



Overview and Scrutiny Committee (SBDC)

Tuesday, 30 January 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 - 10*)

To confirm the minutes of the meeting held on 16 October 2017.

3. Declarations of Interest (if any)

4. Frimley Health NHS Foundation Trust

To receive a presentation from Sir Andrew Morris (OBE, MHSM, Dip HSM) Chief Executive of NHS Frimley Health Foundation Trust on the work of Trust.

5. Review of Homelessness Management Update (*Pages 11 - 12*)

Appendix 1 - Action Plan (Pages 13 - 38)

Appendix 2 - Homelessness Process Map (Pages 39 - 40)

Appendix 3 - Homelessness Process Document (Pages 41 - 60)

Appendix 4 - Additional PIs (Pages 61 - 62)

6. Revenue Budget & Council Tax 2018/19 (Pages 63 - 66)

Appendix 1 - Cabinet Budget Report (Pages 67 - 78)

Appendix A - Chief Financial Officer Report (Pages 79 - 84)

Appendix B - Budget Sensitivity Analysis 2018/19 (Pages 85 - 86)

Appendix C - Fees and Charges for 2018/19 (Pages 87 - 112)

Appendix D - Farnham Park Trust Budgets 2018/19 (Pages 113-114)

See part II for fees and charges

7. Capital Programme 2018/19 to 2021/22 (Pages 115 - 120)

Appendix A - Capital Strategy (Pages 121 - 130)

8. Treasury Management Strategy 2018/19 (Pages 131 - 134)

Appendix 1 - Treasury Management Strategy Document (Pages 135 - 142)

Appendix 1A - Annual Investment Strategy (Pages 143 - 152)

Appendix 1B - Prudential Indicators (Pages 153 - 158)

Appendix 1C - MRP (Pages 159 - 160)

9. Service Plan Summaries 2018-19 (Pages 161 - 162)

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

Appendix A: Business Support Service Plan Summary 2018-19 (Pages 163 - 174)

Appendix B: Communications, Performance and Policy Service Plan Summary 2018-19 (Pages 175 - 186)

Appendix C: Customer Services Service Plan Summary 2018-19 (Pages 187 - 196)

Appendix D: Environment Service Plan Summary 2018-19 (Pages 197 - 212)

Appendix E: Finance Service Plan Summary 2018-19 (Pages 213 - 222)

*Appendix F: Healthy Communities Service Plan Summary 2018-19
(Pages 223 - 238)*

*Appendix G: Human Resources Service Plan Summary 2018-19 (Pages
239 - 250)*

*Appendix H: Legal and Democratic Services Service Plan Summary 2018-
19 (Pages 251 - 260)*

*Appendix I: Planning and Economic Development Service Plan Summary
2018-19 (Pages 261 - 278)*

10. Performance Report Quarter 2 2017-18 (*Pages 279 - 282*)

Appendix A: Priority PI's Q2 2017-2018 (Pages 283 - 286)

Appendix B: Corporate PI's Q2 2017-18 (Pages 287 - 292)

11. CDC and SBDC websites - how information is structured and managed (*Pages 293
- 306*)

12. Bucks Health and Adult Social Care Select Committee

To receive:

Minutes of the meeting held on 19 September 2017 (Pages 307 - 324)

*Minutes of the meeting held on 28 November 2017 - draft (Pages 325 -
338)*

13. Bucks Children's Social Care and Learning Select Committee

Minutes of the Meeting held on 17 October 2017 (Pages 339 - 344)

*Minutes of the Meeting held on 5 December 2017 - draft (Pages 345 -
352)*

14. Members Questions and Answers

An opportunity for Members to raise questions about items:

- during the meeting



- written questions submitted previously
- raised by information items

15. Work Programme (*Pages 353 - 354*)

To note the work programme timetable.

16. Any other Business

To consider any matters which the Chairman agrees as urgent in accordance with Section 100B of the Local Government Act 1972.

17. Exclusion of Public

The Chairman to move the following resolution:-

“That under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part 1 of Schedule 12A to the Act.”

18. Revenue Budget & Council Tax 2018/19 - Appendix D Farnham Park Trust Budgets 2018/19 Fees and Charges (*Pages 355 - 358*)

Reasons for restriction: Paragraph(s) 3

19. Homelessness Debts (*Pages 359 - 362*)

Reasons for restriction: Paragraph(s) 3

Appendix A (Pages 363 - 366)

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: Overview and Scrutiny Committee (SBDC)

Councillors: M Bradford (Chairman)
P Bastiman (Vice-Chairman)
M Bezzant
D Dhillon
T Egleton
P Hogan
M Lewis
D Saunders

Date of next meeting – Monday, 19 March 2018

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OVERVIEW AND SCRUTINY COMMITTEE (SBDC)

Meeting - 16 October 2017

Present: M Bradford (Chairman)
P Bastiman, P Hogan and J Read

Also Present: M. Bezzant

Apologies for absence: D Dhillon and M Lewis

15. MINUTES

The minutes of the meeting of held on 22 June 2017 were confirmed and signed by the Chairman.

16. DECLARATIONS OF INTEREST (IF ANY)

There were no declarations of interest

17. FREEDOM OF INFORMATION MANAGEMENT AND RIPA ANNUAL REPORT

Members were provided with an update on the public engagement with the Freedom of Information Act 2000 (FOI), Environmental Information Regulations 2004 (EIR), the Data Protection Act 1998, the Transparency Code of Practice, the INSPIRE Regulations, RIPA, Protection of Freedoms Act 2012. The report provided a reflexive analysis of the past year's FOI and EIR progress and activities in response to requests processed by the Council.

Members were advised that that the % of FOI requests responded to within 20 working days in June 2015 was 87% and that the 2015-2016 average year total was 85%.

It was noted that the service areas which received the most FOI requests were Healthy Communities, Business Support and Customer Services and that the majority of these requests were for commercial information that would be useful for businesses, or from journalists and lobbying organisations .

In the discussion which followed, the Committee were advised of the process for refusing FOI requests, including the criteria for refusal and the internal review process.

The Committee were pleased to note the work which had been carried out to reduce the number of FOI requests by making information readily available on the website. However, Members were concerned that recent changes made to the Council's website were making it harder for residents and councillors to find some information. They felt that how information is organised, managed and kept up to date on the website was very important, and asked for a report on this topic to be added to the Committee's work programme.

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The Committee were advised of the implications for the Council of the General Data Protection Regulation (GDPR), which would apply in the UK from 25 May 2018, and what it would mean for the storing and sharing of information. Members noted that this would have implications in the future for the way services and information is provided to residents and customers.

RESOLVED that the report be noted.

Note: Councillor John Read entered the meeting at 6.09pm.

Note: Councillor Philip Bastiman entered the meeting at 6.18pm.

18. **REVIEW OF HOMELESSNESS MANAGEMENT REPORT**

The Overview and Scrutiny Committee received a presentation by Councillor Philip Bastiman, Chairman of the Review of Homelessness Management Task and Finish Group, which set out the recommendations of the Task and Finish Group following the review of Homelessness Management.

The inquiry was set up to review the function of assessing clients for temporary accommodation and the subsequent management of placements, including the interaction with the Benefits Service and Finance specifically looking at:-

- Process for homelessness assessment
- Process for actual placement and obligations on the client
- Process for housing benefit
- Management of placements
- Process between Housing and Finance for receiving client contributions

The Strategy and demand for temporary or affordable housing was out of scope.

Having gone through each of the recommendations in turn, Councillor Bastiman concluded by thanking, on behalf of the Task and Finish Group, all the councillors and officers who gave up their valuable time to talk to the Task and Finish Group and provide evidence. He also personally thanked all those Members of the Task and Finish Group and Clare Gray (Scrutiny Officer) for taking the time to address the important issues raised in the review.

In the discussion which followed, the Committee requested that the following changes be made to the report before it was submitted to Cabinet:

- Management recommendations (page 22 of the agenda) - to remove reference to Access database as Microsoft Access would soon cease to be supported and to just make reference to a database.
- Homelessness Provision recommendations (page 26 of the agenda) - to make reference to the use of self-contained units by other local authorities e.g. Worcester

The Committee requested that the Cabinet response to the recommendations be received by the end of November and that the response be circulated to Overview and Committee Members. Furthermore, that where recommendations are not to be implemented that a detailed written explanation be given to the Overview and Scrutiny Committee by the Cabinet on the reasons why.

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In addition, the Committee requested that Cabinet be asked to agree to develop a Homelessness Strategy Action Plan to address the issue of supply and demand for temporary accommodation. In respect of the implementation of the recommendations of this report it was requested that an update on the action plan be provided to the January meeting of Overview and Scrutiny Committee, including an update from the Head of Healthy Communities on the new legislation and supply of temporary accommodation.

The Chairman of Overview and Scrutiny thanked Members of the Task and Finish Group and all the officers involved for their help with this important piece of work.

RESOLVED that

- 1) Cabinet be asked to respond in writing, by the end of November, to each of the recommendations made by the Task and Finish Group;
- 2) where recommendations are not to be implemented that a detailed written explanation be given to Overview and Scrutiny Committee by the Cabinet on the reasons why; and
- 3) Cabinet be asked agree to develop a Homelessness Strategy Action Plan to manage and monitor the implementation of the recommendations of this report.

19. PERFORMANCE REPORT Q1 2017-18

Members of the Overview and Scrutiny Committee received a report outlining the performance of council services against indicators and service objectives during Quarter 1 of 2017-18.

Members noted from the report that of the total 48 PIs, 2 were seen to be off-target (1 of these were a priority PI) with further detail of these within the two detailed performance tables accompanying the report:

- Appendix A – Priority indicators Q1 2017-18
- Appendix B – Quarterly corporate performance indicators Q1 2017-18

With regards to long term sickness absence being over target, the Committee were advised that the long term sickness absence figure would improve as two of the employees who were off on long term sick had now retired on ill health grounds.

The Committee noted that with regards to household refuse collection, the number of containers missed per month was over target due to some collections being incorrectly coded. The Committee were assured that staff would be retrained on coding before the next quarter.

RESOLVED that the report be noted.

20. BUCKS HEALTH AND ADULT SOCIAL CARE SELECT COMMITTEE

Members received the Minutes of the meetings of the Buckinghamshire County Council Health and Adult Social Care Select Committee held on 13 June and 25 July 2017.

It was **RESOLVED** that the Minutes of the Buckinghamshire County Council Health and Adult Social Care Select Committee be noted.

21. BUCKS CHILDREN'S SOCIAL CARE AND LEARNING SELECT COMMITTEE

Members received the Minutes of the meeting of the Buckinghamshire County Council Children's Social Care and Learning Select Committee held on 18 July and 5 September 2017.

It was **RESOLVED** that the Minutes of the Buckinghamshire County Council Children's Social Care and Learning Select Committee be noted.

22. MEMBERS QUESTIONS AND ANSWERS

There were no questions.

23. WORK PROGRAMME

The Committee considered the Overview and Scrutiny Work Programme and noted that the Chief Executive of NHS Frimley Health Foundation Trust would be doing a presentation to the next meeting on the work of the Trust, in particular focusing on the performance of Wexham Park Hospital and the issues going forward.

The following areas were raised for inclusion on the Work Programme:

- The management of the Council's website – in particular how it is structured and organised, and how information is kept up to date.
- Planning Policy - information to be provided on how affordability calculation assessments and section 106 assessments are carried out.

RESOLVED that the work programme, with the above additions, be agreed.

24. ANY OTHER BUSINESS

None

The meeting terminated at 7.28 pm

SUBJECT:	Homelessness Management Task and Finish Group - Update
REPORT OF:	Healthy Communities – Councillor Paul Kelly
RESPONSIBLE OFFICER	Martin Holt – Head of Healthy Communities Rodney Fincham – Head of Finance
REPORT AUTHOR	Michael Veryard – Housing Manager
WARD/S AFFECTED	All

1. Purpose of Report

The purpose of this report is to update the Committee on the progress in implementing the Homelessness Management Task and Finish Group recommendations and to inform Members of the revised Homelessness Case Management process and proposed additional Performance Indicators.

RECOMMENDATIONS

That;

- 1. The Committee notes the Action Plan update**
- 2. The Committee considers the draft revised Homelessness Case Management Process and puts forward any appropriate comments.**
- 3. The Committee notes the adoption of the proposed additional performance indicators and advises officers of any other performance indicators that the Committee would suggest.**

2. Executive Summary

Not applicable

3. Reasons for Recommendations

The recommendations are being made in response to the requirements of the recommendations of the Homelessness Management Task and Finish Group.

4. Content of Report

4.1 At its meeting on 16th October 2017, the Overview and Scrutiny Committee received a presentation by Councillor Philip Bastiman, Chairman of the Review of Homelessness Management Task and Finish Group, which set out the recommendations of the Task and Finish Group following the review of Homelessness Management. The final recommendations of the Task and Finish Group were subsequently submitted to Cabinet and Cabinet provided a formal written response.

4.2 This report is updating the Overview and Scrutiny Committee on the progress in responding to the recommendations of the Task and Finish Group.

- 4.3 **Appendix 1** contains the Action Plan which updates the progress to date on each of the recommendations.
- 4.4 **Appendix 2** contains the overall revised Homelessness process map which was reported to Task and Finish Group and covers case management, temporary accommodation and charging. **Appendix 3** contains the draft revised and updated procedure for managing homelessness applications (which is covered in the "Housing" column of the overall Process Map). This procedure specifically covers the process operated by SBDC for receiving, managing and determining requests for assistance under Part 7 (Homelessness) of the Housing Act 1996.
- 4.5 **Appendix 4** contains the additional Performance Indicators that are being introduced to support the monitoring of the homelessness management service in response to the recommendations of the Task and Finish Group. These are being incorporated onto Covalent in addition to the existing homelessness PIs.

5. Consultation

Not applicable

6. Options (if any)

Not applicable

7. Corporate Implications

7.1 Financial

The Council incurs significant costs associated with securing temporary accommodation and the tasks set down in Action Plan include measures aimed at minimising these costs as far as possible.

7.2 Legal

The Council's statutory duties in respect of homelessness are set down in Part 7 of the Housing Act 1996.

8. Links to Council Policy Objectives

1. Delivering cost- effective, customer- focused services
2. Working towards safe and healthier local communities

9. Next Step

Officers will continue to progress work to meet in full the recommendations of the Homelessness Management Task and Finish Group.

Background Papers:	It is a legal requirement that we make available any background papers relied on to prepare the report and should be listed at the end of the report (copies of background papers for executive decisions must be provided to Democratic Services)
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Recommendation	Agreed Yes/No	SBDC Cabinet / Partner Agency Response including proposed action	Responsible Cabinet Member (for SBDC recs)	Responsible Officer	Action by date	Completed	Current Update
<p>The <u>onus to be put on the client to provide this information</u> (e.g certain checks/evidence (such as Experian/fraud checks) before housing is allocated to determine whether the Council can refuse applicants who do not meet the key criteria.</p>	Yes	<p>We will review the current process and identify and implement any service improvements to ensure that the client provides all relevant information when possible before temporary housing is allocated. However SBDC cannot legally refuse to accept a homelessness application or provide TA (temporary accommodation) if information is not provided.</p> <p>Since October 17 all clients are now subject to basic Experian check and Housing/Finance officers also advise the Fraud Team if they have any particular issues/concerns about a client that merit Fraud investigation.</p> <p>The HR Act 2017 will be introducing new measures for dealing with "non-co-operating" applicants.</p>	Healthy Communities Portfolio Holder	Housing Manager	31-Dec-17 (Review completed and changes in place)	✓	List of documents required is given to applicant in advance of homelessness interview (or on day of interview if applicant presents with no prior notice). Applicants are given 7 days to supply documents. Officers undertake all necessary analysis of documents and enquiries with third parties (e.g. landlords, family, police, support agencies etc.) in order to verify homelessness and decide Council's duty (including making TA placement)
<p>That applicants are thoroughly scrutinised and officers establish <u>clear proof of homelessness</u>. Where applicants are unable to supply the correct documentation immediately, <u>officers may place them in overnight accommodation only until the</u></p>	Yes	<p>Officers currently undertake a full assessment at point of application (including contacting landlord, family members, other agencies etc.). If key documents etc. are not available at that point, officer will assess (case-by-case) if there is sufficient reason to believe client</p>	Healthy Communities	Housing Manager	31-Dec-17 (Clear deadlines in place and being monitored)	✓	List of documents required is given to applicant in advance of homelessness interview (or on day of interview if applicant presents with no prior notice). Applicants are given

Recommendation	Agreed Yes/No	SBDC Cabinet / Partner Agency Response including proposed action	Responsible Cabinet Member (for SBDC recs)	Responsible Officer	Action by date	Completed	Current Update
<u>correct documents</u> have been supplied.		<p>may be homeless based on available information. If so, TA is provided pending further evidence to confirm homelessness or otherwise.</p> <p>As part of the case management process, clear deadlines will be set and monitored for clients to submit documents and information. The HR Act 2017 will be amending duties to secure temporary accommodation.</p>					days to supply documents. Officers undertake all necessary analysis of documents and enquiries with third parties (e.g. landlords, family, police, support agencies etc.) in order to verify homelessness and decide Council's duty (including making TA placement)
Target times be implemented on the length of assessments and performance monitoring on a monthly basis	Yes	<p>Since September 2017 applications are now being monitored against DCLG recommendation of 33 working days for a decision. This will be adopted as Key Performance Indicator and reported to Members accordingly.</p> <p>The HR Act 2017 will be changing the homelessness application and decision process requiring any target times/PIs to be reviewed.</p>	Healthy Communities Portfolio Holder	Housing Manager	<p>31-Dec-17 (Key PI in place)</p> <p>01-Apr-18 (Key PIs agreed for new HR Act 2017)</p>	✓	PI Monitoring of decision times is in place and will be reported to Members from January 2018. MV is meeting Ani Sultan on 8/1/18 to arrange to incorporate into Covalent reporting system.
2 That more formalised processes be put in place to assess more complex cases such as domestic violence cases, out of district cases and cases where there is no duty to house. The	Yes	A checklist to assist with processing complex cases will be drawn up to ensure that all cases are fully assessed in accordance with legislation and statutory guidance. This includes assessing issues	Healthy Communities Portfolio Holder	Housing Manager	31-Dec-17 (Checklist and process in place)	✓	Revised and updated process sets down procedure for assessing complex and DV cases, including utilising

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Appendix 13

Recommendation	Agreed Yes/No	SBDC Cabinet / Partner Agency Response including proposed action	Responsible Cabinet Member (for SBDC recs)	Responsible Officer	Action by date	Completed	Current Update
<p>policy on out of district cases be reviewed to show whether a case is valid and in particular whether an applicant could be redirected back to their home authority or moved to another part of their home district and be at less risk of harm. e.g someone who lives in Amersham could potentially move to Chesham or Chalfont St Giles and still be safe within Chiltern District.</p>		<p>of risk of harm and local connection.</p> <p>Currently, SBDC can only advise the client to approach another authority if the client's local connection is apparently elsewhere. SBDC cannot legally redirect a client back to their "home authority" and refuse to take an application. If a client wants to proceed, SBDC has to take and assess the application (including securing TA if required). If SBDC then completes the assessment and decides that the client is subject to the full housing duty (i.e. homeless and in priority need) only then can SBDC refer the client to another local authority. This can only apply if:</p> <ul style="list-style-type: none"> (i) the client has no local connection with SBDC, (ii) has a local connection with another authority, and (iii) there is no risk to the client if he/she moves to that local authority. <p>If SBDC makes a referral, the receiving authority then has to confirm whether or not it accepts the referral.</p> <p>The Homelessness Reduction Act 2017 is introducing major changes to the Council's duties. Officers are developing</p>			<p>01-Apr-18 (New procedures in place for HR Act 2017)</p>		<p>checklists on Locata HPA system, DASH forms (to help assess risk) and multi-agency working (e.g. MARAC)</p>

Recommendation	Agreed Yes/No	SBDC Cabinet / Partner Agency Response including proposed action	Responsible Cabinet Member (for SBDC recs)	Responsible Officer	Action by date	Completed	Current Update
		new procedures that take account of new Government guidance and learn from current and developing practice in other authorities including - how SBDC should manage initial contact and assessments, - how it should meet it duties under the new Act and - when it can discharge duties and make referrals to other agencies or authorities.					
B.PLACEMENT							
1 That when the client is placed that they <u>sign</u> a 'charter' which outlines the obligation of the client and of the Council, including payment of the flat rate charge by the client (This charter/agreement can apply to any provider of temporary accommodation as clients may be moved – internal audit have highlighted this as a current issue for declaration forms).	Yes	Currently each client receives a letter setting down the terms of the TA including the obligation to pay a nightly charge. The client is required to sign and return a copy of the letter to confirm that he/she has understood the contents. The letter has been amended to confirm that the nightly charge will still apply if the client is moved to another B&B/Nightly Booked TA. The letter will be rebranded as a charter.	Healthy Communities Portfolio Holder	Housing Manager	31-Dec 17 (Rebrand of letters completed)	✓	Client now signs up to "Charter for Provision of Temporary Accommodation" when moving into TA

Recommendation	Agreed Yes/No	SBDC Cabinet / Partner Agency Response including proposed action	Responsible Cabinet Member (for SBDC recs)	Responsible Officer	Action by date	Completed	Current Update
<p>2 That a leaflet be produced (similar to that of "How to rent") for the client stating their obligations https://www.gov.uk/government/publications/how-to-rent</p>	Yes	<p>Chiltern DC is piloting a leaflet for TA placements and we will look at options to use this in SBDC as well.</p> <p>The gov.uk example relates to a standard Landlord and Tenant relationship. This is not appropriate as it deals with the legal obligations that apply to a formal tenancy. B&B/nightly booked TA placements are not formal tenancies. They are secured by SBDC in accordance with its legal duties under Part 7 (Homelessness) of the Housing Act 1996. SBDC pays for the placements and is allowed to make a reasonable charge to the client (£25.00 per night).</p>	Healthy Communities Portfolio Holder	Housing Manager	31-Dec 17 (Leaflet in place for SBDC)		CDC leaflet is currently being adapted for use for SBDC clients
<p>3 That the placement letter be revised to include a separately headed section making it clearer of the client's obligation to contribute towards costs and the consequences of meeting those obligations</p>	Yes	We will review the placement letter to ensure that the payment obligations and consequences are clear.	Healthy Communities Portfolio Holder	Housing Manager	31-Dec 17 (Letter reviewed and amended as required)	✓	Placement letter now has a separate section with a clear statement of the client's payment obligations and consequences.

Recommendation	Agreed Yes/No	SBDC Cabinet / Partner Agency Response including proposed action	Responsible Cabinet Member (for SBDC recs)	Responsible Officer	Action by date	Completed	Current Update
<p>4 That consideration be given to whether spot checks should be undertaken to ensure that clients are living at the temporary accommodation and that they are asked to complete a daily register</p>	<p>Yes</p>	<p>More intensive monitoring of placements has been introduced (both directly by officers and via third parties such as accommodation providers).</p> <p>This includes a risk based approach to target monitoring at clients deemed to present a high potential risk of abandoning.</p> <p>We will explore possibility of the Fraud Team undertaking additional residency checks and the resource implications of this.</p>	<p>Healthy Communities Portfolio Holder</p>	<p>Housing Manager</p>	<p>31-Dec 17 (New residency checks in place and/or resource implications identified)</p>	<p>✓</p>	<p>Spot checks have been introduced from January 2018 with Audit and Fraud Team visiting selected TA properties.</p>
<p>5 Whether elements of the L&Q 'keep in touch' approach to debt management could be implemented, which officers described as speedier and more robust.</p>	<p>Yes</p>	<p>Officers will assess if elements of the "keep in touch" approach can be applied to improve this process.</p> <p>However, as with the gov.uk leaflet (see above), the L&Q approach will apply to the legal obligations for formal tenancies and may not be applicable to arrangements for B&B/Nightly booked TA placements.</p> <p>Clients are already referred to appropriate support agencies as and when required including CAB Debt Advice, Connection Floating Support etc.</p>	<p>Healthy Communities Portfolio Holder</p>	<p>Housing Manager</p>	<p>31-Jan 18 (Review completed and debt recovery process amended as required)</p>	<p>✓</p>	<p>Officers are maintaining regular contact with clients in TA to monitor and chase payment of charges. Recovery process sets timescales for contacts, warnings and ending of placements.</p>

Recommendation	Agreed Yes/No	SBDC Cabinet / Partner Agency Response including proposed action	Responsible Cabinet Member (for SBDC recs)	Responsible Officer	Action by date	Completed	Current Update
C.HOUSING AND FINANCE							
<p>1 The Housing Service should be clearly accountability for the end to end process in the management of homelessness.</p>	Yes	<p>The Housing service (Housing Options) is wholly responsible and accountable for the management of homelessness applications from the point of application through to the final decision and discharge of statutory duty.</p>	Healthy Communities Portfolio Holder	Housing Manager	Actioned	✓	The Housing service (Housing Options) is wholly responsible and accountable for the management of homelessness applications.
<p>2 To implement a Service Level Agreement which outlines the responsibilities and performance targets of the Finance and Housing Benefits areas supporting the housing service, and particularly following up any arrears or failure to claim benefits</p>	Yes	<p>A new Homelessness TA Process is being put in place (as per the flowchart reported to the T&F Group) that clearly sets down the respective responsibilities of the Housing, Finance and HB services.</p> <p>The weekly and monthly monitoring meetings will review how the new process is operating and identify any problems or failures that need addressing.</p> <p>We will develop cross-departmental SLAs summarising responsibilities and target service times.</p>	Healthy Communities Portfolio Holder	Housing Manager	31-Mar 18		SLAs currently in development

Recommendation	Agreed Yes/No	SBDC Cabinet / Partner Agency Response including proposed action	Responsible Cabinet Member (for SBDC recs)	Responsible Officer	Action by date	Completed	Current Update
<p>3 That consideration be given to charging the client straight away before the Housing Benefit is calculated so that the client does not get into arrears and gets into the routine of payment e.g. Clients could pay the £5 per night non benefit component on a weekly basis from day one.</p>	Yes	<p>Officers have started to request an initial payment from the client before they are placed in TA and seek to get agreement to ongoing payments whilst the HB claim / Universal Credit claim is pending.</p>	<p>Healthy Communities Portfolio Holder</p>	<p>Housing Manager</p>	<p>Actioned</p>	<p>✓</p>	<p>Initial payments are requested by Housing officers.</p>
<p>4 That a risk assessment is undertaken to identify those who are not likely to pay, with investigations at an early stage into non-payment history with ongoing case management monitoring.</p>	Yes	<p>Given the challenging circumstances that most homeless applicants are in, there is a risk of non-payment in almost all cases. As such, the Council already operates a risk based approach and <u>all</u> clients in TA are already subject to weekly payment reviews and contact.</p>	<p>No further action</p>	<p>No further action</p>	<p>No further action</p>	<p>✓</p>	<p><u>All</u> clients in TA are subject to weekly payment reviews and contact.</p>
<p>5 Invoices are currently sent monthly and consideration should be given to invoices being sent weekly, particular at the start of the process to invoice the client straight away or where clients have a history of non-payment of rent, unpaid debts or not receiving housing benefit.</p>	Yes	<p>This will be considered by Jan 18, and if agreed implemented shortly afterwards.</p>	<p>Healthy Communities Portfolio Holder</p>	<p>Head of Finance</p>	<p>Jan 18</p>		<p>Action not yet due</p>

Recommendation	Agreed Yes/No	SBDC Cabinet / Partner Agency Response including proposed action	Responsible Cabinet Member (for SBDC recs)	Responsible Officer	Action by date	Completed	Current Update
D.HOUSING BENEFIT							
1 Housing Benefit forms should be completed in first 24 hours before a placement is made.	Yes	Since Sept 2017 an SBDC Housing Officer completes the on-line HB application with the client at the time that the placement is made.	Healthy Communities Portfolio Holder	Housing Manager	Actioned	✓	The Housing Officer works with the client to complete the HB claim at the time of the placement.
2 That consideration is given to charging the full rent or similar measures where clients do not complete their housing benefit form.	Yes	All clients are subject to a charge of £25.00 per night. Those who make a HB claim may receive some HB assistance towards the costs of this charge. If a client has not made a HB claim (or does not qualify for HB assistance), then the client has to meet the full £25.00 per night charge directly with no HB assistance.	Healthy Communities Portfolio Holder	Housing Manager	Actioned	✓	All clients are subject to a charge of £25.00 per night.
3 That there is clear communication when there has been any client changes in Housing Benefit, or in the client's placement, and that this is covered in the Service Level Agreement, with triggers put in place under the new process to flag any changes which should be escalated to colleagues e.g. where benefits are removed and should	Yes	The current weekly monitoring meetings between Housing and Finance review all placements and any HB issues and changes to ensure that all records are up to date and any changes in circumstances etc. have been acted upon. Housing service will directly notify Revenues / Finance of any change of circumstances that impact on a benefit	Healthy Communities Portfolio Holder	Housing Manager	31-Mar 18 (SLA in place)	✓	SLA currently in development

Recommendation	Agreed Yes/No	SBDC Cabinet / Partner Agency Response including proposed action	Responsible Cabinet Member (for SBDC recs)	Responsible Officer	Action by date	Completed	Current Update
subsequently be reinstated.		<p>claim etc.</p> <p>The introduction of the flat rate £25.00 per night charge means that clients no longer have to complete a Benefits Change of Address of Form when they change rooms / move into a different TA address. This reduces risks of HB shortfalls arising due to move an alternative TA.</p> <p>The Housing Options Team can also now directly access the Housing Benefits system to view case progress.</p> <p>We will develop cross-departmental SLAs summarising responsibilities and target service times.</p>					
4 Processes and checks are put in place to ensure that housing benefits are correctly recorded in the Council's systems.	Yes	The current weekly monitoring meetings between Housing and Finance review all placements and any HB issues and changes to ensure that all records are up to date and any changes in circumstances etc. have been acted upon.	Healthy Communities Portfolio Holder	Housing Manager	Actioned	✓	Weekly monitoring meetings continue to be held.

Recommendation	Agreed Yes/No	SBDC Cabinet / Partner Agency Response including proposed action	Responsible Cabinet Member (for SBDC recs)	Responsible Officer	Action by date	Completed	Current Update
E.MANAGEMENT							
<p>1 To investigate the cost/benefits of purchasing a rent management system to ensure regular bills/statements were issued in a timely manner. It is essential that this system integrates with other Council systems and meets the requirements of the new Act (reference was made to the system run by Hammersmith and Fulham). If it is not cost effective to purchase a rent management system that other alternatives be investigated for managing debt such as an Access Database (e.g concerns over spreadsheet errors due to the large amount of information within the document) and also whether it would be cost effective for another organisation to manage rents on our behalf.</p>	Yes	<p>A cost benefit analysis will be undertaken by end Dec 17, and if agreed the procurement of a rent system will follow.</p> <p>If it is decided not to procure a full rent system, then an alternative database system will be put in place to manage charges and debts.</p> <p>Note: Where Council implements alternative methods of providing temporary accommodation (ie by leasing properties via a housing association) then rent collection will no longer be a task for this Council.</p>	Healthy Communities Portfolio Holder	Head of Finance	31-Dec 17		Task outstanding

Recommendation	Agreed Yes/No	SBDC Cabinet / Partner Agency Response including proposed action	Responsible Cabinet Member (for SBDC recs)	Responsible Officer	Action by date	Completed	Current Update
<p>2 Further consideration be given to whether software systems being used e.g. Locata are being fully utilised and that processes are automated as much as possible</p>	<p>Yes</p>	<p>The current Locata HPA (Homelessness Prevention and Advice) module is used to record <u>all</u> contacts with clients and stages in the homelessness application process.</p> <p>The module is being reviewed and upgraded by Locata to reflect the new requirements of the HR Act 2017</p>	<p>Healthy Communities Portfolio Holder</p>	<p>Housing Manager</p>	<p>01-Apr-18 (System upgrade to meet needs of new HR Act)</p>	<p>✓</p>	<p>HPA 2 Module being procured from Locata to provide on-line and automated case management for new HR Act requirements.</p>
<p>3 That strategic and operational risks should be consolidated with clear information on mitigating actions being presented to the SBDC Cabinet Member on a regular basis.</p>	<p>Yes</p>	<p>We will continue to follow the corporate risk management recording process, which presents strategic and operational risks separately.</p> <p>However we will put in place processes to ensure that the Cabinet member is presented with relevant information on strategic and operational risks on a regular basis.</p>	<p>Healthy Communities</p>	<p>Head of Healthy Communities</p>	<p>31-Dec 17</p>	<p>✓</p>	<p>Cabinet members have reviewed the Operational Risk Register 15th January 2017. Future Healthy Communities Updates to the PAG will include the current operational risks</p>
<p>4 The internal audit report highlighted the need for guidance to be developed in relation to the eviction of SBDC clients with rent arrears to ensure that accommodation costs do not continue to escalate with little</p>	<p>Yes</p>	<p>A new recovery process has been implemented from Oct 2017 following advice from Legal Counsel on the appropriate provisions for taking action to end a TA payment due to non-payment. This process will be kept under review and amended as required based</p>	<p>Healthy Communities Portfolio Holder</p>	<p>Housing Manager</p>	<p>Actioned</p>	<p>✓</p>	<p>Cases where clients are not paying charges are escalated with formal warning letters at key trigger points and</p>

Recommendation	Agreed Yes/No	SBDC Cabinet / Partner Agency Response including proposed action	Responsible Cabinet Member (for SBDC recs)	Responsible Officer	Action by date	Completed	Current Update
prospect of recovering contributions from clients. This is an area which should be addressed urgently and also be closely and regularly monitored.		on experience of implementation A copy of the process has been issued to the Portfolio Holder for Healthy Communities.					the sanction of ending the TA placement if the client does not engage to make payments.
F. PROCESSES As it is not currently clear to Members that processes have been documented in writing nor are consistent (where relevant) across the shared service that the following governance actions are recommended:							
1. That standard end-to-end operating procedures/checklists/templates be drafted for officers when dealing with individual cases and their reviews to ensure that a consistent approach is being adopted	Yes	All cases are currently administered and assessed by officers in line with the relevant legislation and statutory guidance. However in line with the recommendation internal guidance / procedure notes will be produced. The nature and type of enquiries being undertaken requires flexibility to reflect the range of issues and circumstances presented by clients. Standards forms, checklists and letters are in place which are utilised by officers. Decision making on applications is	Healthy Communities Portfolio Holder	Housing Manager	31-Dec 17 (Initial Guidance/ procedure for current duties) 01-Apr-18 (Guidance / Procedure for new HR Act)	✓	Revised and updated process has been drafted.

09/02/18

Recommendation	Agreed Yes/No	SBDC Cabinet / Partner Agency Response including proposed action	Responsible Cabinet Member (for SBDC recs)	Responsible Officer	Action by date	Completed	Current Update
		<p>undertaken by a limited pool of officers (primarily the Senior Housing Options Officer backed up by the Housing Manager) which ensures a consistency of approach.</p> <p>Wider delegation of decision making (as recommended by the Auditor) will be accompanied by case monitoring to ensure quality control and consistency of approach.</p> <p>All procedures are being reviewed and revised for introduction of Homelessness Reduction Act 2017 from April 2018.</p>			duties)		
<p>2. That controls are identified, documented, communicated, monitored and any exceptions are escalated to senior management and the cabinet member</p>	Yes	<p>The guidance / procedure notes will highlight the key controls (i.e. use of prescribed checklists, independent case reviews etc).</p> <p>Internal Audit will report on noncompliance with key controls as part of any internal audit review.</p>	Healthy Communities Portfolio Holder	Housing Manager	31-Dec 17	✓	Revised process includes procedures for senior management monitoring of case management and decisions

Recommendation	Agreed Yes/No	SBDC Cabinet / Partner Agency Response including proposed action	Responsible Cabinet Member (for SBDC recs)	Responsible Officer	Action by date	Completed	Current Update
<p>3. That these procedures and checklists are regularly updated to embed any learning from new training/good practice identified</p>	<p>Yes</p>	<p>Agreed Officers regularly review procedures in response to legislative changes, court decisions and good practice identified in other authorities and other agencies such as NPSS (National Practitioner Support Service).</p>	<p>Healthy Communities Portfolio Holder</p>	<p>Housing Manager</p>	<p>Ongoing</p>	<p>✓</p>	<p>Processes and checklists to be reviewed as part in introduction of new Homelessness Reduction Act 2017. Regular review will follow on from this.</p>
<p>4. That internal training be undertaken, supported by written materials, so that officers are clear how the end-to-end processes operate in South Bucks Council which is supplemented by independent external training providers e.g. a third party may provide training on legislation (as they do now) but SBDC should have a clearly defined process that follows the legislation and train officers on the 'South Bucks way' of applying that legislation.</p>	<p>Yes</p>	<p>Training will be provided as part of rolling out the new internal guidance / procedure notes. We will continue to provide internal and external training (delivered by NPSS, Lime Legal, Shelter etc.) and on-line resources including Inside Housing, NHAS (National Homelessness Advisory Service) monthly housing e-mail updates and Lime Legal weekly housing guidance and case law e-mail updates. Officers will also continue to have opportunities for post entry training with a number undertaking CIH on-line courses.</p>	<p>Healthy Communities Portfolio Holder</p>	<p>Housing Manager</p>	<p>31-Jan 18</p>	<p>✓</p>	<p>Revised and updated process confirms end to end process. Training being delivered as part of preparation for new Homelessness Reduction Act 2017.</p>

Recommendation	Agreed Yes/No	SBDC Cabinet / Partner Agency Response including proposed action	Responsible Cabinet Member (for SBDC recs)	Responsible Officer	Action by date	Completed	Current Update
5.To challenge processes to ensure that the Council complies with legislation but does not provide services beyond their duty.	Yes	<p>Setting out the current process in writing will provide a check that the processes followed comply with legislation but do not go beyond the statutory minimum.</p> <p>The Homelessness Reduction Act 2017 is introducing major changes to the Council's duties. Officers are developing new procedures that take account of new Government guidance and learn from current and developing practice in other authorities including</p> <ul style="list-style-type: none"> - how SBDC should manage initial contact and assessments, - how it should meet it duties under the new Act and - when it can discharge duties and make referrals to other agencies or authorities. 	Healthy Communities Portfolio Holder	Housing Manager	01-Apr 18	✓	Revised and updated process has been drafted.
6.That the checklists are monitored by their supervisors.	Yes	The use of checklists will help the Senior Housing Options Officer and Housing Manager monitor service delivery	Healthy Communities Portfolio Holder	Housing Manager	31-Jan 18	✓	Case monitoring being carried out by Senior Housing Options Officer and Housing Manager
7.That vulnerable clients are signposted to relevant organisations for support e.g. for Domestic	Yes	Officers already currently support and signpost all vulnerable clients to access assistance from other agencies. This	Healthy Communities Portfolio	Housing Manager	Already in place	✓	The Housing Team continues to (i) support and signpost vulnerable clients to

Recommendation	Agreed Yes/No	SBDC Cabinet / Partner Agency Response including proposed action	Responsible Cabinet Member (for SBDC recs)	Responsible Officer	Action by date	Completed	Current Update
Violence cases to be referred to an Independent Domestic Violence Advocacy Service/ DASH.		<p>includes Bucks CC Social Care, CAB, Padstones and Connection Support (including Rough Sleeper Outreach and the new early intervention Resilience Service).</p> <p>Officers will often take the lead in pulling together relevant agencies to provide a multi-agency response to support a client. All DV cases are assessed using the DASH tool (and referrals to the IDVA if the service is not already involved) and officers participate in the MARAC (Multi-Agency Risk Assessment Conference) and MASH (Multi-Agency Safeguarding Hub) meetings to review and discuss individual clients. This joint working is supported by existing joint working protocols such as the Bucks Care Leavers protocol.</p>	Holder				assistance, (ii) work directly with support agencies on a client by client basis and (iii) attend multi-agency case management meetings (MAPPA, MARAC, MASH etc.)
G.DEBTS							
1 Members were surprised by the levels of outstanding amounts due from current and previous clients that are still being pursued and at risk of non-payment. Collecting these amounts must be a high priority for the relevant	Yes	<p>All outstanding debts will be reviewed and put forward for write off if there is limited prospect of recovery.</p> <p>However in the majority of cases action is still being taken by the debt collectors and / or payment arrangements are in</p>	Healthy Communities Portfolio Holder / Resources Portfolio Holder	Head of Finance	31-Dec 17	✓	Report on all outstanding debts considered by RPAG on 7 Dec 17.

Recommendation	Agreed Yes/No	SBDC Cabinet / Partner Agency Response including proposed action	Responsible Cabinet Member (for SBDC recs)	Responsible Officer	Action by date	Completed	Current Update
departments.		<p>place.</p> <p>The new Homelessness TA Process now in place aims to minimise non-payments from current clients. However, the challenging and chaotic nature of some clients seeking homelessness assistance and the impacts of welfare reforms (e.g. Benefits Cap) means that there is a significant risk on non-payment even with increased pro-active work and monitoring.</p>					
<p>2 That historic debt with a zero or very low probability of recovery (before the flat rate charge) be written off to start afresh with the new process</p>	Yes	All outstanding debts will be reviewed and put forward for write off if there is limited prospect of recovery.	Healthy Communities Portfolio Holder	Head of Finance	31-Dec 17	✓	Report on all outstanding debts considered by RPAG on 7 Dec 17.
<p>3 That a report showing the current debt position be circulated to Relevant PAGs and Overview & Scrutiny Committee and included in the minutes to Council so that members are aware of the potential for future write offs.</p>	Yes	<p>A report will be produced for the Resources PAG.</p> <p>Information on the debt position was provided to the O&S Task & Finish Group as part of this review.</p>	Healthy Communities Portfolio Holder	Head of Finance	31-Dec 17	✓	Report considered by RPAG on 7 Dec 17 and O&S on 30 Jan 18.

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Recommendation	Agreed Yes/No	SBDC Cabinet / Partner Agency Response including proposed action	Responsible Cabinet Member (for SBDC recs)	Responsible Officer	Action by date	Completed	Current Update
<p>4 That the Cabinet Member be given early warning of any accrued debt so that this could be escalated as a matter of urgency. A monthly report showing the aged debtor list may assist with this process.</p>	Yes	<p>Monthly debt reports are being submitted to the Healthy Communities Cabinet Member.</p>	<p>Healthy Communities Portfolio Holder</p>	<p>Head of Finance</p>	<p>Actioned</p>	<p>✓</p>	<p>Monthly debt reports are being sent.</p>
<p>5 That the monthly meetings between the Heads of Service continue to review sundry debt and escalate debts over a pre-agreed period e.g. after 60 or 90 days a case automatically be escalated to the cabinet member together with an action plan to deal with it.</p>	Yes	<p>The monthly meetings will continue and TA placements will be subject to the new recovery process (see above) which sets down triggers and timescales for escalating action on outstanding charges (including action to end a placement if payments are not made). The Cabinet Member will be regularly updated on the outstanding payments and action being taken.</p>	<p>Healthy Communities Portfolio Holder</p>	<p>Head of Healthy Communities, Head of Finance, and Head of Customer Services</p>	<p>Actioned</p>	<p>✓</p>	<p>Monthly review meetings are continuing and the Portfolio Holder is invited to these. Relevant debts are being reported to the Portfolio Holder.</p>
<p>6 That the Debt Recovery Project for Council Tax (based in R&B Team, SBDC) be used for debt recovery for Homelessness arrears. Thereby, encouraging clients to address their debts sooner or ensuring that robust action is taken as a matter of urgency.</p>	Yes	<p>Since the end of October 17 the new recovery process incorporates a new step where cases are assessed as to whether the Debt Recovery Team should be involved in the recovery.</p>	<p>Healthy Communities Portfolio Holder</p>	<p>Head of Finance, Head of Customer Services.</p>	<p>Actioned</p>	<p>✓</p>	<p>Cases are assessed as to whether the Debt Recovery Team should be involved in the recovery.</p>
<p>H.BUDGET/PERFORMANCE MONITORING</p>							

Recommendation	Agreed Yes/No	SBDC Cabinet / Partner Agency Response including proposed action	Responsible Cabinet Member (for SBDC recs)	Responsible Officer	Action by date	Completed	Current Update
<p>1 More performance indicators to be added to Covalent as follows:-</p> <ul style="list-style-type: none"> • High costs of temporary/nightly accommodation compared to average cost • Length of assessments monitored on a monthly basis. If targets have not been met after a given period e.g. 2 or 3 months are escalated to senior management/cabinet member. No of clients applying in a specific time period & whether they have been accepted for housing • % of applicants with a local connection or out of district • % of applicants receiving housing benefit • % of applicants where a number of agencies are involved • No of clients who were in arrears • Length of time in temporary accommodation 	Yes	These will be adopted as Key Performance Indicator and reported to Members accordingly.	Healthy Communities Portfolio Holder	Housing Manager	31-Dec-17 (Key PIs in place)	✓	Additional PIs are in place and will be reported to Members from January 2018. MV is meeting Ani Sultan to arrange to incorporate into Covalent reporting system.
<p>2 With regard to the performance</p>	Yes	Key performance indicators are already	Not applicable	Not	Already in	✓	Monthly

Recommendation	Agreed Yes/No	SBDC Cabinet / Partner Agency Response including proposed action	Responsible Cabinet Member (for SBDC recs)	Responsible Officer	Action by date	Completed	Current Update
monitoring, there should be a dashboard with clear trigger points for escalation and this should be linked into clear accountability for each area in relation to the Service Level Agreement and Individual Performance Reviews.		reported to Management Team and Informal Cabinet on a monthly basis with a traffic light system to highlight issues.		applicable	place		Monitoring Report reports on all Key Performance Indicators.
3 That the dashboard indicators should be reported to the Cabinet Members and PAGs including benchmarking information from other similar authorities	Yes	Key performance indicators are already reported to Management Team and Informal Cabinet on a monthly basis with a traffic light system to highlight issues.	Not applicable	Not applicable	Already in place	✓	Monthly Monitoring Report uses traffic lights to highlight issues.
4 That there should be clear budgetary information on the real costs of homelessness presented to the Healthy Communities and Resources PAGs to ensure that the policies and procedures adopted are fit for purpose e.g flat rate charge	Yes	The budgets have been amended to show the full cost of homelessness within the 'Homeless cost centre' – previously the cost was split between 'Homelessness' and 'Housing Benefits' This budget is regularly monitored and reported as part of the monthly monitoring information that is provided to Management Team and Informal Cabinet.	Healthy Communities Portfolio Holder	Head of Healthy Communities, and Head of Finance.	Actioned	✓	The budgets have been amended to show the full cost of homelessness within the 'Homeless cost centre'.

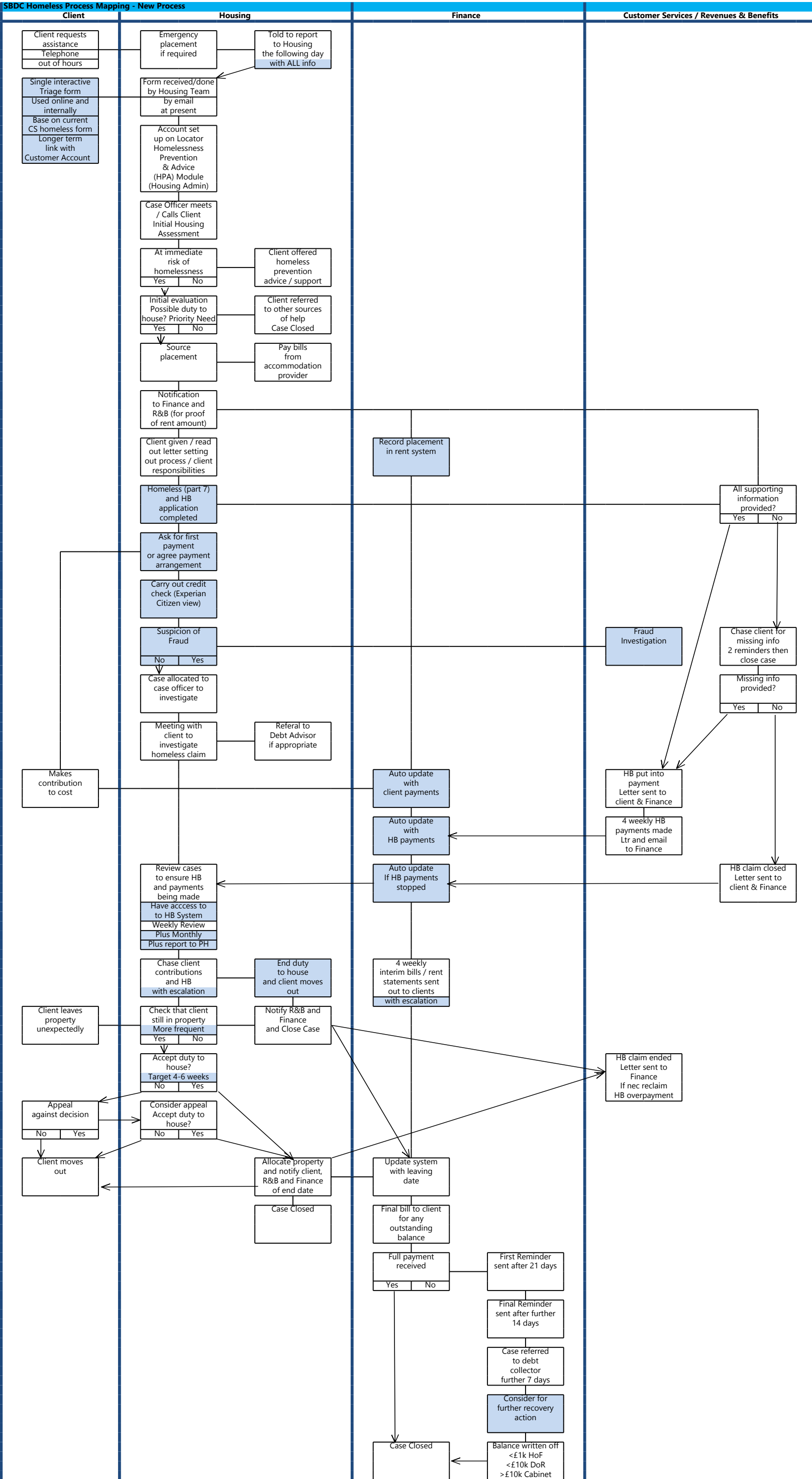
Recommendation	Agreed Yes/No	SBDC Cabinet / Partner Agency Response including proposed action	Responsible Cabinet Member (for SBDC recs)	Responsible Officer	Action by date	Completed	Current Update
5 Overview and Scrutiny Committee to agree upon which of the additional performance measures are reported to it at each meeting.	Yes	Report to be prepared for O & S Committee to consider at meeting on 30-Jan-2018	Chair of O&S Committee	Housing Manager	30-Jan-18	✓	Additional PIs being reported to O&S Committee on 30-Jan-18.
6 Members asked for the real costs of homelessness be presented to the Healthy Communities PAG giving clear information on the whole picture, including hidden costs, staff costs and the costs of accommodation to the Council above the flat rate charge.	Yes	A report will be produced for the Healthy Communities PAG.	Healthy Communities Portfolio Holder	Head of Healthy Communities and Head of Finance.	Jan 18		To be reported to HC PAG 22 nd February 2018
<p>J. HOMELESSNESS ACCOMMODATION PROVISION</p> <p>Although out of scope, the homelessness provision is a critical part of the solution to many of the issues address in this report.</p>							
1 The lack of temporary accommodation and long term housing solutions be addressed so that homeless households can be moved on from B&B as quickly as possible to ensure there are no blockages in the system.	Yes	An 'Affordable Housing Action Plan' report on options to take forward temporary accommodation was presented to the Healthy Communities PAG on 14 September 2017 and Resources PAG on 26 September 2017 and agreed by Cabinet on 7-Nov-2018	Healthy Communities Portfolio Holder	Head of Healthy Communities,	Actioned	✓	See 'Affordable Housing Action Plan'.

Recommendation	Agreed Yes/No	SBDC Cabinet / Partner Agency Response including proposed action	Responsible Cabinet Member (for SBDC recs)	Responsible Officer	Action by date	Completed	Current Update
<p>2 The O&S Committee will look at the supply of temporary accommodation and whether the Council has adequate resources, IT and controls to meet the new legislation. (A Strategy document is being submitted to the Healthy Communities PAG outlining how Section 106 payments agree delegations for the purchase of affordable housing and will also include how capital could be used to acquire properties outside the District.)</p>	Yes	Report will be made to O & S Committee meeting on 30-Jan-2018 for consideration	Chair of O&S	Head of Healthy Communities and Housing Manager	30-Jan-18		<p>Cabinet Approval 13th December 2018 to develop a leasing scheme with Paradigm</p> <p>Planning application submitted 22nd December 2018 for the Bath Road Depot to develop a temporary accommodation facility for 12 households</p>
<p>3 Working closely with CDC to learn lessons from the use of Paradigm accommodation and in particular Tom Scott House and the private sector.</p>	Yes	As the Housing team is a joint team officers already understand the CDC approach. Officers will review what measures and processes operated in Chiltern could be applied in SBDC.	Healthy Communities Portfolio Holder	Head of Healthy Communities,	31-Mar 2018 (Review completed and measures applied)		<p>Cabinet Approval 13th December 2018 to develop a leasing scheme with Paradigm</p>

Recommendation	Agreed Yes/No	SBDC Cabinet / Partner Agency Response including proposed action	Responsible Cabinet Member (for SBDC recs)	Responsible Officer	Action by date	Completed	Current Update
<p>4 Develop processes and controls to address the new legislation expanding the duty of the council to provide advice on housing and investigates the costs and benefits of automating the advice process where possible that may be accessible online.</p>	Yes	Preparation for new HR Act is underway and a presentation will be made to Healthy Communities PAG on the implications of the Act for SBDC.	Healthy Communities Portfolio Holder	Head of Healthy Communities,	31-Mar-18		
NEXT STEPS							
<p>1 That Cabinet responds in writing to each of the recommendations made by the Task and Finish Group</p>	Yes	This document provides a written response.	-	-	-	✓	-
<p>2 Where recommendations are not to be implemented that a detailed written explanation be given to Overview and Scrutiny by the Cabinet on the reasons why.</p>	Yes	This document does this.	-	-	-	✓	-
<p>3 The Council develops a Homeless Strategy Action Plan to manage and monitor the implementation of the recommendations of this report.</p>	Yes	This document does this.	-	-	-	✓	-

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SOUTH BUCKS DISTRICT COUNCIL**HOMELESSNESS APPLICATIONS****MANAGEMENT OF APPLICATIONS FOR ASSISTANCE UNDER PART 7 (HOMELESSNESS)
OF THE HOUSING ACT 1996****PROCESS SUMMARY**

This document specifically covers the process operated by SBDC for receiving, managing and determining requests for assistance under Part 7 (Homelessness) of the Housing Act 1996.

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1 **BACKGROUND**

- 1.1 All homelessness applications must be assessed in accordance with Part 7 of the Housing Act and the associated Code of Guidance. Officers must also have regard to the relevant statutory instruments and legal case law.
- 1.2 Investigations and enquiries into Homelessness Applications are undertaken by **HOAs (Housing Options Advisers)** from the initial point of contact until all investigations are completed. The application is then passed to the **SHHO (Senior Housing Options Officer)**
- 1.3 The decision on the Council's duty for each application is made by the **SHHO**. In the absence of the SHHO, the decision will be made by the **Housing Manager**.
- 1.4 If the applicant requests a review of the decision, then the review is undertaken by the **Housing Manager** or **Head of Healthy Communities** (a senior officer who was not involved in the original decision).
- 1.5 During office hours, a **HOA** is designated as **Duty Officer** to respond to any initial contacts from persons seeking homelessness assistance (see Section 2 below). A Duty Officer rota is in place. Out-of-office hours, a stand-by service is in place whereby an officer can be contacted by telephone for any homelessness emergencies that arise while the office is closed.
- 1.6 Officers use the Locata HPA (Homelessness Prevention and Advice) case management model to support the homelessness application process. This includes using the HPA on-line checklists and standard templates (letters and documents) to guide the officer and prompt the appropriate questions, enquiries and actions.

2 **INITIAL CONTACT**

- 2.1 The initial contact for a homelessness application may come in various forms, including the following:

2.1.1 **Applicant contacts SBDC by phone, e-mail or letter**

Enquiry will be passed to Duty Officer.

2.1.2 **Applicant visits Council office in person**

CSO (Customer Services Officer) will complete initial homelessness enquiry form. If the applicant is currently homeless (or imminently homeless) then the **Duty Officer** will see him/her. Otherwise, an appointment will be made for the applicant to see a **Duty Officer/HOA** on a subsequent date.

2.1.3 **Third party person or agency contacts SBDC**

Enquiry will be passed to Duty Officer.

2.1.4 **Applicant contacts the out-of-hours homelessness stand-by-service**

The **out-of-hours stand-by officer** will speak to the applicant (and any other relevant parties or agencies involved at that time) and make an initial assessment of the situation. The officer will request the applicant to find somewhere to stay (e.g. with a friend) and then come into the office on the next working day to see the **Duty Officer**. If:

- the applicant has nowhere to stay and
- the officer has reason to believe that the applicant may be in priority need,

Then the **out-of-hours stand-by officer** will arrange an emergency temporary accommodation placement until the next working day. The applicant will be required to come into the office on the next working day to see the **Duty Officer** for a full interview and assessment. If he/she fails to do so then the emergency placement will be cancelled.

3. **INITIAL ASSESSMENT**

3.1 The **Duty Officer** will interview the applicant. The Duty Officer will undertake an initial assessment to determine whether there is reason to believe that the applicant may be:

- homeless,
- eligible for assistance and
- priority need.

(See Appendix 1 for background information on assessing these)

3.2 When the interview is by prior appointment, the applicant will be sent a letter which includes a list of the documents that he/she should bring to the meeting.

3.3 When the interview is not by prior appointment (e.g. there has been no prior contact and the applicant has contacted the Council office stating that he/she is homeless immediately) then the applicant will be given a list of the required documents that must be supplied within 7 days.

3.4 If the initial assessment indicates that the applicant is homeless immediately then the **Duty Officer** will work with the applicant to look at options to find somewhere to stay on a temporary or longer term basis (e.g. staying with friends or family).

- 3.5 The **Duty Officer** will advise the applicant of the demands for housing within South Bucks and the limited housing options that SBDC has available to provide assistance. The applicant will be advised that if SBDC does accept a duty to provide assistance then this still means that the applicant is likely to spend a significant period of time in temporary accommodation and probably will not be able to secure longer term accommodation in the location where they want to live.
- 3.5 If the **Duty Officer** completes the initial assessment and has reason to believe that the applicant is:
- homeless
 - eligible for assistance and
 - priority need

Then the **Duty Officer** will make arrangements to secure interim temporary accommodation for the applicant pending an investigation and decision on the Homelessness Application. Otherwise, the Duty Officer will not secure interim temporary accommodation while the application is investigated.

- 3.6 In the event that interim temporary accommodation has been secured for the applicant (as per 3.5) and it subsequently becomes clear during the investigation that the applicant is not homeless, eligible for assistance or in priority need then the Council will cease to secure interim temporary accommodation for the applicant.
- 3.7 If the **Duty Officer** also has reason to believe that the applicant does not have a local connection to the South Bucks district, then the **Duty Officer** will notify the applicant of this and will advise the applicant to apply instead to the local authority where he/she does have a local connection. If the applicant still wishes to proceed with a homelessness application to SBDC, then the **Duty Officer** will inform the applicant of SBDC's intention to make a referral to the other local authority at the end of the process (if it accepts a full duty and subject to any issues regarding risk of violence).

4. FULL ASSESSMENT OF HOMELESSNESS APPLICATION

- 4.1 The applicant will complete a Homeless Persons Application Form.
- 4.2 The applications will be set up on the Locata HPA case management system and will be allocated to a **HOA** to undertake the investigation and enquiries.
- 4.3 The application will be set up on the HPA system with a reminder date to prompt actions and to monitor progress.
- 4.4 The HPA system contains a range of checklists which identify the key questions, enquiries and actions that the officer must undertake during the investigation. The

HOA should use the appropriate checklist(s) for the case concerned. The main checklists cover:

- Homelessness Prevention and Options
- Rent Arrears
- Mortgage Arrears
- Evicted from rented/tied accommodation
- Evicted by Parents/Other Relative/ Friend
- Violence and Harassment
- Relationship Breakdown – non-violent
- Tenancy/Ownership rights/issues/illegal eviction
- Other reasons for homelessness
- Intentionally homeless
- Local connection
- Debt Advice Referral
- Tenancy Support Referral

4.5 The **HOA** undertaking the investigations and assessment should use the appropriate checklist(s) and back this up by recording full background information on the Case Journal notes. This should include full details of the enquiries undertaken by the **HOA** and the reasoning behind any specific conclusions (e.g. If it is considered that it is not safe for the applicant to return to their home, what are the reasons for reaching this conclusion?)

4.6 The **HOA** should undertake all necessary investigations and enquiries to obtain the necessary information to assess the five key questions required to assess the Council's homelessness duty, namely:

- Eligibility
- Priority Need
- Homeless
- Intentionally Homeless
- Local Connection

4.7 **Appendix 1** gives specific details of the enquiries that should be undertaken for each of these areas. In undertaking enquiries, the HOA should liaise with relevant third party agencies and make referrals as required to other services as required. Any correspondence should utilise the standard letter templates in HPA as required

4.8 When an applicant has not been able to provide full documentation at the first meeting with the **Duty Officer/HOA** then the applicant is asked to provide the outstanding documents within 7 days (see 3.3). If the applicant fails to do so, then the

HOA will proceed with completing enquiries and investigations based on the information that is available.

- 4.9 The **HOA** will contact the Audit and Fraud Team (Revenues) to undertake a credit and address check. If the **HOA** identified any issues during the investigations that give rise to concern about possible fraud, then this will be referred to the Audit and Fraud Team for further investigation.
- 4.10 The target time for completing investigations and issuing a decision on a Homelessness Application is 33 working days from the date of application. This will be monitored by the **SHOO** and **Housing Manager** and by a monthly PI (Performance Indicator). Where investigations have not been concluded within 33 working days, the SHOO will review the case with the HOA to identify the outstanding issues and agree a timescale to complete investigations and issue a decision.

5. DECISION ON HOMELESSNESS APPLICATION

- 5.1 When investigations have been completed, the **HOA** will pass the case to the **SHOO** to assess the applications by reviewing the checklists, journal notes and documents. The **SHOO** will then make a decision on the Council's duty and issue a decision letter under Section 184 of Housing Act 1996 to notify the applicant. The decision letter will be drafted using the standard letter template on the HPA system.
- 5.2 In the absence of the **SHHO**, the decision will be made by the **Housing Manager**.
- 5.3 All cases are monitored by the SHHO who issues the decision on the application. In addition, the Housing Manager reviews a random selection of cases (5 per months) to confirm that HOAs are undertaking case management and investigations correctly and in accordance with Government and SBDC requirements.
- 5.3 If the decision is to accept the main housing duty to secure accommodation for the applicant, then the **SHHO** and **HOA** will make arrangements to secure (or continue to secure) accommodation for the applicant.
- 5.4 If the decision is not to accept the main housing duty and the applicant has been provided with interim temporary accommodation, then the applicant will be given notice to end the accommodation provision.
- 5.5 If the decision is to accept the main housing duty to secure accommodation for the applicant but the applicant does not have a local connection to South Bucks district, then the **SHHO** will make arrangements to refer the applicant to another authority where he/she does have a local connection (subject to any issues regarding risk of violence etc.).

6. Review of Decision on Homelessness Application

- 6.1 If the applicant requests a review of the decision on the homelessness application, then the review will be undertaken by the **Housing Manager** or **Head of Healthy Communities** (i.e. a senior officer not involved in the original decision) in accordance with the requirements and timescales in the Housing Act 1996.

APPENDIX 1**SOUTH BUCKS DISTRICT COUNCIL**
ASSESSING A HOMELESSNESS APPLICATION**OVERVIEW**

Under the Housing Act 1996, the Council has a legal duty to:

- **secure that advice and information about homelessness and prevention of homelessness is available to local residents**
- **assess formal requests for homelessness assistance and provide support and accommodation as required by the Act.**

When a client makes a formal application for homelessness assistance, the Council has to assess the application against five key criteria:

A HOMELESSNESS APPLICATION IS ASSESSED AGAINST FIVE KEY CRITERIA

IS THE APPLICANT ELIGIBLE FOR ASSISTANCE?

IS THE APPLICANT HOMELESS OR THREATENED WITH HOMELESSNESS?

IS THE APPLICANT IN PRIORITY NEED?

IS THE APPLICANT INTENTIONALLY HOMELESS?

DOES THE APPLICANT HAVE A LOCAL CONNECTION WITH CHILTERN DISTRICT?

All homelessness applications must be assessed in accordance with Part 7 of the Housing Act and the associated Code of Guidance. Officers must also have regard to the relevant statutory instruments and legal case law.

The type of enquiries that should be undertaken by officers in assessing each of the above criteria is set down in the following pages.

A) ELIGIBLE FOR ASSISTANCE?

Under Section 185 Housing Act 1996 – certain persons from abroad do not qualify for assistance if they make a homeless application

Who does not qualify?

Anyone who is not:

- a British citizen
- a Commonwealth citizen (with a right of abode in the UK)
- a citizen of a country in the European Economic Area (EEA)
-

Anyone who does not fall into one of the above categories is deemed to be subject to immigration control.

Can a person subject to immigration control qualify for homelessness assistance?

Yes, in some cases. A person subject to immigration control can still qualify if he/she:

- has been granted **refugee status**,
- has **exceptional leave to enter or remain in the UK** and is not prevented from getting support from public services,
- has leave to enter or remain in the UK without a time limit and is a **habitual resident (see below)**.

(Note – the above is not an exhaustive list of the exempt categories)

Assessing Immigration Status

Immigration status can be checked by the following documents and enquiries: -

(i) Passport

The passport may contain a stamp issued by the immigration officer when the person arrived in the country. This may include details of any conditions attached to the person's stay in the country (e.g. a time limit, a condition that the person should not use public funds etc.).

(ii) UK Visas and Immigration Services Documents

The Visa and Immigration Service may have issued a letter to the person confirming their status and any conditions attached to their stay in this country.

(iii) Sponsorship Agreement

Some immigrants are sponsored by existing residents to come over to the UK. In this event, there will be a written sponsorship agreement setting down the conditions for the person's stay in this country.

(iv) Habitual Residence Enquiries

It may be necessary to clarify how long a person has lived in this country (or elsewhere), particularly for checking habitual residence. In general, a person has to be habitually resident in the Common Travel Area (UK, Eire, Channel Islands and Isle of Man) to qualify for homelessness assistance. This involves assessing the person's circumstances and deciding how committed they are to living in the Common Travel Area. Relevant factors to investigate and check include:

- Length of time already spent living in CTA
- Family connections here and abroad
- Location of any accommodation owned by the applicant
- Location of employment, bank accounts etc.
- Any benefits etc. being claimed by the applicant

Asylum Seekers

Asylum seekers are not eligible for homelessness assistance under Part 7 of the Housing Act 1996. Persons who apply for asylum in the United Kingdom are dealt with by the UK Visas and Immigration Service, which arranges support and accommodation.

Locata HPA System Checklists - Eligibility

Officers should utilise the following checklists (as appropriate) when undertaking enquiries into whether or not the applicant is homeless or threatened with homelessness:

- o Eligible

B) HOMELESS OR THREATENED WITH HOMELESSNESS?

Section 175 Housing Act 1996 states that a person is homeless if he/she has no accommodation available which he: -

- a) can legally occupy, and**
- b) which is reasonable to occupy**

(a) and (b) above are assessed as follows:

a) Accommodation That Can Be Legally Occupied

Enquiries must be undertaken to establish whether or not the applicant has accommodation that he/she can legally occupy because he/she has:

- a legal interest in it (e.g. he/she is an owner, leaseholder or tenant) or
- an express or implied license to occupy (e.g. he/she is living with family or living as a lodger or is an employee with a service tenancy) or
- an enactment/rule of law giving him/her a right to remain in occupation.

Enquiries will include:

- seeing copies of tenancy agreements, land charge searches etc.,
- credit checks and Experian checks to confirm current and former addresses, and
- speaking the landlords, employers, family members etc. who may have been providing accommodation for the applicant.

If the applicant has been served notice to bring a tenancy to an end, then the notice must be checked carefully to ensure that it is correct and valid. If the notice is invalid, then the applicant and landlord must be notified accordingly and the applicant will not be deemed to be homeless.

b) Accommodation that is Reasonable to Occupy

The applicant may have accommodation that he could legally occupy. However, the applicant may feel that it is not reasonable for him to occupy it. A property may be unreasonable to occupy for a number of reasons, including:

- (i) **Domestic Violence (or threat of domestic violence) or Violence (or threat of violence) from another person**

When an applicant is reportedly fleeing violence, officers need to assess whether or not it is probable that continued occupation in particular property and/or location will lead to violence. In cases of domestic violence, officer should:

- Obtain a full statement from the applicant
- Complete a CAADA-DASH Risk Identification Checklist (to help identify level of risk)
- Refer to the MARAC as required and liaise with other agencies (e.g. Police, Care Services, Womens Aid, Landlord etc.) to get a full picture of multi-agency involvement and the perceived level of risk to the applicant
- Utilise the Locata HPA "Violence and Harassment" checklist to guide enquiries
- Take account of the statutory guidance on domestic abuse and homelessness
- Assess the level of risk based on the overall information available and clearly record the details and reasoning for this assessment in the case journal for the SHHO to review and consider

(ii) **Poor physical living conditions/overcrowding**

Officers should undertake a home visit and liaise with the Housing Standards team to assess the level of hazards present in the property under the HHSRS (Health and Housing Safety Rating System).

(iii) **Accommodation not affordable**

Officers should obtain a full summary of household income and expenditure for the applicant concerned and assess if the property should be deemed to be affordable under the terms of the Homelessness (Suitability of Accommodation) Order 1996 (SI 1996/3204).

In assessing if a property is reasonable to occupy the Council is entitled to consider the **general housing circumstances** in the local district. For example, an applicant may claim he is homeless due to poor physical conditions in his property. In this situation, the Council is entitled to compare the property with the condition of other accommodation in the district before deciding if it is any worse (and, therefore, not reasonable to occupy)

Threatened With Homelessness

Under the Housing Act 1996, a person is be deemed to be threatened with homelessness if they are likely to become homeless within the next 28 days. The Council may choose to accept someone as being threatened with homelessness more than 28 days in advance if it wishes.

Locata HPA Checklists – Homeless or Threatened with Homelessness

Officers should utilise the following checklists (as appropriate) when undertaking enquiries into whether or not the applicant is homeless or threatened with homelessness:

- Homeless
- Homelessness Prevention and Options
- Rent Arrears
- Mortgage Arrears
- Evicted from rented/tied accommodation
- Evicted by Parents/Other Relative/ Friend
- Violence and Harassment
- Relationship Breakdown – non-violent
- Tenancy/Ownership rights/issues/illegal eviction
- Other reasons for homelessness
- Debt Advice Referral
- Tenancy Support Referral

C. PRIORITY NEED?

In accordance with Section 189 of the Housing Act 1996 and the Homelessness (Priority Need for Accommodation) (England) Order 2002, priority need arises when a person is: -

- (a) a pregnant woman or a person with whom a pregnant woman resides or might reasonably be expected to reside;
- (b) a person with whom dependent children reside or might reasonably be expected to reside;
- (c) a person who is vulnerable as a result of old age, mental illness or handicap or physical disability or other special reason, or with whom such a person resides or might reasonably be expected to reside;
- (d) a person who is homeless or threatened with homelessness as a result of an emergency such as flood, fire or other disaster.
- (e) aged 16 or 17 years old (subject to exceptions) and
- (f) aged under 21 and who has been looked after, accommodated or fostered

The Council has no discretion with the above categories. If a household falls into one of the above categories, then they must be deemed to be priority need.

In addition to the above category, the Council may also decide that a person is in priority need because he/she is "vulnerable". A person may be vulnerable as a result of:

- old age;
- mental illness or disability;
- physical disability;
- having been looked after, accommodated or fostered (under the terms of the Children Act 1989);
- having been a member of the armed forces;
- having been in prison or custody;
- having been forced to leave accommodation because of violence or threats of violence;
- other special reason

In assessing vulnerability the Council has to consider whether or not an applicant's circumstances mean that he/she would suffer more injury and detriment if he/she became homeless compared to an ordinary person who became homeless. This assessment is based on the Supreme Court decision in *Hotak v Southwark LBC*, *Kanu v Southwark LBC* and *Johnson v Solihull MBC* (15 May 2015).

Enquiries

Officers should initially assess whether or not the applicant seems to fall into any of the above categories. If so, appropriate enquiries must be undertaken to confirm whether or not priority need should apply,

Where the household has children or is expecting children, the applicant should provide appropriate proof (passports, birth certificates, child benefit, proof of pregnancy etc.).

For other circumstances that may give rise to priority need (e.g. medical circumstances) the officer must make enquiries with the applicant and appropriate agencies to obtain full details. This includes requesting full details of medical circumstances. Where an applicant is citing medical grounds to justify a finding of priority need, then the officer should refer to case to the Council's Independent Medical Adviser to get his advice and opinion in order to inform the Council's final decision.

Locata HPA Checklists – Priority Need

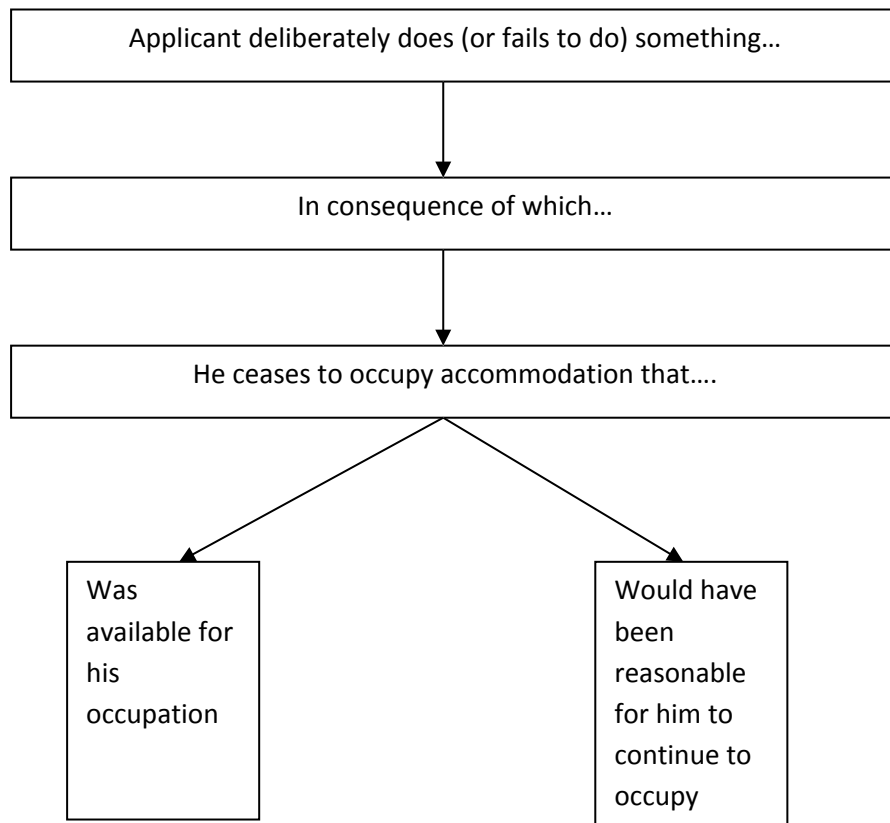
Officers should utilise the following checklists (as appropriate) when undertaking enquiries into whether or not the applicant is in priority need:

- Priority

D. INTENTIONALLY HOMELESS?

Section 191 Housing Act 1996 states that a person is homeless intentionally if he/she deliberately does something (or fails to do something) which results in him/her having to leave accommodation that was reasonable to continue to occupy.

The key points of an intentionality decision are broken down below:



Officers must undertake enquiries that address each of these points and obtain all relevant information from the applicant and third parties (e.g. former landlord if the applicant was evicted).

Officers must obtain a full statement from the applicant on the reasons for homeless and any mitigating circumstances that the applicant wishes to be taken into account.

Officers must ensure that all five of the points above have been fully investigated and the findings clearly recorded before the case is passed to the SHOO for a decision on the homelessness application.

In undertaking investigations, officers also need to consider if the actions that led to the homelessness were:

- forced upon the applicant through no fault of his own; or

- done in good faith (where the applicant is genuinely ignorant of a relevant fact)

If the SHOO considers that the applicant should be deemed to be intentionally homeless, then the SHOO will send the applicant a letter stating that she is minded to make an intentionally homeless decision and giving the applicant 7 days to make any further comments before the decision is issued.

Locata HPA Checklists – Intentionally Homeless

Officers should utilise the following checklists (as appropriate) when undertaking enquiries into whether or not the applicant is intentionally homeless:

- Intentionally Homeless
- Rent Arrears
- Mortgage Arrears
- Evicted from rented/tied accommodation
- Evicted by Parents/Other Relative/ Friend
- Violence and Harassment
- Relationship Breakdown – non-violent
- Tenancy/Ownership rights/issues/illegal eviction
- Other reasons for homelessness

E. LOCAL CONNECTION?

When a homelessness application is made, an assessment must be made as to whether or not the applicant has a local connection with the South Bucks DC area. A local connection arises in any of the following situations:

- (i) Applicant has lived in the area for at least 6 out of the last 12 months (or for at least 3 out of the last 5 years)
- (ii) Applicant works in the area (not including casual employment)
- (iii) Applicant has family members who have lived in the area for at least 5 years
- (iv) Special circumstances at the Council's discretion

The following are not taken into account in assessing a local connection:

- (v) time spent in prison
- (vi) time spent in hospital and institutions such as refuges, rehabilitation centres

(Violence or the threat of violence is the exception to the local connection requirement. Homelessness applicants fleeing violence from other areas do not need to demonstrate a local connection with South Bucks DC if it is too dangerous for them to remain in their original district. See Section 2 (Homeless or Threatened with Homelessness) for guidance assessing the probability of violence)

Officers should undertake enquiries to confirm local connection with South Bucks. This includes:

- proof of residence and addresses where the applicant has lived,
- confirmation of employment (including contract, payslips and contact with employer),
- proof of residence of family members, and
- credit and address checks and any other information held by Council.

If these enquiries establish that the applicant has no local connection to South Bucks, then the Officer will undertake similar enquiries to establish whether or not the applicant has a local connection to another district.

IF SBDC ACCEPTS THE MAIN DUTY TO ACCOMMODATION FOR A HOMELESSNESS APPLICANT

BUT

THE APPLICANT DOES NOT HAVE A LOCAL CONNECTION WITH CHILTERN DISTRICT

THEN

THE APPLICANT WILL BE REFERRED TO THE COUNCIL WHERE HE/SHE DOES HAVE A LOCAL CONNECTION.

Locata HPA Checklists – Local Connection

Officers should utilise the following checklists (as appropriate) when undertaking enquiries into whether or not the applicant is in priority need:

- Local Connection
- Referral to another authority (and referral agreed)
- Accepted by local authority as having no local connection anywhere

SBDC - Additional Homelessness Performance Indicators (Task and Finish Group Recommendations)								
Performance Indicator	Description	Target	Period	Sep-17	Oct-17	Nov-17	Dec-17	Notes
A. Total Number of homelessness case decisions	Total Number of decision issued on homelessness applications during month	N/A	Mthly	20	7	6	8	
B. Number of homelessness cases accepted for main housing duty	Number of decisions issued on homelessness applications during month where SBDC accepted main housing duty	N/A	Mthly	14	4	4	5	
C. Average time to issue decision on all homelessness applications	Average time for applications that were decided during the month (Period from date of application to date of decision) - Working days	33 working days	Mthly	36	40	20	63	Increase in December due to staff turnover in team and several long standing cases being resolved.
D. % of applications decided within 33 working days	% of total applications decided during the month which had a decision issued within 33 working days of original application date	80%	Mthly	70% (14)	57% (4)	83% (5)	13% (1)	See C above
E. % of Homelessness Applicants who had a local connection to South Bucks	% of Total Number of Decisions issued on homelessness applications where applicant had a local connection to South Bucks	N/A	Mthly		85%	66%	75%	

F. % of Homelessness Applicants who had rent arrears on former tenancy	% of Total Number of Decisions issued on homelessness applications where applicant had lost housing due to rent arrears	N/A	Mthly		14%	0%	13%	
G. % of Homelessness Applicants with multi-agency involvement	% of Total Number of Decisions issued on homelessness applications where external agencies working with applicant	N/A	Mthly		42%	83%	38%	
H. Average length of stay in temporary accommodation	Average overall length of time spent in temporary accommodation for those applicants whose TA placements ended during month (weeks) - (Where applicant has stayed in more than one TA placement then the overall total stay across all placements is recorded)	N/A	Mthly			29 wks	17 wks	

SUBJECT:	REVENUE BUDGET 2018/19
REPORT OF:	Director of Resources
RESPONSIBLE OFFICER	Director of Resources
REPORT AUTHOR	Jim Burness Director of Resources jim.burness@southbucks.gov.uk
WARD/S AFFECTED	All

1. Purpose of Report

- 1.1 To consider the draft revenue budget for 2018/19 and provide any comments for the Cabinet to consider when making its final recommendations to Council on the budget and Council Tax.

RECOMMENDATIONS

1. **The Committee notes the report and considers any comments it may wish to make for the Cabinet to take into consideration.**
2. **The Committee agrees to set up a Task & Finish Group to consider the Medium Term Financial Strategy and savings options**

2. Background

- 2.1 Under the Council's Constitution the Overview & Scrutiny Committee is required to consider the draft revenue budget prior to final decisions made by the Cabinet. The Cabinet report on the Budget is appended. Since the Cabinet consider the Budget in December the Government has announced the grant funding decisions affecting the Council. In December the Cabinet agreed for further work to be done to eliminate the proposed use of general reserves in the draft budget.

3. Budget 2018/19

- 3.1 The main points to note regarding the attached Budget report are.
- The New Homes Grant allocation was £207k less than anticipated.
 - The Budget reflects the impact of the proposed local pay award for 2018/19, £54k.
 - Funding is provided for the creation of a new Economic Development Team, the cost to be shared between CDC and SBDC, with the SBDC element being £42k.
 - Additional savings or additional income, have been identified totalling £294k.
 - The main financial risks for 2018/19 are:

- Shortfall on income targets.
 - 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
-
- The Medium Term Financial Strategy (MTFS) shows a funding gap of between £400k and £960k per annum over the period to 2023.

3.2 Given the financial gap indicated in the MTFS it will be important to start the review of the MTFS as soon as possible and to focus on the savings plans within the Strategy and their robustness and whether they can be added to.

4. Consultation

4.1 Consultation is with the Overview and Scrutiny Committee as required by the Council's Constitution.

5. Options

5.1 N/a

6. Corporate Implications

6.1 The Budget sets the financial limits within which services will operate during 2018/19 to deliver their service objectives. The Budget report identifies a number of financial risks that may affect the budget and which will need to be monitored during the year.

6.2 The Budget needs to be seen in the context of the Medium Term Financial Strategy which poses a number of challenges to the authority in balancing expenditure and resources.

7. Links to Council Policy Objectives

7.1 The Council's Budget and Medium Term Financial Strategy set out how the Council proposes to progress its objectives within the financial resources available to it.

8. Next Steps

- 8.1 Following views from the Overview and Scrutiny Committee, the Budget will be considered by the Cabinet on 7th February, and it will make recommendations on the Budget and Council Tax to the Council meeting on 27th February.

Background Papers:	None
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SUBJECT:	BUDGET & COUNCIL TAX REPORT 2018/19
REPORT OF:	Leader of the Council
RESPONSIBLE OFFICER	Director of Resources
REPORT AUTHOR	Jim Burness (jim.burness@southbucks.gov.uk)
WARD(s) AFFECTED	All

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 27th 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 27th 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 13th 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 19th 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
Total	2,146	1,875	1,528	1,169	1,064
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 growth¹, and will be continuing this in 2018/19.

¹ 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 Strategy². 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:

Budget Changes	£'000
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 th January.	42
Other minor changes	-2
Change in Net Cost of Services	-200

² 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.

Revenue Budget 2018/19	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
Net Cost of Services	7,995	-200	7,795
Investment Income	-150		-150
Notional Interest on Capswood	193		193
Borrowing costs – Now capitalised ³	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
Budget Requirement	7,541	-143	7,398
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
Precept on Collection Fund	5,167	-	5,167

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.

³ 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 show 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
<u>Income</u>							
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
	(2,381)	(1,895)	(1,933)	(1,971)	(2,046)	(1,915)	(1,885)
<u>Service Expenditure</u>	7,795	7,951	8,110	8,272	8,437	8,606	8,778
<u>New Pressures</u>							
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
<u>New Savings</u>							
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)
	7,795	7,670	7,354	7,319	7,350	7,639	7,791

Other Expenditure							
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
	193	466	1,209	1,626	1,720	1,796	1,770

Contributions to / (from) Reserves							
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
	(440)	(455)	(318)	(318)	(243)	(313)	(243)

Precept Required	5,167	5,786	6,312	6,656	6,781	7,207	7,433
	0						

COUNCIL TAX CALCULATION							
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
Precept Collectable	5,167	5,379	5,595	5,813	6,044	6,259	6,477

Savings Required	0	(407)	(717)	(843)	(737)	(948)	(956)
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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.

Risk	Response
Managing the gap between cost increases the Council will face year on year, and the continued significant reductions in Government funding, and the limitation on council tax increases.	Key to managing this risk will be identifying further savings 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 27th 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.

Background Papers:	Draft Revenue Budget Report 2018/19 – Cabinet 13 Dec 17
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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 31st 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.

Change in Demand	<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>
Change in Interest Earnings	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>
Other Significant Financial Risks	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>
Grand Total	-411,693	-189,197		194,147	388,293

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ENVIRONMENT 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, (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

ENVIRONMENT 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, (D03)=exempt

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	£	£
Existing Properties				
House name change	C850/C956 (D40)	3552/S956 (1b)	90.00	92.00
Numbering / Naming of New Properties				
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
Rename of Street - where requested by residents (Apportioned across number of addresses)				
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
Renumbering of Street - where requested by residents				
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
Classification: OFFICIAL
REVISED CHARGES FROM 1 APRIL 2018

AppendixC

VAT Codes:

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

CEMETERIES (Parkside, Holtspur and Shepards Lane)	General ledger code		2017/18	2018/19
	Chiltern	South Bucks	£	£
Earthen Grave				
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
Cremated Remains				
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	150.00
Interment of Ashes in grave		3541-3543/S866 (3)	260.00	260.00
Memorials				
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
Woodland Burials				
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	150.00
Scattering of Ashes under turf in woodland				
Other Charges				
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

ENVIRONMENT PORTFOLIO
Classification: OFFICIAL
REVISED CHARGES FROM 1 APRIL 2018

AppendixC

VAT Codes:

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

MEMORIAL GARDENS	General ledger code		2017/18	2018/19
	Chiltern	South Bucks	£	£
Type of Garden (3)	Term of			
(No. of Interments)	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	£	£
Other Fees				
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
Perpetuity Licences				
1 st & 2 nd interment		3493/S866 (3)	5.25	5.25
3 rd & 4 th interment		3493/S866 (3)	10.50	10.50
5 th & subsequent interments		3493/S866 (3)	15.75	15.75

ENVIRONMENT 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, (D03)=exempt

GREAT MISSENDEN CEMETERY

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

Fees for the Use of the Cemetery for Interments:

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

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

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

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

Exclusive Rights of Burial in Perpetuity in an Earthen Grave

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

Monuments, Gravestones, Tablets and Monumental Inscriptions

For the right to erect:

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

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

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

**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

CAR PARKS - DAILY CHARGES (1a) 8.00 a.m. to 8.00 p.m.							
	General	2017/18	2018/19		General	2017/18	2018/19
	ledger code	£	£		ledger code	£	£
<u>Altons</u>	3466/C876			<u>Summers Road</u>	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				
<u>Penncroft</u>	3467/C876			<u>Broadway</u>	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				
<u>Warwick Road</u>	3468/C876			<u>Bulstrode Way</u>	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				
<u>Jennery Lane</u>	3470/C876			<u>Packhorse Road</u>	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
<u>Neville Court</u>	3471/C876			<u>Station Road</u>	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

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

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

VAT Codes:
 Chiltern
 South Bucks

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

LICENCES	General ledger code		2017/18 £	2018/19 £
	Chiltern	South Bucks		
<u>Hackney Carriages/Private Hire Vehicle Licences</u>				
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
<u>Drivers' Licences</u>				
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
<u>Operators Licence</u>				
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
<u>Small Animal Boarding Establishment (includes vet fee)</u>				
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
<u>Doq Breeding</u>				
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
<u>Combination of breeding and boarding</u>				
	LI01/C887 (D04)	LI01/C902 (3)	329.00	329.00
<u>Dangerous Wild Animals</u>				
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
<u>Pet Shops</u>				
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
<u>Riding Establishments</u>				
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		
Mobile Homes				
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
Licensing Act 2003 Fees – Statutory Fees				
New Premises/Club Premises/Variation applications				
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
New Premises /Club Premises Applications / Variation applications – Additional Fees				
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
Annual Maintenance Fees - Premises /Club Premises				
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
Additional Annual Maintenance Fees				
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		
Personal Licence - Statutory Fees				
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
Other Fees Payable				
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
Gambling Act 2005 - Statutory Fees				
Licensed Premises Gaming Machine Permit				
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
Licensed Premises Automatic Notification Process				
On notification	LI01/C886 (D04)	LI01/C901 (3)	50.00	50.00
Club Gaming Permits				
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
Club Machine Permits				
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	£	£
<u>Family Entertainment Centre Gaming Machine</u>				
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
<u>Prize Gaming Permits</u>				
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
<u>Small Lotteries & Amusement for Raffles (3)</u>				
Registration	LI01/C886 (D04)	LI01/C901 (3)	40.00	40.00
Annual Fee	LI01/C886 (D04)	LI01/C901 (3)	20.00	20.00
<u>Gambling Act Premises Licence Fees</u>				
<u>Application Fee</u>				
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
<u>Application Fee for Premises with a Provisional Statement</u>				
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		
Annual Fee				
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
Transfer Application Fee				
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
Variation Application Fee				
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
Provisional Statement Application Fee				
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

HEALTHY COMMUNITIES PORTFOLIO
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LICENCES	General ledger code		2017/18 £	2018/19 £
	Chiltern	South Bucks		
Application for Reinstatement Fee				
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
Sex Establishments/Sexual Entertainment Venues				
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
Scrap Metal Dealers				
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
Miscellaneous				
Registration of:- Acupuncturists Tattooists, Ear Piercing and Electrolysis Premises (3)	LI01/C891 (D04)	LI01/C906 (3)	185.00	185.00
Acupuncture/Tattooing/Ear Piercing/ Electrolysis: per establishment	LI01/C891 (D04)	LI01/C906 (3)	180.00	185.00
New personal licences for;	LI01/C891 (D04)	LI01/C906 (3)		
Acupuncturist (3)			169.00	
Tattooists (3)	LI01/C891 (D04)	LI01/C906 (3)	169.00	
Electrolysis (3)	LI01/C891 (D04)	LI01/C906 (3)	169.00	
Ear Piercing (3)	LI01/C891 (D04)	LI01/C906 (3)	169.00	
Acupuncture/Tattooing/Ear Piercing/ Electrolysis: per person.	LI01/C891 (D04)	LI01/C906 (3)	70.00	169.00
Street Trading Consent: per day or part Monday-Thursday.	LI01/C895 (D04)	LI01/C910 (3)	33.00	33.00
Street Trading Consent: per day or part Friday - Sunday.	LI01/C895 (D04)	LI01/C910 (3)	52.00	52.00
Street Trading Consent: Application Fee	LI01/C895 (D04)	LI01/C910 (3)	66.00	66.00
Graffiti removal kits.	EH01/C957 (D45)		13.00	13.00
Graffiti recharge of contractor removal cost.	EH01/C957 (D45)		Cost Recovery	Cost Recovery
ENVIRONMENTAL HEALTH SERVICES				
	Chiltern	South Bucks	2017/18 £	2018/19 £
Food Certificates Export / Condemnation	EH01/C956 (D04)	EH01/S956 (3)	137.00 + officer time (£47p/h) & collection/	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	
Stray Dog Fees				
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	£	£
Food Hygiene Courses:				
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
Miscellaneous:				
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
Water Sampling at Private Supplies:				
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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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		
Contaminated Land:				
Professional Opinion - Contaminated land enquiries per hour -				
Copies of plans and information regarding a contaminated land site.	G450/C957 (D40)		100.00	
	G450/C957 (D40)		£50+£47/hr	

IPPC

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

HOUSING	General ledger code		2017/18 £	2018/19 £
	Chiltern	South Bucks		
Houses with multiple occupation licensing fees:				
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
Houses with multiple occupation- additions:				
Additions:	HO01/C800 (D04)		45.00	47.00
Houses with multiple occupation- Deductions:				
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
Housing Enforcement Charges:				
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

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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 1st October 2010. The setting of charges is dealt with by the Building Control Manager in consultation with the Sustainability Portfolio Holder and the Head of Finance. Revised charges are subsequently reported to Members for information.

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

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

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

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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
<u>Planning: Pre-Application / Post Decision Advice and Extant Enforcement Notices.</u>				
Enlargement, improvement or other, alteration of existina dwellina and other				
Meeting and follow up letter		DM01/C850 (D45)	165.00	198.00
Letter only		DM01/C850 (D45)	110.00	132.00
New residential dwellings:				
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

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PLANNING ADVICE AND INFORMATION	General ledger code		2017/18	2018/19
	Chiltern	South Bucks	£	£
Commercial Development (Use Classes B1, B2, B8 and A1-A5)				
1-100m ² (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 ² (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 ² (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 ² (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 ² (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 ² + (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
Developments falling within Use Classes C1, C2, D1 and D2				
1-100m ² (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 ² (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 ² (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 ² (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 ² + (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).				
Agriculture and Forestry.				
Erection of new buildings, glasshouses or poly-tunnels with a gross floor area up to 465m ²				
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

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)=

PLANNING ADVICE AND INFORMATION	General ledger code		2017/18 £	2018/19 £
	Chiltern	South Bucks		
Erection, alterations or replacement of plant or machinery.				
Meeting and follow up letter	DM01/C850 (D45)		95.00	114.00
Letter only	DM01/C850 (D45)		65.00	78.00
Buildings and structures for equestrian purposes including stables, livery stables and riding schools.				
1-40m ² (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 ² (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 ² (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 ² (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 ² + (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
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.				
Meeting and follow up letter	DM01/C850 (D45)		165.00	198.00
Letter only	DM01/C850 (D45)		110.00	132.00
Advertisements.				
Meeting and follow up letter	DM01/C850 (D45)		195.00	234.00
Letter only	DM01/C850 (D45)		130.00	156.00
Telecommunications development.				
Meeting and follow up letter	DM01/C850 (D45)		480.00	576.00
Letter only	DM01/C850 (D45)		320.00	384.00
Outline Proposals:				
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.				
Non-Material Amendments and Minor Material Amendments				
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
Requests to withdraw extant Enforcement Notices				
Meeting and follow up letter	DM01/C850 (D45)		335.00	402.00
Letter only	DM01/C850 (D45)		225.00	270.00
Requests to confirm that an extant Enforcement Notice has been complied with.				
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

AppendixC

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	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) Main report [^] - Colour	PP01/C860 (D08)		6.30	6.30
Annual Monitoring Report (2010/11) Appendices - Colour	PP01/C860 (D08)		15.90	15.90
Infrastructure Delivery Schedule (February 2014) - B/W	PP01/C860 (D08)		0.80	0.80
Delivery Development Plan Document for Chiltern District - Colour	PP01/C860 (D08)		15.30	15.30
Sustainability Appraisal: Delivery Development Plan Document Submission (February 2014) - Colour	PP01/C860 (D08)		27.80	27.80
Duty to co-operate report for the Delivery Development Plan Document and Infrastructure Delivery Schedule (August 2014) - B/W	PP01/C860 (D08)		5.10	5.10
Statement of Consultation (Regulation 22 (1) (c) for the Delivery Development Plan Document (August 2014) - B/W	PP01/C860 (D08)		2.60	2.60
Council Inspector Recommended Modifications to the Submission Delivery Development Plan Document, Infrastructure Delivery Schedule and Policies Map (August 2014) - B/W	PP01/C860 (D08)		7.10	7.10
Affordable Housing Supplementary Planning Document Consultation Document (Nov 2011) - Colour	PP01/C860 (D08)		3.30	3.30

PLANNING PORTFOLIO 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)=

PLANS, POLICIES AND PUBLISHED INFORMATION	General ledger code		2017/18	2018/19
	Chiltern	South Bucks	£	£
Supporting Documents				
Final Sustainability Appraisal Report for the Publication Draft of the Core Strategy for Chiltern District (September 2010) - Colour	PP01/C860 (D08)		30.80	30.80
Core Strategy Pre-submission Consultation Statement v2.0 (October 2010) - Colour	PP01/C860 (D08)		20.20	20.20
Equality Impacts Assessment of the Core Strategy for Chiltern District Draft Consultation Document v1.0 (September 2010) - Colour	PP01/C860 (D08)		3.30	3.30
Habitats Regulations Assessment – Main Report v1.0 (September 2010) - Colour	PP01/C860 (D08)		7.40	7.40
Habitats Regulations Assessment Screening Opinion (October 2009) - Colour	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 Litchfield & Partners Ltd - Colour	PP01/C860 (D08)		45.80	45.80
Chiltern District Council Retail and Town Centre Study Update Report (September 2009) by Nathaniel Litchfield & Partners Ltd - Colour	PP01/C860 (D08)		7.40	7.40
Chiltern District Large Employment Sites Study (2004) by Aitchison Raffety - Colour	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 - Colour	PP01/C860 (D08)		4.30	4.30
Buckinghamshire Employment Land Review – Final Report August 2006 - Colour	PP01/C860 (D08)		29.80	29.80
Chiltern District Council 2009 Employment Site Vacancy Survey October 2010 v1.0 - B/W	PP01/C860 (D08)		1.00	1.00
Buckinghamshire Strategic Housing Market Assessment – Final Report (July 2008) by Fordham Research - Colour	PP01/C860 (D08)		45.80	45.80
Buckinghamshire Strategic Housing Market Assessment – Executive Summary (July 2008) by Fordham Research - Colour	PP01/C860 (D08)		4.30	4.30
Chiltern District Strategic Housing Land Availability Assessment Final Report (January 2008) by Roger Tym and Partners - Colour	PP01/C860 (D08)		12.80	12.80

PLANNING PORTFOLIO REVISED CHARGES FROM 1 APRIL 2018

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PLANS, POLICIES AND PUBLISHED INFORMATION (not including P&P)	General ledger code		2017/18	2018/19
	Chiltern	South Bucks	£	£
Supporting Documents (Continued)				
Chiltern District Strategic Housing Land Availability Assessment – Site Plans and Proformas (January 2008) by Roger Tym and Partners (Sites 1 – 200) - B/W	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/W	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/W	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 - Colour	PP01/C860 (D08)		4.30	4.30
Chiltern District Strategic Housing Land Availability Assessment – Supplementary Report (September 2010) - Colour	PP01/C860 (D08)		9.60	9.60
Chiltern District Council Affordable Housing Development Economics Study (July 2007) by Adams Integra - Colour	PP01/C860 (D08)		22.20	22.20
Chiltern District Council Affordable Housing Development Economics Study Update Report 2009/2010 (March 2010) by Adams Integra - Colour	PP01/C860 (D08)		13.90	13.90
2010 Housing Land Supply Trajectory 2006 to 2026 v1.0 (September 2010) - Colour	PP01/C860 (D08)		3.30	3.30
Gypsy and Traveller accommodation needs assessment for the Thames Valley region September 2006 by Tribal Consulting - Colour	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 - Colour	PP01/C860 (D08)		2.10	2.10
Needs Assessment for Travelling Show people (Buckinghamshire Authorities) July 2007 - Colour	PP01/C860 (D08)		10.60	10.60
Strategic Housing Sites & Major Developed Sites in the Green Belt Deliverability Information v1.0 October 2010 - B/W	PP01/C860 (D08)		1.00	1.00
Chiltern District Council - Chiltern Townscape Character Assessment - Interim Findings Paper (Sept. 2010) by Chris Blandford Associates - B/W	PP01/C860 (D08)		1.00	1.00
Chiltern District Council Major Developed Sites in the Green Belt Topic Paper v1.0 - Colour	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/W	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 - Colour	PP01/C860 (D08)		6.30	6.30
Chiltern District Council - Core Strategy Evaluation of Transport Impacts (July 2009) Main Report by Atkins Transport Planning - Colour	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/W	PP01/C860 (D08)		2.20	2.20
Chiltern District Council – Draft Infrastructure Delivery Plan v1.0 (September 2010) - Colour	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) - Colour & B/W	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 - Colour	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 - Colour	PP01/C860 (D08)		25.50	25.50
Buckinghamshire Infrastructure Project - Phase 2 - January 2008 (Chiltern, South Bucks & Wycombe Districts) - B/W	PP01/C860 (D08)		2.20	2.20

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)=

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) - Colour	PP01/C860 (D08)		5.30	5.30
Chiltern District Sustainability Appraisal Scoping Report - Revised January 2008 - Colour	PP01/C860 (D08)		11.60	11.60
Chiltern Draft Core Strategy Preliminary Sustainability Appraisal (June 2009) - Colour	PP01/C860 (D08)		7.40	7.40
Chiltern District Council Local Development Scheme 2010 -2013 (November 2010) - Colour	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/W	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/W	PP01/C860 (D08)		1.00	1.00
Core Strategy Pre-submission Consultation Statement				
Supplementary Information: Addition to Appendix 19 v1.0 (January 2011) - B/W	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/W	PP01/C860 (D08)		2.20	2.20
HOUSING TARGET FOR CHILTERN DISTRICT 2006 -2026 (January 2011) - Colour	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/W	PP01/C860 (D08)		1.00	1.00
Demonstrating the Links between the Core Strategy for Chiltern District & the Supporting Evidence Base - January 2011 - B/W	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 - Colour	PP01/C860 (D08)		1.00	1.00
Assessment of Housing Demand in Chiltern District (2006 - 2026) - February 2011 - Colour	PP01/C860 (D08)		5.30	5.30
Chiltern Strategic Housing Land Availability Assessment: Update Report March 2011 - Final - Colour	PP01/C860 (D08)		3.30	3.30
Chiltern Strategic Housing Land Availability Assessment: Update Report March 2011 – Supporting Appendix (Site Proformas by Schedule of Proposed Minor Changes to the Core Strategy for Chiltern District Submission Document - Part 2 (March 2011 - v2.0) - Chiltern District Council Employment Site Vacancy Survey November 2010 (v1.0 March 2011) - B/W	PP01/C860 (D08)		5.30	5.30
Chiltern District Core Strategy Preferred Options Paper - May 2006 - Colour	PP01/C860 (D08)		14.90	14.90
Chiltern District Core Strategy Preferred Options Paper - Sustainability Appraisal Report - May 2006 by Carter Jonas - B/W	PP01/C860 (D08)		1.00	1.00
			1.00	1.00
			10.60	10.60
			2.20	2.20

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

Conservation Area Leaflets / Appraisals

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

RESOURCES PORTFOLIO
Classification: OFFICIAL
REVISED CHARGES FROM 1 APRIL 2018

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

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

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

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

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

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

Form LLC1	LC01/C945 (D04)		20.00	
Form LLC1		LC01/S945 (3)		25.00
Con29R – Required Enquiries	LC01/C944 (D45)		73.20	
Con29R – Required Enquiries		LC01/S944 (1a)		93.60
Total LLC1 & CON29R	LC01/C944 (D45)		93.20	
Total LLC1 & CON29R		LC01/S944 (1a)		118.60
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
Additional Parcels of Land:				
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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SUBJECT:	CAPITAL STRATEGY AND CAPITAL PROGRAMME 2018/19 TO 2022/23
REPORT OF:	Resources Portfolio Holder – Cllr Barbara Gibbs
RESPONSIBLE OFFICER	Director of Resources – Jim Burness
REPORT AUTHOR	Capital Accountant – Jane Clarke – 01494 732 223
WARD/S AFFECTED	All

1. Purpose of Report

- 1.1 To present:
- The 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:

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 Accomo	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
	16,209,779	10,202,000	12,101,200	4,190,000	2,737,250

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.

Background Papers:	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 Code¹. 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.

¹ 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

Capital Programme	Original Budget 18/19	Original Budget 19/20	Original Budget 20/21	Original Budget 21/22	Original Budget 22/23
	£	£	£	£	£
Environment					
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		
s106 Funded Projects					
Bath Road - Acquisition of Land / Property	1,039,000				
Bath Road - Temporary Accomodation	2,700,000				
Healthy Communities					
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			
Customer Services & Business Support					
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				
Resources					
Capswood Maintenance & Works		250,000			31,250
Other Capital Works (see breakdown below)	139,500		14,200		16,000
SPMG Extention		250,000			
Consilio					
Consilio Projects	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Capitalisation of Salary Costs					
Capital Salaries	68,360				
	16,209,779	10,202,000	12,101,200	4,190,000	2,737,250
Breakdown of other Capital Works	Original Budget 18/19	Original Budget 19/20	Original Budget 20/21	Original Budget 21/22	Original Budget 22/23
	£	£	£	£	£
SPMG	15,000				
Beacon Centre	4,500		14,200		16,000
Parkside Woodland Burial Extension	120,000				
	139,500	0	14,200	0	16,000

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
	16,209,779	10,202,000	12,101,200	4,190,000	2,737,250

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.

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

1. Purpose of Report

- 1.1 To consider the Strategy and make any comments for the Cabinet to take into account when recommending to Council the Treasury Management Strategy and related policies that should be adopted by the Council for 2018/2019.

RECOMMENDATION

The Cabinet is requested to recommend to Council the Treasury Management Strategy, including approving the following appendices to the Annual Investment Strategy (Appendix 1):

- **Appendix 1A - Annual Investment Strategy Policies**
- **Appendix 1B - Prudential Indicators including the borrowing limits**
- **Appendix 1C - the MRP method to be used in 2018/19.**

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 is 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

**South Bucks District Council
Overview and Scrutiny Committee**

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
Overview and Scrutiny Committee**

- 8.1 Following views from the Overview and Scrutiny Committee, the Strategy will be considered by the Cabinet in February. 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.

Background Papers:	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 th September after the end of the year
Monitoring Reports	Resources PAG/Cabinet	Regularly
Investment Portfolio Detail	Resources Portfolio Holder	Monthly
Scrutiny of treasury management strategies & performance	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

Investment	Repayable/ Redeemable Within 12 Months?	Security/ Minimum Credit Rating	Circumstance of use	Maximum period
Term deposits 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
Term deposits 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
Certificates of Deposit 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
Gilts: up to 1 year Custodial arrangement required prior to purchase	Yes	Government backed	In-house	1 Year
Money Market Funds	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
Treasury bills (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

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>UK government gilts 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>Supranational Bonds</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>Property Funds which constitute capital expenditure</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>Property Funds approved by HM Treasury which do not constitute capital expenditure eg</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>

Investment	(A) Why use it ? (B) Associated risks ?	Repayable /Redeemable Within 12 months ?	Security /Minimum credit rating	Used By	Maximum value	Length of investment
CCLA						
Term deposits 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
Term deposits 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
Corporate Bonds 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

Investment	(A) Why use it ? (B) Associated risks ?	Repayable /Redeemable Within 12 months ?	Security /Minimum credit rating	Used By	Maximum value	Length of investment
	potential for capital loss.					
Corporate Bond Funds 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 1st April 2008 and where capital expenditure is incurred on or after that date which the authority is satisfied forms part of its supported capital expenditure. Options 3 and 4 would be used in relation

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

In this Council's case 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 5th 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.

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

1. Purpose of Report

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

RECOMMENDATION

Cabinet are asked to note these service plans.

2. Reasons for Recommendations

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

3. Content of Report

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

4. Consultation

Not Applicable.

5. Options

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

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

7. Corporate Implications

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

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

8. Links to Council Policy Objectives

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

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

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

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

9. Next Step

Service plans will be adopted and implemented.

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

Background Papers:	
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Service 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"> • Establish requirements • Perform gap analysis • Amend & harmonise policies & procedures • Roll out training • Review data sharing register 	<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"> • Planning • Land Charges 	<ul style="list-style-type: none"> • Reduced costs from shared teams • Greater resilience • More efficient service delivery • All SBDC Idox data migrated to shared databases giving one core system for regulatory services
Revised ICT strategy		<ul style="list-style-type: none"> • Ensure that the Councils IT estate supports corporate aims & objectives • Streamlined & cost effective use of IT by the Councils
Upgrade desktops to Windows 10	<ul style="list-style-type: none"> • Make changes to VDi environment • Plan rollout • Pilot • Train • Rollout 	<ul style="list-style-type: none"> • Ensure that the Councils IT estate is on supported versions of software • Enable use of technology with richer functionality
Evaluate core systems for GDPR compliance & Win10 compatibility	<ul style="list-style-type: none"> • Consult vendors on compliance with GDPR & Win10 readiness • Consult with relevant services • Perform gap analysis • Where necessary & available upgrade • Where deficiencies cannot be rectified by software, advise on manual procedures 	<ul style="list-style-type: none"> • Ensure that the Councils IT estate is on supported versions of software • Ensure the Councils IT estate is compliant with GDPR requirements



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



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



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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"> Producing plan for GDPR compliance.
10	Affordable Housing	<ul style="list-style-type: none"> Not applicable.
11	Major Infrastructure Projects Impacts.	<ul style="list-style-type: none"> Supporting the IT\information management needs of the HS2 Team
12	Demographic Changes	<ul style="list-style-type: none"> Supporting services to develop skills for customer insight Overlap with GIS to map statistical data to location
13	Property/ Asset Management	<ul style="list-style-type: none"> R&R programme in place for ICT assets Business Support has good control over physical assets and works with suppliers to get the best value.
14	Economic Viability	<ul style="list-style-type: none"> Not applicable.

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



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



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



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Section 7 – Costs and cost comparison information

Summary – Cost information

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



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Service Plan Summary 2018/19

Communications, Performance and Policy

Service units covered by plan

Communications
Policy & Performance
Strategic Partnerships

Section 1 – Key Service Functions & Aims/Objectives

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

Communications

Key Service Aims/Objectives

To manage the Councils' corporate communications function.

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

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

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

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

Performance and Policy

Key Service Aims/Objectives

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



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Key Service Aims/Objectives

profiles;

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

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

Lead Councils' approach to corporate planning and performance management

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

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

Support effective consultation through promoting good practice and monitoring



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Section 2 – Key achievements/outcomes for 2017/18

Joint Communications Projects

Key achievements and outcomes in the previous year

Upgraded our websites to make them mobile friendly.

Supported the implementation of the economic development strategy.

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

Undertook mini peer review of Communications team with LGA.

Facilitated the corporate peer challenge for both councils.

Supported the Planning Policy team with the Local Plan consultation

Continued to provide an excellent in-house design service

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

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

Supported the launch of the Chiltern and South Bucks Lottery

Communications Projects CDC

Key achievements and outcomes in the previous year

Supported Chiltern Pools redevelopment Consultations.

Completed the branding for the new Bierton Crematorium.

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

Continued promotion and support of the Community Awards

Communications Project SBDC

Key achievements and outcomes in the previous year

Led on Gerrards Cross Police Station redevelopment communications plan.

Led on Bath Road redevelopment communications plan.

Continued promotion and support of the Chairman's Awards.

Supported the South Bucks Country Park consultation

Performance & Policy

Key achievements and outcomes in the previous year

Supported and facilitated the Annual Business Meeting.

Reviewed Joint Strategic Partnership working to improve focus on deliverables.

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

Delivered effective performance management.

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

Continued chairing South Bucks Parish Clerks meetings.



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Section 3 - Know your customer

Who are the main customers for this service?

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

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

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

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

Customer Experience Strategy:

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



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Section 4 – Action plan

Communications

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



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



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



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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"> 1. Communications and media training provided to appropriate staff 2. Communications are checked and signed off by those qualified to do so, prior to publication 3. Comms team to lead in the revamp of the joint web sites, ensuring trained web editors in place, good quality and best practice principles are adopted 4. Letters to be checked and signed by a responsible officer, standard letters to be signed off as suitable, prior to use 5. Publicity materials to be reviewed and signed off by a responsible officer 6. Work with services to consider how to reach



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

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
CSB CS04 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.
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 13th lowest costs per head of population within the comparator group of 18.

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



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Service Plan Summary 2018/19

Environment

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

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



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

Waste

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

Estates

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

Facilities

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



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Key Service Aims/Objectives

properties

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

Parking

Key Service Aims/Objectives

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



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Section 2 – Key achievements/outcomes for 2017/18

Waste

Key achievements and outcomes in the previous year

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

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

Migrated the entire SBDC waste service to Contender software.

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

Work commenced to review and harmonise waste policies.

Reviewed and rationalised bring sites across all 3 districts

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

Introduced rolling subscriptions for the SBDC chargeable garden waste service.

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

Estates

Key achievements and outcomes in the previous year

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

Management of property portfolio to budget and progressing capital projects.

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

Facilities

Key achievements and outcomes in the previous year

Cleared Capswood 1 and refurbished for letting purposes.

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

Building maintenance contract being managed by Derwent FM.

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

Continued to manage the "Ditch the Paper" campaign



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Parking

Key achievements and outcomes in the previous year

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

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

Harmonised permits within Chiltern and South Bucks.

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



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Section 3 - Know your customer

Who are the main customers for this service?

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

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

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

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

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

Customer Experience Strategy:

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



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Section 4 – Action plan

Waste

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



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Estates, Facilities & Parking

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



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Section 5 – Key Performance Indicators

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



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Section 6 – Critical Risks

Ref	Strategic Risk	Corporate Relevance / Mitigation	Relevance /Service actions to mitigate
1	Joint Working	<p>Governance in place – Joint Committee, JAIC. Joint senior management team.</p> <p>Programme documentation and programme management resources.</p> <p>Plan for service reviews, business cases presented.</p> <p>Member involvement in joint working in line with member expectations</p> <p>Communication plan for members, staff, external partners</p> <p>External approaches to join the joint working carefully considered at a political level and impact on programme assessed.</p>	<ul style="list-style-type: none"> Shared services will be in place for car parking and properties and facilities.
2	Transformation and Management of Change	<ul style="list-style-type: none"> . 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. 	<ul style="list-style-type: none"> Service reviews encourage and support staff on a path to continuous improvement
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"> Savings generated from service reviews.
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"> Workforce planning Training and development of staff
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"> Continuing to monitor, consult and review service delivery and manage the service level agreements. Monitoring of EU and UK legislation. Governance for joint waste contract and joint waste team activities covered at Joint Waste Collection Committee.



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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"> n/a
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"> Environment business continuity plans to be updated Supports emergencies such as loss of power at council offices Biffa and Serco business continuity plans regularly updated.
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"> n/a
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"> n/a
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"> n/a
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"> n/a



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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.	• n/a
13	Property/ Asset Management	Asset Management Plans in place and reviewed. Professional advice used where appropriate. Resources in place to support AMPs.	• This service leads in this area and will continue to seek improvements.
14	Economic Viability	Good liaison arrangements with local businesses. Monitor key indicators of the local economy. Take advance of opportunities offered by LEP.	• n/a

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"> 1. Services well specified and contractors monitored for performance against contract, compliance with legislation and H & S risks managed. 2. Ensure adequate Health and Safety measures are in place. 3. Officers are trained in relevant legislation. Additional training provided as required. Clear procedures in place. 4. Limited out of hours service provided to cover any out of hour situations, if contractors available. 5. Constant monitoring of contractors throughout projects to ensure safe delivery. 6. COSHH regulations followed and contractors informed accordingly. 7. Asbestos policy in place and inspections take place. Asbestos report at each operational property in H & S file. 8. Fire risk assessments for all operational properties and inspections take place. Fire risk assessment in H & S files in each operational property. Fire systems maintained. 9. Annual testing of utilities carried out and any necessary maintenance carried out. 10. Ensure leases / licenses are drafted in accordance with good practice. Ensure tenants comply with lease terms. Asset register updated regularly. 11. Council procurement and project management rules followed and project planned accordingly. 12. Major environmental improvement schemes to have robust project plans
CSB PFE04 Illegal Occupancy of	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"> 1. Full IT back-up service provided by CDC IT, with short term manual back-up procedures in place for short outages. 2. Paper records held in fireproof cabinets until backed up on computer. 3. Robust staff recruitment, selection, performance management and training procedures in place. 4. Staff trained to multi-task including grounds maintenance and office staff as relief crematorium operators. 5. Facility in place with telephone provider (BT) to redirect 'phones to Crematorium mobile in the event of telephone line problems. 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. 7. Segregation of duties in place with responsibilities fully defined. 8. Buildings and associated plant and equipment routinely maintained in good condition, including fire alarm and security systems. 9. Emergency generator installed in the event of a power failure. 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. 11. Periodic refresher training takes place, new staff are fully trained in all procedures and all staff are trained to strictly follow procedures.
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
<p>minimise the risk of an incident caused by a health and safety breach.</p>				<p>evenings. Services well specified and contractors monitored for performance against contract, compliance with legislation and H & S risks managed. Procedure in place for dealing with release of chemicals/pollution as a result of fly tipping, and H & S controls are in place. Work underway on reviewing risk assessments and SSOW (Safe systems of work). Officer training is being reviewed and joint training with contractors under consideration. Work underway on reviewing risk assessments and SSOW (Safe systems of work). Officer training is being reviewed and joint training with contractors under consideration. External auditor has been appointed to advise on Health and Safety practices within Biffa and Serco.</p>



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Section 7 – Costs and cost comparison information

Summary – Cost information

CDC

Waste Collection and Street Cleansing - 4th 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 – 5th 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 – 9th lowest costs out of 18 authorities per head of population and 33% more income than in 2014/15.

Parks and open spaces – 5th 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 - 13th 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 – 12th 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"> Production and monitoring of the Medium Term Financial Strategy. Provision of core financial services - creditor payments, payroll, insurance, sundry debtor invoicing, banking services. Provision of core accounting services - budget setting, budget monitoring, final accounts, completion of statutory returns, financial advice. Management of the Council's cash flow and investments. Provision, directly or indirectly, of any additional financial advice or services required by Consilio Property Ltd. 	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"> Production and monitoring of procurement strategy and assistance with its implementation. 	Support Services (CDC) Resources (SBDC)	Some statutory procurement requirements (e.g. EU rules).
Internal Audit <ul style="list-style-type: none"> Provision of an assurance function that provides an independent and objective opinion to the organisation on the control environment, by evaluating its effectiveness in achieving the organisation's objectives. 	Support Services (CDC) Resources (SBDC)	Statutory
External Audit <ul style="list-style-type: none"> Liaison with external audit. 	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"> Provision of clear financial information to support joint working business cases and financial monitoring of joint working initiatives will provide objective assurance.
2	Transformation and Management of Change	<ul style="list-style-type: none"> Provision of clear financial information to support transformation projects will provide objective assurance. Active engagement in transformation projects.
3	Financial Stability	<ul style="list-style-type: none"> Provision of clear, timely and reliable financial information is essential to mitigate this risk.
4	Workforce Issues	<ul style="list-style-type: none"> Regular staff meetings to promote good staff communications and re-enforce corporate values & behaviours.
5	Waste & Environmental Services	<ul style="list-style-type: none"> N/A
6	Joint/Partnership working	<ul style="list-style-type: none"> N/A
7	Business Continuity	<ul style="list-style-type: none"> We will continue to keep the Finance business continuity arrangements up to date.
8	Information Management & Security	<ul style="list-style-type: none"> We will continue to keep the Finance Information Asset Register and Finance Retention Schedule up to date.
9	New Legislative Changes	<ul style="list-style-type: none"> Monitoring and reacting to changes to financial legislation.
10	Affordable Housing	<ul style="list-style-type: none"> N/A
11	Major Infrastructure Projects Impacts.	<ul style="list-style-type: none"> N/A
12	Demographic Changes	<ul style="list-style-type: none"> Financial modelling provided if required.
13	Property/ Asset Management	<ul style="list-style-type: none"> Provision of clear financial information to support asset management decisions.
14	Economic Viability	<ul style="list-style-type: none"> N/A

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



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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

Service units covered by plan	<p>Community & 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>Housing - 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>Environmental Health - 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>Community Safety – 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>Licensing – 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>Community & Leisure - 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"> • Review Prevent Actions plan • Train frontline staff • Train community groups 	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"> Establish the Air quality Partnership Progress against action plan 	<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"> Test the plans and controls Undertake staff training 	cost effective, customer focused services
Monitor Joint Sustainability and Energy Use Plan "Intelligent green Plan"	<ul style="list-style-type: none"> Implementation Maximise external funding opportunities or Invest capital to secure payback 	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 – Separate ones for each facility like SbCL1A and 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"> • Service reviews address concerns of either authority • Policies aligned to both authorities • Savings to meet the needs of both authorities • Resilience and service quality improved • Regular team meetings keep staff up to speed on the joint working. • Staff are encouraged to engage in the process where appropriate.
2	Transformation and Management of Change	<ul style="list-style-type: none"> • Service reviews support staff address new challenges • Service reviews empower continuous improvement and learning within staff teams
3	Financial Stability	<ul style="list-style-type: none"> • Service reviews identify deliverable savings • New more cost effective ways of working are continually sought.
4	Workforce Issues	<ul style="list-style-type: none"> • Workforce planning • Team building • Mentoring and coaching • Review of salaries in line with the revised JDs
5	Waste & Environmental Services	<ul style="list-style-type: none"> • N/A
6	Joint/Partnership working	<ul style="list-style-type: none"> • Partnership working to address impact of legislative change •
7	Business Continuity	<ul style="list-style-type: none"> • Business continuity training and plans being reviewed • Services can be delivered from an alternative location.
8	Information Management & Security	<ul style="list-style-type: none"> • Data transferred to joint uniform system and housing databases and document imaging systems to deliver robust data handling and recording systems • all files scanned and copied to cases
9	New Legislative Changes	<ul style="list-style-type: none"> • Service planning to address changing needs
10	Affordable Housing	<ul style="list-style-type: none"> • Updated Housing Strategy in place, alongside action plan. • Monitoring date e.g. BHC to identify trends and respond as appropriate.
11	Major Infrastructure Projects Impacts.	<ul style="list-style-type: none"> • Feed into HS2, Aviation consultation
12	Demographic Changes	<ul style="list-style-type: none"> • Service planning to address changing needs
13	Property/ Asset Management	<ul style="list-style-type: none"> • N/A
14	Economic Viability	<ul style="list-style-type: none"> • N/A



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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"> 1. Revised joint policy and procedures being developed 2. Training to staff to be reviewed and implemented as result of turnover across both councils 3. Safe recruitment practices being undertaken and reviewed
CSB Comm02 Risk of incurring legal action	<ol style="list-style-type: none"> 1. Regular inspections to comply with contractual obligations. 2. Risk assessments are undertaken for all aspects of services provision to ensure controls are adequate. Actions are taken as required to comply with the above. 3. Buildings are checked annually by surveyors. As a result of inspections the rolling capital programme is adjusted to account for works required.
CSB Comm03 Inequalities in communities generate ill-will, lack of cohesion, violent extremism or violent protests	<ol style="list-style-type: none"> 1. Chiltern and South Bucks CSP Prevent Action Plan 2. Effective engagement with communities 3. WRAP training and safeguarding training being undertaken to staff 4. Community grants used to promote cohesion 5. Monitor community feeling via the Community Safety Team and front line staff 6. Engagement with the voluntary and community sector 7. Regular liaison with the wider community 8. Communication and information with relevant parties 9. Community Impact Assessment to be maintained
CSB Comm04 Failure to deliver a replacement for the Chiltern Pools or Evreham Centre leading to increased costs to the Councils	<p>Communication and information with relevant parties Effective Project management within timescales Agreed strategy to close facility</p>
NEW RISK 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>
NEW RISK 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: 9th 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: 5th 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: 12th 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 – 2nd lowest of 18.

Housing: Homelessness – 4th lowest costs per head of population out of authority group of 18 – Other housing costs – 13th 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: 6th 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 – 8th 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 - 4th 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 - 6th lowest costs per head of population out of authority group of 18. Costs have increased by 25% when compared with 2014/15. Emergency planning – 2nd lowest costs out of 18.

Housing – Homelessness – 9th lowest costs per head of population out of authority group of 18 – Other housing costs – 8th 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 - 8th 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"> ○ Values and Behaviours have been built upon, with a Unwritten Ground Rules network established ○ Leadership and Management Charter was agreed and launched ○ Harmonised Appraisal Scheme developed and introduced
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"> Identify required skills and behaviours needed to meet organisational development and succession planning strategies Identify existing skills and behaviours Identify gaps Develop an action plan to enable gaps to be filled Implement action plan Review results Feed back into process. 	Business continuity
Improve levels of staff satisfaction and improve engagement with staff	<ul style="list-style-type: none"> Produce action plan from outcome of 2016/17 staff survey Continue to consult with UNISON and staff on new changes where applicable 	Improved levels of satisfaction on with delivery of HR service and in turn good quality services to residents
Implement new employment legislation	<ul style="list-style-type: none"> To be agreed once clear on changes 	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"> Identify required skills and behaviours needed to meet organisational development and succession planning strategies Identify existing skills and behaviours Identify gaps Develop an action plan to enable gaps to be filled Implement action plan Review results Feed back into process. Link to Appraisal Scheme and Service Planning process. 	Business continuity
Introduce Apprenticeship Programme	<ul style="list-style-type: none"> Trail blaze apprenticeship 	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"> • Explore apprentices in other posts. 	apprenticeships with local employers.
Introduce in-house Coaching and Mentoring scheme in collaboration with WDC	<ul style="list-style-type: none"> • Train in-house coaches and mentors • Launch scheme 	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"> • Revise MDP and roll out in 18/19. 	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"> • Devise short, medium and long term plan. • Roll out in 18/19. 	Recruit and retain the best staff. Improved performance and service to residents.
Implement Health and Well Being Programme	<ul style="list-style-type: none"> • Deliver on agreed initiatives 	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)	New PI	New PI	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)	New PI	New PI	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)	New PI	New PI	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"> • Support implementation of shared services • Provide workshops ahead of consultation to let staff know what to expect • Offer individual meetings during consultation to answer any private queries. • Hold workshops to help staff complete their expression of interest and prepare for interview. • Support communication effort
2	Transformation and Management of Change	<ul style="list-style-type: none"> . Senior members and managers show commitment to change. . Case for changes clearly made and communicated. . Build on success, in order to establish confidence to change. . Prioritise programme of change, and ensure it is adequately resourced. . Develop change management approach, and organisational development plan. 	<ul style="list-style-type: none"> • Senior members and managers show commitment to change. • Case for changes clearly made and communicated. • Build on success, in order to establish confidence to change. • Prioritise programme of change, and ensure it is adequately resourced.
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"> • Continue to develop partnership and collaborative joint working with other Local Authorities HR units to improve value for money.
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"> • Workforce planning • Good staff communications processes • Training and development strategies in place, resourced and monitored. • Develop and retain, where possible, existing staff with expert knowledge. • Act quickly to recruit individuals to fill any vacancies



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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"> Highlight the importance of partnership working by including in JDs for example.
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"> Review regularly and update services Business Continuity plan
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"> Staff aware of data protection responsibility Update staff training records.
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"> Keep up to date with employment law changes and work appropriately for their implementation
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"> N/A
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"> N/A



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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"> N/A
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"> N/A
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"> Support local apprenticeship initiatives.

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



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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"> 1. Comprehensive harmonised competency based Performance Review Framework to be developed place to replace existing provision; 2. Encourage two-way communication with staff e.g. meetings, appraisals, UNISON, Grievance Procedure; 3. Encourage the monitoring of performance and provision of feedback, including through the appraisals process; 4. Manage underperformers when needed, through the disciplinary procedure; 5. Management development programme and workshops to develop management competency in gaining effectiveness.
CSB HR04 Inappropriate breach of policies and practices	2	4	8	<ol style="list-style-type: none"> 1. Fair and reasonable policies and benefits in place which are consistently applied; 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;



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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	
Member Services (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)
Electoral Services (Voter Registration, Annual Canvass Managing Elections and referenda, Boundary Reviews)	Support Services (CDC) and Resources (SBDC)
Legal Services and Land Charges	
Corporate Legal and Propriety Services - Monitoring Officer; Legal and procedural advice and support to Council, Cabinet, Committees/Sub-Committees and partnerships; statutory compliance	Support Services (CDC) and Resources (SBDC)
Legal support to Regulatory Services (including Planning, Building Control, Licensing, Statutory Nuisance, Food Safety, Unfit Premises, External Health & Safety)	Support Services (CDC) and Resources (SBDC)
Legal support to Statutory (non- regulatory) Services (including Homelessness, Revenues and Benefits and Waste Management & Recycling)	Support Services (CDC) and Resources (SBDC)
Legal support to Discretionary Services (including Off-street parking, Burials and cremations)	Support Services (CDC) and Resources (SBDC)
Private Law Services (including property matters, procurement and debt recovery)	Support Services (CDC) and Resources (SBDC)
Local Land Charges (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"> 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. 2. Professional staff to meet CPD requirements. 3. Staff share knowledge gained with other legal staff and relevant client depts. 4. Head of Legal maintains training record and budget monitoring. 5. Maintain Professional Indemnity Insurance. 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. 7. Any relevant training is recognised through Annual Appraisals and Annual Training Plan set for legal services. 8. Comply with Corporate H&S stress policy if work overload issues. 9. Section head allocates work of the section and monitors and reviews workloads - particularly at annual appraisal. 10. Team meetings held 6 weekly - opportunity



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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 11th lowest for the comparator group of 18 and 2nd 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 12th lowest for the comparator group of 18, below the average for the group and 8th lowest in the group for corporate and democratic core costs, reflecting the high level of fixed costs for this provision against the lowest population count for the group.

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

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

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



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Service Plan Summary 2018/19

Planning and Economic Development

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

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



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Provision of responses to enable searches to be completed

Planning and Economic
Development

Building Control

Key Service Aims/Objectives

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

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

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

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

To aim for paperless office through improving processes.

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

Development Management

Key Service Aims/Objectives

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

To successfully defend the Council's decisions at appeal.

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

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

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

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

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

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

Planning Policy

Key Service Aims/Objectives

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

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

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



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Key Service Aims/Objectives

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

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

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

Enforcement

Key Service Aims/Objectives

Amalgamation of processes into a single system.

Adoption of Local Enforcement Plan.

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

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

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



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Section 2 – Key achievements/outcomes for 2017/18

Building control

Key achievements and outcomes in the previous year

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

Continued to maintain high level of customer satisfaction

Builders Partnership Scheme now in place

Mobile and agile working now in place

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

Increased the number of partners

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

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

Planning Policy

Key achievements and outcomes in the previous year

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

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

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

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

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

Enforcement

Key achievements and outcomes in the previous year

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

Created a programme of works regarding the joint Planning service

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



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Development management

Key achievements and outcomes in the previous year

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

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

Maintained high levels of customer satisfaction

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

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



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Section 3 - Know your customer

Who are the main customers for this service?

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

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

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

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

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

Customer Experience Strategy:

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



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"> -Process efficiency -Use of Local Enforcement Plan -Creation of consequential procedures to deliver this 	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"> • Programme Initiation Document • Member Working Group for the Review • Active involvement of all staff in the service review. • Use external specialist support. • Meeting between Head of Service and relevant Managers.
2	Transformation and Management of Change	<ul style="list-style-type: none"> . 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. 	<ul style="list-style-type: none"> • Programme Initiation Document • Member Working Group for the Review • Active involvement of all staff in the service review. • Use external specialist support • Meeting between Head of Service and relevant Managers.
3	Financial Stability	<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"> • Active monitoring of Building Control and Development Management income and appeals expenditure budgets. • Income generation considered as part of normal budget preparation process and as part of planning shared service review.
4	Workforce Issues	<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"> • Workforce planning via service reviews • Training & development plans via staff appraisals. • Provide staff with an interesting and stimulating team environment; provide the necessary support to enable staff to be able to undertake their jobs successfully.
5	Waste & Environmental Services	<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"> • N/A



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



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

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 4th 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 12th 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 12th 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 3rd 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 3rd 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 2nd 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.

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

1. Purpose of Report

This report outlines the annual performance of Council services against pre-agreed performance indicators and service objectives for Quarter 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
Total PIs	48	33	2	2	5	6

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.

Background Papers:	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>$1,719.50 / 312.29$ (average FTE figure) = 5.50 / 6 x 12 = 10.99 average working days lost to sickness absence (cumulative).</p> <p>These figures relate to absence days from 51 employees</p>
JtHR14	Working days lost due to short term sickness absence (upto 20 working days)	New PI	5.11	4.62	4.08	4.41	4.42	4.52								5	<p>These figures are taken from iTrent, which holds absence data. Absence figures are now reported on as joint figures rather than split between Councils.</p> <p>131 working days lost for September + 574 working days lost for April - August = 705 days.</p> <p>$705 / 312.29$ (average FTE figure) = 2.26 / 6 x 12 = 4.52 average working days lost to short term sickness absence (cumulative).</p> <p>The figures related to absence from 44 employees</p>

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													Data Only	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 286 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

KEY		This PI is below target	This PI is on target	Not reported this quarter													Target 2017/18 (YTD)	Latest notes
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			
Leader's Portfolio																		
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.	
Customer and Business Support																		
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.	
Healthy communities																		
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

KEY <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 288 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

KEY <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
HS4	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.
Planning and Economic Development																	
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

KEY <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
Environment																	

Appendix B

Classification: OFFICIAL
Appendix B - SBDC Quarterly Corporate Performance Indicator Report

KEY		<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
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							<input checked="" type="checkbox"/>	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%							<input checked="" type="checkbox"/>	55%	On target

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SUBJECT:	<i>CDC / SBDC websites - How information is structured and managed</i>
REPORT OF:	<i>Cllr Duncan Smith - Portfolio Holder for Customer and Business Support</i>
RESPONSIBLE OFFICER	<i>Rachel Prance – Manager Joint Communications, Performance and Policy</i>
REPORT AUTHOR	<i>Dominic James – Web Services Officer 01494 586518 djames@chiltern.gov.uk</i>
WARD/S AFFECTED	<i>All</i>

1. Purpose of Report

To provide an overview of how information is structured and managed on the CDC / SBDC websites.

RECOMMENDATIONS

To note the report.

2. Reasons for Recommendations

NA

3. Content of Report

- The recent changes made to the website did not change the structure, but did change the appearance of pages. A lesson learned has been to carefully consider how to make users of the website aware of any forthcoming changes to appearance and structure.
- There are a number of key services where the website takes users into external portals over which the Council has differing levels of influence how they are displayed and structured. Public Access is the prime example of this.
- How content is currently updated, the web editor arrangements etc
- There are now more tools available to the Council to monitor use of the website in order to inform future changes
- The Customer Experience Programme will have a significant impact on the website in terms of how it is structured and managed, and that is why there are discrete workstreams in the Programme dealing with the website

4. Consultation

NA

5. Options

NA

6. Corporate implications

6.1 Financial - no financial impact – delivery of websites using current budget.

6.2 Legal - no legal implications – using the same website provider to deliver corporate websites

6.3 ICT - no ICT implication [delivery of websites through current provider and existing technical set-up]

6.4 HR - no HR implications [same organisational structure to deliver websites]

7. Links to Council Policy Objectives

The website links to all of the Councils' policy objectives. Going forward the delivery of web services will be aligned to the Customer Experience Strategy Programme – see Joint Committee report 12 October 2017

APPENDIX**3. Background**

The Communications, Performance and Policy team [CPP] manage the Chiltern District Council [CDC] and South Bucks District Council websites using the GOSS content management system [CMS]. Within the team the main contact is the Web Services Officer. Although the council provides several websites it is only the corporate council websites and intranet the CPP team look after.

The technical infrastructure [servers / installation of CMS] for the website is provided by Business Support.

Websites managed by CPP Team

Website	Supplier	Monitoring
Chiltern District Council	GOSS	Google Analytics / Siteimprove
South Bucks District Council	GOSS	Google Analytics / Siteimprove
Chilterns Crematorium	GOSS	Google Analytics / Siteimprove
The South Buckinghamshire Golf	GOSS	Google Analytics / Siteimprove
Aylesbury Crematorium [not live]	GOSS	
Intranet	GOSS	Google Analytics
Social media	Twitter / Facebook	

Third party council websites

Supplier	Service	Managed by
Modern.gov [CDC / SBDC]	Council meetings and agendas	Democratic Services Business Support
Public Access [CDC / SBDC]	View Planning, licensing and Building Control applications	Planning Business Support
Victoria Forms	Online application forms Licensing, Revenues and Benefits	Licensing, Revenues and Benefits Business Support
Vacancy Filler	Applying for council jobs	Human Resources, Business Support
View Council Tax Open access [CDC]	Revenues and Benefits	Revenues and Benefits Business Support
Council Tax Self Service [SBDC]	Revenues and Benefits	Revenues and Benefits Business Support
Parking [CDC / SBDC] – PCN, ECN	Parking	Parking, Business Support
Local Land Charges [CDC]	Land Charges	Land Charges, Business Support

In August 2017, the CPP team delivered mobile sites for CDC and SBDC. The current website configurations were changed to be more suited for display on mobile devices. Previously, SOCITM [Society of Information Technology Managers] Better Connected reports have marked down CDC / SBDC sites as they do not display on mobile devices. The business case was to make the sites mobile responsive. Due to a tight timeframe to deliver two new council websites, no major reworking took place to the navigation structure.

The new sites display correctly on mobile and have passed the Google mobile tests that SOCITM use for assessment.

Link - <https://betterconnected.socitm.net/>

Website statistics [Google Analytics] show that mobile traffic is at 40% and as a trend looks set to increase.

With the Customer Experience Project, content will be reviewed as part of the implementation phase. GDPR [General Data Protection Regulation] legislation will need to be factored in with new website developments.

3.1. Content structure – current structure

The navigational structure has been developed to prioritise the main services that customers request. On the homepage we focus on the most popular services and payments. In Google Analytics we created reports on the services with the highest traffic. By focussing on top-tasks we can direct customers quickly to payments, online forms.

With the mobile site we had a choice of three standard GOSS templates to use. In the project plan there was no budget for a redesign and developing templates. We had to use standard mobile templates and apply branding / colours and logo. Template 2 was chosen as it had a cleaner design and displayed well on mobile devices.

Figure 1 – Website structure top level

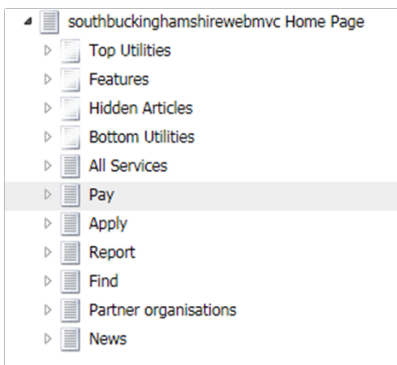
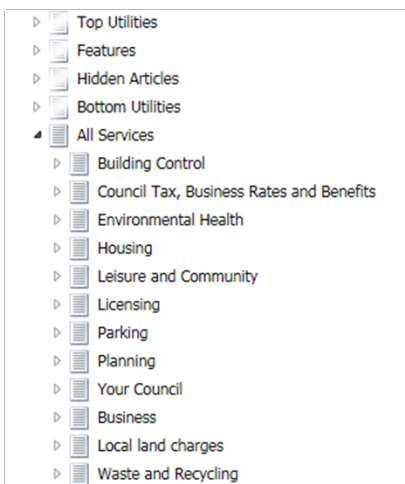
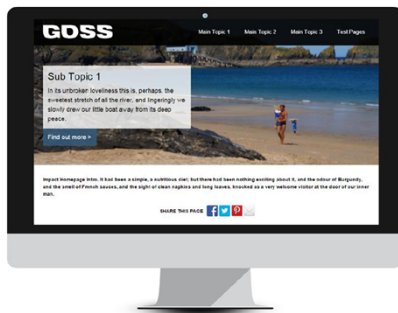


Figure 2 - Diagram of service structure

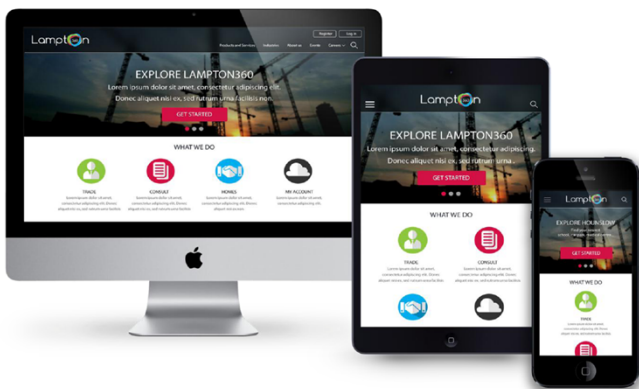


3.2 GOSS standard mobile templates

Template one



Template two



Template three



The **choice of template two** allowed us to make the tops tasks clearer on the homepage. Going forward this helps with the Customer Experience Strategy which uses the same top level categories.

3.4 How we use Google analytics what information produced and how it is used.

When implementing the new sites we used Google Analytics to help structure. The data was used to ensure the most popular services and payments are listed on the homepage. For the mobile project, reports were produced on the top 100 pages for CDC / SBDC and put on the intranet mobile project pages. Information was also found on most popular mobile devices to access content. Both the iPad, iPhone had the highest usage on the CDC / SBDC websites.

Link - http://sharedintranet/mobile_friendly_project

Siteimprove is used for quality assurance reporting, broken links, server response times and accessibility monitoring. When the site is down team members of Communications and Business Support receive text messages to action. Web links are monitored daily and reports sent to officers with access to Siteimprove.

In Covalent [performance monitoring] we report monthly on visitor traffic to the website for CDC / SBDC. With the Customer Experience programme it would be useful to have group of indicators for all customer channels. Channel shift targets could then be monitored to see if delivering 80% switch to digital.

3.5 Web editor access to Google Analytics

With the implementation of the mobile websites we integrated Google Analytics into the content management system. Web editors can view statistics and get a summary of traffic to their pages. This helps to see customer journeys and re-order content. Services can require more Google reports by contacting the Web Services Officer.

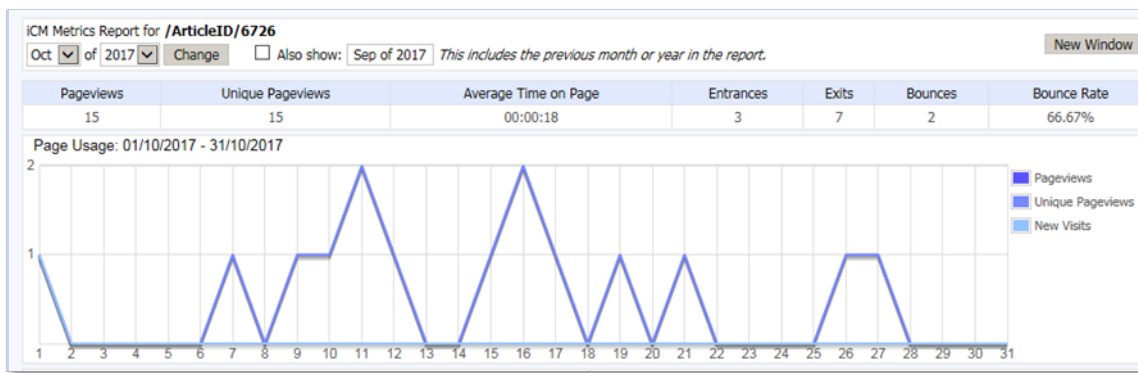


Figure 3 Screen shot – Web editor view of Google Analytics in CMS

3.6 Content structure – how we decide what structure should be

The recent mobile project keeps the same navigational structure as previous sites. To rework the navigation would have required a user experience [UX] design phase and consultation with staff, councillors and customers. When implementing the original GOSS websites we did this but not for the recent mobile sites. This process would have led to a longer implementation phase.

3.7 Readability

Readability scores are based on reviewing web pages, looking at the content and giving an average reading age. With the CDC / SBDC site before the mobile project we had scores of 18+ on both sites. Our aim is to get a score between 11-12 to help making the content accessible and clear. This is an ongoing task and training on writing for mobile websites will help to bring these scores down. On the Plain English website are example of longer words and shorter everyday words that help with clearer writing.

Link - <http://www.plainenglish.co.uk/the-a-z-of-alternative-words.html>

3.8 Content structure – when to change it

The content structure did not change when we implemented the mobile sites. What changed was the way the pages were structured for viewing on mobile devices. When viewing web pages on a mobile site you do not require long pages which take time to scroll. Information headings need to be clear with actions on what customers need to do. In May 2017 a web editors meeting was arranged to provide an overview of the mobile project and writing for the mobile web.

The implementation of the Customer Experience Strategy will lead to a change in navigational structure to deliver business case objectives. As part of the implementation of a new site a UX [user experience] design phase would take place - consulting with councillors, customers and staff. This will lead to new insights and different ways of presenting content using new templates.

Alongside this phase will be the implementation of the GDPR legislation. Many data gathering organisations like Google are taking a lead on developing new privacy, policy pages. CDC / SBDC will need to have clear guidance on how gaining consent to gather customer data. All online forms that capture personal data will require new sections.

We currently use the report, pay, request and apply for headings. In the Business Case the same sections will be used. What will be different is the technology component. At the moment we have access to online forms and a CMS. With the new site there will be greater integration between the website front-end and back-office systems using a My account feature.

3.9 Technology components of Customer Experience Strategy

Customer account | CRM Lite | Web forms | Integration engine | Push notification

Key to the business case is providing a consistent journey through the websites. Four key functional customer journeys have been established. With any new site implementation, by using the same customer journeys this will help to locate service information and online forms.

3.10 Target Customer Journeys

Report it – where a customer wants to report an issue [missed bin]

Pay for it – where a customer wants to pay for a service [council tax]

Request it – where a customer wants to request a service [bulky waste collection]

Apply for it – where a customer wants to apply for a service [licensing]

What needs to be completed is the Business Process re-engineering to map out services and integration with the technology components

3.11 Content management – web editors

The websites [including the intranet] are managed by the CPP team with web editors in each service areas. In total we have 86 web editor user accounts set-up for managing website and intranet content. Some accounts are more active than others due to the service content they manage and frequency of updates required.

Web editors receive training on using the content management system and can approach the CPP team for support. Applying this model allows service areas to own their content and regularly update. Within the CMS web editors can schedule in review dates for content, archive / delete old pages. When staff leave their accounts are deleted and the content re-allocated to members of the group they belong to.

3.12 Reports

In the GOSS CMS – Management section, reports can be scheduled on web content. Below are example reports that can run immediately or scheduled to run daily, weekly or monthly.

Article reports examples:-

- containing broken embedded links
- expiring
- no refresh specified
- refresh due

These reports are submitted to the Web Service Officer who can see which pages need updating.

3.13 Web editors – alternative publishing model

Alternatives to this model would be having a central team inputting / re-writing content for the website submitted by service areas. This would make it easier to maintain a corporate style. With the services we provide this could cause delays in publishing content. The current model provides greater flexibility but requires support through managing user accounts, training and support. This would need to be considered with any changes to the delivery of web services and if we moved to one council website.

3.14 Web editors - support

Web editors are provided with day-to-day support for editing pages and training. When we upgrade / create new websites editors help with testing. On the intranet are pages on login to the content management system, writing for the web and how to report issues with the website. If a web editor needs help with content they will log a call with the communications team. If a technical issue they will log with the Business Support service desk. Technical issues would be the server is down, slow response times or issues with the CMS / Payments.

3.15 Keeping content up-to-date

The recent delivery of the new mobile sites allowed a content refresh and reduction in the number of webpages. Although we reduced the pages we maintained the same navigation structure. Web editors regular review their pages to ensure content is update-to-date. Within the CMS are options to set review dates on pages.

3.16 Benefits of less pages

- > easier to search and find information
- > quicker to crawl website by search engines / less information to catalogue.
- > easier for web editors to manage content
- > if migrating content, less information to move
- > high score quality assurance report – Siteimprove
- > easier for customers to navigate as less layers of information

Number of web pages

Website [no. of pages]	Fixed width website [old site]	Mobile site [new site]	Reduction
Chiltern District Council	1,760	666	-1094
South Bucks District Council	1,597	665	-932

3.17 Siteimprove statistics - <https://siteimprove.com/>

For monitoring quality assurance on the websites we use Siteimprove. This is only implemented on the sites managed by the CPP team. Reports show broken links, typos, accessibility score and readability scores.

Website	Quality assurance score
Chiltern District Council	98.1%
South Bucks District Council	98.1%

Note: Quality Assurance score – within Siteimprove [web monitoring software] the score is based on content quality, content freshness, security and user experience.

3.18 Council information – Local Transparency code

The Local Transparency code 2015 requires CDC / SBDC to publish data on a range of services from Business Rates data to expenditure over £500. This helps with FOI requests as we can quickly send links to customers. All FOI requests are logged in Vuelio for processing and user friendly links added to responses. The FOI and RIPA report highlighted that the majority of requests are for commercial information, see below.

The services areas that receive the most FOI requests were **Healthy Communities, Business Support and Customer Services**. The majority of requests are for **commercial information that would be useful for business**.

Source: Freedom of Information Management and RIPA annual report. SBDC Overview & Scrutiny Committee 16 October 2017.

Links

CDC Council information

<http://www.chiltern.gov.uk/transparency>

SBDC Council information

<http://www.southbucks.gov.uk/transparency>

3.20 Council information – General Data Protection Regulation

The new General Data Protection Regulation [GDPR] replaces the longstanding Data Protection Act in May 2018. It significantly tightens up the rules on privacy and consent.

Going forward, CDC / SBDC will need to ensure that privacy is designed into processes and services by default. Where personal data is collected there will need to be clear guidance on reasons why we will hold and process individuals' data including all legacy data. Privacy policy pages will need to be created and linked to pages where customers submit personal data. Online forms will need sections that capture customer consent. New website implementations will also need the main web address to use https:// [secure certification].

The eduserv report [2017] - Guide to GDPR for Local Government – says "...the issue of consent is the most labour intensive element of GDPR."

Customers can submit subject access requests for data. CDC / SBDC will need to provide a secure online self-service system that provides the individual with direct access to their information. This could be factored into the customer My account set-up. Work in this area is essential to create trust with customers and reduce reputational risk.

3.21 User friendly links

When creating web pages web editors can add user friendly links to pages i.e. www.chiltern.gov.uk/planning www.southbucks.gov.uk/FOI this ensures links make sense to customers, consistency in FOI responses and shorter web links. By adding using friendly links it makes it easier for search engines to re-crawl pages.

3.22 Customer statistics

On the GOSS website we use Google Analytics to provide information on page views and usage of the CDC / SBDC sites. Although the council doesn't pay for this service the trade-off is Google have access to this information. The CPP team has a contract with Siteimprove to check broken links, typos, accessibility issues and to check response times for pages. Each day the Web Services Officer checks for broken links on the site, typos and response times. On all four sites that are monitored we have no broken website links.

Siteimprove provide an analytics SEO module [Search Engine Optimisation] and GDRP module. We are currently trialling the GDRP module to see how it works and if it will help comply with the new legislation. We have asked for quotes on both the SEO and GDPR modules.

A review would need to be done of all the council websites and what monitoring is taking place on each site to provide a better picture of customer journeys. Currently we do not have a full picture of customer journeys across all council websites.

3.23 Website – technical set-up

The web servers are hosted at the council and managed by Business Support for GOSS sites and third party sites. Members of the Business Support team have admin logins to the CMS to access the API [application programming interface] server and develop online payment forms.

When upgrades are implemented the Business Support team work with GOSS on code deployments to test and live sites. Change requests are logged with Business Support to deploy the code to test and then live following user testing. Regular server checks are done to ensure high response times and services are available.

3.24 Web supplier contract

The current support contract ends on September 2018. GOSS have provided extensions prices to the contract for 6 months, 1 year and 2 years. This allows a contingency, if any delays with the delivery of Customer Experience Strategy. An end of contract would need to be implemented if any changes to the provider of web services. When developing the project plan this would need to be included as a risk.

Any changes to web provider would need to also consider the following sites along with the main CDC / SBDC websites. These would need to be included in specification documents.

Chilterns Crematorium
The South Buckinghamshire Golf
Aylesbury Crematorium – [not live]
Shared intranet – internal staff website

3.25 Councillors – change management process

All requests for changes to the CDC / SBDC website need to be e-mailed to communications@chiltern.gov.uk Requests would need to detail the website change/s required and links provided where appropriate to the council website.

Changes will be reviewed by the Communications, Policy and Performance / Business Support Team and scoped out to review technical and financial impact. If agreed the change management process starts.

Minor requests

If a minor change which can be dealt with under current support agreement, these would be logged with GOSS and change request documentation produced. The development would first be done on the GOSS QA site and then rolled out to test and live. At each stage testing takes place to ensure working correctly in each web environment. All change management documentation will be logged in corporate project folders and submitted as service requests to the Business Support Team. A review would take place of completed work and signed-off to close request. Councillors would then be informed that change has been completed and available to customers.

Major requests

If a major change where template functionality changed, this would require logging with GOSS initially to review, scope out and then provide costs. Any costs would be reviewed with Communications Team / Councillors and if agreed implemented. A timeline would be created and agree implementation date.

Customer Experience Strategy

The contract with our current supplier expires on September 2018. Any major changes would need to also be reviewed alongside the timeline of the Customer Experience Strategy.

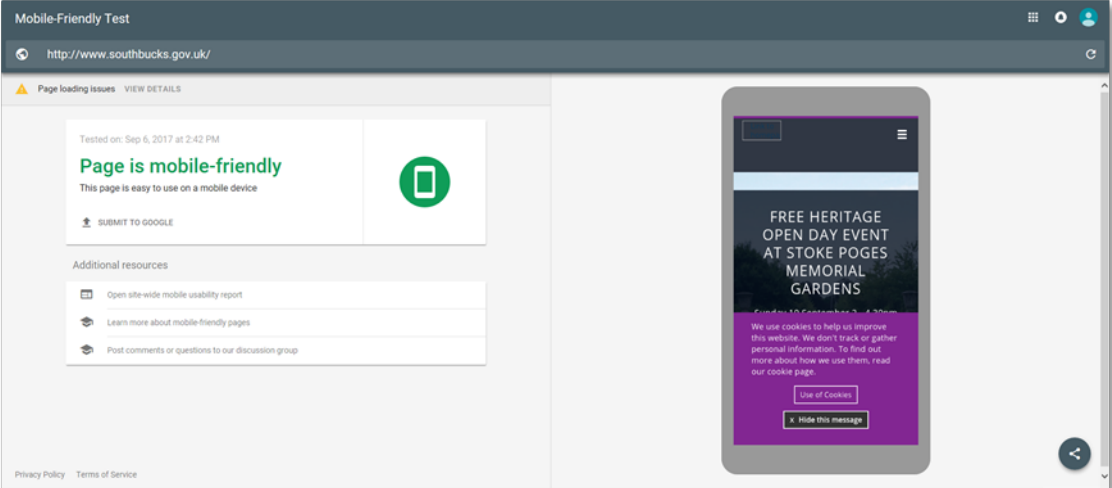
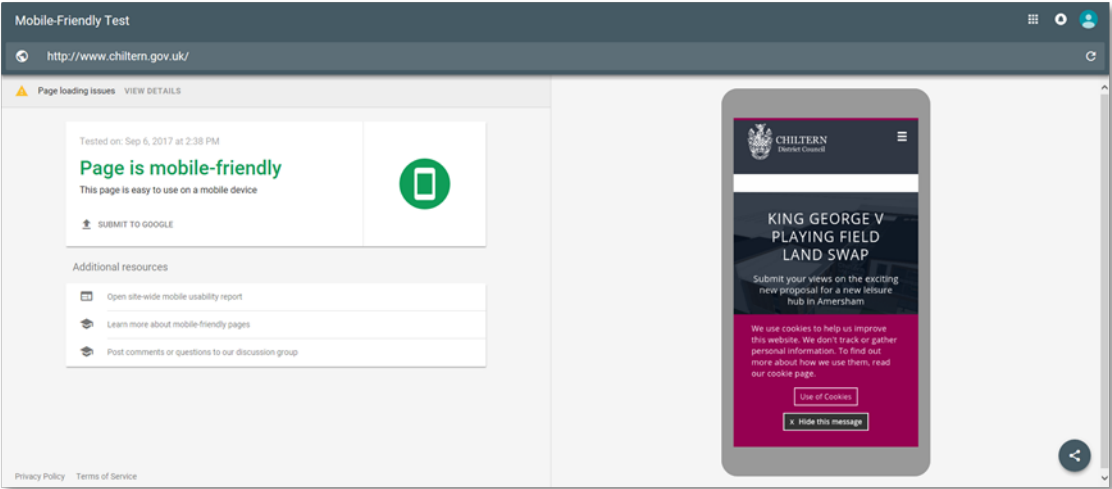
3.26 Search engines

Google has been the main search engine we have focussed on. It provides the most referrals back to CDC / SBDC websites. Below is a table showing the main search engines and how the websites are checked. With Google / BING we have created an account to give us greater control and access to web master tools. BING works with Yahoo! UK and MSN so no need to have separate login accounts. When implementing any website projects - how the sites are crawled by search engines is an important consideration. Once the updated site maps have been submitted it can take several days before the updated content is re-crawled.

Search engine and crawling the CDC / SBDC websites

Name	Type	Mobile website update
Google	Organic	Code added to websites XML site maps created, uploaded site: check completed re-crawl pages updated
Bing	Organic	CDC / SBDC re-crawl XML site maps added Account created to access web master tools site verified
Yahoo! UK	Organic	Uses BING search
DUCKDUCKGO	Organic	site: check completed indexing site Note: site gets its results from over 100 sources including DuckDuckBot, crowd sourced sites, Yahoo! through BOSS, Yandex, Yelp and Bing. Once indexed by main search engines will appear in search results.
Ask UK	Organic	site: check completed indexing site No access to create a user account
AOL	Organic	site: check completed indexing site No access to create a user account
MSN	Organic	Uses BING search Access to BING web master tools
Yippy	Organic	Search engine YIPPY [formerly Clusty] searches the web using other search engines, but it provides results in the form of 'clouds' instead of traditional search methods. Search CDC / SBDC

Google mobile test results for CDC / SBDC



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Buckinghamshire County Council
Select Committee
 Health and Adult Social Care

Minutes

HEALTH AND ADULT SOCIAL CARE SELECT COMMITTEE

Minutes from the meeting held on Tuesday 19 September 2017, in Mezzanine Room 1, County Hall, Aylesbury, commencing at 10.00 am and concluding at 1.00 pm.

This meeting was webcast. To review the detailed discussions that took place, please see the webcast which can be found at <http://www.buckscc.public-i.tv/>
 The webcasts are retained on this website for 6 months. Recordings of any previous meetings beyond this can be requested (contact: democracy@buckscc.gov.uk)

MEMBERS PRESENT

Buckinghamshire County Council

Mr B Roberts (In the Chair)
 Mr R Bagge, Mrs L Clarke OBE, Mrs B Gibbs, Mr M Hussain, Mr D Martin and Julia Wassell

District Councils

Ms T Jervis	Healthwatch Bucks
Mr A Green	Wycombe District Council
Ms S Jenkins	Aylesbury Vale District Council
Ms J Cook	Chiltern District Council
Dr W Matthews	South Bucks District Council

Others in Attendance

Ms S Norris, Executive Director CHASC
 Mr N Dardis, Chief Executive, Buckinghamshire Healthcare Trust
 Ms J Bowie, Director Of Joint Commissioning
 Mr M Begley, Head of Operations (Aylesbury Vale & Milton Keynes), SCAS
 Mr A Batty, Head of Operations (South Bucks and East Berkshire), SCAS
 Ms L Patten, Chief Officer, Aylesbury Vale & Chiltern Clinical Commissioning Groups
 Dr T Kenny, Medical Director, Buckinghamshire Healthcare NHS Trust
 Dr M Thornton, GP, Trinity Health
 Mr P Dyson, Transport Services Manager, Amey Client Transport
 Ms F Ewing, Adults Reading Dev Co-ordinator



South Bucks
District Council



1 APOLOGIES FOR ABSENCE / CHANGES IN MEMBERSHIP

Apologies were received from Mr B Bendyshe-Brown, Mr S Lambert, Mrs M Aston and Mr C Etholen.

2 DECLARATIONS OF INTEREST

There were no declarations of interest.

3 MINUTES

The minutes of the meeting held on Tuesday 25th July were agreed as a correct record.

4 PUBLIC QUESTIONS

There were no public questions.

5 CHAIRMAN'S UPDATE

The Chairman reported on the following:

- The Inquiry report “Is the County Council ready for growth?” went to the Transport, Environment and Communities Select Committee for approval and would be presented to Cabinet on Monday 25th September.
- Events since the last meeting – Open Day at Thame Community Hospital and the Clinical Commissioning Groups AGM.
- Forthcoming events:
 - Milton Keynes CCG AGM (20 September)
 - Buckinghamshire Healthcare NHS Trust (BHT) AGM (21 September)
 - Committee Member visit to Stoke Mandeville and Wycombe Hospitals (25 September)
 - BHT Board meeting (27 September)
 - Committee Member visit to South Central Ambulance Service (3 October).

6 COMMITTEE UPDATE

Committee Members provided the following update:

- Mr R Bagge attended BHT’s last Board meeting on 25th July and gave an update on the key points. Attached is a copy of his update.
- Ms S Jenkins attended the CCGs recent AGM and reported that it had been an interesting event but not well attended by members of the public and felt it should have been better publicised.
- Ms J Wassell reported that she had co-hosted a “Festival of Wellbeing” event on behalf of the Chairman of the Council with over 350 attendees.
- Ms T Jervis reported that a colleague went to the Thame Community Hospital open day and said that it had been well attended and feedback on the community hubs had been positive.

7 SOUTH CENTRAL AMBULANCE SERVICE

The Chairman welcomed Mr M Begley, Head of Operations (Aylesbury Vale and Milton Keynes), Mr A Battye, Head of Operations (South Bucks and East Berkshire) and Ms L Patten, Chief Officer (Aylesbury Vale & Chiltern Clinical Commissioning Groups).

The following main points were made during the presentation:

- South Central Ambulance Service operates as a fully integrated organisation with over 3,600 staff, 608 vehicles with a population of around 7 million.
- All Ambulance Trusts were facing increased pressure.
- SCAS received a “Good” CQC rating but recognised areas to improve and focus which included – shift patterns, shift over-runs, late meal breaks and the ability to stand staff down to complete face-to-face training.
- There were a number of alternative care pathways in Buckinghamshire, including MuDAS (Multi-Disciplinary Assessment Service), Mental Health, GP surgeries (including Out of Hours GPs) and the Falls team.

During the discussion the following questions and issues were raised:

- In response to a question about increased traffic, particularly in light of HS2 development, SCAS confirmed that they continue to engage with those responsible for HS2 to ensure their concerns are heard about increased traffic and the effects this would have on SCAS response times.
- In response to a question about the changes to how the response targets would be measured in future, SCAS explained that it was looking at how best to model the service to meet these changes. SCAS were regularly rated as a top performer and those presenting felt confident that this would continue under the new target response measures.
- The national shortage of paramedics was acknowledged. There had been a 52% vacancy rate which had been reduced to around 20%. SCAS were also working innovatively on ways to retain staff as this was also recognised as a challenge.
- The National Fire Brigade Union had stopped fire crews attending cardiac situations but in Bucks, there were some fire crews who were providing this.
- Concern was expressed about the amount of hours lost by SCAS due to handover delays but Members heard that SCAS was working closely with the Hospital Trust to reduce these delays. It was noted that Wexham Park Hospital had introduced a new system whereby the ambulance crew would be met by a nurse. It was acknowledged that reducing handover delays relied on partnership working and that the whole system needed to work seamlessly. The A&E Delivery Board, of which SCAS was a member, looked at the handover delays on a regular basis.
- In response to a question about key performance indicators, one of SCAS's measures was around the number of calls answered within a specific time. All calls were recorded and monitored as part of quality assurance measures.
- In response to a Member comment about SCAS having 608 vehicles for population of 7 million, the presenters confirmed that there could be no downtime of fleet and there were plans to procure more vehicles with possibly less cars and more ambulances.
- There were plans and discussions around developing a Blue Light hub to maximise available space around the county for all emergency services. In Wycombe, it was noted that the ambulance service needed a bigger and newer space as soon as possible.
- A smart App had been developed entitled “Save a Life” which detailed where the nearest defibrillator was situated and instructions on how to save a life through CPR. Members were encouraged to sign up to the App and to promote it within their local communities.

The Chairman thanked Mr Begley and Mr Batty for their presentation. He asked that the outstanding questions be submitted to SCAS after the meeting for a written response which would then be circulated to the Committee.

Action: Committee & Governance Adviser

Full details of the discussion can be found on the webcast.

8 CARE CLOSER TO HOME

The Chairman welcomed Dr T Kenny, Medical Director (Buckinghamshire Healthcare NHS Trust) and Dr M Thornton, Clinical Director (FedBucks). They were also joined by Ms L Patten, Chief Officer (Aylesbury Vale and Chiltern CCGs) and Mr N Dardis, Chief Executive (BHT).

The following main points were made during the presentation:

- The pilot had been running for 6 months so the figures reported were for a 5 month period.
- 600,000 patient contacts were made outside of the Hospital annually.
- £1m had been invested to expand the community services.
- The Hospital Trust was working very closely with all its partners to develop the community services model, with GPs playing a vital role.
- Prevention and early intervention were key in developing the community hubs.
- There was general recognition amongst local GPs that they could influence the plans for the community hubs and an example was given around whether to have ultrasound or x-ray provision at the hubs and GPs were consulted as part of the decision-making.

During discussion, the following questions were asked and comments made:

- In response to a question about public engagement, Dr Kenny explained that the engagement process was ongoing and did not rely on just one event. A series of events had taken place and attendees were asked for their ideas of what they wanted to see in a community hub and from that, a number of themes had been developed.
- A Member commented that it was encouraging to see that Healthy Minds were part of the services available at the community hubs.
- Concern was expressed about whether the hubs were tackling health inequalities and whether the services were being accessed by all groups within a local community.
- In response to a question about additional financial resources being made available for the hubs, Dr Kenny reported that £1m had been invested in the hubs.
- A Member suggested that the Stakeholder Engagement Group used Facebook to increase its engagement with the public.
- Being able to provide chemotherapy to patients closer to home would be a key benefit of the hubs.
- Parking was still recognised as a major problem at the Community hub sites.
- In response to a question about stress levels, Dr Kenny agreed to look at including staff absence due to stress as one of the staff indicators.

Action: Dr Kenny

- Dr Kenny agreed to report back to the stakeholder engagement group on the terminology used to describe some of the services, for example, frailty clinics, the Falls service. More punchy and positive terminology was suggested.

Action: Dr Kenny

- Members agreed that a geographical breakdown of where the patients come from who were using the Community hubs would be a useful inclusion in the final end of pilot report.

Action: Dr Kenny

RESOLVED:

The Committee AGREED to form a Task & Finish Group to review the report in full and to draft a response to the Hospital Trust to help inform the final report on the pilot scheme, due in March 2018.

The full discussion can be viewed on the webcast.

9 ACCOUNTABLE CARE SYSTEM

Ms L Patten, Mr N Dardis and Ms S Norris provided the Committee with a briefing on the Accountable Care System and what this means for the residents of Buckinghamshire. A copy of the presentation is attached.

10 VASCULAR SERVICES UPDATE ON PROM PROJECT

The Chairman explained that the vascular services item had been to Committee twice over the last 12 months and the written report in the papers provided Members with a further update on this service. Due to time constraints, the Chairman asked Members to refer any comments and further questions to Mrs E Wheaton, Committee & Governance Adviser who would collate the responses and send them to NHS England.

Action: Committee Members

11 ACCESSIBILITY & PROMOTION OF SERVICES FOR ADULTS WITH LEARNING DISABILITIES

The Chairman welcomed Ms J Bowie, Joint Director of Commissioning, Mr P Dyson, Transport Services Manager and Ms F Ewing, Adults Reading Development Co-ordinator.

Members heard from the officers about the progress made on all the recommendations made in the Inquiry report. The report went to Cabinet in June 2016 so this was the 12 month recommendation monitoring.

RESOLVED:

The Committee AGREED to delegate assigning the RAG status to each recommendation to the Chairman, with the assistance of Mr S Lambert and Mrs M Aston who were Members of the original inquiry group.

12 COMMITTEE WORK PROGRAMME

The Committee discussed the agenda items for the November meeting and agreed the following.

- Hospital Discharge Inquiry – 6 month recommendation monitoring;
- Care Homes;
- The scoping document for the next inquiry;
- Adult Social Care Transformation Plans.

13 DATE AND TIME OF NEXT MEETING

The next meeting is due to take place on Tuesday 28th November 2017 at 10am in Mezzanine Room 1, County Hall, Aylesbury.

Report on Buckinghamshire Health Care NHS Trust Board Meeting held on 26 July 2017

Members who attended the HAS CSC meeting on 13 June will recall the Trust's CEx, Neil Dardis's presentation. The Board meeting was conducted in a similar manner with emphasis on capturing progress and improvements in key performance indicators.

The meeting opened with Mr Dardis presenting CARE awards to staff who had been nominated for noteworthy care and service. This was followed by a video presentation of a 'patient story' which highlighted an issue with ophthalmology outpatient care that had been addressed to benefit the patient.

The key issues for the meeting were: the recent decision to implement an Accountable Care System in Bucks. This was welcomed by the Board as providing space to innovate and transform services with peer support from Milton Keynes, West Berkshire and Frimley Trusts. The goals are to strengthen primary care, improve mental health services and cancer diagnosis. There will be a focus on improving care by better understanding the population, e.g. deprivation.

Workforce planning remains a key issue with high levels of clinical staff turnover. Nurse recruitment is identified as a key priority and more work is being done to understand staff utilisation and hot spots, with heat map analysis of high vacancies, performance and quality.

The implementation of the hubs, including Marlow, were discussed and stats were presented. The open day was viewed as a success. Whilst the stats show an increase in cases treated since opening, the numbers attending each week appeared low in my view.

There was a regular agenda item on infections (MRSA, C difcil, etc.) and performance appears to show progress.

Ralph Bagge

Buckinghamshire Accountable Care System

‘Everyone working together so that the people of Buckinghamshire have happy and healthy lives’

We have been working together for years and will build on this....



Other Stakeholders:

- District Councils
- Voluntary Organisations
- Our Public



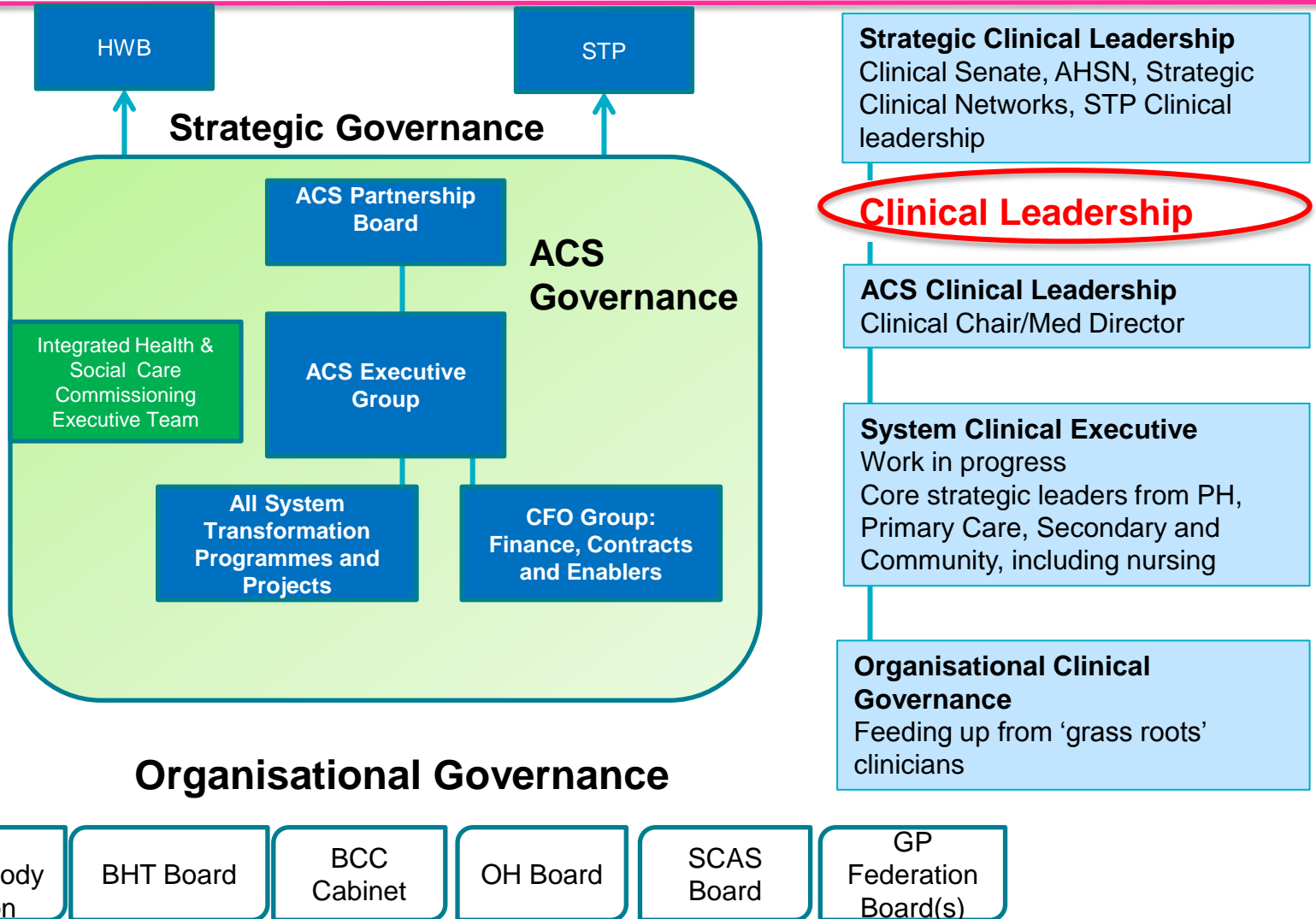
Accountable Care Means Working Together

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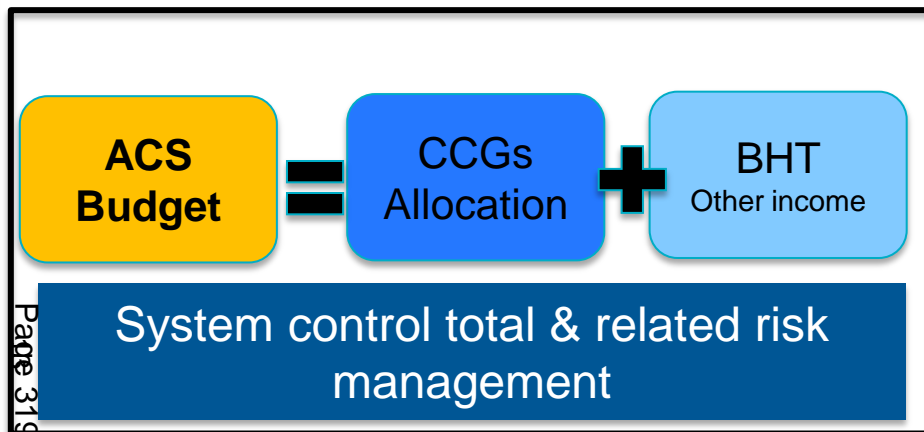
What it is:	What it is not:
Mature partnerships - a coalition committed to collective decision making	New statutory bodies or change to existing accountabilities
Partners making a single, consistent set of decisions about how to deploy resources	Employers, ways of managing financial or other resources
Stronger local relationships and partnership work based on common understanding of local priorities, challenges and next steps	Legally binding (deliverability rests on goodwill, commitment and shared priorities and objectives)
A clear system plan and the capacity and capability to execute it	Getting rid of the purchaser / provider split or of respective statutory duties and powers
Place-based, multi-year plans built around the needs of local populations and local health priorities	Tried and tested. There will be bumps along the way – the true test is in the relationships!
Delivering improvements	Removing the need for consensus and collaboration

Appendix

Our statutory and joint governance facilitates delivery



Developing a financial system that supports sustainability



“Other income” means income from non CCG sources for services provided for Bucks residents

Oxford Health FT other income

SCAS other income

Bucks County Council



Cost recovery across wider partner group. Agreed principles for releasing efficiencies & investment decisions to deliver collectively agreed outcomes.

System-wide transparency of service performance, planning, transformation and budgets, using an agreed ACS governance structure

How will the ACS Help our Population?



- **Support** us to join up health and social care services in order to improve the health of local communities;
- Give us more **local control** and freedom to make decisions;
- Provide our **fair share of transformation funds** and enable us to influence where these should be invested
- Some **additional funding** to support our transformation.

Our ACS will help us to go further, faster in our ambitions to become one of the safest and resilient health and care systems in the country

The national recognition is testament to the rapid improvements we have already made to patient care over the past two years; the strength of our plans to transform and to the **commitment of all partners** to get this right

Our emerging priorities:

- **Integrated community teams, community hubs and GP clusters:** piloting new ways of joining up health and social care closer to home, tailored to the needs of local communities
- Improving **24 hour** access to **urgent primary care** through innovative OOHs integration;
- Simpler pathways of care across hospital, community and social services for people with **long term conditions**
- A new **streamlined approach** for people with **musculoskeletal problems**

Our key enablers:

- **One Bucks Commissioning Team:** further developing joint commissioning across CCGs and Bucks County Council (adult and children's services, public health, mental health)
- Key providers committed to a formal **provider collaborative agreement** to deliver joined up care
- **Back Office and One Public Estate:** shared projects, using our property assets to provide better services and value to residents

Our strong track record – what have we done so far...

- **Better Healthcare in Bucks** – successful transformation programme to centralise A&E and emergency services
- **Stroke and cardiac** - innovative model of care introduced at Wycombe Hospital
- **Redesigned emergency and urgent care** including seven day medical ambulatory care facility
- **Quality and Outcomes Framework** – nationally recognised innovation to increase use of care and support planning in primary care
- **System-wide quality improvement** – aligned monitoring and governance e.g. Looked After Children
- **Over 75s community nursing** – delivering ‘upstream’ care to prevent admission and shorten length of stay for our older population



Our ambition for outstanding

HSJ Awards
Shortlist 2017
In two categories!



Dementia

PATIENTS' CARE PLAN REVIEWED EVERY YEAR

WORST TEN	%
	49.3
	68.0
	68.6
	69.7
	70.2
BEST TEN	%
North East Lincolnshire	85.8
City And Hackney (North London)	84.6
Aylesbury Vale (Bucks)	84.3
Lambeth (South London)	83.3
Central Manchester	83.2

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Best in country for
Diabetes HBA1C
outcomes



Community hubs at Marlow & Thame providing a new community frailty assessment and treatment service, more outpatient clinics and more diagnostic testing



Appendix



Buckinghamshire County Council
Select Committee
 Health and Adult Social Care

Minutes

HEALTH AND ADULT SOCIAL CARE SELECT COMMITTEE

Minutes from the meeting held on Tuesday 28 November 2017, in Mezzanine Room 1, County Hall, Aylesbury, commencing at 10.00 am and concluding at 12.55 pm.

This meeting was webcast. To review the detailed discussions that took place, please see the webcast which can be found at <http://www.buckscc.public-i.tv/>
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MEMBERS PRESENT

Buckinghamshire County Council

Mr B Roberts (In the Chair)
 Mr R Bagge, Mr W Bendyshe-Brown, Mrs B Gibbs, Mr S Lambert, Mr D Martin and Julia Wassell

District Councils

Ms T Jervis	Healthwatch Bucks
Mr A Green	Wycombe District Council
Ms S Jenkins	Aylesbury Vale District Council
Dr W Matthews	South Bucks District Council

Others in Attendance

Mrs E Wheaton, Committee and Governance Adviser
 Ms G Rhodes White, Interim Executive Director, Adult Social Care
 Ms S Westhead, Service Director (ASC Operations)
 Ms J Bowie, Director of Joint Commissioning
 Ms D Richards, Director of Commissioning & Delivery, Clinical Commissioning Groups
 Mr N Macdonald, Chief Operating Officer, Buckinghamshire Healthcare trust
 Ms D Porter, Head of ASC Transformation

1 APOLOGIES FOR ABSENCE / CHANGES IN MEMBERSHIP

Apologies were received from Mr C Etholen, Mrs L Clarke OBE, Mr M Hussain, Ms J Cook and Mrs M Aston.

The Cabinet Member and Deputy Cabinet Member for Health & Wellbeing sent their apologies.



South Bucks
District Council



2 DECLARATIONS OF INTEREST

Ms T Jervis, Chief Executive of Healthwatch Bucks declared an interest in item 8 as Healthwatch Bucks undertakes a “Dignity in Care” project which is funded by the County Council.

Ms T Jervis also declared an interest in item 10 as she was a Member of the Transformation Board.

3 MINUTES

The minutes of the meeting held on Tuesday 19 September 2017 were agreed as a correct record.

4 PUBLIC QUESTIONS

The Chairman welcomed District Councillor Robin Stuchbury to the meeting. He read out the question he submitted in advance of the meeting in relation to proposed changes in GP provision in Buckingham.

“I am seeking assurance that the following will take place:

- That the Clinical Commissioning Groups will undertake an Equality Impact Assessment before any changes are agreed or implemented; and
- That the Health & Adult Social Select Committee will be kept fully briefed on this issue and will have the opportunity to shape and inform the future service provision on behalf of residents.”

The Chairman explained that the question would be referred to the Clinical Commissioning Group for a response.

5 PETITIONS

The Committee received a petition on the future provision of GP surgeries in Buckingham. The petition would be sent to the relevant health organisation for a response.

RESOLVED:

The Committee AGREED to invite health partners and representatives from the One Public Estate to a future meeting to inform Members on the plans for future GP provision.

6 CHAIRMAN'S UPDATE

The Chairman reported the following:

- Member visit to Stoke Mandeville Hospital;
- Member visit to South Central Ambulance Service control centre;
- BOBW Sustainability Transformation Plan Scrutiny Chairman meeting;
- Health & Social Care Integration Summit;
- Member visit to Wycombe Hospital.

Buckinghamshire Healthcare NHS Trust's Board meeting would be taking place on Wednesday 29th November at Wycombe Hospital.

7 COMMITTEE UPDATE

Committee Members provided the following update:

- Ms J Wassell attended a Community Assembly organised by Public Health and Community Impact Bucks.
- Ms S Jenkins reminded Committee Members about the Vale of Aylesbury Plan which was currently out for consultation.

8 CARE HOMES

The Chairman welcomed Ms G Rhodes-White, Interim Executive Director of Adult Social Care and Ms J Bowie, Director of Joint Commissioning.

Members noted the presentation which was included in the agenda pack. The following questions and issues were raised during the discussion.

- Ms Bowie agreed to provide the number of Adult Social Care clients currently in care homes rated 'requires improvement' or 'inadequate', to the Committee after the meeting.

Action: Ms Bowie

- There was no specific timeframe for care homes rated "requires improvement" to be re-inspected but it was expected to be within 12-18 months from the initial inspection.
- Ms Bowie explained that a care home provider would be responsible for implementing the action plans but it would be closely monitored, on a monthly basis, by the Care Quality Commission and the Local Authority.
- Monthly meetings take place with all interested parties to share intelligence and to raise particular concerns.
- Best practice was shared, particularly relating to those care homes rated "Outstanding".
- In response to questions around the Council's contract management arrangements, Ms Bowie explained that the quality of a care home relied on the care home Manager which the Council was not responsible for. However, the Commissioning team would conduct visits (announced and unannounced) and would work with providers to make improvements to the quality of care. The Council was now part of a consortium with 11 other local authorities in the region who had set-up an electronic system for sharing real-time CQC information.
- A Member asked about the robustness of the action plans to which Ms Bowie confirmed that the actions were suitably prioritised and the focus was on making a positive difference.
- In response to a question about the number of care homes in Bucks that were commercially-run and those run by charities, Ms Bowie agreed to send this information after the meeting although she stressed that the expectations would be the same irrespective of this.

Action: Ms Bowie

- A Member asked whether there were enough staff in the complaints team and whether the whole system was utilised to better understand the concerns, pressures and challenges. Ms Bowie confirmed that it was an ongoing process and gathering feedback was part of the process. Care workers, visitors and organisations offering specialist services were the "eyes and ears" and feedback was actively encouraged.
- Members felt that they wanted to view, at first hand, some of the care homes across the County and also to understand the complaints process in more detail. It was agreed to set-up some visits in the New Year.

Action: Ms Bowie

- Members asked to have early sight of the "Quality in Care Team" evaluation report which was due to be finalised in April 2018.

Action: Ms Bowie

9 HOSPITAL DISCHARGE INQUIRY - 6 MONTH RECOMMENDATION MONITORING

The Chairman welcomed Ms D Richards, Director of Commissioning & Delivery (Clinical Commissioning Groups), Ms S Westhead, Service Director (ASC Operations) and Mr N Macdonald, Chief Operating Officer (Buckinghamshire Healthcare NHS Trust).

The presenters took Members through the recommendations made in the Inquiry report and provided an update on each one.

Members noted the following key points:

- **Recommendation 1a** – by April 2018, mental health services and the 111 operators would also access information on the “My Care Record”;
- **Recommendation 1b** – Health & Adult Social Care had agreed a “Discharge to Assess” model which would be implemented in December 2017.
- **Recommendations 1c and 1d** – the National Inpatient Survey included questions around Hospital Discharge. A Member asked for information about the workshops. Mr Macdonald agreed to confirm the date and details on how participants were chosen.

Action: Mr Macdonald

- **Recommendation 1f** – there were significant clinical vacancies in the Community Healthcare services team. As the priority was on a safe transition of the service there would be no move to 7 day assessments at present.
- **Recommendation 1h** – TTOs (To take-out medication). Members were pleased to hear that key members from all disciplinary teams have co-designed a new process for the rapid completion of TTOs to include:
 - Pharmacy providing consistent ward cover, and the IT systems had changed to allow pharmacists to pre-write TTOs – this was launched on 15 November in the acute assessment wards;
 - A significant increase in pre-prepared TTO packs;
 - Medical ward rounds standardised so one member of the team was allocated to support the TTO process early in the morning.

RESOLVED:

The Committee AGREED to delegate assigning a RAG status to each recommendation to the Chairman of the Committee.

ADDENDUM:

Following the meeting, a revised recommendation response was received. Attached is the updated version.

10 ADULT SOCIAL CARE TRANSFORMATION

The Chairman welcomed Ms D Porter, Head of ASC Transformation.

During the discussion, the following main points were raised and questions asked.

- In response to a question about what was meant by “a different type of conversation”, Ms Porter explained that it was about focussing on a person’s strengths and looking at what they can do rather than what they cannot.
- As part of the transformation process, there were a number of work streams, including prevention, integration, market shaping & working with providers and whole

life disability. The work streams were supported by experts who were responsible for quality assurance, expert advice and implementation.

- In response to a question about why the Director of Public Health was not on the Transformation Board, Ms Porter explained it was the intention not to make the Board too officer heavy. Directors were involved in all the relevant Board discussions and instrumental to its success.
- Ms Porter confirmed that learning had taken place from across the system to inform the transformation plans.
- In response to a question about the financial robustness of using partners, Ms Porter confirmed that this was vital and it sits within each of the work streams.
- A Member asked for clarification of the role of the District Council officer's on the Board. Ms Porter agreed to supply this information after the meeting.

Action: Ms Porter

- In response to a question about whether the Transformation Board minutes were publicly available, Ms Porter said she would look into this but confirmed that the work of the Board was discussed with the relevant Cabinet Members and the feeds into the work of the Health & Wellbeing Board.

Action: Ms Porter

11 CHILD OBESITY INQUIRY

Members discussed and agreed the draft scoping document for the Child Obesity Inquiry. The membership was agreed and a private briefing for the Inquiry Group would take place after the next Committee meeting on Tuesday 30th January.

12 RESPONSE TO DEVELOPING CARE IN THE COMMUNITY PILOT

Members discussed and agreed the draft response to the "Developing Care in the Community" pilot.

RESOLVED:

The Committee AGREED to send the final response to representatives at Buckinghamshire Healthcare NHS Trust.

13 COMMITTEE WORK PROGRAMME

Members noted the work programme and agreed the following items for the January meeting.

- Public Health;
- Dementia Services.

14 DATE AND TIME OF NEXT MEETING

The next meeting is due to take place on Tuesday 30th January 2018 at 10am in Mezz Room 1.

CHAIRMAN

Hospital Discharge Scrutiny Inquiry Progress Update on Recommendations
Interim Progress Report (6 months on)

Select Committee Inquiry Report Completion Date: March 2017 (went to Cabinet in April 2017)

Date of this update: November 2017

Lead Officer responsible for this response: Debbie Richards (CCGs), Neil Macdonald (BHT) and Suzanne Westhead (BCC)

Cabinet Member that has signed-off this update: Lin Hazell, Cabinet Member for Health & Wellbeing

Inquiry Chairman: Brian Roberts

Select Committee Support Officer / Adviser (Extension): Liz Wheaton (ext. 3856)

Accepted Recommendations	Original Response and Actions	Progress Update at 6 months	Committee Assessment of Progress (RAG status)
<p>That BCC, BHT and the CCGs continue to work together to drive forward improvements to the patient discharge pathway.</p> <p>The Inquiry Group recommends that this includes the following:</p> <p>1a. Developing a seamless patient pathway with standardised and computerised paperwork across the whole system;</p>	<p>Agreed: The Buckinghamshire System continuously strives to review and improve on the pathway for patients and residents of Buckinghamshire.</p>	<p>A joint report was taken to the Health and Wellbeing Board on 9 March 2017, from the Council, Buckinghamshire Clinical Commissioning Groups and Buckinghamshire Healthcare Trust, as a statement of intent for more integrated working between health and social care organisations in Buckinghamshire. It set out the opportunities for local integration to deliver joint outcomes for the health and wellbeing of Buckinghamshire residents and better manage demand on services.</p> <p>The Health and Wellbeing Board will retain on-going oversight of the delivery plans and progress towards integration by 2020. These include developing more integrated provision, with fewer hand-offs for patients, supported by improved data sharing. Evidence of data sharing is the My Care Record (MCR) which is a web based system where A&E staff, Adult Social Care and Primary care can look at a patients case records. The intention by April 18 is to include Oxford Health Foundation Trust and 111 access to the system</p> <p>The system is committed to reducing the need for hospital admission through better and more responsive services in the community. This is central to our approach to health and care integration.</p> <p>Work across partners to develop seamless pathways and joined up services is supported through collaborative work on the Local</p>	<p>[To be left blank for Committee to verbally discuss at Committee meeting]</p>

		<p>Digital Roadmap within the Sustainability and Transformation Plan (STP).</p> <p>Work currently being undertaken jointly by partners to develop Discharge to Assess (D2A) Models, as detailed in section 3b below has as one of its' priorities the development of the seamless pathway and standardised paperwork identified as an action and will be implemented during the winter months to help alleviate some of the pressures within the health and social care system</p> <p><u>Responsible Officer:</u> S Norris & NHS partners</p> <p><u>Action by:</u> Review by March 2018</p>	
<p>1b. Jointly leading on a piece of work with care providers to develop and implement the “Trusted Assessor” model to an agreed timescale;</p>	<p>Partially agreed: Health and social care partners are proactively looking at learning from New Models of Care and the Vanguard. We are grateful to the Enquiry for highlighting the model that has been implemented in Hertfordshire.</p> <p>Commissioners are reviewing best practice models on trusted assessors and will be bringing options back to partners for decision.</p>	<p>As requested by HASC, ASC has had detailed discussions with Vanguard Authorities – Hertfordshire & Lincoln to identify how their Trusted Assessor models work and the benefits to all partners of this approach.</p> <p>Both Authorities used Trusted Assessors who were employed by the local trade associations within each area. Both Vanguard Authorities informed ASC that these Trusted Assessors did reduce the number of different providers who previously were required to assess any individual patient before an appropriate care home was identified and in doing so reduced the time taken to find an appropriate placement.</p> <p>ASC has established a regular older people’s care home forum with health commissioners invited to attend. The last meeting in September discussed ways in which the health and social care system including the independent sector could work in a timely manner to ensure safe and appropriate discharges.</p> <p>Work currently being undertaken jointly by partners to develop Discharge to Assess (D2A) Models, as detailed in section 3b below has as one of its priorities the development of Trusted Assessors within Multi-disciplinary Teams to maximise both skills and resources for the benefits of patients and staff. Health and Adult Social Care have agreed the D2A model and have used much of the Vanguard principles to implement a Buckinghamshire D2A model.</p>	

		<p><u>Responsible Officer:</u> J Bowie, BCC</p> <p><u>Action by:</u> December 2017</p>	
<p>1c. Undertaking a piece of work to gain patient and family/carer feedback on their experience of the discharge process – before and after discharge from the Hospital setting. The results to be used by those involved in the discharge process;</p> <p>1d. Strengthening the mechanisms for recording and sharing patient and family conversations to minimise the risk of misunderstanding and duplicate conversations taking place;</p>	<p>Agreed: As a useful exercise that would complement the national Inpatient Survey which runs across all healthcare Trusts and has discharge experience as a key line of enquiry.</p> <p>A full survey will be designed with partners in Q2 17/18 and run across a sample of hospital and community discharges before the end of Q3.</p>	<p>A full discharge survey was designed with partners in Q2 (in addition to the standard national survey). This is currently being run across a sample of both hospital and community services through to the end of December.</p> <p>A specific patient experience group, specifically focused on discharge, will also be launched before the end of the year: the group is being launched with a patient workshop in December.</p> <p><u>Responsible Officer:</u> BHT to Lead</p> <p><u>Action by:</u> December 2017</p>	
<p>1e. Introducing a module within the induction programme (and ongoing training programme) to increase the Hospital nursing staff's understanding of the community teams and to aid closer working;</p>	<p>Agreed: To be included in the hospital nursing induction programme and refresher training for all staff run on a quarterly basis</p>	<p>This has been implemented for all new starters. The community services team is also holding briefing sessions on a regular basis for matrons. A single point of access has now also established for all community referrals from the hospital.</p> <p><u>Responsible Officer:</u> BHT to Lead</p> <p><u>Action by:</u> March 2018</p>	
<p>1f. That commissioned services specify seven day cover within the contracts and access to services is seven days a week;</p>	<p>Agreed: Over the last 3 years we have increased the number of services providing a 7 day response. Responses from commissioned services from the independent sector can vary outside the standard operating week – individual providers are accessible 7 days but others have</p>	<p>All of our ASC contracts allow for 7 day working in relation to resources that would facilitate and support Hospital Discharges.</p> <p>The CCGs have been in liaison with NHS Arden Gem CSU, the provider of Community Healthcare (CHC) services in Buckinghamshire, to establish the opportunity for CHC assessments to be carried out over 7 days. Since the action plan was drafted it has been agreed that the CHC service will transfer to Oxford Health Foundation Trust (OHFT) on 1st December. There</p>	





	<p>limited capacity to offer this option. Commissioners will discuss with BHT while being mindful of budget and capacity constraints.</p> <p>CCG's to liaise with Arden Gem NHS, the provider of CHC services in Buckinghamshire, to establish opportunity for CHC assessments to be carried out over 7 day service.</p>	<p>are some significant clinical vacancies in the team and our priority focus is on the safe transition of the service and making best use of the available resource. We are not therefore in a position to move assessments to a 7 day service currently.</p> <p>Systems have also been set a national standard of less than 15% of full NHS Continuing Health Care assessments to take place in an acute hospital setting by March 2018. The CCGs are ahead of the planned trajectory for achieving this target.</p> <div data-bbox="1055 459 1778 600" style="border: 1px solid black; height: 88px; width: 323px;"></div> <p><u>Responsible Officer:</u> CCG</p> <p><u>Action by:</u> Ongoing</p>	
<p>1g. That a question on patient transport be included as part of the joint assessment form;</p>	<p>Agreed: Implemented Q1 by BHT</p>	<p>This action has been completed. A Single Joint Assessment form has also been rolled out to ensure a collaborative approach from all partners, so everyone is now using the same paperwork for the start of the patient's discharge planning.</p> <p><u>Responsible Officer:</u> BHT</p> <p><u>Action by:</u> June 2017</p>	
<p>1h. That the process for TTOs is streamlined to speed up the issuing of TTOs.</p>	<p>Agreed: Performance data to be routinely published at ward and hospital level with improvement plan clearly set</p>	<p>TTO (To take out medication on discharge) process mapping session was completed 04/10/17 and was fed into a TTO workshop held on 20/10/17 and attended by the full Multidisciplinary Team (MDT).</p> <p>Key members from all disciplinary teams have co-designed a new process for the rapid completion of TTOs:</p> <ul style="list-style-type: none"> • Pharmacy providing consistent ward cover, and the IT systems changed to allow pharmacists to pre-write TTOs – launched on 15 November in the acute assessment wards • Significant increases in pre-prepared TTO packs • Medical ward rounds standardised so one member of the team is allocated to support the TTO process early in the 	

		<p>morning.</p> <p><u>Responsible Officer:</u> BHT</p> <p><u>Action by:</u> March 2018</p>	
2a. That Buckinghamshire Healthcare Trust removes the requirement for Buckinghamshire County Council to pay reimbursement fees for social care delays.	This is already agreed as at 10.2.2017.	<p>BHT has not charged ASC any reimbursement fees during 2017/18.</p> <p><u>Responsible Officer:</u> S Westhead, BCC</p> <p><u>Action by:</u> Completed</p>	
2b. That Adult Social Care negotiates the removal of reimbursements with other neighbouring Trusts.	Agreed: This will be taken forward for local NHS trusts. These negotiations have been attempted previously and were unsuccessful. We will commence this piece of work immediately with a view to completion by the end of July.	<p>In 2014/15 we were charged £ 32,040 In 2015/16 we were charged £ 72,620 , In 2016/17 we were charged £ 14,440</p> <p>ASC have not paid any reimbursement fees for 2017/18 to any Trust.</p> <p><u>Responsible Officer:</u> S Westhead, BCC</p> <p><u>Action by:</u> July 2017</p>	
<p>3. That BCC, BHT and the CCGs strengthen and accelerate the plans for health and social care integration through the following:</p> <p>3a. Co-locating the Hospital discharge team and the ASC discharge team together;</p>	<p>Agreed: see Q1 response</p> <p>Agreed: BHT to identify a site – this has been an ambition of the system for some time but there has been difficulty in identifying a suitable room/s</p>	<p>BHT to identify a site – this has been an ambition of the system for some time but there has been difficulty in identifying a suitable building space. BHT and Adult Social Care expect to resolve this issue by Dec 2017.</p> <p><u>Responsible Officer:</u> BHT</p> <p><u>Action by:</u> Ongoing; Dec 2017</p>	
3b. Developing a specific joint action plan for bringing the “Delayed Transfers of Care” Better Care Fund performance indicator out of “red”.	Agreed: The Delayed Transfer of care performance across the whole system is very good. As a system we are currently the second top performer across our	The system has developed and submitted its Better Care Fund Plan for 2017-19 in line with national guidance and timetable. The system was advised on 27 th October that following the regional assurance process our plan was approved. This means that the IBCF (Improved BCF) funds announced as part of the spring	

	<p>comparator group of 16 Local Authority areas. The ASC performance is currently the top performance across the same comparator group and the Buckinghamshire system is the 10th top performer nationally.</p> <p>However the system is committed to do better. The A&E delivery board oversees delivery of an action plan which is jointly owned across the system and is driven and monitored at the Monthly Board meetings. The system is currently self-assessing itself against national high impact standards and when this is finalised it will feed in to the action plan</p> <p>The BCF indicator measures the delayed transfers of care against occupied bed days and is specific to a trust not a system. Therefore we need to work with colleagues from other LA's and CCG's (in particular Oxfordshire, Hertfordshire), and to influence their performance in relation to the impact on the Buckinghamshire System.</p> <p>The system is committed to reducing the need for hospital admission through better and more responsive services in the community. This is central to our approach to health and care integration.</p>	<p>budget will now be released to the Local Authority. As part of the BCF plan, we have refreshed our reducing DToC plan. DToCs are measured by provider Trust and by Local Authority area. The plan is delivering improved performance with BHT but the most recent data from August 2017 indicates that there is more work to do with neighbouring Trusts particularly Frimley (Wexham Park Hospital). A South Bucks specific plan has therefore been developed to progress this.</p> <p><u>Responsible Officer:</u> S Westhead (BCC); D Richards (CCG); N Macdonald (BHT)</p> <p><u>Action by:</u> Ongoing</p> <p>The system has invested transformation funds to implement Discharge to Assess (D2A). D2A is primarily about patients having their needs assessed in their usual place of residence, or own home, as soon as they are medically optimised and safe to leave hospital. It is about not making a patient wait unnecessarily for assessment and support that should be able to be provided out of hospital. The introduction of the D2A scheme will support a reduction in medically fit patients waiting in hospital for assessment or further care and support through the provision of interim care in their own homes or in care homes according to presenting need. D2A requires a joint approach between the Acute Trust, the community health provider and Adult Social Care as well as the independent sector.</p> <p>The system is committed to preventing DToCs so is therefore focussing on patients known as “medically fit for discharge” or “stranded patients” – this approach requires operational leads across the system to take a citizen centred approach to addressing barriers to discharge and also includes escalation triggers to senior leaders when required. Some delays are a result of Continuing Healthcare (CHC) processes. There is now a national priority by March 2018 for 85% of CHC assessments to be completed outside of an acute environment and for 80% of assessments to be completed with 28 days. Buckinghamshire has submitted its action plan and is currently ahead of its performance trajectory on these measures.</p>	
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		<p>The system is committed to reducing the need for hospital admission and to getting people home more quickly when they no longer need hospital based care through better and more responsive services in the community. This is central to our transformation plans and approach to health and care integration.</p> <p><u>Responsible Officer:</u> S Norris, NHS Partners</p> <p><u>Action by:</u> March 2018</p>	
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RAG Status Guidance (For the Select Committee's Assessment)

	<i>Recommendation implemented to the satisfaction of the committee.</i>		<i>Committee have concerns the recommendation may not be fully delivered to its satisfaction</i>
	<i>Recommendation on track to be completed to the satisfaction of the committee.</i>		<i>Committee consider the recommendation to have not been delivered/implemented</i>



Buckinghamshire County Council
Select Committee
Children's Social Care and Learning

Minutes

CHILDREN'S SOCIAL CARE AND LEARNING SELECT COMMITTEE

Minutes from the meeting held on Tuesday 17 October 2017, in Mezzanine Room 1, County Hall, Aylesbury, commencing at 10.34 am and concluding at 12.43 pm.

This meeting was webcast. To review the detailed discussions that took place, please see the webcast which can be found at <http://www.buckscc.public-i.tv/>
The webcasts are retained on this website for 6 months. Recordings of any previous meetings beyond this can be requested (contact: democracy@buckscc.gov.uk)

MEMBERS PRESENT

Mrs I Darby, Mr M Hussain, Mrs W Mallen, Mrs L Sullivan, Ms J Ward (Vice-Chairman) and Mr G Williams

CO-OPTED MEMBERS PRESENT

Mrs M Aston and Mr M Moore

GUESTS PRESENT

Mr W Whyte

OFFICERS PRESENT

Miss S Callaghan, Ms J Davies, Ms G Rhodes White, Ms J Shakespeare and Mr C Tribe

1 APOLOGIES FOR ABSENCE

Apologies were received from Mr A Collingwood, Mr D Babb, Mr D Dhillon, Mr K Hamblin, Mr B Roberts and Ms K Wood.

2 DECLARATIONS OF INTEREST

The following declarations of interest were noted:



Mrs M Aston - Director of Carers Bucks

Mr G Williams – On the board of fundraising for Challoner’s School.

Mr Williams also declared he was no longer the Chairman of the Bucks Learning Trust Commissioning Committee.

3 MINUTES

The minutes of the meeting held on 5th September 2017 were confirmed as an accurate record and signed by the Chairman.

4 PUBLIC QUESTIONS

The Vice-Chairman welcomed Ms M Jackson to the meeting and invited her to present her question to the Committee. The Vice-Chairman then welcomed Mr Warren Whyte, the Cabinet Member for Children’s Services to the meeting and invited him to respond.

Mr Whyte confirmed that young carers had now been taken out of the Early Help Review and that any future changes to young carer services would be consulted upon at the time.

RESOLVED: The Committee AGREED that they were satisfied with the response that had been given to the question

5 CHAIRMAN'S REPORT

In the absence of the Chairman, this item was deferred until the next meeting.

6 COMMITTEE MEMBER UPDATES

Mrs Darby updated the Committee on her visit to a social work team. Mrs Darby acknowledged the excellent work of the team and sought assurance from Mr Whyte that there was sufficient emotional support available to front line staff dealing with difficult cases.

Mr Gareth Williams updated the Committee on his visit to a social work team in Aylesbury, a visit to a children’s residential home and the Seniors We Do Care Council Focus Group.

Mr Williams re-iterated Mrs Darby’s request to Mr Whyte for good emotional support for staff and also stressed to the Cabinet Member the importance of the role of care home managers in the good running of care homes, particularly in view of the Council’s decision to build additional homes in Buckinghamshire.

Mr Williams had also arranged a meeting with the virtual school and with a Headteacher to discuss the low numbers of Looked After Children in grammar schools.

7 CABINET MEMBER QUESTION TIME

Mr Whyte updated the Committee on progress on care home provision in the County.

Ms Gladys Rhodes White, Interim Improvement Consultant (representing the Executive Director of Children's Services), was also welcomed to the meeting.

Responding to Members' earlier questions, Mr Whyte and Ms Rhodes White explained the arrangements in place to support social workers and the improvements that had been made over recent months.

8 EARLY HELP

This item was presented by Mr Whyte and Ms Rhodes White. The Vice-Chairman also welcomed Mrs Joy Shakespeare, Head of Early Help.

The Vice-Chairman asked the Cabinet Member to take account of a petition that the Council had received against the closure of Children's Centres as part of the consultation and proposals for Cabinet.

Mr Whyte confirmed that the petition would be taken into account. He then summarised the Early Help Review proposals.

Members of the Committee asked questions and sought assurance about:

- Venues for early help services and the geographic approach to the location of hubs.
- How learning would be taken into account from other Local Authorities.
- Timescales for roll-out and success criteria for the new model.
- How current successful services would be maintained.
- The reach and quality of information and questions in the consultation.
- Consultation with service providers.
- Funding of the new service and contracting arrangements.
- The public's perception of Children's Centres currently against how they are actually being used.
- Savings versus achieving outcomes for children and young people.

The following points were made in response to the Committee's questioning:

- It would be important to deliver services across a wide range of venues that families felt comfortable attending.
- The Service had spoken directly to 20 other local authorities to understand their experiences and learning from the Families First programme had also been used to inform proposals.
- Six key success criteria were being developed into key performance indicators.

- The Service was keen for residents to be able to see the impact on their children's centres as soon as possible, with the new model being implemented from April 2018.
- Focus groups had been held to engage families who might not respond to an online consultation, as well as seeking professional responses from those dealing with hard to reach groups.
- Assumptions made in the model about location of the hubs would be carefully judged against feedback from the consultation.
- Funding would be £7m per year with some services currently outsourced being brought back in house.
- The Service had to look carefully at outcomes being achieved by the current children's centre provision.
- Outcomes for children and young people were paramount and if savings could be made through better provision, residents would expect that too.

RESOLVED: That a report on the performance of the new Early Help Service be brought to the Committee at an appropriate time after implementation.

Action: Committee and Governance Advisor

9 THE EDUCATIONAL PSYCHOLOGY SERVICE ACTION PLAN

The Vice-Chairman welcomed Miss Sarah Callaghan, Service Director – Education and Mr Craig Tribe, Principal Educational Psychologist to the meeting.

Miss Callaghan and Mr Tribe summarised the key issues facing the Educational Psychology Service and the actions in place to address these issues.

Members of the Committee asked questions about:

- The urgency of recruiting and retaining Educational Psychologists.
- The length of time it was taking to improve performance.
- Monitoring of the action plan and how improvement was being driven.
- The details of the pilot schemes being set up.
- The impact on children and young people currently with no plan or intervention.
- Budgeting for the service.
- How confident the Service was that it could improve.

In response the following points were made:

- There was currently a recruitment programme underway, as well as refocussing the service towards early help and prevention to reduce reliance on statutory interventions later.
- It was important to be child focused and for children and young people to get the right support earlier rather than an isolated focus on the 20 week process of producing a plan.

- Responding to the national Special Educational Needs and Disabilities (SEND) reforms had put pressure on the service to reform. It was hoped these current pressures would reduce by April 2018 as the new processes became embedded.
- Other local authorities had fewer SEND plans to convert to Education and Health Care Plans (EHCP) and so had not experienced the same pressures as Buckinghamshire.
- The focus of the Educational Psychology Service was moving to early help and prevention and the service should start to see some easing of pressure from April 2018 once the conversion to EHCPs had been completed.
- The Service was investing money now to allow savings to be made later which would require some re-configuring of the Educational Psychology and SEND services.

RESOLVED: That a brief report on progress against the action plan be brought to the December meeting.

Action: Committee and Governance Advisor and Miss Callaghan

10 PERFORMANCE REPORT - Q1 2017-18

Mr Whyte and Ms Rhodes White presented the item.

Mr Whyte summarised performance against the key performance indicators.

Members asked for a breakdown of the percentage of cases that were placed out of county because it was in a child's best interest compared to the percentage of those cases that were placed out of county because there was no option to place locally.

Action: Ms Rhodes White

Members also asked questions on the following:

- The reasons for high levels of repeat referrals.
- The lack of data on improving educational standards for disadvantaged children.
- Caseload numbers and resourcing issues impacting on some areas of performance.

The following points were made in response:

- The Multi Agency Safeguarding Hub (MASH) referral process was working well.
- Research and case audits had shown domestic abuse to be a key factor in children being re-referred into the service.
- A refresh of the domestic abuse strategy was being undertaken as well as a strategic group being set up to look at how best to work with families dealing with domestic abuse.
- Work was being undertaken with partners to help understand the referral thresholds and work with families that might be close to, but not quite reaching, the threshold for child protection intervention.
- The new Education and Skills Strategy, currently out for consultation, would focus on improving the persistent underperformance of particular vulnerable groups.

- The Service was pro-active in monitoring caseloads on a weekly basis with average caseloads more manageable now that they had been historically. Caseloads compared well to national figures.
- Caseloads had reduced significantly in the looked after children service.
- Caseload and staffing levels were still a challenge in the child protection and court service because of peaks and troughs in demand but the service was getting better at trying to anticipate these.

11 INDEPENDENT REVIEWING OFFICER

The Vice-Chairman welcomed Mrs Julie Davies, Head of Children's Quality Standards and Performance to the meeting. The item was also presented by Mr Whyte.

In the discussion the following points were made:

- There was now a stable workforce in place in the Independent Reviewing Officer (IRO) Service which meant that children and young people had fewer changes in IRO and could develop relationships with one person.
- All children looked after had access to an IRO.

12 COMMITTEE WORK PROGRAMME

The Committee noted the work programme and made suggestions for inclusion and amendment.

Action: Committee and Governance Advisor

13 DATE OF NEXT MEETING

The next meeting of the Children's Social Care and Learning Select Committee to take place on 5th December 2017 at 10.30am in Mezzanine Room 1, New County Offices, Aylesbury.

There will be a private pre-meeting for Members from 9.30am

CHAIRMAN



Buckinghamshire County Council
Select Committee
Children's Social Care and Learning

Minutes

CHILDREN'S SOCIAL CARE AND LEARNING SELECT COMMITTEE

Minutes from the meeting held on Tuesday 5 December 2017, in Mezzanine Room 1, County Hall, Aylesbury, commencing at 10.30 am and concluding at 12.37 pm.

This meeting was webcast. To review the detailed discussions that took place, please see the webcast which can be found at <http://www.buckscc.public-i.tv/>
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MEMBERS PRESENT

Mr A Collingwood, Mrs I Darby, Mr D Dhillon (Chairman), Mrs W Mallen, Mr B Roberts, Mrs L Sullivan, Ms J Ward (Vice-Chairman), Mr G Williams and Ms K Wood

CO-OPTED MEMBERS PRESENT

Mr D Babb and Mr M Moore

GUESTS PRESENT

Mr M Appleyard

OFFICERS PRESENT

Miss S Callaghan, Ms J Davies, Mr J Huskinson and Ms Y Thomas

1 APOLOGIES FOR ABSENCE

Apologies were received from Mr M Hussain, Mrs Luisa Sullivan, Mr K Hamblin, Mrs M Aston.

The Chairman informed the Committee that Mr N Hussain was no longer a member of the Committee.



2 DECLARATIONS OF INTEREST

There were none.

3 MINUTES

The minutes of the meeting held on 17th October 2017 were confirmed as an accurate record and signed by the Chairman.

4 PUBLIC QUESTIONS

The Chairman welcomed Ms K Bates to the meeting and invited her to present her question.

The Future of School Run Children's Centres

I have been on the governing body of Bowerdean Nursery School, High Wycombe since 2000 and in the role of chair since 2006. In July 2013, as an Outstanding Nursery, we were approached by Bucks County Council about opening a new nursery site and taking on the running of a children's centre. Following substantial refurbishment by the county council costing nearly £1 million, in April 2015, Mapledean Nursery School and Mapledean Children's Centre were born.

The previous children's centre had been under-performing. With a new and experienced co-ordinator, this has completely changed. We now have a team of four whose knowledge, experience and commitment has transformed the centre and the services it offers to the community. They work out in the community delivering targeted 1:1 support and yet are able to keep the centre open every day running vital group activities. We already facilitate numerous other services, such as Health, Speech and Language, midwives, Family Resilience, Freedom Programme, working from our premises, sharing information about families and making sure that help is delivered in a timely and appropriate manner. We have excellent facilities: good parking and accessibility, a training room, interview rooms, flexible spaces, kitchen, wifi etc. Our work has been focussed on the under-fives and their families, because that was the original brief, not because we choose to limit our contribution to the community. We are well on the way to delivering many of the features listed in the Early Help review document. We already operate on joined up thinking. We have the capacity to grow into an Early Help base.

However, my question to the committee isn't just about Mapledean Children's Centre but it serves as an example which is applicable to other centres.

We have to face the fact that you may choose to close the centre. Whilst I clearly think that this would be a huge loss to the community and a mistake in the long run, I should point out just how physically integrated the nursery and children's centre are.

We share the building. We each have an entrance, but internally there is a connecting door. The boiler for the whole building is situated in the children's centre. Security, communications,

heating, electricity and maintenance are shared. Closure of one part will have a financial impact on the other part.

So my question is this:

What plans are there for protecting us, and others like us, who are schools that manage Children's Centres?

Karen Bates

Mapledean Children's Centre, Chair of Governors

The Chairman then welcomed Mr P Dart, Programme Director – Change for Children to the meeting and invited him to respond.

Following the question and response, Members made the following points.

- It would be important to consult with all 35 Children's Centres before making a final decision on the Early Help Review, even if this meant delaying the final decision to make sure the right decision was made.
- It was important that service provision wasn't just based on a geographic desktop exercise, it was also vital to understand how communities accessed services.
- Where there was current successful provision and valuable skills in Children's Centres, it was important that this was retained and not lost as a result of the Early Help review.

Members also asked questions about:

- How Children's Centre's performance was assessed when deciding at which centres to make changes.
- How communities were being engaged in deciding the future of Children's Centres.
- Whether a lack of funds was driving the need to reconfigure Children's Centres.

In response Mr Dart explained that:

- A careful needs analysis had been undertaken to identify where the need for early help services was greatest
- It was more important to ensure the provision of key front line workers rather than physical buildings.
- In some areas of the County outreach was a more effective way of providing the services that residents needed, rather than providing services in a central location.
- The Early Help Review would be happening anyway regardless of funding, motivated by a desire to support those in most need more effectively and help them to access services easily.

RESOLVED: The Committee AGREED that they were satisfied with the response that had been given to the question

5 CHAIRMAN'S REPORT

The Chairman thanked the Vice Chairman for chairing the last meeting and updated the Committee on his visits and attendance at:

- His local Children's Centres
- An adoption panel
- A Youth Voice Event attended by around 60 children and young people who raised issues around mental health provision and financial training in schools, apprenticeships and vocational learning.

6 COMMITTEE MEMBER UPDATES

Ms K Wood updated the Committee on her attendance at the Buckinghamshire Safeguarding Children Board and visit to social work teams.

Ms Wood re-iterated Mrs Darby's and Mr Williams' comments at the previous meeting about the need for good emotional support for social workers, which still appeared to be lacking in some areas. Ms Wood also commented that there appeared to be low morale in some but not all of the teams she visited.

Mr Williams had met with the Principal Social Worker and discussed improved access to parenting and mentoring courses.

Mr Williams had also had discussions with the virtual school and Dr Challoner's Grammar school in developing a framework so that admittance criteria could be made more supportive of children looked after.

Mr Collingwood encouraged all Members of the Committee to attend an adoption panel.

7 CABINET MEMBER QUESTION TIME

The Chairman welcomed Mr M Appleyard, the Cabinet Member for Education and Skills and invited questions from the Committee.

Mr Appleyard introduced Miss S Callaghan, Service Director-Education.

Following concerns raised at previous meetings about the performance of the Educational Psychology Service, Mrs I Darby asked questions about the current resourcing of the service and the ability of the service to manage the conversion of all the Special Educational Needs (SEN) statements to Education and Health Care Plans (EHCP) by the March 2018 deadline.

In response Miss Callaghan reported that:

- Two new Senior Educational Psychologists had been appointed.
- All SEN statements had now started to be converted to EHCPs and she was confident that the deadline would be met. However, it was important that the quality of the new EHCP was not compromised in order to meet timescales.
- Differences of opinion between parents and psychologist about some of the plans could potentially lead to delays but everything was driven around the needs of the child.

8 BUCKINGHAMSHIRE SAFEGUARDING CHILDREN BOARD

The Chairman welcomed Mrs F Gosling-Thomas, Independent Chairman of the Buckinghamshire Safeguarding Children Board and Mrs J Davies, Head of Quality Standards and Performance to the meeting.

Mrs Gosling-Thomas explained the work of the Buckinghamshire Safeguarding Children Board (BSCB) and summarised performance over the past year. Mrs Gosling-Thomas informed Members that the Board's annual report for 2015/16 had just been published.

Members asked questions and sought assurance about the following:

- Resourcing caseload levels of the Barnardo's RU Safe service.
- Ability of the Board to sustain improvements with reducing resources.
- Referrals and re-referrals from partners and application of the thresholds.
- Joint working between the BSCB and the Select Committee.
- How the Board listened and took account of the views of children and young people.
- The reasons for increasing numbers of children looked after.
- Engagement of partners with the Board.

In response the following points were made:

- The widening of the agenda and the partnership approach to tackling exploitation had strengthened the RU Safe service. There had been no reduction in provision for children and young people.
- More information about the reason for the drop in active RU Safe caseloads would be provided to Members.

Action: Julie Davies

- The Board currently had sufficient funding to cover its core work programme and had been successful at attracting funding for some important additional work.
- Increasing demand was an issue for all partners. The Board was working to support all agencies to ensure each was able to respond effectively and provide help at an early stage to prevent issues escalating.
- An analysis of referrals showed that a large number were from the police related to domestic violence; action is in hand to manage the volume of referrals more effectively.
- The Board had communicated the referral thresholds to partners effectively consistency in applying the thresholds was now the challenge. For example, ensuring new staff had a good understanding.
- Schools were encouraged to call and discuss potential safeguarding issues before making referrals if possible.
- The Board consulted to get the views of specific groups of children and young people such as those looked after, care leavers and children with disabilities.
- The Board received presentations from children and young people and provided a young person zone on the website to improve engagement.

- There needed to be a whole system approach to reducing the numbers of looked after children. Reducing demand at the front door should eventually lead to fewer looked after children.
- Partners on the Board were now actively participating and where a partner missed two meetings in a row, the Chairman would issue a letter.

9 NEW FUNDING FORMULA FOR SCHOOLS AND HIGH NEEDS

The Chairman welcomed Mr J Huskinson, Finance Director to the meeting.

Mr M Appleyard, Cabinet Member for Education and Skills, Miss S Callaghan, Service Director-Education and Mr Huskinson presented the report.

Members asked the following questions and sought clarity on:

- The impact on schools of transferring funding from the Schools Block to the High Needs Block.
- Understanding more clearly the numbers of schools receiving more or less money.
- The impact on the pupils at those schools that would lose funding and how the Council would ensure there were no negative outcomes for those pupils.
- The detail of funding for each individual school.

In the discussion the following points were made:

- Some schools would not get increased funding and there was some protection in place. However those schools would have lost funding under the previous formula too.
- Money could only be transferred into the High Needs Block during the next two years, therefore the savings objectives within the Special Educational Needs and Disabilities (SEND) Strategy would have to be delivered within this timeframe.
- The Education and Skills Strategy was key in protecting vulnerable groups of pupils during the redistribution of funding through the new formula. Schools had agreed to transfer funding into the High Needs Block specifically to help support vulnerable children.
- There was an additional £10m of funding available to Buckinghamshire this year and next and this would be used to continue to close the attainment gap.
- There were still improvements that could be made in helping parents complete application forms to attract additional funding from the Department for Education (DfE) e.g. pupil premium funding.
- More detail about the distribution of funding was available in the Schools Forum meeting papers from October 31st and November 28th and a link would be provided to Members.

Action Committee and Governance Adviser

10 PREVENTING BULLYING IN SCHOOLS

The Chairman welcomed Ms Y Thomas, Head of Equalities to the meeting.

Ms Thomas, Mr M Appleyard, Cabinet Member for Education and Skills and Miss S Callaghan, Service Director – Education presented the report.

Following the report, Members asked the following questions and sought assurance about:

- Helping schools and parents to intervene early to prevent issues.
- Partners being engaged in informing and preventing cyber bullying.
- Preparing young people to be able to deal with and prevent bullying incidents.
- Anti-bullying policies and the link to exclusions.
- Funding for the anti-bullying work of the Council.

In response the following points were made:

- Some schools worked individually with parents around behaviour issues and prevention, although this was not happening consistently across all schools.
- A bi-annual cyber bullying conference was held which web partners had contributed to. Partners had also provided advice on preventing cyber bullying on their websites.
- The support that Councils would be able to give to schools in future could be reduced as budgets reduced.
- Early help services would be key to helping children and young people and their parents in intervening early and preparing them to be able to prevent and deal with bullying incidents.
- It was important to build positive relationships with schools to deal with prevention and bullying incidents as articulated in both the Education and Skills and the Special Educational Needs and Disabilities (SEND) Strategies.
- The Head of Equalities had a good relationship with Head Teachers which was effective in helping schools share good practice around managing behaviour and bullying.
- It was important to support schools in managing behaviour before things got to the stage of exclusion.
- Fair Access Boards were important in bringing schools together to get transparent and consistent approaches to implementing exclusions.
- It was important to challenge schools where it was thought an incorrect decision had been made on exclusions.
- It was thought that Personal, Social, Health and Economic (PSHE) education, which covered areas such as behaviour and relationships, would become mandatory in schools and a PSHE Lead Officer had been appointed to help schools understand their responsibilities in this area.
- There were no plans to reduce the budget currently allocated to anti-bullying.

11 PERMANENT EXCLUSIONS INQUIRY - DRAFT SCOPE

Resolved: Members AGREED the draft scope for the Permanent Exclusions Inquiry.

Ms Ward, Mr Williams, Mr Moor, Mr Collingwood, Mrs Darby and Mr Collingwood were happy to be included in the inquiry group.

The Chairman asked other Members to let him know if they wanted to be involved.

12 COMMITTEE WORK PROGRAMME

Resolved: The Committee NOTED the work programme.

The Chairman asked Members to contact him if they wanted to arrange to shadow front line social work teams or adoption panels.

13 DATE OF NEXT MEETING

The next meeting of the Children's Social Care and Learning Select Committee to take place on 6th February 2018 at 10.30am in Mezzanine Room 1, New County Offices, Aylesbury.

Private pre-meeting for Members from 9.30am

CHAIRMAN

OVERVIEW & SCRUTINY WORK PLAN 2017-18

Item	Annual Ad Hoc	June	October	January	March
Performance Indicators/Service Plans	Ad hoc				
Revenue Budget Proposals	Annual				
Capital Strategy & Capital Programme	Annual				
Treasury Management Strategy	Annual				
Homelessness Action Plan Review	Ad hoc				
Housing Developments - Viability Assessments	Ad hoc				
Annual Review of FoI/DP	Annual				
Report on website structure and content	Ad hoc				
Update on HS2/WRATH/Heathrow	Ad hoc				
Planning Enforcement Update	Ad hoc				
Strategic Asset Review Update	Ad hoc				
Frimley Park Trust Update	Annual				
Ambulance Service	Annual				
Local Health Providers (CCG)	Annual				
Bucks Health & Adult Care Select Cmm Minutes	Every Meeting				
Bucks Children’s Social Care & Learning Select Cmm Minutes	Every Meeting				

Notes

1. All Members will receive notification of the publication of the 28 Day Forward Plans and can raise with the Chairman of O&S any items to be added to an O&S meeting agenda.
2. Budget monitoring reports will be circulated to Members of O&S Cmm in advance of Committee to allow any matters to be raised if necessary.

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