



## **Cabinet (SBDC)**

**Wednesday, 7 February 2018 at 6.00 pm**

**Room 6, Capswood, Oxford Road, Denham**

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

Item

1. Apologies for Absence

To receive any apologies for absence.

2. Minutes (*Pages 7 - 14*)

To confirm the minutes of the meeting held on 13 December 2017.

3. Declarations of Interest

To receive any declarations of interest

#### *A. LEADER'S REPORTS*

4. Forward Plan of Executive Decisions (*Pages 15 - 20*)

To note the decisions to be taken by Cabinet.

5. Revenue Budget & Council Tax 2018/19 (*Pages 21 - 32*)

*Appendix A - Chief Financial Officer Report (Pages 33 - 38)*

*Appendix B - Budget Sensitivity Analysis 2018/19 (Pages 39 - 40)*

*Appendix C - Fees and Charges for 2018/19 (Pages 41 - 66)*

*Appendix D - Farnham Park Trust Budgets 2018/19*

*See part II for fees and charges*

6. Capital Programme 2018/19 to 2022/23 (Pages 69 - 74)

*Appendix A - Capital Strategy (Pages 75 - 84)*

7. Report of the Portfolio Holder for Resources

7.1 Treasury Management Strategy 2018/19 (Pages 85 - 88)

*Appendix 1 - Treasury Management Strategy Document (Pages 89 - 96)*

*Appendix 1A - Annual Investment Strategy (Pages 97 - 106)*

*Appendix 1B - Prudential Indicators (Pages 107 - 112)*

*Appendix 1C - MRP (Pages 113 - 114)*

8. Service Plan Summaries 2018-19 (Pages 115 - 116)

Service Plans can be seen in their entirety in the supplementary agenda.

*Appendix A: Business Support Service Plan Summary 2018-19 (Pages 117 - 128)*

*Appendix B: Communications, Performance and Policy Service Plan Summary 2018-19 (Pages 129 - 140)*

*Appendix C: Customer Services Service Plan Summary 2018-19 (Pages 141 - 150)*

*Appendix D: Environment Service Plan Summary 2018-19 (Pages 151 - 166)*

*Appendix E: Finance Service Plan Summary 2018-19 (Pages 167 - 176)*

*Appendix F: Healthy Communities Service Plan Summary 2018-19 (Pages 177 - 192)*

*Appendix G: Human Resources Service Plan Summary 2018-19 (Pages 193 - 204)*

*Appendix H: Legal and Democratic Services Service Plan Summary 2018-19 (Pages 205 - 214)*

*Appendix I: Planning and Economic Development Service Plan Summary 2018-19 (Pages 215 - 232)*

9. Performance Report Quarter 2 2017-18 (*Pages 233 - 236*)

*Appendix A: Priority PI's Q2 2017-2018 (Pages 237 - 240)*

*Appendix B: Corporate PI's Q2 2017-18 (Pages 241 - 246)*

10. National Infrastructure Commission, the Oxford - Milton Keynes - Cambridge Corridor (*Pages 247 - 252*)

*Appendix 1 (Pages 253 - 258)*

#### *B. REPORTS OF THE PORTFOLIO HOLDERS*

11. Customer Services and Business Support

There are no reports to consider under this Portfolio.

12. Environment

- 12.1 Littleworth Common Ownership Update (*Pages 259 - 262*)

This report also went to Resources PAG on 7 December 2017.

*Appendix A (Pages 263 - 264)*

- 12.2 South Bucks Car Parks Review (*Pages 265 - 272*)

*Appendix A (Pages 273 - 276)*

*Appendix B (Pages 277 - 278)*

*Appendix C (Pages 279 - 284)*

*Appendix D (Pages 285 - 286)*

*Appendix E (Pages 287 - 288)*

13. Healthy Communities
14. Redevelopment of former Gerrards Cross Police Station site (*Pages 289 - 298*)

This item was considered by both the Healthy Communities PAG and the Resources PAG on 29 January 2018. See part II for the confidential appendix D.

*Appendix A (Pages 299 - 300)*

*Appendix B (Pages 301 - 308)*

*Appendix C (Pages 309 - 310)*

15. Planning and Economic Development
  - 15.1 Statement of Community Involvement (*Pages 311 - 318*)
  - 15.2 Community Infrastructure Levy Timetable (*Pages 319 - 322*)

*Appendix 1 - CIL Timetable (Pages 323 - 324)*
  - 15.3 Exemption to Contracts Procedure Rules - Instructing Counsel and Expert advisers (*Pages 325 - 326*)

16. Resources

There are no other part I reports to consider under this Portfolio.

17. Policy Advisory Group Minutes (*Pages 327 - 348*)

To note the attached PAG minutes:

Customer and Business Support PAG	20 November 2017
Environment PAG	20 November 2017
Healthy Communities PAG	30 November 2017
Planning and Economic Development PAG	30 November 2017
Resources PAG	7 December 2017

Cabinet will be updated at the meeting as to the discussion which took place at the special Healthy Communities PAG and Resources PAG on 29 January 2018, the special Environment PAG on 31 January 2018 and the Planning and Economic Development PAG on 1 February 2018.



18. Any other business which the Leader decides is urgent

To consider any other business that the Leader deems urgent.

19. 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 3 Information relating to the financial or business affairs of any particular persons (including the authority holding that information).

20. Revenue Budget & Council Tax 2018/19 - Appendix D Farnham Park Trust Budgets 2018/19 Fees and Charges Part II (*Pages 349 - 352*)

*Reasons for restriction: Paragraph(s) 3*

21. Healthy Communities and Resources Part II

*Reasons for restriction: Paragraph(s) 3*

- 21.1 Redevelopment of former Gerrards Cross Police Station site - Confidential appendix

*Appendix D (Pages 353 - 354)*

22. Planning and Economic Development Part II

*Reasons for restriction: Paragraph(s) 3*

- 22.1 Memorandum of Understanding with Heathrow Airport Ltd (*Pages 355 - 358*)

*Exceptions Notice (Pages 359 - 360)*

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

**Membership: Cabinet (SBDC)**

Councillors: N Naylor (Leader)  
J Read (Deputy Leader)  
B Gibbs  
P Kelly  
D Smith  
L Sullivan

**Date of next meeting – Tuesday, 17 April 2018**

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**If you would like this document in large print or an alternative format, please contact 01895 837236; email [democraticservices@southbucks.gov.uk](mailto:democraticservices@southbucks.gov.uk)**

**CABINET (SBDC)**

**Meeting - 13 December 2017**

Present: N Naylor, J Read, B Gibbs, D Smith and L Sullivan

Apologies for absence: P Kelly

**61. MINUTES**

The minutes of the meeting of Cabinet held on 7 November 2017 were agreed and signed by the Cabinet Leader as a correct record.

**62. DECLARATIONS OF INTERESTS**

Beaconsfield Common Land (agenda item 8) - Councillor Gibbs and Councillor Sullivan declared a personal interest in this item as Members of Bucks County Council.

**63. EXECUTIVE APPOINTMENTS**

The Cabinet noted the executive appointments made by the Chief Executive under delegated authority that were attached. These had already been noted by Full Council with the addition of Councillor Gibbs who was appointed to the South Buckinghamshire Members Advisory Panel under delegated authority on 28 November 2017.

**64. THE LOCAL AUTHORITY (INDEMNITIES FOR MEMBERS AND OFFICERS) ORDER 2004**

The Cabinet considered a report which proposed to extend the current indemnity provided for Members and officers.

Under the Local Authority (Indemnities for Members and Officers) Order 2004, authorities have power to indemnify Members and officers in circumstances, including where:

- They are carrying out any function at the request, with the approval, or for the purposes, of the authority; and
- They are carrying out any function at the request, or with the approval, of the authority but acting in capacities other than as Members or officers of the authority. An example of this would be where a Member or officer acts as a director of a company at the request of the authority and is, therefore, acting in the capacity of a director.

When Bucks Advantage was formed in 2013, the Council resolved to indemnify Members and officers representing the Council on the company. Now that the Council had established a property company, Consilio Property Limited, and could potentially be involved in a number of similar initiatives in the future, it was recommended that the indemnity be widened to give a general indemnity rather than seeking specific indemnities for particular activities. The Cabinet noted that this would need to be a decision for Full Council.

**Cabinet (SBDC) - 13 December 2017**

In addition to the recommendation set out in the report, the Cabinet were also asked to consider giving authorisation to the Head of Legal and Democratic Services to finalise the wording of the indemnity in consultation with the Director of Resources and the Leader of the Council.

Having considered the recommendations being proposed and the need to ensure that Council Members and officers would be protected from any personal liability when carrying out their duties, the Cabinet accordingly

**RECOMMENDED** to Full Council that

- 1) pursuant to the Local Authority (Indemnities for Members and Officers) Order 2004, the Council agrees to indemnify Members and officers against any personal liability incurred when carrying out their duties, except in the cases of fraud or criminal acts.
- 2) the Head of Legal and Democratic Services be authorised to finalise the wording of the indemnity in consultation with the Director of Resources and the Leader of the Council.

**65. DRAFT REVENUE BUDGET 2018/19**

The Cabinet were presented with the draft revenue expenditure budget for 2018/19. It was the responsibility of the Cabinet to prepare a revenue budget for approval by Full Council which would form the basis of setting the council tax.

The report detailed the progress to date based on:

- The financial outturn for 2016/17 and information from the current year's budget monitoring.
- The draft 2018/19 base budget built up using assumptions described in the report and which has been subject to discussion in PAGs.

Members noted that the draft budget had been set within the context of the Medium Term Financial Strategy and had a working assumption of a £5 increase in Council Tax in 2018/19.

The Cabinet were advised that the overall PAG expenditure budget reflected a 1.3% reduction on the current year's budget. The provisionally planned use of General reserves is £221k, but the intention would be to reduce this figure in the final budget. The key points from the 2018/19 Autumn Budget were contained in Appendix C.

The Cabinet noted that the draft budget makes provision for a 1% increase in pay. 2018/19 would be the first year that the Local Pay Mechanism takes effect. The Councils would formulate a proposal on pay in January for discussion at the Joint Personnel Committee, with a view to making a final decision before April. The final budget would be updated in February to reflect developments.

The key financial risks set out in paragraph 7 of the report and the corporate implications set out in paragraph 8 were noted by the Cabinet.

In the discussion which followed, it was noted that due to the Council's financing of major projects, the Council's Medium Term Financial Strategy was predicting a decline in the Council's investment income, and the Council would incur financing costs on these projects in 2018/19.

Having considered the recommendations in the report, the Cabinet accordingly

**RESOLVED** that

- 1) it be agreed that the report is to form the basis of the draft revenue budget for 2018/19, and is updated to reflect the outcomes of the Local Government Finance Settlement and related announcements; and
- 2) Officers be instructed to examine options to reduce the planned use of the General reserves in the draft 2018/19 budget, and include these in the final budget report in February.

66. **HEALTHY COMMUNITIES**

67. **PRIVATE SECTOR LEASING SCHEME**

The Cabinet received a report which sought approval to enter into an Agreement with Paradigm Housing to deliver a Private Sector Leasing Scheme.

Over the last three years, South Bucks District Council had faced rising demand for homelessness assistance and temporary accommodation. This had resulted in an increasing reliance on costly B&B and Nightly-Booked accommodation to meet the Council's legal responsibilities. In addition to the rising costs, the Council also faced the risk of legal challenge if homeless families were placed in B&B for over 6 weeks. It was therefore being proposed that the Council enters into a Service Level Agreement with Paradigm Housing to deliver a Private Sector Leasehold Scheme that would provide an alternative supply of temporary accommodation that would be directly let and managed by Paradigm.

Following the advice of the Healthy Communities PAG, the Portfolio Holder was also recommending to Cabinet that if the recommendations were to be agreed that regular updates on the delivery of the scheme be provided at PAG meetings.

In response to a question, the Cabinet were advised that the Council's commitment to pay charges to Paradigm would only come into effect for each property as and when it is procured and let by Paradigm and that this commitment would apply for the period of the lease that Paradigm holds with the property owner which would typically be 3 to 5 years. The Cabinet were assured that the agreement between the Council and Paradigm would include trigger points for the Council to review the scheme with Paradigm after a certain number of properties had been procured. At each trigger point, the Council would decide whether or not to instruct Paradigm to procure additional PSLS properties.

Having recognised the need to provide an alternative source of temporary accommodation for South Bucks District Council in order to meet the demand from homeless households, the Cabinet accordingly

**RESOLVED** that

- 1) the implementation of a Private Sector Leasing Scheme by Paradigm Housing to deliver temporary accommodation to meet the Council's statutory homelessness duties be agreed;
- 2) delegated authority be given to the Head of Healthy Communities in consultation with the Portfolio Holder to enter into an Agreement with Paradigm Housing for the delivery of the Private Sector Leasing Scheme;
- 3) it be noted that Management Team has agreed an exemption from the Chiltern District Council and South Bucks District Council Contract Procedure Rules for the Agreement between the Council and Paradigm Housing for the delivery of the Private Sector Leasing Scheme; and
- 4) a further report be brought to Members in 12 months to update them on the progress of the scheme and its impact on the delivery of the Council's statutory homelessness duties. In addition to this report, regular updates to be provided at PAG meetings.

**68. ENVIRONMENT****69. BEACONSFIELD COMMON LAND**

The Cabinet received a report which updated Members about the Council's legal responsibilities for the Common Land and Waste of the Manor land in Beaconsfield Old Town following detailed consideration by Environment PAG.

The Cabinet noted that the Common Land has been subject to a Scheme of Management (under the Commons Act 1899) by Beaconsfield Urban District Council since 1911. A new Scheme of Management 1984 was made by SBDC under Commons Scheme Regulations 1982. The common land, shown in Appendix A, is owned by Hall Barn Estates (HBE) and Bucks County Council (BCC). A clearer plan was prepared at the request of the PAG and was attached as appendix A. Copy of the Scheme was attached at Appendix B, with Byelaws (made in accordance with the Scheme and introduced in 1998) at Appendix C.

The Cabinet were advised that the land owners have historically called on South Bucks District Council to deal with all issues on the common land, and on the adjacent Waste of the Manor land. Following recent unsuccessful proposals to alter parking arrangements on the common land, and a need to limit Council expenditure and exposure to insurance risks, a review of the Council's legal responsibilities was carried out. This identified certain responsibilities in the Scheme that the Council should no longer carry out on common land and the Waste of the Manor. In particular the review highlighted the difference in legal effect between wording in the scheme i.e. 'may' or 'shall' undertake and clarified when the Council had a duty or obligation to undertake functions, as opposed to a discretion or power to do so.

With regards to recommendation 4 and the use of signage, the importance of ensuring that the signage would be appropriate and in keeping with the Conservation area was stressed.

Having considered the Council's legal responsibilities, the Cabinet accordingly

**RESOLVED** that

- 1) the Council changes its approach regarding the maintenance of the Beaconsfield Old Town Common Land by limiting its involvement only to ensuring that the land remains free from encroachment and no longer undertakes maintenance of areas of the Common Land that are owned by Bucks County Council and Hall Barn Estates;
- 2) the Council no longer undertakes works on the Waste of the Manor;
- 3) the Council communicates this change of approach to the landowners, Town Council and general public; and
- 4) authority to agree the wording of any appropriate signage, taking into account the conservation area status, on the Common Land be delegated to the Head of Environment in consultation with the Portfolio Holder for Environment.

**70. PLANNING AND ECONOMIC DEVELOPMENT**

**71. RESPONSE TO THE CONSULTATION ON REVISED DRAFT AIRPORTS NATIONAL POLICY STATEMENT**

Following the publication by the Government of a revised draft Airports National Policy Statement, the Cabinet received a report which examined the changes and proposed issues to be included in the response.

The Cabinet noted that earlier this year, the Government published a Draft National Policy Statement (NPS) for consultation together with a separate consultation on reforming UK airspace policy. The consultation document was supported by numerous background documents. This consultation closed on 25<sup>th</sup> May. The 70,000 consultations responses had been analysed and changes were proposed. In addition, since the previous consultation the government had updated its passenger demand forecasts and published the 2017 Air Quality Plan. The revised NPS was currently out to consultation, which would close on 19<sup>th</sup> December 2017. The revised NPS would be debated by Parliament in the spring and it was anticipated that the final decision would be taken in late spring.

The Cabinet were advised that once the NPS was approved as government policy this would form the planning policy for the Development Consent Order (effectively the planning application) which would be submitted by Heathrow Airport Ltd directly to the Planning Inspectorate and the examination that follows would be restricted to only assessing the extent the proposals meet the NPS. It was likely that the DCO would be submitted in 2019. In addition, Heathrow Airport Ltd would be going out to consultation on their initial scheme proposals early in the New Year.

Having considered the recommendation in the report, the Cabinet accordingly

**RESOLVED** that authority to respond to the consultation on the revised draft Airports National Policy Statement be delegated to the Director of Services in consultation with the Portfolio Holder.

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

None.

**73. 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).

**74. APPROVAL OF CONSILIO BUSINESS PLAN**

The Cabinet received a report which sought approval for the business plan produced by Consilio Property Limited.

On 19 July 2017, the Council agreed to the establishment of a local authority trading company 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. Consilio Property Limited was subsequently registered on 15 September 2017. South Bucks District Council, as shareholder, was required to approve the Consilio Business Plan before Consilio could start trading.

In the discussion which followed, the Cabinet whilst in support of the Business Plan and recognising that it essentially dealt with the needs of the company in its initial period of operation, were of the opinion that a statement regarding contingency arrangements around material delays in securing dedicated professional resource and professional advisers should be added to the “Other Matters” section of the Business Plan.

Having considered the Consilio Business Plan, attached as Appendix A, the Cabinet accordingly

**RESOLVED** that

- 1) the Consilio Business Plan, as detailed in Appendix A, be approved with the addition of the statement in the “Other Matters” section of the Business Plan regarding contingency arrangements around material delays in securing dedicated professional resource and professional advisers; and
- 2) authority be delegated to the Director of Resources to agree minor changes to the Consilio Business Plan in consultation with the Leader of the Council.

**75. PLANNING AND ECONOMIC DEVELOPMENT****76. HS2 WORK AND RESOURCING REPORT**

The Cabinet received a report which provided Members with an update on the work for the HS2 project and the resource forecast for this work. This covered the following areas:

- Colne Valley Regional Park Panel and the delivery of projects



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- Hillingdon Outdoor Activities Centre (HOAC) Relocation
- Hex Depot
- Environmental and Noise works
- Other works including the project management of the work on behalf of both Councils
- Local Authority update on resources implications.

Having considered the update set out in the report, the Cabinet accordingly

**RESOLVED** that

- 1) the current position regarding the Service Level Agreement and Funding Agreement between the Council and HS2 be noted; and
- 2) the existing budget for the project be retained for the duration of the project, and that £37,534 from the existing budget be rolled over to the end of the next calendar year to cover any project team costs not recovered from HS2. No new or additional funding was being sought.

77. **HEALTHY COMMUNITIES**

78. **PRIVATE SECTOR LEASING SCHEME - APPENDICES**

These appendices were considered in relation to item 67.

The meeting terminated at 7.09 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 NAYLOR					
Key Decision (Y/N) <sup>1</sup>	Report Title & Summary <sup>2</sup>	Consultation <sup>3</sup>	Decision Maker & Date <sup>4</sup>	Private report (Y/N) and reason private <sup>5</sup>	Lead Officer
Y	<b>Farnham Park Playing Fields Strategy</b> To consider options for the future facilities provided at the Farnham Park Playing Fields.	South Bucks Members Advisory Panel: 22.02.2018	Cabinet: <b>17.04.2018</b>	Y (para 3)	<b>Jim Burness</b> Email: Jim.Burness@southbucks.gov.uk
N	<b>Performance Indicator Review 2018-19</b> To receive the Performance Indicator Review for 2018-19	Overview and Scrutiny <b>19.03.2018</b>	Cabinet: <b>17.04.2018</b>	No	<b>Aniqah Sultan</b> Email: ASultan@chiltern.gov.uk
N	<b>Refreshed Joint Business Plan 2018-20</b> To receive the Refreshed Joint Business Plan for 2018-20	Overview and Scrutiny <b>19.03.2018</b>	Cabinet: <b>17.04.2018</b>  Council <b>16.05.2018</b>	No	<b>Aniqah Sultan</b> Email: ASultan@chiltern.gov.uk
N	<b>Performance Report Quarter 3 2017-18</b> To receive the Performance Report for Quarter 3 2017-18	Overview and Scrutiny <b>19.03.2018</b>	Cabinet: <b>17.04.2018</b>	No	<b>Aniqah Sultan</b> Email: ASultan@chiltern.gov.uk
N	<b>Review of the Council's Constitution</b> For Cabinet to agree the rules and delegations in the revised Constitution that relate to executive (cabinet) functions following Full		Cabinet: <b>17.04.2018</b>	No	<b>Joanna Swift</b> Joanna.Swift@Southbucks.gov.uk

**LEADER - COUNCILLOR NAYLOR**

Key Decision (Y/N) <sup>1</sup>	Report Title & Summary <sup>2</sup>	Consultation <sup>3</sup>	Decision Maker & Date <sup>4</sup>	Private report (Y/N) and reason private <sup>5</sup>	Agenda Item 4 Lead Officer
	Council approval on 27 Feb to the overall Constitution. <b>Date added: 29 January 2018</b>				

**PLANNING AND ECONOMIC DEVELOPMENT PAG – COUNCILLOR J READ**

Key Decision (Y/N) <sup>1</sup>	Report Title & Summary <sup>2</sup>	Consultation <sup>3</sup>	Decision Maker & Date <sup>4</sup>	Private report (Y/N) and reason private <sup>5</sup>	Lead Officer
N	<b>HS2 Update</b> Report to provide update to members on the work being undertaken as project moves from Design Stage to Construction stage with update on resources as well.	Planning & Econmic Development PAG: 08.03.2018	For Information	N	<b>Ifath Nawaz</b> Email: inawaz@chiltern.gov.uk

**HEALTHY COMMUNITIES PAG – COUNCILLOR KELLY**

Key Decision (Y/N) <sup>1</sup>	Report Title & Summary <sup>2</sup>	Consultation <sup>3</sup>	Decision Maker & Date <sup>4</sup>	Private report (Y/N) and reason private <sup>5</sup>	Lead Officer
Y	<b>Joint Housing Strategy</b> To approve the Joint Housing Strategy following the consultation period.	Overview & Scrutiny: 19.03.2018	Cabinet: <b>17.04.2018</b>  Council: <b>16.05.2018</b>	N	<b>Michael Veryard</b> Email: mveryard@chiltern.gov.uk
Y	<b>Authority to Progress Affordable Housing Schemes:</b> to identify the various schemes to deliver affordable housing	Healthy Communities PAG: 22.02.2018	Cabinet: <b>17.04.2018</b>	N	<b>Martin Holt</b> Email: Martin.holt@southbucks.gov.uk
Y	<b>Changes to HMO Licensing</b> To review the implications of changes to legislative requirements	Healthy Communities PAG: 22.02.2018	Cabinet: <b>17.04.2018</b>	N	<b>Louise Quinn</b> Email: LQuinn@chiltern.gov.uk
N	<b>Annual Report on the performance of the Leisure Provider</b> To report on performance of the Leisure Provider	Healthy Communities PAG: 22.02.2018	<b>For information</b>	N	<b>Paul Nanji</b> Email: PNanji@chiltern.gov.uk
N	<b>Air Quality</b> To update members and seek agreement on the proposed next steps	Healthy Communities PAG: 22.02.2018	Portoflio Holder for Healthy Communities <b>22.02.2018</b>	N	<b>Ben Coakley</b> Email: bcoakley@chiltern.gov.uk

**HEALTHY COMMUNITIES PAG – COUNCILLOR KELLY**

Key Decision (Y/N) <sup>1</sup>	Report Title & Summary <sup>2</sup>	Consultation <sup>3</sup>	Decision Maker & Date <sup>4</sup>	Private report (Y/N) and reason private <sup>5</sup>	Agenda Item 4 Lead Officer
N	<b>Chiltern and South Bucks Open Space Strategy:</b> to agree the Strategy for consultation	Healthy Communities PAG: 22.02.2018	Portfolio Holder for Healthy Communities <b>22.02.2018</b>	No	<b>Paul Nanji</b> pnanji@chiltern.gov.uk
Y	<b>Chiltern and South Bucks Open Space Strategy and Playing Pitch Review:</b> to agree the final Strategy	Overview & Scrutiny: 19.03.2018	Cabinet: <b>17.04.2018</b>  Council: 16.05.2018	No	<b>Paul Nanji</b> pnanji@chiltern.gov.uk
Y	<b>Review of Bucks Home Choice Scheme Allocations Policy:</b> to consider a report on the policy.	Healthy Communities PAG: 22.02.2018	Cabinet: <b>17.04.2018</b>	No	<b>Michael Veryard</b> mveryard@chiltern.gov.uk
Y	<b>Sustainability and Carbon Reduction Strategy :</b> To approve the updated joint strategy for South Bucks DC and Chiltern DC, building on existing activities and opportunities.	Healthy Communities PAG: 22.02.2018	Cabinet: <b>17.04.2018</b>	N	<b>Ben Coakley</b> Email: bcoakley@chiltern.gov.uk
Y	<b>Bath Road Depot</b> To update members of progress of Bath Road Depot	Healthy Communities PAG: 22.02.2018	Cabinet: <b>17.04.2018</b>	Y (para 3)	<b>Martin Holt</b> Email: Martin.holt@southbucks.gov.uk
N	<b>Leisure Contract Performance:</b> to advise members of the performance of the leisure contract in South Bucks	Healthy Communities PAG: Tbc	Cabinet <b>Tbc</b>	Private appendix (para 3)	<b>Claire Speirs</b> Claire.speirs@southbucks.gov.uk

**ENVIRONMENT PAG – COUNCILLOR SULLIVAN**

Key Decision (Y/N) <sup>1</sup>	Report Title & Summary <sup>2</sup>	Consultation <sup>3</sup>	Decision Maker & Date <sup>4</sup>	Private report (Y/N) and reason private <sup>5</sup>	Lead Officer
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**RESOURCES PAG – COUNCILLOR GIBBS**

Key Decision (Y/N) <sup>1</sup>	Report Title & Summary <sup>2</sup>	Consultation <sup>3</sup>	Decision Maker & Date <sup>4</sup>	Private report (Y/N) and reason private <sup>5</sup>	Agenda Item 4 Lead Officer
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**CUSTOMER SERVICES AND BUSINESS SUPPORT PAG – COUNCILLOR SMITH**

Key Decision (Y/N) <sup>1</sup>	Report Title & Summary <sup>2</sup>	Consultation <sup>3</sup>	Decision Maker & Date <sup>4</sup>	Private report (Y/N) and reason private <sup>5</sup>	Lead Officer
N	<b>Application for Discretionary Rate Relief</b> To consider an application for Discretionary Rate Relief	Customer Services and Business Support PAG 05.03.18	<b>Cabinet:</b> 17.04.18	Y (para 3)	<b>Neil Berry</b> 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.

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](mailto: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.

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<b>SUBJECT:</b>	<b>BUDGET &amp; COUNCIL TAX REPORT 2018/19</b>
<b>REPORT OF:</b>	<b>Leader of the Council</b>
<b>RESPONSIBLE OFFICER</b>	<b>Director of Resources</b>
<b>REPORT AUTHOR</b>	<b>Jim Burness (jim.burness@southbucks.gov.uk)</b>
<b>WARD(s) AFFECTED</b>	<b>All</b>

## 1. Purpose of Report

- 1.1 This report provides information affecting the Council's revenue budget for 2018/19 in order for the Cabinet to make recommendations to Council on 27<sup>th</sup> February regarding the Council's budget and council tax for 2018/19.

### RECOMMENDATIONS

#### Revenue Budget 2018/19

1. **Approve the Revenue budget for 2018/19 as summarised in the table in paragraph 4.13 and recommend this to Council.**
2. **Agree the following use of earmarked reserves for 2018/19.**
  - Local Development Plan £393k
  - Economic Development Reserve £42k
3. **Approve a budget requirement of £7,398k, which will result in a District council tax of £158.00 for a Band D property.**
4. **Confirm the level of fees and charges for 2018/19 (Appendix C).**
5. **Note the advice of the Director of Resources (Appendix A).**

#### 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 27<sup>th</sup> February, and a final report is produced for the Council meeting incorporating the information from preceptors, and the final decisions of the Cabinet on the budget.**

#### Medium Term Financial Strategy

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

#### Farnham Park Trust

- 8 **Agree to recommend to Council the revenue and capital budgets for 2018/19**

**summarised in Appendix D.**

## **2. Executive Summary**

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

## **3. Reason for Recommendations**

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

## **4. Information**

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

### **Contents of Report**

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

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

4.2 On 13<sup>th</sup> December 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 take into account savings expected to arise from the joint working with 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.

4.3 On 19<sup>th</sup> December the Government announced the provisional Local Authorities financial settlement for 2018/19.

4.4 For South Bucks the following table shows the key figures for 2018/19.

	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000
Business Rate Baseline	11,701	11,925	12,024	11,712	12,200
Business Rate Tariff	-10,716	-10,921	-11,012	-10,680	-11,136
Baseline Need	985	1,004	1,012	1,032	1,064
Revenue Support Grant	1,161	871	436	57	0
Transitional Grant	0	0	80	80	0
<b>Total</b>	<b>2,146</b>	<b>1,875</b>	<b>1,528</b>	<b>1,169</b>	<b>1,064</b>
Year on Year Change (£k)		-271	-347	-359	-105
Year on Year Change (%)		-13%	-19%	-23%	-9%

4.5 The table illustrates the continuing reduction in funding to the Council that had been anticipated on the basis of the Council having accepted the Government's offer of a 4 Year confirmed funding arrangement.

4.6 Funding reductions will continue in future years. In particular current indications are that in 2019/20 SBDC will be subject to an additional tariff payment "negative RSG" of £414k. This is due to the fact that in the funding system South Bucks is seen as a low needs and high resource authority.

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

4.8 Growth in business rates above the Baseline are 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 and 2017/18 in order to retain more of the growth<sup>1</sup>, and will be continuing this in 2018/19.

<sup>1</sup> Report to Cabinet October 2015

### **Section B – Investment Income, Borrowings and Grants**

- 4.9 The Council's Treasury Management Strategy for 2018/19 which is being recommended to Cabinet following consideration by the Resources PAG, sets out the approach aiming to deliver investment income for 2018/19 of £150k. This is a significant reduction on historic figures and reflects the Council's strategic decision to undertake prudential borrowing as part of the funding strategy for its Capital Strategy and Medium Term Financial Strategy<sup>2</sup>. The Council will therefore see a reduction in the level of cash available for external investment.
- 4.10 An important source of grant funding for the Authority is the New Homes Grant that rewards authorities for each new home by providing a grant equivalent to the national average Band D council tax for a number of years following completion of the property. The cumulative funding the Council will receive in 2018/19 from this source is £556k, a reduction on the current year of £207k.
- 4.11 This reduction is because the Government has made a number of changes to the New Homes Grant system as follows:
- The number of years that the reward is paid for is reducing (6 years in 2016/17, 5 years in 2017/18 and 4 years from 2018/19).
  - Introduced a minimum baseline for housing growth numbers of 0.4%. Grant is only received for growth above this baseline. For South Bucks this baseline is approximately 140 units.

### **Section C – Budget Requirement and Council Tax Issues**

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

<b>Budget Changes</b>	<b>£'000</b>
Increase in pay bill due to payrise now being estimated at 2%	54
Reduction in external audit charge	-11
20% increase in planning fees	-124
Saving on grounds maintenance costs from new contract	-33
Additional car parking income	-73
Reduction in support charge to South Bucks Country Park	-27
Loss of Northgate rent at end of contract absorbed as part of bringing service in-house	-26
Creation of a new Economic Development Team. The cost to be shared between CDC and SBDC, with the SBDC cost being met from the Economic Development Reserve (£42k). See Joint Staffing Committee papers 18 <sup>th</sup> January.	42
Other minor changes	-2
<b>Change in Net Cost of Services</b>	<b>-200</b>

<sup>2</sup> Report to Cabinet/Council October 2016

- 4.13 The overall effect of these changes is summarised in the following table. The Budget Requirement of £7,398k will result in a council tax increase of £5 (3.3%) which is the maximum permitted for the Council by the Government.

<b>Revenue Budget 2018/19</b>	Cabinet report 13 Dec 17 £'000	Changes (see above) £'000	Current Figures £'000
Customer Services & Business Support	1,224	-7	1,217
Environment	1,811	-101	1,710
Healthy Communities	1,258	10	1,268
Planning & Economic Development	932	-66	866
Resources	2,770	-36	2,734
<b>Net Cost of Services</b>	<b>7,995</b>	<b>-200</b>	<b>7,795</b>
Investment Income	-150		-150
Notional Interest on Capswood	193		193
Borrowing costs – Now capitalised <sup>3</sup>	217	-217	-
Use of Earmarked Reserves			
- LDD - LDF Cost – Estimate reviewed in line with spend	-336	87	-249
- LDD – CIL	-50	8	-42
- LDD – Shared Service Implementation	-33		-33
- LDD – Planning Digitalisation	-69		-69
- National Infrastructure Reserve	-5		-5
- Use of General Reserve	-221	221	-
- Economic Development Reserve	-	-42	-42
<b>Budget Requirement</b>	<b>7,541</b>	<b>-143</b>	<b>7,398</b>
Business Rates – Baseline	-1,061	-3	-1,064
Business Rates - Growth	-500		-500
RSG	0		0
New Homes Grant	-763	207	-556
Other Govt Grants	-20	-65	-85
C/Tax Collection Fund Surplus	-30	4	-26
<b>Precept on Collection Fund</b>	<b>5,167</b>	<b>-</b>	<b>5,167</b>

- 4.14 The draft budget proposes using earmarked reserves as follows:

- Local Development Document (LDD) reserve, £392,651. This is to fund the estimated costs in 2018/19 of progressing the joint Local Plan (£248,700), the estimated cost of investigating setting up a Community Infrastructure Levy (£42,042), costs associated with the shared service implementation (£32,991) and Planning Digitalisation costs (£68,918).
- National Infrastructure Reserve £5,000
- Economic Development Reserve £42,000.

<sup>3</sup> Interest costs during construction phase of capital projects can be capitalised and financed over the asset life.

- 4.15 The proposed 2018/19 budget does not require any use of the General Reserve. This is an improvement on the position reported to Cabinet in December.
- 4.16 The draft budget has been discussed at the Overview & Scrutiny Committee and any comments received will be made known to members at the meeting.
- 4.17 The latest budget monitoring information shows that the forecast level of General reserves at the end of the current financial year to be £2.0m. Section E of the report contains the Director of Resources advice on the level of reserves.
- 4.18 Appendix C contains the schedule of the proposed fees & charges for the 2018/19 budget.

### **Section D – Medium Term Financial Strategy**

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

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

	2018/19 BUDGET	2019/20 BUDGET	2020/21 BUDGET	2021/22 BUDGET	2022/23 BUDGET	2023/24 BUDGET	2024/25 BUDGET
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b><u>Income</u></b>							
Non Domestic Rates (NDR) - Baseline	(1,064)	(1,096)	(1,129)	(1,163)	(1,198)	(1,234)	(1,271)
Non Domestic Rates (NDR) - Growth	(500)	(600)	(600)	(600)	(600)	(600)	(600)
New Homes Grant	(556)	(513)	(568)	(672)	(812)	(745)	(678)
General Grants - Other	(85)	0	0	0	0	0	0
Tariff / Top Up Adjustment	0	414	414	514	614	714	714
Interest & Investment Income Receivable	(150)	(100)	(50)	(50)	(50)	(50)	(50)
Collection fund (surplus)/deficit - Council Tax	(26)	0	0	0	0	0	0
	<b>(2,381)</b>	<b>(1,895)</b>	<b>(1,933)</b>	<b>(1,971)</b>	<b>(2,046)</b>	<b>(1,915)</b>	<b>(1,885)</b>
<b><u>Service Expenditure</u></b>	7,795	7,951	8,110	8,272	8,437	8,606	8,778
<b><u>New Pressures</u></b>							
Additional Pension Deficit Contribution	0	25	52	102	152	202	252
Council Elections - Fund from Reserves	0	70	0	0	0	70	0
Waste retender - Procurement Costs	0	0	75	75	0	0	0
Waste retender - Cost Change	0	0	0	0	0	0	0
Infrastructure Mitigation (ie HS2)	0	0	0	0	0	0	0
<b><u>New Savings</u></b>							
Planning Shared Service	0	(86)	(114)	(114)	(114)	(114)	(114)
Increased income from car parks	0	(90)	(90)	(90)	(90)	(90)	(90)
Increase income GX Car Park	0	0	0	0	0	0	0
Increased income from planning fees	0	0	0	0	0	0	0
Revs & Benefits - End of Northgate contract	0	0	0	0	0	0	0
Phase 3 Stronger in Partnership Savings	0	(200)	(250)	(250)	(250)	(250)	(250)

	2018/19 BUDGET	2019/20 BUDGET	2020/21 BUDGET	2021/22 BUDGET	2022/23 BUDGET	2023/24 BUDGET	2024/25 BUDGET
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Net additional income from Police Site	0	0	(129)	(276)	(285)	(285)	(285)
Net additional income from New Projects	0	0	(300)	(400)	(500)	(500)	(500)
	<b>7,795</b>	<b>7,670</b>	<b>7,354</b>	<b>7,319</b>	<b>7,350</b>	<b>7,639</b>	<b>7,791</b>

<b>Other Expenditure</b>							
Notional Interest Payable - Capswood	193	174	154	132	110	86	60
Borrowing Costs - Interest	0	161	640	840	915	965	965
Borrowing Costs - MRP Repayment (40 years)	0	131	415	654	695	745	745
	<b>193</b>	<b>466</b>	<b>1,209</b>	<b>1,626</b>	<b>1,720</b>	<b>1,796</b>	<b>1,770</b>

<b>Contributions to / (from) Reserves</b>							
Contribution to / (from) LDF Fund	(393)	(343)	(243)	(243)	(243)	(243)	(243)
Contribution to / (from) Economic Dev	(42)	(42)	0	0	0	0	0
Contribution to / (from) specific reserves	(5)	0	0	0	0	0	0
Contribution to / (from) general reserves	0	(70)	(75)	(75)	0	(70)	0
	<b>(440)</b>	<b>(455)</b>	<b>(318)</b>	<b>(318)</b>	<b>(243)</b>	<b>(313)</b>	<b>(243)</b>

<b>Precept Required</b>	<b>5,167</b>	<b>5,786</b>	<b>6,312</b>	<b>6,656</b>	<b>6,781</b>	<b>7,207</b>	<b>7,433</b>
	0						

<b>COUNCIL TAX CALCULATION</b>							
Tax base	32,703	33,003	33,303	33,603	33,953	34,203	34,453
Tax Rate (Band D)	158.00	163.00	168.00	173.00	178.00	183.00	188.00
<b>Precept Collectable</b>	<b>5,167</b>	<b>5,379</b>	<b>5,595</b>	<b>5,813</b>	<b>6,044</b>	<b>6,259</b>	<b>6,477</b>

<b>Savings Required</b>	<b>0</b>	<b>(407)</b>	<b>(717)</b>	<b>(843)</b>	<b>(737)</b>	<b>(948)</b>	<b>(956)</b>
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- 4.21 This shows a future funding gap for the Authority that needs to be addressed from 2019/20 onwards.
- 4.22 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.
- 4.23 It is important that officers and members work together to review the Medium Term Financial Strategy and the proposed savings within it before the detailed budget work for 2019/20 commences, in order to address the current forecast gap.
- 4.24 Furthermore as council tax becomes increasing the main source of funding for the Council that it can influence, decisions on the level of the tax become important to the Council's medium term financial strategy.

#### **Section E – Advice of Director of Resources**

- 4.25 The detailed advice of the Director of Resources as the Authority's statutory financial officer is set out in Appendix A. In summary the key points of the advice are as follows.
- The estimates for 2018/19 have been prepared in a thorough and professional manner.
  - The key budget risks and sensitivities have been identified.
  - The main financial risks to the Council for the coming year have been assessed as follows.
    - Shortfall on income targets, (See Appendix B Sensitivity Analysis).
    - The cost of major planning inquiries, enforcement actions or responding to national infrastructure proposals that impact on the area.
    - The costs of temporary accommodation, and supporting solutions to the temporary accommodation issue.
    - Letting income for the Capswood offices

Specific earmarked reserves exist to cover some of these matters.

- 4.26 The suggested prudent level of general reserves for 2018/19 is £910k.
- 4.27 In the medium term the Authority will continue to face risks in delivering its corporate plan objectives in the context of the continuing limitation on external funding resources.
- 4.28 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.

<b>Risk</b>	<b>Response</b>
Managing the gap between cost increases the Council will face year on year, and the continued significant reductions in Government funding, and the limitation on council tax increases.	Key to managing this risk will be identifying further savings for the years from 2019/20 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. 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.

## **5. Consultation**

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

## **6. Options**

6.1 The report sets out the position based on increasing the district element of the council tax to £158.00 (a £5 rise).

6.2 There is the option of not increasing the Council Tax, or increasing at a lower level. This would result in less resource being available and the funding gap increasing in future years.

6.3 There is also the option of increasing the Council by more than the referendum threshold of £5 or 3% (which for SBDC would be £4.59). However it is not considered realistic to consider a local referendum due to the cost of organising a referendum, and the risk of voters not supporting any additional increase in Council Tax.

## **7. Farnham Park Charitable Trust**

7.1 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 D summarises the budgets for approval and referral to Council.

**8. Corporate Implications**

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

**9. Links to Council Business Plan**

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

**10. Next Steps**

10.1 This report and Cabinet's decisions will form the basis of the Council tax decision of the Council on 27<sup>th</sup> February.

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

<b>Background Papers:</b>	<b>Draft Revenue Budget Report 2018/19 – Cabinet 13 Dec 17</b>
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**CHIEF FINANCIAL OFFICER REPORT**

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

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

**Robustness of Estimates**

.2 The process for preparing the budgets started in the Autumn of 2017. From the outset the budget development was influenced by a number of key factors.

- The need to keep expenditure and likely resources into balance given the limitations on increases in council tax and the significant reductions in Government funding.
- 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 2017 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 2018/19 budgets. As in recent years the 2018/19 budget is integrated with the Authority's service planning process, and therefore plans reflect the resources available.

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

.5 The financial position of the Council clearly indicated the need to continue to make significant 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.

- Staffing budgets are prepared on a zero base approach, and are built up based on the actual staffing establishment and its current costs. The final budgets also include a vacancy factor of 2% consistent with that used in past years which has proved to be realistic.

- The budgets reflect as far as can be determined costs of major contracts including known or likely cost increases.
  - The budgets are informed by the results of the 2017/18 budget monitoring and recognise those issues that are unavoidable and would carry through into 2018/19.
  - The budget identified the on-going cost of Council decisions taken since March 2017.
- .7 The detailed budget have been scrutinised by:
- Officers
  - Portfolio Holders
  - PAGs
- .8 In particular the draft budgets were thoroughly examined by Cabinet members in an exercise led by the Portfolio Holder for Resources. The budget does not contain any unspecified or unrealistic savings proposals or contingencies.
- .9 Investment income expectations reflect a realistic view on the level of interest rates and borrowing costs arising from the Capital Strategy over the next few years and likely consequential cash balances, and this is reflected within the Treasury Management Strategy.
- .10 Finally the budgets have been assessed as part of the Authority's approach to risk management and the major financial risks identified. These will be referred to in the following section dealing with the adequacy of reserves.
- .11 Taking all these factors into account I am satisfied that the estimates have been prepared on a robust basis.

### **Adequacy of Reserves**

- .12 The Council has a policy on its reserves, and this policy accords with the guidance issued by the Chartered Institute of Finance and Accountancy (CIPFA) on local authority reserves and balances. In essence the Policy states that the minimum level should be based on 7½% of the net cost of services, plus any material financial risks identified for the coming financial year for which specific provision has not been made.
- .13 With regard to Business rates, the Council will continue to account for the business rates timing adjustments via a 'NDR Timing Difference' adjustment to the General Fund balance.
- .14 The Code of practice on local authority accounting requires the purpose, usage and basis of transactions of earmarked reserves to be identified clearly. The Council has seven earmarked reserves where it has full control over their deployment. These need to be kept under review taking into account the current financial issues facing the Council.
- .15 The following table shows the Council's reserves position estimated for 31<sup>st</sup> March 2018.

Description	31/3/17 Actual £k	31/3/18 Estimate £k	Comment
National Infrastructure	80	58	£20k allocation for infrastructure projects impacting in SBDC+ HS2 Transport Policy. Plus it is proposed to use this to fund the Economic Development Team.
Disaster & Emergency Relief Fund	27	27	The Disaster & Emergency Relief Fund, which is primarily applied to deal with flooding incidents, is reviewed annually.
Insurance Fund	24	24	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.
Local Development Document (LDD) Reserve	648	547	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 £393k will be applied in 2018/19 but this will be kept under review during the course of the financial year.
Economic Development Reserve	50	50	It is proposed to use this to fund the Economic Development Team.
Transformation Reserve	250	148	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.
Capital Reserve	557	0	Being used to fund the capital programme in 2017/18

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

Budget assumptions	Financial standing and management	Comment on 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 is realistic. At present no major receipts are anticipated in the coming years.

Budget assumptions	Financial standing and management	Comment on SBDC position
Estimates of financing costs	The Authority's track record in budget and financial management	Borrowing is undertaken in support of the Capital Strategy. Where it relates to major investment projects these are supported by business cases. Borrowing costs have to be sustainable in the context of the Medium Term Financial Strategy. When undertaken borrowing is a fixed rates in order to manage interest rate risks.
The treatment of demand led pressures	The Authority's capacity to manage in-year budget 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 2018/19 budget. There are quarterly budget review meetings with members to review the current year's position and future years' issues.
The treatment of savings/efficiency gains	The strength of financial information and reporting arrangements	The budget preparation and monitoring processes are used to identify and monitor savings. The deployment of savings is determined by the Council's budget process and its medium term financial strategy which directs resources towards priorities and ensures overall matching of expenditure to resources.
The financial risks inherent in any significant new funding partnerships, 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 2018/19 are highlighted below.
The availability of other funds to deal with major contingencies	The adequacy of the Authority's insurance arrangements to cover major unforeseen risks.	The Authority has sufficient reserves to cover insurance liabilities. It has also the resources in general or earmarked reserves to make reasonable contingencies against matters such as LDD, major enforcement actions etc.



- .17 From the preceding table it can be seen that the Authority takes action to reduce budget risk and therefore influence the level of reserves it needs to hold. There will always be areas of risk or uncertainty and which need to be assessed as part of the budget process.
- .18 The main financial risks to the Council for the coming year have been assessed as follows.
- Shortfall on income targets, (See Appendix B Sensitivity Analysis).
  - The cost of major planning inquiries, enforcement actions or responding to national infrastructure proposals that impact on the area.
  - 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.
- .19 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 B). 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 relating to planning enforcement or inquiries.
- .20 In the longer term there will be the risks of:
- Managing the gap between the cost increases the Council will face year on year, and the continued significant reductions in Government funding, and the limitation on council tax increases. Key to managing this risk will be identifying further savings for the years from 2019/20 onwards.
  - The costs of reaching and enforcing the Council's planning decisions, or responding to national infrastructure proposals. This would include major public inquiries.
- .21 Taking all these factors into account it would be advisable to plan for a level of general reserves of at least around £910k 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
Potential additional temporary accommodation costs	100
Planning inquiries or infrastructure consultations	50
Capswood Letting Income	60
	910

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

**Jim Burness**  
**Director of Resources**  
**February 2018**

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

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

<b>Change in Demand</b>	<u>Worsen Budget Position</u>		2018/19 Budget £	<u>Improve Budget Position</u>	
	10% Decrease £	5% Decrease £		5% Increase £	10% Increase £
Car Park Income	-103,664	-51,832	-1,036,645	51,832	103,664
Car Park Income - Penalty Charges	-7,500	-3,750	-75,000	3,750	7,500
Development Mgt Income (SBDC Share)	-74,592	-37,296	-745,920	37,296	74,592
Land Charge Fees (SBDC Share)	-10,500	-5,250	-105,000	5,250	10,500
Recycling Credits	-34,400	-17,200	-344,000	17,200	34,400
Green Waste	-35,000	-17,500	-350,000	17,500	35,000
Licensing Income - Taxis (SBDC Share)	-7,829	-3,915	-78,292	3,915	7,829
Licensing Income - Other (SBDC Share)	-8,458	-4,229	-84,578	4,229	8,458
Building Control Income (SBDC Share)	-43,050	-21,525	-430,500	21,525	43,050
<i>Difference</i>	<i>-324,993</i>	<i>-162,497</i>		<i>162,497</i>	<i>324,993</i>
<b>Change in Interest Earnings</b>	20% Decrease	10% Decrease	2018/19 Budget	5% Increase	10% Increase
Interest earnings	-30,000	-15,000	-150,000	7,500	15,000
<i>Difference</i>	<i>-30,000</i>	<i>-15,000</i>		<i>7,500</i>	<i>15,000</i>
<b>Other Significant Financial Risks</b>	Worst Case £	Slightly Worse £	2018/19 Budget £	Slightly Better £	Best Case £
Planning appeals - legal costs (SBDC share)	35,000	20,000	14,700	7,350	0
Planning enforcement - legal costs (SBDC share)	70,000	40,000	33,600	16,800	0
	105,000	60,000	48,300	24,150	0
<i>Difference</i>	<i>-56,700</i>	<i>-11,700</i>		<i>24,150</i>	<i>48,300</i>
<b>Grand Total</b>	<b>-411,693</b>	<b>-189,197</b>		<b>194,147</b>	<b>388,293</b>

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

VAT Codes:

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

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

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

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

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

AppendixC

VAT Codes:

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

# Surcharge of £200 for non residents of the district

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AppendixC

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

Number in ( ) is number of interments

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



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**GREAT MISSENDEN CEMETERY**

	General ledger code		2017/18	2018/19
	Chiltern	South Bucks	£	£
<b><u>Fees for the Use of the Cemetery for Interments:</u></b>				
In the graves for which no exclusive right of burial has been granted				
i) A stillborn child, or a person whose age at the time of death did not exceed one month *	G380/C865 (D04)		25.00	25.00
ii) A person whose age at the time of death exceeded one month but did not exceed twelve years *	G380/C865 (D04)		105.00	108.00
iii) A person whose age at the time of death exceeded twelve years *	G380/C865 (D04)		230.00	235.00
iv) for any interment at a depth exceeding six feet for members of the same family in a site and for each foot an additional *	G380/C865 (D04)		105.00	108.00
In a grave or vault for which an exclusive right of burial has been granted				
i) A stillborn child, or a person whose age at the time of death did not exceed one month *	G380/C865 (D04)		25.00	25.00
ii) A person whose age at the time of death exceeded one month but did not exceed twelve years *	G380/C865 (D04)		105.00	108.00
iii) A person whose age at the time of death exceeded twelve years *	G380/C865 (D04)		230.00	235.00
iv) for any interment at a depth exceeding six feet for members of the same family in a site and for each foot an additional *	G380/C865 (D04)		105.00	108.00
<b><u>Exclusive Rights of Burial in Perpetuity in an Earthen Grave</u></b>				
i) One Plot *	G380/C868 (D04)		395.00	400.00
ii) Two Plots *	G380/C868 (D04)		687.00	700.00
iii) Three Plots *	G380/C868 (D04)		940.00	960.00
<b><u>Monuments, Gravestones, Tablets and Monumental Inscriptions</u></b>				
For the right to erect:				
i) A headstone under no circumstances to exceed three feet in height or a foot stone not exceeding one foot in height *	G380/C865 (D04)		163.00	166.00
ii) A tablet on any grave or vault, or in the Lawn Cemetery, a plaque on a grave *	G380/C865 (D04)		163.00	166.00
iii) Any inscription after the first on a gravestone, tablet or memorial *	G380/C865 (D04)		86.00	88.00
Purchase of plot measuring 2ft x 2ft in Old Section of cemetery for burial of cremated remains *	G380/C865 (D04)		130.00	133.00
Burial of Cremated remains *	G380/C865 (D04)		105.00	108.00
Transfer of ownership of Exclusive Right of Burial	G380/C868 (D04)		62.00	63.00

\* The foregoing charges will be doubled where the person in respect of whom the charge is made, is or was not resident within the Chiltern District or in the case of a still born child or person whose ages at the time of death did not exceed one year where neither of the parents is or was at the time of interment, resident within the said area

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

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

<b>CAR PARKS - DAILY CHARGES (1a) 8.00 a.m. to 8.00 p.m.</b>							
	<b>General</b>	<b>2017/18</b>	<b>2018/19</b>		<b>General</b>	<b>2017/18</b>	<b>2018/19</b>
	<b>ledger code</b>	<b>£</b>	<b>£</b>		<b>ledger code</b>	<b>£</b>	<b>£</b>
<b><u>Altons</u></b>	3466/C876			<b><u>Summers Road</u></b>	3472/C876		
Up to 1 hour		1.30	1.30	Up to 1 hour		Free	Free
Up to 2 hours		1.90	1.90	Up to 2 hours		1.00	1.00
Up to 3 hours		2.50	2.50	Up to 3 hours		1.40	1.40
Up to 4 hours		3.20	3.20	Up to 24 hours		2.20	2.20
Up to 8 hours		5.00	5.00	Sunday/Public Holiday		1.20	1.20
Up to 12 hours		6.00	6.00				
Sunday/Public Holiday		1.20	1.20				
<b><u>Penncroft</u></b>	3467/C876			<b><u>Broadway</u></b>	3473/C876		
Up to 1 hour		1.30	1.30	Up to ½ hour		0.50	0.50
Up to 2 hours		1.90	1.90	Up to 3 hours		1.10	1.10
Up to 3 hours		2.50	2.50	Up to 24 hours		1.50	1.50
Up to 4 hours		3.20	3.20	Sunday/Public Holiday		1.20	1.20
Up to 8 hours		5.60	5.60				
Up to 12 hours		6.60	6.60				
Sunday/Public Holiday		1.20	1.20				
<b><u>Warwick Road</u></b>	3468/C876			<b><u>Bulstrode Way</u></b>	3474/C876		
Up to 1 hour		1.30	1.30	Up to 1 hour		1.30	1.20
Up to 2 hours		1.90	1.90	Up to 2 hours		1.90	1.80
Up to 3 hours		2.50	2.50	Up to 3 hours		2.50	2.40
Up to 4 hours		3.20	3.20	MAX STAY 3HRS			
Up to 8 hours		5.00	5.00	Sunday/Public Holiday		1.10	1.10
Up to 12 hours		6.00	6.00				
Sunday/Public Holiday		1.20	1.20				
<b><u>Jennery Lane</u></b>	3470/C876			<b><u>Packhorse Road</u></b>	3475/C876		
Up to ½ hour		0.60	0.60	Up to 1 hour		1.30	1.20
Up to 1 hour		1.10	1.10	Up to 2 hours		1.90	1.80
Up to 2 hours		1.30	1.30	Up to 3 hours		3.50	3.40
MAX STAY 2HRS				Up to 4 hours		4.30	4.20
Sunday/Public Holiday		1.20	1.20	Up to 8 hours		6.60	-
				Up to 24 hours		7.20	6.50
				Sunday/Public Holiday		1.20	1.10
<b><u>Neville Court</u></b>	3471/C876			<b><u>Station Road</u></b>	3477/C876		
Up to 2 hours		0.40	0.40	Up to 1 hour		1.30	1.20
Up to 4 hours		0.60	0.60	Up to 2 hours		1.90	1.80
Up to 24 hours		1.10	1.10	Up to 3 hours		2.50	2.40
Sunday/Public Holiday		1.20	1.20	Up to 4 hours		3.20	3.10
				Up to 8 hours		5.00	-
				Up to 24 hours		6.50	4.50
				Sunday/Public Holiday		1.20	1.10

<b>CAR PARKS - SEASON TICKETS (1a)</b>							
	<b>General ledger code</b>	<b>2017/18 £</b>	<b>2018/19 £</b>		<b>General ledger code</b>	<b>2017/18 £</b>	<b>2018/19 £</b>
<b>Altons</b>	3466/C877			<b>Summers Road</b>	3472/C877		
3 Monthly		293.00	293.00	3 Monthly		107.00	107.00
6 Monthly		552.00	552.00	6 Monthly		202.00	202.00
12 Monthly		1,035.00	1,035.00	12 Monthly		379.00	379.00
Residents out of hours (12 mnthly)		275.00	275.00	Residents out of hours (12 mnthly)		146.00	146.00
<b>Penncroft</b>	3467/C877			<b>The Broadway</b>	3473/C877		
3 Monthly		322.00	322.00	3 Monthly		73.00	73.00
6 Monthly		607.00	607.00	6 Monthly		138.00	138.00
12 Monthly		1,138.00	1,138.00	12 Monthly		258.00	258.00
Residents out of hours (12 mnthly)		297.00	297.00	Residents out of hours (12 mnthly)		48.00	48.00
<b>Warwick Road</b>	3468/C877			<b>Bulstrode Way</b>	3474/C877		
3 Monthly		293.00	293.00	3 Monthly		317.00	317.00
6 monthly		552.00	552.00	6 monthly		598.00	598.00
12 Monthly		1,035.00	1,035.00	12 Monthly		1,121.00	n/a
Residents out of hours (12 mnthly)		282.00	282.00	Residents out of hours (12 mnthly)		298.00	298.00
<b>Jennery Lane</b>	3470/C877			<b>Packhorse Road</b>	3475/C877		
3 Monthly		107.00	107.00	3 Monthly		351.00	351.00
6 Monthly		202.00	202.00	6 Monthly		662.00	662.00
12 Monthly		379.00	379.00	12 Monthly		1,242.00	n/a
Residents out of hours (12 mnthly)		168.00	168.00	Residents out of hours (12 mnthly)		312.00	312.00
<b>Neville Court</b>	3471/C877			<b>Station Road</b>	3477/C877		
3 Monthly		53.00	53.00	3 Monthly		317.00	317.00
6 Monthly		101.00	101.00	6 Monthly		598.00	598.00
12 Monthly		189.00	189.00	12 Monthly		879.00	n/a
Residents out of hours (12 mnthly)		54.00	54.00	Residents out of hours (12 mnthly)		282.00	282.00
Issue of replacement Season Ticket		5.00					
<b>CAR PARKS - EXCESS CHARGES</b>							
				<b>General ledger code</b>		<b>2017/18 £</b>	<b>2018/19 £</b>
Paid within 14 Days (3)				3490/S879		40.00	
Otherwise (3)				3490/S879		80.00	

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

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

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

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

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



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

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

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

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

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

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

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

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

**IPPC**

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

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

# PLANNING PORTFOLIO

## REVISED CHARGES FROM 1 APRIL 2018

VAT Codes:  
Chiltern  
South Bucks

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

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

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

PHOTOCOPYING (1a)	General ledger code		2017/18	2018/19
	Chiltern	South Bucks	£	£
A4 Sheet B/W	PP01/C940 (D45)	DM02/S940 (1a)	10p	10p
A4 Sheet Colour	PP01/C940 (D45)	DM02/S940 (1a)	20p	20p
A3 Sheet B/W	PP01/C940 (D45)	DM02/S940 (1a)	20p	20p
A3 Sheet Colour	PP01/C940 (D45)	DM02/S940 (1a)	40p	40p
Large maps re-produced by the Plotter		DM02/S940 (1a)	10.00	10.00
A2 - Per Sheet	PP01/C940 (D45)		£4.80	
			emailed /	
			£5.80	
A1 - Per Sheet	PP01/C940 (D45)		noted £10.60	No charge
			emailed /	for emailed
			£11.60	
A0 - Per Sheet *1	PP01/C940 (D45)		noted £15.90	copies
			emailed /	
			£16.90	
			noted	
Sale of Council Documents: Decision Notices & Tree Preservation Ord	PP01/C940 (D45)		10.40	NIL

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

## PLANNING PORTFOLIO REVISED CHARGES FROM 1 APRIL 2018

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South Bucks

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

## PLANNING PORTFOLIO REVISED CHARGES FROM 1 APRIL 2018

VAT Codes:  
Chiltern  
South Bucks

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

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

## PLANNING PORTFOLIO REVISED CHARGES FROM 1 APRIL 2018

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Chiltern  
South Bucks

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



## PLANNING PORTFOLIO

### REVISED CHARGES FROM 1 APRIL 2018

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

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

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

## PLANNING PORTFOLIO REVISED CHARGES FROM 1 APRIL 2018

VAT Codes:  
Chiltern  
South Bucks

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

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

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

### Conservation Area Leaflets / Appraisals

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

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

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

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

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

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

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

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

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

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## Farnham Park Trust Budgets 2018/19

### 1. Background

- 1.1. As the Farnham Park assets form a charitable trust it is necessary for Members to approve separate budgets for these operations.

### 2. Recommendations

Cabinet are requested to recommend to Council (acting as corporate trustee) the following items for the Farnham Park Charity.

- the 2018/19 operating budgets, and the overall Charity budget of £122,110
- The fees for 2018/19 for the Golf Course and Playing Fields.

### 3. Revenue Budgets

- 3.1. The following table summarise the 2018/19 operating budgets for the Farnham Park Trust activities. These have been scrutinised and recommended by the South Buckinghamshire Panel.

	Golf						FPPF
	Golf Mgt £	Golf course £	Golf Shop £	Catering £	Course Maint £	Total £	Total £
Operating Budget 2017/18	140,080	-453,730	-12,400	-21,830	219,950	-127,930	71,990
Draft Operating Budget 2018/19	146,715	-465,300	-10,800	-19,750	232,098	-117,037	86,797
Final Operating Budget 2018/19	147,953	-465,300	-10,800	-18,300	234,074	-112,374	87,704

*The Operating budget 2018/19 now includes the pay rise provisions detailed in the report to the Joint Staffing Committee on 18 Jan 18.*

- 3.2. The overall Charity budget for 2018/19 inclusive of interest costs and asset charges, is £122,110 as shown below.

	Golf £	Playing Fields £	2018/19 Total £	2017/18 Total £
Net Operating Budget	-112,374	87,704	-24,670	-55,940
Interest	33,640	-	33,640	25,000
Asset charge	65,780	10,360	76,140	83,700
Support Service Costs	25,900	11,100	37,000	37,000
2018/19 Budget	12,946	109,164	122,110	

- 3.3. The vehicle and plant replacement programme for the Farnham Park Charity, will be subject to further decisions regarding composition and funding arrangements.

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<b>SUBJECT:</b>	<b>CAPITAL STRATEGY AND CAPITAL PROGRAMME 2018/19 TO 2022/23</b>
<b>REPORT OF:</b>	<b>Resources Portfolio Holder – Cllr Barbara Gibbs</b>
<b>RESPONSIBLE OFFICER</b>	<b>Director of Resources – Jim Burness</b>
<b>REPORT AUTHOR</b>	<b>Capital Accountant – Jane Clarke – 01494 732 223</b>
<b>WARD/S AFFECTED</b>	<b>All</b>

## 1. Purpose of Report

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

### **RECOMMENDATIONS**

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

- 1. The Capital Strategy including the Capital Programme for 2018/19-2022/23 (Appendix A).**

## 2. Background

- 2.1 As part of the Council's budget process the Capital Programme is reviewed in order to assess, as part of the overall financial strategy of the Authority, what the scale and composition of the programme should be and the consequential funding implications for the financial strategy.
- 2.2 In recent years decisions have been undertaken to embark on a number of significant capital projects. 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 full Capital Programme is set out in the Capital Strategy.
- 3.2 Projects are grouped by Portfolio area, and the main items in the capital programme are as follows:

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Environment

- 3.3 A budget of £1.5m has been allocated in 2021/22 for waste vehicles, as the current waste contract is due to end in October 2021. In addition the need for an annual provision for Recycling and Replacement Bins is included in the programme.
- 3.4 There is a budget of £9.375m for the construction of a Multi Storey Car Park in Gerrards Cross to address the capacity issues highlighted in the Parking Strategy. This project has been rephased and is expected to recommence by 2020/21.

S106 Funded Projects

- 3.5 There are two projects in relation to the Bath Road site, the potential purchase of land/property, and another project to develop the site for temporary accommodation. Both these projects are to be funded from s106 monies.

Healthy Communities

- 3.6 Home 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).
- 3.7 Disabled Facilities Grants are the responsibility of local authorities to provide. The cost of the grants are met from an allocation from the Better Care Fund administered by the Health & Wellbeing Board (this was £540k in 2017/18) so that there is no net cost falling to South Bucks. This is an annual programme of grant support.
- 3.8 The Council is planning to redevelop the old Academy golf site as a country park leisure facility. The budget for constructing this new facility The South Bucks Country Park is £2m, and this cost will be met from income gained during the redevelopment from soil importation.
- 3.9 Following the acquisition of the old Gerrards Cross Police Site, redevelopment of the site is proposed to support the delivery of housing, and to generate income for the Council, which are key priorities referred to in the Capital Strategy.
- 3.10 An Affordable Housing Action Plan is to be undertaken during the course of the next four years, and this proposes the Council embarks on acquiring properties for the purpose of meeting local housing needs as highlighted in the Capital Strategy.

Customer Services & Business Support

- 3.11 A rolling programme for ICT is included in the programme for the replacement of equipment and further alterations.

3.12 A Customer Experience Strategy Programme to facilitate the centralisation and transformation of customer services. Increasing efficiency and delivering savings across CDC and SBDC. The budgeted share of the set up ICT costs for SBDC is £196k.

Resources

3.13 The Council has responsibility under the lease for Capswood for the plant, equipment and internal decorations. The main item of expenditure will be the replacement of the chiller units in the main office areas, scheduled for 2019/20, £250k.

3.14 Other capital works include the extension to Parkside Woodland Burial Site, and upgrading elements of the Beacon Centre including the theatre flooring and the tiered seating area.

3.15 Work is also being undertaken to extend Stoke Poges Memorial Gardens.

Consilio

3.16 Consilio is a private limited company, set up and wholly owned by South Bucks District Council. The primary aim of the company is to acquire, develop and manage land and property in order to deliver a financial return to the Council.

3.17 On 13 December 2017, the SBDC Cabinet approved the Business plan for Consilio. The company is therefore now empowered to seek out commercial investment opportunities up to £50m in total and residential investment opportunities up to £10m in total. The business case for each specific proposal will be evaluated and, if approved, SBDC will lend funds to Consilio to allow the proposal to proceed.

3.18 The Capital Programme therefore includes a provision for £2m of loans per year. However the actual amount will vary depending on what investment opportunities arise.

**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 21.12.17 £
s106 Monies - Conditional	20,914
s106 Monies - Unconditional	4,808,617
	4,829,531

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. As para 3.6 referred to £3.739m of this funding is applied to housing projects on the Bath Road.

## 5. Consultation

5.1 Consultation is with the Overview and Scrutiny Committee.

## 6. Corporate Implications

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

6.2 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.

6.3 The capital programme is part of the Council's overall financial strategy, as the capital and revenue budgets are interlinked.

6.4 The table below shows the proposed funding of the Capital Programme.

Sources of Funding	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
Housing subsidy re DFG's via Better Care Fund	540,000	540,000	540,000	540,000	540,000
Income generated from SB County Park Site	1,230,000	1,000,000			
s106 funding - Bath Road - Acquisition of Land/Property	1,039,000				
s106 funding - Bath Road - Temporary Accommodation	2,700,000				
Borrowing - Police Site	3,910,000	3,910,000			
Borrowing - Affordable Housing Action Plan	3,380,000	2,000,000			
Borrowing - Consilio Business Plan	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Borrowing - Car Park			9,375,000		
Borrowing - Refuse Vehicles				1,500,000	
Borrowing - General Projects	1,410,779	752,000	186,200	150,000	197,250
	<b>16,209,779</b>	<b>10,202,000</b>	<b>12,101,200</b>	<b>4,190,000</b>	<b>2,737,250</b>

## 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 Overview and Scrutiny Committee the report will be considered by the Cabinet, and then by Council in February 2018.

<b>Background Papers:</b>	None
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## SOUTH BUCKS DISTRICT COUNCIL CAPITAL STRATEGY

### Purpose

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

### Key Priorities of the Strategy

The key Council priorities are as follows.

Priority	Pressure/Issue	Response
Financial Stability & Resilience	<p>Payment of tariff from 2019/20. Forecast funding gap by 2022 of £0.6m+</p> <p>Funding coming totally from local resources from 2017/18 makes SBDC more vulnerable to impact of economic recession.</p>	<p>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.</p>
Local Housing Needs	<p>At end of 2016/17 60+ families in temporary accommodation. Increasing numbers on local housing waiting list. Affordability issues have led to RSL development largely ceasing in the area.</p>	<p>Identify sites for affordable housing development as another output from the strategic asset review. Housing development sites identified in new Local Plan. Private Sector Leasing Schemes in place with RSLs to address temporary accommodation needs. Use s106 funding.</p>
Parking Strategy	<p>Capacity issues in car parks in Gerrards Cross and Beaconsfield. Growing parking issues in Iver.</p>	<p>Project to expand Gerrards Cross Car Park. Strategic asset review to include identification of car parking expansion/development opportunities in other towns</p>
Maximising use of Property Assets	<p>Need to generate additional income to help bridge funding gap.</p> <p>Need to identify housing sites. Car parking issues</p>	<p>A number of projects identified in strategic asset review. Setting up of Consilio Property Ltd to develop property portfolio for income generation and other key priorities, funded by loans from Council supported by prudential borrowing. Explore specific development</p>

Priority	Pressure/Issue	Response
		opportunities in Beaconsfield as part of long term plans.
Leisure needs, including Farnham Park	GLL contract renewal in 2020. Potential impact of closure of Evreham Centre. Evreham operation is subsidised by SBDC. Issues from Open Spaces needs review. Improving the financial position of the Farnham Park Playing Fields. Development of South Bucks Country Park.	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. Develop South Bucks Country Park at nil net cost to the Council. Develop strategy for Farnham Park Playing Fields based on options analysis.
Supporting local businesses	Expanding and improving broadband quality and coverage in the area. With increased reliance on business rates funding important to sustain and grow tax base.	Work with LEP and BA on investment to support businesses. Establish economic development capacity within the Council.
The local environment	Concern over impact of major developments in Iver area. Implications of Local Plan, and any green belt release.	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.
Joint Working including Transformation	Need to address funding gap forecast to arise. Responding to changing needs of residents and customers. Need to maintain drive for efficiency in service delivery.	Stronger in Partnership Programme and in particular Customer Experience Strategy. Further joint service opportunities.

### Key Documents Influencing the Capital Strategy

The Strategies influencing the Capital Strategy are:

- Medium Term Financial Strategy
- Treasury Management Strategy
- Asset Management Plan
- Housing Strategy
- ICT Strategy
- Consilio Property Ltd Business Plan.

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



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

## **Principles**

The key principles underpinning the Capital Strategy are:

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

## **Financing**

The Strategy will be financed using the following funding sources:

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

Prudential borrowing will generally be used for large projects, where detailed business cases have been prepared. As the Council's scope for generating capital receipts is limited prudential borrowing will also be used to fund essential smaller scale projects.

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.

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

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

## Governance

### Roles and Responsibilities

#### Members

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

#### Managers

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

#### s151 Officer

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

#### Project Management

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

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

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

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

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

### **Review of the Strategy**

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

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

The Council's Capital Strategy is strongly influenced by the objectives of the Medium Term Financial Strategy. Due to the limitations on the available revenue and capital it is anticipated that the capital programme will rely on a significant level of prudential borrowing. For planning purposes an estimates has been made of the level of borrowing required over the Strategy period.

The capital programme includes the following significant projects:

- Redevelopment of the ex-Police Station site in Gerrards Cross for a mixture of market and affordable rent. The market rented units will be transferred to the Consilio Property Company to manage.
- The development for affordable / temporary accommodation the Council owned land at Bath Road using s106 funding.
- A housing improvement grants programme funded by Government grants.
- The funding of a private sector leasing scheme with Paradigm to provide temporary accommodation units.
- Provision of finance to Consilio Property Ltd to develop its property portfolio.

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

- The expansion of the Gerrards Cross Car Park as part of a strategy to address car parking issues in the town.
- Provision for the acquisition of refuse vehicle for the new waste collection contract

Housing grants are anticipated to form a significant part of the programme for a number of years with funding 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.

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

TMPI2: Ratio of financing costs to net revenue income stream

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

	2016/17 Actual £000	2017/18 Forecast £000	2018/19 Estimate £000	2019/20 Estimate £000	2020/21 Estimate £000
Financing Costs <i>ie net investment income plus interest payments</i>	334	150	150	20	(455)
Net Revenue Income Stream <i>ie Budget Requirement</i>	8,234	7,782	7,398	7,581	8,195
Ratio	-4.05%	-1.93%	-2.03%	-0.27%	+5.55%

TMPI4: Capital Financing Requirement

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

	2016/17 Actual £000	2017/18 Estimate £000	2018/19 Estimate £000	2019/20 Estimate £000	2020/21 Estimate £000
SBDC Capital Financing Requirement at year end	0	800	7,290	13,069	22,029
Movement in CFR	0	800	6,490	5,779	8,960

Breakdown of Movement in CFR					
Net financing need for the year	0	800	7,290	5,910	9,375
Minimum Revenue Provision (MRP)	0	0	0	(131)	(415)
Movement in CFR	0	800	7,290	5,779	8,960

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

**Director of Resources**  
**December 2017**

**APPENDIX - SOUTH BUCKS DC CAPITAL PROGRAMME 2018 – 2023**

<b>Capital Programme</b>	<b>Original Budget 18/19</b>	<b>Original Budget 19/20</b>	<b>Original Budget 20/21</b>	<b>Original Budget 21/22</b>	<b>Original Budget 22/23</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Environment</b>					
Beaconsfield Common Land Improvements	15,000	15,000	15,000	15,000	15,000
Refuse / Street Cleansing Vehicles				1,500,000	
Recycling Initiatives & Bins	55,000	55,000	55,000	55,000	55,000
Car Park Enhancements	10,000	10,000	10,000	10,000	10,000
Beaconsfield Car Parks		80,000			
Station Road Car Park, GX			9,375,000		
<b>s106 Funded Projects</b>					
Bath Road - Acquisition of Land / Property	1,039,000				
Bath Road - Temporary Accommodation	2,700,000				
<b>Healthy Communities</b>					
Evreham R&R Contribution	122,000	22,000	22,000		
Home Renovation Grants / Flexible Home Loans	50,000	50,000	50,000	50,000	50,000
Disabled Facility Grants	540,000	540,000	540,000	540,000	540,000
Police Site, Gerrards Cross	3,910,000	3,910,000			
The South Bucks Country Park leisure facility	1,000,000	1,000,000			
Affordable Housing Action Plan	4,280,000	2,000,000			
<b>Customer Services &amp; Business Support</b>					
IT: Replacement equipment/alterations	20,000	20,000	20,000	20,000	20,000
Cemeteries Software	15,000				
ICT Strategy Projects	50,000				
Customer Experience Strategy Programme	195,919				
<b>Resources</b>					
Capswood Maintenance & Works		250,000			31,250
Other Capital Works (see breakdown below)	139,500		14,200		16,000
SPMG Extention		250,000			
<b>Consilio</b>					
Consilio Projects	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
<b>Capitalisation of Salary Costs</b>					
Capital Salaries	68,360				
	<b>16,209,779</b>	<b>10,202,000</b>	<b>12,101,200</b>	<b>4,190,000</b>	<b>2,737,250</b>
<b>Breakdown of other Capital Works</b>					
	<b>Original Budget 18/19</b>	<b>Original Budget 19/20</b>	<b>Original Budget 20/21</b>	<b>Original Budget 21/22</b>	<b>Original Budget 22/23</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
SPMG	15,000				
Beacon Centre	4,500		14,200		16,000
Parkside Woodland Burial Extension	120,000				
	<b>139,500</b>	<b>0</b>	<b>14,200</b>	<b>0</b>	<b>16,000</b>

Sources of Funding	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
Housing subsidy re DFG's via Better Care Fund	540,000	540,000	540,000	540,000	540,000
Income generated from SB County Park Site	1,230,000	1,000,000			
s106 funding - Bath Road - Acquisition of Land/Property	1,039,000				
s106 funding - Bath Road - Temporary Accommodation	2,700,000				
Borrowing - Police Site	3,910,000	3,910,000			
Borrowing - Affordable Housing Action Plan	3,380,000	2,000,000			
Borrowing - Consilio Business Plan	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Borrowing - Car Park			9,375,000		
Borrowing - Refuse Vehicles				1,500,000	
Borrowing - General Projects	1,410,779	752,000	186,200	150,000	197,250
	<b>16,209,779</b>	<b>10,202,000</b>	<b>12,101,200</b>	<b>4,190,000</b>	<b>2,737,250</b>

## DEFINITION OF CAPITAL EXPENDITURE

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

Expenditure that should be capitalised will include expenditure on the:

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

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

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

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

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

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

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

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



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

**1. Purpose of Report**

- 1.1 The report is being considered by the Overview and Scrutiny Committee on 30 January and Cabinet will be updated as to the comments of the Overview and Scrutiny Committee. Cabinet are asked to consider the report before recommending to Council the Treasury Management Strategy and related policies that should be adopted by the Council for 2018/2019.

<b>RECOMMENDATION</b>
<p><b>The Cabinet is requested to recommend to Council the Treasury Management Strategy, including approving the following appendices to the Annual Investment Strategy (Appendix 1):</b></p> <ul style="list-style-type: none"> <li>- <b>Appendix 1A - Annual Investment Strategy Policies</b></li> <li>- <b>Appendix 1B - Prudential Indicators including the borrowing limits</b></li> <li>- <b>Appendix 1C - the MRP method to be used in 2018/19.</b></li> </ul>

**Executive Summary**

- 1.2 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.
- 1.3 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. External borrowing which was planned in 2017/18 to facilitate a major capital project will not be required. However, in order to facilitate the planned capital programme in 2018/19 it will be necessary to borrow funds, and this will be in accordance with the Capital Strategy. The Treasury Management Strategy and the Capital Strategy are two key related documents that underpin the Council’s compliance with the Prudential Code of Borrowing.
- 1.4 The Council has been debt free for many years so this represents a substantial change in approach.

**2. Background**

- 2.1 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.
- 2.2 The Code is currently under review, however until the results of the consultation are published the Council will continue to follow the key requirements of the latest version of the Code.

**3. Treasury Management Strategy 2018/19**

- 3.1 The Treasury Management Strategy 2018/19 is attached as Appendix 1. In essence the proposed strategy is as follows, and makes appropriate recognition of the Government's advice to prioritise security and liquidity over returns.
- Borrowing will be required in order to deliver the 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 2018/19 from the proposed strategy is £150,000.

**4. Consultation**

- 4.1 Consultation was with the Overview and Scrutiny Committee within the framework set by the Code of Practice.

**5. Options**

- 5.1 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.

**6. Corporate Implications**

- 6.1 The budget for investment interest was set at £200,000 for 2017/18. The current estimated investment return shows that there will be a shortfall against the budget of approximately £50,000.
- 6.2 Budgeted investment income in 2018/19 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.

- 6.3 Based upon the recommendations outlined in the Treasury Management Strategy the estimated investment return for 2018/19 is £150,000.
- 6.4 As with any budget based on forecasts of future interest rates there is a risk of variation due to factors outside of the Council's control. This risk will need to be taken into account in determining the level of reserves held by the Authority.
- 6.5 The Local Government Act 2003 requires the Council to have regard to the Prudential Code and to set Prudential Indicators for the next 3 years to ensure that the Council's capital investments plans are affordable, prudent and sustainable. This is particularly relevant now that the Authority is planning to undertake external borrowing.
- 6.6 The Act requires the Council to set out its Treasury Strategy and to prepare an Annual Investment Strategy which sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
- 6.7 It is a statutory requirement under section 33 of the Local Government Finance Act 1992, for the Council to produce a balanced budget. In particular, section 32 requires a local authority to calculate its budget requirements for each financial year to include the revenue costs that flow from capital financing decisions. This, therefore, means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue from:
- loss of investment interest caused by the use of capital receipts to finance additional capital expenditure.
  - any increases in running costs from new capital projects.
  - any interest payable on loans
- are limited to a level which is affordable within the projected income of the Council for the foreseeable future as part of the Council's overall Medium Term Financial Strategy.
- 6.8 The CLG's investment guidance states that authorities could combine the Treasury Strategy Statement and the Annual Investment Strategy (AIS) into one report. The Treasury Management Strategy 2018/19 document is attached to this report (Appendix 1).

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

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

## **8. Next Steps**

**South Bucks District Council  
Cabinet**

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- 8.1 The Strategy is being considered by the Cabinet at this meeting. Cabinet will then recommend to the Council the Strategy.
  
- 8.2 The implementation and monitoring of the strategy and policy will be undertaken by reports to the Resources PAG.

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

## 1. Background

- 1.1. The Council adopted the CIPFA code of practice on Treasury Management in June 2002, which includes the creation of a Treasury Management Strategy, which sets out the policies, and objectives of the Council's treasury management activities for the year ahead. The Code is currently under review, however until the results of the consultation are published the Council will continue to follow the key requirements of the latest version of the Code which are detailed below.
- a) All councils must formally adopt the Code and four clauses, these are shown in Appendix 1A which also sets out the scheme of delegation and the treasury management role of the section 151 officer.
  - b) The strategy report will affirm that the effective management and control of risk are prime objectives of the Council's treasury management activities. This is consistent with the approach always adopted by this Council.
  - c) The Council's appetite for risk must be clearly identified within the strategy report and will affirm that priority is given to security of capital and liquidity when investing funds and explain how that will be carried out.
  - d) Responsibility for risk management and control lies within the organisation and cannot be delegated to any outside organisation. This is something the Council has always been very clear about, in that whilst it uses advisers and external sources of information, that it is the officers and Members of the authority who are accountable for policy and decisions.
  - e) Credit ratings should be used as a starting point when considering risk. Use should also be made of market data and information, the quality financial press, information on Government support for banks and credit ratings of that Government support.
  - f) Councils need a sound diversification policy with high quality counterparties and should consider setting country, sector and group limits.
  - g) Borrowing in advance of need is only to be permissible when there is a clear business case for doing so and only for the current capital programme. 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 Policy Advisory Group.

- 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 Overview & Scrutiny Committee.
- k) Treasury Management performance and policy setting should be subjected to prior scrutiny. This is achieved via the regular discussions on Treasury Management at the Resources PAG.
- l) Members should be provided with access to relevant training. The Council's treasury management advisers provided training most recently in September 2015 which outlined relevant legislation, the Code of Practice, Members' responsibilities and operational issues.
- m) Those charged with governance are also personally responsible for ensuring they have the necessary skills and training.
- n) Responsibility for these activities must be clearly defined within the organisation.
- o) Officers involved in treasury management must be explicitly required to follow treasury management policies and procedures when making investment and borrowing decisions on behalf of the Council.
- 1.2. This strategy statement has been prepared in accordance with the Code. As in previous years the Council's Treasury Management Strategy will be approved annually by the full Council. In addition there will also be regular monitoring reports to Resources 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	Overview & Scrutiny Cmm/Cabinet/Council	Reviewed annually.
Treasury Management Strategy Annual Investment Strategy MRP policy	Overview & Scrutiny Cmm/Cabinet/Council	Annually before the start of the financial year
Treasury Management Strategy Annual Investment Strategy MRP policy – in year reporting	Overview & Scrutiny Cmm/Cabinet	Appropriate report to Cabinet
Treasury Management Strategy Annual Investment Strategy MRP policy – updates or revisions at other times	Overview & Scrutiny Cmm/Cabinet/Council	As appropriate

Annual Treasury Outturn Report	Resources PAG/Cabinet/Council	Annually by 30 <sup>th</sup> 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	Overview and Scrutiny Committee	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 Link Asset Services (previously Capita Asset Services, Treasury Solutions) to provide treasury management information and advice. The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon external service providers. The external treasury management service does not recommend specific strategies for authorities as they are not investment managers, but aims to ensure authorities take relevant matters into consideration and identify investment options to possibly consider. It is recognised that there is value in employing an external organisation in order to access specialist skills and resources. This was exemplified by the joint member briefing undertaken in September 2015. The Council contract with Link Asset Services is a joint one with 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 Link Asset Services central view on the bank rate and short term money rates.

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

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

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

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

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

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

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

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

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

	Credit Rating	Amount Loaned	Interest Rate	Maturities	Interest 18/19	New Inv 18/19 (0.9%)
Bank of Scotland/Lloyds	A+	1,000,000	0.65%	Aug-18	2,208	6,000
RBS/Natwest	BBB+	2,000,000	3 mth LIBOR	Feb-18		
RBS/Natwest	BBB+	3,000,000	3 mth LIBOR	Feb-20	10,500	
Santander	A	1,000,000	0.85%	Jun-18	1,514	6,750
Santander	A	1,000,000	0.70%	Mar-18		4,500
Close Brothers	A	3,000,000	0.80%	Sep-18	10,981	13,500
Close Brothers	A	2,000,000	0.40%	Mar-18		9,000
		13,000,000			25,203	39,750
Short term		6,000,000	0.35%		21,000	
Gilts/Bonds etc		624,063			28,000	
Farnham Park Loan					33,635	
Total		19,624,063			107,838	39,750
Total interest forecast 2018/19						147,588

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

#### Schedule of Maturing Investments

Year	Month	Amount	Cumulative
Instant MMF		1,000,000	1,000,000
2017/18	Feb	2,000,000	3,000,000
	Mar	3,000,000	6,000,000
2018/19	Jun	1,000,000	7,000,000
	Aug	1,000,000	8,000,000
	Sep	3,000,000	11,000,000
2019/20	Feb	3,000,000	14,000,000
		14,000,000	

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

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

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

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

#### 4. Borrowing Strategy

- 4.1 The Treasury Management Strategy for 2017/18 anticipated a shift in strategy from South Bucks being a debt free Authority to an Authority which would undertake borrowing to enable some significant capital projects to be undertaken, specifically a new car park planned for Gerrards Cross. However, the car park project did not commence in 2017/18 and so external borrowing was not necessary. However, it is likely that borrowing will be required in 2018/19 in order to facilitate other planned significant capital projects in the capital programme. The Treasury Management Strategy and the Capital Strategy are two key related documents that underpins the Council's compliance with the Prudential Code of Borrowing.
- 4.2 In order to undertake borrowing the Council must demonstrate its compliance with the Prudential Borrowing Code. The purpose of the Code is to establish the framework for local authorities to ensure:
- Capital expenditure plans are affordable (Medium Term Financial Strategy and Capital Strategy)
  - External borrowing and long term liabilities are prudent and sustainable (Medium Term Financial Strategy)
  - Treasury management decisions are in accordance with good professional practise (Treasury Management Strategy)
  - The local authority is accountable and its decisions clear and transparent (Code of Corporate Governance)
- 4.3 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 £35 million and an operational borrowing limit of £30 million, these together with other prudential indicators that the Council are required to set under the code are shown at Appendix 1B, and Appendix 1C covers the technical requirement in respect of calculating the minimum revenue provision.

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

- 5.1. The budget for investment interest was set as £200,000 for 2017/18. Current estimates show that the budget is not likely to be met. The latest estimated budget for 2017/18 is £150,000.
- 5.2. The cost of borrowing is estimated at 2.7%. There is clearly some sensitivity around this if the interest rate should change. A 1% increase in borrowing rates would increase interest rate costs by £10,000 per £1m of borrowing.
- 5.3. 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**

**Appendix 1A****SOUTH BUCKS DISTRICT COUNCIL****Annual Investment Strategy 2018/19**

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

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

The Council defines its treasury management activities as

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

**5. Risk Management**

The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured.

Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation.

**6. Value for Money**

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

**7. Borrowing Policy**

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

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

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

#### 8. **Investment Policy**

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

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

9. The CIPFA Code of Practice on Treasury Management in Local Authorities was last revised in 2009. The Code of Practice is currently being reviewed by CIPFA and a revised version is expected to be published imminently.
10. CIPFA recommends that all public service organisations adopt, as part of their standing orders, financial regulations, or other formal policy documents appropriate to their circumstances, the following.
  1. This organisation will create and maintain, as the cornerstone for effective treasury management:
    - a treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities.
    - suitable treasury management practices (TMPs), setting out the manner in which the organisation will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.

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

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

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

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

**Specified and Non-Specified Investments**

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

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

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

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

### Monitoring of credit ratings:

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

### Monitoring of Reputational Risk Issues

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

### Investment Balances / Liquidity of Investments

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



**Provisions for Credit Related Losses**

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

**End of Year Investment Report**

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

## Schedule A

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

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

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

Schedule B

**LOCAL GOVERNMENT INVESTMENT (England)**  
**NON – SPECIFIED INVESTMENTS**

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

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

<b>Investment</b>	<b>(A) Why use it ? (B) Associated risks ?</b>	<b>Repayable /Redeemable Within 12 months ?</b>	<b>Security /Minimum credit rating</b>	<b>Used By</b>	<b>Maximum value</b>	<b>Length of investment</b>
<b>CCLA</b>						
<b>Term deposits</b> with the UK government or with English local authorities (i.e. local authorities as defined under section 23 of the 2003 Act) with maturities up to 5 years	Gives a known rate of return	No	High security although LAs not credit rated	In-house	None	3 years – in house
<b>Term deposits</b> with credit – rated deposit takers (banks & building societies), including callable deposits with maturities up to 5 years	Gives a known rate of return	No	Yes, use of Fitch ratings Subject to counterparty matrix	In-house	None	3 years – in house Internal forward deals subject to 3 months in advance only approved by DoR
<b>Corporate Bonds</b>  Custodial arrangement required prior to purchase	(A)(i) If held to maturity, known yield (rate of return) per annum (ii) If traded, potential for capital gain through appreciation in value (i.e. sold before maturity)  (B)(i) Market or interest rate risk: Yield subject to movement during life of bond which could negatively impact on price of the bond i.e.	Yes	Yes, use of Fitch ratings Subject to counterparty matrix	In-house	Maximum of £3m	Maximum of 3 years

<b>Investment</b>	<b>(A) Why use it ? (B) Associated risks ?</b>	<b>Repayable /Redeemable Within 12 months ?</b>	<b>Security /Minimum credit rating</b>	<b>Used By</b>	<b>Maximum value</b>	<b>Length of investment</b>
	potential for capital loss.					
<b>Corporate Bond Funds</b>  Pooled Investment Vehicle Custodial arrangement not required	(A) Attractive returns, provides Diversification, no need for custodial facilities, professional fund management, has liquidity. (B) Market or interest rate risk, impact of credit rating changes, will attract fund management fees, would have to account for unrealised gains and losses annually.	Yes-redeemable at net asset value	Yes, use of Fitch ratings Subject to counterparty matrix	Fund Manager	Maximum of £3m	Maximum of 3 years

**PRUDENTIAL CODE & INDICATORS STATEMENT**

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

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

**Prudential Indicators of Affordability**

1.Capital Expenditure

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

	2016/17 Actual £000	2017/18 Forecast £000	2018/19 Estimate £000	2019/20 Estimate £000	2020/21 Estimate £000
Capital Expenditure	5,574	3,389	16,210	10,202	12,101

For SBDC until 2017/18 the capital programme was fully funded from capital receipts and Government grant. However, the increased level of capital expenditure has meant that this will no longer be possible in 2018/19, and the Council will need to borrow funds in 2018/19 to facilitate the budgeted capital expenditure on major projects in 2018/19 and future years.

2.Ratio of financing costs to net revenue income stream

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

	2016/17 Actual £000	2017/18 Forecast £000	2018/19 Estimate £000	2019/20 Estimate £000	2020/21 Estimate £000
Financing Costs <i>ie net investment income plus interest payments</i>	334	150	150	20	(455)
Net Revenue Income Stream <i>ie Budget Requirement</i>	8,234	7,782	7,398	7,581	8,195
Ratio	-4.05%	-1.93%	-2.03%	-0.27%	+5.55%

Until 2019/20, 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 2020/21 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 South Bucks District Council the size of the capital programme has an effect on the Council's revenue budget (and hence Council Tax) in three ways.

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

	2016/17 Actual £000	2017/18 Estimate £000	2018/19 Estimate £000	2019/20 Estimate £000	2020/21 Estimate £000
SBDC Capital Financing Requirement at year end	0	800	7,290	13,069	22,029
Movement in CFR	0	800	6,490	5,779	8,960

Breakdown of Movement in CFR					
Net financing need for the year	0	800	7,290	5,910	9,375
Minimum Revenue Provision (MRP)	0	0	0	(131)	(415)
Movement in CFR	0	800	7,290	5,779	8,960



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.

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

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	2020/21
Fixed Rate	100%	100%	100%	100%	100%
Variable Rate	60%	70%	80%	90%	90%

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

4. Maturity Structure of Borrowings

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

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

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

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Upper Limit	17	16	15	14	13

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 3a – Asset Life Method – equal instalments**

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

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

Here equal instalments of MRP, calculated in accordance with an annuity payment profile, will be made over the estimated life of assets financed by borrowing. This method provides the ability for an authority to defer MRP on a newly constructed building or infrastructure asset until the asset comes into service.

**Option 4 – Depreciation Method**

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

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

to all capital expenditure incurred after the 1<sup>st</sup> April which is financed by borrowing or credit arrangements.

In this Council's case borrowing is probable in 2018/19 and beyond.

However the guidance only makes recommendations to authorities on the interpretation of a 'prudent' provision. The actual duty is for each authority each year to make an amount of MRP **which it considers** to be 'prudent'. Therefore there is a 5<sup>th</sup> option which is any other method that the Council considers prudent.

For instance where an Authority incurs borrowing in order to fund a loan to another party (say a Property Company), and it expects the other party to repay the borrowing in full, then it would be reasonable not to set aside any of the Council's revenue, as provision for the repayment of this debt (as in due course the debt would be fully covered by the repayment from the other party).

This decision would be further supported if the loan was secured on an asset, which essentially would ensure that even if the other party could not repay, the Authority could still recover the loan amount by acquiring the underlying security.

However to ensure that this approach is prudent, the Authority would need to review this decision each year to ensure that it continues to be the case that full repayment was likely, and if not then the Authority would need to consider setting aside some revenue for the possible non repayment.

It is also reasonable to use different MRP calculations for different types of borrowing, to reflect the different characteristics.

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

**Exceptions will be made when borrowing is incurred for the specific purpose of on lending to a wholly owned or controlled Council Company, and the lending is secured on an asset(s) of equal or greater value. In which case no MRP would be made, unless it was determined that there was a risk of non repayment. In these situations the risk of non repayment will be reviewed annually, including a valuation of the asset(s) on which the loan is secured and formally reported at part of the Authority's compliance with the Prudential Code.**

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

### 1. Purpose of Report

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

### RECOMMENDATION

Cabinet are asked to note these service plans.

### 2. Reasons for Recommendations

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

### 3. Content of Report

- 3.1 Service plans provide a summary of achievements from the current year and an overview of what each service aims to deliver in 2018-19.
- 3.2 This year, the internal consultation process has been extended to include all managers within service areas, plus other staff as appropriate, prior to sign-off from Heads of Service in order to ensure that the Service Planning process has been more robust than in previous years. This process will continue to be refined in coming years.
- 3.3 The service plans are jointly produced per service area for both Chiltern and South Bucks and provide a summary of achievements from the current year, and an overview of service delivery for 2018-19. As well as looking at aims and achievements, services are asked to look at a range of areas including:
  - Shared Services Programme
  - Know your customer
  - Performance indicators and risks
  - Costs and cost comparison information.

### 4. Consultation

Not Applicable.

### 5. Options

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

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

**7. Corporate Implications**

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

3.1 Legal – None.

3.2 Resources – Service plans are a useful tool to help monitor progress made by the Council to improve service delivery.

3.3 Risks issues – Critical operational risks are reviewed as part of the service planning process.

3.4 Equalities – Equalities are considered during the service planning process.

3.5 Sustainability – any sustainability implications are fed into the service Actions Plans.

**8. Links to Council Policy Objectives**

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

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

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

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

**9. Next Step**

Service plans will be adopted and implemented.

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

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



SOUTH BUCKS  
District Council

Stronger in partnership

# Service Plan Summary 2018/19

## Business Support

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

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

### Key Service Aims/Objectives

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



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### Key Service Aims/Objectives

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

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

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

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

To improve the provision of information to all members.

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

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

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

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

Transparent governance structure for all projects.

Management of unstructured data under the Transparency Act.

Lead in preparing the Councils for GDPR.



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

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



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### Section 3 - Know your customer

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

Main customers are:

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

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

Customer Experience Strategy:

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



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## Section 4 – Action plan

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



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



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### Section 5 – Key Performance Indicators

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



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## Section 6 – Critical Risks

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





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

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



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



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



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## Section 7 – Costs and cost comparison information

### Summary – Cost information

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



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# Service Plan Summary 2018/19

## Communications, Performance and Policy

### Service units covered by plan

Communications  
Policy & Performance  
Strategic Partnerships

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

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

### Communications

#### Key Service Aims/Objectives

To manage the Councils' corporate communications function.

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

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

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

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

### Performance and Policy

#### Key Service Aims/Objectives

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



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### Key Service Aims/Objectives

profiles;

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

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

Lead Councils' approach to corporate planning and performance management

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

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

Support effective consultation through promoting good practice and monitoring



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

### Joint Communications Projects

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

Upgraded our websites to make them mobile friendly.
Supported the implementation of the economic development strategy.
Supported the submission to the Secretary of State for Modernising Local Government in Bucks , and continue to lead on follow-up communications.
Undertook mini peer review of Communications team with LGA.
Facilitated the corporate peer challenge for both councils.
Supported the Planning Policy team with the Local Plan consultation
Continued to provide an excellent in-house design service
Led on internal communications for various projects, including the accommodation project, flexible and mobile working project, meet the Chief Executive and Leaders, values and behaviours and Stronger in Partnership.
Continued to develop the community engagement programme with HS2 Limited and its contractors
Supported the launch of the Chiltern and South Bucks Lottery

### Communications Projects CDC

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

Supported Chiltern Pools redevelopment Consultations.
Completed the branding for the new Berton Crematorium.
Led on the Amersham Multi-Storey car park redevelopment communications.
Continued promotion and support of the Community Awards

### Communications Project SBDC

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

Led on Gerrards Cross Police Station redevelopment communications plan.
Led on Bath Road redevelopment communications plan.
Continued promotion and support of the Chairman's Awards.
Supported the South Bucks Country Park consultation

### Performance & Policy

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

Supported and facilitated the Annual Business Meeting.
Reviewed Joint Strategic Partnership working to improve focus on deliverables.
Continued to ensure all strategies and plans are based on robust information and accurate data.
Delivered effective performance management.
Ensured Data Quality was of a high standard at both councils.
Continued chairing South Bucks Parish Clerks meetings.



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### Section 3 - Know your customer

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

The team has a wide customer base including members, managers and officers, partners and members of the public.

Policy and performance provide performance and management information to help aid management decisions and coordinate the service planning and corporate planning work which helps to determine the strategic direction of the Council.

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

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

#### Customer Experience Strategy:

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





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## Section 4 – Action plan

### Communications

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



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



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## Performance and Policy

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



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## Section 5 – Key Performance Indicators

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



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## Section 6 – Critical Risks

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

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



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Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
				<p>priority groups</p> <p>7. Only specifically trained, appointed officers permitted to provide information to the press and public</p> <p>8. Development of good relationships with the local press and other media</p> <p>9. Media protocols issued to all staff</p> <p>10. Copyright expressly negotiated and retained by Council All releases and publications to be proof read, reviewed by head of service, checked by Comms team and signed off by MT</p>
CSB CPP02 Failure to develop joint key policies and a joint vision linked to the Joint Business Plan, based on Community needs	2	3	6	<p>1. Consider using customer surveys, forums, panels etc., when needed</p> <p>2. Work with Joint Strategic Partnership to share understanding of customer needs and develop joint SCS</p> <p>3. Joint Business Plan in place</p> <p>4. Continue building on and improving the joint service planning procedures, e.g. Pls As the review period of policies / strategies come round, ensure a joint policy / strategy is developed</p>
CSB CPP03 Failure to manage performance effectively	3	3	9	<p>1. Robust joint performance management system in place with links to service planning</p> <p>2. Risks, actions and performance indicators will be updated in the joint Covalent system and reported on quarterly</p> <p>3. Covalent is backed-up regularly and as an off-site web based system, the provider has business continuity in place</p> <p>4. Covalent update reminders sent plus e-mail reminders</p> <p>5. Priority indicators identified by MT and Cabinet are updated and reported on monthly</p> <p>6. Sense check of information provided by Performance &amp; Policy team, questions raised where needed and additional information obtained</p>



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## Section 7 – Costs and cost comparison information

### Summary – Cost information

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

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# Service Plan Summary 2018/19

## Customer Services

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

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



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## Customer Services

### Key Service Aims/Objectives

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

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

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

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

## Revenues & Benefits

### Key Service Aims/Objectives

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

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

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

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

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

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

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



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

### Customer Services

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

### Revenues and Benefits

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



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### Section 3 - Know your customer

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

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

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

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

#### Customer Experience Strategy:

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



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## Section 4 – Action plan

### Customer Services

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



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## Revenues and Benefits

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



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## Section 5 – Key Performance Indicators

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



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## Section 6 – Critical Risks

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

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





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Risk Code & Title	Internal Control – What are you going to do to mitigate the risk
CSB CS03 Failure to cope with increased demand due to changes in services and output from service reviews.	Regular monitoring of demand. Involvement in service reviews. Regular liaison meetings with services. Will be reviewing and developing service level agreements. Contingency plans in place for specific projects e.g. waste
<b>CSB CS04 NEW RISK</b> Failure to maintain current level of service delivery at a significant period of change	Ensure project plan and management is in place. Ensure contingency is sound. Ensure dedicated resources are available, and that expertise are combined. Ensure testing is adequate. Introduce contract penalties.
CSB RB01 Failure to collect Council Tax and Non Domestic Rates to the level expected	KPI in contract at SBDC. Regular monitoring of contract and liaison meetings at SBDC. Monthly performance monitoring at CDC. Maximise opportunities for payment and currently have high direct debit take up at both authorities. Maximise methods of recovery.
CSB RB02 Failure to comply with regulations resulting in a loss of Housing Benefit Subsidy	Regular quality monitoring at both Councils (both client and contractor side at SBDC). Effective training programme for staff at CDC. Close liaison with external auditors, regular meetings and pre-planned audit. Introducing improved performance management for individuals.
CSB RB03 Failure to deliver an appropriate Council Tax Reduction/Support scheme	Low risk as current schemes in place. Still small risk of schemes being challenged. EQIA completed to consider equalities duty.
CSB RB04 Failure to cope with increased demand for Housing Benefit/Council Tax reductions due to economic impact	Regular monitoring of caseload and volumes of work. Performance is good currently so capacity to decrease performance to deal with increased volumes.
CSB RB05 Failure to provide an adequate fraud prevention service.	Fraud partnership in place across the two Councils. Monitoring of ongoing performance. History of successful prosecutions and publicity.
CSB RB06 NEW RISK Failure to maintain current level of service delivery at a significant period of change	Ensure project plan and management is in place. Ensure contingency is sound. Ensure dedicated resources are available, and that expertise are combined. Ensure testing is adequate. Introduce contract penalties.



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## Section 7 – Costs and cost comparison information

### Summary – Cost information

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

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



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# Service Plan Summary 2018/19

## Environment

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

Key Service Functions	Portfolio reporting to
Provide refuse (including clinical waste collection), street cleansing and recycling service (As required by The Environmental Protection Act 1990 and The Household Waste and Recycling Act 2003) and in compliance with the Waste England and Wales Regulations 2011 (as amended)	Environment
Aim to decrease the generation of residual waste and increase recycling/composting rates in line with the waste hierarchy as set out in the Waste Framework Directive, 2010.	Environment
Deal with fly tipping, littering & nuisance /abandoned vehicles (Clean Neighbourhoods and Environment Act 2005/Removal and Disposal of Vehicle Regulations 1986 (plus 2002 amendments) and the relevant part of the Road Traffic Regulations Act 1986).	Environment
Responsibility for general and strategic property management including operational and non-operational property and including compliance of Council property with the Disability Discrimination Act and other related legislation / guidance.	Environment for CDC, Resources for SBDC
Riparian responsibilities and powers under the Land Drainage Act 1991	Environment
Public Health Act – requirement to provide street name plates and street naming	Environment
Act as a burial authority (Cemeteries Act 1977)	Environment
Grounds maintenance of council land, management of woodland / open spaces.	Environment
Community Right to bid.	Environment
Management of energy and water contracts and usage within Council properties and compliance with energy legislation	Environment
Management of the Council's Asset Management Plan	Environment for CDC, Resources for SBDC
Maintenance of off-street parking provision to ensure they are of a 'fit for purpose' standard	Environment for CDC, Resources for SBDC
Carry out Civil Parking Enforcement across all CDC.SBDC regulated car park a	Environment



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

## Waste

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

## Estates

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

## Facilities

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



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Key Service Aims/Objectives

properties

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

**Parking**

Key Service Aims/Objectives

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



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

### Waste

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

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

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

Migrated the entire SBDC waste service to Contender software.

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

Work commenced to review and harmonise waste policies.

Reviewed and rationalised bring sites across all 3 districts

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

Introduced rolling subscriptions for the SBDC chargeable garden waste service.

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

### Estates

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

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

Management of property portfolio to budget and progressing capital projects.

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

### Facilities

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

Cleared Capswood 1 and refurbished for letting purposes.

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

Building maintenance contract being managed by Derwent FM.

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

Continued to manage the "Ditch the Paper" campaign



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## Parking

### Key achievements and outcomes in the previous year

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

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

Harmonised permits within Chiltern and South Bucks.

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



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### Section 3 - Know your customer

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

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

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

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

Property services also provide services to all residents within both Districts. Some services are utilised by customers as and when required such as street naming, use of the cemeteries, sports field etc. Some services, such as the Chilterns Crematorium and the pay and display car parks, will have an extended customer base of local businesses and people travelling into the district for work or leisure. The parking team also have internal customers, and need to be mindful of the customer base within each area when setting tariffs.

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

#### Customer Experience Strategy:

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





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## Section 4 – Action plan

### Waste

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



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## Estates, Facilities & Parking

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



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## Section 5 – Key Performance Indicators

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



## Section 6 – Critical Risks

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



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



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

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



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Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
Council Land				Physical barriers to prevent access. Established procedures with TVP & BCC to effect quickest removal permitted by legal constraints. Established procedures for removal of debris & detritus after occupancy of land.
CSB PFE05 Failure to provide an effective, quality crematorium service	2	4	8	<ol style="list-style-type: none"> <li>1. Full IT back-up service provided by CDC IT, with short term manual back-up procedures in place for short outages.</li> <li>2. Paper records held in fireproof cabinets until backed up on computer.</li> <li>3. Robust staff recruitment, selection, performance management and training procedures in place.</li> <li>4. Staff trained to multi-task including grounds maintenance and office staff as relief crematorium operators.</li> <li>5. Facility in place with telephone provider (BT) to redirect 'phones to Crematorium mobile in the event of telephone line problems.</li> <li>6. Superintendent ensures procedures are in place to minimise as far as possible single person dependence with all work procedures fully documented ensuring details of bookings and cremations are fully checked and confirmed.</li> <li>7. Segregation of duties in place with responsibilities fully defined.</li> <li>8. Buildings and associated plant and equipment routinely maintained in good condition, including fire alarm and security systems.</li> <li>9. Emergency generator installed in the event of a power failure.</li> <li>10. Emergency plan in place and volunteers from participating authorities have been identified and trained to help run the Crematorium in the event of a disaster or epidemic.</li> <li>11. Periodic refresher training takes place, new staff are fully trained in all procedures and all staff are trained to strictly follow procedures.</li> </ol>
CSB WR01 Failure to provide services within required timescales including inclement weather and following appropriate legislation	1	4	4	Officers are trained in relevant legislation. Additional training provided as required. Clear procedures in place.
CSB WR02 Failure to ensure operations are carried out to	2	4	4	Officers use appropriate PPE and follow RA's, visit in pairs / use Wycombe Alert system at weekends /



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





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## Section 7 – Costs and cost comparison information

### Summary – Cost information

#### CDC

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

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

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

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

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

#### SBDC

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

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

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

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

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

#### Customer Experience Strategy:

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

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# Service Plan Summary 2018/19

## Finance

### Service units covered by plan

Finance  
Internal Audit

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

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

### Key Service Aims / Objectives

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



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

### Key achievements and outcomes in the previous year

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

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

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

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

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

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

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

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

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

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



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### Section 3 - Know your customer

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

The main customers of Finance are internal. However we do interact with suppliers and debtors.

As part of the Shared Finance Service review Customer Voice workshops were held.

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

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

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

Customer Experience Strategy:

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



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## Section 4 – Action plan

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



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**Section 5 – Key Performance Indicators**

Not applicable.



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## Section 6 – Critical Risks

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

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





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



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Risk Code & Title	Internal Control – What are you going to do to mitigate the risk
Information	
CSB FS02 Treasury Management	Investments are only made in line with the Treasury Management Strategy and with institutions with good credit ratings.
CSB FS03 Fraud/Error	Internal control framework, Internal Audit.
CSB FS04 Non Compliance with Financial Rules & Regulations	Internal control framework, Internal Audit, Skilled and experience finance team, training etc.



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## Section 7 – Costs and cost comparison information

### Summary – Cost information

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

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

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

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

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

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

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

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# Service Plan Summary 2018/19

## Healthy Communities

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

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



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## Community & Leisure

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

## Community Safety

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



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## Environmental Health

### Key Service Aims/Objectives

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

Provide effective and efficient regulatory services that meets customer needs

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

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

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

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

## Housing

### Key Service Aims/Objectives

To provide Housing advice and assistance to prevent or reduce homelessness whilst minimising the associated costs to the Councils

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

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

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

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

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

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

## Licensing

### Key Service Aims/Objectives

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

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

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

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



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**Key Service Aims/Objectives**

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





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

### Community and Leisure

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

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

### Community Safety

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

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

### Environmental Health

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

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

### Housing

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

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



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penalties and enforcement powers.

Supported the South Bucks Members Task and Finish group for Homelessness to review delivery of Housing.

Launched a county-wide resilience service to provide early intervention to prevent homelessness further to a successful bid in the DCLG Homelessness Trailblazer funding, with the service delivered by Connections Support.

Purchased Gerrards Cross Police Station to ensure the continuation of Temporary Accommodation within the site.

## Licensing

### Key achievements and outcomes in the previous year

Reviewed the Taxi and Private Hire policy (CDC)

Extended the range of licensing applications available online so that the majority of applications that Licensing deals with are now available electronically.

Processing of applications has been achieved within good timeframes. Most recent figures showed that in the most recent quarter 99% of licences were dealt with within the required timescales

Reviewed Licensing Act 2003 (LA03) Policy (CDC)

Introduced requirements of Section 165 of the Equality Act to ensure information is available to customers regarding wheelchair-accessible vehicles.



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### Section 3 - Know your customer

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

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

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

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

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

#### Customer Experience Strategy:

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



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## Section 4 – Action plan

### Community and Leisure

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



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## Community Safety and Licensing

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



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## Environmental Health

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



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## Housing

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



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## Section 5 – Key Performance Indicators

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





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## Section 6 – Critical Risks

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



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Risk Code & Title	Internal Control – What are you going to do to mitigate the risk
CSB Comm01 Failure to safeguard children and vulnerable adults	<ol style="list-style-type: none"> <li>1. Revised joint policy and procedures being developed</li> <li>2. Training to staff to be reviewed and implemented as result of turnover across both councils</li> <li>3. Safe recruitment practices being undertaken and reviewed</li> </ol>
CSB Comm02 Risk of incurring legal action	<ol style="list-style-type: none"> <li>1. Regular inspections to comply with contractual obligations.</li> <li>2. Risk assessments are undertaken for all aspects of services provision to ensure controls are adequate. Actions are taken as required to comply with the above.</li> <li>3. Buildings are checked annually by surveyors. As a result of inspections the rolling capital programme is adjusted to account for works required.</li> </ol>
CSB Comm03 Inequalities in communities generate ill-will, lack of cohesion, violent extremism or violent protests	<ol style="list-style-type: none"> <li>1. Chiltern and South Bucks CSP Prevent Action Plan</li> <li>2. Effective engagement with communities</li> <li>3. WRAP training and safeguarding training being undertaken to staff</li> <li>4. Community grants used to promote cohesion</li> <li>5. Monitor community feeling via the Community Safety Team and front line staff</li> <li>6. Engagement with the voluntary and community sector</li> <li>7. Regular liaison with the wider community</li> <li>8. Communication and information with relevant parties</li> <li>9. Community Impact Assessment to be maintained</li> </ol>
CSB Comm04 Failure to deliver a replacement for the Chiltern Pools or Evreham Centre leading to increased costs to the Councils	<p>Communication and information with relevant parties            Effective Project management within timescales            Agreed strategy to close facility</p>
<b>NEW RISK</b> CSB Comm05 Leisure Contract failure with GLL	Increased level of scrutiny through Leisure Advisory Board.
CSB EH01 Incorrect decisions resulting in legal challenge	<p>Mentor and train staff and monitor case work            Manage training through performance appraisal and training plan processes            Officers not to give advice and information on areas that they do not have expertise in.</p>
CSB HS01a Increased use of B+B - CDC	<p>Increase the focus on prevention of homelessness.            Manage the numbers placed in B+B placements to support move to TA.            Increase the monitoring frequency and discussion over the controls</p>
CSB HS01b Increased use of B+B - SBDC	<p>Increase the focus on prevention of homelessness.            Manage the numbers placed in B+B placements to support move to TA.            Increase the monitoring frequency and discussion over the controls</p>
CSB HS02 Incorrect decisions resulting in legal challenge	<p>Mentor and train staff and monitor case work            Manage training through performance appraisal and training plan processes            Officers not to give advice and information on areas that they do not have expertise in.</p>
<b>NEW RISK</b> CSB HS03 Increased cost of temporary accommodation provision	<p>Looking to secure alternative forms of temporary accommodation to decrease costs.            Focus on continuous development of homelessness tools and options.            Increase affordable housing delivery to ensure faster moving-on.</p>



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Risk Code & Title	Internal Control – What are you going to do to mitigate the risk
CSB LI01 Delays in issuing licences	Monitor performance and manage process flow.
CSB LI02 Incorrect decisions resulting in legal challenge	Mentor and train staff and monitor case work Manage training through performance appraisal and training plan processes Officers not to give advice and information on areas that they do not have expertise in.



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## Section 7 – Costs and cost comparison information

### Summary – Cost information

#### CDC

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

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

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

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

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

#### SBDC

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

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

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

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

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



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# Service Plan Summary 2018/19

## Human Resources

Service units covered by plan

Human Resources

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

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

### Key Service Aims/Objectives

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



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

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



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### Section 3 - Know your customer

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

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

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

#### Customer Experience Strategy:

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



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## Section 4 – Action plan

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





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



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## Section 5 – Key Performance Indicators

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



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## Section 6 – Critical Risks

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



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



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

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



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Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
				people planning needs with Management team to analyse 'key' staff.
CSB HR03 Failure to develop staff to maximise their effectiveness (including management and leadership skills).	3	4	12	<ol style="list-style-type: none"> <li>1. Comprehensive harmonised competency based Performance Review Framework to be developed place to replace existing provision;</li> <li>2. Encourage two-way communication with staff e.g. meetings, appraisals, UNISON, Grievance Procedure;</li> <li>3. Encourage the monitoring of performance and provision of feedback, including through the appraisals process;</li> <li>4. Manage underperformers when needed, through the disciplinary procedure;</li> <li>5. Management development programme and workshops to develop management competency in gaining effectiveness.</li> </ol>
CSB HR04 Inappropriate breach of policies and practices	2	4	8	<ol style="list-style-type: none"> <li>1. Fair and reasonable policies and benefits in place which are consistently applied;</li> <li>2. Implement robust Management Control techniques and monitoring procedures to identify any abuse of benefits; Take action on any abuse of benefits through the disciplinary procedure;</li> </ol>



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## Section 7 – Costs and cost comparison information

### Summary – Cost information

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

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# Service Plan Summary 2018/19

## Legal and Democratic Services

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

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



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## Democratic & Electoral Services

### Key Service Aims/Objectives

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

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

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

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

Implement plan for introducing Mod.gov report management module.

## Land Charges

### Key Service Aims/Objectives

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

Keep the requirements in the Infrastructure Act for migrating the statutory register to HM Land Registry under review and liaise as necessary with the Land Registry, LLCI, LGA and Business Support.

Implement shared TLC system

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

## Legal Services

### Key Service Aims/Objectives

To ensure legality and propriety in Council affairs identifying actual and potential breaches of the law and deal with complaints that members may have breached the code of conduct.

To provide an effective and efficient legal service consisting of clear, precise and timely advice and effective implementation of decisions and completion of contracts/agreements.

Deliver the cost-savings and new working practises identified in the Shared Service Business Plan.

To support the Cabinet and Management Team in respect of the preparation of the Joint Local Plan and other major infrastructure proposals affecting the Districts.

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

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



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

### Democratic and Electoral Services

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

Managed the County Council Elections in May and the General Election in June

Successfully completed the digitised annual canvass of electors at both Councils

Managed by-elections at Burnham Lent Rise and Taplow, Beaconsfield North, Penn and Coleshill

Reviewed Polling Station arrangements

Increased voter registration engagement

Reviewed and updated SBDC's constitution including the Scheme of Delegations to Officers

### Legal and Local Land Charges

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

Introduced VAT on Con29 Enquiries as required by HMRC

Completed a service review and implemented a joint Local Land Charges Services team

Progressed implementation of electronic TLC system for South Bucks in line with Chiltern

Supported the incorporation of a development company at South Bucks



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### Section 3 - Know your customer

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

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

The Joint Legal services has introduced an electronic case management and time-recording system to increase efficiencies and enable more flexible working, as well as maximising income from external charging.

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

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

#### Customer Experience Strategy:

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



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## Section 4 – Action plan

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



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## Section 5 – Key Performance Indicators

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



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## Section 6 – Critical Risks

Ref	Strategic Risk	Corporate Relevance / Mitigation
1	Joint Working	Governance in place – Joint Committee, Joint Staffing Committee. Joint senior management team. Programme documentation and programme management resources. Plan for service reviews, business cases presented. Member involvement in joint working in line with member expectations Communication plan for members, staff, external partners External approaches to join the joint working carefully considered at a political level and impact on programme assessed.
2	Transformation and Management of Change	. 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	Review of MTFSS. Clear service priorities. Analysis of Government spending plans, bought in where necessary. Savings programmes agreed and monitored. Annual review of cost base Strategies for use of reserves.
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



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

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





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



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## Section 7 – Costs and cost comparison information

### Summary – Cost information

#### CDC:

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

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

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

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

#### SBDC:

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

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

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

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



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# Service Plan Summary 2018/19

## Planning and Economic Development

Service units covered by plan	<p>Building Control</p> <p>Development Management (including Enforcement, Conservation and Arboricultural services)</p> <p>Planning Policy</p>
-------------------------------	--

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

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



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Provision of responses to enable searches to be completed

Planning and Economic  
Development

## Building Control

### Key Service Aims/Objectives

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

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

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

To enhance the service through the use of the most efficient and effective processes, including particularly remote working.

To aim for paperless office through improving processes.

To re-introduce a customer panel or something similar to help the service become customer focussed.

## Development Management

### Key Service Aims/Objectives

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

To successfully defend the Council's decisions at appeal.

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

To maintain a high performing service, including dealing with applications and requests for pre-application advice expeditiously. A

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

To provide a customer focused service, which positively seeks to facilitate high quality development consistent with the Council's planning policies.

To enhance the service through the use of the most efficient and effective processes and to cut out any waste.

To ensure high quality of service delivery throughout the shared service implementation.

## Planning Policy

### Key Service Aims/Objectives

Deliver a cost-effective service with enhanced resilience and improved quality.

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

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



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#### Key Service Aims/Objectives

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

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

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

#### Enforcement

#### Key Service Aims/Objectives

Amalgamation of processes into a single system.

Adoption of Local Enforcement Plan.

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

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

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



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

### Building control

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

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

Continued to maintain high level of customer satisfaction

Builders Partnership Scheme now in place

Mobile and agile working now in place

Significant move to paperless office – no new hard copy applications. All existing files back -scanned.

Increased the number of partners

The service is fully staffed with recruitment and Retention package in place.

The surveyors can complete site inspections on site which will sync with the back office of Uniform. They can also see the drawings and communications on site via their I Pads.

### Planning Policy

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

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

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

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

Revised the Local Development Scheme in light of the Joint Local Plan

Awarded 2 Housing fund bids for marginal viability in terms of Beaconsfield and Iver relief roads

### Enforcement

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

Implemented a joint Enforcement Team as part of the joint Planning review

Created a programme of works regarding the joint Planning service

Used the programme created to start on tasks relating to 2018/19



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## Development management

### Key achievements and outcomes in the previous year

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

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

Maintained high levels of customer satisfaction

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

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



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### Section 3 - Know your customer

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

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

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

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

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

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

Customer Experience Strategy:

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





## Section 4 – Action plan

### Building Control

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

### Planning Policy

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

### Development Management

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



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## Enforcement

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



## Section 5 – Key Performance Indicators

## Corporate Performance Indicators

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



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



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



## Section 6 – Critical Risks

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



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



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

Risk Code & Title	Likelihood	Impact	Rating – Likelihood x Impact	Internal Control – What are you going to do to mitigate the risk
CSB BC01 Loss of staff	3	3	9	<p>Reduce loss of staff by providing staff with an interesting and stimulating team environment; provide the necessary support to enable staff to be able to undertake their jobs.</p> <p>If vacancies arise seek to secure permanent replacements through early advertisement, but use agency staff in the interim period if needed.</p>





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



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



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



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## Section 7 – Costs and cost comparison information

### Summary – Cost information

#### CDC

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

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

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

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

#### SBDC

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

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

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

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

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

### 1. Purpose of Report

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

#### RECOMMENDATION

Cabinet is asked to note the performance reports.

### 2. Executive Summary

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

Portfolio	No of PIs	PI on target □	PI slightly below target □	PI off target □	Unknown / Data only ?	Not reported this quarter/not used
Leader's	5	3	0	1	0	1
Customer and Business Support	11	7	1	1	1	1
Healthy communities	12	5	1	0	2	4
Planning and Economic development	18	16	0	0	2	0
Environment	2	2	0	0	0	0
<b>Total PIs</b>	<b>48</b>	<b>33</b>	<b>2</b>	<b>2</b>	<b>5</b>	<b>6</b>

### 3. Reasons for Recommendations

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

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

3.3. Two detailed performance tables accompany this report:

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

#### 4. Key points to note:

4.1. Of the 5 unknown PIs: two are provided for information only, falling within the Healthy Communities Portfolios (specifically community safety), and require information from third parties prior to updating; two PIs fall under the ; two PIs fall within the Planning and Economic Development Portfolio and have not be reported due to pressures with the Planning Shared Service and the need to pull the data manually, but will be restarted from Quarter 3, 2017-18 onwards; the last PI falls within the Customer and Business Support relating to FOIs and is always reported in arrears.

4.2. Of the two off-target PIs, one was a priority PI:

- 4.2.1. **Leaders:** The PI relating to long term sickness absence was over the target of 5, at 6.5. All long-term absence (comprised of 7 employees) is being managed by managers, with HR support and alongside occupational health. Additionally, the PI relating to working days lost to all sickness was slightly over the target of 10 at 10.99 and relates to 51 employees.
- 4.2.2. **Planning and Economic Development:** The priority PIs are on target for this portfolio, with performance above the target set – please see paragraph 4.1 above for explanation of PIs not reported.
- 4.2.3. **Customer and Business Support:** all PIs in this portfolio are above target, excepting the Corporate PI SbCS1, Number of complaints received (cumulative, quarterly), over the target of 40 (if pro-rated for the 6 months up to end of Q2). Additionally, JtLD1, client satisfaction with the shared service - satisfied or very satisfied, which is slightly under the target of 98% at 97%.
- 4.2.4. **Healthy Communities:** SbEH2, percentage of food premises that are broadly compliant is slightly under the target of 91% at 86%. This is due to being just a snapshot in time – over time, some businesses will improve whilst others may decline; the intention is always to improve business ratings. However, sometimes there are those businesses that either can't or won't improve and there is little we can do to improve the rating other than to take enforcement action. The figure also includes new businesses which have not had a previous intervention and so would not have benefitted from officer advice or guidance. This is being addressed as part of service improvement. The rest of the portfolio is on-target.
- 4.2.5. **Environment:** All PIs are on-target for this portfolio.

#### 5. Consultation

Not applicable.

#### 6. Options

Not applicable.

#### 7. Corporate Implications

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

**8. Links to Council Policy Objectives**

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

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

Objective 1 - Efficient and effective customer focused services

Objective 2 - Safe, healthy and cohesive communities

Objective 3 - Conserve the environment and promote sustainability

**9. Next Step**



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

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

Code	Description	Annual Target 16/17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Traffic Light	Target 2017/18 (YTD)	Latest Note
Leader's portfolio																	
JtHR1	Working days lost due to sickness absence	12	8.1	9.66	9.8	10.71	11.14	10.99								10	<p>These figures are taken from iTrent, which holds absence data. Absence figures are now reported on as joint figures rather than split between Councils.</p> <p>275 working days lost for September + 1,144.50 working days lost for April - August = 1,719.50 days.</p> <p><math>1,719.50 / 312.29</math> (average FTE figure) = 5.50 / 6 x 12 = 10.99 average working days lost to sickness absence (cumulative).</p> <p>These figures relate to absence days from 51 employees</p>
JtHR14	Working days lost due to short term sickness absence (upto 20 working days)	New PI	5.11	4.62	4.08	4.41	4.42	4.52								5	<p>These figures are taken from iTrent, which holds absence data. Absence figures are now reported on as joint figures rather than split between Councils.</p> <p>131 working days lost for September + 574 working days lost for April - August = 705 days.</p> <p><math>705 / 312.29</math> (average FTE figure) = 2.26 / 6 x 12 = 4.52 average working days lost to short term sickness absence (cumulative).</p> <p>The figures related to absence from 44 employees</p>

Code	Description	Annual Target 16/17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Traffic Light	Target 2017/18 (YTD)	Latest Note
JtHR15	Working days lost due to long term sickness absence (more than 20 working days)	New PI	3	5.04	5.72	6.27	6.72	6.5								5	<p>These figures are taken from iTrent, which holds absence data. Absence figures are now reported on as joint figures rather than split between Councils.</p> <p>144 working days lost for September + 870.50 working days lost for April - August = 1,014.50 days.</p> <p>1,014.50 / 312.29 (average FTE figure) = 3.25 / 6 x 12 = 6.50 average working days lost to long term sickness absence (cumulative).</p> <p>This absence relates to 7 employees</p>
Resources																	
SbRB1	Speed of processing - new HB/CTB claims (cumulative)	19	16.6	16.3	16.98	16.7	17	16.7								19	On target.
SbRB2	Speed of processing - changes of circumstances for HB/CTB claims (cumulative)	8	7.4	7	7.43	7.4	7.2	7.2								8	On target.
SbRB3	Percentage of Council Tax collected (cumulative)	98.00%	11.50%	21.00%	30.20%	39.40%	48.50%	57.70%								98%	On target.
SbRB4	Percentage of non-domestic rates collected (cumulative)	98.80%	11.70%	21.50%	30.50%	39.30%	48.40%	57.80%								98.80%	On target.
Healthy Communities			95.65%		0.9167												
SbCmSf2	Percentage reduction in violent offences against a person, year on year (quarterly)	Data Only													<b>Data Only</b>	data only	Figures currently unavailable as waiting for third party data.

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Appendix A














Code	Description	Annual Target 16/17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Traffic Light	Target 2017/18 (YTD)	Latest Note
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)	0	11	8	5	6	7	4							☑	18	Of the four households (i) one has been deemed intentionally homeless and is current subject to an Appeal Hearing in County Court (on 12/10/17), (ii) one has been deemed intentionally homeless and is currently subject to a review, (iii) one has been deemed intentionally homeless and is being accommodated for reasonable period and (iv) we are currently seeking to move the fourth household on to self contained accommodation.
SbHS8	Number of households living in temporary accommodation (snapshot at the end of the month)	30	71	66	64	61	64	63							☑	68	The demand for temporary accommodation remains high. The overall number remains consistent with the monthly snapshot figure over the last 12 months.
Sustainable Development																	
SbSD37 (P)	2018 Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2017 (cumulative monthly)	60%	95.65%	91.67	92%	92.31%	89.29%	87.10%							☑	60%	This is a measure of our performance on non-major applications for the two year period 1/10/15 - 30/9/17 and is this is therefore the final calculation (27/31)
SbSD38 (P)	2018 Non-Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2017 (cumulative monthly)	70.00%	96.62%	96.48%	96.37%	95.98%	95.73%	95.61%							☑	70.00%	This is a measure of our performance on non-major applications for the two year period 1/10/15 - 30/9/17 and is this is therefore the final calculation (2418/2529)
SbSD39 (P)	2018 Majors quality of planning decisions - special measures 2 year & 9 month assessment period ending Dec 2017 (cumulative monthly)	9.99%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%							☑	9.99%	This calculation is based on the number of major appeals lost between 1/4/15 - 31/12/17 on major applications decided between 1/4/15 - 31/3/17 (0/35) Please note denominator is now fixed as we have reached 31/3/17.

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Appendix A

Code	Description	Annual Target 16/17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Traffic Light	Target 2017/18 (YTD)	Latest Note
SbSD40 (P)	2018 Non-Majors quality of planning decisions - special measures 2 year & 9 month assessment period ending Dec 2017 (cumulative monthly)	9.99%	0.88%	0.92%	1.08%	1.23%	1.23%	1.23%							<input checked="" type="checkbox"/>	9.99%	This calculation is based on the number of non-major appeals lost between 1/4/15 - 31/12/17 on non-major applications decided between 1/4/15 - 31/3/17 (32/2599). Please note, the denominator is fixed now at 2599 as we have reached 31/3/17.
SbSD41 (P)	2019 Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2018 (cumulative monthly)	50%	100.00%	88.89%	90.00%	90.91%	84.62%	81.25%							<input checked="" type="checkbox"/>	60%	This is a measure of our performance on major applications for the two year period 1/10/16 - 30/9/18 and is this is therefore 13 months through the 24 month period (16/19)
Page 240 SD42	2019 Non-Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2018 (cumulative monthly)	65%	96.63%	96.27%	96.04%	95.23%	94.79%	94.64%							<input checked="" type="checkbox"/>	70%	This is a measure of our performance on non-major applications for the two year period 1/10/16 - 30/9/18 and is this is therefore 12 months through the 24 month period (1218/1287)

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

<b>KEY</b>  This PI is below target  This PI is on target  Not reported this quarter																	
PI code	Name	2016/17 Target	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Traffic Light	Target 2017/18 (YTD)	Latest notes
<b>Leader's Portfolio</b>																	
SbCP1 (C)	Number of unique visitors to the main website (by period)	data only	27359	31799	42615	38,497	35,478	60,001							data only	data only	Data only.
SbHR2 (C)	Voluntary leavers as a % of workforce (extrapolated for the year)	16%			3.03%			9.20%								16%	1 leaver in quarter one, extrapolated this estimates 4 leavers for the year / 132 average headcount * 100 = 3.03%. This information is taken from reports run on iTrent.
<b>Customer and Business Support</b>																	
JtBS1 (C)	Availability of ICT systems to staff from 8am to 6pm (by period)	99.50%			99.95%			99.65%								99.50%	On target
JtBS2 (C)	Percentage of calls to ICT helpdesk resolved within agreed timescales (by period)	95%			92.60%			94.50%								95%	On target
JtBS3 (C)	Percentage of responses to FOI requests sent within 20 working days (by month)	90%	71%	94%	93%	88%	96%	100%								90%	On target
SbCS1 (C)	Number of complaints received (cumulative, quarterly)	80			38			65								80 per annum	Over the pro-rata target of 40 in Q2.
SbLD2 (C)	Percentage of canvass forms returned	90%						annual PI								94%	Reported annually.
SbLD3 (C)	Standard searches carried out within 5 working days (cumulative)	100%	100%	100%	100%	100%	100%	100%								100%	On target
JtLD1 (C)	Client satisfaction with the shared service. Percentage satisfied or very satisfied.	96%			6 monthly			97.00%		6 monthly						98%	Reported 6 monthly.
<b>Healthy communities</b>																	
SbCL1a (C)	Customer satisfaction rating at the Beacon Centre.	82%						annual PI								83%	Reported annually.
SbCL1b (C)	Customer satisfaction rating at the Evreham Centre.	78%						annual PI								80%	Reported annually.

Appendix B

<b>KEY</b> <input checked="" type="checkbox"/> This PI is below target <input checked="" type="checkbox"/> This PI is on target      ● Not reported this quarter																	
PI code	Name	2016/17 Target	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Traffic Light	Target 2017/18 (YTD)	Latest notes
JtLI3 (C)	Percentage of customers satisfied with the licensing service received (annual)	89%						annual PI							●	89%	Reported annually.
JtLI5 (C)	Percentages of licences received and issued/renewed within statutory or policy deadlines (cumulative)	97%			99.60%			99.60%							<input checked="" type="checkbox"/>	97%	On target
SbCmSf 1 (C)	Percentage reduction in burglaries from dwelling, rolling year on year (quarterly)	data only													data only	data only	Awaiting third party data.
Page 242 EH2	Percentage of food premises (risk rating A to C) that are broadly compliant (snapshot quarterly)	90%			86.93%			86.00%							□	91%	The percentage of food businesses broadly compliant of risk rating A-C is a snapshot in time. Over time, some businesses will improve whilst others may decline; the intention is always to improve business ratings. However, sometimes there are those businesses that either can't or won't improve and there is little we can do to improve the rating other than to take enforcement action. The figure also includes new businesses which have not had a previous intervention and so would not have benefitted from officer advice or guidance. This is being addressed as part of service improvement.
SbHS2 (C)	Number of affordable homes delivered by (i) new build (ii) vacancies generated by local authority scheme (iii) acquisition of existing properties for social housing (cumulative)	22 (5.5)			12			24							<input checked="" type="checkbox"/>	22	Total comprises (i) 12 new build units by Hightown and 12 new build units by Housing Solutions (ii) 0 and (iii) 0

<b>KEY</b> <input checked="" type="checkbox"/> This PI is below target <input checked="" type="checkbox"/> This PI is on target      ● Not reported this quarter																	
PI code	Name	2016/17 Target	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Traffic Light	Target 2017/18 (YTD)	Latest notes
SbHS3i (C)	Average Length of stay in B & B temporary accommodation for all households (snapshot at end of period)	10			21			14.00							<input checked="" type="checkbox"/>	22	Total applicants who left B&B temporary accommodation during quarter 15 applicants stayed a total of 1424 nights = average 94.9 nights  Broken down into: Singles/couples without children 10 applicants stayed a total of 1202 days = average 120.2 nights  Families with/expecting children 5 families stayed a total of 222 days = average 44.4 nights
SbHS4	Number of private sector dwellings vacant for more than 6 months and returned to occupation following local authority intervention	15						annual PI							●	15	Reported annually.
<b>Planning and Economic Development</b>																	
JtBC1 (C)	Applications checked within 10 working days (cumulative)	92%	100%	99.20%	94.60%	95.60%	95.90%	95.70%							<input checked="" type="checkbox"/>	92%	On target
JtBC4 (C)	Customer satisfaction with the building control service. (cumulative)	92%	87.50%	84.60%	92.90%	93.55%	93.30%	93.75%							<input checked="" type="checkbox"/>	92%	On target
SbSD7 (C)	Percentage of planning applicants who are satisfied or very satisfied with the planning service	80%	84.70%	89.30%	91.90%	89.10%	89.29%	89.50%							<input checked="" type="checkbox"/>	80%	On target
SbSD8 (C)	Planning appeals allowed.	35%	0.00%	14.30%	29.40%	34.80%	32.00%	34.60%							<input checked="" type="checkbox"/>	35%	On target
SbSD10 (C)	Processing of planning applications: minor applications (cumulative)	90%	92.31%	91.80%	92%	90.98%	89.02%	90.00%							<input checked="" type="checkbox"/>	85%	On target
SbSD11 (C)	Processing of planning applications: other applications (cumulative)	90%	96.00%	95.51%	95.41%	93.56%	93.78%	93.42%							<input checked="" type="checkbox"/>	85%	On target

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Appendix B

Classification: OFFICIAL  
Appendix B - SBDC Quarterly Corporate Performance Indicator Report

<b>KEY</b> <input checked="" type="checkbox"/> This PI is below target <input checked="" type="checkbox"/> This PI is on target      ● Not reported this quarter																	
PI code	Name	2016/17 Target	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Traffic Light	Target 2017/18 (YTD)	Latest notes
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)	70%													n/a	80%	This will be reported by the Enforcement Manager from Quarter 3
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)	98%													n/a	98%	This will be reported by the Enforcement Manager from Quarter 3
SbSD41 (C)	2019 Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2018 (cumulative monthly)	60%	100.00%	88.89%	90%	90.91%	84.62%	81.25%							<input checked="" type="checkbox"/>	60%	On target
SbSD42 (C)	2019 Non-Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2018 (cumulative monthly)	70%	96.63%	96.27%	96.04%	95.23%	94.79%	94.64%							<input checked="" type="checkbox"/>	70%	On target
SbSD43 (C)	2019 Majors quality of planning decisions - special measures 2 year & 9 month assessment period ending Dec 2018 (cumulative monthly)	9.99%	0.00%	0.00%	0%	0.00%	0.00%	0.00%							<input checked="" type="checkbox"/>	9.99%	On target
SbSD44 (C)	2019 Non-Majors quality of planning decisions - special measures 2 year & 9 month assessment period ending Dec 2018 (cumulative monthly)	9.99%	0.42%	0.46%	0.67%	0.86%	0.80%	0.82%							<input checked="" type="checkbox"/>	9.99%	On target
<b>Environment</b>																	



Classification: OFFICIAL  
Appendix B - SBDC Quarterly Corporate Performance Indicator Report

<b>KEY</b>		This PI is below target	This PI is on target										● Not reported this quarter				
PI code	Name	2016/17 Target	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Traffic Light	Target 2017/18 (YTD)	Latest notes
SbWR1 (C)	Household refuse collections, number of containers missed per month (calculated by P&C team on weekly basis)	100	100	89	163	97	71	89								100	On target
SbWR3 (C)	Percentage of household waste sent for reuse, recycling and composting (cumulative)	53%	53.39%	53.84%	58.78%	55.54%	55.57%	55.18%								55%	On target

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<b>SUBJECT:</b>	<b>National Infrastructure Commission Central Area establishment of Growth Board and Oxford – Milton Keynes – Cambridge Corridor update</b>
<b>REPORT OF:</b>	<b>Leader of the Council</b>
<b>RESPONSIBLE OFFICER</b>	<b>Director of Services</b>
<b>REPORT AUTHOR</b>	<b>Steve Bambrick</b>
<b>WARD/S AFFECTED</b>	<b>All</b>

## 1. Purpose of Report

To agree the proposal to establish a Growth Board for the Central Area contributing to the wider economic ambitions for the Oxford – Milton Keynes – Cambridge corridor. To also agree that the Council will play an active role in the Growth Board.

### RECOMMENDATIONS

1. **Agree to the establishment of a Central Area Growth Board in the form of a Joint Committee and to work with partners with the aim of accelerating and increasing growth and securing investment in infrastructure across the area;**
2. **Agree the draft Terms of Reference for the Central Area Growth Board, attached as Appendix 1 and authorise the Director of Services in consultation with the Leader to agree any final wording**
3. **That pursuant to s101 (5) and 102 of the Local Government Act 1972, s9EB of the Local Government Act 2000 and (where applicable) to the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012 the Council agrees to participate in the Central Area Growth Board Joint Committee and to delegate its executive functions in so far as they relate to accelerating and increasing growth and securing investment in infrastructure across the Central Area**
4. **Agree that the Leader, or another member of the Cabinet nominated by the Leader should represent the Council at future meetings of the Growth Board; and**
5. **Note the current position with regards to whole corridor (Oxford – Milton Keynes – Cambridge and the Bucks Growth Strategy**

## 2. Reasons for Recommendations

The recommended options are preferred as this will place the Council at the heart of the decision making and influence regarding future growth strategies for the area and will also enable the Councils to have an influence on future proposals to Government for investment in essential infrastructure.

### 3. Content of Report

The National Infrastructure Commission (NIC) was established by the Chancellor of the Exchequer in October 2015 with Lord Andrew Adonis appointed as its Chair.

On 16 March 2016, the Chancellor asked the commission to: .....make recommendations [to government] to maximize the potential of the Cambridge – Milton Keynes – Oxford corridor as a single, knowledge intensive cluster that competes on the global stage, whilst protecting the area's high quality environment and securing the homes and job the area needs. The commission would look at the priority infrastructure improvements needed and assess the economic case for which investments would generate the most growth.

An interim report was published in November 2016 with a final report published in November 2017. The central finding of which was that a lack of sufficient and suitable housing presents a fundamental risk to the success of the area. Without a joined-up plan for housing, jobs and infrastructure across the corridor, it will be left behind by its international competitors. By providing the foundations for such a strategy, new east-west transport links present a once-in-a-generation opportunity to secure the area's future success.

The Commission identifies opportunities to create well-designed, well-connected new communities and deliver **one million new homes** and jobs in the area by 2050, while respecting the natural environment and without making changes to existing Green Belt protections. Doing so would help create vibrant new towns, including the first new towns in the UK for 50 years.

Central to achieving this vision are completion of the new East-West Rail line connecting Oxford and Cambridge by 2030 and accelerating the development and construction of the Oxford-Cambridge Expressway. In the short term, new rail services to Cowley in South East Oxford by 2019 and the opening of a new station at South Cambridge by 2022 are also proposed alongside long-term local transport plans for other key towns and cities in the corridor.

The NIC report calls for a new deal on infrastructure and housing between local authorities in the corridor and central Government, including:

- New powers giving councils greater certainty over future investments, and allowing them to fund and raise finance for major infrastructure improvements that deliver new homes;
- A jointly agreed plan for new and expanded housing settlements, supported by New Town Development Corporations and new infrastructure design panels; and
- New statutory spatial plans and investment strategies for each sub-region should be developed, as part of a 50-year vision for the corridor as a whole.

Crucially, the NIC report calls on the Government to intervene and impose appropriate governance structures to achieve these new powers if by April 2018 the local authorities in the corridor are unable to reach agreement.

For the Buckinghamshire authorities, there are broadly 3 areas of influence that are relevant to this issue:

- a) The whole corridor (Oxford to Cambridge);
- b) The 3 constituent parts of the whole corridor; and
- c) Buckinghamshire

**a) The whole corridor**

This is an area that currently includes all upper and lower tier authorities and LEP's covering the administrative areas of Oxfordshire, Northamptonshire, Buckinghamshire, Bedfordshire, Peterborough and Cambridgeshire. In total, around 40 authorities.

At the moment there are no formal governance arrangements in place for the corridor although discussions continue to determine what the future governance arrangements might be.

**b) The constituent parts of the corridor**

At either end of the corridor, there are established and functioning Growth boards or Combined Authority arrangements. i.e. in Oxfordshire and Cambridgeshire. The Central Area however does not currently have any governance arrangements.

The Central Area includes all authorities and LEP's from Bedfordshire, Buckinghamshire, Milton Keynes and Northamptonshire. Buckinghamshire County Council currently does not recognise the legitimacy of the Central Area and therefore whilst invited, does not participate in any of the meetings, choosing instead to only attend whole corridor meetings.

Authorities from the Central Area have now reached a point where draft Terms of Reference for a new Growth Board for the Central Area have been endorsed by the Leaders and recommended for each constituent authority to take through its internal governance processes. A copy of the Terms of Reference are attached to this report at Appendix 1.

It is proposed that each authority in the Central Area will be represented on the Growth Board and it is proposed that each Council will have an equal vote on all matters. Additionally, it is proposed that each local authority has a veto over the following areas:

- Additional housing allocations numbers
- Footprints of statutory spatial plans
- Statutory spatial frameworks

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**c) Buckinghamshire**

The Buckinghamshire strategy towards growth and Infrastructure provision is largely lead by the Bucks and Thames Valley LEP (BTVLEP). The Leaders from each of the local authorities in Bucks are all represented on the LEP board.

In 2017, the BTVLEP board agreed and published the Bucks Growth Strategy as a basis for establishing the aspirations of the area to 2050. The intent behind publishing this document was to feed into the discussions at both the Central Area and whole corridor meetings, particularly regarding growth aspirations and infrastructure asks.

The Council has not formally considered or agreed the Growth Strategy and currently there are no plans to do so.

**A Central Area Growth Board**

The discussions, negotiations and emerging vision for both the whole corridor and the Central Area have been guided by the NIC report. This sets out very clearly that there will need to be formal governance across the corridor. It is also accepted by most authorities within the corridor that in order to actually deliver growth across the whole corridor, the 3 constituent parts (Oxford, Cambridge and Central Area) are likely to be the appropriate delivery vehicles and therefore establishing a Growth Board in the Central Area will be an important first step towards securing Government confidence in the ability of the authorities to work together on common and shared objectives..

Cabinet will see from the draft Terms of Reference that the central purpose of the Growth Board will be to accelerate and increase growth across the area as well as working together with partners to secure necessary investment. The scale and location of future growth, both housing and economic growth, across the area is to be determined and will of course firstly depend on the ability of each constituent authority to deliver that growth but also importantly, will depend on the nature of any deal the area is able to strike with Government on the level of investment in infrastructure.

The Central Area Growth Board will have a significant input to the Oxford – Cambridge corridor discussions, but will also have influence over other aspects of economic growth for the area. Therefore establishing a Growth Board now is an important first step in meeting the expectations of the NIC and Government. The draft Terms of Reference for the Growth Board are also to be welcomed and it remains important given that both Chiltern and South Bucks districts act as a gateway from the Oxford – Cambridge corridor to Heathrow and the London economy, that the two districts continue to play an active role in this Growth Board and forward the case for investment in the area.

In due course, a governance proposal for the whole corridor is also likely to emerge. The Council will be represented in those discussions by the Leader and as and when a proposal is agreed then this will be the subject of a future report.

#### 4. Consultation

Not Applicable

#### 5. Options

The option of not participating in the Central Area Growth Board has been considered. This is not recommended because only through participation in the Growth Board will the Council have control over future growth requirements in the area and crucially will be able to act with partners to lever investment into essential infrastructure

#### 7. Corporate Implications

The budget of the Growth Board will be set each year and each member authority will be expected to make an equal contribution. At the time of establishment of the growth board, the annual contribution will be £5,000. If the Growth Board wishes to seek additional contributions for any further work, proposals will be referred to partners for decision making.

7.1 The Council has power to promote economic development and growth both within and outside the District under section 1 of the Localism Act 2011 (power of general competence). This is an executive (Cabinet) function under the Local Government Act 2000 and it includes powers to carry out ancillary activities such as participating in Growth Boards. Cabinet will note that the Central Area Growth Board is to be constituted as a Joint Committee with each of the participating members having a voting representative. It is proposed that Milton Keynes BC will be the accountable body providing section 151 officer and monitoring officer oversight, as well as the committee secretariat. The Committee's Chairman and Vice-Chairman will rotate annually between the participating members. Cabinet has power under section 101 and 105 of the Local Government Act 1972, section 9EB of the Local Government Act 2000 and the Local Authorities (Arrangements for the Discharge Functions) Regulations 2012 to delegate their functions to a Joint Committee.

7.2 There are no other corporate implications at this stage

#### 8. Links to Council Policy Objectives

Establishing a Central Area Growth Board will contribute directly to the shared objectives of Chiltern and South Bucks Councils of:

- Working towards safe and healthier local communities; and
- Striving to conserve the environment and promote sustainability.

**9. Next Step**

Subject to agreement of Cabinet and the agreement of each of the other constituent authorities, the Central Area Growth Board will be established and the Leader, or their nominated representative will attend to represent the Council at future Growth Board meetings.

<b>Background Papers:</b>	None
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## Central Area Growth Board – Terms of Reference

These Terms of Reference are not legally binding but are intended to lead to a legal agreement in due course.

### Central Area Growth Board

#### 1. Governance

1.1 The Central Area Growth Board (the Joint Committee) includes at commencement the following local authorities:-

##### Full Members

- Aylesbury Vale District Council,
- Bedford Borough Council,
- Central Bedfordshire Council,
- Cherwell District Council,
- Chiltern District Council,
- Corby Borough Council,
- Daventry District Council,
- East Northamptonshire District Council,
- Kettering Borough Council,
- Luton Borough Council,
- Milton Keynes Council,
- Northampton Borough Council,
- Northamptonshire County Council,
- South Bucks District Council,
- South Northamptonshire District Council,
- Borough of Wellingborough Council and
- Wycombe District Council.

1.2 The Central Area Growth Board is a Joint Committee under s101 (5), 102 Local Government Act 1972 and s9EB Local Government Act 2000 and pursuant (where applicable) to the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012.

Each member authority must take the Terms of Reference through its internal processes.

1.3 The Growth Board will exercise the powers which its members have agreed to vest in it on a unanimous basis under Section 1 of the Localism Act 2011 insofar as they relate to the promotion of development or economic growth or matters ancillary to this. These powers will be exercised concurrently with the constituent members and members will unanimously decide the voting mechanism for exercising powers. This excludes ceding the decision making powers on planning matters, which will remain vested with the Local Planning Authorities, as set out in the Planning and Compulsory Purchase Act 2004.

1.4 The Growth Board will also include associate members, who will be able to participate in meetings but not be able to vote. The LEPS that operate in the area are entitled to be associate members.

1.5 It will also include other co-opted non-voting named members from those organisations listed at 4.4 below.

## 2. Accountable Body and Host

2.1 The Accountable Body for the Growth Board is Milton Keynes Council which will provide the Section 151 officer role to the Growth Board.

2.2 Milton Keynes Council's Chief Finance Officer (Section 151 Officer) will provide the Growth Board with a quarterly financial report. This report will provide the Board with an overview of the funds spent, funds committed against funds allocated.

2.3 Programme management will be provided by dedicated growth board officer support and will include milestones and outcomes achieved and where necessary, ensure that action plans are put in place to address any concerns.

2.4 The Growth Board will be hosted under local government arrangements and this will be rotated in accordance with the arrangements for the Chair (see Section 8). Committee services are provided by the Host in accordance with the Local Government Act 1972, as outlined in paragraph 8.3.

## 3. Purpose of the Central Area Growth Board

3.1 To provide the strategic leadership that will enable us to plan for, and realise an economic transformation across the central area, speaking to Government and its Agencies with one co-ordinated voice and encouraging private sector investment.

3.2 To seek to establish Common Planning Areas to produce an integrated and holistic approach to strategic planning for employment, housing and infrastructure that builds on Local Plans, Local Transport Plans and Strategic Economic Plans.

3.3 To accelerate and increase the delivery of planned growth across the area, where this is enabled by investment in infrastructure and services.

3.4 To work together to influence the route planning options, in order to realise the opportunity for the area in the Cambridge-Milton Keynes- Oxford growth corridor, "Expressway" (road and rail) and other associated linkages that may be delivered.

3.5 To approve and monitor the implementation of a Central Area programmes of work including those flowing from any Place Deals, Strategic Economic Plans and transport strategies and other relevant infrastructure programmes as agreed. This is not an exhaustive list and may be expanded at agreement of the Growth Board.

3.6 To bid for and secure investment, including from Government and external sources of resources to support the above purposes.

3.7 To contribute and be an active member of the Cambridge- Milton Keynes-Oxford Corridor cross corridor governance arrangements.

## 4. Membership

4.1 As the Growth Board is (where applicable) discharging executive functions then the appointed person must (where applicable) be from the Executive. In authorities where the committee system is

in operation the Leader should be the representative. There shall be one member from each constituent body.

4.2 Each constituent authority/body shall appoint a substitute (also being an executive member or in the case of councils using the committee system, another senior member). The substitute member shall have the same rights of speaking and voting at the meetings as the member for whom the substitution is made.

4.3 Subject to the legal right of the Growth Board to appoint a Chair and Vice Chair of its choice each year, the proposed protocol is that there will be a rotating Chair and Vice Chair as set out in 8.2 below.

4.4 Other non-voting members as required for good linkages shall be a single named-position representative from the bodies as detailed below:

- England's Economic Heartlands
- Universities Representative
- Further Education Colleges
- DCLG/BEIS/Department for Transport
- Homes and Communities Agency Representative for South East
- Buckinghamshire County Council

4.5 The Growth Board can agree to allow other authorities/parties outside of the initial members (listed in 1.1, 1.4 and 4.4 above) to have either full or associate membership of the Central Area Growth Board and agree the terms on which this is to be permitted. Associate members would not have voting rights.

4.6 The Growth Board can also invite other relevant observers to meetings of the Board.

## 5. Voting

5.1 One member one vote for each constituent authority member. The Chair will have an original but not a casting vote.

5.2 Normal rules as to declarations of interest and conflicts of interest to be applied to Local Authority members in accordance with the respective Council's Code of Conduct and LEP members in respect of the LEP Assurance Framework.

5.3 Any questions to be decided by the Growth Board will be decided by way of two thirds majority of constituent members present and voting.

5.4 Members votes are only valid when they have paid the annual subscription (see 10.0 below). Each member must pay their contribution before the agreed date for the year, if the subscription is not paid on the agreed date, the Local Authority will only be entitled to observe Growth Board meetings.

## 6. Quorum

6.1 The quorum for a Growth Board meeting shall be 2/3rds of (12) constituent members, including the Chair.

## 7. Functions

7.1 The Members have agreed that the main function of the Growth Board is to focus on growth related matters. The Members have agreed that there are four key outcomes it wishes the Growth Board for the Central Area to focus on, namely to;

- a) Accelerate the delivery of planned growth across the area, where this is enabled by investment in infrastructure and services.
- b) Provide the strategic leadership that will enable existing mechanisms and processes to plan for, and realise an economic transformation across the area.
- c) Secure long-term benefits and opportunities for local communities and
- d) Attract increased private sector investment

7.2 The Growth Board will, in relation to matters of general importance to the Central Area

- Represent the Central Area as a whole
- Respond to consultations, express views and make recommendations to Government and others, including partners, on matters of general importance to the Central Area. This will include on:
  - i. Proposals for major development, including local plans.
  - ii. Proposals for major infrastructure.
  - iii. Funding submissions to Government or its agencies.
  - iv. Strategic Economic Plans.

7.3 Coordination of whether spatial planning, infrastructure and public services are integrated and make recommendations to encourage this.

7.4 Advise partners on matters of collective interest.

7.5 Commission and share research and analysis in support of the preparation of statutory and non-statutory plans and strategies (including local plans and strategic economic plans). This will include work designed to assist compliance with the duty to cooperate in connection with plan-making.

7.6 Lead and coordinate the Homes and Communities Agency (HCA) liaison process on Central Area wide regeneration and housing issues and contribute to any related interaction with Government agencies.

7.7 The Growth Board will also:

- i. Provide a forum for partnership working and collaboration on spatial planning, economic development, housing, transport, and general infrastructure issues.
- ii. Input into development of a Local Industrial Strategy for the Central Area.
- iii. Engage with and represent the Central Area to the Sub-national Transport Body covering the Central Area.
- iv. Wherever possible, the Growth Board will aim to streamline existing processes

## 8. Meetings

8.1 The Chair and Vice-Chair of the Growth Board will be elected at the first meeting and subsequently at the start of each municipal year (i.e. the first meeting after local government elections are or would usually be held).

8.2 It is expected that the role of Chair and Vice Chair will rotate on a municipal year basis (except in the first year which will be slightly longer than a municipal year), and that the Vice-Chair will serve as the Chair in the following year. It is expected that there will be a rotation of those positions to ensure that each constituent member and geographic area of the Central Area has the opportunity to serve, over time.

8.3 Meetings will be convened by the Chair or on the written request of five or more constituent members. Meetings shall normally be held on a bi-monthly basis at the host authority (that of the Chair), but meetings may be called as and when required to ensure that important timescales are met. Papers will be published in line with the Local Government Act 1972 to ensure statutory timescales are met.

8.4 Proposals for decisions by the Growth Board may be put forward by the Chair or by any member of the Growth Board.

8.5 Local Authority Chief Executives will attend in support of the political attendees at the meetings. Local Enterprise Partnership Chief Executives will attend in support of their LEP Chair.

## 9. Secretariat and Support

9.1 The secretariat and support for the Growth Board will be established. Primarily the support will be led by dedicated growth board officer support and an Executive Officer Group, the Central Corridor Group (CCoG). CCoG will drive the technical and operational elements and the preparation of advice and recommendations to the Growth Board.

9.2 Dedicated Growth Board officer support will be established. Support will be provided by lead executive officers at each constituent member and LEP, each of whom will link into the CCoG.

9.3 Other investment partners will be involved as appropriate, again connecting directly to the Programme Manager and linking to CCoG as the lead co-ordination group for matters of general importance to the Central Area including the Homes and Communities Agency, Environment Agency, Highways England, Network Rail and England's Economic Heartlands Transport Forum/Sub-national Transport Body. These will advise on the investment and work programme.

## 10. Funding Contributions

10.1 The budget of the Growth Board will be agreed each year by the Growth Board not later than 1<sup>st</sup> December of the preceding financial year. The cost of meeting the expenditure planned in the budget shall, to the extent not met from other sources, be divided equally among the members (both constituent and associate) of the Growth Board. This shall be their subscription. At the time of establishment of the growth board, the annual contribution will be £5k. If the Growth Board wishes to seek additional contributions for any further work, proposals will be referred to partners for decision making.

10.2 If the proposed subscription is higher than the preceding year's subscription plus CPI, if any constituent or associate member is unwilling to pay the subscription so determined they may give written notice to the Host on behalf of the Growth Board no later than 1<sup>st</sup> January preceding the financial year to which the budget will apply. Unless they withdraw in writing that notice they shall cease to be a member from 1<sup>st</sup> April of that year (and the normal notice period given in Section 11 will not apply).

10.3 Any member which has not given due notice under 10.2 (and whose membership has not come to an end under Section 11) shall be obliged to pay its subscription for the year.

## 11. Withdrawal

11.1 Any member may give written notice to the Host, on behalf of the Growth Board, of its intention to withdraw from the Growth Board.

11.2 Such notice, unless withdrawn in writing, shall come into effect on the first 1<sup>st</sup> April which occurs after 12 months after the notice is given.

## 12. Joining

12.1 Any English local authority may apply to become a consistent member of the Growth Board. The Growth Board may approve such an application if it is satisfied that the applicant's area is closely economically linked to the existing Central Area, and that its joining would not render the governance of the Central Area unreasonably difficult.

12.2 Any English Local Enterprise Partnership may apply to become an associate member of the Growth Board. The Growth Board may approve such an application if it is satisfied that the applicant's area is closely economically linked to the existing Central Area, and that its joining would not render the governance of the Central Area unreasonably difficult.

12.3 On the application to join being approved, the new member shall take on the rights and obligations of the existing members of the Growth Board, including paying the appropriate proportion of the subscription due from members for the financial year in which it joins.

## 13. Scrutiny Arrangements

13.1 Decisions made by the Growth Committee shall be subject to the usual scrutiny arrangements of each constituent authority.

<b>SUBJECT:</b>	Littleworth Common Ownership update
<b>REPORT OF:</b>	Resources Portfolio Holder Cllr B Gibbs
<b>RESPONSIBLE OFFICER</b>	Head of Environment
<b>REPORT AUTHOR</b>	Simon Gray 01494 732032 sgray@chiltern.gov.uk
<b>WARD/S AFFECTED</b>	Burnham

### 1. Purpose of Report

This report seeks Cabinet approval to acquire land at Littleworth Common following consideration by the Environment PAG and Resources PAG,

#### RECOMMENDATIONS

That the Council takes a transfer of the freehold ownership of Littleworth Common shown edged black on the plan attached to the report and delegates final agreement of the transfer terms to the Head of Environment in consultation with the Head of Legal and Democratic Services.

### 2. Reasons for Recommendations

- 2.1 The Council currently does not own the land at Littleworth Common but manages it on behalf of the current owner under an adopted Scheme of Management. The site is a Site of Special Scientific interest (SSSI) so Natural England has specific requirements about the way that the site is managed.
- 2.2 The current owners have no working interest in the site and have agreed to transfer the site to SBDC at no cost to guarantee the future of the site.
- 2.3 Following confirmation that ownership of the Common has been formally registered at HM Land Registry the proposed acquisition was supported by the Environment PAG and Resources PAG.

### 3. Content of Report

- 3.1 Littleworth Common is a Site of Special Scientific Interest (SSSI) of 16 Hectares/ 39.6 acres with valuable habitats of lowland heathland, ponds and woodland. It is valued by local residents and has many visitors. The site is shown edged in black on the plan at Appendix A.
- 3.2 Natural England (NE) guidance states that "The purpose of SSSIs is to safeguard, for present and future generations, the diversity and geographic range of habitats, species... including the full range of natural and semi-natural ecosystems." The legislation states that the owner or the occupier of the site is legally responsible for the site and has a statutory duty to get the SSSI into a favourable condition (it is currently 'unfavourable recovering'). SBDC already undertakes this duty under the Scheme of Management.

Pros and Cons of the Council owning the site are shown below.

#### Pros

- 3.3 NE sets out specific management requirements for the site. The Council spends considerable time and financial resources to meet these requirements and manage the site to the satisfaction of NE and local residents. As owners the Council would be better able to obtain external grants from NE (potentially up to £3k per annum) as there are restrictions about the grants they can allocate to non-owners. (The Council cannot currently obtain NE funding.) As the Council already has an obligation to manage the site there would be little additional work or financial commitment if it owned the site.
- 3.4 Should the Council own the freehold, it would also be able to obtain the rental income of c£1,200 per annum from the lease of part of the site for a car park. This income would be used to further the habitat improvement on the site. Periodic minor surfacing repair works would be required but the cost of these, estimated to be a few hundred per annum, would be met from the extra income generated.
- 3.5 The Chiltern Rangers Community Interest Company (CIC) is a not-for-profit social enterprise delivering woodland management and community engagement in the Chilterns area. It is proposed that should the Council own the site, it could allocate circa £2.5 K per annum to them which would enable them to engage further with residents, to carry out works, achieve closer working with the community and potentially bring in more grant funding that the Council could obtain. This would enable better management of the common and reduce officer time involved in the management of the site.
- 3.6 In addition, the British Trust for Conservation Volunteers has previously expressed interest in working with the Council on the site. They have previously helped the Council to set up a successful Friends Group on a similar site at Stoke Common.

#### Cons

- 3.7 There are certain legal responsibilities that the owners of a SSSI have. These responsibilities include:
- To Comply with Management Plans. If not complied with, Natural England (NE) can impose Management Notices and possible fines. This has not proved to be an issue to date.
  - To carry out works at appropriate times of year – e.g. scrub clearance – and issue written notification of all potentially damaging works.
  - Not to carry out damaging works – possible fine of £20,000
  - To comply with the Wildlife and Countryside Act 1981, Countryside and Rights of Way (CROW) Act 2000 and NERC Natural Environment and Rural Communities Act 2006, and other Legislation. e.g. Public Health and Safety, Access.
  - To inform Natural England of change in ownership or occupation
  - To protect species and habitats within the SSSI which are part of the Notification of the site.
- 3.8 Due its SSSI status, the site should be maintained in a favourable condition, and has to be maintained as a specific natural habitat for ever, and cannot be developed. However, as a responsible body, the Council already fulfils the above requirements so there would not be any additional financial, legal or practical work.



3.9 A summary of the financial implications and funding available for the site if the Council owned the site is shown in the table below:

Potential additional funding for works on the Common –

- i) As freehold owners the Council would be able to obtain the income from a car park lease circa £1,200 per annum.
- ii) We could apply for Natural England funding of about £2-3 k per annum depending on works achievable.

	Without ownership £	With ownership £
NE funding	Nil	3k
SBDC funding	1k	1k
Pub car park	Nil	1.2k
Chiltern Rangers	Nil	-2.5k (but this would fund other site management works.)
<b>Total available for works on site</b>	<b>1k</b>	<b>2.7k</b>

In summary the potential increased legal liabilities of ownership, which the Council as managers are already subject to, can be offset against the benefits of the proposed ownership of the site - more funding and better working opportunities.

#### 4. Consultation

4.1 Natural England has been consulted and is supportive of the proposals.

4.2 Burnham Parish Council and local residents will be updated should this proposed transfer proceed.

#### 5. Options

Option 1: Do nothing. This would leave the Council as managers of the site with its current liabilities and restrictions on obtaining external funding.

Option 2: Continue to progress the transfer of the land to the Council. This is the preferred option as this would give clarity to the ownership situation, enable external funding and ensure the continued protection of the site for residents to enjoy and for the habitats to remain in a favourable condition.

#### 6. Corporate Implications

6.1 Financial implications - The District Council as managers of the land cannot currently obtain the full grants that would be available should the Council own the freehold of the site. Should the Council own the site, the potential additional income would be in the region of £4k. Transfer will incur the Council in some fees (approx. £500, available in existing budgets) for any searches required and registration of the Common with HM Land Registry. A transfer at nil consideration will not attract a liability for payment of Stamp Duty Land Tax.

6.2 Legally, although the land is currently owned by others, the District Council manages the land on their behalf under a Scheme of Management and suffers liability for the site. The full ownership of the site would enable the Council to have legal clarity and to engage better with local residents.

### **7 Links to Council Policy Objectives**

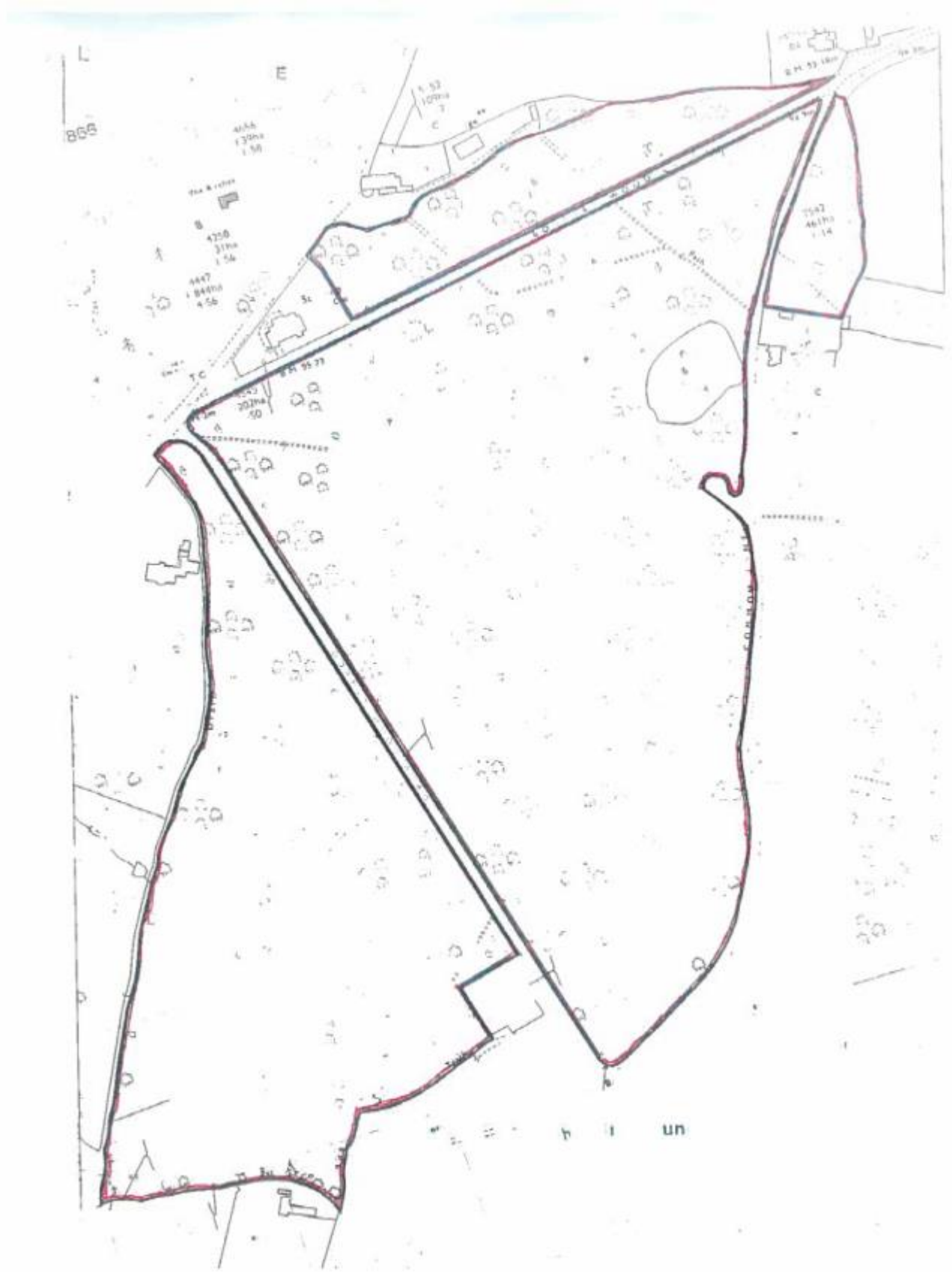
The matter is related to the Council's medium-term aims of a thriving and sustainable district, which protects the Green Belt and character of the area and enhances the quality of the built environment.

### **8 Next Steps**

If Members are minded to approve the land transfer officers will prepare the necessary legal documents and subject to final agreement of the transfer terms (terms of a transfer at nil consideration agreed with the owner) by the Head of Environment in consultation with the Head of Legal and Democratic Services, the transfer will be completed.

<b>Background Papers:</b>	Report to Environment PAG dated 15 June 2015
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**Appendix A Littleworth Common Site Plan**



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<b>MEETING</b>	Environment PAG
<b>SUBJECT</b>	South Bucks Car Parks Review
<b>REPORT OF:</b>	<i>Councillor Luisa Sullivan</i>
<b>RESPONSIBLE OFFICER</b>	Chris Marchant Head of Environment
<b>REPORT AUTHOR</b>	<i>Julie Rushton, ext. 6877 <a href="mailto:jrushton@chiltern.gov.uk">jrushton@chiltern.gov.uk</a></i>
<b>WARD/S AFFECTED</b>	<i>All South Bucks</i>

## 1. Purpose of Report

To consider options for amending the off street parking order to maximise the availability of parking space and improve parking in the District.

## 2. Recommendations

2.1 That Cabinet proceed with the following options:

### Beaconsfield

a) Amend the 8 hour tariff across all Beaconsfield car parks to 9 hours.

### Gerrards Cross:

b) Introduce a 9hr tariff on Packhorse Road and Station Road car parks.

### All Car Parks (proposed for 2018/19)

c) Introduce new car park charges as outlined in Appendix A.

d) Restrict season tickets to residents, local businesses and local workers.

e) Increase season ticket prices for Burnham and Farnham Common to maintain daily charge versus season ticket cost ratio.

f) Amend season ticket refunds so the higher charge is applicable and return full calendar months only.

2.2 That subject to Cabinet agreeing the options at 2.1 the Head of Environment be authorised to publish the necessary statutory Notice of proposed Amendments to the Off Street Parking Places Order.

2.3 That, if no valid objections are received in response to publication of the Notice, the Director of Services be authorised to make and publicise the necessary Amendment Order.

2.4 That if valid objections are received in response to publication of the Notice, the Director of Services be authorised to deal with any such objections after consultation with the Portfolio Holder and to make and publicise the necessary Amendment Order with or without modifications as considered

appropriate.

### **Reason for Recommendations**

There is a requirement to regularly review the car park estate to ensure the parking supply, along with restrictions and associated tariffs, continually support the local community.

## **3. Content of the Report**

### **3.1 Review of parking charges**

Charges were last increased in April 2017, with the majority of tariffs increasing by 10p. This is with the exception of Gerrards Cross where the increase in charges were temporarily placed on hold due to the multi-storey car park project for Station Road. Prior to April 2017, tariffs were increased across all SBDC car parks in 2014 and five years previously in 2009.

Car park charging contributes to the Council's revenue income by supporting parking operations and enabling the Council's aims in relation to parking management to be achieved. These aims are set out at Appendix B.

Structured charging also enables us to maximum the availability of space to support all user groups, giving priority to short stay customers where parking is limited.

In addition, the revenue derived from car parking contributes towards car park estate investment, particularly in relation to developing car parks to address supply and demand issues and increase car parking capacity, where appropriate.

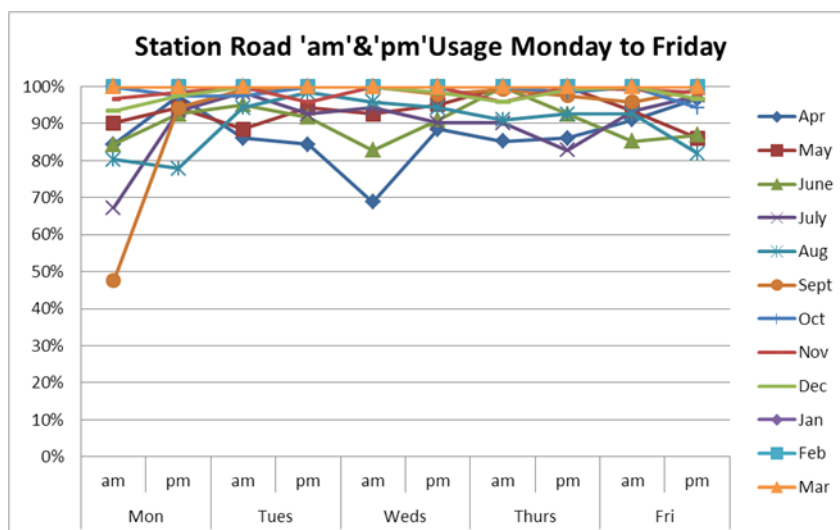
To enable the car parks to continue to be effectively managed and to provide investment for future car park development, new charges have been proposed at Appendix A.

Members will note that across the long stay car parks in Gerrards Cross an additional 9 hour tariff has been proposed. The reasons for this proposal are outlined below:

- There are three council car parks in Gerrards Cross. These provide a total of 221 parking spaces including 14 disabled bays. The charging periods for the car parks range from £1.20 for up to one hour, to £6.50 for 24 hours.
- In 2015, Tesco introduced waiting restrictions on their car park on Packhorse Road. This prohibits commuters from parking all day. More recently, Chiltern Rail increased their daily parking tariff at Gerrards Cross Rail Station car park to £8.50. Because of these changes, the demand for parking in Gerrards Cross, particularly on the Council's Station Road car park has considerably increased.
- Based on April to November 2017 ticket sales for Station Road, 90% of car park users are long stay customers. As this user group is mainly the first to arrive on the car park on any given day, short stay customers arriving later in the day are experiencing difficulties trying to find a car parking space.

- The survey results showing 'actual' usage on Station Road car park can be seen in Table 1. Members will note that on most days the car park is operating at full capacity

Table 1



- The introduction of a 9 hour tariff across Gerrards Cross long stay car parks will provide differential charging between parking for local workers and longer term parking.
- To reduce the immediate parking pressures, a number of bays on the car park are due to be designated one hour short stay parking bays only (delegated authority to Head of Environment to implement - Cabinet 11.10.16 Minute ref 22).

The differential charging structure introduced in Beaconsfield in April 2017 for long stay customers is working well and more space is available for short stay customers. However, a large number of parking spaces are still occupied by long stay customers. The proposed charges seek to provide more availability of space for short stay customers to help support the vitality of the towns and villages.

To support local workers and ensure the majority are able to park at the lower long stay tariff, it is proposed that the 8 hour tariff in Beaconsfield car parks is amended to 9 hours.

Preparatory work by officers before making these proposals included a review of neighbouring authority charges and the results are attached at Appendix C. This shows that the proposed new short stay charges for South Bucks are reasonable when compared to most of the neighbouring authorities. Similarly, the all day charges are reasonable when compared with other districts.

Additional parking charge options considered

Consideration was given to proposing a long stay tariff above the station car park tariffs in Beaconsfield and Gerrards Cross. However, in doing so there is a danger of displacement to unrestricted parts of the highway, thus causing congestion and

inconvenience to road users. It also penalises some residents who are also commuters.

In April 2017, the charging period across SBDC car parks was changed from 08:00-18:00 to 08:00-20:00. As part of this review, consideration was given to extending the charging period from 20:00 to 22:00. However, when benchmarking against neighbouring authorities it was found that only a minority charge beyond 20:00. A survey of neighbouring authorities and their charging periods can be found at Appendix D. Further, it was found that extending the charging periods beyond the existing times could impact on local residents, particularly where residents have nowhere else to park; for example, residents of the apartments adjacent to Altons car park, Beaconsfield, and Station Road car park, Gerrards Cross.

Consideration was also given to starting the daily charging time half an hour earlier i.e. from 08:00 to 07:30. However, research shows that this was previously changed to 08:00 to prevent longer stay customers from taking the majority of the parking spaces in the car parks.

To provide more flexibility for customers, the option of a 30 minute tariff was considered. However, a review of historical reports shows that this tariff was previously in place across all car parks until it was removed in April 2012 (Cabinet 07.02.12 Minute ref 62). This is with the exception of Summers Road and Jennery Lane car parks (Burnham) and The Broadway car park (Farnham Common). The latter two car parks still have the tariff in place, whereas Summers Road was removed in October 2015 when the one hour free parking scheme was introduced. Abolishing the 30 minute tariff increased income by £95,000.

### 3.2 **Season Tickets**

Season tickets may currently be purchased by any individual wishing to use this option to park in SBDC's car parks (subject to car park capacity and availability). This is regardless of residential status, or area of employment. To support each community area at a local level it is suggested that season tickets be restricted to residents, local businesses, and local workers.

A breakdown of the season tickets currently valid for South Bucks can be seen in Table 3.



Table 3

	Local Resident	Local Business/Worker	Unknown	Total
<b>Beaconsfield</b>				
Altons	4	62	4	70
Pencncroft	1	25	0	26
Warwick Road	0	3	0	3
<b>Burnham</b>				
Jennery Lane	1	0	4	5
Summers Road	0	0	8	8
Neville Court	1	7	1	9
<b>Farnham Common</b>				
The Broadway	1	14	4	19
<b>Gerrards Cross</b>				
Station Road	2	13	3	18
Packhorse Road	1	3	0	4
Bulstrode Way	0	3	0	3
<b>Totals</b>	<b>11</b>	<b>130</b>	<b>24</b>	<b>165</b>

In order to purchase a season ticket it is expected that evidence of residency/local working would be required. For residents, this would be evidence they reside in the District of South Bucks; for business owners, evidence of business ownership; and for local workers, a supporting letter from their employer, or any other document that provided evidence of their place of work would suffice.

To maintain a daily charge versus season ticket cost ratio without affecting local market value, the proposal is to increase season ticket prices in Burnham and Farnham Common. The proposed charges, alongside the existing charges, can be seen in Table 4. The expected increase in income based on the proposed charges is £3,000

Table 4

		3mth		6mth		12mth	
		Current Cost	Proposed Cost	Current Cost	Proposed Cost	Current Cost	Proposed Cost
<b>Burnham</b>							
	Jennery Lane	107	133	202	250	379	468
	Neville Court	53	72	101	135	189	254
	Summers Road	107	133	202	250	379	468
<b>Farnham Common</b>							
	The Broadway	73	94	138	177	258	332

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There is no proposal to increase season ticket charges in Beaconsfield and Gerrards Cross, as the current prices are in line with market value for the individual areas. Current prices are provided at Appendix E

On occasion, season tickets are cancelled and refunds are required. Currently, the refund is calculated pro rata for the unused days. The recommendation is for unused whole months only to be refunded and for the used months to be charged at the higher rate. For example, if a twelve month permit is issued and the permit is cancelled after three months, the three month charge would apply.

#### 4. Consultation

The proposals if agreed by Cabinet will be published in the local press/car parks and a Notice will be sent to Bucks County Council as the highway authority, Thames Valley Police, and affected Town and Parish Councils, who will have the opportunity to make comments and/or objections.

#### 5. Options

Members are asked to review the recommendations above and advise the Portfolio Holder how they wish to proceed.

#### 6. Corporate Implications

##### 6.1 Financial

Costs associated with the recommendations are set out in Table 5. Also provided is the expected additional income should the recommendations be implemented

Table 5

<b>Expenditure</b> (one off payments only)	<b>Cost</b>
Statutory Notices (advertising of)	£9,000
Configure pay and display machines	£840
Update tariff boards	£1,262
<b>Exp. Total</b>	<b>£11,102</b>
<b>Additional Income forecast</b>	
P&D	£93,075
Season Ticket	£ 3,000
<b>Inc. Total</b>	<b>£96,075</b>
<b>Net additional income:</b>	
Year 1	£84,973
Year 2 (onwards)	£96,075

##### 6.2 Legal

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Implementing the recommendations will require an amendment to the Off Street Parking Places Order and is subject to a statutory consultation process

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

SBDC's car parks contribute to the Council's medium term aim of planning for a thriving and sustainable South Bucks, with vibrant towns and villages.

This matter also contributes towards the Council's aim to deliver value for money services that are driven by customer and community needs.

## **8. Next Steps**

If Cabinet agrees the proposals, officers will commence the statutory consultation process and deal with any objections in consultation with the portfolio holder.

<b>Background Papers:</b>	Train Station Charges
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**Appendix A**

Existing and Proposed Parking Charges

Beaconsfield

SBDC Car Park Inc. 2017/18 + proposed tariff (incl Inc.forecast)	Current Tariff (+ 2017/18 Net Inc.)	Proposed Tariff (+ Net Inc. Forecast)	Potential Increase in Income
<b>Beaconsfield</b>			
<b>ALTONS</b>			
Upto 1 hour	1.30	1.50	
Upto 2 hours	1.90	2.10	
Upto 3 hours	2.50	3.70	
Upto 4 hours	3.20	4.50	
Upto 9 hrs (was 8 hrs)	5.00	6.00	
24 hrs (was upto 12 h)	6.00	8.00	
Sun & B.Hol (10hrs)	1.20	1.40	
<b>Net Income</b>	<b>£161,505</b>	<b>£170,271</b>	£8,766
<b>PENNCROFT</b>			
Upto 1 hour	1.30	1.50	
Upto 2 hours	1.90	2.10	
Upto 3 hours	2.50	3.70	
Upto 4 hours	3.20	4.50	
Upto 9 hrs (was 8 hrs)	5.60	6.00	
24 hrs (was upto 12 h)	6.60	8.00	
Sun & B.Hol (10hrs)	1.20	1.40	
<b>Net Income</b>	<b>£177,259</b>	<b>£202,096</b>	£24,838
<b>WARWICK ROAD</b>			
Upto 1 hour	1.30	1.50	
Upto 2 hours	1.90	2.10	
Upto 3 hours	2.50	3.70	
Upto 4 hours	3.20	4.50	
Upto 9 hrs (was 8 hrs)	5.00	6.00	
24 hrs (was upto 12 h)	6.00	8.00	
Sun & B.Hol (10hrs)	1.20	1.40	
<b>Net Income</b>	<b>£63,758</b>	<b>£71,490</b>	£7,732
<b>Beaconsfield Total</b>	<b>£402,522</b>	<b>£443,857</b>	<b>£41,335</b>

Burnham

SBDC Car Park Inc. 2017/18 + proposed tariff (incl Inc.forecast)	Current Tariff (+ 2017/18 Net Inc.)	Proposed Tariff (+ Net Inc. Forecast)	Potential Increase in Income
<b>Burnham</b>			
<b>JENNERY LANE Short Stay</b>			
Upto 30 mins	0.60	0.80	
Upto 1 hour	1.10	1.30	
Upto 2 hours	1.30	1.50	
Sun & B.Hol (10hrs)	1.20	1.40	
<b>Net Income</b>	<b>£58,600</b>	<b>£67,517</b>	£8,917
<b>NEVILLE COURT</b>			
Upto 2 hours	0.40	0.60	
Upto 4 hours	0.60	0.80	
24 hours	1.10	1.30	
Sun & B.Hol (10hrs)	1.20	1.40	
<b>Net Income</b>	<b>£1,665</b>	<b>£1,981</b>	£316
<b>SUMMERS ROAD</b>			
Upto 1 hour (FOC charge)	0.00	1.00	Recharge to Parish
Upto 2 hours	1.00	1.20	
Upto 3 hours	1.40	1.60	
24 hours	2.20	2.40	
Sun & B.Hol (10hrs)	1.20	1.40	
<b>Net Income</b>	<b>£24,604</b>	<b>£26,137</b>	£1,533
<b>Burnham Total</b>	<b>£84,869</b>	<b>£95,635</b>	<b>£10,765</b>

### Gerrards Cross

SBDC Car Park Inc. 2017/18 + proposed tariff (incl Inc.forecast)	Current Tariff (+ 2017/18 Net Inc.)	Proposed Tariff (+ Net Inc. Forecast)	Potential Increase in Income
<b>Gerrards Cross</b>			
<b>BULSTRODE WAY Short Stay</b>			
Upto 1 hour	1.20	1.50	
Upto 2 hours	1.80	2.10	
Upto 3 hours	2.40	3.70	
Sun & B.Hol (10hrs)	1.10	1.40	
<b>Net Income</b>	<b>£38,141</b>	<b>£41,919</b>	£3,778
<b>PACKHORSE ROAD</b>			
Upto 1 hour	1.20	1.50	
Upto 2 hours	1.80	2.10	
Upto 3 hours	3.40	3.70	
Upto 4 hours	4.20	4.50	
Upto 9 hrs (was 24hr: 24 hours)	6.50	8.00	
	NA	10.00	
Sun & B.Hol (10hrs)	1.10	1.40	
<b>Net Income</b>	<b>£97,027</b>	<b>£105,378</b>	£8,351
<b>STATION ROAD</b>			
Upto 1 hour	1.20	1.50	
Upto 2 hours	1.80	2.10	
Upto 3 hours	2.40	3.70	
Upto 4 hours	3.10	4.50	
Upto 9 hrs (was 24hr: 24 hours)	4.50	8.00	
	NA	10.00	
Sun & B.Hol (10hrs)	1.10	1.40	
<b>Net Income</b>	<b>£173,045</b>	<b>£193,629</b>	£20,584
<b>Gerrards Cross Total</b>	<b>£308,213</b>	<b>£340,926</b>	<b>£32,713</b>

### Farnham Common

SBDC Car Park Inc. 2017/18 + proposed tariff (incl Inc.forecast)	Current Tariff (+ 2017/18 Net Inc.)	Proposed Tariff (+ Net Inc. Forecast)	Potential Increase in Income
<b>Farnham Common</b>			
<b>BROADWAY</b>			
Upto 30 mins	0.50	0.70	
Upto 3 hours	1.10	1.30	
24 hours	1.50	1.70	
Sun & B.Hol (10hrs)	1.20	1.40	
<b>Net Income</b>	<b>£48,827</b>	<b>£57,088</b>	£8,261
<b>Farnham Common Total</b>	<b>£48,827</b>	<b>£57,088</b>	<b>£8,261</b>

SBDC Totals	Income		
	2017/18	2018/19	Variance
Beaconsfield	£402,522	£443,857	£41,335
Burnham	£84,869	£95,635	£10,765
Farnham Common	£48,827	£57,088	£8,261
Gerrards Cross	£308,213	£340,926	£32,713
Season Tickets	-	£3,000	£3,000
<b>Total</b>	<b>£844,431</b>	<b>£940,506</b>	<b>£96,075</b>



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**Appendix B**

Parking Management - overall aims for SBDC car parks:

- Provide parking for both short and long stay users.
- Provide a balance between short and long stay users in some car parks using a structured payment system.
- Provide a number of car parks for short stay only to ensure parking is available for shoppers / visitors.
- To dissuade commuter parking in order to accommodate users of our towns and villages.
- To offer a percentage discount for season ticket users to aid residents and local businesses.
- Provide the appropriate number of disabled car parking spaces free of charge.
- Support the vitality of local towns and villages through effective car parking management.
- Continually strive to improve off street parking in the District.
- Seek to increase parking capacity through development of existing car parks where the demand exceeds the supply.



**Appendix C**

**Neighbouring Authority Charges**

st - standard tariff

sbh - car park only open Sunday and bank holidays

Council	Town	Car Park	30mins	1hr	90mins	2hr	3hr	4hr	5hr	5hr+	6hr	7hr	8hr	9hr	9hr+	10hr	10hr+	12hr	24hr	Sunday	B/Hol		
Aylesbury Vale DC	Aylesbury	Upper Hundreds	na	£1.00	na	£2.00	£2.00	£3.50	£3.50	£8.00	na	na	na	na	na	na	na	na	na	na	£1.50	£1.50	
Aylesbury Vale DC	Aylesbury	Walton Street	na	£1.00	na	£2.00	£2.00	£2.50	£2.50	£4.00	na	na	na	na	na	na	na	na	na	na	£1.50	£1.50	
Aylesbury Vale DC	Aylesbury	Exchange Street	£0.80	£1.50	na	£2.50	£2.50	£4.00	£5.00	£8.00	na	na	na	na	na	na	na	na	na	na	£1.50	£1.50	
Aylesbury Vale DC	Aylesbury	Coopers Yard	na	£1.00	na	£2.00	£2.00	£3.50	£5.00	£8.00	na	na	na	na	na	na	na	na	na	na	£1.50	£1.50	
Aylesbury Vale DC	Aylesbury	Waterside (Bottom/Middle)	na	£1.00	na	£2.00	na	na	na	na	na	na	na	na	na	na	na	na	na	na	£1.50	£1.50	
Aylesbury Vale DC	Aylesbury	Waterside (Top)	na	£1.00	na	£2.00	£2.00	£3.50	£5.00	£8.00	na	na	na	na	na	na	na	na	na	na	£1.50	£1.50	
Aylesbury Vale DC	Aylesbury	Hale Street	na	£1.00	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	£1.50	£1.50	
Aylesbury Vale DC	Aylesbury	Hampden House	na	£2.50	na	£2.50	£2.50	£2.50	£2.50	£4.00	na	na	na	na	na	na	na	na	na	na	£1.50	£1.50	
Aylesbury Vale DC	Aylesbury	Whitehall Street	na	£2.50	na	£2.50	£2.50	£2.50	£2.50	£4.00	na	na	na	na	na	na	na	na	na	na	£1.50	£1.50	
Aylesbury Vale DC	Aylesbury	Friarscroft	na	£3.00	na	£3.00	£3.00	£3.00	£3.00	£3.00	na	na	na	na	na	na	na	na	na	na	£1.50	£1.50	
Aylesbury Vale DC	Aylesbury	Walton Green	na	£3.00	na	£3.00	£3.00	£3.00	£3.00	£3.00	na	na	na	na	na	na	na	na	na	na	£1.50	£1.50	
Aylesbury Vale DC	Buckingham	Cornwalls	na	£0.50	na	£0.50	£0.50	£1.00	£1.50	£2.50	na	na	na	na	na	na	na	na	na	na	free	free	
Aylesbury Vale DC	Buckingham	Western Avenue	na	free	na	free	free	free	free	free	na	na	na	na	na	na	na	na	na	na	free	free	
Aylesbury Vale DC	Buckingham	Stratford Fields	na	free	na	free	free	free	free	free	na	na	na	na	na	na	na	na	na	na	free	free	
Aylesbury Vale DC	Wendover	Wendover Car Park	na	free	na	£0.50	£0.70	£1.00	£1.50	£4.00	na	na	na	na	na	na	na	na	na	na	free	free	
Aylesbury Vale DC	Winslow	Market Square	na	free	na	£0.20	na	na	na	na	na	na	na	na	na	na	na	na	na	na	free	free	
Aylesbury Vale DC	Winslow	Greyhound Lane	na	free	na	free	free	free	free	free	na	na	na	na	na	na	na	na	na	na	free	free	
Chiltern DC	Amersham	Amersham MS/Station	na	£0.70	na	£1.40	£2.00	£2.50	na	na	na	na	na	na	na	na	na	na	na	na	£6.00	free	free
Chiltern DC	Amersham	Chiltern Avenue	na	£0.70	na	£1.40	£2.00	£2.50	£3.60	na	na	na	na	na	na	na	na	na	na	na	free	free	
Chiltern DC	Amersham	Chiltern Pools	na	£0.70	na	£1.40	£2.00	na	na	na	na	na	na	na	na	na	na	na	na	na	free	free	
Chiltern DC	Amersham	Civic Centre	free	£0.70	na	£1.40	£2.00	na	na	na	na	na	na	na	na	na	na	na	na	na	free	free	
Chiltern DC	Amersham	Council Offices	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	free	free	
Chiltern DC	Amersham	Sycamore Road	na	£0.70	na	£1.40	£2.00	£2.50	na	na	na	na	na	£3.60	£6.00	na	na	na	na	na	free	free	
Chiltern DC	Amersham	Amersham old Town	na	£0.70	na	£1.40	£2.00	£2.50	na	na	na	na	na	na	na	na	na	na	na	na	£3.60	free	free
Chiltern DC	Chalfont St Giles	Blizzards Yard	na	free	na	£1.40	£2.00	£2.50	na	na	na	na	na	na	na	na	na	na	na	na	£3.60	free	free
Chiltern DC	Chalfont St Peter	Church Lane	na	free	na	£1.40	£2.00	£2.50	na	na	na	na	na	na	na	na	na	na	na	na	£3.60	free	free
Chiltern DC	Chesham	Albany Place (10p per 10min upto 1hr)	£0.70	na	na	£1.40	£2.00	£2.50	na	na	na	na	na	na	na	na	na	na	na	na	£3.60	free	free
Chiltern DC	Chesham	Catlings (10p per 10min upto 1hr)	£0.70	na	na	£1.40	£2.00	£2.50	na	na	na	na	na	na	na	na	na	na	na	na	free	free	
Chiltern DC	Chesham	East Street	na	£0.70	na	£1.40	£2.00	£2.50	na	na	na	na	na	na	na	na	na	na	na	na	£3.60	free	free
Chiltern DC	Chesham	Star Yard	na	£0.70	na	£1.40	£2.00	na	na	na	na	na	na	na	na	na	na	na	na	na	free	free	
Chiltern DC	Chesham	Water Meadow	na	£0.70	na	£1.40	£2.00	£2.50	na	na	na	na	na	na	na	na	na	na	na	na	£3.60	free	free
Chiltern DC	Great Missenden	Buryfield	na	free	na	£1.40	£2.00	£2.50	na	na	na	na	na	£3.60	£7.00	na	na	na	na	na	free	free	
Chiltern DC	Great Missenden	Link Road	na	£0.70	na	£1.40	£2.00	£2.50	na	na	na	na	na	£3.60	£7.00	na	na	na	na	na	free	free	
Chiltern DC	Little Chalfont	Snells Wood	na	free	na	£1.40	£2.00	£2.50	na	na	na	na	na	na	na	na	na	na	na	na	£3.60	free	free
Chiltern DC	Prestwood	High Street	na	free	na	£1.40	£2.00	£2.50	na	na	na	na	na	na	na	na	na	na	na	na	£3.60	free	free

Council	Town	Car Park	30mins	1hr	90mins	2hr	3hr	4hr	5hr	5hr+	6hr	7hr	8hr	9hr	9hr+	10hr	10hr+	12hr	24hr	Sunday	B/Hol
Dacorum	Apsley	Durrants Hill	£0.10	£0.30	na	£0.40	£0.60	£0.90	£1.60	£1.60	na	na	na	na	na	na	na	na	na	st	st
Dacorum	Berkhamstead	Water Lane	£0.60	£0.70	na	£1.20	£1.90	£2.50	na	na	na	na	na	na	na	na	na	na	na	st	st
Dacorum	Berkhamstead	Lower Kings Road	£0.60	£0.60	na	£1.20	£1.90	£2.60	na	na	na	na	na	na	na	na	na	na	na	st	st
Dacorum	Berkhamstead	Canal Fields	free	free	na	free	free	free	free	free	na	na	na	na	na	na	na	na	na	st	st
Dacorum	Berkhamstead	St Johns Well Lane	£0.70	£0.60	na	£1.20	£1.90	£2.50	£3.50	£3.50	na	na	na	na	na	na	na	na	na	st	st
Dacorum	Boxmoor	Cowper Road	free	free	na	£0.50	£0.60	£0.70	na	na	na	na	na	na	na	na	na	na	na	st	st
Dacorum	Hemel Hempstead	Wood Lane End	£0.10	£0.30	na	£0.30	£0.60	£0.90	£0.90	£1.60	na	na	na	na	na	na	na	na	na	st	st
Dacorum	Hemel Hempstead	The Gables	£0.50	£0.50	na	£0.60	£0.70	£0.80	£0.80	£1.60	na	na	na	na	na	na	na	na	na	st	st
Dacorum	Hemel Hempstead	High Street	£0.50	£0.50	na	£0.60	£0.70	£0.80	£0.80	£1.50	na	na	na	na	na	na	na	na	na	st	st
Dacorum	Hemel Hempstead	Gadebridge Lane	free	free	na	free	free	free	free	free	na	na	na	na	na	na	na	na	na	st	st
Dacorum	Hemel Hempstead	Queensway	£0.60	£0.60	na	£0.90	£1.20	£1.50	£2.50	£2.60	na	na	na	na	na	na	na	na	na	st	st
Dacorum	Hemel Hempstead	Alexandra Road	£0.60	£0.60	na	£0.90	£1.30	£1.50	£2.50	£2.50	na	na	na	na	na	na	na	na	na	st	st
Dacorum	Hemel Hempstead	Dacorum Way	£0.60	£0.60	na	£0.90	£1.20	£1.50	£2.50	£2.50	na	na	na	na	na	na	na	na	na	sbh	sbh
Dacorum	Hemel Hempstead	Water Gardens (Lower)	£0.80	£0.80	na	£1.30	£2.00	£2.50	na	na	na	na	na	na	na	na	na	na	na	st	st
Dacorum	Hemel Hempstead	Water Gardens (Upper)	£0.80	£0.80	na	£1.40	£2.00	£2.50	£3.50	£3.50	na	na	na	na	na	na	na	na	na	st	st
Dacorum	Hemel Hempstead	Water Gardens (South)	£0.40	£0.80	na	£1.30	£2.00	£2.50	na	na	na	na	na	na	na	na	na	na	na	st	st
Dacorum	Hemel Hempstead	Moor End Road	£4.00	£4.00	na	£4.00	£4.00	£4.00	£4.00	£4.00	na	na	na	na	na	na	na	na	na	st	st
Dacorum	Hemel Hempstead	Park Road	£0.60	£0.60	na	£0.80	£0.90	£2.50	£2.50	£2.50	na	na	na	na	na	na	na	na	na	st	st
Dacorum	Kings Langley	The Nap	free	free	na	free	free	free	free	free	na	na	na	na	na	na	na	na	na	st	st
Dacorum	Kings Langley	Langley Hill	free	free	na	free	free	free	free	free	na	na	na	na	na	na	na	na	na	st	st
Dacorum	Markyate	Hicks Road	na	free	na	free	free	free	free	free	na	na	na	na	na	na	na	na	na	free	free
Dacorum	Tring	The Forge	free	free	na	£0.90	£1.10	£1.40	£2.20	£2.20	na	na	na	na	na	na	na	na	na	st	st
Dacorum	Tring	Church Yard	£2.00	£2.00	na	£2.00	£2.00	£2.00	£2.00	£2.00	na	na	na	na	na	na	na	na	na	st	st
Dacorum	Tring	Frogmore Street (East)	free	free	na	£0.90	£1.20	£1.40	na	na	na	na	na	na	na	na	na	na	na	st	st
Dacorum	Tring	Frogmore Street (West)	£2.20	£2.20	na	£2.20	£2.20	£2.20	£2.20	£2.20	na	na	na	na	na	na	na	na	na	st	st
Dacorum	Tring	Victoria Hall	free	free	na	£1.00	£1.10	£1.40	na	na	na	na	na	na	na	na	na	na	na	st	st
Dacorum	Tring	Old School Yard	free	free	na	£1.00	£1.10	£1.40	na	na	na	na	na	na	na	na	na	na	na	free	free
Hillingdon	Eastcote	Northview	free	£0.70	£1.40	£2.10	£3.50	£5.20	£5.70	£5.70	na	na	na	na	na	na	na	na	na	st	st
Hillingdon	Eastcote	Devon Parade	free	£0.70	£1.40	£2.10	£3.00	£5.20	na	na	na	na	na	£8.70	£12.00	na	na	na	na	st	st
Hillingdon	Eastcote	Devonshire Lodge	free	£0.70	£1.40	£2.10	£3.00	£5.20	na	na	na	na	na	£8.70	£12.00	na	na	na	na	st	st
Hillingdon	Hayes	Blyth Road	free	£0.70	£1.40	£2.10	£3.00	£5.20	£8.70	£8.70	na	na	na	na	na	na	na	na	na	st	st
Hillingdon	Hayes	Pump Lane	free	£0.70	£1.40	£2.10	£3.50	£5.20	£5.70	£5.70	na	na	na	na	na	na	na	na	na	st	st
Hillingdon	Hayes	Civic Hall	free	£0.70	£1.40	£2.10	£3.00	£5.20	na	na	na	na	na	£8.70	£12.00	na	na	na	na	st	st
Hillingdon	Hillingdon	Long Lane	free	£0.70	£1.40	£2.10	£3.00	£5.20	na	na	na	na	na	£8.70	£12.00	na	na	na	na	st	st
Hillingdon	Ickenham	Community Close	free	£0.70	£1.40	£2.10	£3.00	£5.20	na	na	na	na	na	£8.70	£12.00	na	na	na	na	st	st
Hillingdon	Northwood	Green Lane	free	£0.70	£1.40	£2.10	£3.00	£5.20	na	na	na	na	na	£8.70	£12.00	na	na	na	na	st	st
Hillingdon	Ruislip Manor	Pembroke Gardens	free	£0.70	£1.40	£2.10	£3.50	£5.20	£5.70	£5.70	na	na	na	na	na	na	na	na	na	st	st
Hillingdon	Ruislip	Kingsend North	free	£1.00	£1.50	£1.70	na	na	na	na	na	na	na	na	na	na	na	na	na	st	st
Hillingdon	Ruislip	Kingsend South	na	£1.00	na	£1.50	na	£5.50	na	na	na	na	na	na	na	na	na	na	na	st	st
Hillingdon	Ruislip	Wood Lane	na	£1.00	na	£1.50	£2.90	£4.90	£5.50	£5.50	na	na	na	na	na	na	na	na	na	st	st
Hillingdon	Ruislip	St. Martins Approach	free	£0.70	£1.40	£2.10	£3.50	£5.20	£5.70	£5.70	na	na	na	na	na	na	na	na	na	st	st
Hillingdon	Ruislip Manor	Linden Avenue	free	£0.70	£1.40	£2.10	£3.00	£5.20	na	na	na	na	na	£8.70	£12.00	na	na	na	na	st	st
Hillingdon	South Ruislip	Long Drive	free	£0.70	£1.40	£2.10	£3.50	£5.20	£5.70	£5.70	na	na	na	na	na	na	na	na	na	st	st
Hillingdon	West Drayton	Brandville Road	free	£0.70	£1.40	£2.10	£3.50	£5.20	£5.70	£5.70	na	na	na	na	na	na	na	na	na	st	st
Hillingdon	Yiewsley	Fairfield Road	free	£0.70	£1.40	£2.10	£3.00	£5.20	na	na	na	na	na	£8.70	£12.00	na	na	na	na	st	st

Council	Town	Car Park	30mins	1hr	90mins	2hr	3hr	4hr	5hr	5hr+	6hr	7hr	8hr	9hr	9hr+	10hr	10hr+	12hr	24hr	Sunday	B/Hol
Windsor + Maidenhead	Maidenhead	Bouters Court	na	£0.50	na	£0.50	£0.50	£1.00	£1.00	£1.00	na	na	na	na	na	na	na	na	na	st	st
Windsor + Maidenhead	Maidenhead	Grove Road	£0.50	£1.00	na	£2.00	na	na	na	na	na	na	na	na	na	na	na	na	na	free	free
Windsor + Maidenhead	Maidenhead	Hines Meadow	na	£1.00	na	£1.80	£2.50	£3.50	£4.00	£5.50	na	na	na	na	na	na	na	na	na	free	free
Windsor + Maidenhead	Maidenhead	Magnet Leisure Centre	£0.40	£0.80	£1.20	£1.50	£2.50	£4.00	£8.00	£8.00	na	na	na	na	na	na	na	na	na	st	st
Windsor + Maidenhead	Maidenhead	Nicholsons	£0.50	£1.00	na	£2.00	£3.00	£3.00	£6.00	£9.50	na	na	na	na	na	na	na	na	na	free	free
Windsor + Maidenhead	Maidenhead	Stafferton Way	na	£5.00	na	£5.00	£5.00	£5.00	£5.00	£5.00	na	na	na	na	na	na	na	na	na	free	free
Windsor + Maidenhead	Maidenhead	Town Hall	na	£1.00	na	£1.50	£2.50	£4.00	£6.50	£6.50	na	na	na	na	na	na	na	na	na	sbh	sbh
Windsor + Maidenhead	Maidenhead	West Street	£0.50	£1.00	na	£2.00	£3.00	na	na	na	na	na	na	na	na	na	na	na	na	free	free
Windsor + Maidenhead	Windsor	Alexandra Gardens	na	£1.00	na	£2.00	£3.00	£4.00	£6.00	£8.00	na	na	na	na	na	na	na	na	na	st	st
Windsor + Maidenhead	Windsor	Alma Road	na	£1.00	na	£2.00	£3.00	£4.00	£6.00	£8.00	na	na	na	na	na	na	na	na	na	st	st
Windsor + Maidenhead	Windsor	Coach Park	na	£10.00	na	na	na	£20.00	na	£30.00	na	na	na	na	na	na	na	na	na	st	st
Windsor + Maidenhead	Windsor	East Berks College	na	£1.00	na	£1.50	£2.00	£3.00	£6.00	£6.00	na	na	na	na	na	na	na	na	na	£2.00	£2.00
Windsor + Maidenhead	Windsor	Home Park	na	£0.70	na	£1.50	£2.50	£2.50	£5.00	£5.00	na	na	na	na	na	na	na	na	na	free	free
Windsor + Maidenhead	Windsor	King Edward VII	na	£1.00	na	£1.00	£3.00	£4.00	£5.00	£6.00	na	na	na	na	na	na	na	na	na	st	st
Windsor + Maidenhead	Windsor	King Edward VII Hospital	na	£1.00	na	£1.00	£2.00	£2.00	£5.00	£5.00	na	na	na	na	na	na	na	na	na	st	st
Windsor + Maidenhead	Windsor	River Street	na	£4.00	na	£6.00	£10.00	£12.00	£15.00	£15.00	na	na	na	na	na	na	na	na	na	st	st
Windsor + Maidenhead	Windsor	Romney Lock	na	£1.00	na	£2.00	£3.00	£4.00	£5.00	£6.00	na	na	na	na	na	na	na	na	na	st	st
Windsor + Maidenhead	Windsor	Victoria Street	na	£1.50	na	£2.50	£4.00	£7.00	£10.00	£11.00	na	na	na	na	na	na	na	na	na	st	st
Windsor + Maidenhead	Windsor	Windsor Dials	na	£1.00	na	£2.00	£3.00	£4.00	£6.00	£8.00	na	na	na	na	na	na	na	na	na	st	st
Windsor + Maidenhead	Windsor	Windsor Leisure Centre	£0.30	£0.70	na	£1.20	£2.50	£8.00	£10.00	£13.00	na	na	na	na	na	na	na	na	na	st	st
Windsor + Maidenhead	Windsor	Windsor Library	£0.20	£2.50	na	£4.50	na	na	na	na	na	na	na	na	na	na	na	na	na	free	free
Windsor + Maidenhead	Windsor	York House	na	£3.00	na	£3.00	£3.00	£3.00	£5.00	£5.00	na	na	na	na	na	na	na	na	na	st	st
Windsor + Maidenhead	Windsor	Eton Court	na	£1.00	na	£2.00	£3.00	£6.00	£8.00	£10.00	na	na	na	na	na	na	na	na	na	st	st
Windsor + Maidenhead	Windsor	Meadow Lane	na	£1.00	na	£2.00	£3.00	£4.00	£8.00	£10.00	na	na	na	na	na	na	na	na	na	st	st
Windsor + Maidenhead	Windsor	The Avenue	na	£0.50	na	£1.00	£2.50	£3.50	£5.00	£5.00	na	na	na	na	na	na	na	na	na	free	free
Windsor + Maidenhead	Windsor	Horton Road	na	£0.10	na	£0.20	£0.50	£1.00	£5.00	£5.00	na	na	na	na	na	na	na	na	na	free	free
Slough	Langley	Harrow Market	free	£0.60	na	£1.10	£1.80	£2.10	na	na	na	na	na	na	na	na	na	na	na	free	free
Slough	Slough	Buckingham Gardens	na	£1.00	na	£2.00	£3.00	£4.00	£5.00	£5.00	na	na	na	na	na	na	na	na	na	st	st
Slough	Slough	Burlington	na	£0.50	na	£1.00	£2.30	£3.30	£6.70	£6.70	na	na	na	na	na	na	na	na	na	£1.00	£1.00
Slough	Slough	Hatfield	na	£0.60	na	£1.10	£2.20	£3.30	£5.00	£5.00	na	na	na	na	na	na	na	na	na	£1.00	£1.00
Slough	Slough	Herschel	na	£0.70	na	£1.60	£2.80	£3.30	£5.00	£5.00	na	na	na	na	na	na	na	na	na	st	st
Slough	Slough	The Grove	na	£1.00	na	£2.00	£3.00	£4.00	£5.00	£5.00	na	na	na	na	na	na	na	na	na	£1.00	£1.00
South Oxfordshire	Didcot	Edinburgh Drive	na	free	na	£1.00	£1.60	na	£2.00	na	na	na	£3.40	na	na	na	na	na	na	free	free
South Oxfordshire	Didcot	Broadway West	na	free	na	£1.00	£1.60	na	£2.00	na	na	na	£3.40	na	na	na	na	na	na	free	free
South Oxfordshire	Didcot	Broadway East	na	free	na	£1.00	£1.60	na	£2.00	na	na	na	£3.40	na	na	na	na	na	na	free	free
South Oxfordshire	Didcot	High Street	na	free	na	£1.00	£1.60	na	£2.00	na	na	na	£3.40	na	na	na	na	na	na	free	free
South Oxfordshire	Goring	Wheel Orchard	na	free	na	£0.80	na	na	£2.00	na	na	na	na	na	na	£3.40	na	na	na	free	free
South Oxfordshire	Henley	Kings Road	na	£0.60	na	£1.00	£1.60	na	na	na	na	na	na	na	na	na	na	na	na	free	free
South Oxfordshire	Henley	Greys Road	na	£0.60	na	£1.00	£1.60	na	na	na	na	na	na	na	na	na	na	na	na	free	free
South Oxfordshire	Henley	Southfields	na	na	na	na	na	na	£2.20	na	na	na	£3.20	na	na	na	na	na	na	free	free
South Oxfordshire	Thame	Cattlemarket	na	free	na	£1.00	na	na	£2.00	na	na	na	£2.40	na	na	na	na	na	na	free	free
South Oxfordshire	Thame	Southern Road	na	free	na	£1.00	£1.60	na	na	na	na	na	na	na	na	na	na	na	na	free	free
South Oxfordshire	Wallingford	Thames Street	na	free	na	£1.00	na	na	£2.00	na	na	na	£2.40	na	na	na	na	na	na	free	free
South Oxfordshire	Wallingford	Cattlemarket	na	free	na	£1.00	na	na	£2.00	na	na	na	£2.40	na	na	na	na	na	na	free	free
South Oxfordshire	Wallingford	Goldsmith Lane	na	free	na	free	£1.60	na	na	na	na	na	£3.40	na	na	na	na	na	na	free	free
South Oxfordshire	Wallingford	St Georges Road	na	na	na	na	na	na	na	na	na	na	£1.70	na	na	na	na	na	na	free	free

Council	Town	Car Park	30mins	1hr	90mins	2hr	3hr	4hr	5hr	5hr+	6hr	7hr	8hr	9hr	9hr+	10hr	10hr+	12hr	24hr	Sunday	B/Hol				
Three Rivers	Rickmansworth	Talbot Road	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	£3.00	free	free			
Three Rivers	Rickmansworth	Talbot Road (South)	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	£4.00	free	free		
Three Rivers	Rickmansworth	High Street	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	£3.00	free	free		
Three Rivers	Rickmansworth	Park Road	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	£3.00	free	free		
Three Rivers	Rickmansworth	Bury Lane	na	na	na	na	na	£1.00	na	na	na	na	na	na	na	na	na	na	na	na	£3.00	free	free		
Three Rivers	South Oxley	Bridlington Road	na	na	na	free	na	na	na	na	na	na	na	na	na	na	na	na	na	na	£2.00	free	free		
Three Rivers	South Oxley	Station Approach	na	na	na	free	na	na	na	na	na	na	na	na	na	na	na	na	na	na	£2.00	free	free		
Watford	North Watford	Harebreaks	na	£0.50	na	na	na	£1.00	na	na	na	na	na	na	na	na	na	na	na	na	na	st	st		
Watford	North Watford	Longspring	na	£0.50	na	na	na	£1.00	na	£2.00	na	na	na	na	na	na	na	na	na	na	na	st	st		
Watford	North Watford	Timberlake	na	£0.60	na	£1.20	£1.80	£3.00	na	na	na	na	na	na	na	na	na	na	na	na	na	st	st		
Watford	Watford	Avenue	na	£0.60	na	£1.20	£1.80	£2.40	£5.00	£5.00	na	na	na	na	na	na	na	na	na	na	na	st	st		
Watford	Watford	Church	na	£1.00	na	£2.00	£3.00	£4.00	£5.00	na	£6.00	£10.00	na	na	na	na	na	na	na	na	na	£15.00	st	st	
Watford	Watford	Gade	na	£1.00	na	£2.00	£3.00	£4.00	£5.00	na	£6.00	na	na	na	na	na	na	na	na	na	na	£15.00	st	st	
Watford	Watford	Kings	na	£1.00	na	£2.00	£3.00	£4.00	£5.00	na	£6.00	£10.00	na	na	na	na	na	na	na	na	na	£15.00	st	st	
Watford	Watford	Palace	na	£1.00	na	£2.00	£3.00	£4.00	£5.00	na	£6.00	£10.00	na	na	na	na	na	na	na	na	na	£15.00	st	st	
Watford	Watford	Queens	na	£1.00	na	£2.00	£3.00	£4.00	£5.00	na	£6.00	£10.00	na	na	na	na	na	na	na	na	na	£15.00	st	st	
Watford	Watford	Sutton	na	£1.00	na	£2.00	£3.00	£4.00	£5.00	na	na	£10.00	na	na	na	na	na	na	na	na	na	£6.00	st	st	
Watford	Watford	Town Hall	na	£0.80	na	£1.20	£1.80	£2.40	na	£5.00	na	na	na	na	na	na	na	na	na	na	na	na	st	st	
Watford	Watford	Town Hall (Short Stay)	free	£1.20	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	st	st	
Watford	Watford	Palace Charter	na	£1.00	na	£2.00	£3.00	£4.00	£5.00	na	£6.00	£10.00	na	na	na	na	na	na	na	na	na	na	£15.00	st	st
West Berkshire	Hungerford	Church Street	na	£0.50	na	£0.90	£1.10	£1.20	na	na	na	na	na	na	na	na	na	na	na	na	na	£10.00	free	free	
West Berkshire	Hungerford	Station Road	na	£0.50	na	£0.90	£1.10	£1.20	na	na	na	na	na	na	na	na	na	na	na	na	na	na	free	free	
West Berkshire	Newbury	Corn Exchange	na	£1.30	na	£2.50	£3.70	£5.00	£5.00	na	£7.00	£8.50	£8.50	na	na	na	na	na	na	na	na	na	£12.00	st	st
West Berkshire	Newbury	Central	na	£1.30	na	£2.50	£3.70	£5.00	na	na	£7.20	£8.50	£8.70	na	na	na	na	na	na	na	na	na	£12.00	st	st
West Berkshire	Newbury	Eight Bells Arcade	na	£1.30	na	£2.50	£3.70	£5.00	na	na	£7.00	£8.50	£8.50	na	na	na	na	na	na	na	na	na	£12.00	st	st
West Berkshire	Newbury	Goldwell	na	£1.00	na	£1.00	£1.00	£1.00	na	na	na	na	na	na	na	na	na	na	na	na	na	na	£2.00	free	free
West Berkshire	Newbury	Football Club	na	na	na	£1.50	£3.00	£3.00	na	na	na	na	na	na	na	na	na	na	na	na	na	na	£5.20	st	st
West Berkshire	Newbury	Kennett Centre	na	£1.30	na	£2.50	£3.70	£5.00	na	na	£7.20	na	£8.70	na	na	na	na	na	na	na	na	na	£12.00	st	st
West Berkshire	Newbury	Library	na	£1.30	na	£2.50	£3.70	£5.00	na	na	£7.00	na	£8.50	na	na	na	na	na	na	na	na	na	£12.00	st	st
West Berkshire	Newbury	Market Street	na	£1.30	na	£2.50	£3.70	£5.00	na	na	£7.00	na	£8.50	na	na	na	na	na	na	na	na	na	£12.00	st	st
West Berkshire	Newbury	Northcroft Lane	na	£1.30	na	£2.50	£3.70	£5.00	na	na	na	na	na	na	na	na	na	na	na	na	na	na	£12.00	st	st
West Berkshire	Newbury	Northcroft Lane West	na	na	na	£1.50	£3.00	£3.00	na	na	na	na	na	na	na	na	na	na	na	na	na	na	£5.00	st	st
West Berkshire	Newbury	Northcroft Leisure Centre	na	free	na	free	free	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	£5.00	free	free
West Berkshire	Newbury	Northbrook Multi Storey	na	£1.30	na	£2.50	£3.70	£5.00	na	na	£7.00	£8.50	£8.50	na	na	na	na	na	na	na	na	na	£12.00	st	st
West Berkshire	Newbury	Pelican Lane	na	£1.30	na	£2.50	£3.70	£5.00	na	na	£7.00	£8.50	£8.50	na	na	na	na	na	na	na	na	na	£12.00	st	st
West Berkshire	Newbury	West Street	na	£1.30	na	£2.50	£3.70	£5.00	na	na	£7.00	£8.50	£8.50	na	na	na	na	na	na	na	na	na	£12.00	st	st
West Berkshire	Newbury	Wharf Street	na	£1.30	na	£2.50	£3.70	£5.00	na	na	na	na	na	na	na	na	na	na	na	na	na	na	£12.00	st	st
West Berkshire	Pangbourne	River Meadow	na	£0.70	na	£1.20	£1.60	£2.00	na	na	na	na	na	na	na	na	na	na	na	na	na	na	£5.50	free	free
West Berkshire	Pangbourne	Station Road	na	£0.70	na	£1.20	£1.60	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	£5.50	free	free
West Berkshire	Thatcham	Gilbert Court (East)	na	free	na	£0.50	£0.80	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	£2.00	free	free
West Berkshire	Thatcham	Kingsland Central	na	£0.70	na	£1.20	£1.70	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	£3.00	free	free
West Berkshire	Thatcham	Station Road	na	na	na	£1.00	na	£2.00	na	na	na	na	na	na	na	na	na	na	na	na	na	na	£3.50	free	free
West Berkshire	Thatcham	Burdwood Centre	na	free	na	free	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	£2.00	free	free
West Berkshire	Theale	High Street	na	na	na	£0.70	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	£1.20	free	free
West Berkshire	Theale	High Street West	na	£0.70	na	£1.20	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	£5.50	free	free

Council	Town	Car Park	30mins	1hr	90mins	2hr	3hr	4hr	5hr	5hr+	6hr	7hr	8hr	9hr	9hr+	10hr	10hr+	12hr	24hr	Sunday	B/Hol
Wycombe	Bourne End	Wakeman Road	na	£0.30	na	£0.50	£0.80	£1.00	na	na	na	na	£2.00	na	na	na	na	£3.00	na	free	free
Wycombe	Marlow	Dean Street	£0.40	£0.60	na	£1.20	£1.50	£2.00	na	na	£3.00	na	na	na	na	na	na	£5.50	na	£1.00	£1.00
Wycombe	Marlow	Insitute Road	na	£0.60	na	£1.20	£1.50	£2.00	na	na	£3.00	na	na	na	na	na	na	£5.50	na	£1.00	£1.00
Wycombe	Marlow	Liston Road	£0.40	£0.60	na	£1.20	£1.50	£2.00	na	na	£3.00	na	na	na	na	na	na	£5.50	na	£1.00	£1.00
Wycombe	Marlow	Central	£0.40	£0.60	na	£1.20	£1.50	£2.00	na	na	na	na	na	na	na	na	na	na	na	£1.00	£1.00
Wycombe	Marlow	Pound Lane	na	£0.70	na	£1.20	£1.50	£2.00	na	na	£3.00	na	na	na	na	na	na	£5.50	na	st	st
Wycombe	Marlow	Riley Road	na	£1.00	na	£1.20	£1.50	£2.00	na	na	£3.00	na	na	na	na	na	na	£5.50	na	£1.00	£1.00
Wycombe	Marlow	West Street	£0.40	£0.60	na	£1.20	£1.50	£2.00	na	na	£3.00	na	na	na	na	na	na	£5.50	na	£1.00	£1.00
Wycombe	Princes Risborough	The Mount	na	£0.30	na	£0.60	£0.80	£1.00	na	na	na	na	£2.00	na	na	na	na	£3.00	na	free	free
Wycombe	Princes Risborough	Horns Lane	£0.30	£0.60	na	na	£1.00	na	na	na	na	na	na	na	na	na	na	na	na	free	free
Wycombe	Wycombe	Baker Street	na	na	na	£1.50	na	na	na	na	na	na	na	na	na	na	na	£3.00	na	free	free
Wycombe	Wycombe	Desborough Road	na	£1.00	na	£1.50	£2.00	£2.50	£3.00	na	£3.50	na	na	na	na	na	na	na	£10.00	free	free
Wycombe	Wycombe	Duke Street	na	£1.50	na	£3.50	na	na	na	na	na	na	na	na	na	na	na	£5.00	na	free	free
Wycombe	Wycombe	Easton Street	na	£1.00	na	£1.50	£2.00	£2.50	£3.00	na	£3.50	na	na	na	na	na	na	na	£5.00	£1.00	free
Wycombe	Wycombe	George Street	£0.50	£1.00	na	£2.00	na	na	na	na	na	na	na	na	na	na	na	na	£3.00	free	free
Wycombe	Wycombe	Kingsmead	na	na	na	£0.20	na	£1.00	na	na	na	na	£2.00	na	na	na	na	na	na	free	free
Wycombe	Wycombe	Railway Place	na	£1.50	na	£3.50	na	na	na	na	na	na	na	na	na	na	na	£5.00	na	free	free
Wycombe	Wycombe	Richardson Street	na	£1.00	na	£1.50	na	na	na	na	na	na	na	na	na	na	na	£3.00	na	free	free
Wycombe	Wycombe	Totteridge Road	na	£1.50	na	£3.50	na	na	na	na	na	na	na	na	na	na	na	£5.00	na	free	free
Wycombe	Wycombe	Wycombe Swan	£0.50	£1.00	na	£1.50	£2.00	£2.50	na	na	£3.50	na	na	na	na	na	na	na	£10.00	£1.00	£1.00





**Appendix D**                      Survey of Neighbouring Authority Charging Hours

<b><u>Local Authority</u></b>	<b><u>Car Parks</u></b>	<b><u>Charging Hours</u></b>
<b><u>Buckinghamshire:</u></b>		
<b>Aylesbury DC</b>	All car parks except: Buckingham/Wendover/Winslow	08:00-21:00 08:00-18:00
<b>Chiltern DC</b>	All car parks	08:00-18:00
<b>South Bucks DC</b>	All car parks	08:00-20:00
<b>Wycombe DC</b>	All car parks	07:00-20:00
<b><u>Neighbouring authorities:</u></b>		
<b>Bracknell Forest Council</b>	Majority of car parks	07:00-20:00
<b>Runnymede Borough Council</b>	All car parks	08:00-18:00
<b>Slough BC</b>	Majority of car parks	24 hours
<b>South Oxfordshire DC</b>	All car parks	08:00-18:00
<b>Three Rivers DC</b>	All car parks	08:00-18:30
<b>Watford BC</b>	All car parks	24 hours
<b>West Berkshire Council</b>	1x car park	08:00-18:00
<b>Windsor &amp; Maidenhead BC</b>	All Car Parks - Combination	08:00-19:00
<b>Woking</b>	All car Parks	24 hours

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## Appendix E

## Beaconsfield and Gerrards Cross 2017/18 Season Ticket Prices

		3mth	6mth	12mth
<b><u>Beaconsfield</u></b>				
	Altons	293	552	1,035
	Penncroft Road	322	607	1,138
	Warwick Road	293	552	1,035
<b><u>Gerrards Cross</u></b>				
	Bulstrode Way	317	598	na
	Packhorse Road	351	662	na
	Station Road	317	598	na

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<b>SUBJECT:</b>	<b>Redevelopment of former Gerrards Cross Police Station site</b>
<b>REPORT OF:</b>	<b>Resources Portfolio Holder - Cllr Barbara Gibbs Health Communities Portfolio Holder – Cllr Paul Kelly</b>
<b>RESPONSIBLE OFFICER</b>	<b>Chris Marchant – Head of Environment</b>
<b>REPORT AUTHOR</b>	<b>Anwar Zaman, 01494 732753, azaman@chiltern.gov.uk</b>
<b>WARD/S AFFECTED</b>	<b>Denham Parish Council and Gerrards Cross Town Council</b>

## 1. Purpose of Report

1.1 This report:

- Provides an update on the current position regarding the redevelopment of the former Gerrards Cross Police Station site.
- Presents the draft business case, based on the latest estimate cost, ahead of the final business case to be approved by Cabinet once 100% cost certainty is obtained.

## RECOMMENDATION

1. **To note the current position and the draft business case.**

## 2. Executive Summary

- 2.1 The Gerrards Cross Police Station site was acquired by SBDC on 31 March 2017 for redevelopment to deliver rented housing.
- 2.2 The Council has procured the services of Pick Everard, through the use of the Scape framework, to act as the client Project Manager, Quantity surveyor and Designer to manage the design development.
- 2.3 A design has been developed and submitted for planning approval on 22 December 2017.
- 2.4 The proposed design complies with the project brief criteria of providing the mix of accommodation on the site to achieve the most commercially viable option taking into account:
- the requirements of the commercial agents' most profitable accommodation schedule,
  - the preferences of the District Councils housing team for affordable housing, and
  - the requirements of the Local Planning Authority.
- 2.5 The plans provide for 34 apartments which subject to a viability assessment will provide for 20 private rent apartments and 14 apartments for affordable rent - to meet the 40% affordable housing requirement.

- 2.6 The proposed building design can be constructed using various principles of construction using steel frame, structural insulated panels, timber frame or traditional brick and block masonry. The later two methods of construction have been recommended to be considered suitable for the site by the Contractor and estimate costs developed.
- 2.7 The commercial agent recommends that traditional brick and block masonry walls with cavity construction for housing (providing the structure is designed with a life-span in excess of 50 years) is generally favoured commercially over other forms of construction and that for this form materials and skills are readily available.
- 2.8 The expenditure to further develop the detail design and business case is within the allocated £800k agreed by Cabinet on 08 February 2017. The current expenditure on developing the project to planning submission stage is £352k and a project order is now required with Willmott Dixon to provide 100% cost certainty.
- 2.9 To enable this project to proceed, the Council will need to invest an estimated £8.53m for traditional brick and block cavity form of construction and any associated fees if planning is granted.
- 2.10 The proposal is for the project cost to be financed by way of a loan from the Public Works Loan Board (PWLb).
- 2.11 The estimated annual net rental is £297,125, based on property consultant's figures.
- 2.12 The draft business case indicates that the rental return on this development will be sufficient to repay the capital expenditure over the lifetime of the asset.

### **3. Reasons for Recommendations**

- 3.1 Due to the Council's projected financial position over the next few years, it is clear that the Council needs to maximise income generating opportunities in order to counter reductions in Government grant. This development opportunity can deliver a financial return whilst also meeting housing need.

### **4. Background**

- 4.1 Cabinet on 08 February 2017 considered and agreed 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.
  - 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.

- 
- The Head of Environment be authorised to undertake the procurement process for the demolition of the current police station and ex-police houses on a phased basis, following the receipt of planning permission.
  - A project manager and developer be appointed 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 be presented on the detailed business plan before moving to the development phase.
- 4.2 The site was acquired by SBDC from Thames Valley Police on the 31 March 2017 for £4m.
- 4.3 The site is shown edged in red on the plan at **Appendix A** which extends 0.784 Hectares (7,835m<sup>2</sup>) and comprises the now disused Gerrards Cross Police Station, with eight number residential properties. The site is located adjacent to Oxford Road in Tatling end in Denham.
- 4.4 A project board was established to develop the redevelopment proposals with portfolio holder representation on the board.
- 4.5 The proposed development comprises 34 residential dwellings which are to be delivered in four separate buildings - A three-storey building which seeks to replace the former Police Station, and three two-storey pitched roofed properties to be developed across the remainder of the site.
- 4.6 Consideration was given to the nature of the site and the location of the site within the existing Green Belt and as a result the proposals seek to deliver a development which retains the open space areas on site and low maintenance landscaping to enhance the built environment.
- 4.7 A total of 62 vehicle parking spaces are to be provided as part of the proposed development with 40 cycle parking spaces in addition to the existing 22 spaces.
- 4.8 The proposals developed and submitted for planning on 22 December 2017 are shown in **Appendix B**.
- 4.9 The Scape framework engaged to procure the consultancy and contracting services for developing the project is available to any public body nationally. To ensure that best value is provided to the Client in terms of financial viability, the Scape framework operates a transparent open-book process where copies of tender enquiries and subcontractor quotation are made available to the Client. Using the framework allows access to competitive market tested rates in the built environment and is an alternative to procurement through the OJEU tendering process.

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**5. Discussion****Current Cost Estimates**

- 5.1 The framework Contractor Willmott Dixon has provided initial cost estimates for both timber frame and traditional brick and block forms of construction.
- 5.2 A summary of the Willmott Dixon project cost estimates for brick and block form of construction is shown on **Appendix D**.
- 5.3 Initial overall project cost estimates for traditional brick and block construction is £8,529,286.
- 5.4 The estimate costs does not include for project risks such as contamination, archaeology, ordinance, judicial review cost, planning condition discharge or conditions on unreasonable working hours, dealing with any invasive or protected species.
- 5.5 The contamination cost are not included for in the estimate cost as the Council can reclaim up to £200,000 for any contamination costs incurred as part of a condition of sale on purchasing the Police site. These costs need to be claimed within 2 years.
- 5.6 In addition an application for up to £400k of central Government funding from the Land Release fund through the One Public Estate has been submitted. Results of which are expected in the next few weeks.
- 5.7 The £5.3M budgetary provision to the Capital Programme approved in February 2017 was based on a desktop estimate as part of the Council's strategic asset review document produced by Consultants Saville's before any site investigation, surveys and pre-planning advice.
- 5.8 Willmott Dixon has subsequently provided initial works cost estimates based on a worked up design using actual site survey data and resent similar projects for 34 residential units for both timber frame (£7,009,511) and traditional brick and block (£7,149,000) forms of construction.

**Timber Frame V Brick and Block**

- 5.9 It is proposed to proceed with brick and block form of construction as compared to timber form:
- given the cost differential between the two forms of construction is under 3.5%
  - the commercial agent recommending that traditional brick and block masonry walls with cavity construction for housing (providing the structure is designed with a life-span in excess of 50 years) is generally favoured commercially over other forms of construction due to perceived solid nature of construction, longevity, superior sound properties.



5.10 Materials and skills are readily available for brick and block compared with timber form.

**Alternative Procurement Options**

5.11 Rather than proceeding with the framework Contractor (Willmott Dixon) alternative procurement options could be considered. For instance two stage tendering using the Southern Contractors framework, or a single stage design and build using OJEU tendering process.

5.12 Pursuing alternative methods of procurement would add approximately 6-7 months to the overall delivery of the scheme and there is no guarantee that using these alternative procurement methods would achieve a reduction in construction costs.

5.13 The consultant Pick Everards recommends that the current Willmott Dixon proposal reflects current market rates/value for a project of this nature and size.

5.14 To obtain 100% cost certainty under the framework there are two potential options;

	Traditional preconstruction services contract (PSCDA)	Project order (PO) – Surety route
Financial commitment	£333,000 which includes design cost for Stage 4, additional Site Investigations, Willmott Dixon Preconstruction management fees.	£100,000 to include Willmott Dixon development costs, limited and focused design solutions and site investigations to inform a firm price.  Work to an agreed target Gross Maximum Price (GMP) – scope and design will meet the high level performance Employer Requirements.
Preconstruction period	28 weeks	10 Weeks
Upside	<ul style="list-style-type: none"> <li>- Cost certainty at point of main delivery agreement.</li> <li>- Construction design substantially complete at point of main delivery agreement.</li> <li>- Willmott Dixon supply chain procurement substantially complete at point of main delivery agreement.</li> <li>- Open book tender process</li> <li>- Willmott Dixon can mobilise at point of contract</li> </ul>	<ul style="list-style-type: none"> <li>- SBDC financial commitment during the preconstruction period is lower than with the PSCDA route</li> <li>- Preconstruction period to point of main delivery agreement is shorter.</li> <li>- Detailed design can start after planning consent resolved</li> <li>- Site enabling (Demolition etc.) can progress once in contract, and whilst detailed design is progressing.</li> </ul>

Downside	<ul style="list-style-type: none"> <li>- SBDC preconstruction cost commitment £333K on signing the PSCDA</li> <li>- Preconstruction period from signing the PSCDA to point of contract is 28 weeks</li> <li>- Detailed design has to progress at risk during the planning period until consent.</li> <li>- Enabling works instructed under separate contractual arrangement, during the PSCDA</li> </ul>	<ul style="list-style-type: none"> <li>- Willmott Dixon tender process becomes closed, no benefit or visibility of detailed pricing activity.</li> <li>- Willmott Dixon cost the risk that is apparent at this early point.</li> <li>- Tender price could possibly be higher than PSDA route as Contractor making allowance for risk</li> <li>- There is a 4 month lead in from point of contract to site start. There is a potential to start on site earlier if the stage 4 design is commissioned as soon as Willmott Dixon give surety price.</li> </ul>
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5.15 Willmott Dixon have indicated that they are able to agree a Gross Maximum Price that will not exceed their cost estimate provided and confirmation of this is awaited.

5.16 As discussed at the Corporate Property Board in January 18, it is proposed to proceed with obtaining a firm price. To do this we will follow the surety route but with a gateway set at a cost of £50k to provide certainty that the cost will not exceed the Gross Maximum Price.

5.17 When the final 100% cost certainty price is received Cabinet will be asked to consider whether the final price provides value for money or whether an alternative procurement option needs to be pursued.

**6. Business Case**

6.1 Investing in the construction of 34 new apartments, based on the Willmott Dixon estimate for traditional brick and block construction, will generate a financial return from the resulting rental income.

6.2 The estimated cash flows from this development have been modelled and are shown in **Appendix C**.

6.3 This shows that the estimated annual net rental income of c£297,000 will be more than sufficient to cover the loan interest and any repairs & maintenance costs. Furthermore the profit on rental income from the development will be sufficient to repay the build cost over the lifetime of the asset.

6.4 The model has been drawn up using the best figures currently available and are based on various assumptions. For instance:

- Inflation is assumed to be 3% per annum and this is also the discount rate used.
- The rental charges are increased in line with inflation i.e. 3% per annum.

3% is in line with the Government's RPI figures published in the Autumn Statement.

The initial monthly rental is in line with commercial agent rentals figures for the local area.

- 6.5 The proposal is for the project cost to be financed by way of a loan from the Public Works Loan Board (PWLb). The current rate of interest on a 40 year annuity loan is 2.62%.
- 6.6 Sensitivity Analysis is provided below as the financial model is only an estimate and changing any of the assumptions will affect the return. For instance if the loan rate goes up, the profitability goes down, if the monthly rent increase the profitability goes up and of course vice versa.

	Base Model	Reduce Build Cost by 10%	Interest rate 0.5% higher	Rents 10% higher	Increase rents by rpi +0.5%
Build Cost	£8,529,286	£7,676,357	£8,529,286	£8,529,286	£8,529,286
Loan Interest Rate	2.62%	2.62%	3.12%	2.62%	2.62%
Annual Rent	£297,127	£297,127	£297,127	£326,840	£297,127
Annual increase in rent	RPI	RPI	RPI	RPI	RPI 0.5%
Internal Rate of Return (IRR) (Should be above loan interest rate)	3.95%	4.54%	3.95%	4.53%	4.44%
Net Present Value over 40 yrs (Negative is good)	£1,970,198	£798,452	£2,735,191	£922,923	£985,831
Total Profit over 40 years (Negative is good)	-£5,447,466	-£6,834,174	-£4,266,979	-£7,517,239	-£7,785,694

## 7. Programme

- 7.1 The following table outlines the current timetable based on appointing Willmott Dixon for a Brick and Block construction.

Joint PAG to review initial business case	29-01-18
Cabinet to review initial business case	07-02-18
Technical design complete	20-03-18
Final Contractor tender cost	24-04-18
Planning Approval & Judicial Review	25-05-18
Cabinet final approval	04-06-18
Contractor Mobilisation	05-06-18
Completion	17-09-19

## **8. Consultation**

- 8.1 A project communication plan has been established which sets out engagement with stakeholders and members of the public.
- 8.2 Before the planning application, a public consultation was carried out where display boards were set up in the reception area at the South Bucks District Council offices (Capswood) from 1 December to 15 December 2017.
- 8.3 The local residents, Denham Parish Council in Gerrards Cross Town Council were contacted and an area on our website was setup where details of the proposals could be found and comments left.
- 8.4 There were no objections received during the consultation.

## **9. Corporate Implications**

- 9.1 Financial – See above and Business case.
- 9.2 The remaining risks to this project include:
- Planning and any conditions that could be imposed that may have cost implications. Allow 6 weeks after consent issues for any JR period before contracts signed for construction.
  - Relocating the current tenants in the existing 8 police houses in time for the enabling works to start. These houses are currently occupied by the housing association tenants on a short term lease basis.
  - Procurement route selected will impact on the Programme.
  - The project cost is currently based on estimates and 100% cost certainty needs to be developed through tendering and final business case approved by Cabinet.
  - Future rental income is estimated in the business case.

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

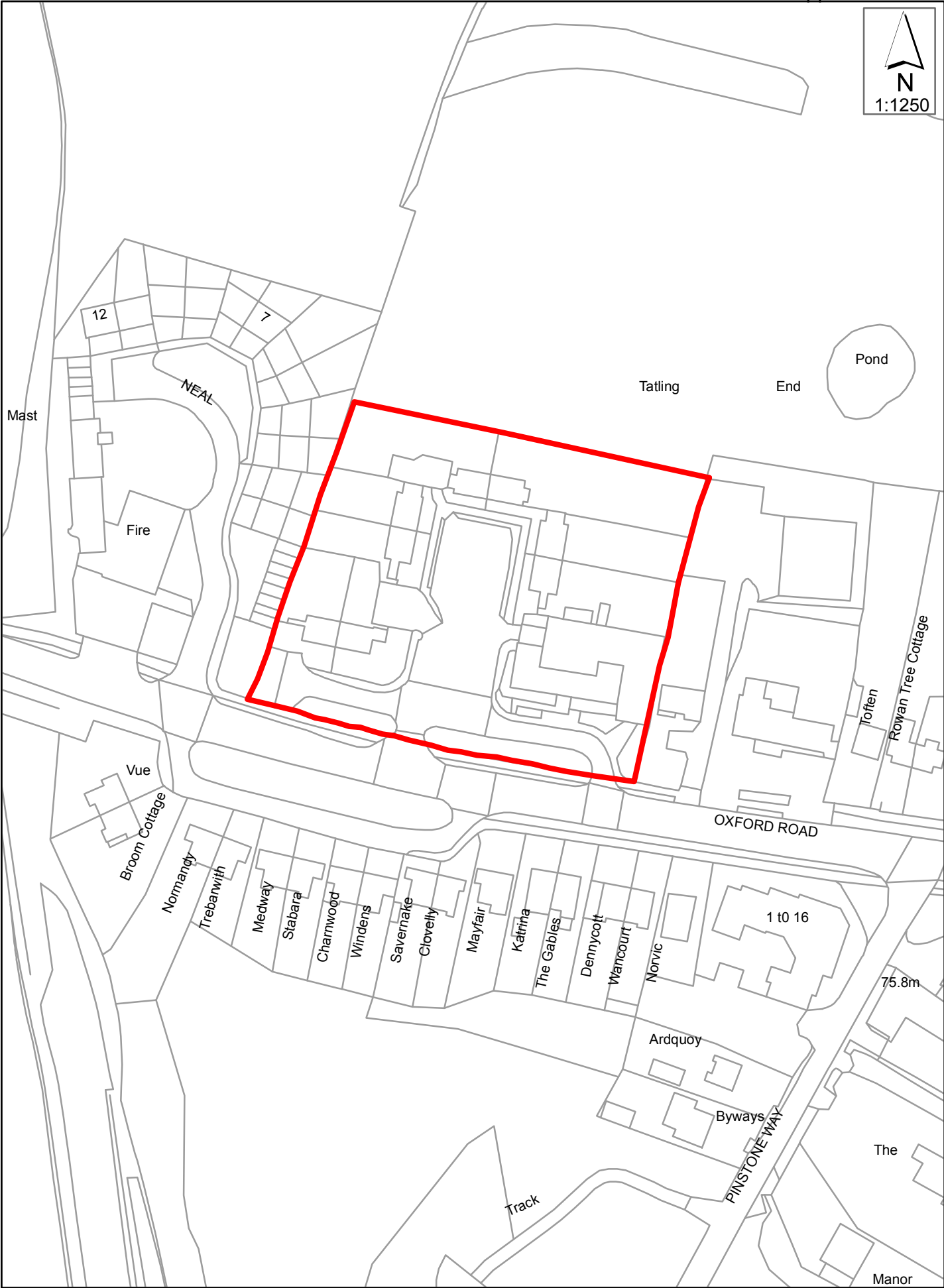
- 10.1 This matter is related to the Council's corporate aims to deliver cost effective, customer focused services, and to promote local communities.
- 10.2 This report also progresses the aims of the Council's asset management plan.
- 10.3 This scheme will help towards meeting the affordable housing need in our district and provides an income for the Council.

**11. Next Step**

- 11.1 The planning application will be considered by the Planning Committee.
- 11.2 Willmott Dixon will continue to develop detailed design proposals, and will continue to firm up their price.
- 11.3 The final cost and associated business case will be presented to Cabinet in June for final approval.

<b>Background Papers:</b>	Cabinet Report 08 February 2017
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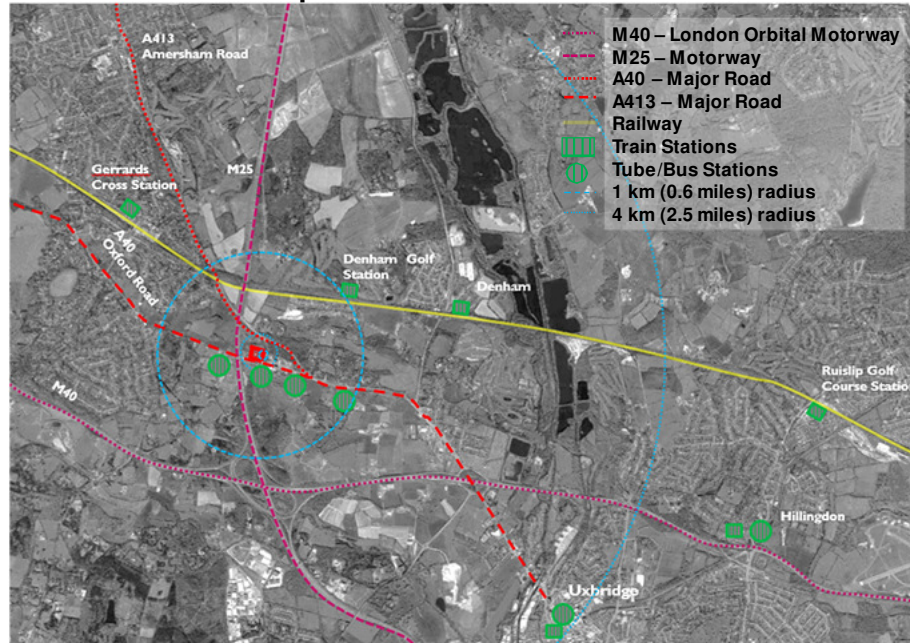
**Gerrards Cross police Station Houses, Oxford Road, Denham  
APPENDIX A - SITE PLAN**

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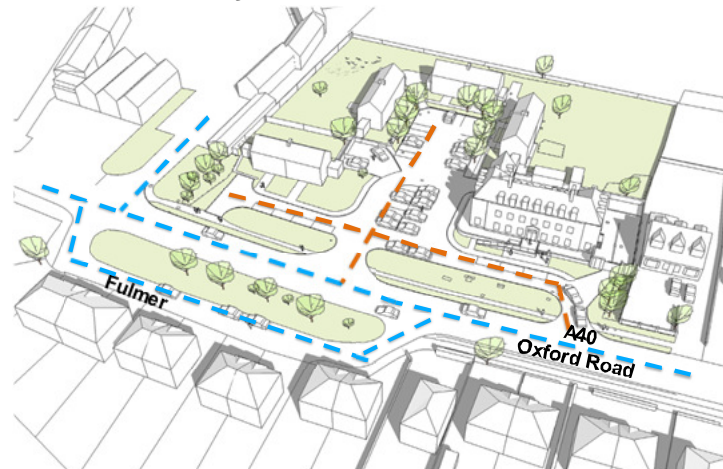


# Appendix B – Proposals Submitted for Planning - Redevelopment of Former Gerrards Cross Police Station Site

## Location and Masterplan



View 1 – Accessibility Network



View 3 – Existing Site



View 2 – Proposed Aerial View



View 4 – Proposed Site Plan





# Appendix B – Proposals Submitted for Planning - Redevelopment of Former Gerrards Cross Police Station Site

## Elevations

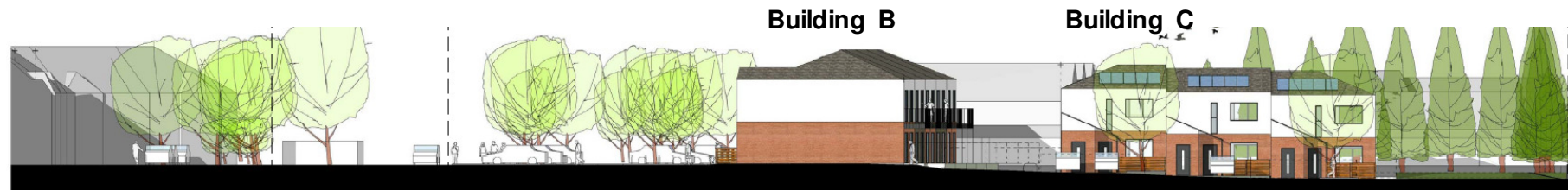
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View 1 – Proposed North Elevation



View 2 – Proposed South Elevation



View 3 – Proposed East Elevation



View 4 – Proposed West Elevation

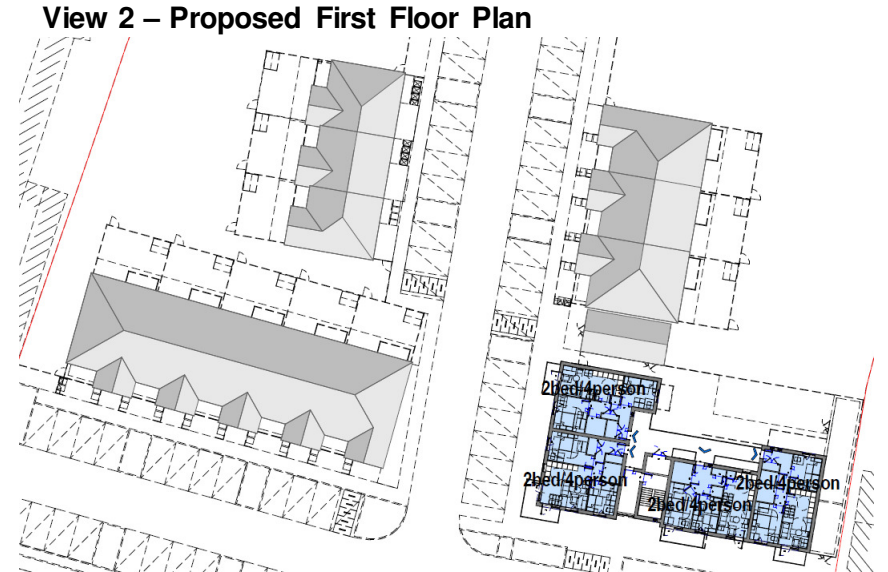
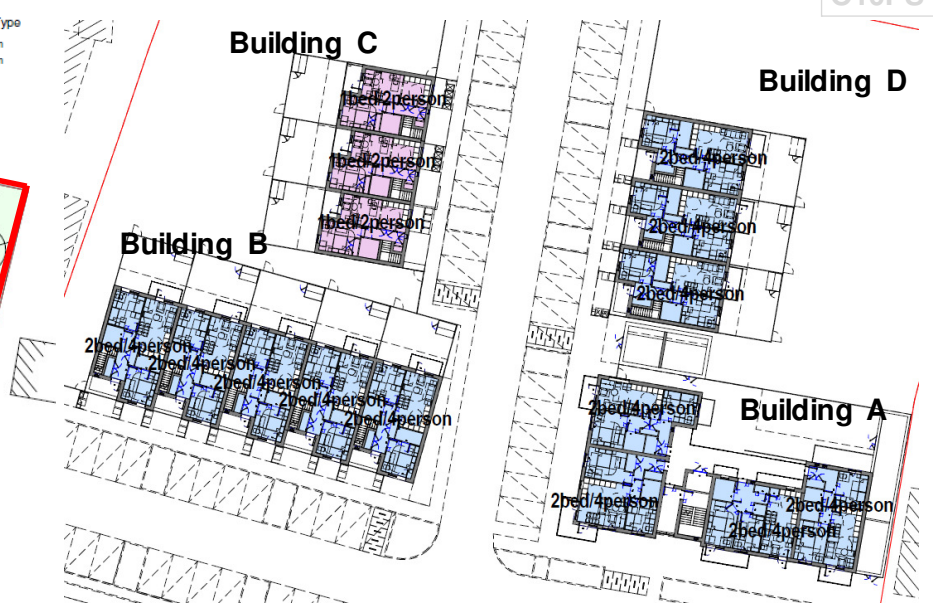
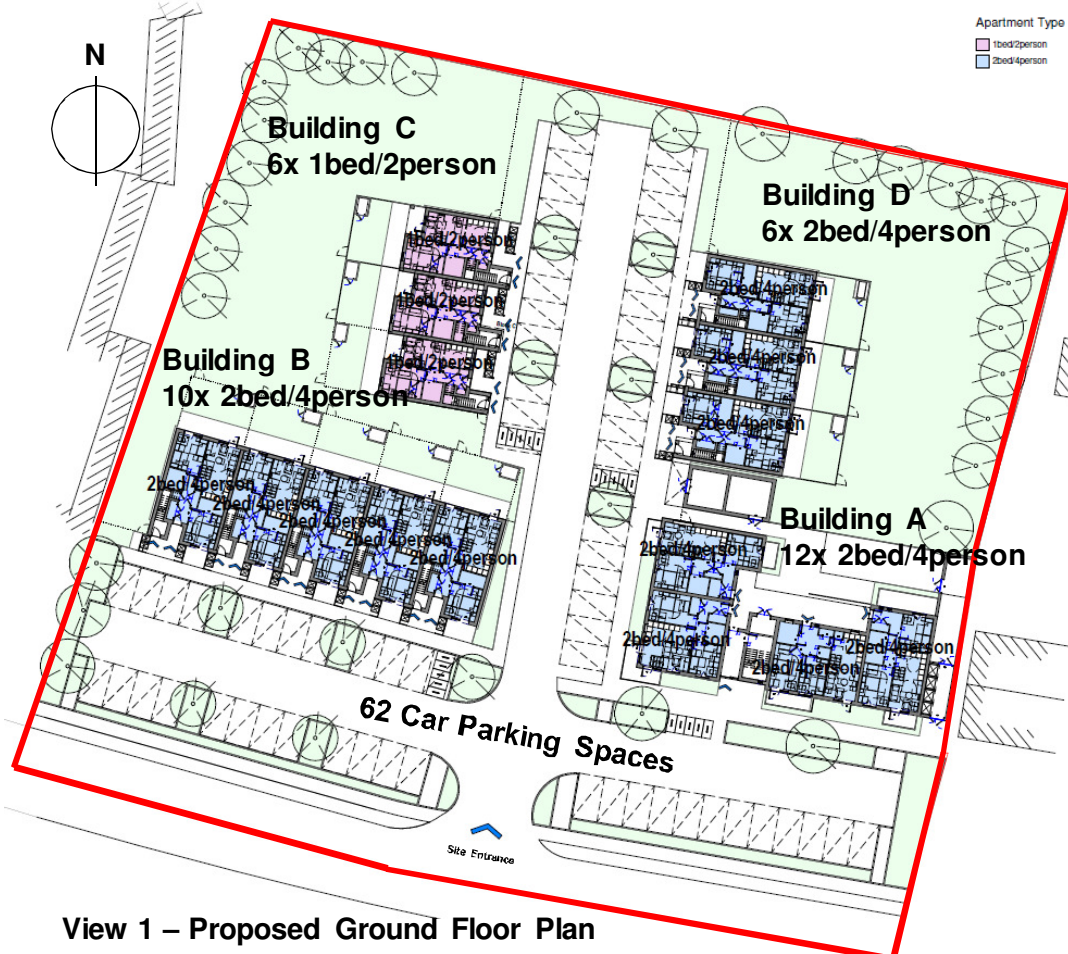




# Appendix B – Proposals Submitted for Planning - Redevelopment of Former Gerrards Cross Police Station Site

## Plans - Typologies

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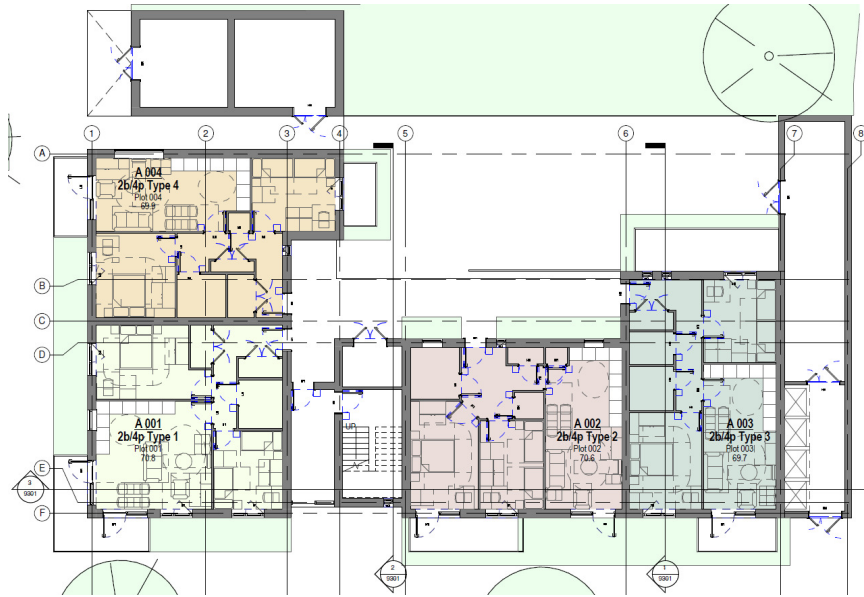
View 1 – Proposed Ground Floor Plan

Accommodation Schedule	Number of Units	Proportion
1Bed / 2Person Apartment	6	18 %
2Bed / 4Person Apartment	28	82 %
<b>Total:</b>	<b>34</b>	<b>100 %</b>
62 Car parking Spaces		

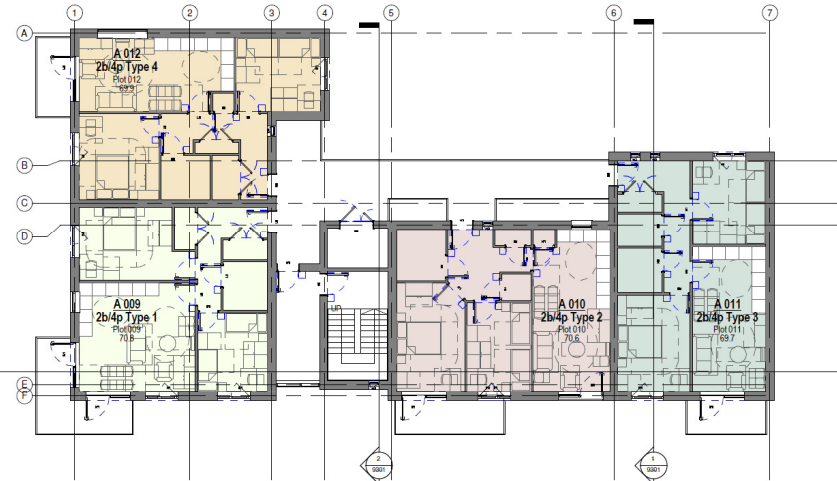
View 3 – Proposed Second Floor Plan



## Building A - GA Plans

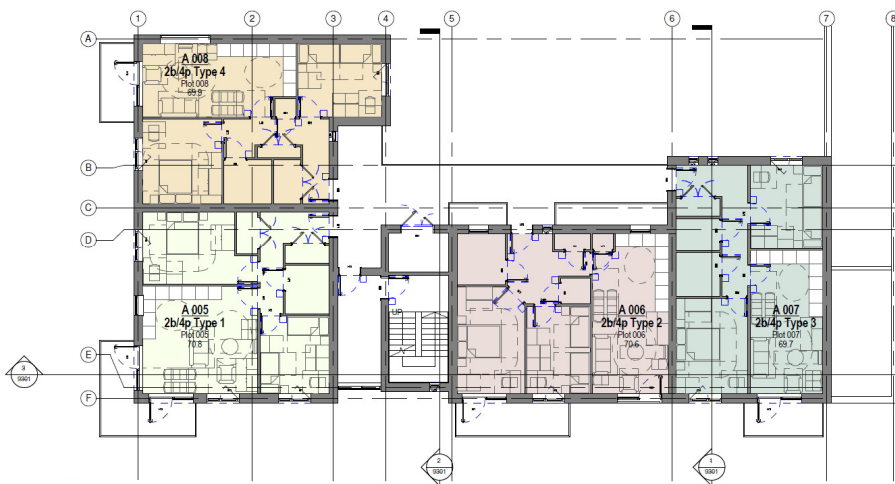


View 1 – Proposed Ground Floor Plan

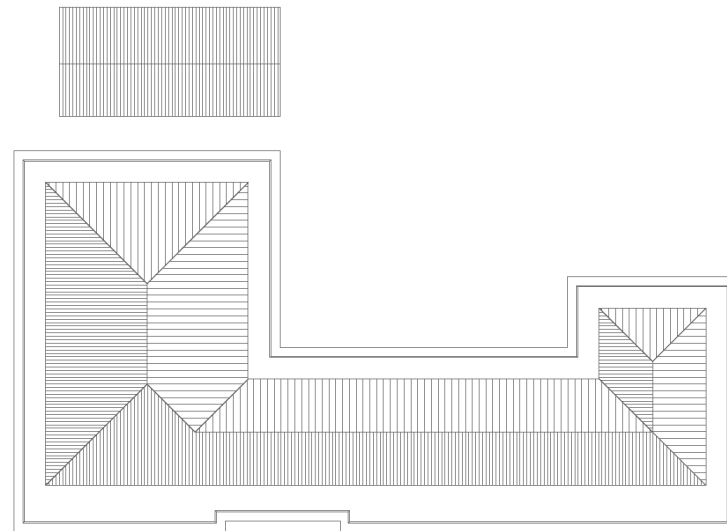


View 3 – Proposed Second Floor Plan

- Apartment Types
- 2b/4p Type 1
  - 2b/4p Type 2
  - 2b/4p Type 3
  - 2b/4p Type 4



View 2 – Proposed First Floor Plan



View 4 – Proposed Roof Plan

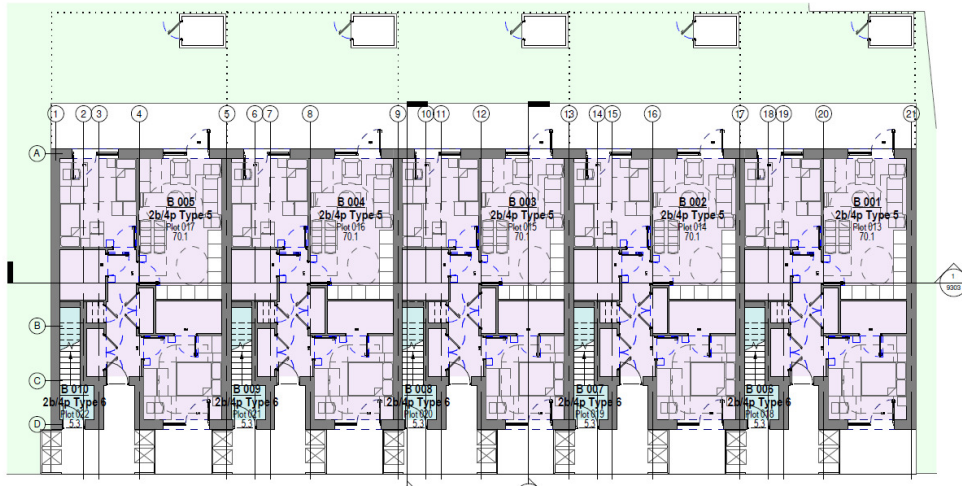
- Apartment Types
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  - 2b/4p Type 2
  - 2b/4p Type 3
  - 2b/4p Type 4



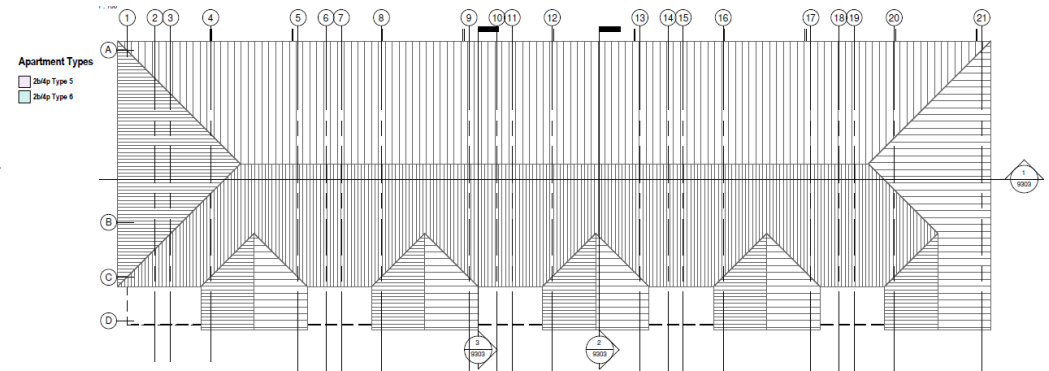
# Appendix B – Proposals Submitted for Planning - Redevelopment of Former Gerrards Cross Police Station Site

## Building B - GA Plans

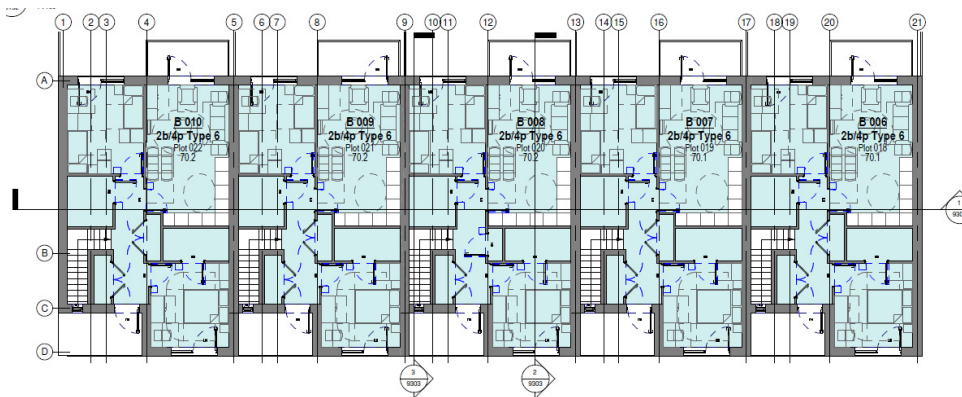
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View 1 – Proposed Ground Floor Plan



View 3 – Proposed Roof Plan



View 2 – Proposed First Floor Plan

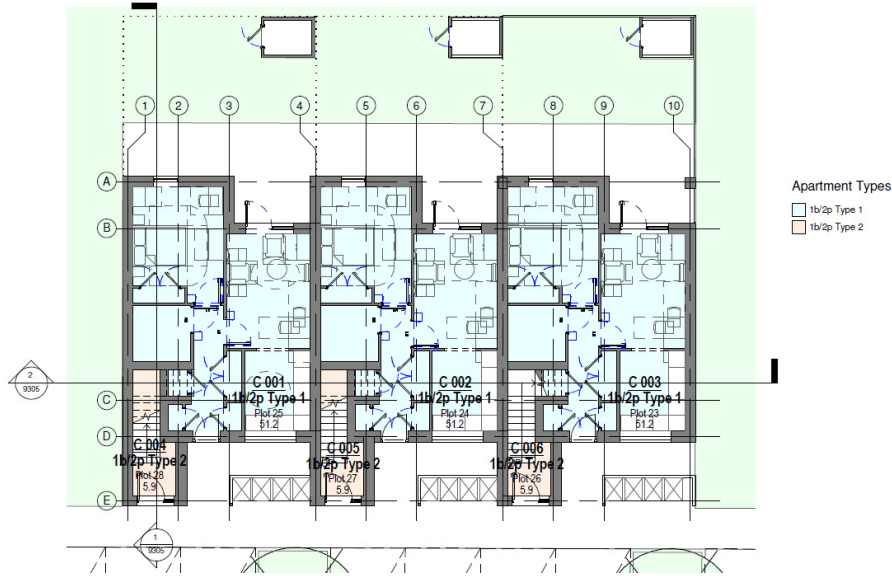
Page 305

Appendix B

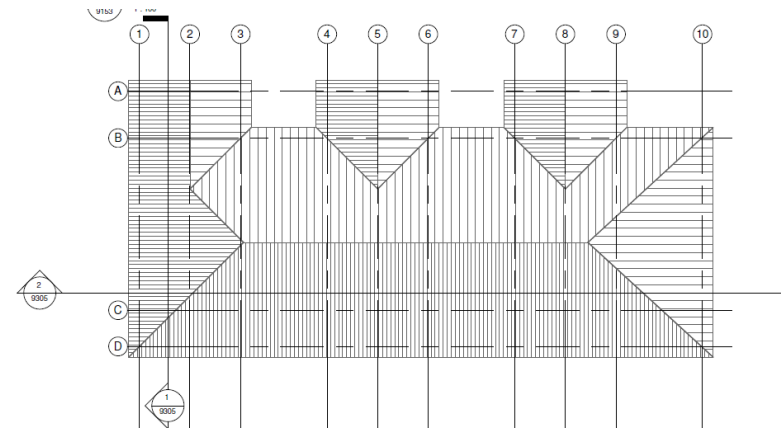




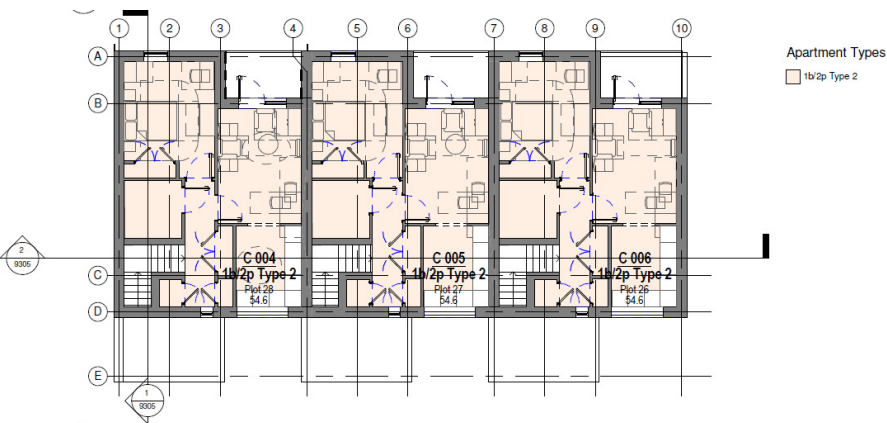
## Building C - GA Plans



View 1 – Proposed Ground Floor Plan

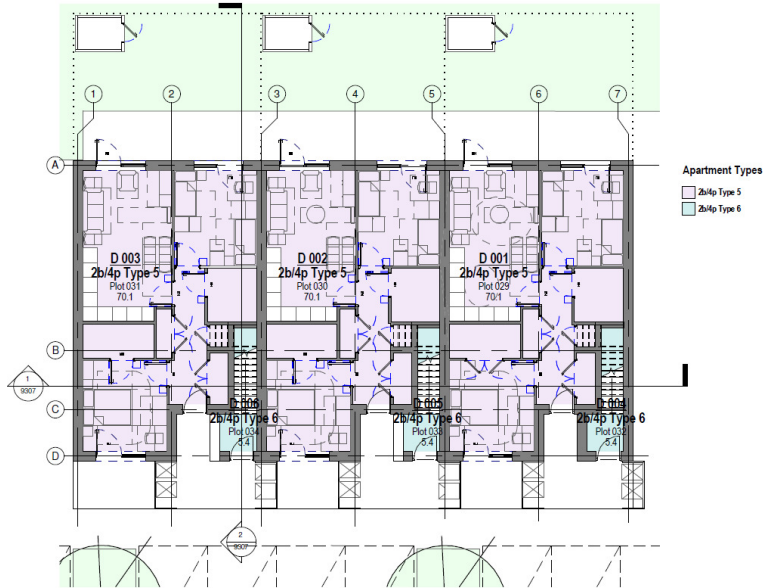


View 3 – Proposed Roof Plan

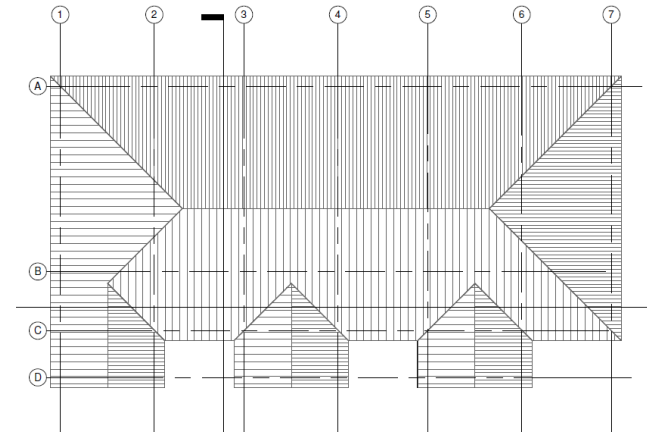


View 2 – Proposed First Floor Plan

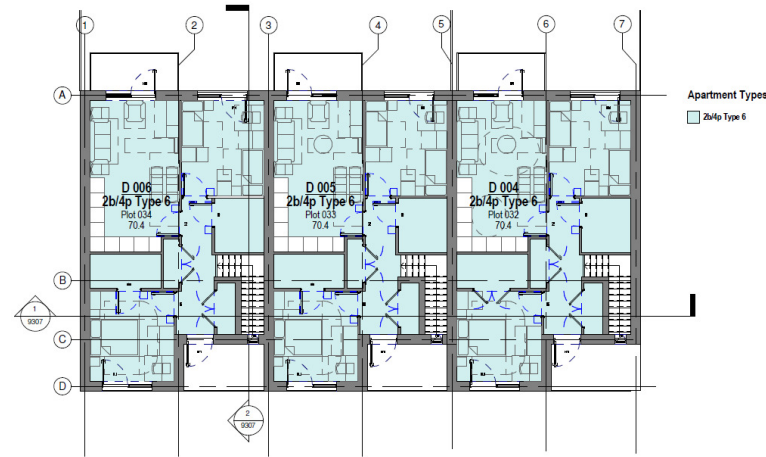
## Building D - GA Plans



View 1 – Proposed Ground Floor Plan



View 3 – Proposed Roof Plan



View 2 – Proposed First Floor Plan

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Year			Capital Expenditure (Excluding VAT)	R&M Inflationary rise 3.00%	Rental Income Inflationary rise 3.00%	Total Cashflow Before Loan Int	40 Year New PWLB Loan Interest 2.62%	Total Cashflow After Loan Int	Net Present Value (NPV) Discount Rate 3.00%	Repayment Construction Capital Depreciation	Annual (Profit) / Loss	Return on Investment
			A	B	C	D=A+B+C	B2	D2 = D+B2	D2 Discounted	E	F = B+B2+C+E	
			£	£	£	£	£	£	£	£	£	£
0	2017/18	Preliminary Works	693,000	0	0	693,000	0	693,000	693,000		0	0.0%
1	2018/19	Main Construction	3,918,143	0	0	3,918,143	223,467	4,141,610	4,020,981		223,467	-2.6%
2	2019/20	Letting income from Oct 19	3,918,143	0	-148,564	3,769,579	220,239	3,989,819	3,760,787	218,700	290,375	-3.4%
3	2020/21			20,000	-297,127	-277,127	216,927	-60,201	-55,092	218,700	158,499	-1.9%
4	2021/22			20,600	-306,041	-285,441	213,527	-71,914	-63,895	218,700	146,786	-1.7%
5	2022/23			21,218	-315,222	-294,004	210,039	-83,966	-72,430	218,700	134,734	-1.6%
6	2023/24			21,855	-324,679	-302,825	206,459	-96,366	-80,705	218,700	122,334	-1.4%
7	2024/25			22,510	-334,419	-311,909	202,785	-109,124	-88,728	218,700	109,575	-1.3%
8	2025/26			23,185	-344,452	-321,267	199,015	-122,252	-96,507	218,700	96,448	-1.1%
9	2026/27			23,881	-354,786	-330,905	195,146	-135,758	-104,048	218,700	82,941	-1.0%
10	2027/28			24,597	-365,429	-340,832	191,176	-149,656	-111,358	218,700	69,044	-0.8%
11	2028/29			25,335	-376,392	-351,057	187,102	-163,955	-118,444	218,700	54,745	-0.6%
12	2029/30			26,095	-387,684	-361,588	182,921	-178,667	-125,314	218,700	40,032	-0.5%
13	2030/31			26,878	-399,314	-372,436	178,631	-193,805	-131,972	218,700	24,894	-0.3%
14	2031/32			27,685	-411,294	-383,609	174,228	-209,381	-138,426	218,700	9,318	-0.1%
15	2032/33			28,515	-423,633	-395,117	169,710	-225,408	-144,681	218,700	-6,708	0.1%
16	2033/34			29,371	-436,342	-406,971	165,073	-241,898	-150,743	218,700	-23,198	0.3%
17	2034/35			30,252	-449,432	-419,180	160,315	-258,865	-156,617	218,700	-40,165	0.5%
18	2035/36			31,159	-462,915	-431,755	155,433	-276,323	-162,311	218,700	-57,623	0.7%
19	2036/37			32,094	-476,802	-444,708	150,422	-294,286	-167,827	218,700	-75,587	0.9%
20	2037/38			33,057	-491,106	-458,049	145,280	-312,769	-173,173	218,700	-94,070	1.1%
21	2038/39			34,049	-505,839	-471,791	140,003	-331,787	-178,352	218,700	-113,088	1.3%
22	2039/40			35,070	-521,015	-485,945	134,589	-351,356	-183,370	218,700	-132,656	1.6%
23	2040/41			36,122	-536,645	-500,523	129,032	-371,491	-188,231	218,700	-152,791	1.8%
24	2041/42			37,206	-552,744	-515,539	123,330	-392,209	-192,941	218,700	-173,509	2.0%
25	2042/43			38,322	-569,327	-531,005	117,478	-413,527	-197,503	218,700	-194,827	2.3%
26	2043/44			39,472	-586,407	-546,935	111,473	-435,462	-201,921	218,700	-216,762	2.5%
27	2044/45			40,656	-603,999	-563,343	105,311	-458,032	-206,201	218,700	-239,333	2.8%
28	2045/46			41,876	-622,119	-580,243	98,987	-481,256	-210,346	218,700	-262,557	3.1%
29	2046/47			43,132	-640,782	-597,650	92,497	-505,153	-214,360	218,700	-286,454	3.4%
30	2047/48			44,426	-660,006	-615,580	85,838	-529,742	-218,247	218,700	-311,043	3.6%
31	2048/49			45,759	-679,806	-634,047	79,004	-555,044	-222,010	218,700	-336,344	3.9%
32	2049/50			47,131	-700,200	-653,069	71,991	-581,078	-225,654	218,700	-362,378	4.2%
33	2050/51			48,545	-721,206	-672,661	64,794	-607,867	-229,182	218,700	-389,167	4.6%
34	2051/52			50,002	-742,842	-692,841	57,409	-635,432	-232,597	218,700	-416,732	4.9%
35	2052/53			51,502	-765,128	-713,626	49,830	-663,796	-235,902	218,700	-445,097	5.2%
36	2053/54			53,047	-788,081	-735,035	42,052	-692,982	-239,101	218,700	-474,283	5.6%
37	2054/55			54,638	-811,724	-757,086	34,071	-723,015	-242,198	218,700	-504,315	5.9%
38	2055/56			56,277	-836,076	-779,798	25,881	-753,917	-245,194	218,700	-535,218	6.3%
39	2056/57			57,966	-861,158	-803,192	17,476	-785,716	-248,093	218,700	-567,017	6.6%
40	2057/58			59,705	-886,993	-827,288	8,851	-818,437	-250,897	218,700	-599,737	7.0%
			8,529,286	1,383,189	-20,697,730	-10,785,255	5,337,789	-5,447,466	1,970,198	8,529,286	-5,447,466	

Loan Repayment Annuity			
Opening Balance	Loan Repayment	Principal + Interest	Closing Balance
£	£	£	£
8,529,286	-123,210	-346,677	8,406,076
8,406,076	-126,438	-346,677	8,279,639
8,279,639	-129,750	-346,677	8,149,888
8,149,888	-133,150	-346,677	8,016,739
8,016,739	-136,638	-346,677	7,880,100
7,880,100	-140,218	-346,677	7,739,882
7,739,882	-143,892	-346,677	7,595,990
7,595,990	-147,662	-346,677	7,448,328
7,448,328	-151,531	-346,677	7,296,798
7,296,798	-155,501	-346,677	7,141,297
7,141,297	-159,575	-346,677	6,981,722
6,981,722	-163,756	-346,677	6,817,966
6,817,966	-168,046	-346,677	6,649,920
6,649,920	-172,449	-346,677	6,477,471
6,477,471	-176,967	-346,677	6,300,504
6,300,504	-181,604	-346,677	6,118,900
6,118,900	-186,362	-346,677	5,932,539
5,932,539	-191,244	-346,677	5,741,294
5,741,294	-196,255	-346,677	5,545,039
5,545,039	-201,397	-346,677	5,343,642
5,343,642	-206,673	-346,677	5,136,969
5,136,969	-212,088	-346,677	4,924,881
4,924,881	-217,645	-346,677	4,707,236
4,707,236	-223,347	-346,677	4,483,888
4,483,888	-229,199	-346,677	4,254,689
4,254,689	-235,204	-346,677	4,019,485
4,019,485	-241,366	-346,677	3,778,119
3,778,119	-247,690	-346,677	3,530,429
3,530,429	-254,180	-346,677	3,276,249
3,276,249	-260,839	-346,677	3,015,410
3,015,410	-267,673	-346,677	2,747,737
2,747,737	-274,686	-346,677	2,473,051
2,473,051	-281,883	-346,677	2,191,168
2,191,168	-289,268	-346,677	1,901,900
1,901,900	-296,847	-346,677	1,605,053
1,605,053	-304,624	-346,677	1,300,428
1,300,428	-312,606	-346,677	987,823
987,823	-320,796	-346,677	667,027
667,027	-329,201	-346,677	337,826
337,826	-337,826	-346,677	0

It is beneficial to proceed if:  
 - The Total NPV over the 40 years is negative (ie income exceeds expenditure)  
 - The Annual Return on Investment is reasonable.

IRR 3.95% Negative is good Negative is good

Notes:

This capital expenditure figure excludes decontamination costs (as these are reclaimable from TVPA).  
 It also excludes the cost of purchasing the site, as the intention is to retain the ownership of the site and thus the Council will always retain the value of the land.

Rental Income	Rent / Month	Max Rent	Occupancy 2 void weeks in 12 mths	Mgt Fee 10%	Net Rent	Potential Avoided B&B Costs	Nightly let Rent per night	Nightly let Rent per year	HB allowance per year	Client contribution per year	Net cost per year
			0.038461538				£	£	£	£	£
6 1 bed flat	800	57,600	-2,215	-5,760	49,625	2 bed flat - AH	70.00	25,550	7,300	1,300	16,950
14 2 bed flat	950	159,600	-6,138	-15,960	137,502	Total 14 flats					237,300
14 2 bed flat - AH	760	127,680	-4,911	-12,768	110,001						
<b>34</b>		<b>344,880</b>	<b>-13,265</b>	<b>-34,488</b>	<b>297,127</b>						

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<b>SUBJECT:</b>	Statement of Community Involvement
<b>REPORT OF:</b>	Cllr John Read Cabinet Member for Planning and Economic Development
<b>RESPONSIBLE OFFICER</b>	Andrew Ashcroft Interim Head of Planning & Economic Development
<b>REPORT AUTHOR</b>	David Waker Senior Planner (Policy), 01494 717042, <a href="mailto:dwaker@chiltern.gov.uk">dwaker@chiltern.gov.uk</a>
<b>WARD/S AFFECTED</b>	All

## 1. Purpose of Report

- 1.1 Members will beware that the Government signalled its intent to legislate to require local plans to be regularly reviewed in last years White Paper 'Fixing our broken housing market'. The purpose of this report is to explain the implications of the Government's intentions connected with the above for statements of community involvement (SCI) and implications for the Councils SCI.
- 1.2 The report also explains that the SCI is not part of the exiting delegation by Cabinet to the Joint Committee on issues relating to the Local Plan As such the report recommends that powers related to the SCI and other joint planning policy related matters are added to the delegated powers to Joint Committee as part of Shared Service and decision making arrangements.

## RECOMMENDATIONS

1. **To agree the production of a joint Statement of Community Involvement as part of the Chiltern and South Bucks Planning and Economic Development Shared Service arrangements.**
2. **Cabinet delegate to the Head of Planning and Economic Development in agreement with the Cabinet Member for Planning and Economic Development to prepare and publish a joint Statement of Community Involvement (SCI) for Chiltern and South Bucks District Councils based on the issues set out in the report.**
3. **That Cabinet agree to amend the Local Development Scheme by the insertion of a timetable specifically covering the update and review of the SCI and delegate authority to the Head of Planning and Economic Development to determine and amend as necessary the timetable.**

**Cabinet are also recommended to recommend to Council:**

4. **That the powers delegated to the Joint Committee by the Inter Authority Agreement be extended to include updates to the SCI (after Recommendation 1 above has been implemented), CIL and other Planning Policy matters considered relevant to the Joint Committee under the Shared Service arrangements.**

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## 5. Executive Summary

2.1 Local planning authorities are required to publish a document called a Statement of Community Involvement (SCI) . The SCI set out the minimum requirements of how councils will involve the public and interested parties in their planning policy formulation. It also set out how councils will involve the public in the determination process for major planning applications.

2.2 The Government has signalled its intent to require councils to review local plans every 5 years and are bringing forward necessary arrangements soon to achieve this. New regulations coming into effect in April 2018 will require councils to also review their SCI documents. In addition regulations are expected to require councils to include in their SCI documents a sections setting out how the councils will assist parishes or other community groups in the neighbourhood planning process. The requirement to review the SCI would mean that the Councils SCI would need to be reviewed now and if necessary updated by the end of the year and regularly thereafter. However, the additional requirement to include a section on the neighbourhood planning process, depending on timing, could mean that the SCI may need to be updated on a further occasion

2.3 Chiltern and South Bucks District Councils' are preparing a joint Local Plan with delegated decisions to the Joint Committee and now have a complete Planning and Economic Development Shared Service, including a team in Development Management considering major planning applications. Effectively each council should produce an SCI but given the Councils joint arrangements one joint SCI document covering joint Local Plan, neighbourhood plans and major application publicity and public involvement is appropriate.

2.4 When the two Councils' respectively agreed to produce a joint Local Plan the respective Cabinets agreed – to amend paragraph 4.1 of the Inter Authority Agreement covering the functions of the Joint Committee to include the following:

'4.1.3.7 To make decisions and recommendations in relation to the Chiltern and South Bucks Local Plan.'

The SCI and other Shared Service policy matters such as Community Infrastructure Charging schedule (see separate report on this agenda) are not part of the Local Plan and although the intention of the delegation may have been to cover all local plan related matters it is not considered that the two items mentioned fall under the exiting delegated powers. Therefore it is recommended that the delegated authority from both Councils' is amended to include any joint planning policy related matters and specifically the SCI and CIL.

## 6. Reasons for Recommendations

3.1 The Council has agreed to produce a joint local plan and to operate a Shared Service for all planning matters therefore although an SCI should be a council based document there is no logic in having two identical SCI documents for a shared service area. A revision to the SCI needs to be included in a revised Local Development Scheme Timetable.

3.2 The SCI will need to be amended shortly and potentially soon after and periodically thereafter. The recommended delegations are designed to enable the Council(s) to efficiently

and effectively respond to the changing requirements for the SCI over the next few months and thereafter through the Joint Committee.

## **7. Content of Report**

### **Background**

- 7.1 The Government recent Housing White Paper made a number of suggestions to improve the planning system and speed up local plan making. One of the proposals was to alter planning regulations to require local authorities to review their local plans at least every five years.
- 7.2 In addition to the above the Neighbourhood Planning Act made a number of changes to the neighbourhood planning regime one of which was to require (subject to regulations), local authorities to state in their SCI's how councils will assist communities in producing neighbourhood plans.
- 7.3 The Government published the required regulations requiring local plans to be reviewed at least every five years on the 13<sup>th</sup> December 2017. The section of the regulations relating to reviewing Local Plans doesn't come into force until April 6<sup>th</sup> 2018.

### **Implications for the Councils Statement of Community Involvement**

- 7.4 What was not clear from the Governments' stated intention to require local authorities to review their local plans more regularly was that the regulations would also apply this requirement to SCI documents. However the regulations do specifically refer to SCI's and as such the Council will need to respond to this if it is to remain legally compliant.
- 7.5 The regulations introduce a requirement to review Local Plans and SCI at least every five years from the date of adoption. To comply with this requirement local authorities must every five years from the adoption of the Local Plan/SCI carry out an assessment of whether it remains relevant and effectively addresses the needs of the local community or whether it needs updating.
- 7.6 The Chiltern adopted SCI was in January 2012 / and South Bucks SCI in July 2013– this effectively means that when the regulations come into force in April 2018 the Chiltern SCI would have to be reviewed immediately and consideration would need to be given to reviewing the South Bucks SCI soon after. However, the expected requirement to include reference to how councils will assist in neighbourhood planning effectively means that both SCI documents are also soon to be out of date and will need to be reviewed. The SCI could also helpfully be reviewed to take account of experience from recent consultations and in particular the increased role

of social media in the Councils' communications to local residents and shared service arrangements for major planning applications.

7.7 Neighbourhood planning regulations are expected to be published in January which also expect to require local authorities to set out in their SCI documents their policies for giving advice or assistance to neighbourhood planning groups and their policies for involving communities and other groups in the early stages of plan making particularly in relation to the survey stage and in the setting of the Local Development Scheme – the local plan and related document production timetable.

### **New Joint SCI or separate SCI's?**

7.8 Technically an SCI is a local planning authority's statement on how it will involve the public and interested parties in its plan making and major planning application procedures added to this is the additional requirement to set out how the Council will assist in neighbourhood planning. However, as Chiltern and South Bucks Councils have agreed to produce a Joint Local Plan and associated documents such as the Local Development Scheme and potentially associated supplementary planning documents plus have a Development Management Shared Service there is logic in creating a joint SCI.

7.9 Officers sought advice from the Government official responsible for the new regulations on the issue of producing a joint SCI, and in their view given the Councils are producing a joint Local Plan it would be sensible to produce a joint SCI document.

7.10 Although the two Councils' agreed to produce a joint local plan and delegated decisions on the joint local plan to the Joint Committee the delegation only refers to 'decisions and recommendations in relation to the Chiltern and South Bucks Local Plan'. The SCI is not the local plan and indeed its content covers the Councils procedures for involving the public in major planning applications and soon to also be neighbourhood planning and as such a proposed Joint SCI document will need to be approved by both Councils' respective Cabinets. However, given the continuing need to review the SCI and the likely decision that the SCI should be a joint document it is considered that the two Cabinets should be invited to consider delegating future decisions on amending the SCI document to the Joint Committee. As a side issue it is recommended that the scheme of delegation should also be considered to be extended to other Planning Policy matters being jointly brought forward by the Councils' such as the Community Infrastructure Levy (see separate report on the Agenda). If agreed the Inter Authority Agreement will need amending to cover these additional delegated powers.

### **SCI Content**

- 7.11 As a general point both Councils SCIs are very similar and have both proved effective such that amendments are expected to be minor other than the additional requirements needing to be added and consideration of whether advances in communication such as the popularity of social media should be added.
- 7.12 Social media - The two existing SCI documents were updates of the two Council's respective original SCI documents dating from the early 2000's. Given this and the advances in social media in more recent time's neither of the documents specifically refer to these areas as a means to involve the public. It seems sensible given the Councils desire to go paperless and to use modern technology where possible to include such social media means of publicity within the SCI. Social media also has the potential to better engage with younger residents, often a hard to reach group for local plan matters.
- 7.13 Commitment to levels of Publicity - Both the SCI's were written in such a way as to make sure the Councils complied with the minimum national requirements for publicity whilst suggesting other methods of publicity may be used. Given the large resource implications in undertaking focussed publicity (exhibitions – individual; household newsletters/info leaflets etc) the SCI needs to be clear not to commit the Councils' to undertake levels of publicity that cannot be resourced or become a financial drain. If required and wished for by members at a particular stage or for a particular local plan document there would be nothing stopping the Councils' from undertaking wider forms of publicity than those set out in the SCI. However members should be aware that to do so could be seen to set a precedent and put pressure on the Councils' to 'normalise' extra consultations through future SCI updates. The minimum forms of publicity set out in the SCI must be undertaken and indeed is one of the aspects of the local plan process that the Examination Inspector has to determine before considering the local plan itself. As such levels of publicity as set out in the SCI need to be manageable, consistent and with 'front loaded' consultation to early plan stages.
- 7.14 Major Planning Applications – the SCI is required to set out how the Councils' will involve the public in publicising major planning applications. Given the recent bringing together of the Councils' respective development management teams into a shared service, the setting up of a major planning applications team and standardisation of processes this would also support a joint SCI. The Planning Policy Team will work closely with the Major Applications Team to update the section of the SCI relating to major planning application publicity to incorporate any new procedures resulting from the new shared service.
- 7.15 Neighbourhood Planning – officers in the Planning Policy Team have provided advice thought the neighbourhood planning process most notably Chalfont St Peter and Chalfont St Giles neighbourhood plans to date and advice on the setting up of neighbourhood areas and the Community Right to Build Order to parishes in South Bucks and Chiltern. Officers have indicated that this work can be and is often time consuming and so can only commit to levels of support that

would not divert staffing resources from their focus on the joint local plan. There could be pressures for support from seven parishes across both Districts' that currently have declared neighbourhood areas. Again therefore it is considered that the reference to providing the Councils support to the neighbourhood planning process should go no further than the levels of support given at present. ie advising on neighbourhood planning procedures and the content of neighbourhood plan draft documents. Members could also consider charging parishes for staff time for some neighbourhood planning processes/advice and the view of the Planning Policy Joint Member Reference Group (JMRG) has been sought on this and will be reported at the meeting.

- 7.16 Officers will draft a revised SCI document to take account of the above and any other views expressed at the JMRG and both Chiltern and South Bucks Cabinets. This could be subject to change as at the time of writing this report the regulations in relation to the neighbourhood planning requirements and any transitional arrangements were not published by the Government. Given this uncertainty and the imminent production of the new regulations it is considered prudent to delegate the production of the new SCI as set out in the recommendations.

### **Revision to Local Development Scheme**

- 7.17 The Government requirement is that should a local plan or in this case the SCI need to be updated the timetable for updating that document should be included in the Local Development Scheme (LDS). Members will beware that the Government only require the LDS timetable to be published and that the Councils current LDS timetable in relation to the Joint Local plan and the timetable for the production of a Community Infrastructure Levy (to be reviewed – see separate report on the Agenda) is published on the website. Rather than amend that timetable officers consider the most practicable solution to meet the new requirements would be to publish a separate LDS timetable showing the time frame for producing the new SCI document.

### **8. Consultation**

- 8.1 There is no requirement in the regulations to consult on the content of the SCI document. The Councils SCI makes no specific commitment to consult on SCI revisions. As such it is not considered necessary to consult on the content of a document which spells out how the Council will consult the public on other local plan documents/major planning applications.

### **9. Options (if any)**



- 9.1 Given the imminent change to the regulations the Councils would have to update their respective SCI documents. The two options open to the Councils would be to produce two largely similar SCI documents one for each council or given the decision to produce a joint Local Plan and to establish a joint Planning and Economic Development service to produce one joint SCI document. Given the legal requirement to have an up-to-date SCI document in place there are no other alternative options.

## 7. Corporate Implications

- 7.1 *Financial* – in relation to the production of the document the only costs would be staff time. Depending on the commitments as set out in the approved SCI document to certain levels of publicity future costs in terms of printing and or postage sots, cost is relation to the hiring of premises etc for public exhibitors etc will impact on service budgets and will need to be considered as part of the SCI review – however if recommendations are followed as set out in this report costs would expect to be covered in the current and next financial year budget and would need to be considered in future budget setting processes .
- 7.2 *Legal* – the Councils' are required to have an adopted SCI in place setting out their planning publicity arrangements. The new regulations will require these to the regularly reviewed and up to date. The additional requirements to include references to the Councils' assistance on neighbourhood planning means the documents would have to be amended/updated and at this time it is logical to combine into one document. The submitted local plan has to show how it has complied with the publicity.
- 7.3 *ICT* – the Councils' have committed to a more electronic business model moving where possible to electronic means of communication and reduction in the use of paper. Therefore it is sensible for the new SCI document to include reference to up-to-date electronic means of communication such as social media and use of the Council websites.
- 7.4 *Partnership* - a joint SCI with reference to the assistance to be given to neighbourhood planning groups will show partnership working between the two Districts and between the two districts parish councils and other community groups.
- 7.5 *Social Inclusion* – by stating clearly how the Councils' will consult on planning and neighbourhood planning matters the SCI will show how the Council aim to include all in the planning process.
- 7.6 *Sustainability* – the promotion of electronic means of communication will help the Councils' reduce the use of paper and thus improve their sustainability.

## 8. Links to Council Policy Objectives

- 8.1 The production of an up-to-date SCI document containing references to increase use of electronic communication and involvement of the public together with the Councils' stating how they will work with parishes and community groups on neighbourhood planning will meet the following Council key aims and objectives.

We will deliver cost effective, customer focused services

1. Provide best value for money services

- Reduce costs through the shared services programme with South Bucks District Council.
- Make better use of ICT to drive through savings whilst providing more flexible service delivery

2. Listen to our customers –

- Consult with you on key issues and respond to results
- Communicate widely and embrace social media

We will work towards safe, healthy and cohesive communities

3. Promote cohesive communities- Engage with Parish and Town Councils and local neighbourhoods

We will strive to conserve the environment and promote sustainability

2. Promote sustainability

- Put in place a new Joint Local Plan with South Bucks District Council to help meet local development needs

South Bucks

We will deliver cost- effective, customer- focused services

. Provide great value services

- Optimise the effectiveness of our resources and assets
- Reduce costs through the shared services programme with Chiltern District Council
- Better use ICT to drive through savings whilst providing more flexible service delivery

2. Listen to our customers

- Consult with you on key issues and respond to results
- Communicate widely and embrace social media

We will work towards safer and healthier local communities

3. Promote local communities

- Support the voluntary sector and promote volunteering
- Engage with Parish and Town Councils and local neighbourhoods

We will strive to conserve the environment and promote sustainability

2. Promote Sustainability

- Produce a new Joint Local Plan with Chiltern District Council to help meet local development needs

Key Objectives available here:

<http://www.chiltern.gov.uk/Aims-and-Objectives>

<http://www.southbucks.gov.uk/prioritiesandperformance>

## 9. Next Step

9.1 The Councils' produce a new joint SCI document and the Joint Committee delegated powers are amended.

<b>Background Papers:</b>	Documents contained on the Councils' websites.
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<b>SUBJECT:</b>	<i>Community Infrastructure Levy Update Report</i>
<b>REPORT OF:</b>	<i>Cabinet Members for Sustainable Development (Chiltern District Council) and Planning and Economic Development (South Bucks District Council)</i>
<b>RESPONSIBLE OFFICER</b>	<i>Andrew Ashcroft, Interim Head of Planning and Economic Development</i>
<b>REPORT AUTHOR</b>	<i>Shereen Ansari, Senior Planning Officer (Policy), 01494 732 929</i>
<b>WARD/S AFFECTED</b>	<i>All</i>

## 1. Purpose of Report

1.1 To recommend a revised timetable for the introduction of a Community Infrastructure Levy (CIL), following announcements in the Housing White Paper and the Autumn Budget.

### RECOMMENDATIONS

- 1. Publish a timetable as part of the Local Development Scheme for the preparation of the necessary Community Infrastructure Levy Documents as set out in Appendix 1 to this report**

## 2. Reasons for Recommendations

2.1 Following the Councils decision to pursue CIL in Chiltern and South Bucks Districts in December 2016, work was temporarily halted due to uncertainties regarding the continuation of the CIL system nationally. However, the Governments Autumn Budget has clarified that there is no intention to replace CIL with an alternative system, and that Government is instead seeking to make alterations to the current CIL regime. Therefore work can now resume on the implementation of CIL in Chiltern and South Bucks Districts. A revised timetable as part of the Local Development Scheme is required to be published on the Councils websites in this respect. The proposed timetable (Appendix 1) seeks to maximise efficiencies between the development of CIL in the two Districts with the production of the joint Local Plan.

## 3. Content of Report

### **Background**

3.1 The Community Infrastructure Levy (CIL) was introduced through the 2008 Planning Act and came into force in April 2010. It is a tool for local authorities to raise funds from development in order to deliver infrastructure to support development in their area. CIL takes the form of a charge that is payable on specified new development which creates net additional floorspace.

3.2 Once CIL is adopted by a Local Authority it is a fixed, non-negotiable charge on development, unless specified as exempt in the CIL Regulation 2010 (as amended). A Local Planning Authority wishing to implement CIL must produce and approve a Charging Schedule setting out the levy rates in its area. In the case of Chiltern and South Bucks

District Councils, although the Councils are jointly preparing a new Local Plan, separate Charging Schedules for each district would need to be produced and approved.

### **Introduction**

3.3 Members will recall considering the implementation of CIL in Chiltern and South Bucks Districts at the Joint Committee meeting on 19<sup>th</sup> December 2016. At this time, the Committee resolved to:

1. Endorse the principle of introducing a CIL in Chiltern and South Bucks Districts
2. Authorise the Head of Finance to add £100,000 to the 2017/18 budget to fund the CIL development work, to be funded 50/50 by CDC and SBDC from their respective planning reserves
3. Delegate authority to the Head of Sustainable Development (now Planning & Economic Development) to undertake and commission the necessary work to pursue the introduction of a CIL in Chiltern and South Bucks Districts
4. Publish a Local Development Scheme setting out the proposed timetable for the preparation of the necessary CIL documents
5. Agree the principle of pooling CIL revenues between the two Districts to fund and deliver infrastructure priorities across the joint Local Plan area
6. Delegate authority to the Head of Sustainable Development to seek agreement from the Secretary of State for the Local Plan and two district Charging Schedules to be examined jointly
7. Delegate authority to the Head of Sustainable Development in consultation with the two Cabinet Members for Sustainable Development to review the decision to pursue CIL if required, following the publication of the Government's Housing White Paper

3.4 Shortly after this meeting, in February 2017, the Government published its Housing White Paper, which included a commitment to examine the options for reforming the system of developer contributions (including CIL), the outcome of which was due to be announced in the Autumn Budget. Alongside the Housing White Paper, the recommendations of the CIL Review Panel were also published, which recommended the replacement of CIL with an alternative low level tariff system. Given these uncertainties around the continuation of CIL nationally, a decision was taken to put work on the development of CIL in Chiltern and South Bucks Districts on hold, pending the Autumn Budget, in order to avoid incurring abortive costs if CIL were to be progressed only to then be replaced by Government with an alternative system.

3.5 The Government has now announced the Autumn Budget which includes a commitment that DCLG will consult on changes to the CIL system, including changes to current restrictions on the pooling of S106 contributions, speeding up the process of setting and revising CIL, allowing authorities to set rates which better reflect the uplift in land values between a proposed and existing use and changing the indexation of CIL rates to house price inflation rather than build cost. Although no further information has been provided regarding the timetable for this consultation, the Autumn Budget has clarified that Government does not propose the replacement of CIL. Therefore, although there are some uncertainties around the details of the proposed CIL reforms, it is likely that CIL will continue to be used as a mechanism for securing funding for infrastructure. As such, Chiltern and South Bucks Councils should now resume work in developing CIL Charging Schedules for the two districts. The proposed timetable assumes that Government changes

to CIL will as intended deliver a quicker easier CIL process however, if this does not occur then the proposed timetable may have to be revised.

### ***Timetable***

- 3.6 In order to determine appropriate CIL rates and to approve CIL Charging Schedules for the two Districts, the processes set out in the CIL Regulations 2010 (as amended) must be followed, unless to be changed. These include the preparation of significant evidence in support of the proposed Charging Schedules, consultation on Preliminary Draft Charging Schedules, consultation on the Draft Charging Schedules, and Examination in Public.
- 3.7 The evidence required to prepare the Charging Schedules will be dependent on the emerging Local Plan and supporting evidence for this, including the scale and quantum of development proposed in the Districts, the infrastructure likely to be required to support development and the associated costs of these (to be set out in the Infrastructure Delivery Schedule) and other emerging policy requirements that could impact upon development costs and development viability such as Affordable Housing targets and accessibility standards.
- 3.8 Therefore the preparation of CIL Charging Schedules should ideally coincide with the appropriate stages of plan preparation and ideally the examination of the CIL Charging Schedules would closely follow examination of the joint Local Plan, or form part of a joint examination.
- 3.9 The timetable set out in Appendix 1 would enable the CIL Charging Schedules to be examined either jointly with or following on from the Local Plan examination, thus reducing the costs associated with Examination in Public and maximising the ability to rely on a shared CIL/Local Plan evidence base.

### ***Risks and Unknowns***

- 3.10 It is important to note that this timetable will likely be challenging and because of current staff vacancies that preparation of CIL Charging Schedules will largely be dependent on our consultants. Progress is also reliant on the completion of key elements of the evidence base for the joint Local Plan, such as the Infrastructure Delivery Schedule, Affordable Housing and Viability work.
- 3.11 Additionally, agreement must be sought from the Planning Inspectorate (PINs) for the two Charging Schedules to be examined jointly and ideally following directly on from the Joint Local Plan. Should the PINs not agree to this, or should the timetable for producing the Charging Schedules slip, then a separate Examination would be required, with associated additional costs.
- 3.12 It is also important to note that Government has committed to consulting on changes to the CIL regime (see above). Although these changes are expected to be minor, and no timescale has been put forward by Government for the consultation, further adjustments to our timetable may be required as a result.

## **4. Consultation**

- 4.1 Not applicable for introducing the CIL timetable however the process has built in public consultation stages.

## 5. Options

5.1 As explained above, the timetable proposed should maximise the efficiency between preparation of shared evidence base documents and joint examination of the joint Local Plan. Should this timetable not be met then additional costs related to separate Examination in Public would be incurred. An alternative option could be to seek to introduce CIL after adoption of the Local Plan however this will result in additional staff and budget costs and a delay which could result in significant loss of income that would have otherwise been generated with an earlier introduction of CIL. 'Lost revenue' from CIL would undermine infrastructure delivery, a key consultee concern raised as part of the Local Plan, and potentially could undermine the soundness of the Local Plan at Examination as soundness includes ability to deliver.

## 6. Corporate Implications

6.1 Financial – Financial implications will be largely in 2018/19 and has been considered as part of the current budget setting process. If insufficient funding is budgeted then costs may be required from the Planning Reserve. It should also be noted that costs in setting up CIL can be recovered from CIL changes over time through an admin levy.

6.2 Legal – None, other than those defined in the CIL Regulations 2010 (as amended) and the Planning Act 2008.

6.3 Social Inclusion – Potential implications for the provision of Affordable Housing as the cumulative impacts of CIL, planning obligations and other policy requirements may render development unable to provide full or any affordable housing contributions however this implication should be taken into account as part of the work necessary for setting an appropriate CIL rate.

## 8. Links to Council Policy Objectives

8.1 The introduction of CIL in accordance with the proposed timetable will help deliver the objective to deliver cost effective, customer focused services. It would also potentially contribute directly to safe, healthy and cohesive communities and promote sustainability with the timely provision of infrastructure benign a key component of sustainable development.

## 9. Next Step

9.1 A revised CIL Local Development Scheme (LDS) will be published on the Councils websites.

9.2 The necessary evidence base work will be undertaken jointly towards producing a CIL Charging Schedule for each District, with a view to be examined jointly alongside the joint Local Plan.

9.3 Government proposed changes to CIL legislation will be considered in due course and if necessary the CIL timetable may have to be reviewed again.

<b>Background Papers:</b>	Available on the Councils Planning Policy website pages.
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**Appendix 1: Timetable for the Production of CIL Charging Schedules for Chiltern and South Bucks**

Key Dates and Milestones	2018												2019											
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
<b>Consultation on Preliminary Draft Charging Schedule (Regulation 15)</b>								C																
<b>Publication of Draft Charging Schedule (Regulation 16)</b>										P														
<b>Submission (Regulation 19)</b>													S											
<b>Examination Period (to be examined jointly with the Local Plan)</b>																	E							
<b>Approval and Publication of CIL Charging Schedule (Regulation 25)</b>																							A	

The Community Infrastructure Levy is to be produced in accordance with The Community Infrastructure Levy Regulations 2010 (as amended)

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<b>SUBJECT:</b>	<i>Exemption to Contracts Procedure Rules – Instructing Counsel and Expert advisers.</i>
<b>REPORT OF:</b>	<i>Councillor Read – Portfolio Holder for Planning and Economic Development</i>
<b>RESPONSIBLE OFFICER</b>	<i>Director of Resources – Jim Burness</i>
<b>REPORT AUTHOR</b>	<i>Principal Solicitor - Anna Dell Tel: 01895 837232 <a href="mailto:anna.dell@southbucks.gov.uk">anna.dell@southbucks.gov.uk</a></i>
<b>WARD/S AFFECTED</b>	<i>Beaconsfield</i>

## 1. Purpose of Report

- 1.1 To report to Cabinet that an exemption to the Contracts Procedure Rules has been granted by Management Team.

### RECOMMENDATION

That Cabinet note that Management Team has agreed an Exemption to the Contracts Procedure Rules, to permit Counsel (Mr Simon Bird QC) and Expert Advisers to be instructed as required on behalf of the Council regarding the proposed redevelopment at Wilton Park, Beaconsfield, HP9 2RL.

## 2. Reasons for Recommendation

In order to comply with the Contracts Procedure Rules exemptions authorised by Management Team must be reported to the next appropriate Cabinet Meeting.

## 3. Content of report.

- 3.1 The CDC / SBDC Contracts Procedure Rules set out the approach to dealing with all aspects of Procurement. They state at A6 that:

*The Councils must comply with these Contracts Procedure rules at all times. However there are sometimes valid reasons why an exemption from one or more elements of these rules is required.*

*All exemptions must be formally approved by Management Team, and shall be reported to the next appropriate Cabinet meeting.*

- 3.2 An Outline Planning Application (reference 17/01763/OUT) has been submitted to the Council for the redevelopment of the Wilton Park site comprising 304 residential properties (Class C3); employment and community uses including new ATC facility (Classes A1, A3, B1, B2, D1 & D2); formal and informal public open space, including local park and sports pitches with changing facilities; new access road from A40 Pyebush Roundabout to form southern part of Beaconsfield Relief Road; network of footpaths and cycleways including alterations to Minerva Way; car parking; on-site access roads and landscaping works.

- 3.3 Mr Bird QC is an expert Planning and Planning Policy QC and advised the Council in 2013 and 2014 regarding the proposed redevelopment of Wilton Park and is therefore familiar with this site and regarding the Development Plan generally.
- 3.4 Further expert evidence from Property Consultants and Construction Cost advisers was required regarding the viability of the proposed redevelopment with a view to securing provision of affordable housing as part of the proposed redevelopment.
- 3.5 Having initially instructed Mr Bird and Expert advisers in accordance with the Contract Procedure Rules it was considered that Mr Bird QC and the Expert advisers were best placed to continue to provide advice regarding the proposed redevelopment at Wilton Park as required.
- 3.6 On 20<sup>th</sup> December 2017 Management Team therefore agreed an exemption from the requirement to obtain competitive tenders, so that the Council could continue to instruct Mr Bird QC and the Expert advisers and accept quotes to provide such further advice and undertake any extra work as a direct consequence of the issues and the processes relating to the proposed redevelopment at Wilton Park.

#### 4. Consultation.

N/A

#### 5. Options

N/A

#### 6. Corporate Implications

Financial – Counsels and Expert advisers fees will be met from within existing Development Management budgets.

#### 7. Links to Council Policy Objectives

There are no direct links to the policy objectives.

#### 8. Next Steps

Counsel and Expert advisers will be instructed as required.

<b>Background Papers:</b>	None except those referred to in the report.
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**CUSTOMER SERVICES AND BUSINESS SUPPORT POLICY ADVISORY GROUP****Meeting - 20 November 2017**

Present: D Smith (Chairman)  
M Bezzant, R Reed and D Saunders

**1. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**2. REPORTS FROM MEMBERS ON OUTSIDE BODIES (IF ANY)**

None received.

**3. PORTFOLIO BUDGET 2018/19**

The PAG considered a report seeking Members' comments on the draft Revenue Budget and the Fees and Charges schedule for 2018/19 for the Customer Services and Business Support Portfolio, prior to consolidation of all portfolio budgets for consideration by the Cabinet. The report also outlined the context of the overall financial position facing the Council for the coming year and confirmed that Local Authority funding is subject to continuing significant reductions.

In considering the report, the PAG particularly noted:

- The Medium Term Financial Strategy in the Autumn of 2016 identified a potential funding gap in the coming years. There were known issues such as homelessness and potential changes to the New Homes Bonus grant that would increase this figure unless further cost reduction/income generation measures were taken. The Council was currently tackling the issue by embarking on a number of key projects and programmes set out in the report.
- All services were now provided by joint teams with Chiltern District Council. The Chiltern & South Bucks Joint Committee on 24th July 2017 agreed that from 2018/19 the standard cost split should be amended to CDC 58% / SBDC 42%, and this should be used for all joint services apart from Revenues & Benefits and Waste. This change has an impact on individual areas, in that the cost shares would be different between 2017/18 and 2018/19, however the effect on the budgets overall would be minimal.
- The draft budgets presented to Members at this stage represent the net direct running costs of services. They do not contain the apportionment of support services such as accommodation, IT, finance etc. These would be included in the final approved budgets, once the budgets for these support services have been set.
- The increase from the current year's approved budget to the 2018/19 draft budget is £141k (13.0%). The reason for this change was set out in the table in section 4.4 of the report.
- The key risks were set out in section 5.3 of the report.

In the discussion which followed, the reasons for the 13% increase from the current year's approved budget were explained. It was noted that whilst there had been an increase, these were costs taken from other portfolios so the council budget overall would be not subject to such an increase.

In response to a question regarding how the actual savings made from the service reviews were monitored against the projected savings, Members were advised that this information had been reported to the Joint Committee and that an internal audit had also been carried out which looked at the savings which had been made. A request was made that this report be circulated to Members of the PAG for their information.

Having considered the advice of the PAG, the Portfolio Holder **AGREED** to **RECOMMEND** for the onward submission to Cabinet;

- The 2018/19 revenue budget
- The 2018/19 fees and charges.

#### 4. **CASH AND CHEQUES**

The PAG received a report which discussed the Council's approach to accepting cash and cheque payments.

The PAG were advised that in order to reduce processing costs it was being suggested that the Council should aim to phase out cash and cheque payments over time. Although the Council could refuse to accept cash / cheque payments this would have a negative impact on customer choice and could negatively impact on collection rates as a significant number of customers still choose to pay by cash and cheque. It was therefore being proposed to work with the Council's customers to help them move to other payment channels, and to target some service areas initially to reduce cash/cheques. The removal of information about the ability to pay by cash / cheque from the back of bills, where it would be appropriate to do so, was also being proposed.

In the discussion which followed, Members were advised that other local authorities in the surrounding area had stopped accepting cash.

The PAG whilst in support of the proposal to discourage the use of cash payments, were not in support of the proposal to discourage the use of cheques as this would have a negative impact on customer choice and could negatively impact collection rates.

It was noted that whilst the use of cash would be discouraged and gradually phased out, if there was a customer who brought cash in to pay for something and didn't have another method to pay, the Council would still take the payment.

With regards to the removal of information about the ability to pay by cash from the back of bills, where it would be appropriate to do so, the PAG felt that Members should be consulted with over what information this would be appropriate to do so on.

Members were advised that the new Customer Experience Strategy would be looking at ways to encourage customers to go online to pay bills etc. It was noted that consideration would need to be given to the fact that some customers were unable to access a computer.

Having considered the advice of the PAG, the Portfolio Holder **AGREED** that the Council should aim to phase out cash payments over time, taking account of customer needs.

#### 5. **WEBSITE CHANGE MANAGEMENT**

The PAG received a report which set out the process for website change management.

The report covered the following:

- How minor and major change requests are carried out
- How content is managed and maintained by service areas through the use of web editors.
- The mobile friendly websites and keeping content up to date
- The use of google analytics
- The use of Siteimprove
- The future impact of the Customer Experience Strategy.

The PAG noted the Dynamic Theme Design Specification which was attached to the report.

As the contract with the Council's current provider expires in September 2018, the PAG were advised of the Council's procurement process and some of the specifications which would be required of any provider.

Having noted the fact that the quality assurance score (generated by siteimprove) was lower for South Bucks District Council than Chiltern District Council, a request was made that the most recent scores for both councils be circulated to Members of the PAG.

**RESOLVED** that the report be noted.

6. **BRIEFING NOTE FOR CHANGES TO IT SUPPORT FOR MEMBERS**

The PAG received a briefing note on changes to IT support for Members.

For security reasons, as set out in the report, the Council was proposing to remove the forwarding rule on all Members' mailboxes and to replace it with MobileIron on all iPads giving a direct connection to the Council mailboxes.

In the discussion which followed, the need for Members to be able to access their council emails on their mobile phone was raised. Members were advised that this could be done via Outlook Web App (OWA).

In response to a question, the Head of Business Support explained that for security reasons it would not be possible for anyone not employed by the Council to have access to a Member's calendar.

Following a concern raised regarding the fact that Members who were also Buckinghamshire County Councillors were having to use two different ipad devices, Members were advised that talks had been taking place with Buckinghamshire Country Council over the last couple of years to see if one ipad device could be used for both councils but that no solution had been found as of yet.

It was agreed that it was important to ensure that all Members were made aware of what the Council was proposing to do prior to roll out.

**RESOLVED** that the briefing note be noted.

7. **ANY OTHER BUSINESS - CUSTOMER EXPERIENCE STRATEGY JOINT MEMBERS WORKING GROUP**

The Portfolio Holder advised Members of the PAG that a Customer Experience Strategy Members Joint Working Group had been set up and invited nominations from two Members of the PAG to join the working group.

Councillor Saunders and Councillor Bezzant agreed to be part of the working group.

The meeting terminated at 7.24 pm

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## **ENVIRONMENT POLICY ADVISORY GROUP (SBDC)**

### **Meeting - 20 November 2017**

Present: L Sullivan (Chairman)  
M Bradford, B Harding, L Hazell and J Lowen-Cooper

Also Present: J Read

Apologies for absence: G Hollis

#### **1. MINUTES**

The minutes of the meeting of the PAG held on 19 June 2017 were received.

#### **2. DECLARATIONS OF INTEREST**

There were no declarations of interest.

#### **3. REPORTS FROM MEMBERS**

None received.

#### **4. CURRENT ISSUES**

The PAG received an update regarding a road traffic accident involving the Chiltern contractor's refuse vehicle that had resulted in a fatality. Members were advised that the accident was being investigated, and that although there was no operational liability, risk assessments were being reviewed in case there were any learning points for the South Bucks contractor. There was no video recording equipment on the refuse vehicle involved in the accident, but this was being considered.

#### **5. REPORTS LIKELY TO LEAD TO PORTFOLIO HOLDER RECOMMENDATION TO CABINET**

#### **6. PORTFOLIO BUDGET 2018/19**

The PAG received a report which provided information about the draft revenue budget for 2018/19, which included the context of the overall financial position of the Council. The report detailed the Council's priorities, issues and projects and explained how these would be delivered under increasing financial pressures.

Members were advised that, as all services were now jointly provided, it was appropriate to simplify the cost share arrangement which had resulted in a negligible cost effect.

Members were advised that a report on the review of car park charges would be presented to a special meeting of the PAG after Christmas. The final report highlighted to Members the

key financial risks facing the Council, primarily the cost of the Biffa contract and income from car parks.

**Councillor J. Lowen-Cooper entered the meeting at 6.15 pm.**

Having considered the advice of the PAG, the Portfolio Holder **AGREED to RECOMMEND** to Cabinet that the following be approved:

- 1) The 2018/19 revenue budget; and
- 2) The 2018/19 fees and charges.

**7. LITTLEWORTH COMMON OWNERSHIP UPDATE**

The PAG received a report which updated members about the ownership of Littleworth Common and requested that members agree the proposed transfer of the land to SBDC. Members were advised that the current owners were happy for the Council to take ownership of the freehold interest in the Common, and that the Council was now in a position to complete a transfer.

It was noted that there would be a nominal cost in transferring ownership, and that this could be met within existing budgets. Members were concerned that the Common would fall into disrepair if the Council did not act to take ownership, and that residents of surrounding properties would be adversely affected. The PAG were advised that, in taking ownership of the Common, the Council would receive some additional income and have the opportunity to apply for grants. Members felt that Council management of the Common would benefit the work being done by local community organisations.

Having considered the advice of the PAG, the Portfolio Holder **AGREED to RECOMMEND** to Cabinet that the Council take a transfer of the freehold ownership of Littleworth Common shown edged black on the plan attached to the report and delegates final agreement of the transfer terms to the Head of Environment in consultation with the Head of Legal and Democratic Services.

**8. BEACONSFIELD OLD TOWN COMMON LAND UPDATE**

The PAG received a report clarifying the Council's responsibility regarding the Common Land in Beaconsfield Old Town. Members' views were sought regarding a proposed change to the Council's approach regarding the management of the land in light of increasing financial constraints and to avoid future liability that may arise from insurance claims, whilst having regard to the obligations set out in the Scheme of Management and legal advice which clarified that the Council's legal duty was limited to keeping the land free of encroachment. The fact that historically the Council had undertaken maintenance that it was not obliged to do left it open to assuming any insurance liabilities, and this position needed to change. This was a separate matter from how the various land owners might co-operate in the future in managing the land.

In the discussion which followed it was suggested that a joint fund could be created between the Council, Bucks County Council and Hall Barn Estates to help fund the maintenance of the common land. It was considered that this could potentially give a conflicting message about the Council's intention to change its approach towards the management of the land, and



would require agreement from each party. The PAG, being mindful of the possibility of any potential liability, were of the opinion that the Council should no longer undertake maintenance work to those areas of the Common land that were owned by Bucks County Council and Hall Barn Estates and should notify the other parties involved and the public of its position. An agreed letter template could be used to respond to queries regarding maintenance clarifying the ownership of the land and their responsibilities. It was felt that this change in approach would need to be communicated clearly, and the use of signage should be considered to help inform the public in particular. The PAG noted the potential sensitivity around the Council changing its approach to management of the Common land, and therefore care was needed in how the change was implemented.

Members requested that a clearer map be provided in order to help clarify the complex ownership of the Common Land.

Having considered the advice of the PAG, the Portfolio Holder **AGREED** to **RECOMMEND** to Cabinet that:

- 1) The Council changes its approach regarding maintenance of the Beaconsfield Old Town Common Land, by limiting its involvement only to ensuring that the land remains free from encroachment and no longer undertaking maintenance of areas of the Common land that are owned by Bucks County Council and Hall Barn Estates.
- 2) The Council communicates this change of approach to the landowners, Town Council and general public.
- 3) Authority to agree the wording of any appropriate signage is delegated to the Head of Environment, in consultation with the Portfolio Holder for Environment.

## 9. **CAR PARK STRATEGY AND ANNUAL CAR PARK REVIEW**

The PAG received a report which informed members about the proposed Car Park Strategy for the District that had been agreed by the Resources PAG prior to the changes in Portfolios. The proposed strategy showed how the Council would manage car parking going forward. It was agreed to reconsider the strategy document in light of updated information on capacity and consider if any amendments to the document were necessary. Thereafter the Head of Environment, in consultation with Portfolio Holder, would be authorised to consult on the strategy as and when resources allow.

Having considered the advice of the PAG, the Portfolio Holder **AGREED** to **RECOMMEND** to Cabinet that the report be approved.

## 10. **REPORTS FOR INFORMATION/DISCUSSION**

### 11. **WEED SPRAYING**

The PAG received a report which informed members of a trial being implemented to spray weeds at the kerbside, using new equipment retrofitted to an existing road sweeper. Members were advised that, as Bucks County Council had halted weed spraying, the Council was launching a trial to assess the effectiveness of spraying weeds before they became established, as a low cost method of managing the problem. The equipment would be fitted

## Environment Policy Advisory Group (SBDC) - 20 November 2017

in February to one sweeper, and the trial would be limited to main routes already used by drivers.

Members were advised that an approved safe chemical would be sprayed at kerb level, in order to protect grassed verges and prevent weed growth. The frequency of spraying would reflect existing road sweeping cycles, with weeds being sprayed when sweepers are fitted with soft brushes. Sweepers would then be fitted with steel brushes, with the intention that these would clear away weakened weeds. Reservations were raised over the effectiveness of spraying after brushing, as weeds would be flattened and therefore less likely to absorb the spray.

The PAG was advised that pictures would be taken before and after spraying, as well as sample measurements, in order to assess the success of the trial.

**RESOLVED** that the report be noted.

### 12. **ANY OTHER BUSINESS**

None

The meeting terminated at 7.00 pm.

## HEALTHY COMMUNITIES POLICY ADVISORY GROUP (SBDC)

### Meeting - 30 November 2017

Present: Dr W Matthews (Chairman)  
P Bastiman, D Pepler and M Bezzant

Apologies for absence: P Kelly and D Anthony

#### 27. **APOLOGIES FOR ABSENCE**

Apologies were received from Cllr D Anthony and Cllr P Kelly.

#### 28. **MINUTES**

The minutes of the meeting held on 14 September 2017 were agreed as an accurate record.

#### 29. **DECLARATIONS OF INTEREST**

There were no declarations of interest.

#### 30. **REPORTS FROM MEMBERS**

The PAG received and **NOTED** the following written updates:

1. Cllr W Matthews – Bucks Health and Adult Social Care Select Committee.
2. Cllr D Pepler – Buckinghamshire Health Trust

During discussion, the PAG was advised that a further Health and Adult Social Care Select Committee had taken place and it was agreed to be followed up that the Council's representative on the Adult Social Care Transformation Board provide regular feedback to Members.

A further meeting of the Buckinghamshire Healthcare Trust had been held on 29 November and Cllr Pepler advised that he would provide a further update report to Members.

#### 31. **HEALTHY COMMUNITIES UPDATE REPORT**

The Head of Healthy Communities provided a verbal update to the PAG. Key points raised were as below:

- Older people's guides had been completed and were ready to print for distribution. These guides were unique to each locality and provide a wide range of information and contact details for residents.
- 601 tickets had been sold for the first draw of the Chiltern and South Bucks Lottery with 35 good causes signed up. This exceeded the predicted sales of 500. With this level of performance the lottery would raise up to £18k. Members were encouraged to spread word of the lottery to local charities and good causes and advised of the level of funds that could be raised.
- Chiltern District Council approved recommendations to adopt the Hackney Carriage and Private Hire Licensing Policy at its Council meeting in November 2017 which meant the two Councils now had similar policies in place. The PAG was advised of a recent case at Chiltern District Council

where at appeal a driver's licence was reissued following revocation due to new information being provided at the hearing. The Judge had agreed that the Council had been right in its initial revocation. A report would be brought to a future Licensing Committee on this matter.

- Three premises remained closed in the South Buckinghamshire area and would re-open when hygiene requirements were met. Legal cases were ongoing. Notice had also been served on Fulmer Mosque to ensure drainage issues at the site were rectified.
- Two developments which were providing affordable housing had been completed on Institute Road in Taplow. One scheme had properties already let with the other due to let properties shortly. Larger schemes in Denham and the Old Mill site in Taplow were due to be online toward the end of 2018.
- On current trends it was predicted that there would be an upturn in homelessness applications where the Council accepted full housing duty. Disabled Facilities Grants had increased on 2016/2017 due to a higher demand and an increase in referrals from Occupational Therapy.
- Consultation on the proposed Gerrards Cross development would start the week commencing 4 December 2017. Display boards would be available in reception at Capswood and letters had been issued to adjacent properties. 40% was the target for affordable housing on this site.

The PAG **NOTED** the update from the Head of Healthy Communities.

### 32. **PORTFOLIO BUDGETS 2018/19**

The Head of Finance presented the report which provided Members with information on the draft revenue budget for 2018/19, including the context of the overall financial position facing the Council for the coming year. The report provided summary information on the budgets and highlighted issues for consideration. The accompanying booklet presented detailed information to assist Members in their decision making.

Key points raised during discussion included:

The revenue support grant from central government would be zero in 2018/2019. There had been no increase in budgets unless essential. Page 16 of the reports pack detailed how the budget had differed from the previous two financial years. There had been an overall increase in this portfolio of £34k which was mainly due to a change in the cost share calculation. The Joint Committee had agreed a standard cost split of CDC 58% / SBDC 42% which would be used for all joint services excluding Revenues & Benefits and Waste. The way the cost shares had changed meant there was a £64k increase in this portfolio although overall there was a 9k saving to the Council.

Full budget proposals could be seen in appendix 1 (pages 21 – 50 of the reports pack). The PAG were advised that the increase in the homelessness budgets was mainly related to the receipt of the flexible homelessness support grant and new burdens funding. It was clarified that the trailblazer funding for the connexions resilience service was not included as this was separate funding from Government. With regard to the anticipated trend, the PAG were informed that on current statistics homelessness applications and applications where housing duty was accepted by the Council had increased year on year although was dependant on a range of factors which is why the Council continued to look at opportunities to ensure a supply of affordable housing to avoid B&B and nightly accommodation costs. Potential interest increases and the introduction of universal credit were recognised as potentially having an effect on homelessness.

It was suggested by the PAG that future budget proposals should differentiate the fees and charges so that it was clear which were statutory and which could be set by the Council. The Head of Finance agreed that this would be taken in to consideration for next year's budget proposals.

The PAG were advised that a risk analysis would be carried out during the process and actual income from this financial year and previous years had been looked at in detail.

Following a discussion, the PAG **AGREED** that the following items be approved for onward submission to Cabinet:

1. The 2018/19 revenue budget.
2. The 2018/19 fees and charges.

### 33. PRIVATE SECTOR LEASING SCHEME

The Housing Manager presented the report which sought approval to enter into an agreement with Paradigm Housing to deliver a Private Sector Leasing Scheme. The scheme was one of the options being worked on by the Council to generate affordable housing and could be seen in the reports pack (pages 51 – 58). The scheme was a model that was already working in other Local Authorities particularly in London Authorities.

During discussion the following points were noted:

The PAG were advised that the Council would pay Paradigm a weekly management fee while the property is occupied. Any issues with tenants not paying rent would be dealt with by Paradigm and the debt would sit with them rather than the Council. Subject to Cabinet approval the delivery of the scheme would commence around April 2018.

In response to a question on how long any agreement with Paradigm would last, the PAG were advised that Paradigm would lease the properties for a 3 – 5 year period and the Council would be contracted to the agreement for that period on a property by property basis. In terms of how long families would spend in the accommodation, it was anticipated that this would approximately be six months, dependant on individual circumstances.

The PAG were informed that were the scheme to be approved, Paradigm would look to procure properties in South Buckinghamshire and in adjacent authorities with the aim to find properties as close to the district as possible.

The level of savings would be dependent on the number of properties Paradigm was able to deliver. Paradigm had reported that they would be able to provide approximately 40 properties which would result in the region of £200k savings. The budget was cautious in predictions due to other potential impacts such as the homelessness reduction act.

The PAG requested regular progress updates through meetings of the PAG so that the schemes progress could be monitored. A full detailed report would be brought back before members in 12 months.

Following a discussion, the PAG **AGREED** to **RECOMMEND** to Cabinet that:

1. The Council agrees to the implementation of a Private Sector Leasing Scheme by Paradigm Housing to deliver temporary accommodation to meet the Council's statutory homelessness duties.
2. Delegated authority is given to the Head of Healthy Communities in consultation with the Portfolio Holder to enter into an agreement with Paradigm Housing for the delivery of the Private Sector Leasing Scheme.
3. It be noted that Management Team has agreed an exemption from the Chiltern District Council and South Bucks District Council Contract Procedure Rules for the Agreement between the Council and Paradigm Housing for the delivery of the Private Sector Leasing Scheme.

4. A further report is brought to Members in 12 months to update them on the progress of the scheme and its impact on the delivery of the Council's statutory homelessness duties. In addition to this report, regular updates would be provided at PAG meetings.

#### 34. GREENHOUSE GAS REPORT

The Environmental Health Manager presented the report which outlined the key outcomes from the Greenhouse Gas reports for both Chiltern and South Bucks District Councils.

The PAG were advised that the Council were continually looking at measures to make energy savings. The report had been submitted to the Department of Energy & Climate Change (DECC) for residents and interested parties to view.

Following discussion the PAG **NOTED** the Council's Greenhouse Gas report, the close link between Chiltern District Council's and South Bucks District Council's Greenhouse Gas reports, the publication on the SBDC website and notification of completion to Department of Energy & Climate Change (DECC).

#### 35. HOMELESSNESS REDUCTION ACT PRESENTATION

The PAG received a presentation from the Housing Manager on the implications of the Homelessness Reduction Act. Members were taken through what the Council's current duties were; how these would change; the impact on the Council and how the Council were preparing for the changes.

During discussion, the below points were raised:

- All clients would get the same level of advice and assistance and all would have an action plan. At the assessment stage, questions of intentionality and priority need would not prevent there being an action plan, although the plan would reflect this. Becoming homeless within 28 days was previously the trigger for the Council's duty to undertake an assessment, under the new act this was now 56 days.
- The Housing team would be required to complete an initial check to ensure that the client would indeed be homeless within 56 days. DCLG estimated that the initial meeting with clients would take approximately two hours, varying dependant on client circumstances.
- Based on homelessness applications for the current year (2017/18) application numbers and cases where full duty was accepted had increased on last year.
- Homelessness Prevention Duty and Homelessness Relief Duty were clarified to the Committee as outlined in the presentation. A key part of these was cross partnership working with agencies such as social care. The target of these additional duties was to prevent as many people as possible from reaching the Main Housing Duty stage (by preventing or relieving their homelessness)
- If at the end of the 56 day period of the Homelessness Relief Duty suitable accommodation had not been secured for at least six months the Main Housing Duty would be decided and at this point priority need would be assessed. This included assessing whether the applicant had local connections.
- DCLG had estimated a 26% upturn in homelessness applications and assessment work and casework to prevent or resolve homelessness would likely be more extensive. All duties would be subject to review so these too may increase.
- Staffing implications would be assessed on an ongoing basis. Standardised forms and templates were also being prepared for officers. The Housing Manager was closely assessing best practices from other Local Authorities.

## Healthy Communities Policy Advisory Group (SBDC) - 30 November 2017

- Members were advised of good partnership working already in place which would be key to working with clients. Much had happened already such as the successful countywide bid for DCLG Homelessness Trailblazer funding which was being delivered by Connection Support to offer one to one floating support with a focus on preventing homelessness and sharing direct referral links with partner agencies. Further preparations were outlined in the presentation.
- External risk factors such as universal credit were recognised which could result in delays to benefit payments.
- DCLF funding support figures could be seen within the presentation. Members were advised that there were specific calculations completed when New Burdens funding was being allocated which took into account South Buck's limited indices and deprivation. The reason only three years had been accounted for was because the idea was for any costs incurred by the Council under the duties in the new Act to be offset from savings made through early intervention.
- It was not presently monitored what happened to those clients where housing duty was not accepted, although in cases where clients were placed in temporary accommodation reasonable time was given for them to move on.

The PAG thanked the Housing Manager and the team for their continued commitment in an ever changing environment.

### 36. **ANY OTHER BUSINESS**

There was no other business raised at this point.

The meeting terminated at 7.25 pm

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**PLANNING AND ECONOMIC DEVELOPMENT POLICY ADVISORY GROUP (SBDC)**  
**30 November 2017**

Present: J Read (Chairman)  
G Hollis and M Lewis

Apologies for absence: J Jordan and G Sandy

**76. MINUTES**

The Minutes of the meeting held on 7 September were agreed by the PAG.

**77. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**78. REPORTS FROM MEMBERS ON OUTSIDE BODIES (IF ANY)**

None.

**79. PORTFOLIO BUDGET 2018/19**

The Director of Resources provided Members of the PAG with information on the draft revenue budget for 2018/19. The following key points were highlighted:

- that the Council's Medium Term Financial Strategy identified 8 priority issues to address in the coming years which included financial stability owing to the end of government grants from 2017/18;
- that there were changes to cost share for all Policy Advisory Groups but the effect on the PAG budgets overall was minimal;
- that budget assumptions were also incorporated into the report which included an inflation assumption for salaries of 1%;
- that all services were now shared services. The budgets for the Planning Team were for the new shared service;
- the draft budget 2018/19 for the Portfolio was £932,000, a 16% decrease from the current year's budget;
- the table at 4.4 of the report explained the main changes around the budget which included savings relating to no longer providing for agency staff; and
- risks were highlighted in the report and it was noted that a significant amount was earmarked in the reserves for the Joint Local Plan.

Appendix A provided further detail on the budget.

Members enquired as to whether the cost of the Local Plan had increased and were advised that the evidence base continues to increase as the process goes on, requiring further funding. By way of example, the additional costs for procurement of consultants to do specialist work. It was noted that planning inspector fees and legal expenses during the examination process in particular would likely increase costs.

Having considered the advice of the PAG, the Portfolio Holder **AGREED** to **RECOMMEND** to Cabinet to approve:

- the 2018/19 revenue budget; and
- the 2018/19 fees and charges.

#### 80. **RESPONSE TO THE CONSULTATION ON REVISED DRAFT AIRPORTS NATIONAL POLICY STATEMENT**

The report examined changes and proposed issues to be included in the Council's response to the government consultation on the draft Airports National Policy Statement (NPS), which was their second consultation on the NPS this year. It was noted that the Council's official response would be considered by Cabinet prior to submission. Changes to the NPS were detailed in the report and the most significant change to the NPS was said to be resulting from analysis of the 2017 Air Quality Plan, as well as updates to passenger demand forecasts which makes airport expansion more imperative.

Members questioned as to whether the proposed flight routes would increase air traffic over Burnham and Beaconsfield, and the PAG were advised that the flight routes previously proposed had been reassessed and that officers were waiting to find out the new air traffic routes. The NPS indicated a potential air traffic problem in the Burnham Beeches area and Members were informed that the Council had commissioned air quality consultants to assess this. Heathrow offered to assess the anticipated air traffic problem although this did not meet the Council's timetable.

Members were advised that Spelthorne had proposed a light rail system as Heathrow were looking to increase service to the airport, and proposed stations within South Bucks if the Council so wished.. It was noted that the construction camps would be on the southern side of the M4.

The Council had decided not to prepare a joint response with Bucks County Council (BCC) to the consultation as BCC had different priorities they wanted to feed back in the consultation.

Having considered the advice of the PAG, the Portfolio Holder **AGREED** to **RECOMMEND** to Cabinet that

Cabinet delegate the response on this consultation to the Director of Services in consultation with the Portfolio Holder.

81. **AOB**

None.

82. **HS2 UPDATE REPORT**

The report provided an update to Members on the work for the HS2 project, including details of the various work streams being undertaken within the project. This covered the following areas:

- the Colne Valley Regional Park Panel;
- the Hillingdon Outdoor Activities Centre (HOAC) relocation;
- other works including the project management of the work on behalf of Chiltern and South Bucks District Councils; and
- an update on resources implications.

Members requested that HS2 update be a standing item on the PAG agendas going forward, and praised officers for their hard work on the project.

**RESOLVED**

- 1) that the current position of the Service Level Agreement and Funding Agreement between the Council and HS2 be noted.

And further

Having considered the advice of the PAG, the Portfolio Holder **AGREED** to **RECOMMEND** to Cabinet

- 2) That the existing budget for the project is retained for the duration of the project, and that £37,534 from the existing budget is rolled over to the end of the next calendar year to cover any project team costs not recovered from HS2. No new or additional funding is being sought.

The meeting terminated at 6.57 pm

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## RESOURCES POLICY ADVISORY GROUP (SBDC)

### Meeting - 7 December 2017

Present: B Gibbs (Chairman)  
P Hogan and R Bagge

Apologies for absence: S Chhokar, D Dhillon and J Jordan

#### 21. MINUTES

The minutes of the meeting of the Policy Advisory Group (PAG) held on 26 September 2017 were received.

#### 22. DECLARATIONS OF INTEREST

There were no declarations of interest.

#### 23. PORTFOLIO BUDGET 2018/19

The report set out the context for the budget and highlighted the priority aims and objectives for the forthcoming year. There were some significant projects planned including customer experience strategy, the property company and the challenge of providing temporary accommodation. The revision to the cost share arrangement was noted, based on the population of both districts, was now CDC 58%/SBDC 42% to be used for all joint services. This resulted in some savings although overall the change was negligible. This change was made to simplify the administrative process.

The cost increase assumptions in the budget were set out in section 3 and included a 1% increase in salaries, although from April 2018 any cost of living award would be locally determined by the Joint Staff Committee on 18 January 2018.

For this portfolio, the main financial risks for next years are voids or reduction in property lease income. A review and proposed actions to mitigate the risks would be part of the final report to the Cabinet on the budget in February.

It was agreed that the budget had been properly constructed and reflected the Council's overall situations and that the reductions were welcome.

Having considered the advice of the PAG, the Portfolio Holder AGREED to RECOMMEND to Cabinet:

That the following items be approved:

1. the 2018/19 revenue budget
2. the 2018/19 fees and charges.

#### 24. LITTLEWORTH COMMON OWNERSHIP UPDATE

The Members were asked to note the proposed transfer of the Littleworth Common site to SBDC following approval by the Environment PAG. It was advised that the advantages of the transfer were:

- The possibility of more sponsorship
- More income from the pub car park
- Easier to manage and maintain

There were no additional responsibilities that would result from the transfer.

It was asked what the asset value of the land was but since it was a Site of Special Scientific Interest (SSSI), the land could not be built upon and the legal responsibilities would remain. It was agreed that the transfer to SBDC would help safeguard the area and resolve issues with the land.

Having considered the advice of the PAG, the Portfolio Holder **RESOLVED** to **RECOMMEND** to Cabinet that the Council takes a transfer of the freehold ownership of Littleworth Common shown edged black on the plan attached to the report and delegates final agreement of the transfer terms to the Head of Environment in consultation with the Head of Legal and Democratic Services.

**25. TREASURY MANAGEMENT - QUARTERLY REPORT QUARTER 2 2017/18**

The investments to the end of September 2017 still reflect the fact that interest rates are at historic low levels. The investments were held on a short-term basis due to the need over the next few years to fund capital projects. Overall the income from the investments was likely to be £50,000 under budget due to the lower interest rates. This has been reported through regular overall budget monitoring. The shortfall is likely to be offset by savings and income from elsewhere. The Treasury Management Strategy for 2018/19 in February 2018 was expected to further reduce down estimates from investments due to the use of the cash to fund projects. The Council has become less reliant on this income following the period of unprecedented low interest rates and has adjusted its financial strategy to reflect this.

**RESOLVED** that the Treasury Management performance for Quarter 2 2017/18 be noted.

**26. AOB**

None

**27. EXEMPT INFORMATION (IF REQUIRED)**

"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))

**28. HOMELESSNESS DEBTS**

## Resources Policy Advisory Group (SBDC) - 7 December 2017

The Overview and Scrutiny Homelessness Management Task and Finish Group made the recommendation that Members of the Council be made aware of the current debt position and consider the write off of historic debts with a zero or very low probability of recovery incurred before the current process. The table 4.1 details the current debt position. The demand for Bed and Breakfast temporary accommodation by the homeless had increased considerably over recent years. It was a breach of the rules to keep families in such accommodation for over 6 weeks and so the Council were investigating various options and solutions.

The Council had previously tried to recover the full costs of housing homeless families but had now capped the charge at £25 per night, in order to ensure the charge was 'reasonable'.

Members noted that the Director of Resources had delegated authority to write-off debts up to £10,000 but larger amounts would come to the Committee. It was considered helpful to have further information on all write offs brought to the PAG so that Members would be aware of the level of debt across the various areas and any write off.

Members felt it would be important that the Portfolio Holder for Healthy Communities seek clarification on the following points as part of overseeing the changes in the way that temporary accommodation is managed:

1. Were families or others who arrive at 5.00 pm to claim homelessness subject to the same rigorous procedures as those who apply earlier in the day?
2. Were checks made to ensure that those housed had turned up at the venue before the bill was paid?

**RESOLVED** that the report be noted.

The meeting terminated at 6.33 pm

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**Notice Issued under Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 of the intention to consider a report in private**

Regulation 5 of the above Regulations requires 28 clear-days notice of a decision-making body's intention to meet in private, including a statement of the reasons for the meeting to be held in private. A further notice must be published at least 5 clear-days before the meeting repeating the information and detailing any objections (and any responses) to holding the meeting in private.

Where the date by which a meeting must be held makes compliance with this regulation impracticable, the meeting may only be held in private with the agreement of the Chairman of the relevant Overview & Scrutiny Committee that the meeting is urgent and cannot reasonably be deferred. Once agreement is reached a notice must be published setting out the reasons why the meeting is urgent and cannot reasonably be deferred.

<b>Decision to be taken</b>	<b>Decision-Maker &amp; Date</b>	<b>Reason Private</b>	<b>Key Decision (Y/N)</b>	<b>Reason Regulation 5 Not Complied With</b>
<b>Memorandum of Understanding with Heathrow Airport Ltd</b> South Bucks District Council to enter into an agreement with Heathrow in order for identified impacts to be mitigated.	Cabinet - 7 February 2018	Paragraph 3 of Schedule 12A of the Local Government Act 1972: Financial or business affairs of any person or organisation	Y	Information was received after publication of the 28 Day Notice and a decision is required as a matter of urgency in order to protect the Council's interests

Approval for these items to be considered in private by the Cabinet on 7 February 2018 was received from Councillor Malcolm Bradford (Chairman of the Overview and Scrutiny Committee) who agreed that the item was urgent and could not reasonably be deferred.



Bob Smith

Chief Executive  
Chiltern and South Bucks District Council

Notice Published: 30 January 2018

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