodating within the district</p> <p>Lease income from tenants utilising the</p>	Improved ability to tackle issues



Shared Service Plan Summary

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
	property offsetting costs of B+B	
Agree development proposals Summers Road Car Park	Reduced costs of B+B by accommodating within the district Lease income from tenants utilising the property offsetting costs of B+B	Improved ability to tackle issues
Agree development proposals for 'Land at Amersham'	Reduced costs of B+B by accommodating within the district Lease income from tenants utilising the property offsetting costs of B+B	Improved ability to tackle issues
Agree affordable housing development on other CDC owned sites	Reduced costs of B+B by accommodating within the district Lease income from tenants utilising the property offsetting costs of B+B	Improved ability to tackle issues
Agree affordable housing development on PHG owned sites	Reduced costs of B+B by accommodating within the district Lease income from tenants utilising the property offsetting costs of B+B	Improved ability to tackle issues
Develop a joint housing and homelessness strategy to best meet statutory responsibilities and maximise affordable housing provision	<ul style="list-style-type: none"> • use information on customer needs and available resources to draft strategy • review actions to prevent homelessness • seek approval • implement strategy • develop action plan • deliver action plan 	Improved housing service
Temporary Accommodation strategy		Improved ability to tackle issues.
Support joint working with BCC to enable Disabled Adaptations to be delivered to those in need	Work with partners to ensure Better Care Funding is targeted at service delivery	Improved ability to tackle issues
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	Improved ability to tackle issues
Improve energy efficiency in dwellings	Address fuel Poverty and Affordable Warmth through partnership actions	Improved ability to tackle issues



Shared Service Plan Summary

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Community and Leisure		
Consider the Consultation findings in relation to the Chiltern pools project	Community consultation to identify gaps in Feasibility Plan Review Feasibility Plan Develop project plan to proceed	Improved access to high quality leisure facilities
Establish and implement the Chiltern Pools project	Invest to save opportunity to deliver a new leisure facility Develop detailed project plan required to proceed to development stage Issue tenders and appoint contractors	Improved access to high quality leisure facilities
Establish the SBDC Leisure working group to implement the strategic Review	Identify opportunities to deliver the Leisure Strategy	Improved access to high quality leisure facilities
Establish Evreham mitigation Project	Invest to save opportunity to deliver a new leisure facility Release site for affordable housing delivery	Improved access to high quality leisure facilities
Review the delivery of the Lottery	Assess income generation against the current Council demands for community funding	Improved access to community funding
Widen the Community funding streams	Assess income generation against the current Council demands for community funding	Improved access to community funding
Deliver the Community Wellbeing Plan	Empower communities to deliver services and develop community resilience	Increase community engagement
Community Safety & Licensing		
Harmonise the Street Trading Licensing policies	Review policies Consultation	Improved control of street trading and income generation



Shared Service Plan Summary

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
	Adopt policies	
Implement the Taxi and Private hire Policy	Review policies Consultation Adopt policies	Improved control of taxi/Private hires vehicles and drivers
Review of street collection guidance	Review guidance Consider whether to create policies Consult (if necessary) Adopt new guidance/policies	Improved agreed approach to procedure and management of street collections in the districts
Review of licensing pages both websites	Webpages to be reviewed in terms of how 'customer friendly' they are, with the aim of making it easier for the public to understand guidance	Information on websites easier to understand, leading to less wasted time and a more efficient Licensing service
Review Licencing Act policies	Review each policy and consult in time for statutory review of each	Policies reviewed in line with legislative timescales
Redesign of Applications to make them more user-friendly and modern	Will be carried out by Victoria forms (external provider) so action is to chase these changes and ensure they are carried out for all application types in order of importance	Improved look and feel of applications
Mainstream the safeguarding responsibilities and the joint working to address offenders	Raise awareness of staff of the councils powers to tackle complex issues	Earlier resolution to service requests
Introduce harmonised procedures for Fixed Penalty Fines linked to the Community Safety Accreditation Scheme	Review policy and procedures Develop the process and procedures	More consistent service across both Districts
Develop the Street Associations project	Establish Project group with Police	Supports street and NHW associations to widen their role to address Social isolation, Enviro-crime, Bogus Callers, Good Neighbourhood activity



Shared Service Plan Summary

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Introduce the new arrangements for the CCTV provision	Establish Project group with Police	Earlier resolution to service requests
Undertake the Domestic homicide Reviews as appropriate	Establish Project group with Police as necessary	More consistent service across agencies to protect individuals
Implement the Community Safety Action Plan following the annual priority update	Establish Project group with Police as necessary	More consistent service across agencies to protect individuals
Continue to support the Police Crime Panel with its scrutiny process	Support the PCP scrutiny process	Budget and other scrutiny of the PCC
Agree and deliver the Prevent Action Plan	<ul style="list-style-type: none"> Review Prevent Actions plan Train frontline staff Train community groups 	Safer and healthier local communities

Section 5 – Key Performance indicators

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
Community and Leisure									
CdCL 1 (C)	Customer satisfaction rating at the Chiltern leisure facilities - annual	62.8%	65%	March 16	62.8%	65%	65%	65%	65%
CdCL 2 (C)	Total participation in physical activities delivered through the GLL	8,415	6,000	Sep-16	4,882	9,723	10000	11,000	12,000



Shared Service Plan Summary

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
	community engagement plan (by period quarterly)								
CdCL 3 (C)	Total number of users at all leisure centres (cumulative)	915,382	875,000	Sep-16	709,794	900,000	925,000	950,000	950,000
SbCL 1a (C)	Customer satisfaction rating at the Beacon Centre.	82.46%	81%	2015/16	82.46%	82%	82%	82%	82%
SbCL 1b (C)	Customer satisfaction rating at the Evreham Centre.	66.69%	78%	2015/16	66.69%	78%	82%	82%	82%
Community Safety									
CdC mSf1 (P)	Percentage reduction in burglaries from dwellings year to date for Chiltern (quarterly)	-19.20%	Data only	Sep-16	7.2%	Data only	Data only	Data only	Data only
CdC mSf2 (C)	Percentage reduction in violent offences against a person, year to date	-53.90%	Data only	Sep-16	-25.90%	Data only	Data only	Data only	Data only



Shared Service Plan Summary

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
	(quarterly)								
SbC mSf1 (C)	Percentage reduction in burglaries from dwelling, year to date (quarterly)	- 6.70%	Data only	Sep-16	- 36.6 0%	Data only	Data only	Data only	Data only
SbC mSf2 (P)	Percentage reduction in violent offences against a person, year to date (quarterly)	- 33.40 %	Data only	Sep-16	- 36.2 0%	Data only	Data only	Data only	Data only
Environmental Health									
CdEH 2 (C)	Percentage of food premises (risk rating A to C) that are broadly compliant (snapshot quarterly)	96%	91%	Sep-16	96.7 1%	96%	96.5%	97%	97.5%
SbEH 2 (C)	Percentage of food premises (risk rating A to C) that are broadly compliant (snapshot quarterly)	96%	88%	Sep-16	97.2 7%	89%	96.5%	97%	97.5%



Shared Service Plan Summary

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
Housing									
CdHS 1 (P)	Number of applicants with/expecting children who have been in B & B accommodation for longer than 6 weeks (snapshot figure at end of month)	0	0	Sep-16	0	0	0	0	0
CdHS 2 (C)	Number of affordable homes delivered by (i) new build (ii) vacancies generated by local authority scheme (iii) acquisition of existing properties for social housing (cumulative)	22	33	Sep-16	13	33	33	33	33
CdHS 3i (C)	Average Length of stay in B & B temporary accommodation for all households	10	5	Sep-16	7	10	8	6	6



Shared Service Plan Summary

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
	(snapshot at end of quarter)								
CdHS 4 (C)	Number of private sector dwellings vacant for more than 6 months and returned to occupation following local authority intervention	28	40	2015/16	28	40	40	40	40
CdHS 8 (P)	Number of households living in temporary accommodation (snapshot at the end of the month)	31	21	Sep-16	36	30	30	25	25
SbHS 1 (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)	15	0	Sep-16	21	0	0	0	0



Shared Service Plan Summary

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
SbHS 2 (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)	3	22	Sep-16	4	22	22	22	22
SbHS 3i (C)	Average Length of stay in B & B temporary accommodation for all households (snapshot at end of quarter)	13	4	Sep-16	22	10	8	6	6
SbHS 4 (C)	Number of private sector dwellings vacant for more than 6 months and returned to occupation following local authority	0	15	2015/16	0	15	15	15	15



Shared Service Plan Summary

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
	intervention								
SbHS 8 (P)	Number of households living in temporary accommodation (snapshot at the end of the month)	66	15	Sep-16	64	45	40	35	35
Licensing									
JtLI5 (C)	Percentages of licences received and issued/renewed within statutory or policy deadlines (cumulative quarterly)	98.40%	97%	Sep-16	99.70%	97%	97%	97%	97%
Strategic Environment									
CdSE 1 (C)	Cumulative CO2 reduction from local authority operations from base year of 2008/09 (annual)	22.00%	1.30%	2015/16	22.00%	11.70%	12.00%	12.00%	12.00%



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"> Joint Services address the concerns of either authority Policies are being aligned to meet both authorities' needs Savings to meet the needs of both authorities Resilience and service quality has improved Regular team meetings keep staff up to speed on the joint working Staff are encouraged to engage in the harmonisation of processes, values and behaviours and UGRs
2	Transformation and Management of Change	<ul style="list-style-type: none"> working with staff to adopt new ways of working and support mobile and flexible working
3	Financial Stability	<ul style="list-style-type: none"> Service reviews have delivered identifiable savings New more cost effective ways of working are continually sought
4	Workforce Issues	<ul style="list-style-type: none"> Workforce planning Team building Mentoring and coaching UGRs and values and behaviours will support the change management required to adopt mobile and flexible working
5	Waste & Environmental Services	<ul style="list-style-type: none"> Partnership working across service areas to address complex service requests
6	Joint/Partnership working	<ul style="list-style-type: none"> Partnership working to address impact of legislative change and address complex service request or tackle community safety and safeguarding issues
7	Business Continuity	<ul style="list-style-type: none"> Business continuity training and plans being reviewed Services can be delivered from an alternative location
8	Information Management & Security	<ul style="list-style-type: none"> Data transferred to joint uniform system and housing databases and document imaging systems to deliver robust data handling and recording systems



Shared Service Plan Summary

Ref	Strategic risk title	Relevance / service actions to mitigate
		<ul style="list-style-type: none"> All files scanned and copied to cases IAA appointed Data destruction follows corporate procedures
9	New Legislative Changes	<ul style="list-style-type: none"> Service planning to address changing needs
10	Affordable Housing	<ul style="list-style-type: none"> Whilst the service review increasing the resources to supporting the delivery of affordable housing and prevention of homelessness, demand has doubled requiring additional resources to be considered Housing Strategy to identify actions required by the Councils to address demands Supporting the return of empty properties Prevention of homelessness and review of data held on Buck Home Choice Acquiring land/assets to deliver affordable housing Reviewing council owned and L+Q/PHG sites to consider options to increase affordable housing
11	Major Infrastructure Projects Impacts.	<ul style="list-style-type: none"> Feed into HS2, Aviation consultation
12	Demographic Changes	<ul style="list-style-type: none"> Service planning to address changing needs
13	Property/ Asset Management	<ul style="list-style-type: none"> N/A
14	Economic Viability	<ul style="list-style-type: none"> N/A

Operational risk code and title	Relevance / Mitigation
CSB Comm01 Failure to safeguard children and vulnerable adults	<ol style="list-style-type: none"> 1. Revised joint policy and procedures being developed 2. Training to staff to be reviewed and implemented as result of turnover across both councils 3. Safe recruitment practices being undertaken and reviewed
CSB Comm02 Risk of incurring legal action	<ol style="list-style-type: none"> 1. Regular inspections to comply with contractual obligations 2. Risk assessments are undertaken for all aspects of services provision to ensure controls are adequate. Actions are taken as required to comply with the above 3. Buildings are checked annually by surveyors. As a result of inspections the rolling capital programme is adjusted to account for works required
CSB Comm03 Inequalities in	<ol style="list-style-type: none"> 1. Chiltern and South Bucks CSP Prevent Action Plan



Shared Service Plan Summary

Operational risk code and title	Relevance / Mitigation
communities generate ill-will, lack of cohesion, violent extremism or violent protests	2. Effective engagement with communities 3. WRAP training and safeguarding training being undertaken to staff 4. Community grants used to promote cohesion 5. Monitor community feeling via the Community Safety Team and front line staff 6. Engagement with the voluntary and community sector 7. Regular liaison with the wider community 8. Regular liaison with the facility committees 9. Communication and information with relevant parties 10. Community Impact Assessment to be maintained
CSB Comm04 Failure to deliver a replacement for the Chiltern Pools or Evreham Centre leading to increased costs to the Councils	Communication and information with relevant parties Effective Project management within timescales
CSB EH01 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
CSB HS01a Increased use of B+B - CDC	Increase the focus on prevention of homelessness. Manage the numbers placed in B+B placements to support move to TA Increase the monitoring frequency and discussion over the controls
CSB HS01b Increased use of B+B - SBDC	Increase the focus on prevention of homelessness Manage the numbers placed in B+B placements to support move to TA Increase the monitoring frequency and discussion over the controls
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
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



Shared Service Plan Summary

Operational risk code and title	Relevance / Mitigation
	<p>processes</p> <p>Officers not to give advice and information on areas that they do not have expertise in</p>

Section 7 – Costs and cost comparison information

Cost information
<p>CDC</p> <p>Community: 9th lowest per head of population out of 18 and below the comparator group average. Costs have reduced by 23.65% when compared with 2014/15 following the introduction of the shared services</p> <p>Community Safety: 6th lowest per head of population out of 18 and below the comparator group average. Costs have reduced by 11.01% when compared with 2014/15 following the introduction of the shared services</p> <p>Environmental Health: 10th lowest per head of population out of 18. Emergency planning – 6th lowest of 18. Environmental Health costs have increased by 3.09% when compared with 2014/15.</p> <p>Housing: Homelessness – 4th lowest per head of population out of 18 – Other housing costs – 13th lowest per head of population out of 18. Homelessness – Costs have increased by 182% when compared with 2014/15</p> <p>Licensing: 6th lowest per head of population out of 18. Costs have reduced by around 96% when compared with 2014/15 following the introduction of the shared licencing team and improved processes</p> <p>SBDC</p> <p>Community – 6th lowest per head of population out of 18 and below the comparator group average. Costs have reduced by 15.75% when compared with 2014/15 following the introduction of the shared services</p> <p>Community Safety - 5th lowest per head of population out of 18 and below the comparator group average. Costs have reduced by 25.45% when compared with 2014/15 following the introduction of the shared services</p> <p>Environmental Health - 7th lowest per head of population out of 18 and below the comparator group average. Emergency planning – 4th lowest out of 18. Costs have increased by 36.43% when compared with 2014/15</p>



Shared Service Plan Summary

Housing – Homelessness – 3rd lowest per head of population out of 18 – Other housing costs – 8th lowest per head of population out of 18. Homelessness – Costs have reduced by 80% when compared with 2014/15 following the introduction of the shared services

Licensing - 7th lowest per head of population out of 18. Costs have reduced by 93% when compared with 2014/15 following the introduction of the shared licencing team and improved processes



Shared Service Plan Summary

Human Resources

Service Plan April 2017 to March 2018

Service units covered by plan	Human Resources
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Section 1 – Key Service Functions & Aims/Objectives

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

Human Resources

Classification: OFFICIAL



Shared Service Plan Summary

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

Section 2 - Key achievements/outcomes for 2016/17

Key achievements and outcomes during 2016/17

Human Resources

- The penultimate shared service review will be completed by the end of the calendar year and planning for the final shared services review is underway.
- 83% of CDC staff and 63% of SBDC staff are on harmonised terms and conditions, totalling 76% across the two Councils. The intention is to move all staff on to harmonised T&Cs by end of calendar year.
- An Organisation Development strategy was developed, and work undertaken with staff to identify organisational values and behaviours.
- An electronic HR database has been introduced across both Councils and subsequent absence management module. The introduction of a cloud-based recruitment system is well underway and will go live in January 2017. Consequently HR processes are being reviewed to improve standardisation and efficiency.
- iIP Bronze has been awarded to both Councils.

Section 3 - Know your customer

Summary – Know your customer (Chiltern)

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

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

Human Resources

Classification: OFFICIAL



Shared Service Plan Summary

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).

Summary – Know your customer (South Bucks)

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

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

Significant increase in BAME community from 6.6% in 2001 Census to 15.7% in 2011 census. 2.2% of population say that no-one in their household has English as their first language. This has wider implications for the delivery of all services at SBDC and therefore a joined up approach to engaging with these communities to establish if they have any additional / specialist needs will be required. Across the Council we have a very low number, if any; requests for language translation, these requests are rarely from BAME groups.

Unemployment locally remains low with claimant count of 0.6% in July 2015.

Section 4 – Action plan

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Human Resources		
Ensure HR capacity is available to support sustainable Development shared services review and Phase 3 programme	Review HR resource against phase 3 programme	Value for money
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	Business continuity

Human Resources

Classification: OFFICIAL



Shared Service Plan Summary

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
	<p>Develop an action plan to enable gaps to be filled</p> <p>Implement action plan</p> <p>Review results</p> <p>Feed back into process.</p>	
Shared Competency and Performance Review Process	<p>Develop shared competency framework</p> <p>Develop shared performance review process</p> <p>Consult with UNISON and staff</p> <p>Training and implementation</p> <p>Implement</p>	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 Team/Heads of service	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
Implement remaining shared service review outcomes	Joint recruitment, joint training, joint induction	Value for money
Improve levels of staff satisfaction and improve engagement with staff	<ul style="list-style-type: none"> 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	



Shared Service Plan Summary

Section 5 – Key Performance Indicators

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
Human Resources									
CdHR 1 (P)	Working days lost due to sickness absence (cumulative for year)	7.95	11	September 2016	7.66	10.00	9.00	9.00	9.00
CdHR 2 (C)	Voluntary leavers as a % of workforce (cumulative for year)	18.6%	8%	September 2016	8.80	16%	16%	16%	16%
CdHR 14 (P)	Working days lost due to short term sickness absence (upto 20 working days)	New PI	New PI	September 2016	5.1	5.00	4.50	4.00	4.00
CdHR 15 (P)	Working days lost due to long term sickness absence (more than 20 working days)	New PI	New PI	September 2016	2.56	3.00	3.00	3.00	3.00
SbHR 1 (P)	Working days lost due to sickness absence (cumulative for year)	15.43	11.00	September 2016	13.28	10.00	9.00	9.00	9.00
SbHR 2 (C)	Voluntary leavers as a percentage of workforce	10.47 %	8%	September 2016	15.58	16%	16%	16%	16%



Shared Service Plan Summary

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
	(cumulative for year).								
SbHR 14 (P)	Working days lost due to short term sickness absence (upto 20 working days)	New PI	New PI	September 2016	3.5	5.00	4.50	4.00	4.00
SbHR 15 (P)	Working days lost due to long term sickness absence (more than 20 working days)	New PI	New PI	September 2016	9.76	3.00	3.00	3.00	3.00

Section 6 – Critical Risks

Ref	Strategic risk title	Relevance / service actions to mitigate
1	Joint Working	<ul style="list-style-type: none"> Support implementation of shared services Provide workshops ahead of consultation to let staff know what to expect Offer individual meetings during consultation to answer any private queries. Hold workshops to help staff complete their expression of interest and prepare for interview. Support communication effort
2	Transformation and Management of Change	<ul style="list-style-type: none"> Senior members and managers show commitment to change. Case for changes clearly made and communicated. Build on success, in order to establish confidence to change. Prioritise programme of change, and ensure it is adequately resourced.



Shared Service Plan Summary

Ref	Strategic risk title	Relevance / service actions to mitigate
3	Financial Stability	<ul style="list-style-type: none"> Continue to develop partnership and collaborative joint working with other Local Authorities HR units to improve value for money.
4	Workforce Issues	<ul style="list-style-type: none"> Workforce planning Good staff communications processes Training and development strategies in place, resourced and monitored. Develop and retain, where possible, existing staff with expert knowledge. Act quickly to recruit individuals to fill any vacancies
5	Waste & Environmental Services	N/A
6	Joint/Partnership working	<ul style="list-style-type: none"> Highlight the importance of partnership working by including in JDs for example.
7	Business Continuity	<ul style="list-style-type: none"> Review regularly and update services Business Continuity plan
8	Information Management & Security	<ul style="list-style-type: none"> Staff aware of data protection responsibility Update staff training records.
9	New Legislative Changes	<ul style="list-style-type: none"> Keep up to date with employment law changes and work appropriately for their implementation
10	Affordable Housing	<ul style="list-style-type: none"> N/A
11	Major Infrastructure Projects Impacts.	<ul style="list-style-type: none"> N/A
12	Demographic Changes	<ul style="list-style-type: none"> N/A
13	Property/ Asset Management	<ul style="list-style-type: none"> N/A
14	Economic Viability	<ul style="list-style-type: none"> Support local apprenticeship initiatives.

Operational risk code and title	Relevance / Mitigation
CSB HR01 Failure to provide trusted, robust, accurate HR advice	1. Procured advice from Croners and South East Employers. Second opinion is available from SEE. Keep up to date with current legislation via Croners, CIPD, ACAS;



Shared Service Plan Summary

Operational risk code and title	Relevance / Mitigation
	<ul style="list-style-type: none"> 2. Ensure the right policies and procedures are in place and are communicated to staff and managers; 3. Ensure people managers are properly trained / coached to handle staff matters; 4. Simple guidelines for the handling of confidential sensitive issues/documents within the unit to be documented and used to remind staff; 5. Robust people management policies and procedures in place with training for managers; Robust monitoring and checking process put into place to identify staff requiring vetting and barring checks and in keeping these up to date.
<p>CSB HR02 Failure to recruit and retain right people in right posts</p>	<ul style="list-style-type: none"> 1. Monitor staff turnover rates and encourage an increase in cross training to provide staff cover; 2. Monitor pay and benefit rates and keep pay policy under review; 3. Ensure robust selection processes and techniques are in place; 4. Report to Management Team/Personnel Committee on recruitment and retention of staff; 5. Efficient recruitment procedure with appropriate benefits to attract the right staff; 6. Ensure all systems are accessible and promote sharing of information and skills required to carry out tasks to provide back-up for key personnel; Develop people planning needs with Management team to analyse 'key' staff.
<p>CSB HR03 Failure to develop staff to maximise their effectiveness (including management and leadership skills).</p>	<ul style="list-style-type: none"> 1. Comprehensive harmonised competency based Performance Review Framework to be developed place to replace existing provision; 2. Encourage two-way communication with staff e.g. meetings, appraisals, UNISON, Grievance Procedure; 3. Encourage the monitoring of performance and provision of feedback, including through the appraisals process; 4. Manage underperformers when needed, through the disciplinary procedure; 5. Introduce more focused and objective competency based assessment; 6. Ensure both Councils continue to retain IIP recognition; Establish talent management programme.
<p>CSB HR04 Inappropriate breach of policies and practices</p>	<ul style="list-style-type: none"> 1. Fair and reasonable policies and benefits in place which are consistently applied; 2. Monitor senior managers' performance in maintaining sickness



Shared Service Plan Summary

Operational risk code and title	Relevance / Mitigation
	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 7 – Costs and cost comparison information

Cost information

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



Shared Service Plan Summary

Sustainable Development

Service Plan April 2017 to March 2018

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

Key Service Functions	Portfolio reporting to	Statutory/Mandatory
Preparation and maintenance of an up to date joint Local Plan, including complying with the Duty to Co-operate. Supporting 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 Councils' 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 Councils' 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 Councils' 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"/>



Shared Service Plan Summary

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"/>
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"/>

Building Control

Key Service Aims & Objectives

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

To provide a cost effective building control service that 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

Key Service Aims & Objectives

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

To successfully defend the Councils' decisions at appeal

To resolve alleged breaches of planning control in accordance with the Councils' 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



Shared Service Plan Summary

Planning Policy

Key Service Aims & Objectives

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 2016/17

Key achievements and outcomes during 2016/17

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 high level of customer satisfaction

Designed and implemented a Builders Partnership Scheme

Actively worked to introduce mobile and agile working, through operating a pilot scheme

Significant move to paperless office – since January 2016 all building notices/regularisation applications/partners applications have been processed in a digitised format (no hard copies)

Increased the number of partners

Planning Policy

Joint Local Plan for Chiltern and South Bucks – preparation of evidence base; duty to co-operate discussions; and publication of preferred options consultation undertaken in October – December 2016

Worked collaboratively with other organisations delivering infrastructure whilst minimising the adverse impacts of such proposals (E.g. Western rail access to Heathrow, Wilton Park diversion)

Supported neighbourhood planning through the making (adoption) of Chalfont St Peter Neighbourhood Plan and the designation of a number of other neighbourhood areas (Gerrards Cross, Iver, Farnham Royal, Taplow, Seer Green)

Development Management

Business case prepared examining the case for a shared planning service for Chiltern and South Bucks, bringing about a range of benefits and improvements

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

Sustainable Development

Classification: OFFICIAL



Shared Service Plan Summary

applicant
Maintained high levels of customer satisfaction
Achieved a high success rate in successfully defending the Council’s decisions on appeal (South Bucks)
A significant improvement in the approach to, and performance of Enforcement at South Bucks following the appointment of a new Manager in October 2016

Section 3 - Know your customer

Who are the main customers for the service?

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

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

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

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

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



Shared Service Plan Summary

Section 4 – Action plan

List of Key Actions/ Projects	Key Milestones/ Underlying Actions	What will be the key outcomes and benefits seen by residents
Building Control		
Increased number of partners	Ongoing	Wider range of partners
Mobile and agile working	Go live early in 2017/18	Reduced costs from mobile working
Paperless office	April 2017	Reduced accommodation thus reduced office costs
Planning Policy		
Joint Local Plan	Publication stage of draft joint Local Plan (Regulation 19)	The draft plan with policies which addresses all issues
Joint Local Plan	Submission of the draft joint Local Plan (regulation 22)	The submission local plan which addresses all issues
Support those town/parish councils seeking neighbourhood area designation/producing neighbourhood plans	Not known – dependent upon town/parish councils timescales	Neighbourhood plans consistent with the development plan
Development Management		
Shared Planning Service	Phase I staff restructure	
Shared planning service	Phase 2 staff restructure	
Joint Local Plan	Input into the local plan process	A sound local plan which addresses all relevant issues



Shared Service Plan Summary

Section 5 – Key Performance indicators

PI Code	Short Name	2015/ 16 Value	2015/ 16 Target	Updated	Value	Annual Target 2016/ 17	Future Targets		
							2017/ 18	2018/ 19	2019/ 20
Unit									
CdPP 1 (C)	Net additional homes provided (Annual)		133	2014/15	189	145	145	145	145
CdSD 7 (C)	Percentage of planning applicants who are satisfied or very satisfied with the planning service (cumulative, quarterly)	77%	80%	June 2016	87.5 %	80%	80%	80%	80%
CdSD 8 (C)	Planning appeals allowed (cumulative)	39.76 %	35%	June 2016	53.33 %	35%	35%	35%	35%
CdSD 10 (P)	Processing of planning applications: minor applications processed within 8 weeks (cumulative)	81.92 %	70.00%	July 2016	82.29 %	75.00%	80 .00%	80 .00%	80 .00%
CdSD 11 (P)	Processing of planning applications: other applications processed within 8 weeks (cumulative)	92.15 %	90.00%	July 2016	92.47 %	90.00%	90.00 %	90.00 %	90.00 %
CdSD 12 (C)	% of new enforcement	100%	30%	June 2016	100%	100%	100%	100%	100%



Shared Service Plan Summary

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
	cases where an initial site visit for an urgent priority case is undertaken within the timescale set out in the Enforcement Policy (Cumulative, monthly)								
CdSD 31 (P)	Special measures: speed of processing of major applications - minimum percentage of decisions on major applications which are made within 13 weeks or timescale agreed with the applicant; for assessment in October/November 2018 (cumulative)	Annual Indicator	51.00%	July 2016	100.00%	51.00%	51.00%	51.00%	51.00%
CdSD 32 (C)	% of new enforcement cases where an initial site visit for a high	100%	30%	June 2016	100%	100%	100%	100%	100%



Shared Service Plan Summary

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
	priority case is undertaken within the timescale set out in the Enforcement Policy (Cumulative, monthly)								
JtBC1 (C)	Applications checked within 10 working days (cumulative)	92.7%	85%	July 2016	98.3 %	92%	92%	92%	92%
JtBC4 (C)	Customer satisfaction with the building control service. (cumulative)	92.7%	94%	July 2016	100%	92%	92%	92%	92%
SbPP 1 (C)	Net additional homes provided		199	2014/15	139	203	253	253	253
SbSD 7 (C)	Percentage of planning applicants who are satisfied or very satisfied with the planning service	90.3%	80%	July 2016	91.4 %	80%	80%	80%	80%
SbSD 8 (C)	Planning appeals allowed.	24.2%	30.0%	July 2016	23.7 %	35.0%	35.0%	35.0%	35.0%
SbSD 10 (C)	Processing of planning applications: minor applications (cumulative)	98.22 %	92.00%	July 2016	94.64 %	90.00%	90.00 %	90.00 %	90.00 %
SbSD	Processing of	97.88	95.00%	July 2016	96.25	90.00%	90.00	90.00	90.00



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PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
11 (C)	planning applications: other applications (cumulative)	%			%		%	%	%
replaced by new PI in 2017/18 – see line below									
New in 2017/18	Percentage of new enforcement allegations where an initial site visit for a low priority case is undertaken within 20 days (the timescales set out in the Enforcement Policy and Procedure) (quarterly snapshot)						85.00 %	85.00 %	85.00 %
SbSD 31 (P)	Special measures: speed of processing of major applications -	Annual Indicator	51.00%	July 2016	100.00%	51.00%	51.00 %	51.00 %	51.00 %



Shared Service Plan Summary

PI Code	Short Name	2015/16 Value	2015/16 Target	Updated	Value	Annual Target 2016/17	Future Targets		
							2017/18	2018/19	2019/20
	minimum percentage of decisions on major applications which are made within 13 weeks or timescale agreed with the applicant; for assessment in October/November 2018 (cumulative)								
SbSD 33 (C)	Percentage of new enforcement cases where an initial site visit for a high-priority case is undertaken within the timescale (3 working days) set out in the enforcement and monitoring policy (Cumulative, monthly)	100%	30%	June 2016	99%	98%	100 %	100 %	100%



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"> • Programme Initiation Document • Member Working Group for the Review • Active involvement of all staff in the service review • Use external specialist support • Meeting between Head of Service and relevant Managers
2	Transformation and Management of Change	<ul style="list-style-type: none"> • Programme Initiation Document • Member Working Group for the Review • Active involvement of all staff in the service review • Use external specialist support • Meeting between Head of Service and relevant Managers
3	Financial Stability	<ul style="list-style-type: none"> • Active monitoring of Building Control and Development Management income, and appeals expenditure budgets • Income generation considered as part of normal budget preparation process and as part of planning shared service review
4	Workforce Issues	<ul style="list-style-type: none"> • Workforce planning via service reviews • Training & development plans via staff appraisals • Provide staff with an interesting and stimulating team environment; provide the necessary support to enable staff to be able to undertake their jobs successfully
5	Waste & Environmental Services	<ul style="list-style-type: none"> • N/A
6	Joint/Partnership working	<ul style="list-style-type: none"> • The Bucks Local Planning Authorities have been working closely together under the 'Duty to Co-operate' in relation to the preparation of their local plans. Partnership working with a number of other bodies in relation to strategic infrastructure projects (e.g. Heathrow, HS2, Western rail access to Heathrow, relief roads at Beaconsfield and Iver etc)
7	Business Continuity	<ul style="list-style-type: none"> • Business Continuity Plans will need updating following service review outcomes
8	Information Management & Security	<ul style="list-style-type: none"> • All staff required to comply with the Council's corporate policies
9	New Legislative Changes	<ul style="list-style-type: none"> • Maintain a watching brief through the technical



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Ref	Strategic risk title	Relevance / service actions to mitigate
		planning press for new/revised legislation
10	Affordable Housing	<ul style="list-style-type: none"> Implementation of affordable housing policies via the Development Management process Inclusion of relevant policies in the joint local plan, supported by a robust evidence base Respond to Government on any Government consultations which would adversely affect the provision of affordable housing
11	Major Infrastructure Projects Impacts.	<ul style="list-style-type: none"> The establishment of a dedicated HS2 team to deal with schedule 17 applications. Active engagement with promoters of other major infrastructure projects (e.g. WRAtH, Heathrow) in order to influence their emerging proposals One post with a focus on infrastructure
12	Demographic Changes	<ul style="list-style-type: none"> Plan making process to take account of major changes to demography
13	Property/ Asset Management	<ul style="list-style-type: none"> A planning input into the review of the councils assets; the provision of pre-application advice; dealing with the Councils' own applications
14	Economic Viability	<ul style="list-style-type: none"> Local Plan includes an assessment of objectively assessed needs for employment and will seek to provide for employment needs

Operational risk code and title	Relevance / Mitigation
CSB BC01 Loss of staff	Reduce loss of staff by providing staff with an interesting and stimulating team environment; provide the necessary support to enable staff to be able to undertake their jobs. If vacancies arise seek to secure permanent replacements through early advertisement, but use agency staff in the interim period if needed.
CSB BC02 Increased income/reduced costs are not delivered	Likelihood and rating increased due to high income budget target set for 2017/18. Income and expenditure monitored monthly. Applications not registered without the necessary fee. Fee checked by Admin staff, liaising with Management if needed. Invoices to be sent out promptly and non-payment chased. Charges to be reviewed periodically.
CSB BC03 Development does	Staff training; new Regulations/guidance provided to all Surveyors;



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Operational risk code and title	Relevance / Mitigation
not meet the Building Regulations	recommendations authorised by a more senior Surveyor; enhanced resilience of a single team with greater knowledge/experience; use of codes and reference documents; if unsure, Surveyors to check with a more senior surveyor; structural calculations to be checked by Structural Engineer; Indemnity insurance in place.
CSB BC04 Poor/untimely advice in dealing with dangerous structures	Surveyors all trained to deal with dangerous structures; JDs for all Surveyors require them to deal with dangerous structures; Principals required to be able to undertake inspections within an hour during unsocial hours; Surveyor to contact a more senior Surveyor or seek additional help and support if needed.
CSB BC05 Increased competition/loss of reputation	QA accreditation retained, with annual external audit. Marketing Plan. Officer with responsibility for the 'customer experience'. Customer surveys monitored, and action taken to implement improvements. Staff not allowed to undertake any private work which could have the potential to bring the Councils into disrepute or perceived to do so.
CSB DCE01a Loss of staff - CDC	Currently a high rating due to the stage which has been reached in the shared planning service review – being addressed as part of the review. Reduce loss of staff by providing staff with an interesting and stimulating team environment; provide the necessary support to enable staff to be able to undertake their jobs. If vacancies arise seek to secure permanent replacements through early advertisement, but use agency or other temporary external staff in the interim period if needed.
CSB DCE01b Loss of/insufficient staff - SBDC	Currently a high rating due to the stage which has been reached in the shared planning service review – being addressed as part of the review. Reduce loss of staff by providing staff with an interesting and stimulating team environment; provide the necessary support to enable staff to be able to undertake their jobs. If vacancies arise seek to secure permanent replacements through early advertisement, but use agency or other temporary external staff in the interim period if needed.
CSB DCE02a Poor decision making - CDC	Staff training; training of Planning Committee; template for officers' reports; procedures require checks in signing off decisions and recommendations. A more risk based approach (with reduced sign off and fewer checks overall) to be taken in the proposed planning shared service.



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Operational risk code and title	Relevance / Mitigation
CSB DCE02b Poor decision making - SBDC	Staff training; training of Planning Committee; template for officers' reports; procedures require checks in signing off decisions and recommendations. A more risk based approach (with reduced sign off and fewer checks overall) to be taken in the proposed planning shared service.
CSB DCE03a Low levels of customer satisfaction - CDC	The level of customer satisfaction at Chiltern has increased as is shown by PI performance. Ensure that the service continuously explores how it could be more customer focused; monitoring of customer survey and complaints feedback; in response to all complaints consider whether improvements are needed; processing of complaints regarding unauthorised development in accordance with Enforcement policy.
CSB DCE03b Low levels of customer satisfaction -SBDC	Ensure that the service continually explores how it could be more customer focussed; monitoring of customer survey and complaints feedback; in response to all complaints consider whether improvements are needed; actively seek customer views ; speedier processing of allegations of unauthorised development in accordance with Enforcement policy
CSB DCE04a Reduced application and pre-application fee income -CDC	Realistic budget setting. Ensure that we maintain good performance in processing major applications, and in our appeal performance regarding major applications (over a two year period) thus ensuring that all major applications have to be submitted to CDC rather than applicants having the choice of submitting to CDC or PINS.
CSB DCE04b Reduced application and pre-application fee income - SBDC	Realistic budget setting. Ensure we maintain good performance in processing major applications and in our appeal performance regarding major applications (over a 2 year period) thus ensuring that all applications have to be submitted to SBDC rather than applicants having the choice of submitting to SBDC or PINS.
CSB DCE05a Judicial Review of decisions - CDC	Seek legal advice as appropriate; ensure all decisions are robust and justified; seriously consider appellants evidence/offers in relation to appeals/enforcement appeals.
CSB DCE05b Judicial Review of decisions - SBDC	Seek legal advice as appropriate; ensure all decisions are robust and justified; seriously consider appellants evidence/offers in relation to appeals/enforcement appeals.
CSB DCE06b Low customer satisfaction in relation to enforcement – SBDC	Team now being led by a new Manager who is very proactive and is changing the team ethos significantly.
CSB PP01a Insufficient planning staff (number and experience) –	Reduce loss of staff by providing staff with an interesting and stimulating team environment; provide the necessary support to



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Operational risk code and title	Relevance / Mitigation
CDC & SBDC	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 & SBDC	Continual engagement with Duty to Co-operate bodies and key stakeholders (& recorded); ensure that policies are fully supported by the evidence base and are steered by the Sustainability Appraisal; ensure LDS is up to date; seek legal advice where needed; regular liaison between Planning Policy Manager/HOSD and the 2 Cabinet Members; reports, via Management Team to Joint Member Reference Group; prepare robust evidential proofs; ensure staff are trained to give evidence.
CSB PP03a Timetable for adoption not met – CDC & SBDC	LDS timetable being reviewed – report to JMRG on 16 November 2016. Regular reports to JMRG on progress being made.

Section 7 – Costs and cost comparison information

Cost information

CDC

Building control costs are 6th highest in the comparator group of 18. Building control costs have reduced by 26.17% when compared with 2014/15. Since the Council has a relatively small population, these costs tend to be on the higher side per head of population, reflecting the fixed cost element of providing the service. There have been staff savings arising from the joint service.

Development management costs are 3rd highest in the comparator group of 18. Development management costs have reduced by 14.53% when compared with 2014/15

Planning policy costs are 7th highest in the comparator group of 18. Planning policy costs have increased by around 10% when compared with 2014/15

Development Management & Planning Policy: since the Council has a relatively small population, these costs tend to be on the higher side per head of population, reflecting the high fixed cost element of providing the service, the high numbers of applications per head of population, the high priority that Members place on protecting the Green Belt and the cost of protecting the overall character of the District. Additionally, Planning Policy costs vary each year depending on what Local Plan documents are



Shared Service Plan Summary

being prepared (some require a more extensive and specialist evidence base than others), and the stage they are at.

SBDC

Building control costs are the lowest in the comparator group of 18. Building control costs have reduced by 125.20% when compared with 2014/15

Development management costs are 2nd highest in the comparator group of 18. Development management costs have reduced by 35.74% when compared with 2014/15

Planning policy costs are 2nd highest in the comparator group of 18. Planning policy costs have increased by around 113% when compared with 2014/15

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

HEALTHY COMMUNITIES POLICY ADVISORY GROUP**Meeting - 5 December 2016**

Present: Mr Kelly (Chairman)
Mr Bastiman and Mr Pepler

Apologies for absence: Mr Anthony, Dr Matthews and Mr Walters MBE

67. MINUTES

The minutes of the PAG held on 15 September 2016 were received.

68. PORTFOLIO BUDGETS 2017/18

Members of the PAG considered the Portfolio Budgets 2017/18 report.

The report noted that local authorities continue to face financial pressure due to reductions in central government funding, and that no extra funding for service expansion or improvement has been included in the budget. Joint working arrangements across SBDC and CDC will allow staff to explore improvements to efficiency and customer service. The report confirmed a funding increase of £334k (35.9%), bringing the total budget to £1,265,000. This rise is due to inflation, certain unavoidable cost increases, including £250k for the housing benefit subsidy for homeless cases which is now listed in the homelessness cost centre. Members noted that the budget includes provision for corporate advice linked to statutory obligations, expenditure on environmental health, affordable housing, licensing, community safety and community and leisure initiatives. Members discussed the financial risks including a potential rise in homelessness expenditure, legal fees relating to appeals and resourcing costs. However, it was noted that actions have been taken to mitigate risks.

Having considered the advice of the PAG, the Portfolio Holder **RECOMMENDED** to Cabinet the submission:

- the 2017/18 revenue budget
- the 2017/18 fees and charges

69. REVIEW OF THE COUNCIL'S COMMUNITY DEVELOPMENT, SUBS AND DONATIONS AND CHAIRMAN'S COMMUNITY FUND GRANTS

Members considered the report Review of the Council's Community Development, Subs and Donations and Chairman's Community Fund Grants.

The report proposed that to streamline and build community capacity the Community Development grants, Subs and Donations should be merged into one application process, whilst the Chairman's Fund and other funding opportunities are also publicised. In the report 3 different reorganising options were detailed:

Healthy Communities Policy Advisory Group - 5 December 2016

Option 1:

- o Amalgamate the Community Development Grants and Subs and donations Awards in to a single grant scheme.
- o Manage the new Community Development Grant scheme via the Heart of Bucks Community Funding Trust with the Councils contribution match funded
- o Develop a local authority lottery
- o Subsidise the new Community Development Grant via the local authority lottery.
- o Support community groups to crowd fund projects
- o Direct applicants to funding support and advice to access other grants

Option 2:

- o Continue operating three separate grant schemes but reduce the overall funding by £18K

Option 3:

- o To consider other options as discussed by members.

Members discussed the report and acknowledged the benefits of option 1 making the grants system and the funding of community groups more modern and streamlined.

Having considered the advice of the PAG, the Portfolio Holder **RECOMMENDED** to Cabinet:

1.1. To merge the Community Development grants and the Subs and Donations fund to promote a grant scheme with a single application process. The criteria and scheme management to be the subject of a further report, but to follow the principles detailed in Appendix 3.

1.2. To continue to promote the Chairman's Fund, the criteria and scheme management to be the subject of a further report.

1.3. To promote a range of funding opportunities to enable voluntary and community organisations access funding for their services, including; Crowd Funding, Trust Funding, and local authority lottery funding.

70. LOCAL AUTHORITY LOTTERY

Members considered the report Local Authority Lottery.

The report acknowledged that local community and charitable organisations are finding it more difficult to access funding. Therefore, it is proposed that a joint community lottery between SBDC and CDC, where a percentage of ticket sales goes to local community and charitable organisations, is implemented to help diversify and improve funding. Members discussed the report's preference for Gatherwell to be appointed as the lottery operator and clarified that 60% of ticket sales would go to good causes, 50% to named causes and 10% to a central fund which the council would manage. Members also discussed that there had previously been a South Bucks charitable lottery and that should the lottery go ahead CDC would need to agree to it. Members established the set-up costs and how local organisations become beneficiaries, which officers confirmed was via donations through individual web pages.

After discussion with the PAG, the Portfolio Holder **RECOMMENDED** the following to Cabinet:

- a. To establish a local authority lottery in partnership with Chiltern District Council.
- b. To appoint Gatherwell as the external lottery manager (ELM) to run all or part of the lottery for a period of up to 5 years, subject to annual review.
- c. That the set up costs are taken from savings in the joint Community budget for 2016/17.

71. EXTENSION TO THE GLL CONTRACT TO MANAGE THE EVREHAM CENTRE

Members considered the report Extension to the GLL Contract to Manage the Evreham Centre.

The report detailed the current User Agreement between SBDC and Bucks County Council (BCC) who jointly fund the Evreham centre. Members clarified the legal status of the agreement and noted that on a day-to-day basis the centre is run by Greenwich Leisure Ltd (GLL). It was noted that there is low footfall and GLL is currently subsidising the centre at a rate of £30k pa. It is intended that the centre is kept open until 2021, whilst replacement options and the redevelopment of the site is researched by a joint Project Group. Members acknowledged that some short-term repair work is necessary, which will be paid for using the joint maintenance budget. Members confirmed the running costs going forward and agreed that the extension to the contract allows for discussion on the best way forward after 2021.

After discussion with the PAG, the Portfolio Holder **RECOMMENDED** that the following is considered by Cabinet:

1. To continue to operate the Evreham Centre until 2021, in accordance with the terms of the joint User Agreement.
2. To extend the current contract with GLL to operate the centre until 2021
3. To undertake the mechanical, electrical and structural survey funded from the joint maintenance budget.
4. To establish a joint project group to deliver replacement leisure and community facilities and meet the affordable and supported housing needs as identified in the local plan.

72. JOINT PRIVATE SECTOR HOUSING STRATEGY AND FINANCIAL ASSISTANCE POLICY

Members considered the report Joint Private Sector Housing Strategy and Financial Assistance Policy.

The report detailed a number of amendments to the strategy and associated policies, including changes reflecting acts of parliament, the incorporation of members' feedback and further flexibility to the Financial Assistance Policy, which will improve conditions for residents in Houses in Multiple Occupations (HMOs). Members understood that due to likely changes stemming from the Housing and Planning Act (2016), it would be practical to give the Head of Healthy Communities the delegated power to amend the Enforcement Policy and Houses in Multiple Occupation Policy, as and when statutory changes come into effect.

Following discussion and feedback from members, the Portfolio Holder **NOTED**:

- The outcome of the consultation on the joint draft strategy and associated policies.

The Portfolio Holder **RECOMMENDED** to Cabinet:

- To consider the subsequent minor amendments to Strategy and Action Plan and make comments for final consideration
- To agree delegated authority to the Head of Healthy Communities to make future minor amendments to the policies in consultation with the Portfolio Holder for Healthy Communities

73. **CHILTERN DISTRICT COUNCIL AND SOUTH BUCKS DISTRICT COUNCIL TEMPORARY ACCOMMODATION FRAMEWORK**

Members considered the report Chiltern District Council and South Bucks District Council Temporary Accommodation Framework.

The report detailed the recent legal duty for councils to provide a public statement on how they supply temporary housing, which members acknowledged.

Following discussion and having considered the advice of the PAG, the Portfolio Holder **RECOMMENDED** to Cabinet:

1. The draft Temporary Accommodation Framework Document and that Cabinet provides comments as appropriate
2. To delegate authority to the Head of Healthy Communities to publish and implement a finalised Temporary Accommodation Framework Document in consultation with the Portfolio Holder for Healthy Communities

74. **REPORTS FROM MEMBERS**

Members and the Portfolio Holder received the reports from Cllr Matthews on the September and October meetings of the Health and Adult Social Care Select Committee, as well as the report from Cllr Pepler on the September meeting of the Buckinghamshire Healthcare Trust.

It was **RESOLVED** that the reports be noted.

75. **HEALTHY COMMUNITIES UPDATE REPORT**

Members received the update report from the Head of Healthy Communities, which included updates on Bucks Home Choice, Homelessness, Private Sector and Affordable Housing, Housing Support, Licensing, Environmental Health, Community Safety and Community and Leisure.

At the meeting the Head of Healthy Communities reiterated that affordable housing is lacking in the district and that positive initiatives include 12 affordable rental flats on the SGT site. Members clarified where temporary housing is located and emphasised the importance of affordable housing initiatives. Officers confirmed that affordable housing is included in SBDC planning policy. Good results in environmental health, including near 100% food inspection completion and 96% for regulatory compliance, were shared with members. Members were pleased to hear that bids for external funding to tackle air pollution were in hand. The rise in burglaries, up 36%, vehicle theft, up 24.5%, and violent crime, up 36.3% were also discussed. The rise in violent crime is linked to recent changes to national recording standards and therefore is not strictly comparative with previous years. Members requested that a breakdown of crime in the district is circulated to members, which the Head of Healthy Communities confirmed had been requested.

After discussion within the PAG, the Portfolio Holder **RESOLVED** that the report be noted.

76. **ANY OTHER BUSINESS**

None.

77. **EXEMPT INFORMATION**

"That under Section 100(A)(4) of the Local Government Act 1972 following item of business is not for publication to the press or public on the grounds that it involves the likely disclosure of exempt information as defined in Part 1 of Schedule 12A to the Act."

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

78. **REPLACEMENT OF THEATRE FLOOR AT BEACON CENTRE**

The Portfolio Holder confirmed that the issue in the report should be discussed further amongst members and, subject to confirmation of dates, presented at the meeting of the PAG currently scheduled for 13 June 2017.

The Portfolio Holder **RESOLVED** to defer the report.

The meeting terminated at 6.55 pm

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SUBJECT:	<i>Review of the Council's Community Development, Subs and Donations and Chairman's Community Fund Grants</i>
REPORT OF:	<i>Community Portfolio – Councillor Paul Kelly</i>
RESPONSIBLE OFFICER	<i>Head of Healthy Communities - Martin Holt</i>
REPORT AUTHOR	<i>Leisure Client and Community Officer – Claire Speirs. 01895 837306 claire.speirs@southbucks.gov.uk</i>
WARD/S AFFECTED	<i>All</i>

1. Purpose of Report

- 1.1. The review of the Chairman's Fund, Community Development grants, and the Subs and Donations fund, seeks to revise the Council's approach to its community funding and enable organisations to access a wider range of funding opportunities.

2. RECOMMENDATION

- 2.1. To merge the Community Development grants and the Subs and Donations fund to promote a grant scheme with a single application process. The criteria and scheme management to be the subject of a further report, but to follow the principles detailed in Appendix 3.
- 2.2. To continue to promote the Chairman's Fund, the criteria and scheme management to be the subject of a further report.
- 2.3. To promote a range of funding opportunities to enable voluntary and community organisations access funding for their services, including; Crowd Funding, Trust Funding, and local authority lottery funding.

3. Reasons for Recommendations

- 3.1. Grant funding is a vital part of the funding mix within a local economy as it enables the Council to work with voluntary and community organisations to respond to the needs of the community and to tackle health inequalities.
- 3.2. Grant funding may include small items such as rent, insurance, or funding projects and community initiatives. Grant funding may be part of the mix of funding being sought by the community
- 3.3. Grant funding assists in building capacity within the community and supports the delivery of services that are no longer being delivered by statutory agencies.
- 3.4. With increasing budget pressures the Council needs to find significant savings by 2019

- 3.5. The council currently has several different approaches to grant funding, through operating three grant funding streams and through the award of Service Level Agreements. This report seeks to rationalise the approach, reducing administration and management of the schemes and widening the opportunities for organisations to access other forms of funding.
- 3.6. The current grant schemes are confusing in that they offer funds with overlapping criteria at different times of the year. Introducing a Community Grants fund for grants up to £1,500 and retaining the Chairman's Fund for small grants up to £250 would reduce duplication of the schemes.
- 3.7. On occasion the council may choose to award grants in excess of £1,500, in future these would be through a Service Level Agreements for organisations delivering services closely linked to the Council priorities and that the Council wishes to support.
- 3.8. The introduction of a Local Authority lottery scheme, promoting the crowd funding initiatives and promoting community trust funding will diversify the funding opportunities for local community groups and encourage local community organisations to self-promote themselves more effectively and raise awareness of their group locally.

4. Content of Report

Current Situation

- 4.1. The Council currently supports a range of voluntary and community organisations that deliver services or enable community involvement and participation through grant funding of £89,110/annum. The mid-term financial strategy identifies the opportunity to deliver £18,000 savings from community funding.
- 4.2. South Bucks District Council currently operates three grant schemes; Community Development Grants, Subscriptions and Donations and the Chairman's Community Fund.
- 4.3. To ensure continued funding to organisations that have historically received Service Level Agreement funding from the Council, awards of funding have been agreed for the current financial year, until 2019/20 for; Three Rivers CAB, Padstones, and Wycombe Women's Aid subject to an annual review. Rape Crisis has also been awarded funding from the Council and Mediation Buckinghamshire is funded through an SLA with the joint Community Safety service.
- 4.4. It is envisaged that other partner organisations closely linked to shared services may apply for funding for 2017/18 onwards; any funding agreed would be through those joint funding streams. Applications would be considered following submission of a business plan and consideration by the Policy Advisory Group.
- 4.5. **Community Development Grants** are open year round and applicants can apply to 1 of the 4 different programmes: Community Development Grants, Community Environment Grants, Playground Grants and Village Hall Grants. The total money available for the current financial year is £15,000 across all four of the programmes. Groups can apply for capital purchases across the four grant programmes, all projects must be open and accessible to the public and located in South Bucks. Funding is available for the purchase of equipment or materials and

building and refurbishment works. Guidance on community development grants can be found here: <http://www.southbucks.gov.uk/CommunityGrants>

- 4.6. The '**Subscriptions and Donations**' scheme is designed to help organisations continue to provide important local services for residents. This grant is to help towards the general running costs but cannot be used to purchase equipment. The grant is open to organisations located within the district and/or to organisations that benefit local residents. Guidance on Subscriptions and Donations can be found here: <http://www.southbucks.gov.uk/Subsanddonations> . The funding available through the Subs and Donations scheme is £31680/annum
- 4.7. The **Chairman's Community Fund** provides funding to voluntary groups and smaller charities. Funding has been allocated to; artistic, cultural, sporting and leisure time activities, which improve the quality of life for participating residents. Local charities can apply for funding throughout the year and grants typically average £250 per application. Currently there is not a separate budget for this fund instead monies are externally raised throughout the year to enable grants to be made. Over the years funds have been raised through charity golf days, the Chairman's marathon, staff donations, the sale of London 2012 Olympic badges.
- 4.8. Since 2013/14 South Bucks District Council has awarded ninety three grants to sixty three different organisations. **Appendix 1** details the various organisations that have been awarded funding, how many times a grant has been given and how much funding has been awarded. This demonstrates the need for funding and range and diversity of organisations operating in South Bucks.
- 4.9. Since 2013/14, the ninety three projects have been awarded £119,409 in grant funding with the cumulative value of total project cost being £4,171,392 producing a return of 34 times greater than the Councils initial investment demonstrating excellent value.
- 4.10. Grants awarded range from £100 to £7,000 with the average being £1,280. Of the sixty three organisations, forty seven received a one off grant, eight have received a grant twice, four have received a grant 3 times, three have received a grant 4 times and one has received a grant for each of the last 5 years.

Proposal

- 4.11. Applicants have advised that the three current grant streams are confusing and time consuming to apply for funding. The Council also has to manage the three schemes undertaking activities to market, promote and administer the schemes. Amalgamating the grants in to two schemes would reduce costs and free up resources for other community development tasks.
- 4.12. It is recommended to develop a grant programme that is about meeting needs of the community, as identified by the community that the grant fund is targeted at. This could mean funding projects, or it might be funding core costs. Covering costs such as rent or insurances for organisations can enable them to continue to provide services and facilities for communities. There is a commitment to collective action to bring about change in communities.

In taking forward this approach for 2017/18 onwards it is proposed that Council operates;

A) The Chairman's Fund

4.13. Allowing access to funding for voluntary groups and smaller charities and individuals of up to £250 per application to support community led initiatives. The grant criteria to be clearly defined and a simple application and decision making process adopted. Funding would continue to be raised by the Chairman for this Fund.

B) Community Development Grants

4.14. Allowing access to funding of up to £1500 per application for projects, core funding and community initiatives. This to include small items such as rent, insurance, or funding projects and community initiatives. The grant criteria to be clearly defined and a simple application and decision making process adopted.

4.15. Administration of this Fund could be retained in house or consideration given to being matched funded by the 'Heart of Bucks' (formally Bucks Community Foundation) the countywide community foundation. As well as being match funded, any specific grant funds managed by the foundation e.g. Slough Fund could enable the COMPACT principle of applying once and accessing alternative fund raising streams, run by the community foundation.

4.16. The foundation would promote and manage the Community Development fund locally inviting the Chairman or other Council member to participate in the decision making process or the awards of funding, enabling the Council profile to be maintained. In return for managing the grants applications the foundation would normally charge 10% of the funding stream.

4.17. Through partnership delivery with 'Heart of Bucks' there may be options to develop the fund as a recognised charity enabling 'Just Donate' or 'Just Giving' to be promoted as a mechanism to enable charitable donations to top the fund and be tax efficient.

4.18. It is proposed that £10,000 is initially allocated to the Community Development Fund to be managed by Heart of Bucks which if matched would enable £20,000 to be available for local organisations.

4.19. Another report also proposes that the Council operates a local authority lottery, through which the Council could top up the Community Fund. Experience from other authorities operating such a lottery is that the Community Fund could be increased by £10,000/annum.

4.20. If £6,000 from the lottery was match by Heart of Bucks then up to £32,000 would be available for community organisations through the Community Development Fund which matches the current subs and donations programme (£31,680). Such an approach would enable £15,187 savings to be delivered in 2017/18 and as the lottery funding increases the contribution the council makes to the Community Development Fund could be reduced enabling the delivery of £18,000 savings by 2018/19.

CAB	42,430
Subs and donations	31,680

Community Dev grants	15,000
Total	89,110
Minus the SLAs	-63,923
Balance	25,187
Transfer to Heart of Bucks*	-10,000
Potential savings	15,187

* the top up allocation may reduce to zero as the lottery funding takes off enabling savings to be delivered.

Service Level Agreements

4.21. The review also identified that there are a limited number of key organisations that the Council grant aids to support their services being delivered in the area, that directly impact on the Council's key objectives as detailed in Appendix 2.

4.22. It is recommended to focus the Council's grant funding to support service delivery that assists the Council's objectives. Organisations receiving funding would be subject to outcome performance monitoring and awarded a three year service level agreement, reviewable annually, should the organisation no longer deliver in accordance with Council priorities.

4.23. Applications for funding from new organisations would be subject to a business plan meeting the Council's Objectives and subject to the Council's financial constraints.

Other Funding opportunities

4.24. A number of organisations have an indirect impact on the Council through their work in supporting volunteering and reducing isolation and delivering activities for young people or providing care services at home or in a hospice.

4.25. These organisations along with community groups, sports clubs, and charities would be encouraged to access other funding streams such as;

- Community Funding Trusts
- National Lottery Awards for All <https://www.biglotteryfund.org.uk/global-content/programmes/england/awards-for-all-england>
- Other National Lottery funding programmes e.g. active People
- Crowd funding designed to promote Community and Voluntary organisations to fund projects and specific causes e.g. Crowdfunder which offers communities a share in projects they are delivering <http://www.crowdfunder.co.uk/community-shares-page?gclid=CNjvi8aC3c4CFYaVGwodifQEJA> . projects that could benefit include community buildings, community transports initiatives and community services being delivered by not for profit organisations e.g. village shops and pubs.

Community Benefit of these changes to grant funding

4.26. These recommended changes would build capacity within community organisations and reduce reliance on Council funding streams as well as;

- Increasing the profile of the Community Development Grants

- Reduced management of the Councils grant processes
- Providing matched funding mechanisms enabling the Councils community funding assistance to be maintained at current levels whilst enabling savings to be delivered
- Enable a link between the community organisations, their service delivery, supporters and funding streams such as; the crowd funding and lottery initiatives.
- Widen the access to funding streams to deliver community projects
- Potential of delivering £18k savings in SBDC or to reinvest funds in another organisation supporting the Councils aims and objectives in service delivery.

5. Consultation

To inform this report's recommendations previous recipients of Community Development Grants and Subscriptions & Donations Grants dating back over the previous 4 years were contacted and their views sought. 53% of recipients responded and were asked to comment on the following:

- Total cost of projects
- Number of beneficiaries
- Number of volunteers and paid staff
- Type of service provided
- Key groups benefiting from support
- Value (£) of your service outcomes
- Case studies
- Additional funding secured to deliver the service?
- What support would organisations require from the Council if funding was reduced or organisations were to be unsuccessful in a future application?

6. Options

Option 1

- Amalgamate the Community Development Grants and Subs and donations Awards in to a single grant scheme.
- Manage the new Community Development Grant scheme via the Heart of Bucks Community Funding Trust with the Councils contribution match funded
- Develop a local authority lottery
- Subsidise the new Community Development Grant via the local authority lottery.
- Support community groups to crowd fund projects
- Direct applicants to funding support and advice to access other grants

Option 2

- Continue operating three separate grant schemes but reduce the overall funding by £18K

Option 3

- To consider other options as discussed by members.

7. Corporate Implications

Reports must include specific comments addressing the following implications;

- 3.1 *Financial – Savings of £15,000 can be offered with this proposal in 2017/18 with the potential of further savings if the lottery performance is greater than anticipated.*
- 3.2 *Legal – Lottery will be fully licenced and the Council has powers to operate a local authority lottery.*

8. Links to Council Policy Objectives

- Sustain and Grow a Thriving Voluntary and Community Sector
- Help All Communities Get On Well Together

9. Next Step

Following agreement, to recommend to Cabinet the introduction of the Local Authority Lottery and a new grants scheme and its administration with Heart of Bucks.

Background Papers:	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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Appendix 1

Organisations in receipt of funding from SBDC since 2013/14

Organisation/recipient	Number of grants received	Total funding given
Adam Peters	1	£200.00
Amelie Morgan	1	£250.00
Adviza (time to talk)	1	£2,000.00
Age Concern, Bucks	1	£2,300.00
Anna Carter-Roberts	1	£200.00
Alexandra Kaye	1	£250.00
Alexander Devine Children's Hospice	1	£1,200.00
Alzheimer's Society	2	£1,500.00
Beaconsfield Advisory Group	1	£550.00
Beaconsfield Parish Council	1	£300.00
Berkshire East and South Bucks Women's Aid	1	£1,000.00
Bucks Army Cadets	1	£1,150.00
Bucks best kept village	1	£100.00
Bucks Mind	1	£1,200.00
Bucks County Council	1	£150.00
Bucks Vision	4	£2,550.00
Burnham Lighthouse	1	£500.00
Burnham Parish Council	1	£300.00
Burnham Youth Club – Sound Studio	3	£2,250.00
Careers Springboard (Gerrards Cross)	1	£300.00
Careers Springboard	1	£100.00
Carers Bucks	3	£3,600.00
Child Bereavement Trust	1	£500.00
Chiltern Citizen Advice Bureau	2	£2,000.00
Chiltern MS Centre	2	£2,000.00
Contact the Elderly	2	£340.00
Denham Bowls Club	1	£1,500.00
Dorney Village Hall	1	£5,580.00
Dorney Youth Club	3	£1,541.00
Farnham Common Village Hall	1	£6,170.00
Francesca Well	1	£200.00
Friends of Holtspur Park	1	£400.00
Gap & synergy	1	£500.00
Garvin Avenue Over 65's Club	3	£300.00
Gerrards Cross Fun Run	2	£1,673.74
Girlguiding Beaconsfield	1	£2,000.00
Headway South Bucks	1	£500.00
Hedgerly Historical Society	1	£300.00
Helen Carter-Roberts	1	£200.00
Iver Heath Bowls Club	1	£1,500.00
Iver Parish Council	1	£5,000.00
Kate Bannister	1	£200.00
Localgiving.com	1	£200.00
Madelene Paton Luncheon Club (Denham)	2	£200.00
Mona Lisa Arts & Media	1	£500.00
Mr G Taplin	1	£250.00
Naylor Ball	1	£328.00
Odds Farm Residents Association	1	£100.00
One Can Trust	1	£500.00
Padstones (Burnham)	6	£25,220.00
Paul Jeffreys	1	£250.00
Rape crisis	1	£500.00
Relate (Mid Thames and Buckinghamshire)	4	£2,250.00
Rennie Grove Hospice	2	£1,220.00
South Bucks Hospice	1	£1,000.00
South Bucks Riding for the Disabled	1	£500.00
Stoke Poges Parish Council	1	£300.00
Stoke Poges Society	1	£200.00
Stoke Poges Village Hall	1	£485.00
Thames valley adventure playground	1	£500.00
The Curzon Centre	2	£3,500.00
V A Parry & A Parry	1	£52.00
Wycombe Women's Aid	4	£27,000.00
	93	£119,409.74

Appendix 2

Organisations in receipt of Subs and Donations funding from SBDC 2016/17

Organisation	No's of grants received	Total funding given	Description of service delivery	Link to Key objectives	Links to service delivery	Impact on service delivery	Recommendation
Adviza (time to talk)	1	£2,000	Delivers the Connexions contract for Buckinghamshire and National Careers Service contract. Supports young people and adults obtain careers guidance and development sessions to enable people in to work.	Partially links to 'Support activities for Young People which build capacity and prevent crime and disorder'	Not a core District Council service.	No direct impact on the Councils key service delivery	Promote via Lottery Good Cause
Alexander Devine Children's Hospice	1	£1,200	Supports approx. 10 children with a terminal illness in SBDC	Address the need of the elderly and those who are vulnerable	Not a core District Council service.	No impact on the Councils key service delivery	Promote via Lottery Good Cause
Bucks Mind	1	£1,200	Address the needs of those with mental health problems including dementia, who are isolated because of their issues.	Address the need of the elderly and those who are vulnerable Reducing isolation in the	Assisting the Council in delivering a dementia friendly community and reduce social isolation	No direct impact on the Councils key service delivery	Alternative funding via <ul style="list-style-type: none"> • Lottery Good Cause • Lottery Community Fund • Trust and Community Funds

Bucks Vision	4	£2,550	<p>Address the needs of those with sight and vision problems who can become isolated in the community because of their issues.</p> <p>Supports the delivery of the Stoke Poges club run a monthly musical and entertainment event</p>	<p><i>community engagement with older people and action groups</i></p> <p><i>Building capacity through supporting opportunities for volunteering and community participation</i></p> <p><i>Address the need of the elderly and those who are vulnerable</i></p> <p><i>Reducing isolation in the community through engagement with older people and action groups</i></p>	Assisting the Council in reducing social isolation	No direct impact on the Councils key service delivery	<p>Alternative funding via</p> <ul style="list-style-type: none"> • Lottery Good Cause • Lottery Community Fund • Trust and Community Funds • Chairman's Lottery • Awards for All
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				<p><i>Building capacity through supporting opportunities for volunteering and community participation</i></p>	<p>Support activities for Young People which build capacity and prevent crime and disorder'</p> <p><i>Building capacity through supporting opportunities for volunteering and community participation</i></p>	<p>Assists the Council in delivering diversionary activities</p>	<p>Potential impact on ASB and fear of crime</p>	<p>Alternative funding via</p> <ul style="list-style-type: none"> • Lottery Good Cause • Lottery Community Fund • Trust and Community Funds • Chairman's funds • Awards for All
<p>Burnham Youth Club</p>	<p>3</p>	<p>£2,250</p>	<p>Supports activities for young people</p>	<p><i>Address the need of the elderly and those who are vulnerable</i></p>	<p>Assisting the Council in delivering a dementia friendly</p>	<p>No direct impact on the Councils key service delivery</p>	<p>Alternative funding via</p> <ul style="list-style-type: none"> • Lottery Good Cause • Lottery Community Fund 	
<p>Carers Bucks</p>	<p>3</p>	<p>£3,600</p>	<p>Supports carers groups in the community and provides advice and assistance.</p>					

			<p>Funding assists support clubs in Denham and Iver</p>	<p><i>Reducing isolation in the community through engagement with older people and action groups</i></p> <p><i>Building capacity through supporting opportunities for volunteering and community participation</i></p>	<p>community</p>		<ul style="list-style-type: none"> • Trust and Community Funds • Chairman's funds • Awards for All
<p>Dorney Youth Club</p>	<p>3</p>	<p>£1,541</p>	<p>Delivers a children and young people youth club aged 5yrs to 17yrs. Funding provided for Insurance, training and trips</p>	<p><i>Support activities for Young People which build capacity and prevent crime and disorder'</i></p> <p><i>Building capacity through supporting opportunities</i></p>	<p>Assists the Council in delivering diversionary activities</p>	<p>Potential impact on ASB and fear of crime</p>	<p>Alternative funding via</p> <ul style="list-style-type: none"> • Lottery Good Cause • Lottery Community Fund • Trust and Community Funds • Chairman's funds • Awards for All

Garvin Avenue Over 65's Club			Supports older people access social activities at the Curzon Centre reducing social isolation	<p><i>Address the need of the elderly and those who are vulnerable</i></p> <p><i>Reducing isolation in the community through engagement with older people and action groups</i></p>	<p><i>for volunteering and community participation</i></p> <p><i>Address the need of the elderly and those who are vulnerable</i></p> <p><i>Reducing isolation in the community through engagement with older people and action groups</i></p>	Assisting the Council in reducing social isolation	No direct impact on the Councils key service delivery	Funding via Chairman's Fund Or lottery Community Fund
Padstones (Burnham)	3	£300	Padstones delivers accommodation support for young people aged 16-20 who are homeless, vulnerable and at risk	<p><i>Building capacity through supporting opportunities for volunteering and community participation</i></p> <p><i>Prevention of homelessness</i></p>	Not currently a core District Council service.	Indirect impact on the Councils key service delivery of Homelessness as the activity provided may assist in the prevention of homelessness.	<p>Funding via</p> <ul style="list-style-type: none"> • SLA • Lottery Good Cause • Lottery Community Fund • Trust and Community Funds 	
	6	£25,220						

<p>Relate (Mid Thames and Buckinghamshire</p>			<p>Supports partner and family with breakups, arguments, affairs, sexual problems, domestic violence and abuse, post-divorce and separation parenting, step-families, retirement, new baby, anything that has an effect on relationships.</p>	<p><i>Support voluntary sector organisations with advice, assistance, funding and other non-financial support</i></p> <p><i>Building capacity through supporting opportunities for volunteering and community participation</i></p> <p><i>Prevention of homelessness</i></p> <p><i>Support voluntary sector organisations with advice, assistance, funding and</i></p>	<p>Not a core District Council service.</p>	<p>Indirect impact on the Councils key service of Homelessness as the activity provided may assist in the prevention of homelessness.</p>	<p>Alternative funding via</p> <ul style="list-style-type: none"> • Lottery Good Cause Fund • Lottery Community Trust and Community Funds
	<p>4</p>	<p>£2,250</p>					

Rennie Grove Hospice	2	£1,220	Supports those with a terminal illness	<i>Address the need of the elderly and those who are vulnerable</i>	Not a core District Council service.	No direct impact on the Councils key service delivery	Promote via Lottery Good Cause
South Bucks Hospice	1	£1,000	Supports those with a terminal illness	<i>Address the need of the elderly and those who are vulnerable</i>	Not a core District Council service.	No direct impact on the Councils key service delivery	Promote via Lottery Good Cause
Three Rivers Citizens Advice Bureau			Citizens Advice provide advice and assistance including: employment advice, housing advice and assistance, prevention of homelessness, debt advice, benefit and council tax advice and assistance	<i>Building capacity through supporting opportunities for volunteering and community participation</i> <i>Prevention of homelessness</i> <i>Support voluntary sector organisations with advice,</i>	Delivering cost-effective, customer-focused services by providing accessible, quality assured advice to residents at a very low cost. working towards safe and healthier local communities by alleviating stress and improving mental health by helping	Citizens Advice contributes to a number of the Council's services including; employment advice, prevention of homelessness, debt advice, benefit and council tax advice and assistance	Funding via <ul style="list-style-type: none"> •SLA •Lottery Good Cause •Lottery Community Fund •Trust and Community Funds
		£42,000					

Wycombe Women's Aid												<ul style="list-style-type: none"> •Funding via SLA •Lottery Good Cause •Lottery Community Fund •Trust and Community Funds 		
Organisations that did not receive funding in 2016/17 but deliver services in the District														
Chiltern Citizens Advice Bureau	4	£27,000										<p>Citizens Advice provides advice and assistance including; employment advice, housing advice and assistance, prevention of homelessness, debt advice, benefit and council tax advice and assistance</p> <p><i>Building capacity through supporting opportunities for volunteering and community participation</i></p> <p><i>Prevention of homelessness</i></p> <p><i>Support voluntary sector organisations with advice,</i></p>	<p>Citizens Advice contributes to a number of the Council's services including; employment advice, prevention of homelessness, debt advice, benefit and council tax advice and assistance</p> <p>Delivering cost-effective, customer-focused services by providing accessible, quality assured advice to residents at a very low cost.</p> <p>working towards safe and healthier local communities by alleviating stress and improving mental health by helping</p>	<p>Funding via</p> <ul style="list-style-type: none"> •Possible future SLA on receipt of a business case or consideration of competitive process to merge service delivery with Three rivers from 2018/19 •Lottery Good Cause •Lottery Community Fund •Trust and Community Funds
	2	No application received												

				<i>assistance, funding and other non-financial support</i>	residents solve their problems		
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Draft Grants Criteria

- Only projects designed to meet purely local needs or which demonstrably provide significant benefit to the local community will be considered. Organisations must operate on a non-profit distributing basis.
- The Council will target its support to those organisations that contribute towards the achievement of its general priorities and objectives and, more specifically, those set out in the Community Wellbeing Plan.
- Grants will not normally be awarded for projects designed purely for places of worship. Consideration will, however, be given to applications for assistance towards Church Halls and other Community Halls where use and/or hiring is open to all.
- In considering any application, the Council will have regard to existing facilities/projects of a similar nature designed to meet the same needs.
- In deciding upon the appropriate level of support, the Council will have regard to other sources of income available to your Organisation.
- In submitting an application, the Organisation must provide evidence that it has adopted a Constitution and that a properly constituted committee of management has been appointed.
- The Council must be satisfied that the applicant has the necessary expertise and resources to see the project through to successful completion.
- Grants will not be made in respect of projects on which work has already started, or in lieu of expenditure to which applicants are already committed.
- Grants will be paid in arrears. Clear evidence of expenditure incurred must be provided, before payments are made.
- Any grant approved will be subject to certain conditions which must be satisfied before payment is made. The applicant must indicate acceptance of such conditions when any offer of a grant is made.
- Applicants must submit the organisations latest accounts, constitution and safeguarding policies where necessary
- All Organisations will be required to submit accounts for any year in which a grant has been paid. The accounts should be independently examined.
- Organisations will be required to provide details of performance against targets set.
- Membership of the Organisation making the application should be open to all, with no application for membership being refused on anything other than reasonable grounds.
- Applicants who have received a grant in the past are advised that this does not guarantee any future commitment by the Council
- South Bucks District Council must be recognised as supporter of the project. This could include installation of a plaque at the site or inclusion on any publicity material relating to the project.
- All successful applications must complete an evaluation form and where necessary submit proof of purchase(s). Failure to submit the evaluation form will disqualify the organisation from any future applications.
- Grant awarded must be spent in full as per application, there must be no changes as to how the funds are spent.
- The applicant is responsible for any insurances, maintenance, or other associated costs of the project.
- Project must be completed by end of financial year.

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SUBJECT:	<i>Local Authority Lottery</i>
REPORT OF:	<i>Healthy Communities Portfolio Holder – Councillor Paul Kelly</i>
RESPONSIBLE OFFICER	<i>Martin Holt – Head of Healthy Communities</i>
REPORT AUTHOR	<i>Martin Holt – 01895 837354 – Martin.Holt@SouthBucks.gov.uk</i>
WARD/S AFFECTED	<i>All</i>

1. Purpose of Report

To propose that the South Bucks District and Chiltern District Councils run a local authority lottery and both councils commission Gatherwell to operate the local authority lottery on behalf of both Councils

RECOMMENDATION

The PAG is asked to advise the Portfolio holder to recommend to Cabinet:

- a. To establish a local authority lottery in partnership with Chiltern District Council.
- b. To appoint Gatherwell as the external lottery manager (ELM) to run all or part of the lottery for a period of up to 5 years, subject to annual review.
- c. That the set up costs are taken from savings in the joint Community budget for 2016/17.

2. Reasons for Recommendations

Many voluntary and community organisations are funded by local charity donations and or grants from public bodies; in a period of austerity such public funding is reducing and organisations are finding it more difficult to access.

A review of community funding has identified the need to widen the opportunities for funding for community organisations, such as; Charitable giving e.g. 'Just Donate' or 'Just Giving'; Crowd funding for projects, GLL has just launched <https://www.spacehive.com/> a sports crowd funding site which allows GLL to allocate £2,500 to successful projects; Charitable trust funding and/or Local authority lottery funding.

A local authority lottery delivered on line, which can become a valuable source of additional fund raising for local community and voluntary organisations and be used as an exemplar fund raising platform. The Vale Lottery run by Aylesbury Vale District Council has raised over £60,000 in 'Good Causes' funding in less than 9 months.

A comparison of the two lottery providers is detailed in Appendix 1, which identifies the difference in set up cost between the two potential lottery providers. This report seeks Cabinet approval to appoint Gatherwell to run and operate the local authority lottery for the following reason;

- a. Whilst other lottery providers exist Gatherwell are the only provider of a dedicated local authority on line lottery, which has been piloted in Aylesbury and consequently

Gatherwell have the specialist knowledge and experience to establish the lottery by 1st April 2017.

- b. The initial contract cost payable from the Council to Gatherwell would be £3,516 thereafter the lottery itself funds the providers costs. The alternative provider would charge £199 set up fee, but the additional promotional costs required by this provider would be in excess of £10,000 to the Council.
- c. All administration of the scheme including payments and prizes would be undertaken by Gatherwell requiring minimal administration by the Council.
- d. The local authority lottery operated by Gatherwell directly benefits Good Causes and directly reflects the effort these organisations undertake in promoting their site on the lottery.
- e. The local authority is not required to promote the lottery or the lottery be branded by the Council as the promotion is undertaken by the Good Causes and the lottery provider. This breaks the perceived link between supporters and opinions that the council is raising funds through a lottery to deliver its services.
- f. 80% of the lottery ticket goes to prizes and 'Good Causes and the Community Fund' as opposed to 50% from other lottery providers
- g. The lottery payments and prizes are administered by Gatherwell and not via the Council
- h. It is anticipated that a maximum of 10,000 supporters (average of 2,000 weekly ticket sales) would play the weekly lottery over a five year period resulting in ticket sales of £520,000 and an effective contract price of £88,400 (over the 5 years)
- i. With 10,000 weekly supporters £312,000 (£62,400/annum) would be raised over a 5 year period for the voluntary and community sector, which in the longer term could provide alternative funding to the sector than the use of Council funds.
- j. The proposal by the alternative provider detailed in Appendix 1 is not considered to provide best value and would involve the Council in more administrative costs and risks.
- k. The Council would vet and approve 'Good Causes' before they can create their own page and advertise on the lottery
- l. The award of funding from the Community Fund would be administered by the Council whilst Good Causes would receive funding directly from the lottery provider.

3. Content of Report

This report seeks approval to develop a Local Authority Lottery in partnership with Chiltern District Council targeting supporters across both districts and outside the area to raise funds for Good Causes and a Community Fund.

Officers have explored with lottery operators advertised on the charity commission website regarding the opportunity to deliver a scheme across both districts. Only two have made proposals, one of which does not currently operate a local authority lottery. A comparison of the two lottery operators offers is detailed in Appendix 1. The preferred choice is to deliver a weekly online lottery across both South Bucks District Council and Chiltern District Council in partnership with Gatherwell, the operator of the Vale Lottery.

Subject to agreement, it is proposed to launch a community lottery similar to the Vale Lottery operating in Aylesbury Vale, from 1st April 2017.

The lottery as designed by Gatherwell, seeks the commitment of local community and voluntary organisations to promote the lottery to their supporters and provides the opportunity to win £25,000.

Community groups are given their own page on the community lottery website with bespoke marketing. There is no cost to community groups to join the lottery. Groups apply to join, once approved by Council officers they can start to promote and sell tickets.

When signing up to play the lottery, players can chose to support either a specific cause/group or support the general good causes pot, the breakdown of how the £1 lottery ticket money is split is below:

£1 lottery ticket money split – players can choose to support a specific good cause or the central fund.

Proceeds Apportionment				
	Specific Good Cause		Central Fund	
	% allocation	£ allocation	% allocation	£ allocation
Prizes	20	£0.20	20	£0.20
Specific good cause	50	£0.50	0	£0.00
Central fund	10	£0.08	60	£0.58
Gatherwell service charge	17	£0.18	17	£0.18
VAT (can claim back)	3	£0.04	3	£0.04
Total	100	£1.00	100	£1.00

How does the lottery work?

- Tickets cost £1 per week.
- Draws are conducted every Saturday at 8pm and results are posted online.
- 60p in every £1 goes to good causes, more than double the percentage that the National Lottery gives to good causes.
- Players sign up via direct debit or payment card; payments are taken on a monthly plan or a 3, 6, or 12 month one off payment.
- Players can buy multiple tickets for multiple causes
- Winners are notified by email and received prize directly into nominated account or to their chosen good cause.
- Good causes are paid their income automatically on a monthly basis.
- Good Causes promote the lottery to their supporters.
- The Community Fund would be administered by the Council
- Good Causes would be vetted by the Council before they can advertise on the lottery

It is proposed that the lottery would deliver;

- A weekly draw at a cost of £1/ticket
- 80% of ticket sales goes to causes and prizes
- On line platform that assist causes across the UK
- A prize fund with 1 in 50 odds of winning a prize
- A maximum prize of £25,000
- Other prizes of £1,000, £250, £25, and 3 free tickets
- Supporters would be able to choose a Good Cause or the central Community Fund
- Marketing and advertising delivered by Good Causes and Gatherwell
- Minimal administration costs following initial set up and promotion.
- Prizes are paid by direct debit
- Operational lottery by 1st April 2017

Based on the experience of Vale Lottery, a target Fund of £60k would be deliverable in the first year providing alternative funding opportunities for local organisations

The lottery enables community organisations and sports clubs that do not traditionally receive Council funding to access other sources of funding.

Costs

In order to set up the lottery both Councils would need to apply for a Local Authority Lottery Licence from the Gambling Commission; licence fee of £348 per year with a one off set up fee of £168.

There is a one off set-up fee to administrator cost of £3,000 which together with the 20% of lottery payments funds the running costs of the lottery: receiving and making direct debit payments, website development, support, payment, and player retention and player engagement.

In the case of the Vale Lottery an additional budget of £3,000 was allocated to market and launch the scheme, it is intended to do the same at Chiltern and South Bucks.

Total costs to set up lottery – year 1

Set up costs year 1	
Gambling Commission Annual Fee	£348(per authority)
Gambling Commission Set up fee	£168(per authority)
Gatherwell set up costs	£3,000
Marketing	£3,000
Total	£6,516*
Costs year 2 onwards	
Gambling commission annual fee	£348
Marketing	£2,000
Total	£2,692

*It is proposed that the set up costs are taken from savings in the Community budget for 2016/17. If both authorities joined the costs in 2016/17 would be £7032.

4. Consultation

Following agreement officers would discuss the operational arrangements and promotion with voluntary sector organisations ahead of the launch

5. Options

- a. *To establish a Local Authority Lottery enabling the Council to diversify the funding streams available to community groups at a time that community resources are reducing. The lottery provides additional fund raising opportunities at a time that other funding streams are diminishing.*
- b. *To establish a Local authority Lottery operating across South Bucks and Chiltern*
- c. *To not proceed with this option*

7. Corporate Implications

Reports must include specific comments addressing the following implications;

- 3.1 Financial – the long term costs for the Council are within current budget estimates and enable future alternative funding streams for the voluntary and community sector at a time of diminishing resources.*
- 3.2 The potential for community funding is only limited by the maximum value of tickets that can be sold in a single lottery, currently £4 million and the maximum aggregate value of lottery tickets that can be sold in any calendar year, currently £10 million. However it is very unlikely that this level of ticket sales would occur, as the population of the two districts is insufficient to reach these figures.*
- 3.3 However it is not anticipated that in the first 5 years of the lottery that more than 10000 weekly supporters would be using the lottery enabling £312,000 to be awarded to Good Causes.*

It is proposed that the set up costs are taken from savings in the joint Community budget for 2016/17.

- 3.4 Legal - Local authorities may run 'local authority lotteries' to raise funds to cover anything for which they have the power to incur expenditure.*
- 3.5 Risks – adverse publicity arising from the Council operating a lottery to deliver its services. The approach by Gatherwell mitigates these risks were as Stirling operating the Unity lottery does not.*

- The branding of the lottery with a neutral identity will avoid accusations that the council is raising funding through a lottery for its service delivery. By ensuring the majority of the funding raised goes directly to Good Causes and not directly to the Council reduces the risk further.*
- A ring fenced Community fund reduces acquisitions of using funding for service delivery.*
- Linking a lottery to local good cases and communities enables the efforts of the good causes in advertising the lottery to their supporters to be reflected in lottery ticket sales and income to the good cause.*
- The lottery is promoted to supporters of local organisations such as sports clubs, many supporters have donated prizes back to the organisations they support increasing the funds to organisations*
- Reduced community funding opportunities – this approach offered by Gatherwell assists organisations to extend their fund raising activities whilst enabling greater support and publicity for their activities.*
- The Council is not involved in the award of prizes, administration of the scheme or the management of direct debits reducing its liabilities, which is not the case for Stirling*

- *Both operators would be responsible for all day to day operations of the lottery, with the Council controlling oversight and governance limiting its liabilities*
- *Both operators are backed by an insurance provider which guarantees any prize payments should this be required*
- *As a start-up company Gatherwell does not have a significant trading history and as with all companies has a risk of failure. The company has however brought an innovative approach to local authority lottery provision and has successfully operated the Vale lottery for the last year and following promotion through the LGA is starting lotteries in Portsmouth, Mendip, Melton Borough, and Gloucester increasing the resilience of the company. Should the Council wish to withdraw from the scheme following its launch a break clause would be incorporated in to the contract allowing provision. Similarly if the company was to fail arrangements would be made to return unallocated ticket sales*
- *Any lottery runs the risk of tempting vulnerable persons in to a gambling addiction. The Council would be a member of Gambling Aware a national help line to assist people who may become addicted.*

8. Links to Council Policy Objectives

Delivering cost- effective, customer- focused services

Working towards safe and healthier local communities

9. Next Step

Following agreement, it will be recommended to Cabinet to implement the Local Authority Lottery.

Background Papers:	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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Comparison between the two lottery providers

	Gatherwell	Sterling
Local authority Lottery provider	Yes	No but extensive charity lottery experience
Ticket costs	£1 per week	£1 per week
Draws	Conducted every Saturday at 8pm and results are posted online	Weekly draws
Prize fund	80% of ticket sales goes to causes and prizes A maximum prize of £25,000 Other prizes of £1,000, £250, £25, and 3 free tickets	50% of ticket sales goes to the Unity for administration and prize fund £25,000 jackpot prize and smaller prizes to attract players of £1,000, £25 and £5 Should one of your winners win the £25,000 we will also donate £2,500 to your cause
	60p in every £1 goes directly to good causes, (more than double the percentage that the National Lottery gives to good causes).	50p from every £1 entry comes back to the Council who would administer the payments to community groups
Odds	A prize fund with 1 in 50 odds of winning a prize	A prize fund with 1 in 63 odds of winning a prize
Ticket sales	Players sign up via direct debit or payment card; payments are taken on a monthly plan or a 3, 6, or 12 month one off payment.	direct debit, card or cheque payments
	Players can buy multiple tickets for multiple causes	Players can buy multiple tickets but the lottery is not linked to local good causes
Payments	Winners are notified by email and received prize directly into nominated account or to their chosen good cause	Prizes paid by cheque
	Good causes are paid their income automatically on a monthly basis.	The council would administer grant payments to organisations
Other benefits	Good Causes promote the lottery to their supporters	No link to local good causes and supporters to play the lottery. Organisations would have to promote the local authority branded lottery which may create adverse reaction.

	Supporters would be able to choose a Good Cause or the central Community Fund	Supporters would not be able to choose a good cause; the decision to award funding would be via the council exposing the risk of allegation that the council is raising funds to deliver services.
	On line platform that assist causes across the UK but operating locally	On line platform that promotes the Council lottery across the UK but no link to local good causes
	Marketing and advertising delivered by Good Causes and Gatherwell	All promotion would be by the Council through bespoke promotional leaflets for your launch, and after that our experts will always be on hand to give you professional advice on the most effective ways to promote your lottery. Leaflet starter pack or you can use your own branded leaflet
Costs	Initial set up cost of £3,516 Gambling commission annual fee £348	Set-up fee of £199, and no administration of the lottery however the Council would be responsible for lottery promotion and award of funding to good causes. It is estimated that with promotional and award of funding the costs to the council would be in excess of £10,000 per annum (staff time and administration)

SUBJECT:	<i>Joint Private Sector Housing Strategy and Financial Assistance Policy</i>
REPORT OF:	<i>Cllr Paul Kelly - Healthy Communities Portfolio Holder</i>
RESPONSIBLE OFFICER	<i>Martin Holt - Head of Healthy Communities</i>
REPORT AUTHOR	<i>Louise Quinn, Senior Housing Standards Officer</i> lquinn@chiltern.gov.uk 01494 732209
WARD/S AFFECTED	<i>All</i>

1. Purpose of Report

To update the Chairman and members of the Healthy Communities Policy Advisory Group following the consultation on a draft joint Private Sector Housing Strategy and associated policies covering financial assistance, Houses in Multiple Occupation and housing enforcement across South Bucks District Council and Chiltern District Council and seek comments on the amended draft strategy.

ITEMS TO NOTE:

- That Members note the outcome of the consultation on the joint draft strategy and associated policies

ITEMS FOR RECOMMENDATION:

- That Members consider the subsequent minor amendments to Strategy and Action Plan and make comments for final consideration by Cabinet
- That Members also agree to give delegated authority to the Head of Healthy Communities to make future minor amendments to the policies in consultation with the Portfolio Holder

2. Reasons for Recommendations

2.1 The Private Sector Housing Strategy forms part of the Council's Policy and Budget Framework. Council Procedure Rules provide for the Chairman of Overview and Scrutiny Committee to be notified of proposed revisions to policy framework documents to enable the Committee to make any comments as part of the consultation process. The Consultation process has now been completed and a number of minor amendments have been made to the draft policy as a result.

2.2 New regulations regarding additional enforcement tools and penalties are expected to be published during 2017 under the Housing and Planning Act 2016, and an extension to mandatory licensing of Houses in Multiple Occupation is also anticipated, though timescales are unknown. Accordingly, the HMO and Enforcement Policies may require amendment in the short term future to reflect these. It will be expedient if the Head of Healthy Communities is able to agree any such amendments to policy in consultation with the Portfolio Holder, provided they are not a major departure to existing policy.

3. Content of Report

- 3.1 On 13 June 2016, members considered a report on the draft joint Private Sector Housing Strategy and associated policies which has been prepared to replace the current Private Sector Renewal Strategy which is now out of date. The strategy reflected changes to national policy and reflected comments and ideas discussed at the member workshop held on 3 February 2016.
- 3.2 Amendments were also recommended to the financial assistance policy to provide more flexibility to assist occupants of mobile homes, disabled people requiring adaptations, and help to improve conditions in HMOs.
- 3.3 Detailed draft joint policies on Houses in Multiple Occupation and Enforcement have also been prepared to provide greater clarity around areas of practice where there is an element of discretion, for example how the Council deals with non-licensable HMOs and Category 2 hazards.
- 3.4 Following consideration by Overview and Scrutiny Committee on 30 June 2016 and approval by Cabinet on 4 July 2016, the strategy and supporting documents were subject to a 6 week consultation via the council's website. Partner agencies, representatives of the Councils Landlord Forum and the voluntary sector were consulted. Only one response was received to the consultation and a number of minor amendments and additions to the Strategy and Action Plan were suggested.
- 3.5 The comments suggested making reference to health and social care savings and to related targets in respect of fuel poverty and affordable warmth and removing the reference to AgeUK, who are no longer pursuing their campaign for energy efficiency in mobile homes. No comments were received on the Financial Assistance, HMO and Enforcement policies.
- 3.6 The Strategy and Action Plan have been amended to reflect the comments received are contained in Appendix 1, with the amendments shown in red.
- 3.7 The Housing and Planning Act 2016 introduces a range of new powers to help to tackle bad landlords which include:
- Banning Orders
 - Database of rogue landlords
 - Extension to rent repayment order
 - Additional requirements to meet 'fit and proper person' test
 - Ability to impose financial penalties as an alternative to prosecution

Regulations and further guidance is expected but has not yet been published. Furthermore, the government has stated its intention to extend mandatory licencing of houses in multiple occupation and is currently consulting on the detail.

- 3.9 It is anticipated that amendments will be required to the proposed Enforcement Policy and the House in Multiple Occupation Policy during 2017 as a consequence of these changes to the law. Consequently, delegated authority is sought for the Head of Healthy Communities to make changes to the policies in consultation with the Portfolio Holder, provided these are not a major departure to existing policy.

4. Consultation

- 4.1 On 3 December 2015, the Healthy Communities Policy Advisory Group received a presentation on the current Financial Assistance policy for comment and discussion. Two of the key local housing standards issues (Disabled Facilities Grants and Houses in Multiple Occupation) were also discussed at the joint Member workshop held in February 2016. Comments and ideas from both of these consultation events have been reflected in the strategy.
- 4.2 The Healthy Communities Policy Advisory Group reviewed these documents 13 June 2016 and supported the approach being taken.
- 4.3 Following consideration by Overview and Scrutiny Committee on 30 June 2016 and approval by Cabinet on 4 July, the strategy and supporting documents were subject to a 6 week consultation via the council's website. Partner agencies, representatives of the Councils Landlord Forum and the voluntary sector were consulted. The response to the consultation is outlined in Paragraphs 3.4 and 3.5 above.

5 Options

- 5.1 Given the lack of response to the consultation and the minor nature of the suggested amendments, the Council could proceed to adopt the original version of the strategy. However, as the comments are sensible, it is recommended that the minor amendments are included in the final version.
- 5.2 The Council could wait for the publication of the new regulations under the Housing and Planning Act 2016 and for further details to be provided about the changes to mandatory licensing of Houses in Multiple Occupation before adopting the strategy. However, as timescales are unknown and the anticipated amendments to the policies are not expected to be major, it is considered expedient to continue to implement the current version of the policies.

6. Corporate Implications

- 6.1 Finance: The proposed amendments to the draft strategy do not have any financial implications.
- 6.2 Legal: The Council has a statutory duty to regularly review housing conditions in its area and to take action to tackle serious health hazards in housing. The proposed strategy and associated documents address this obligation. The Council's Policy and Budget Framework Procedure rules requires Cabinet to publicise a timetable for making proposals to the Council for the adoption of any plan, strategy or budget that forms part of the budget and policy framework, together with arrangements for consultation after publication of those initial proposals. The consultation has been completed in accordance with these rules.

7 Links to Council Policy Objectives

This links to the 'Working towards safe and healthier local communities' aim of the Joint Business Plan 2014-19.

8. Next Steps

If Members are in agreement with the suggested amendments to the draft policy and associated documents and have no further comments, officers will submit to Cabinet for further consideration and then onto Council for adoption.

Background Papers:	None except as referred to in this report
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Chiltern District Council

South Bucks District Council

D R A F T Joint Private Sector Housing Strategy 2016 - 2021

Background

Poor housing conditions can have a major impact on health and wellbeing. For example:

- Disrepair and deficiencies such as inadequate fire safety measures, uneven floor surfaces, dangerous electrical wiring can lead to accident or injury.
- Cold and damp housing can have a major impact on illnesses such as heart disease, stroke and respiratory conditions and can also increase the risk of falls.
- People are up to 2.8 times more likely to fall if they are living in unsuitable housing which needs adaptation, for example, where ramps, a stairlift or level access bathing facilities are needed (Source: Housing Health and Safety Rating System Operating Guidance).

Local authorities have a statutory duty to:

- Assess and keep housing conditions under review
- Take enforcement action to address the most serious health and safety hazards
- Licence large Houses in Multiple Occupation (HMO)
- Administer and approve Disabled Facilities Grants
- Prepare plans to improve home energy efficiency

They also have powers to:

- provide financial and other assistance to tackle poor house conditions
- deal with empty homes and
- deal with poor management in HMOs.

Preventative and responsive housing interventions which reduce accidents and poor health provide financial savings to the NHS and Clinical Commissioning Groups as well as wider benefits to society such as fewer lost working days/school days, reduced family breakdown etc.

1.0 Introduction

Chiltern District Council and South Bucks District Council are two sovereign authorities with separate budgets and separate decision making processes. The two authorities have operated a shared housing service since April 2014. Both districts share broadly the same issues and challenges in improving housing standards. In order to improve efficiency of the service and ensure a consistent approach across the two areas, a joint Private Sector Housing Strategy has been prepared.

The purpose of this document is to set out Chiltern District Council's and South Bucks District Council's broad strategy to improve housing conditions in the private sector and more specifically to outline its policies in respect of giving Housing Assistance under the Regulatory Reform (Housing Assistance) Order 2002, undertaking enforcement activity and licensing of HMOs under the Housing Act 2004.

This document is one of a number of detailed local strategies which delivers the wider strategic housing role of the Councils as set out in the annual Housing Strategy Framework.

This Strategy, as a component of the framework, reflects and helps to deliver the broader strategic aims set down in the Joint Sustainable Community Strategy for Chiltern and South Bucks and the Councils' key objectives, principally by seeking to improve health and wellbeing of residents.

2.0 Local Context

House Conditions

The [English Housing Survey](#) (insert link) has identified that nationally, house conditions and energy efficiency in privately owned homes is improving year on year. However, in 2013,

- 12% dwellings had 'Category 1' hazards (the most serious defects)
- Private rented sector was noted as being more likely to have poor energy efficiency
- 4% dwellings (8% in private rented sector) have a problem with damp
- Overcrowding is more prevalent in the rented sectors than the owner-occupier sector

Previous local House Condition Surveys have shown that house conditions in the Chiltern and South Bucks Districts are generally better than average nationally, although the general trends are mirrored. For example, excess cold and falls are the most common hazards and the private rented sector tends to exhibit the poorest conditions.

Anecdotal evidence of local house conditions from recent housing inspections for grants, loans and housing complaints indicate the most common concerns locally relate to:

- old and defective central heating boilers
- damp and mould from condensation
- dated electrical installations
- lack of fire precautions in houses in multiple occupation

Demographic/Socio-Economic

The [Joint Sustainable Community Strategy for Chiltern and South Bucks 2013 - 2026](#) (insert link) provides a summary of the local demographic and socio-economic make up of the districts.

Headline figures include:

- Over 19% of the population are aged over 65 and this is projected to increase to more than 27% by 2026.
- Average earnings are higher than the national average and there are no Lower Super Output Areas in either district which fall within the bottom 30% most deprived areas in the UK.
- Average house prices and rents are high, and in the case of South Bucks rents are the highest outside of greater London.
- Around 10% of the population is likely to be living in fuel poverty.
- The residents of Chiltern and South Bucks are generally in good health, though there are significant inequalities in terms of life expectancy between the least and most deprived areas.

National wealth indicators confirm that the Chiltern and South Bucks District are affluent areas, and the nature of the local housing market means that poorer quality housing is likely to be repaired over time, as those who buy property as an investment will inevitably carry out repairs. However, there are pockets of deprivation and more vulnerable groups, especially older people, families on low incomes or people with disabilities, may require greater levels of assistance in undertaking repairs and adaptations.

Furthermore, high house prices mean that access to affordable housing is a concern for local people, particularly key workers, young people and first time buyers. The private rented sector is the main option to those who cannot afford to buy in the area but do not qualify for social housing.

Tenure

The English Housing Survey has noted a significant growth in the private rented sector from around 10% of housing stock as a whole in 2002 to almost 20% in 2014-15. While owner-occupation has tended to be higher in Chiltern and South Bucks than nationally, the trend for an increase in the private rented sector has also been noted locally.

In particular, there is local evidence to indicate that the number of HMOs in the district is growing. In the 2015-16 financial year, twenty-five new HMOs were identified across Chiltern and South Bucks, the majority of these (20) being in the South Bucks district.

Houses in Multiple Occupation offer the lowest cost housing option and are often used to provide accommodation for staff as part of an employee package for low paid jobs such as carers or catering staff, or an affordable option for people under the age of 35 who are not eligible to receive housing benefit for self contained accommodation.

Both Councils are keen to ensure that this accommodation is retained to meet housing needs, however, the provision of fire precautions to ensure the house is safe for the number of occupants can be expensive and landlords will often choose to revert to single occupancy rather than do the necessary works, following inspection by the Council.

3.0 Priorities for Action

The Joint Sustainable Community Strategy for Chiltern and South Bucks identifies the following housing related outcomes to support the five its five broad themes:

- Support the delivery of more affordable housing of a type that meets the needs of local people entering the housing market, families with specialist needs and an ageing population
- Reduce energy use and carbon emissions across the Districts, including promoting the use of alternative fuels and forms of transport, improving the energy efficiency of buildings and reducing consumption.
- Improve health outcomes for people in the lowest 20% of household incomes, by promoting ill-health prevention and self-care
- Reduce fuel poverty, particularly for the elderly
- Help older people stay in their homes for longer

With these outcomes in mind, Chiltern District Council and South Bucks District Council have identified four key objectives for the shared Private Sector Housing Strategy:

1. **To ensure the housing stock is free from significant hazards in order to reduce accidents and ill health.**
2. **To ensure the housing stock is suitable to meet the needs of disabled and older residents.**
3. **To promote and encourage the provision of good quality private rented accommodation and to maximise the use of existing accommodation, including empty properties.**
4. **To improve energy efficiency of dwellings in the district, and ensure affordable warmth is available to all residents.**

To achieve the objectives, the Councils will seek to undertake the actions set out in the Action Plan in Appendix 1.

4.0 Monitoring and Review

The strategy will be reviewed annually to consider the extent to which planned actions have been achieved, whether any amendments are required for the coming year.

Progress in meeting the stated objectives will be assessed with reference to the Action Plan in Appendix 1 and the following Performance Indicators and targets:

Indicator	Annual Target CDC	Annual Target SBDC
Completed adaptations for disabled people	70	50
Grant customers rating the grant service as good/excellent	95%	95%
Category 1 hazards addressed	10	10
Financial savings to NHS (assessed using BRE Housing Health Cost calculator)	Baseline to be set 16/17	Baseline to be set 16/17
Residents and landlords receiving energy efficiency advice or financial assistance for measures	75	75
Empty properties brought back into use	40	10

The Home Energy Conservation Act Report and the Bucks Affordable Warmth Strategy also set out detailed targets in relation to work to improve energy efficiency and reduce fuel poverty.

Grant applications and housing service requests are subject to performance monitoring criteria and citizen's charter targets which are monitored and reviewed annually.

Any significant revisions to the strategy and associated policies shall be agreed by the Council and published in advance of any such revisions coming into force. The Council shall utilise feedback from service users to identify needs and expectations for future services.

Future stock condition and housing needs surveys, in addition to ongoing research into the circumstances of local housing markets, demographic trends and socio-economic factors, may be necessary to effectively monitor the outcomes of the policy.

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Chiltern District Council and South Bucks District Council

Joint Private Sector Housing Strategy 2016 – 2021: Action Plan 2016-17

Actions	Related Priorities	Progress/Update
<p>Provide advice and information to landlords and tenants on standards in private rented dwellings and landlord/tenant responsibilities.</p> <p>We will provide up to date advice and information about standards in the private rented sector on the councils' websites, for both landlords and tenants.</p> <p>We will publicise the powers of local authorities to investigate and enforce unsatisfactory conditions in private rented housing on the websites and through partner agencies such as CAB.</p> <p>The Council will endeavour to hold a joint Landlord Forum at least once year to provide advice and information to private landlords and letting agents on legal requirements and good practice.</p> <p>We will circulate information to private landlords and letting agents where there are changes in the law or new good practice guidance.</p> <p>Investigate the development of a landlord training package and associated certification process.</p> <p>Investigate the development of a local scoring system for Houses in Multiple Occupation (similar to food hygiene approach) and consider how this may be publicised.</p> <p>Investigate the feasibility of setting up a 'trip advisor' type scheme for tenants to feedback on conditions in the private rented sector.</p>	<p>1, 3 and 4</p>	

<p>Provide financial assistance to priority groups, in the form of grants and loans for essential repairs, adaptations and energy efficiency improvements.</p> <p>The full policy for giving financial assistance is contained in the Housing Financial Assistance Policy. Grants and loans will only be approved where financial resources permit.</p> <p>Investigate introduction of 'preferred contractors' list or bulk contractors to reduce costs.</p> <p>Explore alternative sources of funding such as charities and Credit Unions and advice services which can assist residents in making applications for funding.</p>	1, 2, 3 and 4	
<p>Use its enforcement and licensing powers where appropriate to ensure that minimum standards are met.</p> <p>The Councils have adopted a Housing Enforcement Policy and a House in Multiple Occupation Policy. Inspections and enforcement decisions will be taken in accordance with these policies.</p> <p>We will also abide by the government's concordat of Good Enforcement.</p> <p>We will consider actions necessary to identify unlicensed HMO accommodation and 'beds in sheds' and how these may best be tackled.</p>	1 and 3	
<p>We will investigate options and actions to increase the supply of accommodation, particularly affordable private rented accommodation and homes suitable for the needs of people with disabilities.</p> <p>We will provide advice and assistance to owner of long term empty homes to help them return them to use. Chiltern District Council has an Empty Homes Strategy which sets out how it aims to work with owners of empty dwellings to bring them back into use. This approach will be considered in South Bucks,</p>	1 and 3	

<p>subject to available resources.</p> <p>We will offer a Flexible Home Improvement Loan for owners of empty homes in both the Chiltern and South Bucks Districts (in addition to the loan for homeowners aged 60+).</p> <p>We will investigate whether local Registered Providers are interested in developing and managing good quality HMO accommodation.</p> <p>We will investigate opportunities for ensuring conversions and developments of residential property meet the needs of people with disabilities.</p>		
<p>Support services and schemes which seek to tackle fuel poverty</p> <p>We will continue to be members of the Bucks Affordable Warmth Network, which operates a free telephone helpline for residents, provides outreach events and training to front line workers.</p> <p>We will publicise the Affordable Warmth Helpline.</p> <p>We will publicise and support schemes which offer grants for energy efficiency improvements and other assistance for people at risk of fuel poverty.</p> <p>We will contribute to the preparation and implementation of a Bucks wide Affordable Warmth Strategy and Action Plan.</p> <p>We will seek to work with partners to develop a pilot scheme to improve the energy efficiency of mobile homes.</p> <p>We will consider offering an 'Energy Efficiency Grant' to provide financial assistance to target groups, in conjunction with wider projects and where resources permit.</p>	<p>1, 2 and 4</p>	

<p>Provide advice and information to all residents on home maintenance and home energy efficiency.</p> <p>The Councils have prepared a joint Action Plan under the Home Energy Conservation Act 1996, which sets out how we will seek to improve home energy efficiency across the districts. This plan will be reviewed and updated in line with statutory requirements.</p> <p>We will promote the Trading Standards 'Buy With Confidence' scheme and also update the websites with general advice on choosing a builder and undertaking home maintenance tasks.</p> <p>We will work with Age UK Bucks to promote its Handy Person and local builder schemes.</p>		
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SUBJECT:	Chiltern District Council and South Bucks District Council Temporary Accommodation Framework
REPORT OF:	Councillor Paul Kelly – Portfolio Holder for Healthy Communities
RESPONSIBLE OFFICER	Martin Holt – Head of Healthy Communities
REPORT AUTHOR	Michael Veryard – Housing Manager
WARD/S AFFECTED	All

1. Purpose of Report

To put forward a draft framework document setting down the principles and process for identifying, securing and allocating temporary accommodation to meet the Council's statutory duties under Part 7 of the Housing Act 1996.

RECOMMENDATION

1. That Members consider the draft Temporary Accommodation Framework Document and provide comments as appropriate.
2. The Cabinet authorises the Head of Healthy Communities to publish and implement a finalised Temporary Accommodation Framework Document in consultation with the Portfolio Holder for Healthy Communities

2. Reasons for Recommendations

The recommended actions will ensure that the Council is compliant with the advice of the Supreme Court and has a clear framework for fulfilling its temporary accommodation duties at a time of high demand.

3. Content of Report

- 3.1 Under Part 7 (Homelessness) of the Housing Act 1996, the Council has a statutory duty to secure temporary accommodation for homeless households in a range of circumstances. In 2015, the Supreme Court in the case of *Nzolameso v Westminster City Council* advised that each local housing authority should have a clear statement on how it secures and allocates temporary accommodation. As part of the development of the joint Chiltern District Council and South Bucks District Council Homelessness Strategy, the framework document in the Appendix has been drafted to provide a clear statement to Members, officers, clients and partner agencies on how the Council delivers temporary accommodation to fulfil its Part 7 duties.
- 3.2 The Council's duties under Part 7 (Homelessness) of the Housing Act 1996 are delivered by the shared housing service. The Framework document has been drafted as a joint document to be shared by Chiltern District Council and South Bucks District Council. Each Council retains its own separate statutory responsibility to fulfil its duties under Part 7. The draft document is also being presented to Members at Chiltern District Council for consideration.
- 3.3 The adoption of this Framework Document will ensure that the Council has a transparent and consistent approach to delivering temporary accommodation (at a time of high demand) and

that it is compliant with the Supreme Court advice. The document will be incorporated into the wider joint Homelessness Strategy that is currently under development.

3.4 The document will be reviewed on an annual basis and will be reported back to Members if significant changes are identified as being required.

4. Consultation

Not applicable

5. Options

5.1 Option 1 – Agree and adopt the Temporary Accommodation Framework document

The reasons and benefits of this are set down in the report above and in the draft document in the Appendix.

5.2 Option 2- Do not adopt a Temporary Accommodation Framework

If the Council does not adopt a Temporary Accommodation Framework, it will leave the authority vulnerable to challenge by the Ombudsman and the Courts if a client considers that the Council has not fulfilled its statutory homelessness duties correctly. The current Homelessness Reduction Bill is also likely to result in a wider temporary accommodation duty for the Council and will increase the importance of having a clear and consistent Temporary Accommodation framework.

6. Corporate Implications

6.1 Financial

The report has no additional financial implications with regard to current expenditure on temporary accommodation. Any proposals for securing additional temporary accommodation that have additional financial implications will be reported to Members separately for consideration.

6.2 Legal

The Framework Document will ensure that Council is seen to be complying with the advice of the Supreme Court and clearly demonstrating that it is meeting its temporary accommodation duties under Part 7 of the Housing Act 1996.

7. Links to Council Policy Objectives

“We will work towards safer and healthier local communities”

8. Next Step

Following agreement it will be recommended to Cabinet that the Framework Document is implemented. Officers will continue to progress the development of the joint Homelessness Strategy and will report this to Members for consideration. The Framework document will be incorporated in the joint Homelessness Strategy.

Background Papers:	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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Chiltern District Council
and
South Bucks District Council
TEMPORARY ACCOMMODATION FRAMEWORK
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Chiltern District Council
and
South Bucks District Council
TEMPORARY ACCOMMODATION FRAMEWORK

1. Purpose

1.1 The purpose of this framework is to:

- 1.1.1 Ensure that each Council fulfils its statutory duties under Part 7 of the Housing Act 1996 to secure temporary accommodation and
- 1.1.2 Provide a clear and transparent framework for each Council for securing and allocating temporary accommodation

2. Background

- 2.1 Part 7 (Homelessness) of the Housing Act 1996 places a statutory duty on the Council to secure that temporary accommodation is available to homeless households in a range of circumstances. Details of the relevant statutory duties and related guidance are summarised in **Appendix A**.
- 2.2 The Council must secure sufficient temporary accommodation to meet its statutory duty. This accommodation must be utilised and allocated correctly.
- 2.3 The Supreme Court in the case of *Nzolameso v Westminster City Council* (2015) (UKSC 22, (2015) HLR 22) advised that each local authority should have a clear statement on how it procures and allocates temporary accommodation.
- 2.4 In light of the above, this framework has been drafted to provide a clear statement to Members, officers, clients and partner agencies on how the Council secures and allocates temporary accommodation.
- 2.5 Chiltern District Council and South Bucks District Council operate a shared housing service which includes a shared housing options and homelessness service. Therefore, this Framework has been drafted as joint document to be shared by both Councils. Any reference to "the Council" in this Framework document should be taken to mean both Chiltern District Council and South Bucks District Council and their respective duties.

3. Principles of the Framework

The Council will:

- 3.1 Secure temporary accommodation in compliance with its statutory duties under Part 7 of the Housing Act 1996**
- 3.2 Secure self-contained temporary accommodation wherever possible and only secure B&B (Bed and Breakfast) accommodation when no other suitable self-contained temporary accommodation is available**
- 3.3 Minimise the length of time that any household with family commitments has to spend in B&B accommodation**
- 3.4 Aim to secure temporary accommodation provision within the district**
- 3.5 Ensure that temporary accommodation meets appropriate standards of suitability and fitness**
- 3.6 Minimise the cost of temporary accommodation provision to the Council and maximise income to offset costs where possible**

4. Temporary Accommodation – Current Provision

- 4.1 Appendix B lists the temporary accommodation that is currently utilised by Chiltern District and South Bucks District Council.

5. Temporary Accommodation – Current and Future Demand

- 5.1 Appendix C shows the demand for temporary accommodation in Chiltern District Council and South Bucks District Council since 1st April 2014. This demonstrates that the demand in both districts has increased significantly over this 30 month period. This reflects the national trend which has shown that local authorities generally have been making increasing numbers of temporary accommodation placements.

5.2 Looking ahead, we can consider what the day to day demand for temporary accommodation will be over the next 12 months. Specifically, how much temporary accommodation will the Councils need to be securing on a daily basis? Based on the figures set down in Appendix C for the last 4 quarters, it is estimated that the Councils will need to ensure that the following levels of temporary accommodation are available at any one time during the next 12 months:

Chiltern DC	=	34 units
South Bucks DC	=	64 units

These figures represent a snapshot of the total number of temporary accommodation units that each Council is likely to have to secure on any given day (e.g. Chiltern DC will be utilising an estimated 34 units on any given day over the next 12 months)

5.3 The estimated figures in paragraph 5.2 are based on the average level of provision over the 12 months up to 30th September 2016. As national trends are showing rising demands for temporary accommodation nationally, it is reasonable to assume that the high demand in both Chiltern District Council and South Bucks District Council will continue into 2017. The Councils also need to consider the potential impact of the Homelessness Reduction Bill if and when it becomes law. This Bill may result in the Council facing increased demands for temporary accommodation. Consequently, it is sensible to estimate a continued high level of demand as put forward in paragraph 5.2.

6. Use of Bed and Breakfast Accommodation

6.1 The Council recognises that B&B (Bed and Breakfast) is not suitable as temporary accommodation for households with family commitments (i.e. households who have or are expecting dependent children). Where possible, it will avoid placing such a household in B&B. However, the high demand for temporary accommodation means that there will be occasions when the Council has no option other than to secure B&B in order to meet its statutory duty.

6.2 When the Council has to place a household with family commitments in B&B, it will take full account of the provisions in Statutory Instrument 2003/3326 that the period in B&B should not exceed 6 weeks. The Council will seek to move the household on to alternative self-contained accommodation as soon as possible. These households will be prioritised for a move from B&B as and when suitable self-contained temporary accommodation becomes available for occupation. The process for this is summarised in Appendix D.

7. Location of Accommodation

7.1 The Council will aim to secure temporary accommodation within its district. However, the high demand for temporary accommodation means that it may be necessary for the Council to secure accommodation that is located in another district. In this event, the Council will aim to minimise the distance between the district and the location of

the temporary accommodation. The Council will also prioritise the household for a move to temporary accommodation within the district as and when a suitable vacancy comes available. Any move will be subject to demand from other applicants (see process summarised in Appendix D) and will take account of the wishes of the household concerned (e.g. if the household would prefer to continue being accommodated out of the district).

8. Allocation of Temporary Accommodation

- 8.1 Self-contained temporary accommodation will normally be allocated on the day that it becomes available and using the process summarised in Appendix D
- 8.2 When self-contained temporary accommodation becomes available, existing households with family commitments in B&B will be prioritised over households who have not yet been placed in temporary accommodation.
- 8.3 If no self-contained temporary accommodation is available for a household on the date that the household becomes homeless then the Council will secure bed and breakfast accommodation (see 6.1 above) subject to availability. If no bed and breakfast accommodation is available on the date concerned then the Council may have to utilise hotel accommodation on a short term basis until bed and breakfast or other alternative temporary accommodation becomes available.
- 8.4 The Council will make every effort to secure temporary accommodation that is a suitable size, type and location for the household concerned. In doing so, the Council will have regard to the relevant statutory requirements and guidance (see Appendix A). However, this must be balanced against the demands on the Council's service for homelessness assistance and the pressures on temporary accommodation. The Council's primary focus is to secure accommodation that meets its duties under Part 7 of the Housing Act 1996 even if the household concerned considers that it may not be suitable.
- 8.5 A household may request a review of the suitability of the temporary accommodation secured by the Council if a review is permitted under Part 7 of the Housing Act 1996.
- 8.6 In exceptional circumstances, the Council may depart from the allocation process set down in this Framework. This may arise because of reasons such as:
- safeguarding issues,
 - personal safety concerns,
 - medical issues,
 - household size, or
 - the household has been deemed intentionally homeless and/or has a review or appeal pending into the Council's decision.

Any exceptional allocation will be subject to the agreement of the Senior Housing Options Officer (or the Housing Manager in the absence of the Senior Housing Options Officer).

9. Chiltern District Council and South Bucks District Council – Cross District Provision

9.1 Chiltern District Council and South Bucks District Council operate a shared housing service. Each Council retains its own separate statutory responsibility to fulfil its duties under Part 7 of the Housing Act 1996.

9.2 There may be occasions where one of the Councils (Chiltern District Council or South Bucks District Council) has available capacity within its temporary accommodation while the other authority is facing significant pressures to secure sufficient accommodation. In this situation, the Council with available capacity may make its temporary accommodation available to the other authority to utilise in order to fulfil its Part 7 duties (i.e. Chiltern DC would make its temporary accommodation available too be utilised by South Bucks DC or vice versa).

9.3 The provisions in paragraph 9.2 would be subject to:

- consideration of current and future temporary accommodation demands for both Councils,
- confirmation that the Council which makes the temporary accommodation available will not suffer any detriment to its service delivery or budget as a result, and
- the placement being reviewed on a weekly basis and ending as and when the temporary accommodation is again required by the Council which has made it available.

10. Charging for Temporary Accommodation

10.1 In accordance with the Housing Act 1996, the Council reserves the right to require a household to pay a reasonable charge in respect of the temporary accommodation that has been secured for them. In making any charge, the Council will have regard to the statutory requirement that the temporary accommodation must be affordable to the household concerned.

11. Maintaining and Increasing the Supply of Temporary Accommodation

11.1 The Council will explore the following options over the next 12 months to help maintain and increase the supply of temporary accommodation to meet the current and future needs highlighted in Section 5.

11.1.1 Prevent Homelessness wherever possible to minimise the demand for temporary accommodation

The Council continues to review its housing options service to ensure that all available options are explored to help prevent or relieve homelessness before a client becomes homeless. The Homelessness Reduction Bill will place increased emphasis on this if and when it becomes law.

11.1.2 Optimise current temporary accommodation provision

The Council will ensure that it makes the best use of the available temporary accommodation by making appropriate allocations, minimising the time spent by households in B&B and ensuring that households are moved on in a timely and efficient manner to longer term accommodation when possible.

11.1.3 Secure temporary accommodation from Registered Provider stock

The Council will continue to work with Registered Providers to maximise the use of temporary self-contained accommodation from within their existing housing stock and through other initiative and schemes (e.g. new build, private sector leasing etc.)

11.1.4 Explore options for new developments to incorporate new temporary accommodation provision.

The Council will monitor development opportunities on its own land and elsewhere

11.1.5 Explore options for working with the private rental sector to secure temporary accommodation

The Council will review its work with private landlords and letting agents and assess opportunities for partnership working to deliver temporary accommodation and tenancies to help prevent or relieve homelessness.

11.1.6 Explore options for Chiltern District Council and South Bucks District Council to work jointly to secure additional temporary accommodation provision

The Council will assess opportunities for the shared housing service to deliver joint provision that can support both authorities.

11.1.7 Explore options to work with other statutory partners to deliver additional temporary accommodation

The Council will assess opportunities for joint working with other partners including Wycombe District Council and Aylesbury Vale District Council to deliver additional temporary accommodation provision.

12. Review of Framework Document

12.1 This document will be reviewed annually

APPENDIX A

DUTY TO SECURE TEMPORARY ACCOMMODATION

1. SUMMARY OF STATUTORY DUTIES AND POWERS

1.1 Under **Part 7 (Homelessness) of the Housing Act 1996** the Council has a statutory duty to secure that accommodation is available to homeless persons who meet certain criteria and requirements set down in the Act and associated Statutory Instruments and guidance.

1.2 The specific statutory duties set down in Part 7 are summarised below:

(i) *Section 188 – Interim duty to accommodate in case of apparent priority need*

When the Council receives an application for assistance under Part 7 then the Council will have a duty to secure interim temporary accommodation while it assesses the application if it considers that the applicant is homeless and may be in priority need (in accordance with the priority need categories set down in Section 189 of the Act)

(ii) *Section 190 – Duties to persons becoming homeless intentionally*

When the Council has assessed an application and determined that the applicant is homeless and in priority need, but is homeless intentionally, then it will have a duty to secure that accommodation is available for a period to give the applicant a reasonable opportunity to find other housing.

(iii) *Section 193 – Duty to persons with priority need who are not homeless intentionally*

When the Council has assessed an application and determined that the applicant is homeless and in priority need and not homeless intentionally, then it will have a duty to secure that accommodation for occupation by the applicant. There is no time limit on this duty. Section 193 sets down the specific circumstances in which this duty can come to an end.

(iv) *Section 195 – Duties in case of threatened homelessness*

When the Council has assessed that the applicant is threatened with homeless and in priority need (and is not threatened with homelessness intentionally) then the Council shall have a duty to take reasonable steps to secure that accommodation does not cease to be available for his/her occupation.

(v) *Section 198 – Accommodation pending the outcome of a referral to another local authority*

In some cases when the Council has assessed that the applicant is homeless and in priority need and not homeless intentionally, the Council may also decide that the applicant should be referred to another local authority. In this event, the Council will have a duty to secure that accommodation is available pending the outcome of the referral.

- 1.3 In respect of (i) to (v) above, Section 208(1) of the Act states that so far as reasonably practicable the Council shall secure that suitable accommodation is available for occupation within its district.
- 1.4 In addition to the statutory duties summarised above, the Council also has the **power to secure accommodation pending a review or appeal**. Under Sections 188 and 204 of the Act, the Council has the power to secure accommodation for an applicant pending the outcome of a review or appeal on the Council's decision on a homelessness application. This is a power and not a duty and the Council will assess requests for accommodation in these circumstances on a case by case basis. In assessing whether or not to exercise its power to secure accommodation, the Council will have regard to the applicant's circumstances and the relevant guidance and case law.
- 1.5 Under Section 192 (3) of the Act, the Council also has **the power to secure accommodation for an applicant who is homeless, not homeless intentionally and is not in priority need**. Again, this is a power and not a duty. In considering whether or not to use this power, the Council must take into account the demands on local housing and the need to secure accommodation for homeless households who are subject to the statutory duties summarised in (i) to (v) above. The current demands on housing stock in Chiltern and South Bucks and the ongoing demands from homeless households who are subject to statutory accommodation duties means that the Councils are highly unlikely to exercise the power under Section 193(2) of the Act. However, any requests will be assessed on a case by case basis.

2. GUIDANCE ON EXERCISING STATUTORY DUTIES

- 2.1 When exercising a statutory duty in accordance with (i) to (v) above, the Councils will have full regard to the relevant law, statutory instruments and guidance in assessing whether or not the accommodation concerned is suitable. This includes:

- a) **Homelessness Code of Guidance for Local Authorities (July 2006)**
- b) **SI 1996/3204 Homelessness (Suitability of Accommodation) Order 1996**

This requires that the accommodation must be affordable.

- c) **SI 2003/3326 Homelessness (Suitability of Accommodation)(England) Order 2003**

This highlights that B&B accommodation is not to be regarded as suitable accommodation for an applicant with family commitments and should only be used (i) where no other accommodation is available and (ii) for no more than 6 weeks in total.

d) **SI 2012/2601 Homelessness (Suitability of Accommodation)(England) Order 2012**

This highlights a range of factors that the Council must take into account including:

- distance from district (if placed out of area)
- significance of disruption to employment, caring responsibilities or education
- proximity and accessibility of medical facilities
- proximity and accessibility of local services, amenities and transport

e) **S. 11 of the Children Act 2004**

This requires that where the applicant's household includes children, then the Council's decision on suitability must identify the needs of the children (individually and collectively) and have regard to the need to safeguard and promote the children's needs. However, it is not required that the children's welfare should be given paramount or even primary consideration by the Council in making the decision on the suitability of accommodation.

f) **Equality Act 2010**

This requires that the Council assesses whether or not the applicant has a disability (or another relevant protected characteristic) and, if so, the extent of the disability and whether or not this impacts on suitability of the accommodation.

- 2.2 Overall, the Councils will always aim to minimise d disruption to the applicant's household and have full regard to the relevant law and guidance when securing temporary accommodation. However, this will always need to be balanced against the overall demands on the housing and homelessness service and the availability of accommodation. This means that it may not always be possible to avoid disruption to the household concerned. The Council's primary focus will be to ensure that it secures accommodation for the applicant in accordance with its statutory duties under Part 7 of the Housing Act 1996.

END

APPENDIX B**TEMPORARY ACCOMMODATION – CURRENT PROVISION**

This Appendix lists the temporary accommodation that is currently secured by each Council to fulfil its duties under Part 7 of the Housing Act 1996.

CHILTERN DISTRICT COUNCIL

Current Provision – Self Contained Accommodation (No facilities shared with other households)		
Accommodation	Number of Units	Details
Tom Scott House, Pearce Road, Chesham	12 x 1 br flats 8 x bedsits	Scheme owned and managed by Paradigm Housing
Paradigm Housing properties	No fixed number (6 x units in use as at 31/10/16)	Properties in general needs stock utilised as temporary accommodation as and when required

Current Provision – Non-Self Contained Accommodation (Facilities shared with other households)		
Accommodation	Number of Units	Details
Bed and Breakfast/Guest House	No fixed number (10 x placements as at 31/10/16)	Rooms are booked as and when required and charged on a nightly rate. The main providers are located in Slough, High Wycombe and Hemel Hempstead. (In limited cases, it may be possible to secure a self-contained annex or unit for a household via a B&B/Guest House)
Hotels	No fixed number	Hotel rooms are booked when no other options (including B&B) are available. They are generally used for short term emergency placements such as those arising out of hours.

SOUTH BUCKS DISTRICT COUNCIL

Current Provision – Self Contained Accommodation (No facilities shared with other households)		
Accommodation	Number of Units	Details
Oxford Road, Gerrards Cross (Former Police Houses)	8 x Houses	Properties leased by Bucks Housing Association from Thames Valley Police
Totteridge Road, High Wycombe	4 x flats	Former student accommodation owned and managed by L&Q
L&Q properties	No fixed number (9 x units in use as at 31/10/16)	Properties in general needs stock utilised as temporary accommodation as and when required
Other Registered Provider properties	No fixed number (2 x units in use as at 31/10/16)	Properties in general needs stock owned by other Registered Providers (e.g. Paradigm, Bucks HA) and made available to SBDC to use as temporary accommodation on an interim basis pending redevelopment etc.

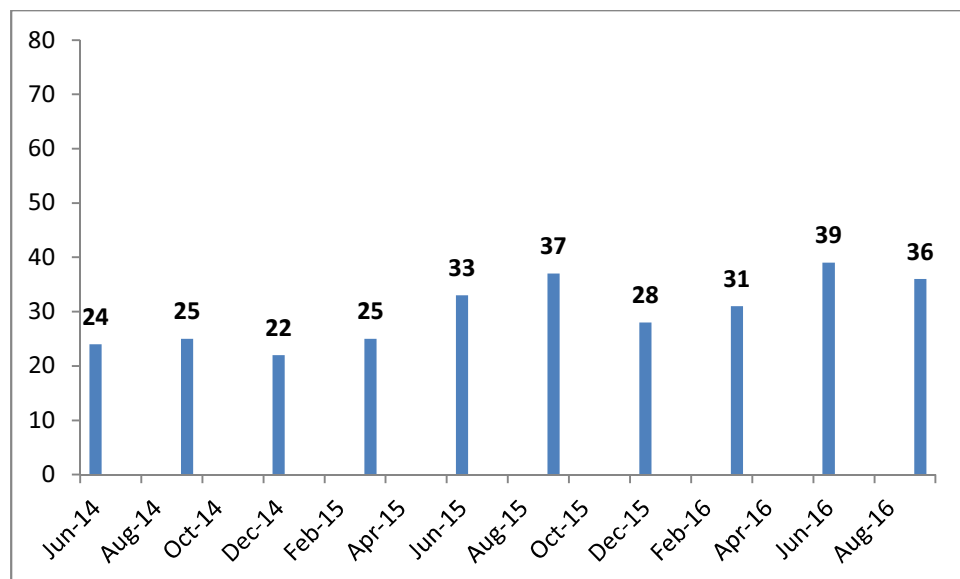
Current Provision – Non-Self Contained Accommodation (Facilities shared with other households)		
Accommodation	Number of Units	Details
Bed and Breakfast/Guest House	No fixed number (39 x placements as at 31/10/16)	Rooms are booked as and when required and charged on a nightly rate. The main providers are located in Slough, High Wycombe and Hemel Hempstead. (In limited cases, it may be possible to secure a self-contained annex or unit for a household via a B&B/Guest House)
Hotels	No fixed number	Hotel rooms are booked when no other options (including B&B) are available. They are generally used for short term emergency placements such as those arising out of hours.

APPENDIX C

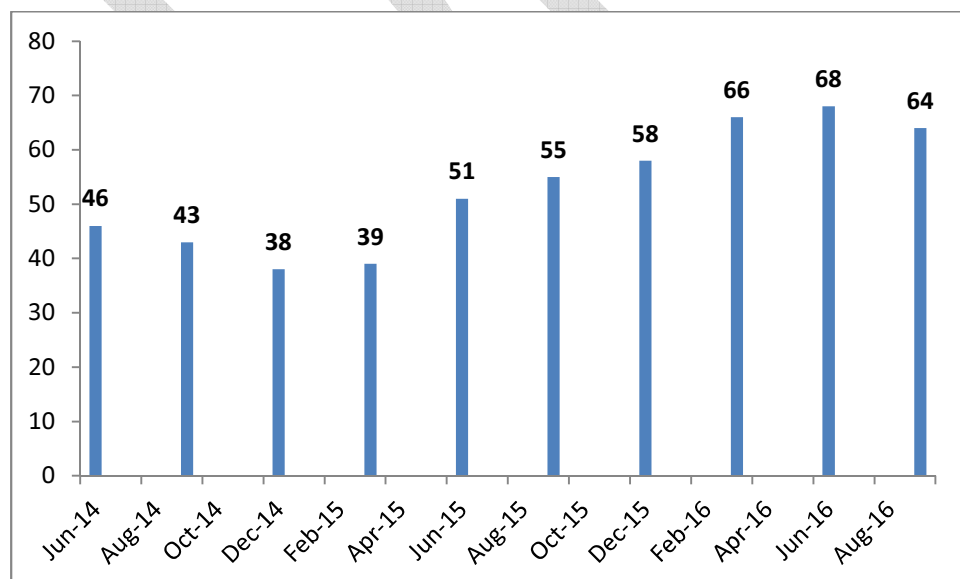
NUMBER OF HOUSEHOLDS IN TEMPORARY ACCOMMODATION

QUARTERLY FIGURES SINCE APRIL 2014

Chiltern District Council

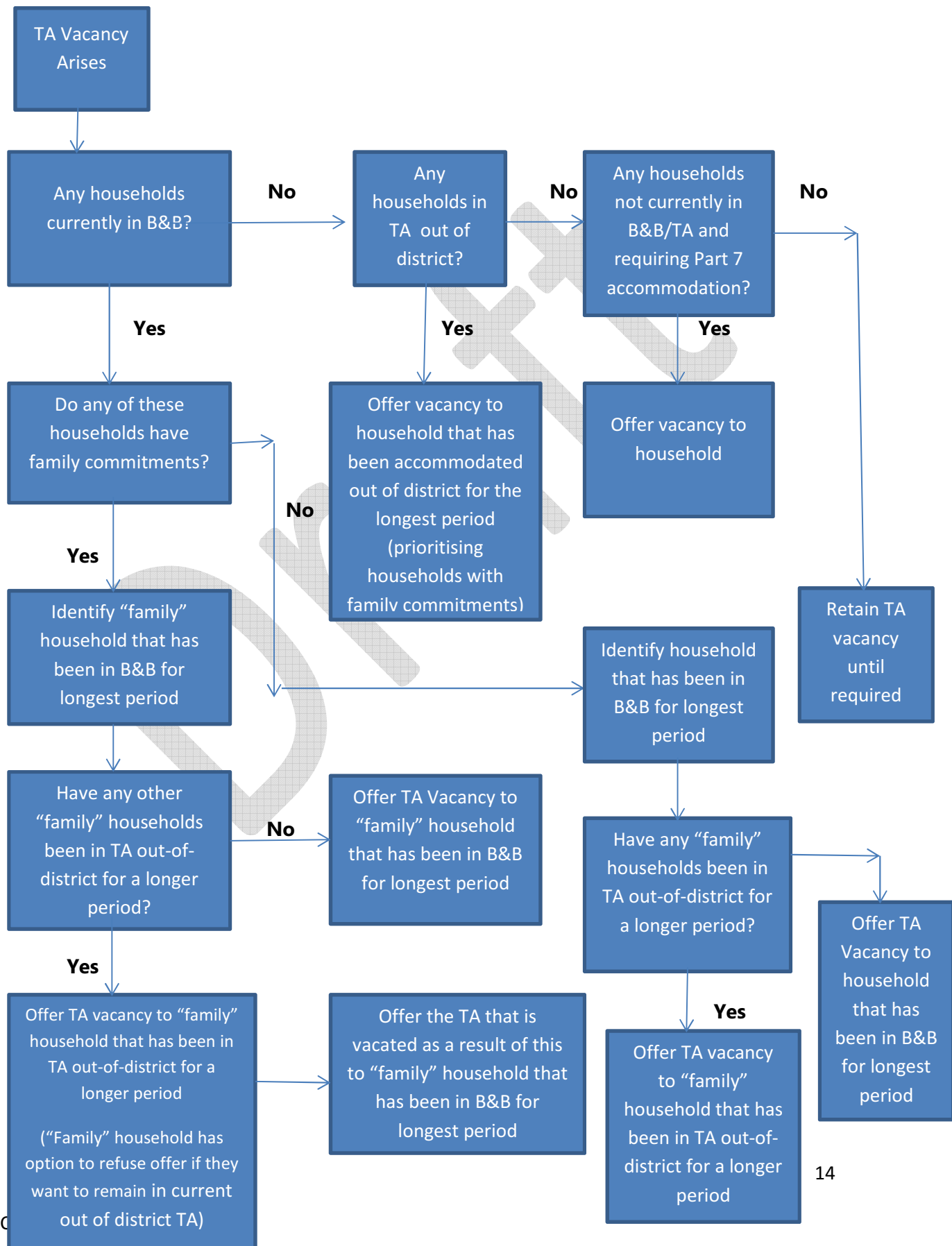


South Bucks District Council



APPENDIX D

PROCESS FOR ALLOCATING SELF-CONTAINED TA VACANCY LOCATED WITHIN DISTRICT



Draft

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ENVIRONMENT POLICY ADVISORY GROUP**Meeting - 6 December 2016**

Present: Mrs Sullivan (Chairman)
Mr Bradford, Mr Read and Mr D Smith

Also present: Mr Dhillon

Apologies for absence: Mr Harding

15. MINUTES

The minutes of the meeting of the PAG held on 7 June 2016 were received.

16. REPORTS FROM MEMBERS

None received.

17. CURRENT ISSUES

The Members of the PAG were introduced to Sally Gordon, the new Joint Waste Services Manager. The joint waste team were explained to be in the midst of projects including the transfer of calls from The SBDC Waste admin team to the call centre at CDC, with training and testing of the systems currently being undertaken. Members requested updates on these projects, with agreement that these would be sent out as and when necessary.

In terms of the roll-out of recycling containers to flats:

- 74% of the project is now complete
- 15 of the remaining sites are in discussions with stakeholders e.g property managers, in order to ensure adequate bin storage areas
- 14 of the more complex sites that are remaining are to be completed in early 2017.

Councillors were advised that a situation concerning collections from a private road had been resolved, and were pleased to note that the team as a whole were able to learn from this situation.

18. CDC AND SBDC GREENHOUSE GAS (GHG) REPORTS

Members received the CDC and SBDC Greenhouse Gas (GHG) Reports, which had statutorily been submitted to DECC and made available on the website.

Members noted that there had been a 27.5% (187.29 tonnes) decrease of emissions throughout 2015/16, compared to the 2008/09 baseline. This was seen to be partly due to reduction in Beacon Centre emissions by 10%, and a move of many services from Capswood to King George V House, resulting in significant reductions in occupancy at Capswood. It was highlighted to Members that this has, however, led to an increase of emissions for CDC. It was noted that there has also been an increase of emissions for CDC resulting from the relinquishing of the electric vehicle.

During discussions, Members inquired as to why the electric vehicle had been relinquished, with the Head of Environment explaining that the mileage range of the electric vehicle had steadily decreased, and had therefore been proven to be inefficient. Members were informed that a report would be taken to Management Team in the immediate future regarding the Electric Vehicle plan, detailing in part the infrastructure that would need to be in place prior to acquiring any more electric vehicles. The model used by Milton Keynes was cited as one that would be useful to research and apply to SBDC and CDC.

It was therefore **RESOLVED** that the Greenhouse Gas report, its publication on the SBDC website and notification of completion to Department of Energy and Climate Change (DECC), along with the close link between the CDC & SBDC GHG reports be noted.

19. **PORTFOLIO BUDGETS 2017/18**

The Portfolio Holder considered a report seeking Members' comments and approval for the draft Revenue Budget and the Fees and Charges schedule for 2017/18 for the Environment Portfolio, prior to collation of all portfolio budgets for consideration by the Cabinet.

The report outlines the context of the overall financial position facing the Council for the coming year, and confirmed that as a result of the Government's deficit reduction strategy, Local Authority funding is subject to continuing significant reductions, particularly from 2018/19 onwards, alongside constraints on the level of Council Tax increases, whilst taking into account SBDC's position as set out in detail in the recently updated Medium Term Financial Strategy.

In considering the report, the PAG particularly noted:

- that it would be prudent at this stage not to include any funding for new recurring expenditure, or to expand services;
- that the authority needs to identify measures to compensate for the reductions in resources, which would include joint working with CDC;
- that much of the budget remained the same, but that the decrease to the Environment budget of £178k (6.9%) reflects the transfer of waste calls to the call centre at CDC (a reduction of 30k), and a saving of 50k on the contract.

During discussion, Members wished to be made aware of the Biffa contract end date, which was clarified as 2021. The Head of Environment further explained to Members that once the Joint Waste team were settled, officers would begin to work on how the service could look after this date. CDC's waste contract was similarly shown to be ending in 2020, and the possibility of extension would influence the look of SBDC's waste service.

Having considered the advice of the PAG, the Portfolio Holder **RECOMMENDED** the onward submission to Cabinet of:

- The 2017/18 Revenue Budget
- The 2017/18 Fees and Charges

20. **GARDEN WASTE COLLECTION CHARGES 2017-18**

The PAG received a report detailing the proposed charges for the garden waste collection service 2017/18, alongside a change in method of charging and charging structure.

Members noted that in the introductory year 2014/15, the charge per bin was set at £45, with an early bird charge of £35. For both 2015/16 and 2016/17, the charge per bin was increased to £46, with the discounted early bird charge set at £36. Currently after the early bird subscription, all SBDC residents pay £46 from the point at which they subscribe, until renewal on 31 March. Members felt that it would be appropriate to align the service with CDC, meaning that a full year's subscription would be provided to all residents from the date of sign-up. Work has been undertaken by the Joint Waste team in order to determine the appropriate charge for the next financial year, with the average charge of 7 surrounding councils being £43.85.

The report informed Members that the CDC fees and charges for 2017/18 are recommending increasing the flat rate from £35 to £38, with Members feeling that it would make sense to align the SBDC charge with this, and to amend the recommendation to reflect this and the rolling programme of subscriptions. Due to the increased resilience brought about by joining the waste teams, the steady flow of subscriptions throughout the year, expected from this change, was deemed manageable.

After taking advice from the PAG, the Portfolio Holder **RECOMMENDED** to Cabinet that the garden waste service adopts a rolling programme of subscriptions, at a charge of £38 per bin.

21. WASTE CONTAINERS

The PAG were presented with a report containing information relating to the proposed fees and charge for 2017/18, specifically regarding the introduction of charges to developers for waste containers provided to new developments.

Members noted from the report that SBDC is a waste collection authority, with an obligation to collect household waste, as specified in the Environmental Protection Act 1990 (EPA1990). Under the Act, local authorities have the ability to charge developers for the provision of waste containers, but SBDC currently do not implement this power. As part of the setting of fees and charges for 2017/18, SBDC has proposed that reasonable levels of charge would help to mitigate against the increasing financial pressures within local authorities.

Discussion was had by Members concerning paragraph 3.4 of the report, detailing the costs to the developers in order for each household to take full advantage of the recycling facilities provided by SBDC's waste contract, alongside the admin time and costs, based on 2015/16 data. It was noted that the full set of containers (1x240litre black wheeled bin; 1x240litre black wheeled bin with blue lid; 1x44litre paper recycling box; 1x23litre food waste bin; 1x5litre kitchen caddy) would cost the developer £92.50 per household.

Members felt it important that the waste team ensure they work closely with other departments, such as Planning, to ensure that these charges are clearly explained to developers at the planning application stage. It was agreed that, once agreed, the process for the notification, charge and supply of the containers would be circulated to Members.

The Portfolio Holder therefore **RECOMMENDED** to Cabinet that Developers be charged for waste containers for new properties, at the rate of £92.50 per set.

The meeting terminated at 6.48 pm

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SUBJECT:	Chargeable Garden Waste Service
REPORT OF:	Cllr Luisa Sullivan
RESPONSIBLE OFFICER	Chris Marchant
REPORT AUTHOR	Sally Gordon, sgordon@chiltern.gov.uk , 01494 586868
WARD/S AFFECTED	All

1. Purpose of Report

- 1.1 To present to Cabinet Members information relating to the chargeable garden waste service and to seek approval to update the subscription arrangements and annual charge.

RECOMMENDATION

Cabinet is asked to approve the recommendation for the chargeable garden waste service to adopt a rolling programme of subscriptions at a charge of £38, to take immediate effect.

2. Background.

- 3.1 The garden waste collection service, via a 240 litre green lidded wheeled bin, was first introduced in 2014/15 with a charge of £45 per annum with an early bird discount charge of £35, if residents subscribed during February.
- 3.2 Table 1 sets out the uptake for 2015/16 and 2016/17; the early bird charge was increased to £36 and the non-discounted rate was increased to £46.

Table 1

Year	Total no green bins	Early bird subscribers	Early bird price	% up-take	Early bird income	Full price subscribers	% up-take	Full price	Full price income	Total income
2015/2016	7637	5907	£35	77%	£206,745	1730	23%	£45	£77,850	£284,595
2016/2017	8415	6548	£36	78%	£235,728	1867	23%	£46	£85,882	£321,610

- 3.4 Included within these figures are a total of 636 residents who have subscribed for a second bin at the early bird rate and 408 residents who subscribed to a second bin at the full price. The budget for income in the current year is £294,000.

- 3.5 What-ever time during the year that a resident joins the scheme, their subscription ends on 31st March, the following year. For instance, if a resident subscribed in November, they would pay the full price and their subscription would end 4 months later. Second green waste bins are charged at the same rate.

3. Discussion.

- 3.1 Officers have looked into options for streamlining the subscription process, at opportunities to make the charge more comparable with other districts and to increase the convenience for residents. With currently 78% of subscribers opting into the scheme at the early bird rate of £36, if the discounted price was removed, it is possible that this would impact on the level of subscription. It is also likely that some garden waste would end up back in the residual waste bins.
- 3.2 Likewise, Members should be aware that although this scheme is very important in terms of the Council meeting and maintaining the current recycling / composting level of over 50%, there is limited surplus capacity in the current collection vehicles. If the participation increased significantly, extra vehicles would have to be purchased and collection crews employed. Officers are currently looking at the additional possible participation rates for this service, should we decide to heavily promote it and the cost/benefit analysis relating to how many additional subscriptions would be required to make the use of an additional vehicle and crews a viable and attractive option. Members will be updated when this piece of work has been completed.
- 3.3 A number of surrounding Councils offer this service to their residents and their current charges are as follows:
- ✓ Chiltern have a set charge of £35 pa (next year £38 being considered)
 - ✓ Harrow £75 pa reduced each month if residents join the scheme part way through the year
 - ✓ Hounslow £50 pa with reduced fee for 6 months only
 - ✓ Three Rivers £35 pa with reduced fee for reduced period
 - ✓ Aylesbury £40 pa
 - ✓ South Oxford £37 pa
 - ✓ Windsor & Maidenhead £35 pa
- 3.4 The average charge of these Councils for a full year is £43.85 (£38.60 if the highest charge of £75 is not included).
- 3.5 The current collection charge for CDC is a flat charge of £35. This is a rolling year subscription, which means that whenever a resident subscribes, they will have a 12 month subscription from that point in time. With the new joint waste team in place it would be slightly easier to have the same charge at SBDC but of course it is for Members to decide the right level of charge for SBDC.
- 3.6 Within CDC, garden waste bins are not removed from any property that decide not to subscribe which saves time and resources involved in the retrieval of those bins. It also provides some encouragement to those residents to reconsider renewing their subscription to the service.
- 3.7 The CDC fees and charges for 2017/18 are recommending increasing the flat rate from £35 to £38, for the rolling year subscription.
- 3.8 Should Members decide to adopt the rolling subscription programme at the fixed rate of £38 for the year, based on the current figures, this would equate to £319,770, but if residents are provided with the ability to subscribe at any time of the year at the same charge, this would make the scheme more attractive as they could chose the timing of their subscription. For instance:

- 1% increase (84 bins) would generate an additional £3,192
- 2% increase (168 bins) would generate an additional £6,384
- 3% increase (252 bins) would generate an additional £9,576

3.9 In terms of the administration of the service, the structure of the new shared waste team is geared up to provide the resilience to manage the steady flow of subscriptions throughout the year, and this was part of the business case for the current structure. This is preferable to the intense early bird period when additional agency staff need to be recruited in order to cope with demand. Similarly, the waste team is discussing with Customer Services the resource requirements for the renewal process required in February 2017. Future resourcing efficiencies will be looked at.

4. Consultation

This report was taken to Environment PAG on 6th December 2016 and was supported by those Members.

5. Options

The alternative option is to change nothing but this will not offer up a more flexible service to customers and will not optimise efficiencies within the Joint Waste Team.

6. Corporate Implications

- 6.1 Agreement of the recommendation to introduce a flat rate charge of £38 for a 12 month subscription supports the proposed fees and charges for 2017/18.
- 6.2 Adoption of a rolling programme would reduce the resource implications for the waste team.
- 6.3 Adopting the rolling programme of subscriptions at a flat rate of £38 would align more closely with the partner authority.

7. Links to Council Policy Objectives

7.1 This matter is related to the following local and national policy objectives:

- The Council's medium-term aim of helping to provide a clean and decent district where there is pride in, and ownership of, our surroundings and public spaces.
- The current Bucks Waste Partnership target of recycling / composting 60% of household waste collected

8. Next Steps

If approved, to introduce the new arrangements with immediate effect as the renewal programme commences in February.

Background Papers:	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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SUBJECT:	Waste Containers
REPORT OF:	Cllr Luisa Sullivan
RESPONSIBLE OFFICER	Chris Marchant
REPORT AUTHOR	Sally Gordon, sgordon@chiltern.gov.uk , 01494 586868
WARD/S AFFECTED	All

1. Purpose of Report

To present to Cabinet information regarding the proposal to introduce charges to developers for waste containers provided to new developments (to be introduced as soon as agreed) as set out in the fees and charges for 2017/18.

RECOMMENDATION

Cabinet is asked to approve the recommendation to charge developers for waste containers required for new properties.

2. Reasons for Recommendations

- 2.1 South Bucks District Council is a Waste Collection Authority with obligations to collect household waste arising from sources specified in the Environmental Protection Act 1990 (EPA1990).
- 2.2 Although under section 46 of the Environmental Protection Act, 1990, local authorities have the ability to charge developers for the provision of waste containers, South Bucks District Council (SBDC) currently does not charge developers/housing associations for new wheeled bins or boxes.
- 2.3 The annual setting of fees and charges provides the District Council an opportunity to review some of its charging policies and to ensure that the charges are set at a reasonable level which will help to mitigate against the increasing financial pressures that all local authorities are facing.
- 2.4 With a new joint waste team in place, this also provides an opportunity to start to align the level of some of those fees and also some of the charging policies (where appropriate to do so) with those set by CDC/WDC. This will help to achieve greater consistency and efficiency across the southern districts and will streamline the administration of services.
- 2.5 This reported was taken to Environment PAG on 6th December, 2016 and the proposed approach was supported.

3. Content of Report

- 3.1 This report details the charges proposed for developers for the provision of refuse bins, recycling bins, food waste bins and paper recycling boxes for new properties.
- 3.2 Initially during the roll out of the SBDC enhanced service in 2014, Biffa did not charge for the delivery of containers – they put in place the resource to deal with this. Now however the Council is paying towards delivery costs and the resources to do this and these are built into the contract costs.

- 3.3 To date SBDC has not charged developers, housing associations or landlords for the provision of waste containers for new properties (as other Councils do) and this represents a cost to the authority. During 2015/16 SBDC delivered out a total of 2,487 new containers (of different sizes) which equated to an average of 207 per month for new properties. When major new developments come on line this figure can rise substantially, for example Taplow Mill or Beaconsfield MOD site.
- 3.4 Every new property that comes on line requires the following set of containers:

Table 1

Container	Service	Unit costs – purchase/delivery/ admin charge	Delivery & Admin costs	Total costs
240 litre black wheeled bin	Refuse collection	£16.70	£23.30	£40
240 litre black wheeled bin/blue lid	Recycling collection	£16.70	£23.30	£40
44 litre paper recycling box & lid	Paper collection	£3.75	£0.75	£4.50
23 litre food waste bin	Food waste collection	£3.24	£1.26	£4.50
5 litre kitchen caddy	Food waste collection	£1.15	£2.35	£3.50
Total cost per property		£41.54	£50.96	£92.50

Table 2 provides information relating to the container costs, delivery, admin costs and likely admin time required to organise the supply of containers for new developments, based on 2015/16 figures.

Table 2

Reason for delivery	No	Container costs	Delivery & admin costs	Total costs	Estimated admin time
New property	282 sets	£11,714	£14,371	£26,085	Approx 15 mins per development

- 3.5 This report recommends the introduction of charges to developers for the supply and delivery of the suite of containers required for new developments. The costs for 2015/16 represented £26,085, but when larger new developments come on line, this figure will increase.
- 3.6 It is suggested that the proposed charges to developers for containers are aligned to the CDC/WDC charges as this includes a provision to cover administrative costs. The overall charge for a 140 litre, 240 litre or 360 litre bin is £40 per unit and this covers the purchase

and delivery of the bin and administrative costs. Residents are not going to be charged for replacement bins or extra recycling boxes.

4. Consultation

Not applicable

5. Options

Alternative option is to change nothing, but this will be at a cost to the council of at least £26k per annum.

7. Corporate Implications

3.1 Based on 2015/16 figures, charging developers for the containers required for new developments, it is estimated that this would reduce costs to the Council by approximately £26,085 in a full year but this will fluctuate.

3.2 Section 46 of the Environmental Protection Act, 1990, provides local authorities with the ability to charge developers for the provision of waste containers.

8. Links to Council Policy Objectives

This matter is related to the following local and national policy objectives:

- The Council’s medium-term aim of helping to provide a clean and decent district where there is pride in, and ownership of, our surroundings and public spaces.
- To secure a long-term strategy for the management of wastes for which the member authorities are collectively responsible.

9. Next Step

Developers will be charged for the waste containers required for new developments, to take immediate effect.

Background Papers:	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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RESOURCES POLICY ADVISORY GROUP**Meeting - 8 December 2016**

Present: Mr Egleton (Chairman) and
Mr Sangster

Apologies for absence: Mr Hogan and Mrs Jordan

51. MINUTES

The minutes of the meeting of the Policy Advisory Group (PAG) held on 27 September 2016 were received.

52. PORTFOLIO BUDGETS 2017/18

The PAG considered a report seeking Members' comments for the draft Revenue Budget and the Fees and Charges schedule for 2017/18 for the Resources Portfolio, prior to consolidation of all portfolio budgets for consideration by the Cabinet.

The report outlines the context of the overall financial position facing the Council for the coming year, and confirmed that as a result of the Government's deficit reduction strategy, Local Authority funding is subject to continuing significant reductions, particularly from 2018/19 onwards, alongside constraints on the level of Council Tax increases, and with regards to the Medium Term Financial Strategy.

In considering the report, the PAG particularly noted:

- that it would be prudent at this stage not to include any funding for new recurring expenditure, or to expand services;
- that the authority needs to identify measures to compensate for the reductions in resources, which would include joint working with CDC;
- the decrease to the Resources Portfolio budget is £316k (8.9%), including an assumed £120k from the letting of first floor Capswood 1, and £106k increase in car parking income.

During discussion amongst Members, it was clarified that the change on Housing Benefit subsidy related to the change to only budget for housing benefit on temporary accommodation placements at the level of the local housing allowance, not the actual rent charged. The additional cost from the Resources Portfolio would be reflected in the Healthy Communities Portfolio, so that the true cost of temporary accommodation would be clear. This highlighted the importance of the Council taking action to address the temporary accommodation situation, which has a major negative impact on the revenue budget.

It was further explained to Members that the planned expansion of the main Gerrards Cross car park was predicted to increase the Council's income. Additionally, Members noted that a strategic asset review was taking place in order to ascertain if returns could be generated from the Council's property assets.

Having considered the advice of the PAG, the Portfolio Holder **RECOMMENDED** the onward submission to Cabinet of:

- The 2017/18 Revenue Budget
- The 2017/18 Fees and Charges

53. **TREASURY MANAGEMENT - QUARTERLY REPORT QUARTER 2 2016/17**

The PAG received a report, setting out the Treasury Management performance of the Council, with the position largely remaining unchanged in term of interest rates and economic climate for June-September 2016, which was reflected in the return rates achieved. The report detailed that:

- the total loans outstanding at the end of the quarter were £23m as set out within the table in paragraph 3.3.
- at the end of September, £2.655m was held in an instant access account for the purpose of day to day cash flow.
- the corporate bonds held at the end of the quarter were identified in the table in paragraph 3.5, with a total value of £749k.
- the table at paragraph 3.6 showed the fluctuations in cash and instant access investment levels, comparing 2015/16 against 2016/17, depicting the cyclical nature of cash outflow.

During discussion Members' attention was brought to the graph in paragraph 3.6, which showed that sufficient levels were kept in the cash reserves in anticipation of the likely cash flow through to the end of the year.

RESOLVED that the report be noted.

54. **ANY OTHER BUSINESS**

The Portfolio Holder explained to the Members of the PAG that the Homelessness B and B costs had been sent to Members in order that they could see the significance of these numbers and costs. Members agreed that revenue-saving solutions to these costs needed to be looked at, as the trend in Key Performance Indicators showing the numbers of those in B and B's and temporary accommodation to be increasing. Members noted that CDC use a hostel for those who are homeless, and that thought may need to be given as to where a similar facility could be based in South Bucks in order to reduce costs.

55. **EXEMPT INFORMATION**

"That under Section 100(A)(4) of the Local Government Act 1972 following item of business is not for publication to the press or public on the grounds that it involves the likely disclosure of exempt information as defined in Part 1 of Schedule 12A to the Act."

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

56. **PART II MINUTES**

The Part II minutes of the meeting held on the 27 September 2016 were confirmed.

The meeting terminated at 6.35 pm

RESOURCES POLICY ADVISORY GROUP

Meeting - 25 January 2017

Present: Mr Egleton (Chairman)
Mr Hogan, Mrs Jordan and Mr Sangster

Apologies for absence: Mr Hollis

68. MINUTES

The minutes of the meeting of the Policy Advisory Group (PAG) held on 8 December 2016 were received.

69. ESTABLISHMENT OF A LOCAL AUTHORITY TRADING COMPANY

Members received a report which set out the proposal that the Council ("SBDC") establishes a trading company, wholly owned by the Council, to enable the Council to take advantage of the powers to trade for profit introduced under the Local Government Act 2003 and the Localism Act 2011. It identified the Council's current and future property portfolio as a potential income generator and the risks the Council would be exposed to should it set-up a trading company. The next step would be to engage experts to help formulate the business case and in addition obtain specialist legal advice at a cost of approximately £20k, with an additional cost for financing/tax advice (around £5k for initial review but would be more if greater input was required).

Members discussed the timing of such an undertaking and the potential governance arrangements, which officers agreed was a high priority to ensure clear business objectives are set for any company, and the officers and board of any company are able to act in a commercial manner. This makes it important that appointments are made based on a clear statement of skills and experience, so that an independent and skilled board and management steers the new entity. It was suggested that relevantly experienced councillors could be non-executive board members, as well as people from the private sector with the necessary skills. Remuneration of board members was also discussed and it was acknowledged that the salary bill might be high and that share options might be a good way of incentivising the MD/CEO. Other local authority trading companies were seen as relevant reference points when devising the business case. Officers confirmed that the business case would consider the set-up costs and initial funding of the trading company.

Having considered the advice of the PAG, the Portfolio Holder **RECOMMENDED** to Cabinet:

1. That the establishment of a local authority trading vehicle to allow the Council to exercise the power to trade contained in the Local Government Act 2003 and the Localism Act 2011 to facilitate income generation be approved in principle
2. That the Interim Director of Services and Head of Legal and Democratic Services be authorised to engage suitable external experts to advise on the detail of the governance and

funding arrangements of the proposed company and to assist in the preparation of a business case as referred to in the report;

3. That budgetary provision of £25,000 be made to commission the work referred to in Recommendation 2 above, to be funded from general reserves;

4. That a further report on the business case and recommended governance and funding arrangements be brought back to the Cabinet at the first available opportunity.

70. **ANNUAL TREASURY MANAGEMENT STRATEGY 2017/18**

Members considered a report on the Council's Annual Treasury Management Strategy 2017/18. Members acknowledged the Council's duty to review its Treasury Management Strategy on a yearly basis. The report confirmed that although there is no substantial change to the strategy in respect of investments, the Prudential Borrowing Code now has relevance as from 2017/18 the Council may undertake borrowing of up to £11m to fund various capital projects.

Members commented on continued low interest rates and the impact of this on the Council's investment income. They also clarified the interest rate the Council would pay on any loans.

Having considered the advice of the PAG, the Portfolio Holder **RECOMMENDED** that the Treasury Management Strategy and its associated appendices be submitted for Cabinet and then Council for approval.

71. **CAPITAL PROGRAMME 2017/18 - 2020/21**

Members received a report which detailed the Capital Programme for 2017/18 to 2020/21. The key projects planned for the period include the Multi Storey Car Park at Gerrards Cross, redevelopment of the Academy, investment in waste bins, development of the Gerrards Cross Police Site, a budget for Disabled Facilities Grants, Renovation Grants and Flexible Home Loans, New Development Projects and Capswood maintenance. To pay for these projects, funds from grants, capital receipts, revenue reserves and contributions are to be used, as is selective borrowing potentially from 2017/18.

Members queried the accounting principles used as part of the strategy, the cost of the indicated projects, consultancy used in relation to the projects and the geographic concentration of the larger projects currently proposed around Gerrards Cross. It was discussed that potential future projects are likely to be spread around the South Bucks area.

Having considered the advice of the PAG, the Portfolio Holder **RECOMMENDED** the onward submission to Cabinet and Council of:

- i) The Capital Programme for 2017/18 – 2020/21 as set out in Appendix A
- ii) The Capital Strategy as set out in Appendix B

And that the implication for the Financial Strategy of the proposed programme be noted.

72. **ANY OTHER BUSINESS**

None.

73. **EXEMPT INFORMATION**

"That under Section 100(A)(4) of the Local Government Act 1972 following item of business is not for publication to the press or public on the grounds that it involves the likely disclosure of exempt information as defined in Part 1 of Schedule 12A to the Act."

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

74. **PART II MINUTES**

The Part II minutes of the meeting held on 8 December were confirmed.

75. **GERRARDS CROSS POLICE STATION**

Members received the report from the Head of Healthy Communities and the Head of Environment, which detailed the indicative business case for the Council's purchase and development of the Gerrards Cross Police Station Site.

Funding for the negotiating of purchasing of the site was agreed by Cabinet on 4 July 2016. Since this time, officers have undertaken due process to enable exchange of contracts and completion of the sale. It was being recommended that the Council appoints a project manager to undertake the design and planning approval to develop the site. The report also set out the budgetary provision which was required for the continued purchase and development of the site.

Members clarified the processes that have already been undertaken to purchase the site, the associated costs and the site's planned housing density. Members emphasised the fact that the site was currently in the green belt and that this would dictate final housing density. Clarification was sort on stamp duty fees and officers confirmed this would be included in the detailed proposal, to be brought to Cabinet. Members questioned how any future community infrastructure levy, applied to the site, might impact the Council. Officers confirmed any levy would relate to planning permission, which was being sort before any potential levy is implemented. Members also queried the percentage of affordable housing as set out in the report.

Having considered the advice of the PAG, the Portfolio Holder **RECOMMENDED** to Cabinet and Council:

- a. To make budgetary provision of £4,222,500 from the Capital Receipts Reserves to enable the continued purchase of the site and meet the associated expenditure required by the Council to meet its obligations in acquiring the site.
- b. To add £5.3M budgetary provision to the Capital Programme, which will result in additional borrowing to enable the site to be redeveloped for housing and to

authorise the Head of Environment to draw down expenditure up to £800k from the Capital Programme to initiate the scope of works required to bring the site to development.

And to **RECOMMEND** to Cabinet:

- c. To enter in to a tender process to demolish the current police station and ex-police houses on a phased basis, once planning permission has been obtained
- d. To seek approval to appoint a project manager and developer through the Scape framework agreement, to obtain detailed design and planning approval for housing on the Gerrards Cross Police station site and to provide the detailed business plan at an estimated cost of £800k. A further report to present the detailed business plan before moving to the development phase.
- e. To authorise the Head of Healthy Communities enter in to agreement with Buckinghamshire Housing Association to continue to manage the ex-police houses for use as emergency accommodation for a 12 month period from; 1st June 2017, with the option to extend for further rolling 3 month periods
- f. To authorise the Head of Environment and Head of Healthy Communities to spend £10k to develop a business plan and planning proposals for emergency accommodation to be delivered on Council owned land or through the acquisition of property in the district.

76. **GERRARDS CROSS CAR PARK - WITHDRAWN FROM AGENDA**

The meeting terminated at 7.26 pm

SUBJECT:	<i>Establishment of a Local Authority Trading Company</i>
REPORT OF:	<i>Resources – Cllr Egleton</i>
RESPONSIBLE OFFICER	<i>Director of Resources – Jim Burness, Interim Director of Services - Anita Cacchioli</i>
REPORT AUTHOR	<i>Sue Markham, Principal Solicitor – 01895 837326 – sue.markham@southbucks.gov.uk</i>
WARD/S AFFECTED	<i>All</i>

1. Purpose of Report

The PAG is requested to review and comment upon this report, which will be considered by Cabinet on 8 February 2017. The report seeks to authorise in principle the creation of a local authority trading vehicle to facilitate opportunities for income generation.

RECOMMENDATIONS TO CABINET

1. That the establishment of a local authority trading vehicle to allow the Council to exercise the power to trade contained in the Local Government Act 2003 and the Localism Act 2011 to facilitate income generation be approved in principle;
2. That the Interim Director of Services and Head of Legal and Democratic Services be authorised to engage suitable external experts to advise on the detail of the governance and funding arrangements of the proposed company and to assist in the preparation of a business case as referred to in the report;
3. That budgetary provision be made to commission the work referred to in Recommendation 2 above, to be funded from general reserves;
4. That a further report on the business case and recommended governance and funding arrangements be brought back to the Cabinet at the first available opportunity.

2. Executive Summary

The purpose of this report is to set out the range of matters that the Council will need to consider and determine in order to progress the establishment of a local authority trading company. The report addresses the various areas that require further investigation, leading to detailed recommendations for decision at a future meeting:

- Company requirements
- Governance arrangements
- Accounting and banking arrangements
- Staffing implications
- State aid
- Corporate implications

3. Reasons for Recommendations

To allow the Council to undertake trading activities in order to generate additional income.

4. Background

- 4.1.** Following recent consideration of the Council's likely financial position over the next few years, it is clear that the Council will need to maximise income generating opportunities in order to counter the reductions in government grant.

- 4.2. Property experts, Savills, have been engaged to review the Council's property portfolio and advise on the opportunities for deriving income through pro-active management and development of the portfolio.
- 4.3. If the Council should decide to invest in residential property, to do so through a wholly owned company would mean that the company would be able to grant shorthold tenancies, which are commonly used in private sector rentals. The Council could not grant such tenancies itself.
- 4.4. There may be other types of property investment which the Council could undertake in house. Every investment would be looked at on its own merits to decide whether to invest via the Council or the company, depending on the taxation, legal and investment implications of what is proposed.
- 4.5. There are specific powers contained in the Local Government Act 2003 which allow a local authority to undertake trading activities. In addition, under the "general power of competence" introduced by Section 1 of the Localism Act 2011 local authorities now have a general power that enables them to do anything that a private individual is entitled to do, subject to certain statutory limitations. However, it should be noted that things done for a commercial purpose even under the Localism Act 2011 must be done through a company.
- 4.6. The company can, with good business planning, generate a surplus which can be returned to the Council by way of dividends, it being the single shareholder.
- 4.7. The Regulations made under the 2003 Act require a business to be prepared to support the use of the trading powers and the Council must approve the said business case.

5. Content of Report

- 5.1. This report proposes that the Council ("SBDC") establishes a trading company, wholly owned by the Council, to enable the Council to take advantage of the powers to trade for profit introduced under the Local Government Act 2003 and the Localism Act 2011, where opportunities to do so arise and it is appropriate to use the company as a vehicle for the trading activity proposed.
- 5.2. Company Structure - There are a number of different types of corporate vehicle available:
 - 5.2.1. Company limited by shares;
 - 5.2.2. Company limited by guarantee;
 - 5.2.3. Industrial and provident society.
- 5.3. Another potential vehicle, which will be considered in the business case is the Local Asset Backed Vehicle model. This is usually a medium to long term joint venture equity partnership between a Local Authority and a private sector investment partner. The Council would contribute land/assets, while the investment partner would contribute capacity to deliver skills, experience and funds to develop projects. A procurement exercise would be required to select a partner with whom costs and investment returns would be shared.
- 5.4. There are some other vehicles, such as a community interest company, a limited liability partnership or a joint venture company. However, for the purposes of general trading it is unlikely that such vehicles would be considered to be appropriate.
- 5.5. In practice a Company Limited by Shares tends to be used for those operations which have a commercial character and a Company Limited by Guarantee or Industrial & Provident Society for those which are set up to deliver community purposes or are set up for charitable purposes.
- 5.6. **Company Requirements** - In setting up the trading company, the following issues need to be addressed:
 - 5.6.1. Company Name

-
- 5.6.2. Purpose of the Company
 - 5.6.3. Aims of the Company
 - 5.6.4. Governance
 - 5.6.5. Funding arrangements
 - 5.6.6. Set up Requirements and Costs
- 5.7. There will be a number of other detailed matters to be considered and it is suggested that an appropriate delegation be granted to enable these to be investigated as set out in the recommendation.
- 5.8. **Governance Arrangements** - The Company must legally appoint Directors. The Directors of the company must ensure that the company does everything it is obliged to do by law and that any decisions they make are in the best interests of the company. There are a number of options for the make-up of the board, but it is essential that the Directors between them have the following skills:
- 5.8.1. Financial
 - 5.8.2. Property
 - 5.8.3. Legal
 - 5.8.4. Investment
 - 5.8.5. Governance – other board experience
 - 5.8.6. Private sector
- 5.9. The Memorandum of Association will need to be completed. This will set out the company's objects which could be as wide as 'to carry on business as a general commercial company'. It also shows details of the company's share capital.
- 5.10. The Articles of Association will also need to be completed. These set out the regulations governing the running of the company's affairs.
- 5.11. An off the shelf company could be purchased with wide trading powers including property investment.
- 5.12. A major Governance issue is the relationship between SBDC (the Shareholder) and the Company's internal processes. It is important that the Company is able to act quickly in order to generate and sustain business but on the other hand the Council needs to be able to determine whether it is appropriate for the Company to make a particular investment.
- 5.13. This relationship would be set out in a suitably drafted Shareholder Agreement which would specify the roles and responsibilities of the board and the Council as shareholder and would spell out the rules and procedures for making decisions.
- 5.14. It is envisaged that the Cabinet will be responsible for overseeing the Company's overall trading activities, acting on behalf of Council who will be the Shareholders. It will be critical to minimise and manage any potential conflicts of interest by keeping roles separate wherever possible.
- 5.15. **Accounting and Banking Arrangements** - The Company will have to comply with all the regulatory requirements of the Companies Acts and additionally with the regulatory regime for local authority companies under the Local Government and Housing Act 1989.
- 5.16. The company may need to charge VAT and will be liable for corporation tax on its profits. However, the company's tax liability could be minimised by setting off allowable costs.
- 5.17. Balances held by the Company will be calculated on an annual basis. The Company will be responsible for providing its accounts and tax returns in the appropriate format within set deadlines. The accounting structure will have to ensure that all income, expenditure and VAT can be allocated to the Company by use of appropriate budget codes. The Company will use its own stationery for purchase orders and invoices and will facilitate the submission of the Company's VAT returns.

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- 5.18.** The Company will be responsible for the engagement of an external auditor.
- 5.19.** As the Company will be controlled by the local authority a number of requirements may undoubtedly need to be met such as:
- 5.19.1.** The company must state on company stationery that the company is controlled by a local authority, giving the name of the relevant authority.
- 5.19.2.** The company must limit the remuneration and allowances paid to directors who may be officers or members of the local authority to the amounts payable for comparable local authority duties, or as travelling and subsistence allowances.
- 5.19.3.** The company must not publish party political material.
- 5.19.4.** The company must provide information to the local authority's auditors.
- 5.19.5.** The company must provide information to members of the local authority.
- 5.20. Business Case** - Initially the main thrust of the trading company will be to invest in land and buildings that can increase SBDC's income.
- 5.21.** The business case will examine the options for transferring land to the Company at market value in return for shares in the company or the alternative of providing loans to the Company to enable it to purchase the land.
- 5.22.** The trading company will enable the Council to operate property investment on a commercial basis. The Business Case in relation to the Council's investment strategy will be developed for consideration at a future Cabinet meeting and will cover aspects such as:
- 5.22.1.** The objectives of the property trading activities;
- 5.22.2.** The investment and other resources required to achieve those objectives;
- 5.22.3.** Any risks the business might face and how significant those risks are; and
- 5.22.4.** The expected financial results of the business, together with any relevant outcomes the business is expected to achieve.
- 5.23.** The precise funding mechanism for the property side of the Company will be considered as part of the development of the full business case. However, such a mechanism could include a loan or series of loans by the Council to the Company to allow it to invest in accordance with the Strategy and Business Case. Under such circumstances, borrowing costs would be met by the Company. Loans would be made available to the Company on a basis which is compliant with the terms of funding which are similar to those which would be achievable by a private funder given the importance of competition law and State Aid rules. Specialist advice will be sought as part of the development of the business case.
- 5.24. Staffing Implications** – It is envisaged that, once established, the company will directly employ its own staff and engage professional support as required. However, it is most likely that the company will initially be operated on the basis of part-time secondments from the Council and as a result TUPE will not apply to transfer staff to the company. Whilst expertise in developing property is expected to be bought in by the company at director/development manager level, the company will need to access support functions such as finance, legal, HR and ICT, at least initially. Any Council resource will need to be recharged and the Business Case will need to assess the initial impact of staffing/accommodation/support needs. Later on the company's staffing needs will be reviewed as developments progress.
- 5.25. State Aid** - In order to ensure transparency and competitiveness with the private sector and not to breach the rules in relation to State Aid the company must not be subsidised by the authority. This means that the authority must recover the costs of any accommodation, goods, services, employees or any other support it supplies to the company. It will be necessary to set up suitable systems and financial controls to ensure this is the case and to demonstrate independence of the company from the authority.

6. Consultation

The Resources PAG has been consulted on the proposals and any comments will be reported to Cabinet.

7. Options

- 7.1.** It is not a statutory requirement to operate a trading company so Cabinet could decide not to proceed. The potential income generation would be unlikely to be realised using other powers available.
- 7.2.** Cabinet is recommended to proceed as set out in the report.

8. Corporate Implications

8.1. Financial

- 8.1.1.** The budget for set up costs will need to be approved.
- 8.1.2.** There will be a need to set up separate financial systems and accounting arrangements (including VAT). Future running costs may be offset to a degree against future income streams.
- 8.1.3.** It is anticipated that the trading company will, in the first instance, use part time seconded staff, use council accommodation, equipment and services on the basis of recovering the full cost, and as a result start up costs should be minimised but would include matters such as insurance and auditors fees.
- 8.1.4.** Financial advice will be required in relation to prudential borrowing requirements especially in relation to the ability to borrow to invest in property.
- 8.1.5.** It is envisaged that some legal advice will also be required.
- 8.1.6.** There are financial risks arising from the use of the Councils' trading powers. These would need to be analysed in detail as part of any individual business case put forward for the use of the trading powers. Although a trading company would be a separate legal entity with the benefit of limited liability any liabilities of the company to creditors in the event of significant trading losses occurring would have to be addressed as a potential risk for the Council.
- 8.1.7.** As the Council will have effective control of the company, oversight of its on going operations would allow for early detection of any developing financial problems and the opportunity to take preventative action.

8.2. Legal

- 8.2.1.** A local authority is able to establish a Local Authority Trading Company ("LATC") through powers in section 95 of the Local Government Act 2003. A local authority is permitted to trade in anything that it is authorised to do under its ordinary functions.
- 8.2.2.** Under section 1 of the Localism Act 2011 Local Authorities now have a general power that enables them to do anything that a private individual is entitled to do, as long as it is not expressly prohibited by other legislation.

8.3. Risk Assessment

An initial risk assessment has been carried out, with the key risks and possible controls detailed in **Appendix 1**. The Business Case will examine these and any other commercial risks in more detail.

9. Links to Council Policy Objectives

9.1. Corporate Aims and Objectives:

- Delivering cost effective, customer focused services, particularly by
- Optimising the effectiveness of our resources and assets

- Making the very best use of all our assets

9.2. Chiltern and South Bucks Joint Sustainable Community Strategy

The Vision includes "A wide range of high quality housing, including a good supply of affordable homes to help meet community needs and maintain our services and communities."

10. Next Step

Engage external experts to analyse the governance and funding options available, produce the required business case for consideration by the Cabinet and make recommendations to Cabinet at the first available opportunity.

Background Papers:	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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RISK REGISTER – Establishment of Local Authority Trading Company

	Risk	Likeli- hood	Impact	Rating	Controls
1.	Failure to set up company in strict compliance with legislation	2	2	4	Appropriate internal and external advice on governance arrangements
2.	Possibility of trading ultra vires	2	3	6	Every new trading activity via the company to consider statutory obligations
3.	Possible challenge re state aid	1	3	3	Obtain full cost recovery and any loan to the company to be at commercial rates
4.	Possible conflicts of interests arising for Members or officers as board members	2	3	6	Careful consideration of make up of board of directors to minimise possible conflicts. Ensure compliance with relevant codes of conduct and procedure rules.
5.	Failure to comply with VAT and corporation tax liabilities.	2	3	6	Obtain and follow expert advice.
6.	Lack of in-house capacity to manage additional workload	3	2	6	Careful allocation of staff resources and regular reviews.
7.	Potential TUPE implications	1	1	1	Keep under review.
8.	Lack of expertise to run company effectively	2	3	6	Ensure make-up of board of directors includes all necessary skills.
9.	Challenge from Council's auditors	1	2	2	Follow CIPFA Code of Practice on LA Accounting so all transactions relating to the company can be identified.
10.	Initially low company credit rating	1	1	1	Council could act as guarantor if necessary, with insurance if advisable.
11.	Poor rate of return on investment property.	2	2	4	Set realistic target for rate of return which allows for all relevant costs.
12.	Trading company failure	2	3	6	Carry out adequate market testing prior to investment and implement effective budgetary controls.

5 x 5 Risk Matrix

Risk Matrix Table						
Likelihood score	5 Almost certain	5	10	15	20	25
	4 Likely	4	8	12	16	20
	3 Possible	3	6	9	12	15
	2 Unlikely	2	4	6	8	10
	1 Rare	1	2	3	4	5
		1 Negligible	2 Minor	3 Moderate	4 Major	5 Catastrophic
Impact Score						

SUBJECT:	Treasury Management Strategy 2017/18
REPORT OF:	Resources Portfolio Holder – Cllr T Egleton
RESPONSIBLE OFFICER	Director of Resources
REPORT AUTHOR	Helen O'Keeffe, Principal Accountant, hokeeffe@chiltern.gov.uk , 01494 732781
WARD/S AFFECTED	All

1. Purpose of Report

- 1.1 To advise the Portfolio Holder on the Treasury Management Strategy and related policies that should be adopted by the Council for 2017/2018.

RECOMMENDATION

The PAG is requested to:

Advise the Portfolio Holder on the Treasury Management Strategy to **recommend** to Cabinet and Council, including approving the following appendices to the Annual Investment Strategy (Appendix 1):

- Appendix 1A - Annual Investment Strategy Policies
- Appendix 1B - Prudential Indicators including the borrowing limits
- Appendix 1C - the MRP method to be used in 2017/18.

2. Executive Summary

- 2.1 The Council is required to formally review its treasury management policies each year as part of determining what level of returns will be achieved from investments. The format of the treasury management policies is defined by the Code of Practice adopted by the Council, and is required to be approved by the Council on recommendation from the Cabinet.
- 2.2 The treasury management policies underpin the strategy for the year in question, which seek to achieve a level of investment return and efficiently manage any borrowing. For 2017/18 there will be a significant change in strategy as it will be necessary to borrow funds to facilitate the planned capital programme. The Council has been debt free for many years so this represents a substantial change in approach.

3. Background

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

4. Treasury Management Strategy 2017/18

4.1 The Treasury Management Strategy 2017/18 is attached as Appendix 1. In essence the proposed strategy is as follows, and makes appropriate recognition of the Government's advice to prioritise security and liquidity over returns.

- Borrowing will be required in order to deliver the planned capital programme, and therefore in order to undertake prudential borrowing the Council needs to update its Treasury Management Strategy. Borrowing will be entered into once significant capital projects have been approved.
- Cash is unlikely to be available for investment over longer time periods.
- Interest rates are expected to remain low, and it will be challenging to achieve high investment returns.
- The expected return for 2017/18 from the proposed strategy is £200,000.

5. Consultation

5.1 Consultation is with the PAG within the framework set by the Code of Practice.

6. Options

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

7. Corporate Implications

7.1 The budget for investment interest was set at £430,000 for 2016/17. The current estimated investment return shows that there will be a shortfall against the budget of approximately £140,000.

7.2 Budgeted investment income in 2017/18 is based on interest rates remaining below 1%. Although borrowing will not be undertaken in advance of need, there will be some short term timing differences where funds will be borrowed and not yet required for the payment of suppliers. Any surplus funds will be invested on a short term basis until they are required.

7.3 Based upon the recommendations outlined in the Treasury Management Strategy the estimated investment return for 2017/18 is £200,000.

7.4 This target for investment income reflects the latest forecasts for interest rates. It is regarded as realistic and achievable. Loss of £32K of investment income is equal to £1 Council Tax on a band D property.

7.5 As with any budget based on forecasts of future interest rates there is a risk of variation due to factors outside of the Council's control. This risk will need to be taken into account in determining the level of reserves held by the Authority.

7.6 The Local Government Act 2003 requires the Council to have regard to the Prudential Code and to set Prudential Indicators for the next 3 years to ensure that the Council's capital investments plans are affordable, prudent and sustainable.

7.7 The Act requires the Council to set out its Treasury Strategy and to prepare an Annual Investment Strategy which sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.

7.8 It is a statutory requirement under section 33 of the Local Government Finance Act 1992, for the Council to produce a balanced budget. In particular, section 32 requires a local authority to calculate its budget requirements for each financial year to include the revenue costs that flow from capital financing decisions. This, therefore, means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue from:

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

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

7.9 The CLG's investment guidance states that authorities could combine the Treasury Strategy Statement and the Annual Investment Strategy (AIG) into one report. The Treasury Management Strategy 2017/18 document is attached to this report (Appendix 1).

8. Links to Council Policy Objectives

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

9. Next Step

9.1 Following views from the PAG, the Strategy will be considered by the Cabinet in February. Cabinet will then recommend to the Council the Strategy.

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

Background Papers:	None
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South Bucks District Council
Treasury Management Strategy
2017/2018

1. Background

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

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

Area of Responsibility	Reporting Arrangements	Frequency
Treasury Management Policy	Resources PAG /Cabinet/Council	Reviewed annually.
Treasury Management Strategy Annual Investment Strategy MRP policy	Resources PAG /Cabinet/Council	Annually before the start of the financial year
Treasury Management Strategy Annual Investment Strategy MRP policy – in year report	Resources PAG /Cabinet	Appropriate report to RPAG
Treasury Management Strategy Annual Investment Strategy MRP policy – updates or revisions at other times	Resources PAG /Cabinet/Council	As appropriate
Annual Treasury Outturn Report	Resources PAG /Cabinet	Annually by 30 th September after the end of the year
Monitoring Reports	Resources PAG /Cabinet	Regularly

Investment Portfolio Detail	Resources Portfolio Holder	Monthly
Scrutiny of treasury management strategies & performance	Resources PAG	Ongoing but with particular focus when considering annual Strategy

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

2. Prospects for Interest Rates and Economic Background

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

	2017				2018		2019
	Q1	Q2	Q3	Q4	Q1	Q4	Q4
Bank Rate	0.25%	0.25%	0.25%	0.25%	0.25%	0.75%	0.75%
3 M LIBID	0.30%	0.30%	0.30%	0.30%	0.30%	0.40%	0.80%
6M LIBID	0.40%	0.40%	0.40%	0.40%	0.40%	0.50%	0.90%
12M LIBID	0.70%	0.70%	0.70%	0.70%	0.70%	0.90%	1.30%

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

- Political developments in the UK, especially over the terms of Brexit.
- The impact of the US election result on the US economy. If the Trump package of policies is implemented, there is likely to be an increase in inflationary pressures which could then mean that the pace of further Fed. Rate increases will be quicker and stronger than formerly expected.
- Although there is normally a high degree of correlation between the Fed. Rate and the UK Bank Rate, it is anticipated that the Fed. Rate will increase more quickly and more strongly than the UK Bank Rate.

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

3. Achieving the Investment Target in 2017/18

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

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

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

3.3. The following table illustrates the estimated investment interest for 2017/18.

	Credit Rating	Amount Loaned	Interest Rate	Matures	Interest 17/18	New Inv 17/18 (1%)
Bank of Scotland/Lloyds	A+	1,000,000	1.05%	May-17	1,208	8,333
Bank of Scotland/Lloyds	A+	1,000,000	1.05%	May-17	1,410	8,333
Bank of Scotland/Lloyd	A+	1,000,000	1.05%	Jun-17	1,812	7,500
Bank of Scotland/Lloyd	A+	1,000,000	1.05%	Aug-17	3,567	5,833

RBS/Natwest	BBB+	2,000,000	3 mth LIBOR	Feb-18	16,570	
RBS/Natwest	BBB+	3,000,000	1.31% then 3 mth LIBOR	Feb-20	39,300	
Santander	A	1,000,000	0.75%	Nov-17	4,664	3,333
Close Brothers	A	1,000,000	1.40%	Apr-17	499	9,167
Total		11,000,000			69,030	42,500
Short term		7,000,000	0.35%		24,500	
Gilts/Bonds etc		749,247			31,000	
Farnham Park Loan					35,400	
Total		18,749,247			159,930	42,500
Total interest forecast 2017/18						202,430

3.4. However, owing to the Council's capital spending plans it is unlikely that cash will be available for investment over longer time periods.

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

Schedule of Maturing Investments

Year	Month	Amount	Cumulative
Instant MMF		7,000,000	7,000,000
2016/17	Jan	2,000,000	9,000,000
	Mar	3,000,000	12,000,000
2017/18	Apr	1,000,000	13,000,000
	May	2,000,000	15,000,000
	Jun	1,000,000	16,000,000
	Aug	1,000,000	17,000,000
	Nov	1,000,000	18,000,000
	Feb	2,000,000	20,000,000
2019/20	Feb	3,000,000	23,000,000
		23,000,000	

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

3.7. The table below shows the proposed counterparty investments matrix for investments in 2017/18.

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

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

4. Borrowing Strategy

- 4.1 The Treasury Management Strategy for 2017/18 reflects a shift in strategy from South Bucks being a debt free Authority to an Authority which will undertake borrowing to enable some significant capital projects to be undertaken. Potentially in 2017/18 the Council could undertake borrowing of up to £11m. The change in strategy is described in more detail in the Council's Capital Strategy which is being updated as part of the overall 2017/18 budget setting process.
- 4.2 In order to undertake borrowing the Council must demonstrate its compliance with the Prudential Borrowing Code. The purpose of the Code is to establish the framework for local authority to ensure:
- Capital expenditure plans are affordable (Medium Term Financial Strategy and Capital Strategy)
 - External borrowing and long term liabilities are prudent and sustainable (Medium Term Financial Strategy)
 - Treasury management decisions are in accordance with good professional practise (Treasury Management Strategy)
 - The local authority is accountable and its decisions clear and transparent (Code of Corporate Governance)
- 4.3 The capital expenditure plans set out in Appendix 1B provide details of the planned expenditure of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this expenditure. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities.
- 4.4 The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the additional sums borrowed. However, it is possible that there will be some short term timing differences where funds are borrowed in order to pay suppliers' invoices for capital projects. This may result in the Council holding cash surpluses until the project is complete, which will be invested until required for the payment of suppliers.
- 4.5 Borrowing will only be entered into once the larger capital projects have received approval from Members to commit following appropriate feasibility and preparation work. The Director of Resources will determine the optimum time to borrow taking into account current and forecast interest rates.

4.6 The Local Government Act 2003 sets out the new capital regulations and specifies that local authorities must comply with the Prudential Code produced by CIPFA. The Council has a duty to determine an affordable borrowing limit. It is recommended that Members approve an authorised borrowing limit of £20 million and an operational borrowing limit of £12.5 million, these together with other prudential indicators that the Council are required to set under the code are shown at Appendix 1B, and Appendix 1C covers the technical requirement in respect of calculating the minimum revenue provision.

5. Financial Summary & Risks

- 5.1. The budget for investment interest was set as £430,000 for 2016/17. Current estimated returns show that there is likely to be a shortfall against the current year's budget of approximately £140,000.
- 5.2. The estimated investment return for 2017/18 is £200,000, which reflects the latest forecasts for interest rates. Loss of £32,000 of investment income is equal to £1 council tax on a band D property.
- 5.3. The cost of borrowing is estimated at 2.5%. There is clearly some sensitivity around this if the interest rate should change. A 1% increase in borrowing rates would increase interest rate costs by £10,000 per £1m of borrowing.
- 5.4. As with any budgets based on forecasts of future interest rates there is a risk of variation due to factors outside of the Council's control. This risk will need to be taken into account in determining the level of revenue reserves held by the authority.

Appendices

1A – Annual Investment Strategy

1B – Prudential Indicators

1C – Minimum Revenue Provision

PRUDENTIAL CODE & INDICATORS STATEMENT

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

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

Prudential Indicators of Affordability

1.Capital Expenditure

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

	2015/16 Actual £000	2016/17 Forecast £000	2017/18 Estimate £000	2018/19 Estimate £000	2019/20 Estimate £000
Capital Expenditure	1,538	6,441	12,063	7,415	3,100

For SBDC the capital programme has in the past been fully funded from capital receipts and Government grant. However, the increased level of budgeted capital expenditure will mean that this will not be possible, and the Council will need to borrow funds to facilitate the budgeted expenditure.

2.Ratio of financing costs to net revenue income stream

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

	2015/16 Actual £000	2016/17 Forecast £000	2017/18 Estimate £000	2018/19 Estimate £000	2019/20 Estimate £000
Financing Costs <i>ie net investment income plus interest payments</i>	366	200	68	(148)	(358)
Net Revenue Income Stream <i>ie Budget Requirement</i>	8,067	8,234	7,782	8,054	8,003
Ratio	(4.54%)	(2.43%)	(0.87%)	1.84%	4.48%

Until 2017/18, income from investments outweighs any borrowing costs, therefore the ratio of financing costs to revenue budget requirement (Government grant and Council tax income) will be

negative. From 2018/19 onwards, borrowing costs are in excess of income from investments and therefore the ratio is positive.

3. Incremental Impact on Council Tax

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

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

Firstly each pound spent on the capital programme reduces the amount of capital reserves, which in turn reduces the Council's investment holdings and thus the revenue interest earned by the Council. Based on current investment rates, increasing the overall capital programme by £100,000 will reduce annual interest by and thus increase the revenue budget by £1,000. Similarly reducing the overall capital programme by £100,000 will increase annual interest by and thus reduce the revenue budget by £1,000. £1,000 is equivalent to approximately 3p on the average band D Council Tax.

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

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

4. Capital Financing Requirement

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

	2015/16 Actual £000	2016/17 Estimate £000	2017/18 Estimate £000	2018/19 Estimate £000	2019/20 Estimate £000
SBDC Capital Financing Requirement at year end	0	0	10,600	17,240	19,417
Movement in CFR	0	0	10,600	6,640	2,177

Breakdown of Movement in CFR					
Net financing need for the year	0	0	10,600	6,905	2,608
Minimum Revenue Provision (MRP)	0	0	0	(265)	(431)
Movement in CFR	0	0	10,600	6,640	2,177

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

5. Authorised Temporary Borrowing Limits

This indicator sets limits on how much SBDC can borrow.

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Authorised Limit	3,000	3,000	20,000	20,000	20,000
Operational Limit	3,000	3,000	13,500	18,500	20,000

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

Prudential Indicators for Prudence

1. Net Borrowing and The Capital Financing Requirement

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

2. Treasury Management Indicator

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

3. Upper limit for interest rate exposure.

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

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

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

4. Maturity Structure of Borrowings

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

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

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

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Upper Limit	17	16	15	14

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

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MINIMUM REVENUE PROVISION (MRP)

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

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

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

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

The options for prudent provision are as follows:

Option 1 - Regulatory Method

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

Option 2 - CFR Method

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

Option 3 - Asset Life Method

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

Option 4 - Depreciation Method

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

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

In this Council's case from 1 April 2017 there will be some borrowing.

It is therefore recommended that option 3, the Asset Life Method, is adopted as the Council's annual policy on making MRP for 2017/18.

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SUBJECT:	Capital Programme 2017/18 to 2020/21
REPORT OF:	Resources Portfolio Holder – Cllr Trevor Egleton
RESPONSIBLE OFFICER	Director of Resources – Jim Burness
REPORT AUTHOR	Capital Accountant – Jane Clarke – 01494 732 223
WARD/S AFFECTED	All

1. Purpose of Report

- 1.1 To present:
- the proposed Capital Programme for 2017/18 – 2020/21, and
 - the Capital Strategy.

RECOMMENDATION

Cabinet is asked to recommend to Council:

- **The Capital Programme for 2017/18 – 2020/21 as set out in Appendix A.**
- **The Capital Strategy as set out in Appendix B.**
- **Note the implication for the Financial Strategy of the proposed programme.**

2. Background

- 2.1 As part of the Council's budget process the Capital Programme is reviewed in order to assess, as part of the overall financial strategy of the Authority, what the scale and composition of the programme should be and the consequential funding implications for the financial strategy. As part of the Council's Capital Strategy (Appendix B) in 2016/17 decisions were undertaken to embark on significant capital projects, such as Gerrards Cross Car Park, Purchase of the Police Site, Gerrards Cross and from 2017/18 onwards, New Project arising from the Strategic Asset Management Review. These projects have changed the scale and composition of the capital programme, creating the need to finance these projects from borrowing.

3. Review of Capital Programme

- 3.1 The Capital Programme is set out in Appendix A. Projects are grouped by Portfolio Area.

Environment

- 3.2 This category primarily covers the construction of a Multi Storey Car Park at Gerrards Cross, expanding the current car park and addressing the capacity issues highlighted in the Parking Strategy, a key priority as identified in the Capital Strategy. The full business case is due to be reported to this PAG and to Cabinet on 7th February 2017, with planning permission being sort by March 2017.
- 3.3 The financial performance of the Academy site has led to the need to redevelop the site as part of the Leisure Needs as indicated in the Capital Strategy.
- 3.4 Additionally, the need for Recycling and Replacement Bins is included in the programme which accommodates the gradual increase in property numbers, and in particular flats over time and the fact that there are now more containers issued per household.

Healthy Communities

- 3.5 Following the acquisition of the Gerrards Cross Police Site, further development of the site is required over the next two years to support the delivery of housing one of the key priorities referred to in the Capital Strategy.
- 3.6 Disabled Facilities Grants are the responsibility of the Local authorities to provide. The majority of the cost of the grants are met from an allocation from the Better Care Fund administered by the Health & Wellbeing Board, (this was £360k in 2016/17), so that the cost falling to South Bucks is only a proportion of the total programme. This is an annual programme of grant support.
- 3.7 Renovation Grants and Flexible Home Loans are included in the programme to undertake works in default or to support the delivery of housing improvements in accordance with the Private Sector Housing Strategy Financial Assistance Policy by offering grants / loans to vulnerable householders requiring improvements to their property (heating, insulation, repairs, disability adaptations).

Resources

- 3.8 New Development Projects are to be undertaken during the course of the next four years, it is proposed the Council embark on acquiring new development projects for the purpose of meeting local housing needs as highlighted in the Capital Strategy.
- 3.9 The Council has responsibility under the lease for Capswood for the plant, equipment and internal decorations. For 2017/18 the main item of expenditure will be the replacement of the chiller units in the main office areas.

4. Commuted Sums Programme

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

	Balances as at 31.12.16
	£
s106 Monies - Conditional	1,868,858
s106 Monies - Unconditional	189,394
	2,058,252

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

5. Consultation

- 5.1 Consultation is with the Resources Policy Advisory Group.

6. Corporate Implications

- 6.1 The Capital Programme has previously been financed from four sources, grants, capital receipts, revenue reserves and contributions. However, from 2017/18 borrowing for new projects such as Gerrards Cross Car Park, Gerrards Cross Police Site and New Development Projects will also be undertaken.

- 6.2 The table below shows the proposed funding of the programme set out in Appendix A.

Sources of Funding	Latest Budget 16/17 £	Original Budget 17/18 £	Original Budget 18/19 £	Original Budget 19/20 £	Original Budget 20/21 £
Grant re DFG's via Better Care Fund (BCC)	360,000	490,000	490,000	490,000	490,000
Transformation Reserve-Mobile Working		50,000			
Revenue Funding		80,000			
Borrowing for New Projects		10,600,000	6,500,000	2,250,000	2,500,000
Borrowing for General Projects			405,000	358,000	315,000
Capital Receipts	6,081,275	842,710	20,000	2,000	0
Total Funding	6,441,275	12,062,710	7,415,000	3,100,000	3,305,000

6.3 The impact of funding the programme on available capital resources can be seen in the table below.

Capital Resources	Latest Budget 16/17 £	Original Budget 17/18 £	Original Budget 18/19 £	Original Budget 19/20 £	Original Budget 20/21 £
Opening Capital Receipts Reserve	6,089,380	864,945	22,235	2,235	235
New Capital Receipts	300,000				
New General Capital Contributions	556,840				
Use of Capital Receipts/ Contributions	-6,081,275	-842,710	-20,000	-2,000	
Closing Capital Resources	864,945	22,235	2,235	235	235

6.4 The programme in Appendix A covers the period until 2021. Over this period new calls for capital expenditure will arise linked to the Council's Business Plan and Financial Strategy.

6.5 Therefore to sustain the size of the programme and allow scope for new schemes, additional resources will need to be made available. The scope for generating significant new capital receipts is very limited; therefore, the Council will need to borrow to finance proposed capital projects. The capital programme is part of the Council's overall financial strategy, as the capital and revenue budgets are interlinked.

7. Links to Council Policy Objectives

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

8. Next Steps

8.1 Following views of the Resources Policy Advisory Group the report will be considered by the Cabinet, and then by Council in February 2017.

Background Papers:	None
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SBDC Capital Programme 2017/18 - 2021/22

SBDC Capital Programme 2017/18 - 2021/22		Appendix A							
		Budget Manager	Project Manager	Latest Budget 16/17 £	Rephased to 17/18 £	Original Budget 17/18 £	Original Budget 18/19 £	Original Budget 19/20 £	Original Budget 20/21 £
6101	Environment								
6202	Beaconsfield Common Land Improvements	Chris M	-	22,500		22,500	15,000	15,000	15,000
6401	Refuse / Street Cleansing Vehicles Purchase	Chris M	Eric R	181,265		32,000	32,000	32,000	32,000
6405	Recycling Initiatives & Bins	Chris M	-	47,000		10,000	10,000	10,000	10,000
6412	Car Park Enhancements	Chris M	-	30,985					
6511	Beaconsfield Car Parks	Chris M	-	80,000					
6410	Dropmore Road Depot	Chris M	Linda N	20,000		15,000	15,000	15,000	15,000
6411	Station Road Car Park, GX	Chris M	Linda N	303,000		9,800,000			
6413	Academy Redevelopment (Leisure Facility)	Chris M	Linda N	20,000		80,000			
	Stoke Park Farmhouse (main barn Roof replacement)	Chris M	Linda N	30,000					
6102	Healthy Communities								
6402	Community Development Grants	Martin H	-	15,000					
6103	Eveham R&R Contribution	Martin H	-	154,000		22,000	22,000	22,000	22,000
6104	Home Renovation Grants / Flexible Home Loans	Martin H	-	145,276		50,000	50,000	50,000	50,000
6107	Housing Salaries	Martin H	-	52,500					
	Disabled Facility Grants	Martin H	-	427,557		540,000	540,000	540,000	540,000
	Police Site, GX	Martin H	-	4,222,000		800,000	4,500,000		
6301	Resources								
6302	IT: Replacement equipment/alterations	Sim D	-	20,000		20,000	20,000	20,000	20,000
6305	MS Office Licenses (Triennial renewal)	Sim D	-	20,255					
6306	ICT Projects - Cemeteries Software	Chris M	-	4,000	11,000				
6307	ICT Projects - Shared Uniform	Sim D	-	29,425					
6308	TCA Project - Channel Shift	Sim D	-	5,250	17,750				
6309	ICT Strategy Projects	Sim D	-	50,000					
6310	ICT Project - Mobile Working	Sim D	-	2,000	58,000				
6311	ICT Projects - Unified Network	Sim D	-	97,000					
6312	Shared Parking Service - ICES 360	Chris M	Julie R	23,000					
6313	Audio System - Council Chamber - Capswood Wi Fi	Chris M	Kevin K	7,000					
6314	Shared F&P Service - Uniform & FM System	Chris M	Kevin K	0	6,100				
6315	Shared EH Service - laptops & Idox modules	Martin H	-	7,676					
6316	Waste Service Review - Contender	Chris M	-	25,000					
6317	Capswood Maintenance & Works	Chris M	Kevin K	20,000	100,000	100,000	100,000	95,000	50,000
6318	Capswood 1 Refurbishment of upper floor.	Chris M	Andy C	107,000					
6320/6008	Capswood 1 Refurb of upper floor-Project Mgr Salary	Chris M	Andy C	10,000	139,000	171,000	111,000	51,000	51,000
65**	Other Capital Works	TBC	-	190,586			2,000,000	2,250,000	2,500,000
6308	New Development Projects	Peter B	-	23,000					
	Sustainable Development								
	Planning Data Capture	Chris M	-	49,000		68,360			
	Capitalisation of Salary Costs								
6501-6008	Capital Salaries	Chris M	-	6,441,275	331,850	11,730,860	7,415,000	3,100,000	3,305,000

SBDC Capital Programme 2017/18 - 2021/22

Funded by

Housing subsidy re DFG's via Better Care Fund (BCC)
 Transformation Reserve for Mobile working
 Revenue Funding of Capital Programme
 Borrowing for New Major Projects
 Borrowing for General Projects
 Capital Receipts / Capital Contributions

2016/17	2017/18	2018/19	2019/20	2020/21
£	£	£	£	£
360,000	490,000	490,000	490,000	490,000
0	50,000	0	0	0
0	80,000	0	0	0
0	10,600,000	6,500,000	2,250,000	2,500,000
0	842,710	405,000	358,000	315,000
6,441,275	12,062,710	7,415,000	3,100,000	3,305,000

2016/17	2017/18	2018/19	2019/20	2020/21
£	£	£	£	£
360,000	490,000	490,000	490,000	490,000
0	50,000	0	0	0
0	80,000	0	0	0
0	10,600,000	6,500,000	2,250,000	2,500,000
0	842,710	405,000	358,000	315,000
6,441,275	12,062,710	7,415,000	3,100,000	3,305,000

Opening Capital Receipts Reserve
 New Capital Receipts
 New General Capital Contributions
 Use of Capital Receipts / Capital Contributions
Closing Capital Receipts Reserve

6,089,380	864,945	22,235	2,235	235
300,000	0	0	0	0
556,840	0	0	0	0
-6,081,275	-842,710	-20,000	-2,000	0
864,945	22,235	2,235	235	235

Borrowing Costs

Opening Borrowings
 New Borrowings
 MRP Repayments (40 years)
 Closing Borrowings
 Interest (2.5%)

0	0	10,600,000	17,240,000	19,417,000
0	10,600,000	6,905,000	2,608,000	2,815,000
0	0	-265,000	-431,000	-485,425
0	10,600,000	17,240,000	19,417,000	21,746,575
0	132,500	348,000	458,213	514,545

0	0	10,600,000	17,240,000	19,417,000
0	10,600,000	6,905,000	2,608,000	2,815,000
0	0	-265,000	-431,000	-485,425
0	10,600,000	17,240,000	19,417,000	21,746,575
0	132,500	348,000	458,213	514,545

Notes

A + variance represents an overspend, a - variance represents an under spend.

RP=rolling programme capital budget

RE=revenue expenditure funded from capital. The accounting rules mean that technically this is revenue expenditure. However, statute allows this to be charged against capital resources.

SBDC Capital Programme 2017/18 - 2021/22

[Breakdown of other Capital Works](#)

Other Properties (this budget is not on integra as no allocation)

	Budget Manager	Project Manager	Latest Budget 16/17 £	Rephased to 17/18 £	Original Budget 17/18 £	Original Budget 18/19 £	Original Budget 19/20 £	Original Budget 20/21 £
6503-6005	Chris M	-	71,000			51,000	51,000	51,000
	Chris M	Louise D	56,000		25,000			
6504-6005	Chris M / Martin H	-	55,000	44,000	120,000			
6505-6005	Chris M	Kevin K / Simon G	586	70,000	26,000	60,000		
6506-6005	Chris M	-	0					
6507-6005	Chris M	-	0					
6508-6005	Chris M	-	8,000	25,000				
6509-6005	Mark Y	-	0					
6510-6005	Chris M	-	0					
			190,586	139,000	171,000	111,000	51,000	51,000

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SOUTH BUCKS DC CAPITAL STRATEGY

Purpose

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

Key Priorities of the Strategy

The key Council priorities are as follows.

Priority	Pressure/Issue	Response
<ul style="list-style-type: none"> Financial Stability & Resilience 	Ending of Government grant from 2017/18, payment of tariff from 2019/20. Forecast funding gap by 2020 of £0.5m+ Funding coming totally from local resources from 2017/18 makes SBDC more vulnerable to impact of economic recession. Major capital projects exceed available capital resources	Strategy to increase income from strategic review of assets Strengthen level of reserves. Use prudential borrowing to finance major capital projects. Strong control on costs Identify efficiencies through transformation and joint working
<ul style="list-style-type: none"> Local Housing Needs 	At end of 2015/16 60+ families in temporary accommodation. Increasing numbers on local housing waiting list. Affordability issues have led to RSL development largely ceasing in the area.	Identify sites for affordable housing development as another output from the strategic asset review. Housing development sites identified in new Local Plan. Create hostel for temporary accommodation purposes. Use s106 funding (£1.9m)
<ul style="list-style-type: none"> Parking Strategy 	Capacity issues in car parks in Gerrards Cross and Beaconsfield. Parking issues in Iver.	Project to expand Gerrards Cross C/Park Strategic asset review to include identification of car parking expansion/development opportunities
<ul style="list-style-type: none"> Maximising use of Property Assets 	Need to generate additional income to help bridge funding gap. Need to identify housing sites	Carry out strategic asset review Explore innovative development projects,

	Car parking issues	funded by prudential borrowing. Explore specific development opportunities in Beaconsfield.
<ul style="list-style-type: none"> Leisure needs, incl Farnham Park 	<p>GLL contract renewal in 2020. Potential impact of closure of Evreham Centre. Evreham operation is subsidied by SBDC. Issues from Open spaces needs review. Improving the financial position of the Farnham Park site. Financial performance of Academy site leads to need to redevelop the site</p>	<p>Use results of Open spaces needs review to develop plans for alternative options to meet needs current provided at Evreham. Opportunity to reduce Evreham revenue subsidy. Potential income from Academy redevelop to pump prime other projects.</p>
<ul style="list-style-type: none"> Supporting local businesses 	<p>Expanding and improving broadband quality and coverage in the area. With increased reliance on business rates funding important to sustain and grow tax base.</p>	<p>Work with LEP and BA on investment to support businesses. Examine potential from strategic asset review to develop business sector.</p>
<ul style="list-style-type: none"> The local environment 	<p>Concern over impact of major developments in Iver area. Implications of Local Plan, and any green belt release.</p>	<p>Update strategic asset review work in the context of the new Local Plan. Work with LEP and BA on infrastructure investment in the Iver area to mitigate local issues.</p>
<ul style="list-style-type: none"> Joint Working incl Transformation 	<p>Need to address funding gap forecast to arise by 2020 from ending of Govt grant. Responding to changing needs of residents and customers. Need to maintain drive for efficiency in service delivery.</p>	<p>Stronger in Partnership Programme. Office Accommodation plans to reduce Capswood costs. Further joint service opportunities.</p>

Key Documents Influencing the Capital Strategy

The Strategies influencing the Capital Strategy are.

- Asset Management Plan (including outcomes of Strategic Asset Review)
- Housing Strategy
- ICT Strategy

The Asset Management Plan will set out how the Council will use its assets to optimise revenue, create income streams, for the Council. It is informed by the outcomes of the Strategic asset Review undertaken in 2016.

Principles

The key principles underpinning the strategy are:

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

Financing

The Strategy will be financed using the following funding sources:

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

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

Capital receipts will be incrementally applied mainly to smaller scale projects, but are anticipated to become a smaller part of financing capital expenditure as they are utilised and no substantial new receipts generated.

The Council may decide to earmark from its revenue reserves sums to finance specific projects. These include contributions received under planning agreements (s106 agreements).

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

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

Governance

Roles and Responsibilities

Members

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

Managers

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

s151 Officer

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

Project Management

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

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

Where the Council decides to undertake external financing of investment projects it will ensure this is based on the requirements of the Prudential Code¹. The Treasury Management Strategy will be reviewed annually, and will set out the Prudential Indicator's for the authority in order to demonstrate the affordability of any borrowing undertaken.

¹ Prudential Code for Capital Finance in Local Authorities issues by CIPFA.

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

Review of the Strategy

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

Capital Strategy 2017 - 2022

The Council's Capital Strategy is strongly influenced by its plans to improve the return on its assets by investments and working with partners. The Council has undertaken a strategic asset review to identify a number of projects that will generate additional income for the authority. It is anticipated that these projects will be financed by prudential borrowing following the approval of business cases. For planning purposes an initial estimate has been made of the level of investment this programme might require.

The programme includes two significant projects for the expansion of the Council's main car park in Gerrards Cross, and the redevelopment of the recently acquired ex-Police Station site in Gerrards Cross. The majority of the costs of these projects are anticipated to be finance by prudential borrowing.

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

In 2021/22 the council will need to consider the replacement of the refuse fleet. This will be tied in with retendering the current contract, and at that stage an evaluation will be undertaken whether to lease or acquire any new vehicles required under the contract.

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

- Capswood offices
- Other Council buildings
- ICT infrastructure
- Car parks
- Waste and recycling facilities

The overall size of the programme over time will be affected primarily by the ability of the revenue budget to support the cost of financing new investment by prudential borrowing as

the Council's asset strategy does not envisage any significant asset disposals. It is important for the Council's overall Medium Term Financial Strategy that the significant projects designed to generate income achieve their objectives.

Director of Resources
December 2016

DEFINITION OF CAPITAL EXPENDITURE INCLUDED IN THE CODE OF PRACTICE ON LOCAL AUTHORITY ACCOUNTING IN THE UNITED KINGDOM

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

Expenditure that should be capitalised will include expenditure on the:

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

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

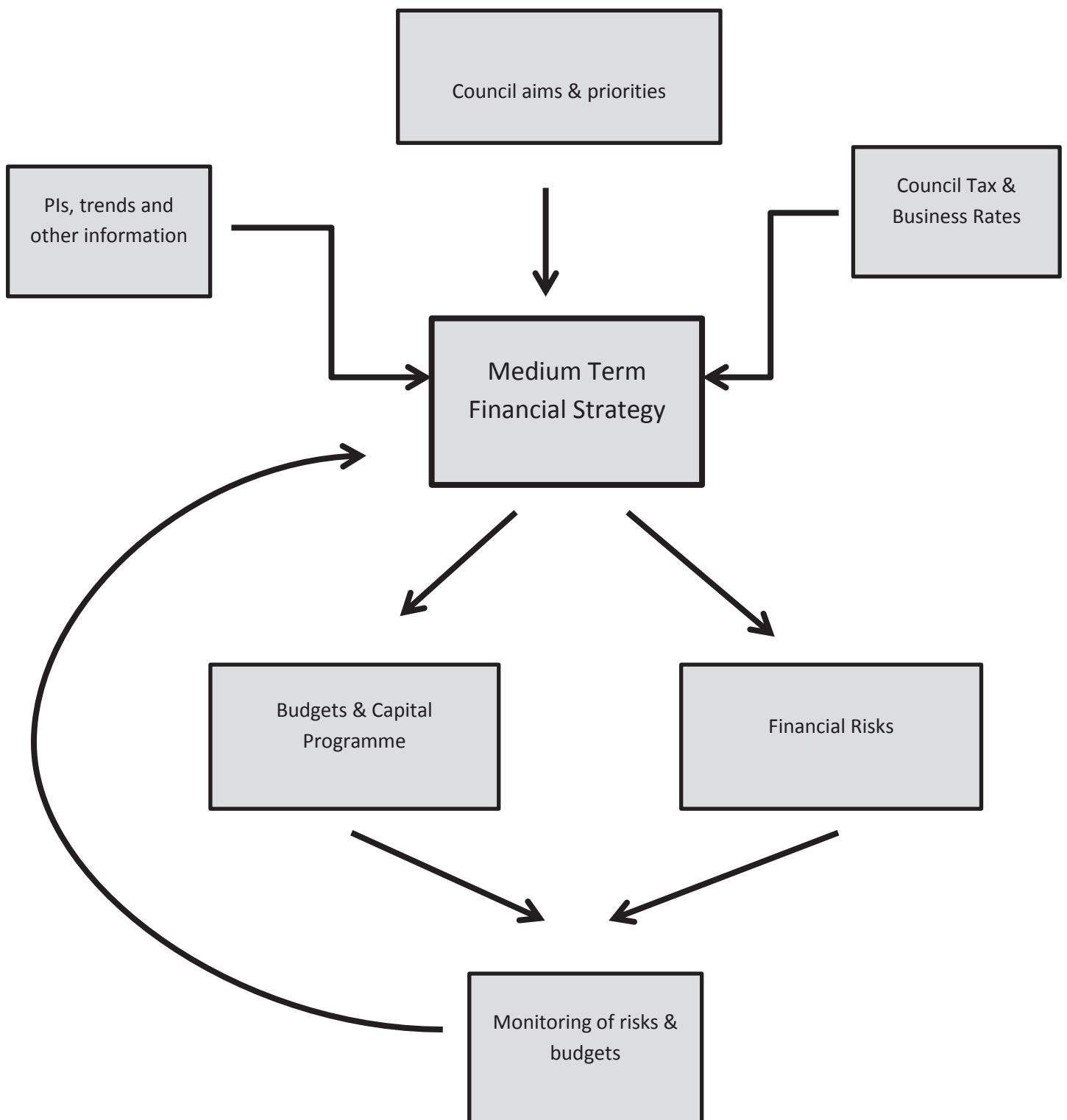
- Lengthen substantially the useful life of the asset, or
- Increase substantially the market value of the asset, or
- Increase substantially the extent to which the asset can or will be used for the purpose or in conjunction with the functions of the local authority concerned.

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

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

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

Assets acquired on terms meeting the definition of a finance lease should be capitalised and included together with a liability to pay future rentals. Where an asset is acquired for other than cash consideration or where payment is deferred the asset should be recognised and included in the balance sheet at fair value.



SUSTAINABLE DEVELOPMENT POLICY ADVISORY GROUP**Meeting - 22 November 2016**

Present: Mr Naylor (Chairman)
Mrs Gibbs, Mrs Lowen-Cooper and Mr Sandy

Apologies for absence: Mr Samson

50. MINUTES

The Part I minutes of the PAG held on 8 September 2016 were received and confirmed.

51. REPORT FROM MEMBERS

None received.

52. CURRENT ISSUES

None.

53. PORTFOLIO BUDGETS 2017/18

The PAG considered a report seeking Members' comments and approval for the draft Revenue Budget and the Fees and Charges schedule for 2017/18 for the Sustainable Development Portfolio, prior to collation of all portfolio budgets for consideration by the Cabinet.

The report outlines the context of the overall financial position facing the Council for the coming year, and confirmed that as a result of the Government's deficit reduction strategy, Local Authority funding is subject to continuing significant reductions, particularly from 2018/19 onwards, alongside constraints on the level of Council Tax increases, with SBDC's position set out in detail in the recently updated Medium Term Financial Strategy.

In considering the report, the PAG particularly noted:

- That it would be prudent at this stage not to include any funding for new recurring expenditure, or to expand services;
- That the authority needs to identify measures to compensate for the reductions in Government funding, which would include joint working with CDC;
- The increase to the Sustainable Development budget reflects the Council's priorities, and includes £54k for additional expenditure on the Local Plan, to be funded from an already earmarked reserve.

During discussion, it was clarified that the Budget included provision for 3 Neighbourhood plans, based on enquiries made by various parishes. In terms of risk, it was seen that best estimates had been made regarding the potential costs of defending planning appeals against refusal of planning permission, and appeals against Enforcement Notices, but that these fluctuated on a year-on-year basis.

Having considered the advice of the PAG, the Portfolio Holder **RECOMMENDED** the onward submission to Cabinet of:

- The 2017/18 Revenue Budget

- The 2017/18 Fees and Charges

54. HEATHROW EXPANSION UPDATE

The PAG received a report updating Members on the Government's decision of Heathrow Expansion, Heathrow Strategic Planning Group, and discussions with Heathrow Airport Ltd with regard to a Memorandum of Understanding between the parties.

Members were informed that the Government had accepted the Airport Commission's findings – summarised in Appendix 1 – and had made the recommendation that Heathrow Airport be expanded to create a third runway. Since this decision on 25 October 2016, a statement of principles has been agreed by Heathrow Airport Ltd and the Secretary of State for Transport. Early in 2017 a draft National Policy Statement will be published, and subject to a 16-week consultation period – detailing the framework under which expansion can take place.

Meetings had been held with Heathrow Airport Ltd in order to gain a Memorandum of Understanding, which would require multi-agency co-operation in order to address all pertinent issues surrounding the Heathrow Expansion.

The Interim Director of Services informed the PAG of the summit held on 10 November 2016, of the Heathrow Strategic Planning Group, hosted by the LB Hounslow. This allowed those interested parties to be brought up to date regarding the activities of the sub-groups over the year, with concerns raised and taken away. Thought was given to the setting up of a new sub-group specifically for Members and elected representatives to examine, amongst other topics, how any mitigation and compensation could be spent. The summit also impressed the importance of both bilateral and multilateral working amongst the affected parties in order to address each issue raised in an appropriate manner. This would aid understanding of the baseline of each issue, which would be looked at by independent bodies.

The Portfolio Holder for Sustainable Development informed that PAG that the CEX of Heathrow appeared to understand the need for mitigation, and Heathrow's general position appeared to be encouraging community forums to identify any issues and hold them to account. He further updated the PAG as to the HACC Group that he holds a seat on. Within this group, the PAG were notified of the depth of discussion within the Group in regards to – amongst other topics - studies on flight paths and timings, and the variations that could be applied to these. During discussion, the PAG were assured that any anomalies were discussed within this group, and that consultation will occur with other parties.

The PAG therefore **NOTED** that:

- 1) The Government recommendation that additional runway capacity in the South East of England is provided at Heathrow with a 3rd Runway is noted;
- 2) While South Bucks District Council recognises the economic benefits and growth that expansion will bring to the area there are concerns about negative impacts on our residents including from aircraft (particularly new routings or flight paths) and ground noise, reduction in air quality, pollution and construction impacts and that SBDC will be seeking assurances and mitigation from Heathrow Airport Ltd regarding these impacts;

Sustainable Development Policy Advisory Group - 22 November 2016

- 3) The Development Consent Order process will impose significant resource issues on the Council which will require appropriate compensation.

And further **RECOMMENDED** that:

- 4) Cabinet notes the ongoing negotiations with Heathrow Airport Ltd to agree a Memorandum of Understanding to cover future resources and agrees that the Acting Chief Executive in consultation with the Leader and Head of Legal and Democratic Services be authorised to approve any future settlement.

55. ANY OTHER BUSINESS

None.

56. EXEMPT INFORMATION

"That under Section 100(A)(4) of the Local Government Act 1972 following item of business is not for publication to the press or public on the grounds that it involves the likely disclosure of exempt information as defined in Part 1 of Schedule 12A to the Act."

Paragraph 4 Information relating to any consultation or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter raising between the authority or a Minister of the Crown employees of, or office holders under, the authority.

57. MINUTES (PART II)

The Part II minutes of the PAG held on 8 September 2016 were received and confirmed.

58. HIGH SPEED 2 UPDATE

The meeting terminated at 6.50 pm

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