



Overview and Scrutiny Committee

Tuesday, 29 January 2019 at 6.00 pm

Room 6 - Capswood, Oxford Road, Denham

A G E N D A

Item

1. Evacuation Procedure
2. Frimley Park Trust Update - Neil Dardis
3. Presentation on the Industrial Strategy - Ian Barham (LEP)
4. Apologies for Absence
5. Minutes (*Pages 5 - 20*)

To approve the minutes of the Overview and Scrutiny Committee meetings held on 8 October and 8 November 2018.

6. Declarations of Interest
7. Car Parking Strategy (*Pages 21 - 24*)

Appendix A - Car Parking Strategy (Pages 25 - 42)

Appendix to Strategy - Neighbouring Authority charges (To Follow)

8. Planning Shared Service Implementation Update (*Pages 43 - 46*)

Appendix (Pages 47 - 50)

9. Comments, Compliments and Complaints Procedure (*Pages 51 - 54*)
Appendix 1 (Pages 55 - 64)
10. Revenue Budget and Council Tax 2019/20 (*Pages 65 - 76*)
Appendix A - CFO Report (Pages 77 - 82)
Appendix B - Sensitivity Analysis (Pages 83 - 84)
Appendix C - Fees and Charges (Pages 85 - 106)
11. Capital Strategy and Programme (*Pages 107 - 110*)
Appendix A (Pages 111 - 120)
12. Treasury Management Strategy 2019/20 (*Pages 121 - 124*)
Appendix 1 Treasury Management Strategy (Pages 125 - 134)
Appendix 1A - Annual Investment Strategy (Pages 135 - 144)
Appendix 1B - Prudential Code & Indicators Statement (Pages 145 - 150)
Appendix 1C - Minimum Revenue Provision (Pages 151 - 152)
13. Performance Report Quarter 2 2018/19 (*Pages 153 - 156*)
Appendix A - Priority PIs Q2 2018-19 (Pages 157 - 158)
Appendix B - Corporate PIs Q2 2018-19 (Pages 159 - 162)
Appendix C - Data Only PIs Q2 2018-19 (Pages 163 - 164)
14. Bucks Health and Adult Social Care Select Committee

To receive:

Minutes - 2 October 2018 (Pages 165 - 170)

Minutes - 20 November 2018 (Pages 171 - 232)

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

To receive:

Minutes - 2 October 2018 (Pages 233 - 238)

Minutes - 27 November 2018 (Pages 239 - 244)

16. Members Questions and Answers

An opportunity for Members to raise questions about items:

- during the meeting
- written questions submitted previously
- raised by information items

17. Work Programme (*Pages 245 - 246*)

18. Exclusion of the Public (if required)

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.”

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

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

Date of next meeting – Monday, 25 February 2019

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OVERVIEW AND SCRUTINY COMMITTEE**Meeting - 8 November 2018**

Present: M Bradford (Chairman)
P Bastiman, M Bezzant, D Dhillon, T Egleton, M Lewis and P Kelly

Also Present: S Chhokar, B Harding, G Hollis, R Reed, G Sandy, D Anthony, J Jordan, N Naylor, L Sullivan, D Smith

Apologies for absence: D Saunders

80. DECLARATIONS OF INTEREST

There were no declarations of interest. Concern was raised by a Member who had called-in the decision that some of the Members who were on the Scrutiny Committee should declare an interest as Members of the Planning Committee that considered the planning application relating to this proposed development. A similar concern was raised in the case of one of the Scrutiny Committee Members who had previously been a Portfolio Holder responsible for the project. The Head of Legal and Democratic Services clarified that under the code of conduct Members of the Planning Committee did not have an interest to declare as only the decision made by the Cabinet on 17 October 2018 was being considered by the Committee, not the Planning Committee's decision. The Member who had previously been the Portfolio Holder for Resources did not have an interest to declare as he was not a member of Cabinet at the time of making the decision under consideration by the Committee.

81. CHAIRMAN'S INTRODUCTION

The Chairman and the Director of Resources outlined the procedure for the call-in process. First, those Members who had called-in the decision would be invited to address the Committee and Committee Members would be invited to question those Members. Secondly, the Leader, on behalf of the Resources Portfolio Holder would present the response to the call-in questions. The Scrutiny Committee Members would then be invited to question the Leader on his responses.

The Director of Resources informed the Committee that they then would be invited to consider which of these recommendations they wished to agree, either to:-

- a. Over-rule the call-in and allow the Cabinet's decision relating to Station Road Car Park in Gerrards Cross to stand and for implementation to proceed; or
- b. remit the matter back to Cabinet for reconsideration at the next appropriate meeting with an explanation of the Committee's concerns and any specific considerations that need to be taken into account on re-consideration.

82. STATION ROAD CAR PARK, GERRARDS CROSS - CALL-IN OF CABINET DECISION

Members received a report with the agenda for the meeting containing details of the call-in to the Committee of the Cabinet's decision on 17 October 2018 in respect of Station Road Car Park together with the Council's Overview and Scrutiny procedure rules.

The Committee considered the submission from the District Councillors who called in the decision. The following Members were invited to explain the grounds for the call-in request; Councillors Chhokar, Dhillon, Harding, Hollis, Reed and Sandy.

Point One

Concerns regarding the business case which were discussed recently at the Resources Policy Advisory Group on 25 September 2018. Two Members at this meeting expressed concern over the assumptions of usage of the expanded car park, and consequently whether this scheme was a good use of taxpayer's money.

Members who requested the call-in made the following additional comments:-

- The business case was flawed and there would be a significant deficit from the implementation of the car park, which would be a large risk to the Council.
- Future technology, such as driverless cars and a reduction in car ownership should be taken into account.
- The Council did not have a car park strategy and reference was made to past discussions at the Resources PAG (June 2017) and the Environment PAG in November 2017.
- The payback period for the project was too long and would not be acceptable to a commercial developer. Concern was expressed about the figures used for the business case and the assumptions that have been made about car park occupancy so that the surplus over 40 years would be very small and very sensitive to the assumptions being used. Increments in car park charges of 4% per annum were above inflation forecasts and it could not be assumed that motorists would be prepared to pay this. A more detailed sensitivity analysis was required to see the impact of lower occupancy rates and lower income increases.
- Concern was expressed regarding a conflict of interest with the planning consultants who undertook the work on the business case as they were under the same commissioning framework as the construction company.
- A photograph of the car park was tabled showing car park usage on a week day, but it did not specify the date or time on the photograph.

Point Two – Communication and consultation with local residents

Members who requested the call-in made the following additional comment:-

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- Concern was expressed about the process of consultation with local residents, which had just been information sharing and that the Portfolio Holder for Resources had not taken into account their concerns.

Point Three

Concerns regarding the amount of money being borrowed for the Project and the risks associated with this, should be considered by the Overview and Scrutiny Committee, particularly bearing in mind the possibility of Local Government re-organisation.

Members who requested the call-in made the following additional comments:-

- This project was high cost/high risk with a low return and its size and location had not been considered properly, as there was no overall car park strategy. With the recent announcement relating to the formation of a new Unitary District Council projects such as this with a long payback period should be stopped.
- The costs of the project increasing from £9.375m to £13.931m.
- This project would be a burden on the taxpayer and should not be taken forward with a new unitary being set up.

Point Four

Concerns that the full details of alternative schemes and options have not been fully considered by members and the reasons for rejecting them.

Members who requested the call-in made the following additional comments:-

- A mixed use scheme would be more appropriate for the locality and proportionate to the actual likely demand for car parking, which could reduce in the future due to new technology around driverless cars.
- Cabinet had not considered alternative design schemes for the car park in enough depth.

83. RESPONSE TO THE CALL-IN

The Leader was then asked to respond to the four call-in points put forward by Members.

Point 1

Concerns regarding the business case which were discussed recently at the Resources Policy Advisory Group on 25 September 2018. Two Members at this meeting expressed concern over the assumptions of usage and consequently whether this scheme was a good use of taxpayer's money.

The Leader responded as follows:-

When the Resources PAG considered the Gerrards Cross Car Park Business Case report on 25 September 2018 concern was raised that the car park take up

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assumptions were too optimistic i.e. building up to 85% occupancy by year 3.

Business Case Figures are as follows	Cabinet Report
85% Occupancy by year	3
IRR - should be more than borrowing cost	2.73%
Net Present Value - negative is good	£6,535,359
(Surplus) / Loss - negative is good	-£1,273,481

He referred to the financial business case which was at Appendix 2B of the agenda. The key point was that the predicted demand from the parking studies for Gerrards Cross was greater than what this car park would deliver; therefore it was not unreasonable to assume it would have a high level of usage within a reasonable short time frame as there would still be an element of unmet demand.

Questions were asked by the Committee to the Leader of the Council and the following points were noted from his responses:-

- The initial costs went up once the final design in the planning application had been agreed, and also the revised timetable for the project which included a year's delay in construction, which led to cost increases.
- The return on the investment of £1.2 million would be realised over a 40 year period and at the end of this period the Council would still own the asset and the land.
- There were other examples of business cases for similar, publicly led projects over a 40 year timeframe for this type of project.

Following questions by Councillors Bastiman and Bezzant it was agreed that a written response would be sent out to Members with regard to the following question:-
What will happen with the asset after 40 years and what is the benchmark for Government borrowing for that term?

Point Two - Communications and consultation with local residents.

The Leader responded as follows:-

Two information events were held 31st October 2016 and 21 May 2018. Both were well represented by the Project team and also well attended by members of the local community. A representative from the Architects Broadway Maylan and Planning consultants Peter Brett associates attended; this included the Client Project Manager and Balfour Beatty who were all there to answer questions for visitors. Officers and Members also attended. The public were notified by leaflets to commercial and residential occupiers in Station Road and posters were positioned around the car park and via information on social media and the Council's website. Local businesses were

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contacted and meetings were held with BP Collins, Tesco stores and Waitrose and there was a regular dialogue with the Town Council. During the statutory planning consultation period there was 330 responses received.

Following questions by the Committee, Members noted that Gerrards Cross Town Council supported the car park and the planning application. A Member asked what changes had been made following the communication and consultation period. The Leader reported that as per normal practice, feedback was rigorously examined and taken into account. The feedback for example had influenced some of the external design features of the building.

Following a question by Councillor Bezzant, it was agreed that written responses would be provided on the following question:-

With regard to the public consultation in 2016 and 2018 how many people attended and were the public events held over a series of days and times so that people could attend ?

With regard to the leaflet drop what area was covered including the number of houses ?

Point Three

Concerns regarding the amount of money being borrowed for the Project and the risks associated with this, should be considered by the Overview and Scrutiny Committee, particularly bearing in mind the possibility of Local Government reorganisation.

The Leader responded as follows:-

The Business Case Report proposed that the project would be funded by borrowing from the Public Works Loan Board (PWLB).

The total amount to be borrowed was equal to the amount required to fund the scheme. The total cost of which has been robustly tested.

The Key risks and Mitigation for the project have been considered and were contained in the Cabinet report.

Local Government reorganisation had no impact on car parking demand and when local government organisation occurred, both the asset and the loan would transfer to the relevant new organisation. Until the new unitary organisation came into effect South Bucks District Council continued to discharge its duties in terms of addressing future car parking demand.

Following questions by the Committee, it was noted that although a decision had been made on having a Unitary District Council, the Council needed to discharge its

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statutory functions in the usual way. The timetable for a Unitary District Council to be established was 1 April 2020.

A discussion then took place on whether a private organisation, who had access to this funding and process would take out a similar investment. The Leader responded that Councils generally perform functions that the private sector would not, as the Council was a public sector organisation providing services to the public. Therefore, it was able to take a view on the public benefit of an investment, whereas private companies purely look at financial return. However, the Cabinet were satisfied that the business case was robust. The Internal Rate of Return which was a metric used to calculate the profitability of potential investments but was not an absolute yardstick for public bodies, Councils could take advantage of favourable loan rates from the Public Works Loan Board which could also be fixed for long durations unlike many commercial loans. In the longer term as the income grew with inflation, but the cost of the loan did not, the development would cover its costs and provide a return to the Council. The payback period would be too long for a commercial operator but the prime purpose of the project was to meet expected parking need

Following a question from Councillor Bastiman, it was agreed that a written response would be provided on the following question:-

What information was given to Cabinet with regard to the risk analysis undertaken for the Gerrards Cross Car Park project ?

A further question was asked regarding car park charging, with prices rising in regular increments of 50p averaging about 4% a year over the next 40 years and whether the Cabinet had considered different scenarios addressing possible risks. The Leader reported that a sensitivity analysis had been carried out showing the effect on the business case of changing various assumptions. There was a table in the Cabinet report which showed the effect on the Internal Rate of Return, Net Present Value and Profitability figures if some of these assumptions were changed. The Leader was asked if the Cabinet were satisfied with these assumptions and the Leader confirmed that Cabinet was satisfied.

Point 4

Concerns that the full details of alternative schemes and options have not been fully considered by Members and the reasons for rejecting them e.g. a mixed use scheme would be more appropriate for the locality and proportionate to the actual likely demand for car parking, which could reduce in the future due to new technology.

The Leader responded as follows:-

Members previously considered a number of alternatives for the car park these included not only varied heights but also a mixed used scheme. The reduction of the height and a light weight structure was considered in Cabinet in April 2018 but discounted as they as it did not provide enough spaces to meet the predicted car

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parking demand and the business cases for both were not as beneficial as the one for the development settled upon. The mixed use scheme was explored early in 2017 and was also dismissed due to the limited number of car parking spaces that would be available after taking into account the parking for the shops and residential premises.

Following a question from Councillor Kelly, it was agreed that a written response be provided to the following question:-

What was the feedback from Members when the alternative options were rejected ?

84. COMMITTEE DELIBERATION

Having considered the call in request and response Members were then asked to consider the recommendations set out in the report and were asked to vote on each point of the call-in request in turn, whether they wished the call-in point to be overruled or to refer the matter back to Cabinet.

Point One

Concerns regarding the business case which were discussed recently at the Resources Policy Advisory Group on 25 September 2018. Two Members at this meeting expressed concern over the assumptions of usage and consequently whether this scheme was a good use of taxpayer's money.

Committee Members made the following comments:-

- Councils provided a public service and needed to charge reasonable prices for car parking, not to make excessive profits.
- The new car park was being proposed because a demand for additional parking had been established by a number of surveys. Future building in Gerrards Cross would create additional demand for parking and parking was important for a thriving local economy.
- This project was a good use of taxpayers money.

Councillor Kelly proposed that the call-in be overruled on this point which was seconded by Councillor Egleton and following a vote it was resolved that the call-in be overruled for point one.

Point Two - Communications and consultation with local residents

Committee Members commented as well as the statutory consultation as part of the planning application process, communication and consultation had been undertaken on two occasions, involving the Town Council. Whilst Members appreciated that some residents had not felt involved in the process there were no rules which set out how the consultation should be conducted.

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Councillor Bezzant proposed that the call-in be overruled on this point which was seconded by Councillor Kelly and following a vote it was resolved that the call-in be overruled for point two.

Point Three

Concerns regarding the amount of money being borrowed for the Project and the risks associated with this, should be considered by the Overview and Scrutiny Committee, particularly bearing in mind the possibility of Local Government reorganisation.

Committee Members were satisfied that the business case and risks had been fully considered by Cabinet, including the sensitivity analysis.

Councillor Bezzant proposed that the call-in be overruled on this point which was seconded by Councillor Kelly and following a vote it was resolved that the call-in be overruled for point three.

Point Four

Concerns that the full details of alternative schemes and options have not been fully considered by Members and the reasons for rejecting them e.g. a mixed use scheme would be more appropriate for the locality and proportionate to the actual likely demand for car parking, which could reduce in the future due to new technology.

Committee Members considered that a number of alternative options had been discussed and the consultant's report had demonstrated a need for additional car parking, however the other options presented would not meet that need as well as the proposed solution and therefore this proposal should be taken forward as the preferred option.

Councillor Bastiman proposed that the call-in be overruled on this point which was seconded by Councillor Lewis and following a vote it was resolved that the call-in be overruled for point four.

Therefore it was:-

RESOLVED that the call-in be overruled which allowed the Cabinet's decision relating to Station Road Car Park in Gerrards Cross to stand and for implementation to proceed.

The meeting terminated at 7.15 pm

OVERVIEW AND SCRUTINY COMMITTEE

Meeting - 8 October 2018

Present: M Bradford (Chairman)
P Bastiman, M Bezzant, T Egleton, M Lewis and D Saunders

Apologies for absence: D Dhillon and P Kelly

66. DECLARATIONS OF INTEREST

There were no declarations of interest.

67. MINUTES

The minutes of the Overview and Scrutiny Committee held on 19 June 2018 were approved and signed by the Chairman of the Committee as a correct record.

68. PERFORMANCE REPORT QUARTER 1 2018-19

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 2018-19.

Members noted from the report that of the total 32 Performance Indicators (PIs), which had been reported this quarter, 29 were on target, 1 was slightly off target and 2 off target. The off target PIs related to the number of food business inspections which was because officers had had to undertake significant enforcement for poor hygiene standards at a number of premises. The number of calls to ICT helpdesk being resolved in the agreed timescales was slightly below target due to resources being pulled from the team to cope with the vworkspace rollout.

Members asked for further information on the progress of the Planning Shared Service and that a report be submitted to the next meeting. In relation to waste, Members noted that the crews had been working more slowly in the Summer due to the period of high temperature. There would be an update at the next meeting on recycling. A Member congratulated officers on the use of social media to help increase recycling.

RESOLVED that the report be noted.

69. BUCKS HOME CHOICE ALLOCATION POLICY

Members of the Overview and Scrutiny Committee received a report on the proposed revisions to the Bucks Home Choice Allocations Policy ahead of the full consultation. Bucks Home Choice was the choice based lettings scheme that was operated jointly by Aylesbury Vale DC, Chiltern, South Bucks and Wycombe DC for the allocation of

social housing tenancies. The Councils shared a common database and IT system for recording applications, advertising tenancies and making allocations but each Council still operated its own housing register. The last revision to the Allocations Policy was in 2014. There had also been new national legislation and guidance with the implementation of the Homelessness Reduction Act 2017. Appendix 1 of the report outlined the key changes and Appendix 2, a copy of the draft revised policy. The draft Policy would be issued for consultation and be finalised by Members in the Spring 2019.

RESOLVED that the report be noted.

70. APPROVAL OF THE JOINT CHILTERN AND SOUTH BUCKS HOUSING (AFFORDABLE HOUSING AND HOMELESSNESS) STRATEGY

Members of the Overview and Scrutiny Committee received a report on the finalized version of the Chiltern and South Bucks District Council Joint Housing Strategy (Affordable Housing and Homelessness 2018-2021). This Strategy needed to be reviewed and updated in view of the current housing situation across the two Districts and new statutory requirements that have come into force. Members had no comments on the final version.

RESOLVED that the report be noted.

71. CHILTERN AND SOUTH BUCKS PLAYING PITCH STRATEGY

Members of the Overview and Scrutiny Committee received a report on the proposed 2018-36 Chiltern and South Bucks Playing Pitch Strategy. The main aim of the Strategy was to help inform the newly emerging Local Plan and also to provide clear localised priorities to develop sustainable facilities that support increased participation. In addition it provided a robust evidence source to support local sports clubs, Town and Parish Councils and other community groups to access external funding such as that provided by Sports England.

The Leisure and Community Manager reported that there was a current shortfall in the following areas :-

- 3 X Football 3G rubber crumb pitches which would increase to an additional 5 by 2036 with the anticipated growth in population
- Whilst the adult demand was currently being met now and in the future, there was a shortfall of 23 junior 11v11 match sessions based on future population projections.
- There was a future shortfall of 11.25 match and training sessions for Rugby Union
- There was a future demand for adventure golf

During discussion the following points were raised:-

- A Member commented that this was an important resource for different organisations including clubs to apply for funding where there was a shortfall in provision and that match funding could also be given.
- A Member referred to the shortfall and commented whether there could be a change in the configuration to help meet demand e.g. if there were enough adult facilities whether this could be changed to junior facilities. The figures were based on future population figures rather than being demand led and on the number of clubs in the District as a whole. A number of sports clubs were suffering financially across the Country as their facilities had not been updated and residents were going to other clubs with better facilities. However, some clubs were thriving such as Beaconsfield Rugby Club. The Council had a role to play to help clubs that were not bringing in investment by helping them to submit bids etc and the provision of a multi-use facility could also attract increased use.
- Organisations needed to be organised in order to attract investment and it also helped to obtain charitable status.

RESOLVED that the report be noted.

72. **CHILTERN AND SOUTH BUCKS OPEN SPACE STRATEGY**

Members of the Overview and Scrutiny Committee received a report on the proposed Chiltern and South Bucks Open Space Pitch Strategy. The main aim of the Strategy was to help inform the new Local Plan. Improving access and the quality of open space provision contributed directly to improving the health and wellbeing of residents and could attract inward investment. Members had requested that there should be a further round of consultation with the Districts Town and Parish Councils and other key stakeholders to verify the accuracy of the Strategy.

The scope of the open space assessment criteria was detailed in the report and included areas such as amenity greenspace, allotments and community gardens. The methodology employed to reach the Strategy's conclusions included a number of elements, which were included in the report, such as the creation of a qualitative template to include key elements of design and maintenance and use of accessibility standards. The key findings were in the Appendix to the report such as the shortage of play sites and play sites needing new safety surfacing to avoid risk in the future and better signage to make open spaces more welcoming.

During discussion the following points were noted:-

- Open spaces should be protected from development and this Strategy played a key part in protecting open spaces.
- The Strategy played a key role in terms of open spaces being clean and well-maintained and there were a range of groups to ensure that maintenance was

of a high standards e.g.voluntary organisations played a key role in partnership with the District Council such as enforcement and environmental health.

RESOLVED that the report be noted.

73. **CABINET RESPONSE TO TASK AND FINISH GROUP RECOMMENDATIONS ON THE MEDIUM TERM FINANCIAL STRATEGY**

Members of the Task and Finish Group had put forward recommendations to Cabinet on the Medium Term Financial Strategy and Cabinet had provided a response. Work on the budget was currently being undertaken for the next financial year which would specifically address these recommendations in reports to the Policy Advisory Groups and reference would also be made in the overall report on the budget in February 2019.

Members welcomed the Cabinet response and noted that all recommendations had been accepted but emphasized that it was important to monitor their implementation. In January 2019 the Committee would review the budget proposed by the Cabinet as required under the Constitution and this would be an opportunity to assess the impact of the their recommendations. A Member asked whether Members of the Overview and Scrutiny Committee could scrutinize and challenge Portfolio Holders during the budget process. The Director of Resources reported that the PAG meetings were open to all Members who could attend to ask questions to the Portfolio Holder. However, it would not be feasible to hold another set of meetings in order for this additional scrutiny to take place. Cabinet had been very supportive of the work carried out by the Task and Finish Group and each report to the PAG would include the action taken or not taken by the Portfolio Holder (including reasons) to address the recommendations made by the Group in order to be transparent. A table could be produced of the overall changes as a result of the recommendations.

RESOLVED that the report be noted and that a further report be submitted to the Overview and Scrutiny Committee in January 2019 as required under the Constitution.

74. **FREEDOM OF INFORMATION MANAGEMENT AND RIPA ANNUAL REPORT**

Members of the Overview and Scrutiny Committee received a report which provided an update on the public engagement with the FOI Act 2000, Environmental Information Regulations 2004, the Data Protection Act 2018/General Data Protection Regulations, the Transparency Code of Practice , the INSPIRE Regualations, RIPA, Protection of Freedoms Act 2012.

Members noted that the number of FOI requests remained static from the year before. The service areas that received the most FOI requests were Business Support and Healthy Communities. The majority of requests were for commercial information that would be useful for businesses and also in relation to housing. There was also a number of requests from the media and researchers. In terms of Subject Access

Requests there had been very few submitted, however they could be time consuming. In the first five months there had been six SAR requests and some of these related to enforcement actions. RIPA related to surveillance activities and training had been given to appropriate staff as required by the legislation.

During discussion a Member queried why SBDC had increased by 1.83% and CDC had decreased by 18.94%. The Director of Resources reported that it was not always obvious why statistics changed. However, CDC had previously received a number of requests relating to HS2 which had reduced. A Member asked a question in relation to surveillance and noted that information could be picked up through data matching which could show signs of fraud and therefore surveillance was not cost effective, as it could be time consuming and it was important to have enough evidence to justify a prosecution.

RESOLVED that the report be noted.

75. SICKNESS ABSENCE UPDATE

Members of the Overview and Scrutiny Committee received a report giving some analysis of sickness absence with the Council. The Human Resources Manager reported that sickness absence had fallen and that in April, May, June and July the average number of days absent per employee across the two Councils was 2.76 in April and 2.10 in July for short term absence. For long term absence the average was 4 days. In 2017/18 the sickness absence performance indicator was a maximum of 10 days on average per employee a year.

A national survey dated May 2018 reported that on average public sector employees had 8.5 days of absence in 2017 and the same in 2016, whereas absence rates were considerably lower in the private sector showing an average of 5.6 days per employee. In 2017/18 Wycombe District Council was 6.81 on average a year per employee and Aylesbury Vale DC were currently producing their figures.

The HR Manager reported that the reduced sickness figures could be due to a number of issues such as:-

- Supporting Line Managers in monitoring absence and taking the appropriate action to follow the Sickness Absence Policy
- Running workshops on 'Promoting a Positive Attendance Culture'
- Providing regular reports to Management Team
- Promoting Health and Wellbeing including the Mental Health Awareness Week and the introduction of Wellness Action Plans and the setting up of the Health and Wellbeing Forum
- A Workshop on Mental Wellness which was run by MIND

During discussion Members discussed the following points:-

- A Member asked if it was possible to split the sickness figures between physical and mental health. The HR Manager reported that this would be easier for long term sickness but more difficult for short term sickness, which usually tended to be physical. Overall the HR Manager considered that there was 70% physical illness and 30% mental health illness with respect to long term absence at the current time.
- There was a slow rise in mental health illness and staff would be referred to Occupational Health to obtain a medical opinion early on and to provide advice and support. Staff did not have to disclose everything but were encouraged to do so. Poor mental health could be triggered by a number of issues. The HR Manager reported that it was important to continue to have conversations with staff while they were on sick leave and to have a return to work meeting to continue to make them feel valued.
- The investment in the Middle Manager Course was successful providing tools for Managers to have difficult conversations with staff and also to have confidence in their role.
- There could be an increase in sickness during the winter months, but staff were encouraged to have flu vaccinations. There had also been sleep workshops to promote a healthy lifestyle.
- Initiatives had been put forward to help health and wellbeing which had not used a lot of resources such as the use of the Richmond Fellowship and promoting good practice such as walking meetings.

RESOLVED that the report be noted.

76. BUCKS HEALTH AND ADULT SOCIAL CARE SELECT COMMITTEE

Members received the Minutes of the meeting(s) of the Buckinghamshire County Council Health and Adult Social Care Select Committee held on 24 July 2018

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

77. BUCKS CHILDREN'S SELECT COMMITTEE

Members received the Minutes of the meeting(s) of the Buckinghamshire County Council Children's Social Care and Learning Select Committee held on 10 July 2018.

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

78. MEMBERS QUESTIONS AND ANSWERS

There were no questions.

79. WORK PROGRAMME

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The Committee considered the Overview and Scrutiny Work Programme with the additional items relating to the Planning Shared Service and recycling updates.

RESOLVED that the Overview and Scrutiny Work Programme be agreed.

The meeting terminated at 7.15 pm

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SUBJECT:	Car Park Strategy
REPORT OF:	Councillor Luisa Sullivan
RESPONSIBLE OFFICER	Chris Marchant Head of Environment
REPORT AUTHOR	Julie Rushton, ext. 6877 jrushton@chiltern.gov.uk
WARD/S AFFECTED	All South Bucks

1. Purpose of Report

- 1.1 To present Overview and Scrutiny with information regarding a car park strategy for the District of South Bucks.

Recommendations

- 1. Introduce a five year car park strategy that sets out the Council's aim and objectives, along with associated parking operations for the District.**
- 2. That subject to Overview and Scrutiny and Cabinet, approving the strategy, the Head of Environment be authorised to commence formal consultation.**
- 3. That following consultation the Head of Environment in consultation with the Portfolio holder be authorised to consider the comments from the consultation and implement the strategy for the District of South Bucks with or without modifications as considered appropriate.**

2. Reason for Recommendations

- 2.1 An effective parking strategy will help to further a wide range of objectives such as, economic vitality of South Bucks Towns and Villages.

3. Content of Report

Strategy

- 3.1 Introducing a car park strategy enables us to openly set out our aims in respect of off street parking in South Bucks, along with the action we propose to take to ensure the car parks meet the needs of the local community. Consultation also enables us to engage with customers and receive feedback to ensure the final document is agreeable to the majority.
- 3.2 The proposed strategy (attached at Appendix A), sets out SBDC's objectives for car parking in the District. This includes supply and demand, car park maintenance; parking charges/season tickets in relation to how the charges are set, and parking for specialists groups etc.

- 3.3 The car park strategy does not set out specific charges, nor will the consultation to implement the strategy invite detailed feedback in this regard. This is because the Council follows the legal process for amending the Off Street Parking Places Order i.e. fees and charges, which includes a statutory consultation.
- 3.4 The strategy does however show that we recognise our customers and are able to set objectives that are appropriate, relevant, and beneficial to the residents and local businesses in the area.
- 3.5 In addition, the strategy sets out management of the car parks, along with the enforcement action taken to ensure the parking regulations are adhered to.
- 3.6 To enable customers to have a better understanding of the legalities to introduce/amend parking restrictions, an overview of the legal process has been provided.
- 3.7 Parking is a sensitive issue, particularly the enforcement side. A key element to reduce any misconceptions and promote a fair and consistent approach for all is transparency. This is a key priority for the Department for Communities and Local Government (DCLG)

Parking Report

- 3.8 Currently, there is no mandatory requirement for local authorities to produce an annual parking report, although it is good practise to have one in place. The Operational Guidance for parking enforcement suggests as such.
- 3.9 SBDC publishes a car parking report on a yearly basis. The report provides statistical information in relation to parking fines for the year to which the report refers. This includes the number of appeals received in respect of parking fines, the number of fines cancelled due to an appeal, and debt recovery information. The report also provides current information in respect of car park provision including parking tariffs, season ticket prices etc.
- 3.10 The annual parking report, which is referenced in the strategy, provides the detail element of the parking provision. This removes the need for the strategy to be updated during the life of the document, should any changes occur on the car parks, and acknowledges DCLG's request for transparency.
- 3.11 The general period for publicising parking reports is six months after the financial year to which the performance statistics refer. Publishing the data at the same time each year enables true year on year comparisons.

4. Consultation

- 4.1 Consultation has taken place with Resources Policy and Advisory Group on 15/6/17 and Environment Policy and Advisory Group on 21/11/17. Both groups approved the strategy in principle and supported public consultation on the proposals.

- 4.2 The delay with moving forward with the strategy is due to discussions around the option of a joint strategy with Chiltern District Council (CDC). Upon an agreement being reached that each district will have its own strategy work has taken place to align the stage that each strategy is at so the two can be consulted on at a similar time.
- 4.3 Following approval to proceed with a strategy consultation would commence with members of the public, Bucks County Council as the highway authority, Thames Valley Police, and the Parish Councils.

5. Options

The options submitted for consideration are:

- 5.1 Take the decision to not have a car park strategy.
- 5.2 Approve the strategy in its existing format and approve the recommendations listed in this report.
- 5.3 Approve the strategy in principle, but in a different format, so detail in respect of tariffs etc. are included in the one document. The downside to this option is that as changes occur, the strategy would become dated and regularly require updating.

6. Corporate Implications

6.1 Legal Implications

The purpose of the document is to clarify the Council’s car parking policy and thereby reduce the risk of a challenge to future decisions regarding the car park estate.

6.2 Financial Implications

There are no known financial implications to introducing the strategy.

7. Links to Council Policy Objectives

- 7.1 SBDC’s car parks contribute to the Council’s medium term aim of planning for a thriving and sustainable South Bucks, with vibrant towns and villages.
- 7.2 This matter also contributes towards the Council’s aim to deliver value for money services driven by customer and community needs.

8. Next Step

- 8.1 If the recommendations are agreed officers will commence consultation to implement the strategy

Background	None other than referred to in this report
Papers:	

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South Bucks District Council

Car Park Strategy

[5 year period to be inserted]

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FOREWORD

It is widely recognised that parking takes up a lot of land and costs money to provide and to maintain. It also affects everyone in the community whether we are looking for somewhere to park or coping with the impact of other people's parked vehicles.

The availability of parking space determines how we travel and where we travel to. Parking availability influences the vitality and viability of local towns/villages, along with the attractiveness of tourist spots and residential areas.

Our customers vary depending upon demographics, their primary reason for parking, and the motoring group they fall under. One common factor is that parking features at the beginning and end of a visit for those customers using the car parks, and as such, the car parks are the first and last impression of a given area.

By recognising that parking is no longer a standalone issue, but a crucial element in the essential transport network to make South Bucks a safe and healthy place to live and work we are able to implement a strategy that considers the needs of parking users. This five year Car Park Strategy identifies actions necessary to provide a sustainable modern parking service, which achieves a balance between local needs and the wider, more strategic requirements for parking.

In addition, by effectively managing the parking provision we are able to encourage use of other sustainable travel methods such as public transport without penalising customers in rural areas that do not have access to alternative travel modes, or disabled badge holders who may not be able to use public transport due to restricted mobility.

One of the priorities of the Department for Communities and Local Government is to ensure that the enforcement of parking restrictions is transparent, consistent and fair. South Bucks District Council (SBDC) recognises that openness and accountability is critical to gaining public support and therefore in addition to this Car Park Strategy we endeavour to publish a parking report on an annual basis to provide information on the parking account. We hope that by publishing this data our customers will be aware of our dedication to improving the parking provision for residents, businesses, and visitors to the District.



Councillor Sullivan
Portfolio Holder for Environment

INTRODUCTION

South Bucks District lies in the western sector of the South East region, situated between Greater London to the east and Reading and Oxford to the west. The District is bordered by a number of larger urban areas, in particular, Greater London to the east, Slough to the south, Maidenhead to the west, and High Wycombe to the north-west.

The District is principally rural, being located wholly within the Metropolitan Green Belt around London. Some 87% of the land in the District is designated as Green Belt and agriculture is the most extensive land use. The only areas not designated as Green Belt are the larger settlements of Beaconsfield, Burnham, Denham Green, Farnham Common, Farnham Royal, Gerrards Cross, Iver, Iver Heath, New Denham, Richings Park and Stoke Poges. The settlements are primarily residential in nature and of a very pleasant character. The District also has a number of smaller and more rural settlements situated within the Green Belt. A number of the settlements include Conservation Areas.

Large parts of the District's countryside are very attractive, crossed by rural lanes, and include extensive woodlands (including Burnham Beeches), heathland, agricultural land, private parks and estates. A small part of the District lies within the Chilterns Area of Outstanding Natural Beauty

South Bucks is within an area, which consistently has one of the lowest unemployment rates in England. The ONS 2014 mid-year population for South Bucks was 68,560. Of the resident population, 64% are economically active. Around 52% of those in work commute out of the District for their employment, principally to Greater London. Conversely, about 65% of the jobs in the District are taken by people commuting into South Bucks

Transport links with adjoining areas are very good, with the M4, M25 and M40 motorways all crossing the District. There are also good rail links to London and to Banbury via the Chiltern line and to London and the West via the Thames line. The District's population is highly mobile, with about one out of every two households having the use of at least two cars. Heathrow Airport is situated just to the south east of the District.

SBDC currently has ten pay and display car parks located across Beaconsfield, Burnham, Gerrards Cross and Farnham Common. These are regulated by the South Bucks District Council Off Street Parking Places Order 2010 (as amended). On street parking is regulated by Bucks County Council.

STRATEGIC OBJECTIVES

Parking provision and management is a key element of Buckinghamshire's Local Transport Plan 4 (LTP4) and whilst parking restrictions are rarely popular with motorists; a population in excess of 68,000, and regular visitors to the South Bucks District, mean that without them there would be significant reduction in the number of parking spaces available.

The question is, how can we best support the local economy, residents and businesses, and seek to minimise the impact on Climate Change? The list below sets out our parking objectives for the next five years:

Parking facilities

- Provide good quality public car parking facilities.
- Recognise the different characteristics of the four areas in the District of South Bucks with public parking facilities and provide parking provision appropriate to local circumstances.
- Provide sufficient parking for both short and long stay users.
- Provide a balance between short and long stay users where required by using a structured payment system.
- Maintain a charging structure that maximises the use of existing car parks, whilst managing a balance between economic and environmental objectives.
- Maintain a clear circulatory route around the car parks to maintain traffic flow and prevent obstruction.
- Make sure car parks are available for use by motorists and not taken up by illegally parked vehicles.
- Work to improve the safety of all car park users by dealing with dangerous and indiscriminate parking by encouraging responsible parking
- Provide adequate signage in the car parks with clearly stated terms and conditions that are easy to follow.
- Liaise with County Council to ensure adequate highway car park direction signs for ease of access.

Community

- Seek to support the vitality of local towns and villages through effective car parking management.
- Provide a turnover of available parking spaces for areas of high demand.
- Provide a charging structure that supports communities and the overall strategy.
- Provide parking opportunities for drivers to use more sustainable modes of transport.
- Dissuade commuter parking where it is necessary to accommodate users of our towns and villages. This is essentially in areas where the availability of land restricts the opportunity to increase car park capacity.
- Maximise off street parking capacity to reduce on street parking.

- Provision of parking options which encourage business and tourism and meet the needs of workers and residents.
- Meet the needs of customers with special requirements such as disabled badge holders.
- Ensure adequate provision for the different motoring groups.
- Offer a percentage discount for season ticket holders to aid local businesses and evening/weekend permits to support residents.
- Support crime reduction initiatives.

Efficient Parking Management

- Ensure that the cost of parking provision is met by the service users.
- Manage the Council's car parking assets in a cost effective manner.
- Ensure a cost effective and efficient car park management regime.
- Ensure car park services are carried out to a high standard in terms of economy, efficiency, safety and effectiveness.
- Provide a cost effective enforcement service.
- Continue to audit, and review the level of parking availability in South Bucks and plan accordingly.

Customer Focused

- Develop effective communication with customers in order to promote the service and gather information to aid service development.
- Ensure that the car park service is developed and delivered on the basis of good information on car park usage and customer needs.
- Improve information for customers.
- Continually seek to improve customer parking experience with varied payment options.
- Endeavour to provide an overall positive customer experience in the use of Council owned off-street car parks in the District.
- Monitor the effectiveness and value of parking controls and respond to public needs.
- Communicate changes clearly through appropriate communication channels.
- Publish an annual parking report detailing financial and statistical information for the previous financial year.
- Place the customer at the heart of everything we do

RECOGNISING OUR CUSTOMERS

South Bucks District Council is committed to listening and understanding customer needs and ensuring customers are at the heart of everything we do. We aim to deliver services that continually meet changing expectations and ensure the services we deliver are accessible to all.

Our customer requirements for off street car parking can be broken down as follows:

Local businesses

Require convenient parking for their customers as close to the premises as possible.

Residents

(Specifically if live, near to town centre with limited or no on-site parking).

Will seek to park close to home.

Main needs likely to be evenings and weekends.

May seek reasonable season ticket parking to maintain parking in close proximity to their property at a minimal cost.

Shoppers

Needs will depend on the shopping experience available in the town.

The more variety and volume of shops, the longer the shopper will stay.

The shorter the stay, the closer to the shops the shopper will expect to park.

Visitors

Needs will vary from location to location depending on the tourist and social offerings (coffee shops, bars, restaurants in the area). May require 3-5 hours parking including evening parking.

Require clear direction signage to the car parks.

Workers

Require full day parking

Flexibility around parking tariff bands to accommodate half day/varying shift patterns.

Parking fees may be a significant cost for low paid workers, who may be tempted to try to locate "free" parking away from the car parks.

Commuters

Require long stay parking with good transport links.

Ideally, car parks located close to Railway stations.

In addition to the above, once parked customers require safe passageway in the car park.

The list is by no means absolute and feedback is welcomed.

ACTIONS TO ACHIEVE OBJECTIVES AND MEET CUSTOMER NEEDS

Car Park Provision:

Supply and Demand

The LTP4 identifies the need for effective parking management and the role of parking in managing demand for parking within towns and villages. It identifies that appropriate parking can make a significant contribution to town centre economic vitality and that appropriate parking levels are important to ensure that the local economy is supported.

SBDC recognises the importance of car travel in the District as a means of boosting local economy and providing essential links to public transport facilities. As such, we seek to deliver a balanced approach to car parking that provides sufficient capacity to support economic growth and provide the necessary parking provision to facilitate travel to national destinations.

In April 2014, the Council commissioned a study to be undertaken of SBDC car parks. The results of the study showed that demand was on the increase and additional car parking supply would be required in the future. In addition, the outcome of the survey showed that by 2033 there is likely to be significant parking stress with little or no spare capacity. A more recent survey undertaken in 2017 confirmed these figures and work is underway to address the essential demand for car parking across South Bucks to ensure a sufficient supply is in place to meet current and future demand.

The current occupancy figures show that the parking situation reflects the need for additional parking as predicted in the parking studies, although the significant parking stress is considerably earlier than predicted.

Demands on parking provision vary across the district; this can be affected by many variables including growth in population, change to infrastructure, and growth in car ownership.

The Department for Transport has published traffic growth predictions to 2025. These show an increase of up to 23% for urban areas and a slightly higher increase of 31% in rural areas. Rail passenger growth for the South East is expected to be between 34-42% by 2030 and the 2011 Census prediction for population growth in South Bucks is 2.2%. These growth predictions can affect the parking provision and the local economy if effective parking management is not in place. .

In anticipation of the growth, particularly Rail passenger and population growth for the District, and consequently the impact this will have on parking pressures, we aim to continually audit, and review the level of parking availability and plan accordingly. In addition, we work alongside partner organisations to maintain a good understanding of the parking operations across non-council car parks so these can be taken into account when reviewing parking supply and demand for the District.

The aspiration for the car parks is to maximise parking space whilst allowing for flexibility at peak times. Where the demand consistently increases beyond this usage the Council will seek where possible to develop existing car parks to increase parking capacity. The priority for parking provision will be given to short stay for shoppers and visitors to the District in order to support the vitality of towns and villages.

The current parking provision in each area, including the number of car parks, parking spaces, and tariffs is provided on SBDC's website and in SBDC's Annual Parking Report. The report also provides information regarding forthcoming changes to the car park provision, along with changes that have happened in the 12 months since the previous report.

When designing car parks we follow general guidance for the size of the bays and aim to provide a clear and safe route around the car park to allow manoeuvres without causing accidental damage or putting the safety of people at risk.

Parking for Specialist Groups

There is a need to make provision for the specialist requirements of certain persons or vehicles, whose needs are not met by the provision of standard car parking spaces. These are listed below.

For actual off-street provision including space allocation for the different motoring groups within the car parks, please refer to SBDC's Annual Parking Report.

Parking for Disabled

Suitable and sufficient disabled parking for blue badge users is important to support mobility and independence.

Many people with reduced mobility are dependent on cars for getting around. This is irrespective of whether they drive themselves or ride with someone else. The ease, with which they can reach their destination, is usually determined by where they can park.

Provision should be considered on an individual car park basis as some car parks may not be suitable for use by the disabled, e.g. car parks that are remote from the potential destinations or those accessed by routes with steep gradients. A reduced provision may be appropriate at such locations.

SBDC adheres to the recommended standard for parking allocation of disabled parking bays whilst considering the car park locations and the closeness to which the car park is to local amenities.

The position of disabled bays in a car park is key to customer experience. We endeavour to allocate disabled bays close to a pedestrian exit on a route that is suitable for wheelchairs. To accommodate those with limited mobility the bays are positioned where there are no steps, bollards, or heavy doors. In a multi storey car park, disabled bays would be positioned on the same level as pedestrian access, or close to a lift with wheelchair access.

Concessions of the Blue Badge apply to on street parking. Off Street parking concessions vary from District to District and it is up to the car park owner as to whether concessions of the Blue Badge are available. In SBDC car parks Blue Badge holders may park free of charge.

Motor Cycle Parking

There are no designated bays in the District; motorcyclists may currently park in a standard parking bay. Provision for motorcycles will be assessed on demand.

Consequently, if designated bays are introduced they will be clearly signed and the terms and conditions of motorcycling parking will be stated on the tariff board.

Electric Vehicle Parking

Rising demand in electric vehicles and electric vehicle owners brings forth the increase in demand for electric charging points across South Bucks.

To contribute towards the government's commitment to drive forward the market for ultra-low emission vehicles, whilst also addressing the carbon consequences of motoring, we endeavour to consider provision of charging points for electric vehicles within the life of this strategy, where funding permits.

Motorhomes / Coaches / Lorry Parking

The car parks are unsuitable for these motoring groups as overnight parking is not permitted and parking bays are standard for cars. Height restriction barriers also apply.

Security and Maintenance

Security

All of our car parks have been awarded the Safer Parking Park Mark award. The award is an initiative of the Association of Chief Police Officers designed to reduce criminal behaviour within the parking environment. The scheme is managed by the British Parking Association and is supported by the Home Office.

To obtain the award an investigation is carried out by the police to assess the facilities in place and to ensure the parking area is of a high standard in relation to cleanliness, signage, surveillance and lighting. Once the Police are satisfied that the parking area sufficiently meets the appropriate standards and that it is correctly managed and maintained, the safer park mark status is awarded. To ensure car parks continue to meet the required criteria the award is renewed on a yearly basis following a re-assessment.

Maintenance

To ensure we continually meet the criteria to achieve the award we endeavour to maintain the car parks to a high standard.

Each month the car parks are fully inspected and a record of the visits are logged. The inspection includes checking the surfacing, markings, drainage, lighting levels, cleanliness, fencing/boundary, signs, car parking furniture, recycle centres (if applicable). Any defects are noted and remedial works are requested. These are carried out as soon as possible with priority given to safety. In addition to monthly checks, the Civil Enforcement Officers (CEOs) visit the car parks regularly throughout the day. On each visit the pay and display machines are checked and the officers remain vigilant for any defects that may have occurred. These are reported the same day.

Parking Charges

The objectives of the District Council's charging policy is to support the LTP4, derive revenue from charged car parks, and improve the vitality of the local economy by promoting short stay parking. Details of the current tariff structure are available on the Council's website and in SBDC's Annual Parking Report.

The car park charging structure is reviewed annually to ensure that the charges are competitive with those of neighbouring authorities. A list of neighbouring authority charges is provided in Appendix A.

The comparison shows that the short stay charges levied in South Bucks are broadly consistent when compared to most of the neighbouring authorities. Similarly, all day charges are broadly consistent when compared with other districts.

Most notable are the long stay tariffs in Hillingdon, Watford, and West Berkshire. These are considerable higher than the long stay charges in South Bucks.

The cost of parking in each of the car parks is fair, reflecting the quality of the facility. It is important to note that for many the cost is the least important factor when considering the location and standard of the facilities. This is particularly the case for visitors and to a lesser extent for shoppers. Workers will usually seek slightly cheaper parking at a further distance to their destination.

The current level of charging for short and long stay parking varies from area to area. For simplicity, the Council is aiming to align the charges across the car parks where it is possible to do so; taking in to account the needs of the local communities.

In line with government policy on integrated transport systems there may be a time in the future when we are required to review the parking charges to discourage the use of cars in the short term. SBDC will approach this review when attractive alternative ways of travelling are available.

When making any changes to the parking charges the Council follows the relevant statutory process that is applicable at the time of the change.

Methods of Payment

All customers benefit from flexible payment options although their needs and the duration of their stay will vary. As new technology becomes available, the method of payment options will be reviewed to ensure a variety of user friendly options are available providing choice to those who may not wish to pay using just one payment method.

Currently, parking in SBDC car parks can be paid for in the following ways:

Payment Machines

The ratio of payment machines to car park capacity is important, so too is the distance customers are expected to walk to purchase a ticket and return to their vehicle in order to display the ticket. If there is only one pay and display machine in a car park there is always a risk of a loss of income in the event of a machine failure. However, it is difficult to justify more than one machine for car parks with less than 60 spaces.

In larger car parks, it is important that machines be spaced uniformly throughout the car park in order to reduce the distance users have to walk to purchase a ticket after parking their vehicle.

The number of payment machines in the car parks is sufficient for the number of bays and the general use of the machine. From time to time faults can occur requiring an alternative payment method to be used.

The machines are linked to a central database, which reads the data from each pay and display machine. This information is vital for enforcement evidence, cash reconciliation and car park usage. In addition to car park information, the database is able to notify us of any machine faults; these are reported and rectified as soon as possible.

The machines do not give change.

Mobile phone payment

RingGo pay by mobile option is available in all CDC car parks. Each car park has a unique reference number provided on the signage. This number is required to enable parking time to be purchased for the correct location. Payment is required at the time of arrival at the car park.

There are additional services offered to the customer using the system, these are:

- VAT receipts on line.
- Text confirmation that parking has been purchased.
- Text to remind that the time purchased is about to expire.
- Parking time may be topped up providing any maximum stay for that car park is not exceeded.

Please note that charges apply for using this service.

When patrolling the car parks the CEOs have access to the list of vehicles that parking has been paid for and can therefore enforce in the normal manner.

Season Tickets

Season Tickets are discounted against the daily parking tariff to support local businesses and workers. They are available to purchase for any SBDC car park for periods of 3months, 6months, and 12months.

For full details on season ticket prices, renewals, and the application process, please see SBDC's Annual Parking Report, which is available to view on the Council's website.

To maintain the short stay/long stay ratio and enable availability of space for daily paying customers, the number of season tickets that can be issued at any one time is capped. These are reviewed on a regularly basis.

In addition to the above, Resident season tickets are available to purchase for any of the car parks to be used Monday to Friday between 6pm and 8am and all day Saturday/Sunday and bank holidays. These season tickets support local residents who have no off-street parking facilities, as they avoid the need to make a specific payment when they arrive home in the evening and at weekends.

The terms and conditions for the season tickets are listed below. They must be read in conjunction with the car park conditions of use, which are stated on the tariff boards in the car parks. Failure to comply with the conditions could result in a PCN being issued.

- Season tickets are issued at the discretion of SBDC. If the scheme is abused the Council reserves the right to withdraw the ticket.
- Season tickets issued shall be marked with the nominated car park and are only valid

for the car park for which they have been issued.

- Season tickets are not transferable.
- A lost season ticket will only be replaced upon receipt of the appropriate fee. If a season ticket is later recovered no refund will be given
- Whilst every effort is made to maximise car parking space availability, purchase of a season ticket does not guarantee a parking space.
- Season tickets are issued and registered against a specific vehicle registration. They are not transferable. Up to two registration numbers allowed on one season ticket, however only one vehicle can be on park at any one time.
- Season tickets should be displayed on the left hand side of the windscreen in clear view so they can be seen by the CEOs (unless a courtesy car at which point SBDC must be informed immediately).
- For change of vehicle season ticket holders are required to contact SBDC's Parking Services. A copy of the new V5 document is required to enable a new season ticket to be issued.
- Season tickets that are no longer valid due to change of vehicle **must** be returned to Parking Services within 7 days of the new season ticket being issued.
- Payment must be received in full for a season ticket to be issued.
- Season tickets will only be cancelled when surrendered to Parking Services
- SBDC reserves the right to amend the terms and conditions of the season ticket. Should any changes occur we will advise accordingly.
- The onus is on the season ticket holder to apply for a renewal at least 7 days prior to the commencement date of the new season ticket.
- The Season ticket is issued under the various regulation, bye laws and orders relating to car parks and the Council accepts no liability or responsibility for personal injury, (whether fatal or otherwise) or for loss or damage to property unless caused by negligence of the Council or its employees.

Car Park Suspension

SBDC may at times have cause to close a car park or part of for a period of time. A minimum of 7 days' notice is required unless the nature of the closure is due to essential works and consequently, delaying the suspension could present a safety risk.

REMOVAL OF VEHICLES

In certain circumstances, it may be necessary for SBDC to arrange for the removal of a vehicle from its car parks.

This could be due to:

- A vehicle has been abandoned.
- A vehicle is causing an obstruction.
- A vehicle is a danger to other users of the car park.
- A vehicle has been burnt out.
- A vehicle is parked for the sole purpose of being sold.

If a vehicle is deemed abandoned and in a dangerous condition, or parked in a dangerous location, a 24hr destruction notice will be applied to the vehicle. In extreme circumstances, for example the vehicle is burnt out, it will be removed immediately.

If the vehicle is deemed abandoned but not in a dangerous location or condition, a 7day destruction notice will be applied to the vehicle, with a letter sent to the registered keeper. If the vehicle is not claimed or moved after this period of time, SBDC will arrange for the vehicle to be removed and disposed of.

For vehicles that are deemed abandoned but are taxed and in good condition a two week monitoring period will be initiated, after which, if there is no contact by the registered owner a 7day notice will be applied to the vehicle. If at the end of this period, the vehicle has not been moved SBDC will arrange for the vehicle to be removed from the car park and placed in secured storage.

For further information regarding abandoned vehicles, please refer to SBDC's Abandoned Vehicle Policy. A copy of which can be found on SBDC's website.

Vehicles that are parked for the sole purpose of being sold are parked in breach of SBDC's Off Street Parking Places Order (OSPPO). These vehicles run the risk of being removed and placed in secure storage.

Once a vehicle has been removed, the owner may arrange to have the vehicle returned, or provide information about the new owner. The new owner will have 14 working days to respond to written notice before the vehicle is disposed of.

If a vehicle owner makes no contact within the storage period SBDC will arrange for the vehicle to be disposed of.

The owner will be required to pay all recovery costs that may apply; removal, storage, and disposal.

CIVIL PARKING ENFORCEMENT

Introduction / Amendment to OSPPO

Before enforcement can commence, an OSPPO must be in place. This is the legal Order that is required to enable SBDC to introduce parking restrictions on the car parks. Under the provisions of RTRA 84, SBDC can implement and amend the OSPPO to regulate and enforce parking contraventions. SBDC's policy for processing and implementing or amending the OSPPO is in accordance with the statutory legal process; this is as follows:

- A review is undertaken of the car park(s) in question and a report outlining recommendations is drafted and presented to members of the relevant Policy Advisory Group. If agreed, the report is presented to Cabinet for approval to proceed with the proposals.
- Public consultation. Notices are advertised in the local press and copies are displayed in the car parks for the public to view.
- Consultation period. This lasts for a minimum of 21 days from when the notices are posted. During this period the general public may make comments on the proposals by writing to the Council.
- Objections. All comments are considered by the Council and the objectors informed of the outcome. This may result in the proposals not being introduced, or amended.
- The relevant markings, signs, machine configuration are then put into place.

Enforcement of Car Park Regulations

Civil Parking Enforcement (CPE) is essential to the delivery of the Car Park Strategy. Vehicles that are parked in contravention of car park regulations cause congestion and obstruction in a car park and reduce the availability of space. This has a detrimental impact on the local economy by discouraging visitors. Greater compliance and a better understanding of parking regulations help to support the vitality of a town; this is achieved with a consistent enforcement regime. For the legal background on CPE, please refer to SBDC's Annual Parking Report.

The level of enforcement helps shape the public's compliance to parking restrictions, with little or no enforcement generally leading to higher levels of illegal and inappropriate parking. To maintain a balance between the levels of compliance we consider acceptable and the level of enforcement necessary to achieve that balance, the enforcement regime is regularly reviewed and monitored.

Parking Contraventions

There is a national list of parking contraventions with two levels of charging. The more serious contraventions are charged at the higher level of £70.00 (£35.00 if paid within 14 days of issue) and the less serious contraventions are charged at the lower level of £50.00 (£25.00 if paid within 14 days of issue). Below is a list of parking contraventions that SBDC enforces on, including the relevant level of charge.

CODE	DESCRIPTION OF CONTRAVENTION	Charge Level
73	Parked without payment of the parking charge	Lower
74	Using a vehicle in a parking place in connection with the sale or offering or exposing for sale of goods when prohibited	Higher
80	Parked for longer than the maximum period permitted	Lower
81	Parked in a restricted area in a car park	Higher
82	Parked after the expiry of time paid for in a pay & display car park	Lower
83	Parked in a car park without clearly displaying a valid pay & display ticket or voucher or parking clock.	Lower
84	Parked with additional payment made to extend the stay beyond time first purchased	Lower
85	Parked in a permit bay without displaying a valid permit.	Higher
86	Parked beyond the bay markings.	Lower
87	Parked in a disabled person, parking space without clearly displaying a valid disabled person's badge	Higher
89	Vehicle parked exceeds the maximum weight permitted in the area as defined in the Off Street Parking Order	Higher
91	Parked in an area not designated for that class of vehicle	Higher
92	Parked causing an obstruction	Higher
93	Parked in a car park when closed as a car park	Lower
94	Parked in a pay & display car park without clearly displaying two valid pay and display tickets when required	Lower
95	Parking in a parking place other than the designated purpose for the parking place	Lower

Once a Penalty Charge Notice has been issued, there is a three stage appeal process that may be followed if a motorist wishes to contest the Notice. SBDC deals with appeals in accordance with The Civil Enforcement of Parking Contraventions (England) Representations and Appeals Regulations 2007. For in-depth information on the appeals process, please refer to SBDC's Annual Parking Report.

ENFORCEMENT RECOVERY ACTION

SBDC will undertake all action necessary to recover debt in relation to the issue of a Penalty Charge Notice. The recovery stages that SBDC will follow are:

Charge Certificate

If payment is not received, a Charge Certificate may be issued which increases the original charge by 50%. It occurs, not less than 28 days beginning with the date on which:

- The Notice to Owner is served and no formal representation has been received;
- A Notice of Rejection of Representation is sent and no appeal is made to the Traffic Penalty Tribunal;
- The adjudicator's decision to dismiss the appeal is served on the appellant.

Debt Registration

If, after 18 days from the issue of the Charge Certificate, payment is not received, the Council will register the debt at County Court. There is an £8 fee for each case that is registered; this cost is passed on to the motorist. Once the debt has been registered, an Order for recovery of unpaid penalty charge is served.

Warrant of Control

If, after 21 days from the issue of the Order for recover payment has not been received the Council will seek approval from the court to issue a Warrant of Control. This enables an Enforcement Agent to be appointed. The Enforcement Agent has the power to apply fees in addition to the debt, and seize goods and sell them to recover the debt. This includes clamping and removing the vehicle.

If you do nothing or do not act quickly, you may lose your right to pay the PCN at the discounted amount or your right to appeal; ultimately leading to you having to pay considerably more.

It is important that you pay the PCN as early as possible to keep costs down for you or, appeal within the allotted timeframes to ensure you are not disappointed by being out of time.

PARKING ACCOUNT

SBDC is committed to providing customers with a professional, personal and friendly service. We are also instrumental in providing a parking service that is consistent, fair to all, and transparent.

On an annual basis, we publish a parking report that provides information relating to the parking account for the previous financial year. This includes, but is not limited to, the number of PCNs issued, including representations/cancellations, along with Debt recovery and collection rates. In addition, we aim to provide an update to any changes to the parking provision and service that has taken place since the previous parking report, along with any forthcoming changes that are in the pipeline.

In accordance with the Local Government Transparency Code 2014, parking income and expenditure is published on SBDC's website.

GLOSSARY

CEO	Civil Enforcement Officer
CPE	Civil Parking Enforcement
LTP4	Local Transport Plan 4
OSPPO	Off Street Parking Places Order
RTRA 84	Road Traffic Regulation Act 1984

SUBJECT	Exemplary Planning Service Action Plan Update
RELEVANT MEMBER	Cllr J Read, Portfolio Holder for Planning and Economic Development
RESPONSIBLE OFFICER	Steve Bambrick, Director of Services
REPORT AUTHOR	Mark Jaggard
WARD/S AFFECTED	All wards

1. Purpose of Report

- 1.1 To provide an update on the progress of the implementation of the Exemplary Planning Service Action Plan.

RECOMMENDATIONS:

1. To note the content.

2. Content of Report

- 2.1 The Exemplary Planning Service Action Plan was approved by the SBDC Cabinet on the 17th April 2018, and CDC Cabinet on 1st May 2018. The Plan sets out key principles for the delivery of an exemplary Planning Service and an Action Plan for doing so.
- 2.2 It set out a route map to take the Planning Service to that of an exemplary service. It sets out a series of short, medium and longer term actions. Several of the actions inevitably overlap with the on-going work around the implementation of a shared planning service
- 2.3 The work on the shared planning service has identified a need for a long term vision within which the various process changes can be delivered. This work has also identified that there are opportunities to take the shared planning service from the current position in which it finds itself to an exemplary position. This approach builds on the long standing high performance of both Councils on the speed of processing planning applications
- 2.4 Since that time, some of the short term actions have now either been delivered or have been started. The attached Appendix sets out how progress is being made against the targets in the Action Plan.
- 2.5 Both Councils have also approved the Local Enforcement Plan in 2018. This added clarity about the enforcement process and timescales, and how and when the Councils will consider whether it was expedient to take action. A new permanent Planning Enforcement Manager started in September 2018 which will bring some

much needed stability to a team that had suffered from high personnel turn over in the past 12 months.

- 2.6.1 Since September the team has reviewed its internal procedure and have improved the process (particularly in relation to issuing formal notices and the use of temporary stop notices). A new scheme of delegation for issuing Enforcement Notices has been brought into effect. A review of all standard planning conditions has also commenced as well as a project to review and compliance with extant enforcement notices.

3. Consultation

- 3.1 No consultation has been undertaken as this is an update report.

4. Options (if any)

- 4.1 Do not pursue an exemplary planning service. This is not recommended as the service needs a range of improvements in any event. In making changes it appears best to strive for excellence.

5. Corporate Implications

5.1 Financial

There are no direct financial implications of this report. Major initiatives such as the production of the Joint Local Plan and the implementation of a shared planning registration system are already agreed within the Service's budget. Other initiatives are based around a different form or service delivery rather than actions which would require direct financial expenditure.

5.2 Legal

The delivery of an exemplary planning service does not, in itself, change the statutory or legal requirements within which the service operates.

5.3 Other Matters

This report has no direct implications for – Crime and Disorder, Environmental Issues, ICT, Partnership, Procurement, Social Inclusion, Sustainability.

6. Links to Council Policy Objectives

- 6.1 The delivery of an exemplary planning service will assist in the delivery of:
- Key Theme 1: Thriving Economy
 - Key Theme 2: Sustainable Environment
 - Key Theme 5: Cohesive and Strong Communities

Key Objectives available here:

<http://www.chiltern.gov.uk/Aims-and-Objectives>

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

7. Next Steps

- 7.1 The Action Plan sets out a series of actions in the short, medium and longer term. The implementation of the various actions will be incorporated into future service plans and will be monitored by the Head of Planning & Economic Development and the two Portfolio Holders.

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Appendix

Action	Date	Status	Comments
Medium term	(April 2018 - March 2019)	Status	Update December 2018
Submission of Local Plan (1.1/1.2/1.3/1.4)	October 2018	A	Revision to Local Plan timetable as a result of concerns of Highways England. Revised timetable to be agreed as part of a new Local Development Scheme early 2019
Preparation of supplementary guidance on strategic sites (2.2/2.4)	March 2019	N/A	Review Autumn 2018. As part of a new PPA process look for the development industry to fund collaborative work to ensure the new strategic sites are developed in an appropriate and sustainable way
Delivery of a customer-focused service with locally driven quality measures (5.1/5.3/5.4)	September 2018	G	Ongoing – milestones to be agreed
Delivery of a Service Financial Plan (6.1-6.4)	October 2018	A	Later – milestones to be agreed
Preparation and implementation of a resource management plan (7.2/7.3/7.5/7.6)	November 2018	G	Later – milestones to be agreed
Preparation and implementation of a process management guidance note for officers and members (8.2/8.3/8.6)	December 2018	G	To follow
Review officer/member working relationships in general and at committees in particular (9.4/9.5/9.7/9.8/9.10)	May 2018	G	Implemented changes to the Chiltern Planning Committee with a 6pm start. Chair of the Chiltern Planning Committee to have a dialogue with Dr Stefan Kruczkowski (Urban Design) about design matters
Delivery of an efficient and customer-focused enforcement service (10.2-10.6) following approval of the Local Enforcement Plan (10.1)	June 2018	G	Local Enforcement Plan approved New Enforcement Manager started 17 th September 2018 New scheme of delegation for enforcement matters approved First POCA case – Bubbles Car Wash New Enforcement Updates sheet for Portfolio Holders

Action	Date	Status	Comments
Long term	(April 2019- March 2020)	Status	Update September 2018
Preparation of general supplementary design guidance (2.1/2.3) and measures to assess the effectiveness of approved schemes (2.5)	October 2019	G	Looking to improve design quality by different methods Introduction of Design Review Panel – first review 4 th September 2018 Implementation of a review of a Design Champion to assess and advice Implement new Design Policies in the Local Plan 2036 which will then shape the scope of any Design SPD Implement a process for reviewing Conservation Area Appraisals – appoint external consultants Publish Technical Advice Notes to advise applicant on Design Matters – eg Shop Fronts
The implementation of an approved agent scheme (3.6)	April 2019	G	To follow
Publication of the direct and indirect effects of the operation of the Planning Service as part of an updated Financial Plan (6.3)	October 2019	G	Later – milestones to be agreed
Members playing an active part in Service planning and strategic budget decisions (9.6)	Largely on-going. Review in April 2019	G	Largely on-going Review in April 2019
Preparation and publication of protocol for pursuit of enforcement cases through the Proceeds of Crime Act (10.7/10.8)	April 2019	G	To follow

Status: R – Red; A – Amber; G - Green

RAG:

Green - Work will progress as planned, due date will be met or if the due date has been revised it will not affect the project critical path or a dependent project phase.

Amber - Due date has or will possibly be missed and this may affect the project critical path or a dependent project phase, or an issue has arisen that may affect this project or a dependent project phase.

Red - Due date has or will imminently be missed and this will affect the project critical path or a dependent project, or an issue has arisen that will negatively impact this project or a dependent project phase.

Revised Date:

The date shown must be reviewed to ensure it is in line with your latest forecast

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SUBJECT:	<i>Compliments, Comments and Complaints Procedure</i>
RELEVANT MEMBER:	<i>Cllr Duncan Smith, Cabinet Member for Customer Services</i>
RESPONSIBLE OFFICER	<i>Nicola Ellis, Head of Customer Services</i>
REPORT AUTHOR	<i>Nicola Ellis;</i>
WARD/S AFFECTED	<i>(All Wards);</i>

1. Purpose of Report

For Members to review the attached draft Compliments, Comments and Complaints Procedure and provide feedback.

RECOMMENDATIONS

- 1. Members note and comment on attached draft Compliments, Comments and Complaints Procedure.**

2. Reasons for Recommendations

Feedback from members of the Overview and Scrutiny Committee is sought so that this can be taken into account prior to the new procedure being adopted.

3. Background

3.1. One of the projects to be delivered as part of the Customer Experience Programme is to review the way that we deal with Compliments, Comments and Complaints across the Councils. The Councils have a current policy but this is due for review to ensure that it is consistent across both Councils and that it follows best practice as recommended by the Local Government Ombudsman.

3.2. At this time all services deal with their own complaints, comments and compliments, whilst following the corporate policy. This means that we are missing out on opportunities to learn from this feedback from our customers and to adjust service delivery to best meet their needs. It also means that we do not have effective central monitoring of response times to complaints and reasons for complaints.

3.3. The business case for the Customer Experience Programme identified that complaints should be monitored centrally and that we should take opportunities to learn from feedback and also to report to members on the feedback we have received and the actions taken as a result.

3.4. This project is part of phase one of the Customer Experience Programme and during this phase we will be reviewing and agreeing the procedure and designing a process where all such feedback will be first triaged by Customer Services so that we can identify if a complaint is being made or whether the issue can be deemed as a service request. There will be workflow created in our new digital platform using a case management system and this will enable central monitoring of responses and actions taken. Holding all this information centrally will mean that we are able to oversee the whole process and report on outcomes to SMT and to members.

3.5. The first stage of this project is to agree the new complaints procedure. This first draft of this is attached as Appendix One.

4. Corporate Implications

7.1 Financial – there are no additional financial implications. This project is included as part of the Customer Experience Programme

7.2 Legal – No legal implications but the policy is in line with recommendations by the Local Government Ombudsman

8. Links to Council Policy Objectives

Links to delivery of cost effective customer focused services and the Customer Experience Programme.

9. Next Steps

Feedback on the procedure has been received from Management Team and Heads of Service and Chiltern District Council Customer Services PAG. Once feedback is received from this committee this procedure will be amended accordingly. The next step is to complete the design of the process for reporting, dealing with, monitoring and reporting on complaints. This will be done as part of the phase one work of the Customer Experience Programme and will be going live in June 2019. However the new procedure will be introduced from 1st April 2019 with the services dealing with their own complaints using current processes until incorporated in to the new case management system.

The procedure and process will be shared with the Customer Experience Programme Members Working group on 11th February for their final approval as part of the programme. .

Background	It is a legal requirement to make available background papers relied on to
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<p>Papers:</p>	<p>prepare a report and should be listed at the end of the report (copies of background papers for executive decisions must be provided to Democratic Services). Hyperlinks to papers published online should be used where possible. Where there are no background papers, insert None.</p>
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CHILTERN DISTRICT COUNCIL & SOUTH BUCKS DISTRICT COUNCIL

COMMENTS, COMPLIMENTS AND COMPLAINTS PROCEDURE

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1. INTRODUCTION

Chiltern District Council and South Bucks District Council (referred to collectively as the Councils throughout) recognise the value of customer comments, compliments and complaints as it gives the opportunity to improve the services provided to all customers and to put things right if there have been mistakes.

The Councils want to provide excellent services and aims to deliver these right first time. However, we realise that sometimes things do go wrong and customers wish to make a complaint. We want to deal with all complaints quickly and effectively, resolving at first point of contact where possible.

The Councils value the importance of positive feedback and appreciate customers taking the time to send a compliment. All compliments will be acknowledged and feedback will be passed on to the service areas, specifically the officer or team involved.

Comments and suggestions are important to the Councils and will be given full consideration by service areas. Comments will be acknowledged and, where appropriate, a detailed response will be sent if the suggestion is used.

2. WHY DO THE COUNCILS NEED A COMMENTS, COMPLIMENTS AND COMPLAINTS (3Cs) PROCEDURE?

The Councils want to make sure that all comments, compliments and complaints are handled in a fair, well-structured and consistent manner. The 3Cs provide valuable information for the improvement and development of services. Efficient handling and promotion of the process demonstrates both Councils' commitment to listening to customers, learning from their feedback and making sure the same mistakes are not repeated in the future.

It benefits the public to know how to register a comment, compliment or complaint and the way it will be handled. It is also beneficial for staff to be confident about the process and to know that there is consistency in all service areas.

Councillors will be able to check if there are any issues and how they are being resolved.

This procedure has been developed taking into account the guidance on running a complaints system provided by the Local Government Ombudsman

3. WHAT IS A COMPLAINT, COMPLIMENT OR COMMENT?

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A complaint is any expression of dissatisfaction about the way in which a service is provided, the standard of that service or lack of action on the part of the Councils, their employees or contractors.

If a member of the public feels that a customer facing public authority worker has insufficient proficiency in spoken English for the performance of their role they can make a formal complaint using this complaints procedure. Further information is available in Part 7 of the Immigration Act 2016- Code of Practice on the English Language requirements for Public Sector Workers.

A compliment is an expression of praise to the Council or any member of Council staff. It could include an occasion where assistance given by a staff member was above and beyond the standard expected, or a service provided exceeded your expectations.

A comment is any feedback sent to the council following contact with a council department or service. This could include a suggestion for service improvement or information regarding how well a service was performed.

4. WHAT IS NOT COVERED BY THIS PROCEDURE

- Requests for a service - for example, a missed bin report
- Requests for information or an explanation of Council policy
- Complaints about formal decisions taken by committees or those delegated to staff - for example, a decision on a planning application
- Complaints about Councillors/Elected Members- please refer these complaints to the Democratic Services team.
- Matters for which there is a statutory right of appeal – for example, a decision on a housing benefit award
- Complaints where legal proceedings, court or tribunal action is being taken
- Complaints regarding matters which are subject to an insurance claim
- Complaints or comments about incidences made more than 12 months after the event
- Anonymous complaints

5. HOW TO COMMENT, COMPLIMENT OR COMPLAIN

- Using the online form on our website
- Through your online customer account
- By telephone
- In person at the Council offices if you need assistance to complete the online form

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- Social media compliments, comments or complaints will be responded to by the Communications team and customers will be signposted to the online reporting channels

6. HOW WE DEAL WITH A COMPLIMENT

When a compliment is received it will be acknowledged within 3 working days, and a message of thanks will be sent to the customer. The appropriate service area will review the compliment and pass on information to the service manager. In the case of a compliment being about a specific staff member the individual's line manager will be informed.

7. HOW WE DEAL WITH A COMMENT

When a comment is received we will acknowledge receipt within 3 working days and a message of thanks will be sent to the customer. The comment will be passed to the relevant service area for their consideration.

We will be unable to respond to anonymous comments.

8. HOW WE DEAL WITH A COMPLAINT

When answering a complaint we will:

- Acknowledge the complaint within 3 working days
- Check verbal complaints have been fully understood by reading back the details of the complaint to the customer before submitting the complaint.
- Investigate the cause of the complaint
- Address the issues raised
- Explain the basic policy, procedure or the level of service we provide
- Say how we have handled the matter
- Explain clearly whether we uphold the complaint

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9. TWO STAGE PROCEDURE

When a complaint is received the customer will be informed as to which level in the complaints procedure the matter has been dealt with and how to progress to the next step if they are still dissatisfied once a response has been sent.

If duplicate complaints are received regarding the same issue, the Council will only respond in full to the initial complaint, unless otherwise requested by the complainant. The Council will notify all duplicate complainants that the complaint is already being dealt with and all duplicate complainants will receive a copy of the response to the initial complaint, unless this contains information of a sensitive or personal nature.

For duplicate complaints received from MP's, Councillors or other professional organisations the above policy will not apply and the complainant will be sent a full response.

9A. STAGE 1

The customer will register a complaint using one of the methods listed in section 6. This complaint will be logged corporately, and a copy sent to the relevant service area. The complaint must give all relevant details including copies of correspondence and any other useful background information. The service area will investigate the complaint and respond to the customer within 10 working days.

If the service area is unable to complete their investigation within 10 working days they must notify the customer within this period to advise of the delay and the reasons for it.

9B. STAGE 2

If the customer is not satisfied with the response from the service area, they should notify the relevant Head of Service within 15 days from the date the response to the Stage 1 complaint was sent. The Head of Service will focus on understanding the complainant's continuing concerns and whether the Stage 1 conclusions were reasonable. A response will be sent to the customer within 15 working days. If the Head of Service is unable to fully respond to the complaint within 15 working days they must notify the customer within this period to advise of the delay and the reasons for it.

We will be unable to respond to anonymous compliments.

10. LOCAL GOVERNMENT OMBUDSMAN

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If the customer remains dissatisfied having been through the complaints process, they will be informed of their rights to refer the complaint to the Local Government Ombudsman. The Local Government Ombudsman will not usually investigate complaints until they have been through the 2 stage complaint process at the Council.

11. PERSISTENT OR VEXATIOUS COMPLAINTS

There will be times when a complainant persists in pursuing a complaint which has already been addressed fully under the complaints procedure or they may complain in a way that could be considered abusive, threatening or otherwise deemed unacceptable. Whilst the Councils will never dismiss a complaint out of hand, discretion will be used to determine if a complaint is deemed unreasonable. This may include the following examples (however this list is not exhaustive):

- Speaking to a member of staff in a derogatory manner or in a way that causes offence
- Swearing, either verbally or in writing, despite being asked to refrain from such language
- Behaving in a threatening manner that provokes fear for the member of staff
- Making excessive demands on the time or resources of staff with unreasonable, frequent or lengthy contact to a member of staff, either during the complaints process or after the complaint has been closed
- Refusing to specify the grounds of the complaint, changing the basis of the complaint, or to cooperate with the complaints procedure
- Refusing to accept the outcome of the 2 stage complaints procedure, repeatedly arguing about the outcome without providing new evidence or information.

In cases where the complaints procedure has been followed to completion the matter will be regarded as closed and the complainant notified accordingly. If this is the case the Council will not enter into any further correspondence regarding the matter.

Any vexatious complaints received and any other offensive behaviour will be dealt with in accordance with the Local Government Ombudsman's policy on the management of unreasonable complainant behaviour.

12. INAPPROPRIATE OR ABUSIVE BEHAVIOUR

Abusive behaviour towards our staff will not be tolerated. All telephone calls are recorded and will be reviewed should a staff member report abusive behaviour. Our staff are entitled to terminate communication with a customer if they feel they are being verbally abused or the customer is displaying aggressive or threatening behaviour.

Classification: OFFICIAL

13. CONFIDENTIALITY

Any complaint processed through this procedure will be dealt with in accordance with the requirements of the General Data Protection Regulation 2018.

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Figure 1 – Complaints Process Diagram

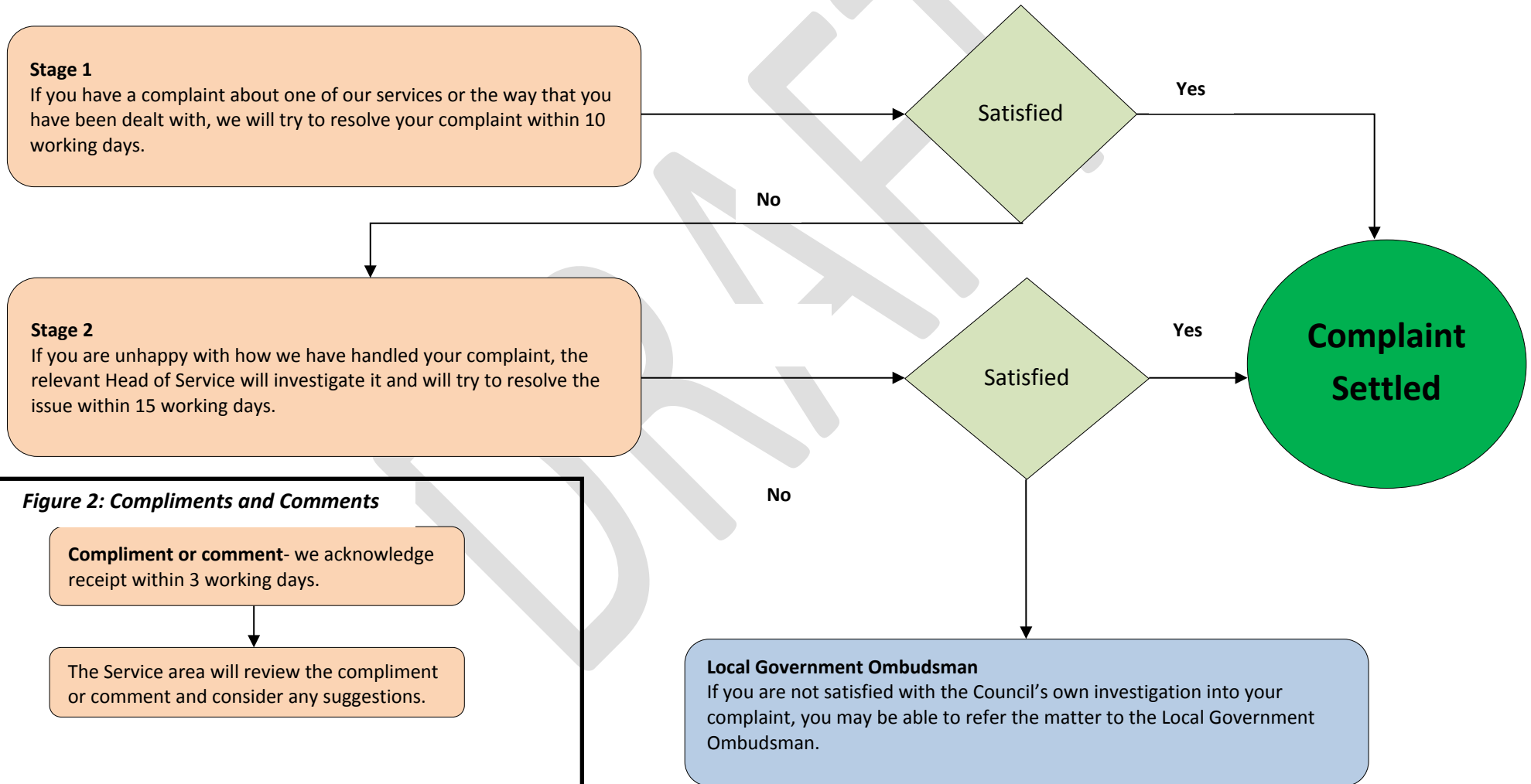
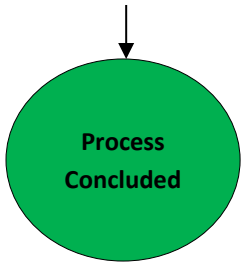


Figure 2: Compliments and Comments

Compliment or comment- we acknowledge receipt within 3 working days.

The Service area will review the compliment or comment and consider any suggestions.



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SUBJECT:	BUDGET & COUNCIL TAX REPORT 2019/20
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 2019/20 in order for the Cabinet to make recommendations to Council on 27th February regarding the Council's budget and council tax for 2019/20.

RECOMMENDATIONS

Revenue Budget 2019/20

1. **Approve the Revenue budget for 2019/20 as summarised in the table in paragraph 4.11 and recommend this to Council.**
2. **Agree the following use of earmarked reserves for 2019/20.**

- Local Development Plan	£315k
- Economic Development Reserve	£45k
- National Infrastructure Reserve	£5k
3. **Agree the contribution of £300k to the Local Development Plan Reserve from the General Fund to support expenditure on the Plan in 2020/21**
4. **Agree the creation of a new earmarked reserve of £1,552k for unitary implementation costs. Part of this reserve will be drawn down in 2019/20 after approval by the Shadow Authority.**
5. **Approve a budget requirement of £7,642k, which will result in a District council tax of £163.00 for a Band D property.**
6. **Confirm the level of fees and charges for 2019/20 (Appendix C).**
7. **Note the advice of the Director of Resources (Appendix A).**

Setting the Council Tax

8. **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

9. **To note the comments in the report on the Council's financial position in respect of the years following 2019/20.**

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.
- 2.2 The announcement of the decision to create a unitary authority in Buckinghamshire from 2020/21 does not affect the requirement on the Council to set a legal and prudent budget for 2019/20 that addresses the Council's aims and objectives.
- 2.3 It will be necessary at a corporate level to make provision within reserves for the transition costs to the new unitary authority.

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 12th 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 overall approach aimed to follow the objectives of the Medium Term Financial Strategy of balancing income and expenditure and strengthening the Council's financial position.
- 4.3 On 13th December the Government announced the provisional Local Authorities financial settlement for 2019/20.
- 4.4 The following table shows the key figures for 2019/20 for South Bucks.

	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Business Rate Baseline	11,925	12,024	11,712	12,200	13,198
Business Rate Tariff	-10,921	-11,012	-10,680	-11,136	-12,110
Baseline Need	1,004	1,012	1,032	1,064	1,088
Revenue Support Grant	871	436	57	0	0
Transitional Grant	0	80	80	0	0
Total	1,875	1,528	1,169	1,064	1,088
Year on Year Change (£k)	-271	-347	-359	-105	+24
Year on Year Change (%)	-13%	-19%	-23%	-9%	+2%

- 4.5 The 19/20 figures are better than expected at the time of setting the 2018/19 budget as the Government had originally proposed an additional tariff payment "negative RSG" of £414k in 2019/20. However the Government subsequently decided to cancel the "negative RSG".
- 4.6 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.
- 4.7 Growth in business rates above the Baseline are subject to a 50% levy, with the levy being additional payments to the Government. The amount of the levy can be reduced if groups of authorities pool their business rates and payments to the Government. In 2016/17, 2017/18 and 2018/19 South Bucks, Chiltern, Aylesbury Vale and Bucks CC formed a pool in order to retain more of the growth. For 2019/20 the pool will be expanded to also include Wycombe under the Government's 75% Business Rates retention pilot scheme. This is expected to result in additional retained business in line with what has been achieved in recent years via pooling.

Section B – Investment Income, Borrowings and Grants

- 4.8 The Council's Treasury Management Strategy for 2019/20, which is also being considered at this meeting, sets out the approach aiming to deliver investment income for 2019/20 of £100k. This is a significant reduction on historic figures and reflects the Council's strategic decision to undertake prudential borrowing as part of the funding strategy for its Capital Strategy and Medium Term Financial Strategy. The Council will therefore see a reduction in the level of cash available for external investment.
- 4.9 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 2019/20 from this source is £429k, a reduction on the current year of £127k.

Section C – Budget Requirement and Council Tax Issues

- 4.10 Since the December Cabinet meeting there have been two amendments to the draft budget as detailed in the table below:

Budget Changes	£'000
Reduction in HB Admin grant	20
Additional car parking income	-30
Change in Net Cost of Services	-10

- 4.11 The overall effect of these changes is summarised in the following table. The Budget Requirement of £7,642k will result in a council tax increase of £5 (3.2%) which is the maximum permitted for the Council by the Government.

Revenue Budget 2019/20	Cabinet report 12 Dec 18 £'000	Changes (see above) £'000	Current Figures £'000
Customer Services & Business Support	1,361	20	1,381
Environment	1,831	-30	1,801
Healthy Communities	1,171	-	1,171
Planning & Economic Development	510	-	510
Resources	2,859	-	2,859
Net Cost of Services	7,732	-10	7,722
Investment Income	-100		-100
Notional Interest on Capswood	174		174
Use of General Reserves			
- Waste Procurement	-60		-60
- Customer Experience	-94		-94
- Other	-55	55	0
Budget Requirement	7,597	45	7,642

Revenue Budget 2019/20	Cabinet report 12 Dec 18 £'000	Changes (see above) £'000	Current Figures £'000
Business Rates – Baseline			-1,088
Business Rates - Growth			-600
RSG			0
New Homes Grant			-429
Other Govt Grants			-66
C/Tax Collection Fund Surplus			-50
Precept on Collection Fund			5,409

- 4.12 The draft budget proposes using earmarked reserves as follows:
- Local Development Document (LDD) reserve, £315,351. This is to fund:
 - the estimated costs in 2019/20 of progressing the joint Local Plan (£198,700),
 - the estimated cost of setting up a Community Infrastructure Levy (£42,042),
 - costs associated with the shared service implementation (£16,191), and
 - Planning Digitalisation costs (£58,418).
 - Economic Development Reserve £45,016.
 - National Infrastructure Reserve £5,000.
- 4.13 The proposed 2019/20 budget does not require any use of the General Reserve to fund general expenditure. This is an improvement on the position reported to Cabinet in December.
- 4.14 The latest budget monitoring information shows that the forecast level of General Reserves at the end of the current financial year to be £3.6m. Section E of the report contains the Director of Resources advice on the level of reserves.
- 4.15 Consideration also needs to be given to earmarking some of the General Reserve balance to fund the implementation costs of the new unitary authority that will be incurred in 2019/20 and subsequent years. Although the total sum required will become clearer as the implementation process progresses the proposed initial budget based on the Bucks CC original proposal amended in the light of final Government decisions, is £22.2m, of which South Bucks' contribution would be £1.552m. Most of this provision would be required post 2019/20.
- 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 Appendix C contains the schedule of the proposed fees & charges for the 2019/20 budget.

Section D – Medium Term Financial Strategy

4.18 The Council's medium term financial strategy which underpins the specific decisions taken on the budget, sets out to 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.

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

	2019/20 BUDGET	2020/21 BUDGET	2021/22 BUDGET	2022/23 BUDGET	2023/24 BUDGET	2024/25 BUDGET	2025/26 BUDGET
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Income							
Non Domestic Rates (NDR) - Baseline	(1,088)	(1,121)	(1,155)	(1,190)	(1,226)	(1,263)	(1,301)
Non Domestic Rates (NDR) - Growth	(600)	(600)	(600)	(600)	(600)	(600)	(600)
New Homes Grant	(429)	(280)	(121)	(121)	0	0	0
General Grants – Other	(66)	0	0	0	0	0	0
Impact of Fair Funding Review	0	0	0	0	0	0	0
Interest & Investment Income Receivable	(100)	(50)	(50)	(50)	(50)	(50)	(50)
Collection fund (surplus)/deficit - Council Tax	(50)	0	0	0	0	0	0
	(2,333)	(2,051)	(1,926)	(1,961)	(1,876)	(1,913)	(1,951)
Service Expenditure	7,567	7,794	8,028	8,269	8,517	8,773	9,036
New Pressures							
Additional Pension Deficit Contribution	0	103	103	103	203	203	203
Waste retender - Procurement Costs	61	0	0	0	0	0	0
Waste retender - Cost Change	0	0	100	200	200	200	200
Temporary Accommodation costs	0	0	0	0	0	0	0
New Savings							
Capswood lease ends - Dec 2026	0	0	0	0	0	0	0
Planning Shared Service	0	(114)	(114)	(114)	(114)	(114)	(114)
Increased income from car parks	0	(60)	(60)	(60)	(60)	(60)	(60)
Increase income GX Car Park	0	0	0	(200)	(300)	(375)	(375)
Customer Experience Savings	94	(250)	(250)	(250)	(250)	(250)	(250)
Net additional income from Tatling End Housing	0	(129)	(276)	(285)	(285)	(285)	(285)
Net additional income from New Projects (Consilio)	0	(150)	(200)	(250)	(250)	(250)	(250)
	7,722	7,194	7,331	7,413	7,661	7,842	8,105

Other Expenditure							
Notional Interest Payable - Capswood	174	154	132	110	86	60	32
Borrowing Costs – Interest	0	231	571	591	591	591	591
Borrowing Costs - MRP Repayment (40 years)	0	260	512	553	558	558	558
	174	645	1,215	1,254	1,235	1,209	1,181

Contributions to / (from) General Reserves							
Waste Procurement	(61)	0	0	0	0	0	0
Customer Experience	(94)	0	0	0	0	0	0
	(155)	0	0	0	0	0	0

Precept Required	5,409	5,788	6,620	6,706	7,020	7,138	7,335
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COUNCIL TAX CALCULATION							
Tax base	33,186	33,518	33,853	34,192	34,534	34,879	35,228
Tax Rate (Band D)	163.00	168.00	173.04	178.23	183.58	189.09	194.76
Precept Collectable	5,409	5,631	5,858	6,094	6,340	6,595	6,861

Savings Required	0	(157)	(762)	(612)	(680)	(543)	(474)
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- 4.20 Although this forecast will be superseded by the Medium Term Financial Forecast for the new unitary authority from 2020/21 onwards, it does serve to show that the District Council has a future funding gap that would need to be addressed primarily from 2021/22 onwards.
- 4.21 The Medium Term Financial Strategy identifies that the future funding gap can be addressed by a combination of:
- Maximising the return from the investment in income generating projects.
 - Optimising the major income streams by minimising costs and overheads, and having appropriate charging strategies.
 - Improve efficiency through the Stronger in Partnership Programme.
- 4.22 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

- 4.23 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 2019/20 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.

- 4.24 The suggested prudent level of general reserves for 2019/20 is £910k.
- 4.25 There are a number of key financial risks to be aware of in the medium term and these are set out in the following table.

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

Risk	Response
	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 £163.00 (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 £4.74). 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. Corporate Implications

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

8. Links to Council Business Plan

- 8.1 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.

9. Next Steps

- 9.1 This report and Cabinet's decisions will form the basis of the Council tax decision of the Council on 27th February.
- 9.2 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 2019/20 – Cabinet 12 Dec 18**

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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 2018. 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 2018 the Authority has continued its joint working with Chiltern DC, and savings from this are reflected in the budgets. As in recent years the 2019/20 budget is integrated with the Authority's service planning process, and therefore plans reflect the resources available.

.4 The budget process has carefully examined all material expenditure pressures.

.5 The medium term financial position of the Council indicated the need to continue to make savings for future years, and work is in progress to identify further savings options for future years, as well as a number of major investment projects that will generate additional income for the Council. The continued focus on delivering savings or increasing income 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 2018/19 budget monitoring and recognise those issues that are unavoidable and would carry through into 2019/20.
 - The budget identified the on-going cost of Council decisions taken since March 2018.
- .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 2019.

Description	31/3/18 Actual £k	31/3/19 Estimate £k	Allocation 2019/20 £k	31/3/20 Estimate £k	Comment
National Infrastructure	80	74	-5	69	Allocation for infrastructure projects impacting in SBDC+ HS2 Transport Policy.
Disaster & Emergency Relief Fund	27	27	0	27	The Disaster & Emergency Relief Fund, which is primarily applied to deal with flooding incidents, is reviewed annually.
Insurance Fund	14	14	0	14	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	515	264	-15	249	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 £315k will be applied in 2019/20 but this will be kept under review during the course of the financial year. This includes a contribution of £300k from the general reserve to support spend in 20/21
Economic Development Reserve	50	45	-45	0	Initial funding for the Economic Development Team.
Transformation Reserve	1	0	0	0	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	81	0	0	0	Used previously to help fund the capital programme
Unitary Implementation	0	0	+1,552	1,552	Provision for contribution towards implementation costs of new Unitary Authority, estimated to be £22m at Feb 2019.
General Reserve	2,693	3,596	-1,852	1,744	

.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.
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 2019/20 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.

Budget assumptions	Financial standing and management	Comment on SBDC position
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 2019/20 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.
 - Shortfall in anticipated additional income from major investment projects
 - The costs of reaching and enforcing the Council's planning decisions, or responding to national infrastructure proposals. This would include major issues such as HS2 and airports expansion.

- .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 2019

Budget Sensitivity Analysis 2019/20 (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	-106,735	-53,368	-1,067,350	53,368	106,735
Car Park Income - Penalty Charges	-7,500	-3,750	-75,000	3,750	7,500
Development Mgt Income (SBDC Share)	-70,392	-35,196	-703,920	35,196	70,392
Land Charge Fees (SBDC Share)	-10,500	-5,250	-105,000	5,250	10,500
Recycling Credits	-33,400	-16,700	-334,000	16,700	33,400
Green Waste	-36,300	-18,150	-363,000	18,150	36,300
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>-324,164</i>	<i>-162,082</i>		<i>162,082</i>	<i>324,164</i>
Change in Interest Earnings	20% Decrease	10% Decrease	2018/19 Budget	5% Increase	10% Increase
Interest earnings	-8,000	-4,000	-40,000	2,000	4,000
<i>Difference</i>	<i>-8,000</i>	<i>-4,000</i>		<i>2,000</i>	<i>4,000</i>
Other Significant Financial Risks	Worst Case £	Slightly Worse £	2018/19 Budget £	Slightly Better £	Best Case £
Planning appeals - legal costs (SBDC share)	25,000	15,000	10,500	5,250	0
Planning enforcement - legal costs (SBDC share)	70,000	40,000	33,600	16,800	0
	95,000	55,000	44,100	22,050	0
<i>Difference</i>	<i>-50,900</i>	<i>-10,900</i>		<i>22,050</i>	<i>44,100</i>
Grand Total	-383,064	-176,982		186,132	372,264

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ENVIRONMENT PORTFOLIO
REVISED CHARGES FROM 1 APRIL 2019

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		2018/19 £	2019/20 £
	Chiltern	South Bucks		
Wheeled Bin and Delivery - 140 Litre	W100/C925 (D04)	G520/S925 (3)	40.00	42.00
Wheeled Bin and Delivery - 180 Litre	W100/C925 (D04)	G520/S925 (3)	40.00	42.00
Wheeled Bin and Delivery - 240 Litre	W100/C925 (D04)	G520/S925 (3)	40.00	42.00
Wheeled Bin and Delivery - 360 Litre	W100/C925 (D04)	G520/S925 (3)	40.00	50.00
Wheeled Bin and Delivery - 660 Litre	W100/C925 (D04)		230.00	236.00
Wheeled Bin and Delivery - 1100 Litre	W100/C925 (D04)		255.00	262.00
Wheeled Bin - Cost to exchange sizes	W100/C925 (D04)	G520/S925 (3)	7.00	12.00
Recycling Box and Lid - Delivered	W100/C925 (D04)	G520/S925 (3)	6.50	7.00
Recycling box and Lid - Pick Up	W100/C925 (D04)	G520/S925 (3)	4.80	5.00
Recycling Lid	W100/C925 (D04)	G520/S925 (3)	1.50	2.00
Reusable Bag and Delivery	W100/C925 (D04)		5.50	6.00
Reusable Bag - Pick Up Only (CDC offices)	W100/C925 (D04)		4.50	5.00
Outdoor Food Caddy and Delivery	W100/C925 (D04)	G520/S925 (3)	5.50	6.00
Outdoor Food Caddy - Pick Up Only	W100/C925 (D04)	G520/S925 (3)	4.50	5.00
Indoor Small 5L Food Caddy (if stock available) -	W100/C925 (D04)	G520/S925 (3)	3.50	4.00
Sale of Litter Pickers	W100/C875 (D45)	G520/S875 (1a)	11.00	15.00
Bulky Waste Collection (3 items)	W100/C920 (D04)	G520/S920 (3)	37.00	39.00
Bulky Waste Collection (for those on means tested benefits)	W100/C920 (D04)	G520/S920 (3)	16.00	17.00
Special Empty of Contaminated Bins - 2 Wheeled (per 240 l bin)	W100/C956 (D04)	G520/S956 (3)	31.50	33.00
Special Empty of Contaminated Bins - 2 Wheeled (per 360 l bin)	W100/C956 (D04)	G520/S956 (3)	42.00	45.00
Special Empty of Contaminated Bins - 4 Wheeled (per bin)	W100/C956 (D04)	G520/S956 (3)	75.00	80.00
Green Waste Annual Charge - 1st Subscription	W100/C921 (D04)	G520/S921 (3)	39.00	40.00
Green Waste Annual Charge - 2nd Subscription	W100/C921 (D04)		70.00	70.00
SBDC Bulk Bins				
Wheelie Bin Hire per year - 240 Litre		G520/S922 (3)	32.00	34.00
Bulk Bins Bin Hire per year - 340 Litre		G520/S922 (3)	45.00	48.00
Bulk Bins Bin Hire per year - 660 Litre		G520/S922 (3)	85.00	90.00
Bulk Bins Bin Hire per year - 1100 Litre		G520/S922 (3)	138.00	145.00
Refuse Collection charge – Schedule 2 waste – 240 ltr per year		G520/S956 (3)	65.00	69.00
Refuse Collection charge – Schedule 2 waste – 340/360 ltr per year		G520/S956 (3)	82.00	86.00
Refuse Collection charge – Schedule 2 waste – 660 ltr per year		G520/S956 (3)	130.00	136.00
Refuse Collection charge – Schedule 2 waste – 1100 ltr - yearly charge		G520/S956 (3)	180.00	190.00
CDC/WDC Bulk Bins				
Schools and Other Schedule 2 - Bin Rental 140L-240L	W100/C926 (D04)		53.00	55.00
Schools and Other Schedule 2 - Bin Rental 360L	W100/C926 (D04)		67.50	70.00
Schools and Other Schedule 2 - Bin Rental 660L	W100/C926 (D04)		75.00	78.00
Schools and Other Schedule 2 - Bin Rental 1100L	W100/C926 (D04)		122.00	125.00
Schools and Other Schedule 2 - Lift 140L-240L	W100/C926 (D04)		3.70	4.00
Schools and Other Schedule 2 - Lift 360L	W100/C926 (D04)		4.20	5.00
Schools and Other Schedule 2 - Lift 660L	W100/C926 (D04)		4.80	5.00
Schools and Other Schedule 2 - Lift 1100L	W100/C926 (D04)		5.00	5.00
Abandoned Vehicle removal from private property	W100/C957 (D04)	G520/S957 (3)	80.00	85.00
Graffiti removal from private property per hour		G520/S956 (1a)	166.00	170.00

ENVIRONMENT PORTFOLIO
REVISED CHARGES FROM 1 APRIL 2019

VAT Codes:

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

MOORING FEES	General ledger code		2018/19	2019/20
	Chiltern	South Bucks	£	£

Per day N/A 3530/S930 (1a)

STREET NAMING	General ledger code		2018/19	2019/20
	Chiltern	South Bucks	£	£

Existing Properties

House name change C850/C956 (D40) 3552/S956 (1b) 92.00 94.00

Numbering / Naming of New Properties

1 property	C850/C956 (D04)	3552/S956 (3)	184.00	188.00
2 to 5 properties	C850/C956 (D04)	3552/S956 (3)	263.00	268.00
6 to 25 properties	C850/C956 (D04)	3552/S956 (3)	342.00	349.00
26 to 75 properties	C850/C956 (D04)	3552/S956 (3)	400.00	408.00
76 to 100 properties	C850/C956 (D04)	3552/S956 (3)	490.00	500.00
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) 415.00 425.00

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)	1,020.00	1,040.00
6 to 25 properties	C850/C956 (D40)	3552/S956 (1b)	1,305.00	1,331.00
26 to 75 properties	C850/C956 (D40)	3552/S956 (1b)	1,630.00	1,662.00
76 + Properties	C850/C956 (D40)	3552/S956 (1b)	2,245.00	2,290.00

Renumbering of Street - where requested by residents

Note rarely carried out.

1 to 5 properties	C850/C956 (D40)	3552/S956 (1b)	1,020.00	1,040.00
6 to 25 properties	C850/C956 (D40)	3552/S956 (1b)	1,305.00	1,331.00
26 to 75 properties	C850/C956 (D40)	3552/S956 (1b)	1,630.00	1,662.00
76 plus Properties	C850/C956 (D40)	3552/S956 (1b)	2,245.00	2,290.00

ENVIRONMENT PORTFOLIO
REVISED CHARGES FROM 1 APRIL 2019

Appendix C
Appendix C

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		2018/19	2019/20
	Chiltern	South Bucks	£	£
Earthen Grave				
All Plots (2 full burials)	#	3541-3543/S868 (3)	800.00	850.00
Childrens Plot		3541-3543/S868 (3)	280.00	150.00
Interment fee	#	3541-3543/S866 (3)	130.00	135.00
Cremated Remains				
Plot for 2 interments	#	Parkside & Holtspur only 3541-3543/S868 (3)	330.00	340.00
Plot for 4 interments	#	Parkside & Holtspur only 3541-3543/S868 (3)	570.00	600.00
Interment fee	#	3541-3543/S866 (3)	130.00	135.00
Grave Digging Fees (Cremated Remains)		3541-3543/S869 (3)	150.00	155.00
Interment of Ashes in grave		3541-3543/S866 (3)	260.00	300.00
Memorials				
Full size Kerb stones		Shepherds Lane & Holtspur only 3541-3543/S865 (1a)	110.00	110.00
Flat tablets and Wedges		Flat tablet Parkside only 3541-3543/S865 (1a)	100.00	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	270.00
Further inscriptions		3541-3543/S865 (1a)	72.00	75.00
Tree (Incl planting & aftercare)		3541-3543/S865 (1a)	Currently unavailable	700.00
Woodland Burials				
Plot (1 burial)	#	3541-3543/S868 (3)	850.00	850.00
Interment fee	#	3541-3543/S866 (3)	130.00	135.00
All cremated remains plot (2 Interments)	#	3541-3543/S868 (3)	330.00	340.00
All cremated remains plot (4 Interments)	#	3541-3543/S868 (3)	570.00	600.00
Grave Digging Fees (Cremated Remains)		3541-3543/S869 (3)	150.00	155.00
Scattering of Ashes under turf in woodland		3541-3543/S868 (3)	330.00	340.00
Other Charges				
Book of Remembrance (per line)		3541-3543/S865 (3)	20.00	25.00
1 further interment on existing plot	#	3541-3543/S866 (3)	260.00	300.00
Transfer fee		3541-3543/S868 (3)	70.00	75.00
Copy of Deed		3541-3543/S868 (3)	35.00	35.00
New licence		3541-3543/S868 (3)	35.00	75.00

Surcharge of £250 for non residents of the district

ENVIRONMENT PORTFOLIO
REVISED CHARGES FROM 1 APRIL 2019

VAT Codes:

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

MEMORIAL GARDENS	General ledger code		2018/19	2019/20
	Chiltern	South Bucks	£	£
Type of Garden (3)	Term of			
(No. of Interments)	Licence			
Centre of lawn (1)	25 years	3493/S868 (3)	330.00	340.00
Edge of shrubbery AC (2)	50 years	3493/S868 (3)	990.00	990.00
Edge of shrubbery SH2/6 (2)	50 years	3493/S868 (3)	895.00	30.00
Main Avenue Trees (4)	50 years	3493/S868 (3)	1,950.00	2,000.00
B 6 G-H (4)	50 years	3493/S868 (3)	2,050.00	2,100.00
C Section - Standard Rose (4)	50 years	3493/S868 (3)	1,850.00	1,950.00
E 5 A (4)	50 years	3493/S868 (3)	1,900.00	1,900.00
E 5 F (2)	50 years	3493/S868 (3)	990.00	990.00
G 121-145 Edge of Shrubbery	50 years	3493/S868 (3)	895.00	920.00
Garden H Section 34 A C (4)	50 years	3493/S868 (3)	1,900.00	1,900.00
Garden H Section 60 C (4)	50 years	3493/S868 (3)	1,900.00	1,900.00
Garden H Section 92 A (4)	50 years	3493/S868 (3)	1,900.00	1,900.00
Garden H Section 92 B (4)	50 years	3493/S868 (3)	1,900.00	1,900.00
KG Colonnade along Yew Hedge (2)	50 years	3493/S868 (3)	2,300.00	2,400.00
KG Colonnade Family Garden (4)	50 years	3493/S868 (3)	7,000.00	7,500.00
L 19 A-C (2)	50 years	3493/S868 (3)	2,000.00	2,000.00
L 116	50 years	3493/S868 (3)	2,500.00	2,600.00
L230-233, 236, 237-241 (2)	50 years	3493/S868 (3)	1,600.00	1,700.00
L234-235 partial view lake/golf course (4)	50 years	3493/S868 (3)	2,960.00	2,950.00
M Pump House Family Gardens M 250 E (6)	50 years	3493/S868 (3)	4,600.00	4,700.00
M Gardens M265-298,M420-440 (2)	50 years	3493/S868 (3)	1,600.00	1,700.00
M Shrubs M 315 B-E, M 310 A-B, M 309 A-B (4)	50 years	3493/S868 (3)	4,600.00	4,700.00
M 311-312 Family Garden (6)	50 years	3493/S868 (3)	7,000.00	7,500.00
M 441-450 (2)	50 years	3493/S868 (3)	895.00	920.00
Oak Dell Scattering (1)	-	3493/S868 (3)	220.00	230.00
O1-10 Edge of Shrubbery (2)	50 years	3493/S868 (3)	895.00	920.00
P204-255 Edge of Shrubbery (2)	50 years	3493/S868 (3)	895.00	920.00
R54 Gated Garden (6)	50 years	3493/S868 (3)	4,800.00	4,900.00
R55 Gated Garden (8)	50 years	3493/S868 (3)	5,800.00	5,900.00
R56 Gated Garden (10)	50 years	3493/S868 (3)	6,800.00	6,900.00
R60-65 Magnolia (4)	50 years	3493/S868 (3)	2,100.00	2,300.00
R70-R110 Edge of Shrubbery (2)	50 years	3493/S868 (3)	895.00	920.00
Sum-Ho 31, 32, 34, 35 (2)	50 years	3493/S868 (3)	1,600.00	1,700.00

Number in () is number of interments

ENVIRONMENT PORTFOLIO
REVISED CHARGES FROM 1 APRIL 2019

Appendix C
Appendix C

VAT Codes:

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

MEMORIAL GARDENS	General ledger code		2018/19	2019/20
	Chiltern	South Bucks	£	£
<u>Other Fees</u>				
Interment Fee		3493/S866 (3)	130.00	135.00
Grave Preparation		3493/S868 (3)	150.00	155.00
Plaques Staked (Wording over 60 letter £1 each)		3493/S865 (1a)	160.00	165.00
Plaques Mounted (Wording over 60 letter £1 each)		3493/S865 (1a)	200.00	165.00
Plaque refurbishment		3493/S865 (1a)	50.00	50.00
Book of Remembrance		3493/S865 (1a)	20.00	25.00
Transfer ashes to Biodegradeable Container		3493/S866 (1a)	20.00	25.00
Licence Transfer Fee (Owner Deceased)		3493/S868 (1a)	70.00	75.00
Licence Reprint (Add Name)		3493/S868 (1a)	35.00	35.00
Memorial Wall Plaque & Licence 6X2	15 years	3493/S865 (1a)	130.00	130.00
Memorial Wall Plaque & Licence 6X4 Z area	15 years	3493/S865 (1a)	260.00	260.00
Relicence fee (2)		3493/S868 (1a)	590.00	600.00
Relicence fee for Scattering Lawn (1)		3493/S868 (1a)	110.00	115.00
Grave buy back 10% or £150 whichever is greater		3493/S868 (1a)	150.00	150.00
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
<u>Perpetuity Licences</u>				
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
<u>Memorial Trees</u>				
Pink-flowering Hawthorne incl. plaque, in R section		3493/S865 (1a)	700.00	700.00
Avenue tree, no interments		3493/S865 (1a)	800.00	900.00

**ENVIRONMENT PORTFOLIO
REVISED CHARGES FROM 1 APRIL 2019**

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	2018/19	2019/20*		General	2018/19	2019/20*
	ledger code	£	£		ledger code	£	£
<u>Altons</u>	3466/S876			<u>Summers Road</u>	3472/S876		
Up to 1 hour		1.50	1.50	Up to 1 hour		1.00	1.00
Up to 2 hours		2.10	2.10	Up to 2 hours		1.20	1.20
Up to 3 hours		3.70	3.70	Up to 3 hours		1.60	1.60
Up to 4 hours		4.50	4.50	Up to 24 hours		2.40	2.40
Up to 9.5 hours		6.00	6.00	Sunday/Public Holiday		1.40	1.40
Up to 12 hours		8.00	8.00				
Sunday/Public Holiday		1.40	1.40				
<u>Penncroft</u>	3467/S876			<u>Broadway</u>	3473/S876		
Up to 1 hour		1.50	1.50	Up to ½ hour		0.70	0.70
Up to 2 hours		2.10	2.10	Up to 3 hours		1.30	1.30
Up to 3 hours		3.70	3.70	Up to 24 hours		1.70	1.70
Up to 4 hours		4.50	4.50	Sunday/Public Holiday		1.40	1.40
Up to 9.5 hours		6.00	6.00				
Up to 12 hours		8.00	8.00				
Sunday/Public Holiday		1.40	1.40				
<u>Warwick Road</u>	3468/S876			<u>Bulstrode Way</u>	3474/S876		
Up to 1 hour		1.50	1.50	Up to 1 hour		1.50	1.50
Up to 2 hours		2.10	2.10	Up to 2 hours		2.10	2.10
Up to 3 hours		3.70	3.70	Up to 3 hours		3.70	3.70
Up to 4 hours		4.50	4.50	MAX STAY 3HRS			
Up to 9.5 hours		6.00	6.00	Sunday/Public Holiday		1.40	1.40
Up to 12 hours		8.00	8.00				
Sunday/Public Holiday		1.40	1.40				
<u>Jennery Lane</u>	3470/S876			<u>Packhorse Road</u>	3475/S876		
Up to ½ hour		0.80	0.80	Up to 1 hour		1.50	1.50
Up to 1 hour		1.30	1.30	Up to 2 hours		2.10	2.10
Up to 2 hours		1.50	1.50	Up to 3 hours		3.70	3.70
MAX STAY 2HRS				Up to 4 hours		4.50	4.50
Sunday/Public Holiday		1.40	1.40	Up to 9.5 hours		8.00	8.00
				24 hours		10.00	10.00
				Sunday/Public Holiday		1.40	1.40
<u>Neville Court</u>	3471/S876			<u>Station Road</u>	3477/S876		
Up to 2 hours		0.60	0.60	Up to 1 hour		1.50	1.50
Up to 4 hours		0.80	0.80	Up to 2 hours		2.10	2.10
Up to 24 hours		1.30	1.30	Up to 3 hours		3.70	3.70
Sunday/Public Holiday		1.40	1.40	Up to 4 hours		4.50	4.50
				Up to 9.5 hours		8.00	8.00
				24 hours		10.00	10.00
				Sunday/Public Holiday		1.40	1.40

ENVIRONMENT PORTFOLIO
REVISED CHARGES FROM 1 APRIL 2019

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

CAR PARKS - SEASON TICKETS (1a)							
	General ledger code	2018/19 £	2019/20* £		General ledger code	2018/19 £	2019/20* £
<u>Altons</u>	3466/S877			<u>Summers Road</u>	3472/S877		
3 Monthly		293.00	293.00	3 Monthly		133.00	133.00
6 Monthly		552.00	552.00	6 Monthly		250.00	250.00
12 Monthly		1,035.00	1,035.00	12 Monthly		468.00	468.00
Residents out of hours (12 mnthly)		275.00	275.00	Residents out of hours (12 mnthly)		146.00	146.00
<u>Penncroft</u>	3467/S877			<u>The Broadway</u>	3473/S877		
3 Monthly		322.00	322.00	3 Monthly		94.00	94.00
6 Monthly		607.00	607.00	6 Monthly		177.00	177.00
12 Monthly		1,138.00	1,138.00	12 Monthly		332.00	332.00
Residents out of hours (12 mnthly)		297.00	297.00	Residents out of hours (12 mnthly)		48.00	48.00
<u>Warwick Road</u>	3468/S877			<u>Bulstrode Way</u>	3474/S877		
3 Monthly		293.00	293.00	3 Monthly		317.00	317.00
6 monthly		552.00	552.00	6 monthly		598.00	598.00
12 Monthly		1,035.00	1,035.00	12 Monthly		n/a	n/a
Residents out of hours (12 mnthly)		282.00	282.00	Residents out of hours (12 mnthly)		298.00	298.00
<u>Jennery Lane</u>	3470/S877			<u>Packhorse Road</u>	3475/S877		
3 Monthly		133.00	133.00	3 Monthly		351.00	351.00
6 Monthly		250.00	250.00	6 Monthly		662.00	662.00
12 Monthly		468.00	468.00	12 Monthly		n/a	n/a
Residents out of hours (12 mnthly)		168.00	168.00	Residents out of hours (12 mnthly)		312.00	312.00
<u>Neville Court</u>	3471/S877			<u>Station Road</u>	3477/S877		
3 Monthly		72.00	72.00	3 Monthly		317.00	317.00
6 Monthly		135.00	135.00	6 Monthly		598.00	598.00
12 Monthly		254.00	254.00	12 Monthly		n/a	n/a
Residents out of hours (12 mnthly)		54.00	54.00	Residents out of hours (12 mnthly)		282.00	282.00
Issue of replacement Season Ticket		5.00	5.00				
CAR PARKS - EXCESS CHARGES							
				General ledger code	2018/19 £	2019/20* £	
Paid within 14 Days (3)				3490/S879	40.00	40.00	
Otherwise (3)				3490/S879	80.00	80.00	

**HEALTHY COMMUNITIES PORTFOLIO
REVISED CHARGES FROM 1 APRIL 2019**

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		2018/19 £	2019/20 £
	Chiltern	South Bucks		
Hackney Carriages/Private Hire Vehicle Licences				
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
Drivers' Licences				
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)	332.00	332.00
Three Year Hackney Carriage Drivers Licence Renewal	LI01/C888 (D04)	LI01/C903 (3)	332.00	332.00
Three Year Hackney Carriage Drivers Licence Renewal	LI01/C888 (D04)	LI01/C903 (3)		
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 Renewal	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	196.00
One year renewal dual	LI01/C888 (D04)	LI01/C903 (3)	145.00	145.00
Three year dual	LI01/C888 (D04)	LI01/C903 (3)	394.00	394.00
Three year renewal dual	LI01/C888 (D04)	LI01/C903 (3)	297.00	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
Operators Licence				
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
Small Animal Boarding Establishment (includes vet fee)				
New Licence	LI01/C887 (D04)	LI01/C902 (3)	369.00	294.11
New Licence	LI01/C887 (D04)	LI01/C902 (3)	370.00	294.11
Renewal	LI01/C887 (D04)	LI01/C902 (3)	195.00	294.11
Dog Breeding				
New Licence (Includes Vet fee)	LI01/C887 (D04)	LI01/C902 (3)	530.00	160.78 + Vets Fees
New Licence (Plus Vet fees)	LI01/C887 (D04)	LI01/C902 (3)	530.00	160.78 + Vets Fees
Renewal dog breeding includes 1 vet fee)	LI01/C887 (D04)	LI01/C902 (3)	329.00	160.78 + Vets Fees
Renewal (Plus Vet fees)	LI01/C887 (D04)	LI01/C902 (3)	330.00	160.78 + Vets Fees
Combination of breeding and boarding				
	LI01/C887 (D04)	LI01/C902 (3)	329.00	160.78 + Vets Fees
Dangerous Wild Animals				
New Licence (Plus Vet fees)	LI01/C887 (D04)	LI01/C902 (3)	400.00	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
Pet Shops				
New Licence	LI01/C887 (D04)	LI01/C902 (3)	477.00	362.21
New Licence	LI01/C887 (D04)	LI01/C902 (3)	480.00	362.21
Renewal	LI01/C887 (D04)	LI01/C902 (3)	278.00	362.21
Renewal	LI01/C887 (D04)	LI01/C902 (3)	280.00	362.21
Riding Establishments				
New Licence	LI01/C887 (D04)	LI01/C902 (3)	200.00	160.78 + Vets Fees
New Licence	LI01/C887 (D04)	LI01/C902 (3)	200.00	160.78 + Vets Fees
Renewal of Riding establishments	LI01/C887 (D04)	LI01/C902 (3)	150.00	160.78 + Vets Fees

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LICENCES	General ledger code		2018/19 £	2019/20 £
	Chiltern	South Bucks		
Mobile Homes				
New Licence	LI01/C890 (D04)	LI01/C905 (3)	534.00	534.00
New Licence	LI01/C890 (D04)	LI01/C905 (3)	534.00	534.00
Annual Renewal fee	LI01/C890 (D04)	LI01/C905 (3)	297.00	297.00
Deposit/Change of Site Rules	LI01/C890 (D04)	LI01/C905 (3)	40.00	40.00
Transfer of Site Licence	LI01/C890 (D04)	LI01/C905 (3)	138.00	138.00
Licensing Act 2003 Fees – Statutory Fees				
New Premises/Club Premises/Variation				
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				
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				
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				
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		2018/19 £	2019/20 £
	Chiltern	South Bucks		
<u>Personal Licence - Statutory Fees</u>				
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
<u>Other Fees Payable</u>				
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	LI01/C885 (D04)	LI01/C900 (3)	23.00	23.00
Transfer of a premises licence/club premises	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)	22.00	22.00
<u>Gambling Act 2005 - Statutory Fees</u>				
<u>Licensed Premises Gaming Machine Permit</u>				
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
<u>Licensed Premises Automatic Notification Process</u>				
On notification	LI01/C886 (D04)	LI01/C901 (3)	50.00	50.00
<u>Club Gaming Permits</u>				
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
<u>Club Machine Permits</u>				
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		2018/19 £	2019/20 £
	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		2018/19 £	2019/20 £
	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

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LICENCES	General ledger code		2018/19 £	2019/20 £
	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				
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)	3,500.00	3,500.00
Annual Renewal of Licence	LI01/C893 (D04)	LI01/C908 (3)	3,500.00	3,500.00
Transfers	LI01/C893 (D04)	LI01/C908 (3)	3,500.00	3,500.00
Variations	LI01/C893 (D04)	LI01/C908 (3)	3,500.00	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
Badge/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)	185.00	185.00
New personal licences for;	LI01/C891 (D04)	LI01/C906 (3)	185.00	185.00
Acupuncturist (3)				
Tattooists (3)	LI01/C891 (D04)	LI01/C906 (3)	185.00	185.00
Electrolysis (3)	LI01/C891 (D04)	LI01/C906 (3)	185.00	185.00
Ear Piercing (3)	LI01/C891 (D04)	LI01/C906 (3)	185.00	185.00
Acupuncture/Tattooing/Ear Piercing/ Electrolysis: per person.	LI01/C891 (D04)	LI01/C906 (3)	169.00	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	2018/19 £	2019/20 £
Food Certificates Export / Condemnation	EH01/C956 (D04)	EH01/S956 (3)	140.00 + officer time (£47p/h) & collection/ disposal	143.00 + 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	£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	£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)	100.00	100.00
Discretionary Stray dog returned to owner from Kennels	E700/C956 (D40)	3630/S956 (1b)	75.00	75.00
Discretionary charge if 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)	98.00	98.00

**HEALTHY COMMUNITIES PORTFOLIO
REVISED CHARGES FROM 1 APRIL 2019**

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Chiltern
South Bucks

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ENVIRONMENTAL HEALTH SERVICES	General ledger code		2018/19	2019/20
	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 and health and safety courses per candidate	EH01/C956 (D03)	EH01/S956 (4)	25.00	25.00
Level 3 Courses: Online e-learning course	EH01/C956 (D03)	EH01/S956 (4)		110.00
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/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)	150.00	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 £49/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 £49 p/h)

**HEALTHY COMMUNITIES PORTFOLIO
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MISCELLANEOUS SERVICES	General ledger code		2018/19	2019/20
	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 £49/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				
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 Reg 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)		
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.	

**HEALTHY COMMUNITIES PORTFOLIO
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PEST CONTROL	General ledger code		2018/19 £	2019/20 £
	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		2018/19 £	2019/20 £
	Chiltern	South Bucks		
Contaminated Land:				
Professional Opinion - Contaminated land enquiries per hour -			100.00	100.00
Copies of plans and information regarding a contaminated land site.	G450/C957 (D40)		£50+£47/hr	£50+£47/hr

IPPC

Permits Subsistence Charge - A2 Licence, LOW Risk Rated	EH01/C894 (D04)		79.00	**
Permits Subsistence Charge -A2 Licence, MEDIUM Risk Rated	EH01/C894 (D04)		158.00	**
Permits Subsistence Charge - A2 Licence HIGH Risk Rated	EH01/C894 (D04)		237.00	**
Permits Subsistence Charge - Part B Licence, LOW Risk Rated	EH01/C894 (D04)		113.00	**
Permits Subsistence Charge - Part B Licence, MEDIUM Risk Rated	EH01/C894 (D04)		226.00	**
Permits Subsistence Charge - Part B Licence, HIGH Risk Rated	EH01/C894 (D04)		341.00	**
Subsistence Mobile Crusher LOW	EH01/C894 (D04)		626.00	**
Subsistence Mobile Crusher MEDIUM	EH01/C894 (D04)		1034.00	**
Subsistence Mobile Crusher HIGH	EH01/C894 (D04)		1551.00	**
Subsistence Vehicle Refinisher LOW Risk	EH01/C894 (D04)		228.00	**
Subsistence Vehicle Refinisher MEDIUM Risk	EH01/C894 (D04)		365.00	**
Subsistence Vehicle Refinisher HIGH Risk	EH01/C894 (D04)		548.00	**
Subsistence Reduced Fee Activity LOW Risk	EH01/C894 (D04)		228.00	**
Subsistence Reduced Fee Activity MEDIUM Risk	EH01/C894 (D04)		365.00	**
Subsistence Reduced Fee Activity HIGH Risk	EH01/C894 (D04)		548.00	**
Application Fee - Standard Process	EH01/C894 (D04)			**
Application Reduced Fee Activity (except Vehicle Refinisher)	EH01/C894 (D04)		155.00	**
Application PVR 1 & 2	EH01/C894 (D04)		257.00	**
Application Vehicle Refinisher	EH01/C894 (D04)		362.00	**
Application - Mobile Crusher	EH01/C894 (D04)		1650.00	**
Part B Standard Process Transfer	EH01/C894 (D04)		497.00	**
Part B Standard Process Partial Transfer	EH01/C894 (D04)		169.00	**
Part B New Operator at low risk Reduced Fee Activity	EH01/C894 (D04)			**
Surrender all Part B Activities	EH01/C894 (D04)			**
Part B Substantial Change - Standard Process	EH01/C894 (D04)			**
Part B Substantial Change- Standard where substantial change results in new PPC activity	EH01/C894 (D04)			**
Part B Substantial Change- Reduced Fee Activity	EH01/C894 (D04)			**
Reduced Fee Activity - Partial Transfer	EH01/C894 (D04)		47.00	**
QUARTERLY PAYMENT OPTION ALL IPPC - Additional Charge	EH01/C894 (D04)			**

** Fees not available until March 2019

HOUSING	General ledger code		2018/19 £	2019/20 £
	Chiltern	South Bucks		
Houses with multiple occupation licensing fees:				
New application - Stage 1	HO01/C800 (D04)		460.00	460.00
New Application - Stage 2	HO01/C800 (D04)		415.00	415.00
Renewal Application - Stage 1	HO01/C800 (D04)		380.00	380.00
Renewal Application - Stage 2	HO01/C800 (D04)		415.00	415.00
Late Application penalty (new and renewal applications)	HO01/C800 (D04)		165.00	165.00
Housing Enforcement Charges:				
Improvement/prohibition notice/orders (for 1st notice).	HO01/C800 (D04)		100.00	100.00
			50.00	50.00
Additional notices (maximum of £300/property) notice fee waived if complied with within timescales.	HO01/C800 (D04)			
Health and Housing Recharge costs: cost of contractor following service of a Statutory Notice plus officer time.	HO01/C800 (D04)		41.25	41.25

PLANNING PORTFOLIO

REVISED CHARGES FROM 1 APRIL 2019

VAT Codes:
Chiltern
South Bucks

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BUILDING CONTROL	General ledger code		2018/19	2019/20
	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		2018/19	2019/20
	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)		No charge	No charge
A1 - Per Sheet	PP01/C940 (D45)		for emailed	for emailed
A0 - Per Sheet *1	PP01/C940 (D45)		copies	copies
Sale of Council Documents: Decision Notices & Tree Preservation	PP01/C940 (D45)		NIL	NIL

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

PLANNING PORTFOLIO
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PLANNING ADVICE AND INFORMATION	General ledger code		2018/19	2019/20
	Chiltern	South Bucks	£	£
<u>Pre-Application Advice (1b)</u>				
Administration Charges (per hour)				
- Head of Service		DM02/S850 (1b)	264.00	317.00
- Area Team Manager		DM02/S850 (1b)	204.00	245.00
- All other planning officers/equivalent		DM02/S850 (1b)	180.00	216.00
- Assistant Planning Officer/Customer		DM02/S850 (1b)	N/A	
Site Visits – Flat Rate per officer		DM02/S850 (1b)	120.00	144.00
<u>Planning: Pre-Application / Post Decision Advice and Extant Enforcement Notices.</u>				
Enlargement, improvement or other, alteration of existing dwelling and				
Meeting and follow up letter	DM01/C850 (D45)	DM01/C850 (D45)	198.00	238.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	132.00	158.00
New residential dwellings:				
1 dwelling				
Meeting and follow up letter	DM01/C850 (D45)	DM01/C850 (D45)	456.00	547.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	306.00	367.00
2 dwellings				
Meeting and follow up letter	DM01/C850 (D45)	DM01/C850 (D45)	576.00	691.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	384.00	461.00
3 dwellings				
Meeting and follow up letter	DM01/C850 (D45)	DM01/C850 (D45)	810.00	972.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	540.00	648.00
4 dwellings				
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	690.00	828.00
6 - 10 dwellings				
Meeting and follow up letter	DM01/C850 (D45)	DM01/C850 (D45)	1,152.00	1,382.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	768.00	922.00
11 - 50 dwellings				
Meeting and follow up letter	DM01/C850 (D45)	DM01/C850 (D45)	2,298.00	2,758.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	1,530.00	1,836.00
51-75 dwellings				
Meeting and follow up letter	DM01/C850 (D45)	DM01/C850 (D45)	3,444.00	4,133.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	2,298.00	2,758.00
76-100 dwellings				
Meeting and follow up letter	DM01/C850 (D45)	DM01/C850 (D45)	4,584.00	5,501.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	3,060.00	3,672.00
101-150 dwellings				
Meeting and follow up letter	DM01/C850 (D45)	DM01/C850 (D45)	6,888.00	8,266.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	4,584.00	5,501.00
151+ dwellings				
Meeting and follow up letter	DM01/C850 (D45)	DM01/C850 (D45)	9,174.00	11,009.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	6,114.00	7,337.00

** Charges for 19/20 are subject to approval in March 2019**

PLANNING PORTFOLIO
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PLANNING ADVICE AND INFORMATION	General ledger code		2018/19 £	2019/20 £
	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)	DM01/C850 (D45)	462.00	554.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	306.00	367.00
101-500m ² (gross floor area)				
Meeting and follow up letter	DM01/C850 (D45)	DM01/C850 (D45)	864.00	1,037.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	576.00	691.00
501-1,000m ² (gross floor area)				
Meeting and follow up letter	DM01/C850 (D45)	DM01/C850 (D45)	1,296.00	1,555.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	864.00	1,037.00
1,001-5,000m ² (gross floor area)				
Meeting and follow up letter	DM01/C850 (D45)	DM01/C850 (D45)	2,298.00	2,758.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	1,530.00	1,836.00
5,001-10,000m ² (gross floor area)				
Meeting and follow up letter	DM01/C850 (D45)	DM01/C850 (D45)	4,584.00	5,501.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	3,060.00	3,672.00
10,001m ² + (gross floor area)				
Meeting and follow up letter	DM01/C850 (D45)	DM01/C850 (D45)	9,174.00	11,009.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	6,114.00	7,337.00
Developments falling within Use Classes C1, C2, D1 and D2				
1-100m ² (gross floor area)				
Meeting and follow up letter	DM01/C850 (D45)	DM01/C850 (D45)	462.00	554.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	306.00	367.00
101-500m ² (gross floor area)				
Meeting and follow up letter	DM01/C850 (D45)	DM01/C850 (D45)	864.00	1,037.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	576.00	691.00
501-1,000m ² (gross floor area)				
Meeting and follow up letter	DM01/C850 (D45)	DM01/C850 (D45)	1,296.00	1,555.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	864.00	1,037.00
1,001-5,000m ² (gross floor area)				
Meeting and follow up letter	DM01/C850 (D45)	DM01/C850 (D45)	2,298.00	2,758.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	1,530.00	1,836.00
5,001m ² + (gross floor area)				
Meeting and follow up letter	DM01/C850 (D45)	DM01/C850 (D45)	4,584.00	5,501.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	3,060.00	3,672.00
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)	DM01/C850 (D45)	462.00	554.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	306.00	367.00
* (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)	DM01/C850 (D45)	222.00	266.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	144.00	173.00
All other agricultural buildings and development.				
Meeting and follow up letter	DM01/C850 (D45)	DM01/C850 (D45)	462.00	554.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	306.00	367.00

** Charges for 19/20 are subject to approval in March 2019**

PLANNING PORTFOLIO
REVISED CHARGES FROM 1 APRIL 2019

VAT Codes:
Chiltern
South Bucks

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

PLANNING ADVICE AND INFORMATION	General ledger code		2018/19	2019/20
	Chiltern	South Bucks	£	£
Erection, alterations or replacement of plant or machinery.				
Meeting and follow up letter	DM01/C850 (D45)	DM01/C850 (D45)	114.00	137.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	78.00	94.00
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)	DM01/C850 (D45)	234.00	281.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	156.00	187.00
41-75m ² (gross floor area)				
Meeting and follow up letter	DM01/C850 (D45)	DM01/C850 (D45)	348.00	418.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	234.00	281.00
76-1,000m ² (gross floor area)				
Meeting and follow up letter	DM01/C850 (D45)	DM01/C850 (D45)	576.00	691.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	384.00	461.00
1,001-3,750m ² (gross floor area)				
Meeting and follow up letter	DM01/C850 (D45)	DM01/C850 (D45)	1,152.00	1,382.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	768.00	922.00
3751m ² + (gross floor area)				
Meeting and follow up letter	DM01/C850 (D45)	DM01/C850 (D45)	2,298.00	2,758.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	1,530.00	1,836.00
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)	DM01/C850 (D45)	198.00	238.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	132.00	158.00
Advertisements.				
Meeting and follow up letter	DM01/C850 (D45)	DM01/C850 (D45)	234.00	281.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	156.00	187.00
Telecommunications development.				
Meeting and follow up letter	DM01/C850 (D45)	DM01/C850 (D45)	576.00	691.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	384.00	461.00
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)	DM01/C850 (D45)	168.00	202.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	108.00	130.00
Other				
Meeting and follow up letter	DM01/C850 (D45)	DM01/C850 (D45)	348.00	418.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	234.00	281.00
Requests to withdraw extant Enforcement Notices				
Meeting and follow up letter	DM01/C850 (D45)	DM01/C850 (D45)	402.00	482.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	270.00	324.00
Requests to confirm that an extant Enforcement Notice has been complied with.				
Meeting and follow up letter	DM01/C850 (D45)	DM01/C850 (D45)	462.00	554.00
Letter only	DM01/C850 (D45)	DM01/C850 (D45)	306.00	367.00

** Charges for 19/20 are subject to approval in March 2019**

PLANNING PORTFOLIO
REVISED CHARGES FROM 1 APRIL 2019

VAT Codes:
Chiltern
South Bucks

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

PLANS, POLICIES AND PUBLISHED INFORMATION	General ledger code		2018/19 £	2019/20 £
	Chiltern	South Bucks		
South Bucks Core Strategy (Adopted February 2011)		PP01/S860 (2)	17.50	17.50
South Bucks District Local Plan 1999		PP01/S860 (2)	20.00	20.00
South Bucks Development Plan Proposals Map		PP01/S860 (2)	20.00	20.00
Core Strategy Inspectors Report		PP01/S860 (2)	4.20	4.20
Statement of Community Involvement		PP01/S860 (2)	8.60	8.60
Local Development Scheme (March)		PP01/S860 (2)	4.80	4.80
Residential Design Guide SPD (October 2008)		PP01/S860 (2)	9.40	9.40
Annual Monitoring Report (published in January each year)		PP01/S860 (2)	price based on normal	price based on normal photocopying
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	price based on normal photocopying charges

RESOURCES PORTFOLIO
REVISED CHARGES FROM 1 APRIL 2019

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

MISCELLANEOUS	2018/19	2019/20
	£	£

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		2018/19	2019/20
	Chiltern	South Bucks	£	£

Deed of Variations	LE01/C956 (1b)	LE01/S956 (1b)	Fee subject to review	Fee subject to review
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New Agreements				
- individual properties/householder applications	LE01/C956 (1b)	LE01/S956 (1b)	Fee subject to review	Fee subject to review
- others i.e. affordable housing/landscape manag	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)

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

LAND CHARGES	General ledger code		2018/19	2019/20
	Chiltern	South Bucks	£	£

Form LLC1	LC01/C945 (D04)	LC01/S945 (3)	20.00	20.00
Con29R – Required Enquiries	LC01/C944 (D45)	LC01/S944 (1a)	65.50	65.50
Total LLC1 & CON29R	LC01/C944 (D45)	LC01/S944 (1a)	85.50	85.50

CON 290 Enquiries – <i>Each</i> Optional Enquiry	LC01/C944 (D45)	LC01/S944 (1a)	15.00	15.00
Additional Enquiries (Solicitors own questions)	LC01/C944 (D45)	LC01/S944 (1a)	15.00	15.00

Additional Parcels of Land:				
Form LLC1	LC01/C945 (D04)	LC01/S945 (3)	5.00	5.00
Form CON29R	LC01/C944 (D45)	LC01/S944 (1a)	10.00	10.00

SUBJECT:	CAPITAL STRATEGY AND CAPITAL PROGRAMME 2019/20 TO 2023/24
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 2019/20 – 2023/24.

RECOMMENDATIONS

Cabinet is asked to recommend to Council:

- 1. The Capital Strategy including the Capital Programme for 2019/20-2023/24 (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 for £55k p.a.

- 3.4 To address capacity issues construction of a Multi Storey Car Park in Gerrards Cross has been agreed. The budget of £13,051k, has been added, over the course of two years, 2019/20 and 2020/21.
- 3.5 A budget of £61k in 2019/20 and £10k pa thereafter for Car Park Enhancements, has also been included, for general works to other car parks within the district.
- 3.6 The Taplow Moorings along the river edge need improvement and H&S works in order to stop the river undercutting the current bank. These are a legal obligation on the Council as the riparian owner. A consultant will need to be engaged to inform what essential works need to be carried out. This is initially estimated to cost £100k over the next two years.

Healthy Communities

- 3.7 £50k pa of 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, and disability adaptations).
- 3.8 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 £588k in 2018/19) so that there is no net cost falling to South Bucks. This is an annual programme of grant support.
- 3.9 The Council has started redeveloping the old Academy golf site as a country park facility. The total budget for constructing the new South Bucks Country Park is £2.080m, and these costs will be met from income gained during the redevelopment from soil importation.
- 3.10 Following the acquisition of Gerrards Cross Police Site, a redevelopment of the site is being undertaken to support the delivery of housing, and to generate income for the Council, which are key priorities referred to in the Capital Strategy. A budget of £8.62m has been agreed over 3 years.
- 3.11 An Affordable Housing Action Plan is to be undertaken during the course of the next five 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

- 3.12 A rolling programme for ICT of £20k is included in the programme for the replacement of equipment and further alterations. Additionally a budget of £15k has been rephrased to 2019/20 for a new software for Cemeteries and SPMG in the district.
- 3.13 A Customer Experience Strategy Programme has been initiated to facilitate the centralisation and transformation of customer services, increasing efficiency and delivering savings across CDC and SBDC. SBDC's share of this project is £296k, over two years.

Resources

- 3.14 The Council has responsibility under the lease for Capswood for the plant, equipment and internal decorations. There are several projects identified to be carried out over the next 5 years, with £180k budgeted in 2019/20.
- 3.15 Other capital works include the extension to Parkside Woodland Burial Site, with a budget of £199k, and upgrading elements of the Beacon Centre including ventilation cooling units and extractor fans.
- 3.16 A budgeted figure of £250k has been included to undertake the extension of the Stoke Poges Memorial Gardens.

4. Consilio

- 4.1 In addition to the main SBDC capital programme, SBDC may also undertake investments via Consilio. The individual investments will be undertaken by Consilio, however SBDC will act as lender for these investments. There is a separate section in the Capital Strategy related to Consilio investments.

5. Commuted Sums Programme

- 5.1 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 4.1.19 £
s106 Monies - Conditional	0
s106 Monies - Unconditional	1,618,515
Total	1,618,515

- 5.2 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. All of these funds have been allocated for specific projects.

6. Consultation

- 6.1 Consultation is with the Overview and Scrutiny Committee.

7. Corporate Implications

- 7.1 The programme in the Capital Strategy covers the period until 2024. Over this period new calls for capital expenditure will arise linked to the Council's Business Plan and Financial Strategy.
- 7.2 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.
- 7.3 The capital programme is part of the Council's overall financial strategy, as the capital and revenue budgets are interlinked.

8. Links to Council Policy Objectives

- 8.1 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.

9. Next Steps

- 9.1 Following views of the Overview and Scrutiny Committee the report will be considered by the Cabinet, and then by Council in February 2019.

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>Fair Funding review likely to have a negative impact on resources for Bucks authorities from 20/21 onwards.</p> <p>Funding coming totally from local resources makes SBDC more vulnerable to impact of economic recession.</p>	<p>Strategy to increase income from strategic review of assets.</p> <p>Strengthen level of reserves.</p> <p>Use prudential borrowing to finance major capital projects.</p> <p>Strong control on costs.</p> <p>Identify efficiencies through transformation and joint working.</p> <p>Explore potential for income generating projects.</p>
Local Housing Needs	<p>At end of 2018/19 60+ families in temporary accommodation.</p> <p>Increasing numbers on local housing waiting list.</p> <p>Affordability issues have led to RSL development largely ceasing in the area.</p>	<p>Identify sites for affordable housing development, initially Bath Rd & Tatling End.</p> <p>Housing development sites identified in new Local Plan.</p> <p>Private Sector Leasing Schemes in place with RSLs to address temporary accommodation needs.</p> <p>Use s106 funding.</p>
Parking Strategy	<p>Capacity issues in car parks in Gerrards Cross and Beaconsfield.</p> <p>Growing parking issues in Iver.</p>	<p>Project to expand Gerrards Cross Car Park.</p> <p>Strategic car park review to identify car parking expansion/development needs and 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.</p> <p>Car parking issues</p>	<p>A number of projects identified in strategic asset review.</p> <p>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.</p> <p>Explore specific development</p>

Priority	Pressure/Issue	Response
		opportunities in Beaconsfield as part of long term plans.
Leisure needs, including Farnham Park	<p>GLL contract renewal in 2020. Potential impact of closure of Evreham Centre. Evreham operation is subsidised by SBDC/BCC.</p> <p>Issues from Open Spaces and Playing Pitches needs reviews. Improving the financial position of the Farnham Park Playing Fields.</p> <p>Development of South Bucks Country Park.</p>	<p>Use results of Open Spaces and Playing Pitches needs review to develop plans for alternative options to meet needs current provided at Evreham.</p> <p>Opportunity to reduce Evreham revenue subsidy.</p> <p>Development underway for South Bucks Country Park at nil net cost to the Council.</p> <p>Develop strategy for Farnham Park Playing Fields based on options analysis.</p>
Supporting local businesses	<p>Expanding and improving broadband quality and coverage in the area.</p> <p>With increased reliance on business rates funding important to sustain and grow tax base.</p>	<p>Work with LEP on investment to support businesses.</p> <p>Establish economic development links with HAL.</p>
The local environment	<p>Concern over impact of major developments in Iver area. Implications of Local Plan, and any green belt release.</p>	<p>Update strategic asset review work in the context of the new Local Plan.</p> <p>Work with LEP on infrastructure investment in the Iver area to mitigate local issues.</p>
Joint Working including Transformation	<p>Need to address funding gap forecast to arise.</p> <p>Responding to changing needs of residents and customers.</p> <p>Need to maintain drive for efficiency in service delivery.</p>	<p>Stronger in Partnership Programme and in particular Customer Experience Strategy.</p>

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 and Investment Strategy.

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 capital 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. This is particularly relevant in respect of Consilio investments.

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 2019 - 2024

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 estimates have 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 at Tatling End, for a mixture of market and affordable rent, which is in progress. The market rented units are expected to be transferred to the Consilio Property Company to manage at the end of the construction in 2020/21.

¹ Prudential Code for Capital Finance in Local Authorities issues by CIPFA.

- The development for affordable / temporary accommodation the Council owned land at Bath Road using s106 funding, which completes in the current financial year.
- A housing improvement grants programme funded by Government grants.
- The funding of a private sector leasing scheme with Paradigm to provide temporary accommodation units.
- 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 in 2021/22.
- Provision of finance to investment in Consilio Property Ltd to develop its property portfolio.

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. Increasingly the expenditure will be linked to integrated strategies with Health and Social Care to keep people in their homes longer and minimise hospital stays.

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 (lease ends 2026)
- 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.

Commercial Investment Strategy with Consilio Property Ltd

The Council established Consilio Property Ltd in order to acquire properties to progress the Council's objectives of supporting the local economy, and to generate income to support services. Therefore any loans to the company need to be looked at from an investment point of view consistent with the Council's Treasury Management Strategy. This means that the order of priority has to be security of public funds over return on investment. In the

initial phase of its investment with Consilio the focus will be on establishing a core of sound and secure investments from which the portfolio will develop.

Consilio's commercial investment strategy whilst being an element within the Council's overall Medium Term Financial Strategy, is not a dominant factor in the Strategy.

Any investments will be supported by detailed acquisition appraisals that identify the risks and returns. Acquisitions will be in accordance with the Investment Strategy agreed by the Consilio Board. Focus will be on the strength of any leases, quality of tenants and condition of the assets. There are clear processes in place that enable the Council to have access to all the necessary detail to make a judgement on any investment. This includes access to independent external advice on any proposal.

The Council's loans are secured against the assets of Consilio as a whole, in practise this means that in its initial years there is a direct relationship between loans and specific properties. There is not a requirement for the assets to appreciate in value, but there is an expectation that they could be disposed of if the Council required early repayment of the loans.

The overall level of SBDC investment will be proportionate to the Council's financial scale and in line with the Prudential Codes requirements for affordability and sustainability. To date Consilio has undertaken one acquisition funded by the Council. The key details of which are:

- Property type – Budget Hotel
- Amount of Loan to Consilio - £5.5m
- Duration of loan - 10 yrs
- Interest rate to Consilio 3.29%

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:

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.

	2017/18 Actual £000	2018/19 Estimate £000	2019/20 Estimate £000	2020/21 Estimate £000	2021/22 Estimate £000
Financing Costs <i>ie net investment income plus interest payments</i>	(163)	(150)	(100)	181	521
Net Revenue Income Stream <i>ie Budget Requirement</i>	7,460	7,398	7,642	7,774	8,474
Ratio	2.18%	2.03%	1.31%	(2.33)%	(6.13)%

Capital Financing Requirement

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

	2017/18 Actual £000	2018/19 Estimate £000	2019/20 Estimate £000	2020/21 Estimate £000	2021/22 Estimate £000
SBDC Capital Financing Requirement at year end	0	2,651	8,841	20,132	22,622
Movement in CFR	0	2,651	6,190	11,291	2,488

Breakdown of Movement in CFR					
Net financing need for the year	0	2,651	6,190	11,551	3,000
Minimum Revenue Provision (MRP)	0	0	0	(260)	(512)
Movement in CFR	0	2,651	6,190	11,291	2,488

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 2018

APPENDIX - SOUTH BUCKS DC CAPITAL PROGRAMME 2019 – 2024

SBDC Capital Programme 2019/20 - 2023/24	Original Budget 19/20	Original Budget 20/21	Original Budget 21/22	Original Budget 22/23	Original Budget 23/24
	£	£	£	£	£
Environment					
Refuse / Street Cleansing Vehicles	40,000		1,500,000		
Recycling Initiatives & Bins	55,000	55,000	55,000	55,000	55,000
Station Road Car Park, GX	3,000,000	10,051,000			
Car Park Enhancements	60,985	10,000	10,000	10,000	10,000
Taplow Moorings	15,000	85,000			
Healthy Communities					
Home Renovation Grants / Flexible Home Loans	50,000	50,000	50,000	50,000	50,000
Disabled Facility Grants	588,000	588,000	588,000	588,000	588,000
The South Bucks Country Park Leisure Facility	900,000	600,000			
Tatling End Housing Project (Police Site)	5,910,000				
Affordable Housing Action Plan (acquisitions)	280,000	1,500,000	1,500,000	1,500,000	1,500,000
Customer Services & Business Support					
IT: Replacement equipment/alterations	20,000	20,000	20,000	20,000	20,000
ICT Projects - Cemeteries Software	15,000				
Customer Experience Strategy Programme	116,030				
Resources					
Capswood Maintenance & Works	180,000	10,000		25,000	20,000
Other Capital Works (see breakdown below)	198,566	14,200		16,000	
SPMG Extention		250,000			
Capitalisation of Salary Costs					
Capital Salaries	68,360				
	11,496,941	13,233,200	3,723,000	2,264,000	2,243,000
Breakdown of other Capital Works	Original Budget 19/20	Original Budget 20/21	Original Budget 21/22	Original Budget 22/23	Original Budget 23/24
Other Properties	0	0	0	0	0
Beacon Centre		14,200		16,000	
Parkside Woodland Burial Extension	198,566				
	198,566	14,200	0	16,000	0
Sources of Funding	2019/20	2020/21	2021/22	2022/23	2023/24
	£	£	£	£	£
Housing subsidy re DFG's via Better Care Fund	588,000	588,000	588,000	588,000	588,000
Income generated from SB County Park Site	900,000	1,350,000			
Borrowing - Station Road Car Park	3,000,000	10,051,000			
Borrowing - Tatling End Housing	5,910,000				
Borrowing - Affordable Housing Action Plan	280,000	1,500,000	1,500,000	1,500,000	1,500,000
Borrowing - Refuse Vehicles			1,500,000		
Borrowing - General Projects	818,941	-255,800	135,000	176,000	155,000
	11,496,941	13,233,200	3,723,000	2,264,000	2,243,000

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 2019/20
REPORT OF:	Resources Portfolio Holder – Cllr B Gibbs
RESPONSIBLE OFFICER	Director of Resources
REPORT AUTHOR	Helen O'Keeffe, Capital & Treasury Manager, hokeeffe@chiltern.gov.uk, 01494 732781
WARD/S AFFECTED	All

1. Purpose of Report

- 1.1 To advise the Portfolio Holder on the Treasury Management Strategy and related policies that should be adopted by the Council for 2019/2020.

RECOMMENDATION

The Overview and Scrutiny Committee is requested consider and make any comments on the Strategy and related appendices, to assist Cabinet in its deliberations on the Strategy to recommend to Council.

2. Executive Summary

- 2.1 The Council is required to formally review its treasury management policies each year as part of determining what level of returns will be achieved from investments. The format of the treasury management policies is defined by the Code of Practice adopted by the Council, and is required to be approved by the Council on recommendation from the Cabinet.
- 2.2 The treasury management policies underpin the strategy for the year in question, which seek to achieve a level of investment return and efficiently manage any borrowing. External borrowing which was planned in 2018/19 to facilitate a major capital project has not been required. However, in order to facilitate the planned capital programme in 2019/20 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 for Capital Finance.
- 2.3 The Council has been debt free for many years so this represents a substantial change in approach.

3. Background

- 3.1 The Council adopted the CIPFA code of practice on Treasury Management in June 2002, which includes the creation of a Treasury Management Strategy, which sets out the policies, and objectives of the Council's treasury management activities for the year ahead.

**South Bucks District Council
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3.2 The Code was updated in December 2017, the key requirements of which are detailed in the Treasury Management Strategy (Appendix 1).

4. Treasury Management Strategy 2019/20

4.1 The Treasury Management Strategy 2019/20 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 Council's Capital Strategy and its related capital programme. Borrowing will be entered into once significant capital projects have been approved.
- Cash is unlikely to be available for investment over time periods greater than one year.
- Interest rates are expected to increase slightly on previous years, although it will be challenging to achieve high investment returns.
- The expected return for 2019/20 from the proposed strategy is £100,000.

5. Consultation

5.1 Consultation is with the Overview and Scrutiny Committee within the framework set by the Code of Practice.

6. Options

6.1 The framework set by the Code of Practice means that options effectively relate to the judgements and risk assessments made when finalising the Strategy around likely returns, counterparty risks, and liquidity issues related to the level of available cash balances.

7. Corporate Implications

7.1 Budgeted investment income in 2019/20 is based on interest rates remaining below 1%. Although borrowing will not be undertaken in advance of need, there will be some short term timing differences where funds will be borrowed and not yet required for the payment of suppliers as part of projects in the approved Capital programme. Any temporary surplus funds will be invested on a short term basis until they are required.

7.2 Based upon the recommendations outlined in the Treasury Management Strategy the estimated investment return for 2019/20 is £100,000.

7.3 As with any budget based on forecasts of future interest rates there is a risk of variation due to factors outside of the Council's control. This risk will need to be taken into account in determining the level of reserves held by the Authority.

7.4 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

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investments plans are affordable, prudent and sustainable. This is particularly relevant now that the Authority is planning to undertake external borrowing.

- 7.5 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.
- 7.6 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 as part of the Council's overall Medium Term Financial Strategy.

8. Links to Council Policy Objectives

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

9. Next Steps

- 9.1 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.
- 9.2 The implementation and monitoring of the strategy and policy will be undertaken by reports to the Resources PAG.

Background Papers:	None
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South Bucks District Council
Treasury Management Strategy
2019/2020

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 was reviewed and updated in December 2017, and the key requirements of the Code are detailed below.
- a) All councils must formally adopt the Code and four clauses, these are shown in Appendix 1A which also sets out the scheme of delegation and the treasury management role of the section 151 officer.
 - b) The strategy report will affirm that the effective management and control of risk are prime objectives of the Council's treasury management activities. This is consistent with the approach always adopted by this Council.
 - c) The Council's appetite for risk must be clearly identified within the strategy report, including any use of financial instruments for the prudent management of those risks, and will affirm that priority is given to security of capital and portfolio liquidity when investing treasury management funds.
 - 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. Although borrowing will not be undertaken in advance of need, there will be some short term timing differences where funds will be borrowed and not yet required for the payment of suppliers. Any surplus funds will be invested on a short term basis until they are required.
 - 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	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 to provide treasury management 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, which expires on 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.

	2018	2019				2020	
	Dec	Mar	Jun	Sept	Dec	Mar	Jun
Bank Rate	0.75%	0.75%	1.00%	1.00%	1.00%	1.25%	1.25%
3M LIBID	0.80%	0.90%	1.00%	1.10%	1.20%	1.30%	1.40%
6M LIBID	0.90%	1.00%	1.20%	1.30%	1.40%	1.50%	1.60%
12M LIBID	1.10%	1.20%	1.30%	1.40%	1.50%	1.60%	1.70%

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

- The economic and therefore the interest rate environment in the short term will be influenced by the outcome of the Brexit issue, which may be clearer by the end of January, and this may be:
 - Following a decision in Parliament, the UK leaving the EU on 29th March 2019 under an agreement that allows for a transition to a new economic arrangement with the EU over a period, or
 - Following a decision in Parliament, the UK leaves with no agreement on 29th March 2019 and immediately has to operate under WTO rules.
 - The 29th March 2019 date is extended in order to allow the UK to reach a final decision, which may be after a second referendum, or a General Election

From a markets point of view the overriding desire is to achieve some a degree of certainty. For leaving with some agreement the short term impact on GDP and inflation would not expect to be significant. Under this scenario there would not expect to be significant impact on interest rates unless there was a very significant fall in sterling. Therefore the gradual tightening of monetary policy indicated by the Bank of England would expect to follow.

Leaving with no agreement would produce a lot of uncertainty, and the impact on the economy would be material, the issue would be to what extent and over what period the economy would recover from the change. The risk of a rapid and significant deterioration in sterling could result in interest rate rises in the short to medium term with the inevitable impact on GDP. Alternatively the Bank of England may consider it preferable to allow a depreciation of the currency compared to raising interest rates due to the impact on GDP. This would be consistent with the approach following the original Brexit vote. In the longer term it would depend on how the UK economy responds to the change, and the resultant effect on interest rates.

- In the medium term the political issue is how long a minority Conservative Government could continue, unless the current situation precipitates a General Election. This will provide a continuing backdrop of uncertainty to markets, and the prospect of a Labour

administration with the impact for government borrowing of a number of its policies could tend for markets to increase interest rates.

- The political issues to some extent disguise the more fundamental issue for the UK economy which is productivity.

3. Achieving the Investment Target in 2019/20

- 3.1. The Government's decision to create a new single unitary authority for Buckinghamshire from 2020/21 does not remove the need for the authority to carry out its treasury management function in 2019/20 in accordance with proper policies and practice, and to support the objectives of the Council.
- 3.2. From 2020/21 the authority's cash balances and borrowing will transfer to the new authority where they will be amalgamated with those of all the other authorities and managed as a single portfolio. The same codes of practice and procedures will need to apply as currently in South Bucks.
- 3.3. As part of its medium term financial strategy the Council is seeking to maximise its investment income with acceptable levels of risk. The strategy recognises that the Council's Capital Strategy anticipates significant levels of borrowing and reduced cash for interest earning investments. The Council will continue to earn interest on short term investments arising from its cashflow profile over the year, but this will be a reduced amount compared to past years.
- 3.4. 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. up to 3 years.
 - Investing in non cash based instruments, i.e. property or corporate bond funds.
- 3.5. 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 2019/20.
- 3.6. The following table illustrates the estimated investment interest for 2019/20. The calculation assumes that any investments maturing during 2019/20 are not reinvested, and that the returned funds will be held on short term deposit until required for cash flow purposes.

	Credit Rating	Amount Loaned	Interest Rate	Matures	Interest 19/20	New Inv 19/20 (0.9%)
RBS/Natwest	BBB+	3,000,000	3 mth LIBOR	Feb-20	2,400	
Santander	A	3,000,000	0.90%	Mar-19	2,400	
		6,000,000			2,400	
Short term		6,000,000	0.70%		42,000	

	Credit Rating	Amount Loaned	Interest Rate	Matures	Interest 19/20	New Inv 19/20 (0.9%)
Gilts/Bonds etc		589,866			27,638	
Farnham Park Loan					31,500	
Total		12,589,866			103,538	0
Total interest forecast 2019/20						103,538

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

Schedule of Maturing Investments

Year	Month	Amount	Cumulative
Instant MMF		8,000,000	8,000,000
2018/19	Mar	3,000,000	11,000,000
2019/20	Feb	3,000,000	14,000,000
		14,000,000	

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

3.9. The table below shows the proposed counterparty investments matrix for investments in 2019/20. Money Market Funds (MMF) are currently priced on a Constant Net Asset Value (CNAV) basis, however all MMFs will be converting to Low Volatility Net Asset Value (LVNAV) MMFs in January 2019.

	Duration	Maximum Amount	Fitch Rating	Comment
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
Money Market Funds	-	£5m	AAA	
Gilts / Bonds / Bond Funds	Up to 3 years	£5m	A- or better	
Property Funds	-	£5m	-	
Property Company	-	£100m	-	

4. Borrowing Strategy

4.1 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 arising from the Council's Capital Strategy. It is probable that borrowing will be undertaken in future years to

facilitate other planned capital projects 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 for Capital Finance.

- 4.2 Borrowing will need to be undertaken in 2019/20 and future years in order to facilitate planned significant capital projects arising from the Capital Strategy, notably the Multi Storey Car Park at Gerrards Cross (likely to be in 2020/21) and the Tatling End Housing Project (which will be in 2019/20). The capital programme indicates that there may also be some borrowing to finance general capital projects. No borrowing to finance major capital projects will be undertaken before planning permission has been obtained and a business case has been approved.
- 4.3 In 2017/18, the Council established a property development company, Consilio Property Limited. In January 2019 South Bucks made a first advance of £5.5m to Consilio to acquire its first property.
- 4.4 In the case of the Tatling End Housing Project, the issue of the timing and structure of the borrowing will be determined by the cashflow for the development and the borrowing required to finance this, and then subsequently the terms of any transfer to Consilio which would be financed by borrowing.
- 4.5 In order to undertake borrowing the Council must demonstrate its compliance with the Prudential Code. The framework established by the Prudential Code should support local strategic planning, local asset management planning and proper option appraisal. The objectives of the Prudential Code are to ensure, within a clear framework:
- That the capital expenditure plans are affordable, prudent and sustainable (Medium Term Financial Strategy and Capital Strategy).
 - That treasury management decisions are in accordance with good professional practice and in full understanding of the risks involved and how these risks will be managed to levels that are acceptable to the organisation (Treasury Management Strategy).
- 4.6 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.
- 4.7 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 likely 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 for a period or until the project is complete, which will be invested until required for the payment of suppliers.
- 4.8 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.

- 4.9 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 £45 million and an operational boundary of £40 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 estimated investment return for 2019/20 is £100,000, which reflects the latest forecasts for interest rates, and anticipated cashflows.
- 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.
- 5.4. The Treasury Management Strategy will ensure that a new unitary authority would inherit a stable Treasury Management position from the Council.

Appendices

1A – Annual Investment Strategy

1B – Prudential Indicators

1C – Minimum Revenue Provision

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Appendix 1A**SOUTH BUCKS DISTRICT COUNCIL****Annual Investment Strategy 2019/20**

1. This Council has regard to the MHCLG's Guidance on Local Government Investments and the 2017 revised CIPFA Treasury Management in the Public Services Code of Practice and Cross Sector Guidance Notes. 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, and any financial instruments entered into to manage these risks.

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 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 revised in 2017.
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 four clauses.
 1. This organisation will create and maintain, as the cornerstones 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 implementation 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.
4. This organisation nominates the Resources Policy Advisory Group to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.

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 Capital & Treasury Manager 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

15. The 2019/20 counterparty credit matrix for investments is as follows:

	Duration	Maximum Amount	Fitch Rating	Comment
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
Money Market Funds	-	£5m	AAA	
Gilts / Bonds / Bond Funds	Up to 3 years	£5m	A- or better	
Property Funds	-	£5m	-	-
Property Company	-	£100m	-	-

Use and Monitoring of Credit Ratings

16. 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.
17. The Council determines the appropriate credit ratings it deems to be sufficiently high for each category of investment.
18. 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.
19. 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.
20. 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.

Property Funds

21. To monitor its investment, the Council will require reports stating the value of the assets held by the Property Fund. These reports are to be provided by the Property Fund at least annually.

Property Company

22. The Council will maintain security over any investment in the property company by having a charge over the relevant asset(s) held by the property company.

23. To monitor its investment, the Council will require reports stating the value of the assets. These reports are to be provided by the Property Company at least annually as part of its Annual Report to shareholders.

Monitoring of Reputational Risk Issues

18. 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

19. 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

20. 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.
21. 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

22. 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 Money Market Funds (MMF) are currently priced on a Constant Net Asset Value (CNAV) basis, however all MMFs will be converting to Low Volatility Net Asset Value (LVNAV) MMFs in January 2019.	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

<p>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)</p> <p>Custodial arrangement required prior to purchase</p>	<p>Yes</p>	<p>Government backed</p>	<p>In-house</p>	<p>1 Year</p>
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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</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
	for capital loss.					
<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>	Yes	AAA or Government guaranteed	In-house	<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>	Not always dependant on terms of each fund	Investment in property	Any Fund Manager	£3m	Dependant on terms of each fund
<p>Property Funds approved by HM Treasury which do not constitute</p>	<p>Alternative to cash funds. Returns subject to property market and rental streams</p>	Not always dependant on terms of each fund	Investment in property	Any Fund Manager	£3m	Dependant on terms of each fund

Investment	(A) Why use it ? (B) Associated risks ?	Repayable /Redeemable Within 12 months ?	Security /Minimum credit rating	Used By	Maximum value	Length of investment
capital expenditure eg CCLA						
Property Company	Alternative to cash funds. Returns subject to property market and rental streams	Not always dependant on terms of each investment	Investment in property	In-house	£100m	Dependant on terms of each investment
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	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
	movement during life of bond which could negatively impact on price of the bond i.e. potential for capital loss.					
<p>Corporate Bond Funds</p> <p>Pooled Investment Vehicle Custodial arrangement not required</p>	<p>(A) Attractive returns, provides Diversification, no need for custodial facilities, professional fund management, has liquidity.</p> <p>(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.</p>	<p>Yes-redeemable at net asset value</p>	<p>Yes, use of Fitch ratings Subject to counterparty matrix</p>	<p>Fund Manager</p>	<p>Maximum of £3m</p>	<p>Maximum of 3 years</p>

PRUDENTIAL CODE & INDICATORS STATEMENT

1. Background

1.1. The Prudential Code for Capital Finance in Local Authorities plays a key role in capital finance in local authorities. Local authorities determine their own programmes for capital investment that are central to the delivery of quality public services. The Prudential Code was developed by CIPFA as a professional code of practice to support local authorities in taking their decisions.

2. Objectives

2.1. The objectives of the Prudential Code are to ensure, within a clear framework, that the capital expenditure plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice and in full understanding of the risks involved and how these risks will be managed to levels that are acceptable to the organisation.

2.2. The Prudential Code requires authorities to look at capital expenditure and investment plans in the light of overall organisational strategy and resources and ensure that decisions are being made with sufficient regard to the long run financing implications and potential risks to the authority. Effective financial planning, option appraisal, risk management and governance processes are essential in achieving a prudential approach to capital expenditure, investment and debt.

2.3. 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 Prudential Code does not include suggested indicative limit or ratios.

2.4. The prudential indicators required by the Prudential Code are designed to support and record local decision-making in a manner that is publicly accountable. They are not designed to be comparative performance indicators.

3. Matters required to be taken into account

3.1. In setting or revising its prudential indicators, the local authority is required to have regard to the following matters:

- Service objectives, eg strategic planning for the authority
- Stewardship of assets, eg asset management planning
- Value for money, eg option appraisal
- Prudence and sustainability, eg risk, implications for external debt and whole life costing
- Affordability, eg implications for council tax/business rates
- Practicality, eg achievability of the forward plan.

4. Decision-making on capital investment

4.1. The Prudential Code recognises that in making its capital investment decisions the authority must have explicit regard to option appraisal and risk, asset management planning, strategic planning for the authority and achievability of the forward plan.

5. Determining a capital strategy

5.1. In order to demonstrate that the authority takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability, authorities should have in place a capital strategy that sets out the long-term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes.

6. Prudence and prudential indicators for prudence

6.1. The local authority shall ensure that all of its capital expenditure, investments and borrowing decisions are prudent and sustainable. In doing so it will take into account its arrangements for the repayment of debt and consideration of risk and the impact, and potential impact, on the authority's overall fiscal sustainability. While indicators for sustainability are required to be set over a minimum three year rolling period, indicators should be set in line with a capital strategy and asset management plan that is sustainable over the longer term.

7. Prudential indicator – capital expenditure

7.1. Actual capital expenditure and estimates of capital expenditure.

	2017/18 Actual £000	2018/19 Estimate £000	2019/20 Estimate £000	2020/21 Estimate £000	2021/22 Estimate £000
Capital Expenditure	1,782	9,218	11,497	13,233	3,723

7.2. For SBDC until 2018/19 the capital programme was fully funded from capital receipts and Government grant. However, the increased anticipated level of capital expenditure has meant that this will no longer be possible, and the Council will need to borrow funds in 2019/20 and to facilitate the budgeted capital expenditure on major projects in future years.

7.3. Actual capital financing requirement and estimates of capital financing requirement.

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

7.5. 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).

	2017/18 Actual £000	2018/19 Estimate £000	2019/20 Estimate £000	2020/21 Estimate £000	2021/22 Estimate £000
SBDC Capital Financing					

Requirement at year end	0	2,651	8,841	20,132	22,622
Movement in CFR	0	2,651	6,190	11,291	2,488

Breakdown of Movement in CFR					
Net financing need for the year	0	2,651	6,190	11,551	3,000
Minimum Revenue Provision (MRP)	0	0	0	(260)	(512)
Movement in CFR	0	2,651	6,190	11,291	2,488

8. Prudential indicator – External Debt

8.1. The authority is required to set an authorised limit and operational boundary for its total gross external debt. The operational boundary is the limit beyond which external debt is not normally expected to exceed, and is based on the authority's estimate of most likely, ie prudent, maximum level of external debt. The authorised limit represents an authorised limit for the authority's total gross external debt and will need to provide headroom over and above the operational boundary sufficient for example for unusual cash movements. In South Bucks' case, until decisions are made about the financing of the Tatling End Housing Project it is difficult to be certain about the level and timing of borrowing which will be required. The Operational Boundary and Authorised Limit must be set at a sufficient level to allow for a higher level of borrowing, however the CFR reflects the more realistic level of borrowing which will be undertaken.

8.2. After the year end, the actual external debt will be reported.

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Authorised Limit	20,000	35,000	45,000	50,000	50,000
Operational Boundary	13,000	30,000	40,000	45,000	45,000
Estimated Debt		2,651	8,841	20,132	22,620
Actual external debt	0				

9. Prudential indicator – Gross debt and the capital financing requirement

9.1. The authority must ensure that over the medium term debt will only be for a capital purpose. The authority should ensure that debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years.

	2017/18 £000	2018/19 £000	2019/20 £000
Actual/Estimated Gross Debt	0	2,651	8,841
Annual change in CFR	0	2,651	6,190
Total CFR in preceding year, current and next two years	8,841	20,132	22,620

10. Prudential indicator – Upper limit for interest rate exposure

10.1. 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.

	2017/18	2018/19	2019/20	2020/21	2021/22
Fixed Rate	100%	100%	100%	100%	100%
Variable Rate	70%	80%	90%	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.

11. Prudential indicator - Maturity structure of borrowings

11.1. 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 45 years. The maturity structure within this range will vary according to the income streams generated by investment decisions.

12. Prudential indicator – Upper limit for total principal sums invested for over 365 days

12.1. Where a local authority invests, or plans to invest, for periods longer than 365 days, the local authority must set an upper limit for each forward financial year period for the maturing of such investments. 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.

	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m
Upper Limit	16	15	14	13	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.

13. Affordability and prudential indicators for affordability

13.1. The fundamental objective in the consideration of the affordability of the authority's capital plans is to ensure that the level of investment in capital assets proposed means that the total capital investment of the authority remains within sustainable limits.

14. Prudential Indicator – financing costs to net revenue stream

14.1. The authority shall ensure that the revenue implications of capital finance, including financing costs, are properly taken into account within option appraisal processes, the capital programme and the medium-term forecast. In assessing affordability the authority shall

consider the council tax implications of its capital programme, borrowing and investment decisions.

	2017/18 Actual £000	2018/19 Estimate £000	2019/20 Estimate £000	2020/21 Estimate £000	2021/22 Estimate £000
Financing Costs <i>ie net investment income plus interest payments</i>	(163)	(150)	(100)	181	521
Net Revenue Income Stream <i>ie Budget Requirement</i>	7,460	7,398	7,642	7,774	8,474
Ratio	2.18%	2.03%	1.31%	(2.33)%	(6.13)%

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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.

Options 1 & 2 should 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 should 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 2019/20 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 2019/20 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.

REPORT SUBJECT:	<i>South Bucks District Council Performance Report Q2 2018-19</i>
REPORT OF:	<i>Leader of the 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>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 2018-19.

RECOMMENDATION

Cabinet is asked to note the performance reports.

2. Executive Summary

Overview of **Quarter 2 2019-19** performance indicators (PIs) against targets across the Council:

Portfolio	No of PIs	PI on target □	PI slightly below target □	PI off target □	Not reported this quarter/ not used	Awaiting data
Leader's	3	3	0	0	0	0
Resources	4	4	0	0	0	0
Healthy communities	10	4	0	2	4	0
Planning & Economic development	15	12	2	0	1	0
Environment	4	2	1	0	1	0
Customer & Business Support	9	4	2	0	3	0
Total PIs	45	29	5	2	9	0

3. Reasons for Recommendations

3.1. This report details factual performance against pre-agreed targets.

3.2. Management Team, Cabinet and Overview & Scrutiny Committee receive regular updates detailing progress towards service plan objectives, performance targets and strategic risks, in line with our Performance and Improvement Framework.

3.3. Three detailed performance tables accompany this report:

- **Appendix A – Priority PIs Quarter 2 2018-19**
- **Appendix B – Corporate PIs Quarter 2 2018-19**
- **Appendix C – Data Only PIs Quarter 2 2018-19**

4. Key points to note:

4.1. All PI data has been received.

4.2. All priority PIs are on target.

4.2.1. **Leaders:** All PIs within the Leader's portfolio are on target.

4.2.2. **Resources:** All PIs for this portfolio are on target.

4.2.3. **Healthy Communities:** SbEH1 - Percentage of food hygiene inspections of category A – D food businesses achieved against the inspections due by quarter – was under target of 91%, at 83.5% (up from quarter one at 80.4%). The team had a member of staff leave at the end of February, meaning another staff member had to be re-deployed away from food inspections to undertake nuisance work. This continued until the post was recruited to in July. An agency contractor also left, meaning that officer time was diverted away from food inspection work. SbHS3 – Average length of stay in B&B temporary accommodation for all households – was above target of 22 at 28 weeks. The overall average was pushed upwards by one lengthy stay where the applicants had been subject to several reviews and legal appeal claims. Without this one case, the average would have been 22 weeks.

4.2.4. **Planning & Economic Development:** SbPED9 is on target for the current month, but due to previous months' targets being missed, the cumulative total is slightly under target of 90% at 88.9%. JtBC1 – Applications checked within 10 working days is slightly under the 92% target at 86%, due to the team being one person down and this coinciding with annual leave.

4.2.5. **Environment:** Percentage of household waste sent for reuse, recycling and composting is above target of 53%, at 55%. SbWR1 Number of household collections missed per month – is back under target of 100 at 92. The number of missed assisted collections is one over the target of 35, at 36. Recognising that these are vulnerable residents, the team are working closely with Biffa to bring this figure down.

4.2.6. **Customer & Business Support:** JtBS1 is under target of 99.5% as there have been problems with the vWorkspace desktop environment during September, causing some downtime. There was also a major outage of the uniform system following and upgrade performed by the supplier. These issues have had an impact on the result of this PI. JtBS2, percentage of calls to ICT helpdesk resolves within agreed timescales (by period), is slightly under the target of 95% at 88.2%, due to staff changes and members of the infrastructure team dealing with transformational projects, therefore fewer of the team have been available to deal with calls logged.

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 2018-19 - SBDC

Code	Title	Target 2017/18 (YTD)	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Traffic Light	Target 2018/19	Comments
Leader's portfolio																	
JtHR1	Working days lost due to sickness absence	10	5.8	6.3	6.3	6.2	6.5	6.7							☑	10	193.50 working days lost for September + 793 days lost (April - August) = 986.50 days lost. 986.50 / 295.77 (average FTE figure) = 3.34 / 6 x 12 = 6.68 average working days lost to sickness absence (cumulative). These figures relate to absence days from 30 employees
JtHR12	Working days lost due to short term sickness absence (up to 20 working days)	5	2.8	2.7	2.4	2.1	2.2	2.2							☑	5	54.50 working days lost for September + 264 days lost (April - August) = 318.50 days lost. 318.50 / 295.77 (average FTE figure) = 1.08 / 6 x 12 = 2.16 average working days lost to short term sickness absence (cumulative). The figures related to absence from 23 employees
JtHR13	Working days lost due to long term sickness absence (more than 20 working days)	5	3.0	3.6	3.9	4.1	4.3	4.5							☑	5	139 working days lost for September + 529 days lost (April - August) = 668 days lost. 668 / 295.77 (average FTE figure) = 2.26 / 6 x 12 = 4.52 average working days lost to long term sickness absence (cumulative). This absence relates to 7 employees
Resources																	
SbRB1	Speed of processing - new HB/CTB claims (cumulative)	19	17.9	17.7	17.9	18.1	18.0	17.6							☑	18	Target achieved.
SbRB2	Speed of processing - changes of circumstances for HB/CTB claims (cumulative)	8	6.2	6.1	6.0	6.3	6.5	6.6							☑	8	Target achieved.
SbRB3	Percentage of Council Tax collected (cumulative)	98%	11.4%	20.8%	30.0%	39.2%	48.1%	57.2%							☑	98.0%	Target achieved.
SbRB4	Percentage of non-domestic rates collected (cumulative)	98.8%	12.2%	21.1%	30.1%	39.2%	48.1%	56.6%							☑	98.8%	Target achieved.
Healthy Communities																	
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)	18	3	2	2	3	2	3							☑	18	This total comprises 1 household likely to be deemed intentionally homeless, 1 household awaiting a move to supported housing and 1 x household that is due to move to a PSL property.
SbHS7	Number of households living in temporary accommodation (snapshot at the end of the month)	68	60	57	55	46	45	48							☑	68	Slight increase due to upturn in applications in September. Total comprises (i) 25 in B&B or nightly booked TA (ii) 8 in private sector leasing (iii) 8 in GX Police Houses and (iv) 7 in other RP units.

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Appendix A

Code	Title	Target 2017/18 (YTD)	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Traffic Light	Target 2018/19	Comments
Planning and Economic Development																	
SbPED9	Processing of planning applications: major applications processed within 13 weeks (cumulative)	90%	100.0%	100.0%	100.0%	75.0%	87.5%	88.9%							☐	90%	8 of 9 determined within target - cumulative figure 1 of 1 determined within target - this month's figure This month's figures are on target, but due to previous months, the cumulative figure is slightly below target.
SbPED10	Processing of planning applications: minor applications processed within 8 weeks (cumulative)	85%	90.9%	91.2%	93.7%	89.9%	90.3%	91.1%							☑	85%	144 of 158 determined within target - cumulative figure 23 of 24 determined within target - this month's figure
SbPED11	Processing of planning applications: other applications processed within 8 weeks (cumulative)	85%	92.8%	94.8%	93.6%	93.6%	93.7%	94.0%							☑	85%	404 of 430 determined within target - cumulative figure 60 of 63 determined within target - this month's figure
Environment																	
SbWR2	Percentage of household waste sent for reuse, recycling and composting (cumulative)	55%	52.4%	55.3%	58.2%	55.8%	53.0%	55.0%							☑	53%	Target achieved.

Appendix B - Corporate PIs 2018-19 - SBDC

Code	Title	Target 2017/18 (YTD)	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Traffic Light	Target 2018/19	Comments
Leader's Portfolio																	
Customer and Business Support																	
JtBS1 (C)	Availability of ICT systems to staff from 8am to 6pm (by period)	99.5%			99.8%			97.3%							🟡	99.5%	There have been problems with the vWorkspace desktop environment during September causing some downtime. There was also a major outage of the Uniform system following an upgrade performed by the supplier. These issues have had an impact with the result of this PI.
JtBS2 (C)	Percentage of calls to ICT helpdesk resolved within agreed timescales (by period)	95%			93.5%			88.2%							🟡	95%	Staff changes during this quarter has affected this PI. Also members of the Infrastructure Team have been dealing with transformational projects, meaning fewer members of the team are dealing with calls logged.
SbBS3	Percentage of responses to FOI requests sent within 20 working days (by month)	90%	98.5%	98.4%	97.6%	97.8%	97.2%	100%							✅	90%	On target.
SbCS1	Number of complaints received (cumulative, quarterly)	80			9			20							✅	80	On target.
SbCS2	New measure for compliments - t.b.a.	TBA	NA	NA	NA	NA	NA	NA							NA	TBA	Placeholder for PI for when Customer Experience Strategy is implemented
JtLD1 (C)	Client satisfaction with the shared service. Percentage satisfied or very satisfied.	98%						100%							NA	98%	PI on target.
SbLD1	Percentage of canvass forms returned	94%													NA	94%	Yearly PI.
SbLD2	Standard searches carried out within 5 working days (cumulative)	100%	100%	100%	100%	100%	100%	100%							✅	100%	Target achieved.
SbLD3	Standard searches carried out within 10 working days (cumulative)	100%	100%	100%	100%	100%	100%	100%							✅	100%	Target achieved.
Healthy communities																	
SbH1a	Customer satisfaction rating at the Beacon Centre.	83%													NA	84%	Yearly PI.
SbH1b	Customer satisfaction rating at the Evreham Centre.	80%													NA	82%	Yearly PI.
JtH1 (C)	Percentage of customers satisfied with the licensing service received (annual)	89%													NA	80%	Yearly PI.
JtH2 (C)	Percentages of licences received and issued/renewed within statutory or policy deadlines (cumulative).	97%			98.6%			97.7%							✅	97.0%	Target achieved.
SbEH1	Percentage of food hygiene inspections of category A – D food businesses achieved against the inspections due by quarter	91%			80.4%			83.5%							❌	91%	This quarter has seen a number of enforcement issues and a staff shortage which is now being addressed
SbHS2	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			13			14							✅	22 5.5/qtr	Total comprises (i) 12 x Taplow new build properties (Housing Solutions) and 1 x L&Q new build bungalow (ii) 0 and (iii) 1 x acquisition by L&Q. A further 40 new build rented units are due to be completed on the Taplow Mill site during Quarter 3.
SbHS3	Average Length of stay in B & B temporary accommodation for all households (snapshot at end of period)	22			12			28							❌	22	A total of 11 B&B placements ended during the quarter with an overall average stay of 28 weeks. The overall average was pushed upwards by one lengthy stay where the applicants had been subject to several reviews and legal appeal claims. Without this case, the average stay for the remaining households was 22 weeks.

Appendix B

Code	Title	Target 2017/18 (YTD)	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Traffic Light	Target 2018/19	Comments
SbHS4	Number of private sector dwellings vacant for more than 6 months and returned to occupation following local authority intervention	15													NA	15	Yearly PI.
Planning and Economic Development																	
JtBC1 (C)	Applications checked within 10 working days (cumulative)	92%	100%	98.4%	98.2%	97.3%	97.9%	86.0%							☐	92%	Currently one person down in the team, coinciding with annual leave during this period led to a drop in performance.
JtBC2 (C)	Customer satisfaction with the building control service. (cumulative)	92%	100%	100%	100%	100%	100%	100%							☑	92%	Target achieved.
SbPED1	Percentage of planning applicants who are satisfied or very satisfied with the planning service	80%			NA			NA							NA	85%	The service is currently reviewing how to undertake these surveys.
SbPED2	Planning appeals allowed (cumulative)	35%			33.3%			25%							☑	35%	2 of 11 allowed or part allowed appeals (cumulative total) Note: How this indicator is calculated has been revised. This includes, all appeal types. Appeals against -Refusal of planning permission, -Imposition of conditions -Non-determination -Enforcement notices All applications that have development types that are reported to the Government on the PS2 return and PS1, questions 6 and 7 and all appeals against enforcement
SbPED41	2019 Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2018 (cumulative monthly)	60%	87.1%	87.1%	87.1%	85.3%	86.8%	87.2%							☑	60%	34 of 39 major cases determined within target Oct 2016 to Sep 2018 is the assessment period
SbPED42	2019 Non-Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2018 (cumulative monthly)	70%	90.0%	90.3%	90.4%	90%	90%	91%							☑	70%	2187 of 2415 Applications determined: Non-Major Decision period: Oct 2016 - Sep 2018 SPEED Target: 70% or more
SbPED43	2019 Majors quality of planning decisions - special measures 2 year & 9 month assessment period ending Dec 2018 (cumulative monthly)	9.99%	7.9%	7.9%	7.9%	7.9%	7.9%	7.9%							☑	9.99%	3 of 38 Application allowed/part allowed on appeal: Major Decision period: Apr 2016 - Mar 2018 Appeal period: Apr 2016 - Dec 2018 QUALITY Target: less than 10%
SbPED44	2019 Non-Majors quality of planning decisions - special measures 2 year & 9 month assessment period ending Dec 2018 (cumulative monthly)	9.99%	1.1%	1.1%	1.1%	1.2%	1.2%	1.2%							☑	9.99%	30 of 2499 Application allowed/part allowed on appeal: Non-Major Decision period: Apr 2016 - Mar 2018 Appeal period: Apr 2016 - Dec 2018 QUALITY Target: less than 10%
SbPED45	2020 Majors speed of planning decisions - special measures 2 year assessment period ending Sep 19 (cumulative, monthly)	60.00%	93.3%	93.3%	93.3%	88.9%	90.9%	91.3%							☑	60.00%	21 of 23 speed Applications determined: Major Decision period: Oct 2017 - Sep 2019 SPEED Target: 60% or more
SbPED46	2020 Non-Majors speed of planning decisions - special measures 2 year assessment ending September 2019 (cumulative, monthly)	70.00%	80.6%	82.7%	83.8%	84.3%	85.4%	86.1%							☑	70.00%	969 of 1125 Applications determined: Non-Major Decision period: Oct 2017 - Sep 2019 SPEED Target: 70% or more
SbPED47	2020 Majors quality of planning decisions - special measures 2 year and 9 month assessment period ending December 2019 (cumulative, monthly)	9.99%				7.4%	6.5%	6.3%							☑	9.99%	2 of 32 Application allowed/part allowed on appeal: Major Decision period: Apr 2017 - Mar 2019 Appeal period: Apr 2017 - Dec 2019 QUALITY Target: less than 10%

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Appendix B

Code	Title	Target 2017/18 (YTD)	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Traffic Light	Target 2018/19	Comments
SbPED48	2020 Non-Majors quality of planning decisions – special measures 2 year and 9 month assessment period ending December 2019 (cumulative, monthly)	9.99%	0.9%	0.8%	0.7%	0.8%	0.7%	0.7%								9.99%	12 of 1771 Application allowed/part allowed on appeal: Non-Major Decision period: Apr 2017 – Mar 2019 Appeal period: Apr 2017 – Dec 2019 QUALITY Target: less than 10%
Environment																	
SbWR1	Number of household collections missed per month (calculated by P&C team on weekly basis)	100	129	100	135	93	123	92								100	Back under target of 100.
SbWR4	No of missed assisted collections (monthly)	NEW PI	47	26	30	30	40	36								35	We have hovered around the maximum target figure this year - however we are working with Biffa to bring this figure down as we recognise that these can be vulnerable customers.
SbSE1	Cumulative CO2 reduction from local authority operations from base year of 2008/09	NEW PI													NA	12%	Yearly PI.

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Appendix C - Data Only PIs - SBDC

Code	Title	Target 2017/18 (YTD)	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Trend	Comments
Leader's Portfolio																
SbCP1 (C)	Number of unique visitors to the main website (monthly by period and annual)	Data Only	84463	82821	71933	73278	73163	68439								
JtHR2 (C)	Voluntary leavers as a % of workforce (extrapolated for the year)	16%			21.9%			17.6%								11 leavers in quarter two plus 18 for quarter 1 = 29 leavers for Qs 1&2. 29 x 2 = 58 projected for the year 58 / 328.83 average headcount * 100 = 17.64%. This information is taken from reports run
Healthy Communities																
SbCmSf1 (C)	Percentage reduction in burglaries from dwelling, rolling year on year (quarterly)	Data Only			15%			-11%								Burglary dwelling offences have increased by 10.6% (12 offences). Up from 113 to 125.
SbCmSf2 (C)	Percentage reduction in violent offences against a person, year on year (quarterly)	Data Only			-79.4%			-51%								South Bucks saw an increase in recorded violence against a person offences. This increased to 384 from 214 the previous year. It is expected that the number of offences recorded will continue to increase with the improvement in recording standards
SbCL3a (C)	Total attendance at Evreham Centre (quarterly)				12,906			11,222								
SbCL3b (C)	Total attendance at Beacon Centre				36,893			32,137								
Planning and Economic Development																
JtENF1(C)	Number of new enforcement cases received (monthly)	NEW PI	23	30	25	25	40	32								
JtENF2 (C)	Number of closed cases (monthly)	NEW PI	5	215	45	22	60	20								
JtENF3 (C)	Number of PCNs (or S330s) issued (monthly)	NEW PI	0	0	0	0	0	0								
JtENF4 (C)	Number of notices served (monthly)	NEW PI	0	0	0	0	0	0								

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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 2 October 2018, in Mezzanine Room 1 - County Hall, Aylesbury, commencing at 10.05 am and concluding at 12.52 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)

Mrs A Cranmer, Mr N Hussain, Mr S Lambert, Mr D Martin, Julia Wassell, Mr G Williams and Mr A Hussain

District Councils

Ms T Jervis

Mr A Green

Ms S Jenkins

Dr W Matthews

Healthwatch Bucks

Wycombe District Council

Aylesbury Vale District Council

South Bucks District Council

Members in Attendance

Mr N Brown, Cabinet Member for Community Engagement and Public Health

Lin Hazell, Cabinet Member for Health & Wellbeing

Others in Attendance

Mrs E Wheaton, Committee and Governance Adviser

Ms G Quinton, Executive Director (CHASC)

Ms B Heran, Joint Strategic Director – Information Assets and Digital Development

Mr R Majilton, Deputy Chief Officer, CCGs

Dr P Macdonald, FedBucks

Dr G Gavriel, Medicas

1 APOLOGIES FOR ABSENCE / CHANGES IN MEMBERSHIP



South Bucks
District Council



Apologies were received from Mr B Bendyshe-Brown, Mr R Bagge, Mrs L Clarke OBE, Mr C Etholen and Ms C Jones.

The Chairman reported that Mrs M Aston would no longer be on the Committee and wished her well.

Mr A Hussain attended the meeting as a substitute for Mr B Bendyshe-Brown.

2 DECLARATIONS OF INTEREST

There were no declarations of interest.

3 MINUTES

The minutes of the meeting held on Tuesday 24th July 2018 were confirmed as an accurate record.

4 PUBLIC QUESTIONS

There were no public questions.

5 CHAIRMAN'S UPDATE

The Chairman reported that he had attended an "Access for All" event at Stoke Mandeville Stadium. The event was an opportunity for a number of key organisations to showcase their services for people with learning disabilities and their carers.

Following the transformation item at the last meeting, the Chairman had received a response from the Cabinet Member for Health & Wellbeing which had been circulated to Committee Members. The response would be attached to the minutes.

6 COMMITTEE UPDATE

Julia Wassell reported that she had organised a Festival of Wellbeing in Wycombe recently.

Thalia Jervis agreed to update the Committee on the work of the Integrated Care System user engagement group which Healthwatch Bucks would be chairing.

7 INTRODUCTION BY THE JOINT STRATEGIC DIRECTOR

The Chairman welcomed Ms Balvinder Heran, who had recently joined as the Joint Strategic Director, Information Assets and Digital Development. Ms Heran explained that it was a joint appointment across the County Council and the NHS. Her role would focus on using technology to bring services together and improving responsiveness.

A funding bid had been submitted for £6.1m for digital transformation which had received endorsement across the Bucks, Oxfordshire and Berkshire West Sustainability and Transformation Programme. The funding would be used to improve responsiveness to patients through "real-time" information, better wifi across the locations and better bed management leading to a quicker Hospital discharge. There would also be a drive towards improving Personal Patient records to reduce the need for paper letters.

In response to a question around a plan B if the funding bid was unsuccessful, Ms Heran explained that the programme would still continue but it would be over a longer timeframe. A successful bid would accelerate the implementation and progress.

It was agreed that Ms Heran would attend future meetings to update the Committee on

progress.

ACTION: Ms Heran/Committee & Governance Adviser

8 GP PROVISION

The Chairman welcomed Mr Majilton, Deputy Chief Officer (Clinical Commissioning Group), Dr Macdonald, Chair of FedBucks and Dr Gavriel, Clinical Director of Medicas.

The following main points were made as part of the introduction.

- FedBucks comprised of 44 practices across the County and by federating it offered a level of sustainability for GP practices.
- Medicas had 4 practices which looked after around 50,000 patients in the North of the County (including Buckingham, Whitchurch and Wing).
- Access to and quality of GPs in Bucks was above the national average. All practices were rated as either “Good” or “Outstanding”.

1. Plans for Buckingham GP Practice

- In response to a question about whether an Equality Impact Assessment (EIA) had been undertaken to identify whether there were groups who would be significantly disadvantaged as a result of the proposed changes, Mr Majilton explained that an EIA would be undertaken once the scope had been finalised. The risks had not yet been identified.
- The proposals were still in the early stages and have not yet formally been considered by the Clinical Commissioning Group’s Primary Care Commissioning Committee (a meeting held in public).
- Liaison with Patient Groups and Carers Groups was part of the process in developing the plans. Any significant change to services would have to be undertaken using the national framework for Patient Engagement and Consultation. The Clinical Commissioning Group was aware that this would have to be undertaken once the plans were properly developed.
- A planning application had been submitted to the District Council in June 2017 and a decision was still pending.
- In response to a question about who was on the Stakeholder Engagement Group and what the remit of the Group was, Dr Gavriel agreed to send the terms of reference for the group and the most recent minutes of the meetings.

ACTION: Dr Gavriel

2. Proposal for the new Primary Care hubs

- Mr Majilton stated that in Wycombe, there were plans to bring together the GP led Minor Injuries and Illness Unit with general primary care provision, as part of the CCG’s commitment to developing services on the Wycombe Hospital site.
- Any planning for future provision needed to be linked to the Local Plan.
- There was a general feeling that the word “hub” was being over-used and this should be looked at in order to reduce public misunderstanding.
- Mr Majilton recognised that, in terms of estates work, the planning can appear to be piecemeal. Funding opportunities were adhoc and this could also make it appear uncoordinated but lots of work had been undertaken around the One Public Estate.
- A Member commented that the new hubs provided an ideal opportunity to improve access to mental health services and a chance to profile mental health alongside health services. Dr Macdonald added that mental health was part of the Provider Collaborative and integrated teams were being piloted across the County which would also reduce duplication.

3. Update on Chiltern House Medical Centre, High Wycombe

- In response to a question about how many patients had been affected, Mr Majilton confirmed that 7,500 patients were registered across both surgeries belonging to the practice.
- It was a very unusual set of circumstances which led to the closure of Dragon Cottage. The Clinical Commissioning Group would normally receive at least 6 months' notice of a practice dissolving which would allow for a systematic planning process to commence, including planned communications.
- The Patient Participation Group was acknowledged as being incredibly helpful in getting messages out to patients.
- It was acknowledged that collective working exists amongst the GP practices and they learn and support each other.

4. Ghost Patients

- The issue around "Ghost patients" was not considered an issue in Bucks.
- Care Co-ordinators were currently in place which provided more ability to identify and cleanse patient lists.
- A Member commented on the changing nature of GP practices with an increase use of locums which results in them not knowing the patient. Dr Macdonald explained that there was a drive towards training more doctors and encouraging them to stay with their practice. Dr Macdonald went on to say that a locum organisation was proposed in order to keep the knowledge in Buckinghamshire.

5. Changes to repeat ordering of medication across Buckinghamshire

- The changes to over the counter medicines were also discussed as these came into effect on 1 October 2018.
- A Member expressed concern about the lack of communication around the changes to repeat ordering and also over the counter services and asked that the Select Committee be informed at an early stage in future. Mr Majilton agreed to speak to the Communications team.

ACTION: Mr Majilton

- A Member expressed concern for carers who may find the proposed changes harder for them to access what they need. It was confirmed that any proposed changes were discussed with Carers Bucks and Adult Social Care.

6. Improved Access to General Practice

- Dr Macdonald explained that an extra 30 minutes per 1,000 patients had been made available for each GP surgery.
- GP surgeries were looking at innovative ways to deliver the additional appointments.
- Very few GP practices had not opted in.
- The improved access would be reviewed over the coming months to ensure it was successful.

The Committee AGREED to send a letter to the Clinical Commissioning Group requesting that the Select Committee be included as a key stakeholder in future discussions and decisions. The Committee requires early sight of any proposed changes.

ACTION: Chairman/Committee & Governance Adviser

The Chairman thanked Mr Majilton, Dr Macdonald and Dr Gavriel for attending.

9 THE IMPACT OF THE GOVERNMENT'S GREEN PAPER

The Chairman welcomed Lin Hazell, Cabinet Member for Health & Wellbeing and Ms G Quinton, Executive Director, Communities Health & Adult Social Care (CHASC).

Ms Quinton referred to the presentation in the agenda pack and made the following main points.

- Since 1998 there had been 12 Government Green Papers attempting to grapple with sustainable funding for Adult Social Care.
- There had been a recent announcement from the Government that a additional £240m would be available for social care to support Hospital services.
- The Care Act 2014 included a number of new statutory requirements, including the creation of an Adults Safeguarding Board.
- The Revenue Support Grant had been withdrawn in Buckinghamshire. The full amount of Council Tax Social care precept had been taken over the next 3 years.
- Adult Social Care transformation had already realised £5.2m of savings this year.

During discussion, Members asked the following questions and made the following comments.

- A Member commented that the link between deprivation and health outcomes were very different and health inequalities needed to be addressed in the Green Paper. Ms Quinton confirmed that the Council would respond to the Government's Green Paper once it was published. She went on to confirm that the Cabinet Member for Health & Wellbeing had responded to the LGA's Green Paper following the recent debate at full Council.
- In responding to a question about the biggest risks in Adult Social Care, Ms Quinton stated the following:
 - Demographics – there continued to be an increase in high-end care costs as people were presenting with more complex needs;
 - Fragility of the Care Provider market – the dedication of care workers was acknowledged but pressure remained on the care market. Work was currently being undertaken to get the right mix of care and there was a need for more supported living and more specialist dementia care;
 - Fragility of the Health system.
- Self-funders had access to a brokerage service who would charge a small fee for their service.

The Chairman thanked the Cabinet Member and Ms Quinton for attending.

10 DIRECTOR OF PUBLIC HEALTH ANNUAL REPORT

The Chairman welcomed Mr N Brown, Cabinet Member for Community Engagement and Public Health and Dr J O'Grady, Director of Public Health. The full report and executive summary were included in the agenda pack.

The following main points were made:

- The Director of Public Health's Annual report was an independent report which would highlight areas for improvement and aim to improve the health and wellbeing for Buckinghamshire residents.
- The Annual report was written for all partner organisations in Bucks, particularly the NHS where housing had the greatest impact on health.
- The Annual report provided evidence and examples and should be used to aid all interested organisations to think about what they could do.

- In response to a question about how the report could be a catalyst for change, Dr O’Grady explained that a County Council Action Plan would be developed which Members could then use to drive the actions forward.
- Dr O’Grady confirmed that she would be presenting the report to the District Councils and the Clinical Commissioning Group.
- The funding for the Prevention at Scale project was mentioned which would provide more effective targeting and messaging.
- The progress on the recommendations outlined in the Annual report would be reported to the Corporate Working Group.
- In response to a question about the biggest risks to health and wellbeing, Dr O’Grady referred to lifestyle (inactivity and alcohol), climate change and natural threats, such as building houses in the South where there are water shortages.
- A Member asked whether the Public Health team responded to planning applications. Dr O’Grady confirmed that the team works closely with planners and would respond to planning applications, where appropriate.

The Chairman thanked the Cabinet Member and Dr O’Grady for attending.

11 COMMITTEE WORK PROGRAMME

Members noted the work programme.

The Chairman updated the Committee on the in-depth review of “Support for Carers” which would be taking place on Tuesday 30th October from 9-5.30pm.

12 DATE AND TIME OF NEXT MEETING

The next meeting is due to take place on Tuesday 20th November 2018 at 10am in Mezz Room 1, County Hall, Aylesbury.

CHAIRMAN



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 20 November 2018, in Mezzanine Room 1 - County Hall, Aylesbury, commencing at 10.05 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, Mrs A Cranmer and Mr D Martin

District Councils

Ms T Jervis	Healthwatch Bucks
Mr A Green	Wycombe District Council
Ms S Jenkins	Aylesbury Vale District Council

Members in Attendance

Lin Hazell, Cabinet Member for Health & Wellbeing

Others in Attendance

Mrs E Wheaton, Committee and Governance Adviser
 Ms G Quinton, Executive Director (CHASC)
 Ms L Patten, Chief Executive, Clinical Commissioning Group
 Mr N Macdonald, Chief Executive, Buckinghamshire Healthcare NHS Trust
 Ms N Fox, Chief Operating Officer, Buckinghamshire Healthcare NHS Trust
 Ms C Morrice, Chief Nurse, Buckinghamshire Healthcare NHS Trust
 Ms K Jackson, Service Director (ASC Operations)

1 APOLOGIES FOR ABSENCE / CHANGES IN MEMBERSHIP

Apologies were received from Mr B Bendyshe-Brown, Mrs L Clarke OBE, Dr W Matthews, Mr C Etholen, Mr G Williams, Ms C Jones, Mr S Lambert and Julia Wassell.



South Bucks
District Council



2 DECLARATIONS OF INTEREST

There were no declarations of interest.

3 MINUTES

The minutes of the meeting held on Tuesday 2nd October were agreed as a correct record.

4 PUBLIC QUESTIONS

The following public question was submitted in advance of the meeting from Mr B Russell.

Question 1

“Can the HASC ask Buckinghamshire Healthcare NHS Trust what lessons they have learnt from the process of designing & evaluating the Thame & Marlow Community Hubs pilot project?”

There have been a number of mistakes, omissions & changes made during the pilots. The objectives & KPIs appeared to change during the lifetime of the project & the evaluation was poorly managed with data missing and charts presented in a misleading way.

Future projects should be monitored & evaluated using the best methodology.”

Response:

Representatives from Buckinghamshire Healthcare NHS Trust met with Mr Russell to discuss the issues and the relevant changes had been made to the report which had been uploaded on the Trust’s website.

A copy of the revised report is attached.

Community hubs would be discussed further at the meeting under item 7.

5 CHAIRMAN'S UPDATE

The Chairman reported the following:

- The Chairman attended a debrief meeting on the repeat medication ordering process.
- A full day of evidence gathering had taken place to review the current support available for carers. The key findings and recommendations would be discussed at the next Committee meeting.
- Buckinghamshire Healthcare NHS Trust Board meeting takes place on Wednesday 28th November at 9am in the Hampden Lecture theatre, Wycombe Hospital.
- Clinical Commissioning Group Governing Body meeting takes place on Thursday 13th December at 10.30am in the Jubilee Room, AVDC.

6 COMMITTEE UPDATE

Ms T Jervis, Chief Executive, Healthwatch Bucks provided the following update on the organisation’s activity.

- The Integrated Care System user engagement group would be meeting for the first time in December.
- Healthwatch Bucks had produced a number of publications which were available on their website:
 - Crystal Clear – the report focussed on reviewing the publications of healthcare organisations to improve readability. The effectiveness of the

- recommendations would be evaluated in 6-8 months' time;
- Access to Urgent Care – part of a street view project which talked to around 300 people across the County about their level of understanding around 111 and Urgent Care Centres;
- Dignity and self-harm;
- The 100th care home visit had taken place and an interim report was available.
- Healthwatch Bucks were involved in a number of specific projects around GP streaming, Reablement and a survey on Maternity services was currently running which runs across the whole Sustainability & Transformation Plan (STP) footprint. So far, over 500 responses had been received.

Mr Macdonald, Chief Executive, Buckinghamshire Healthcare NHS Trust reported that the CQC had issued a 12 week notification of an inspection so this would take place towards the end of January/beginning of February. A follow-up unannounced visit would then take place after this. The last inspection took place in 2016.

7 DEVELOPING CARE CLOSER TO HOME

The Chairman welcomed Ms C Morrice, Chief Nurse, Bucks Healthcare NHS Trust, Mr N Macdonald, Chief Executive, Bucks Healthcare NHS Trust and Ms L Patten, Chief Executive, Clinical Commissioning Group.

During the discussion, the following main points were made:

- In response to a question about GP engagement and how well the services available at the hubs were communicated and embedded in GP surgeries, Mr Macdonald explained that behaviours and awareness of the hubs would increase as the number of GPs referring increased and thereby over time, the services would be embedded in the surgeries. Over the coming months, there were plans to introduce patient self-referral to the hubs. Mr Macdonald went on to explain about the development of a communications App which would allow GPs to select from a list of options and communicate directly with consultants in the Hospital and Community settlement. This would be mandated and the only way patients could come into the Trust. Technical testing was currently taking place and it was hoped that the project would go live during Q4 (January to March 2019).
- Ms Morrice went on to say that as well as developing the technical side, the relationship between GPs and the health professionals working in the hubs was key so a new “connector” role had been established to build on the relationship side.
- The important work of the Patient Participation Groups was acknowledged and the key role of the Practice Managers, in terms of communicating with GPs and spreading information about the hubs. Ms Patten reported that there were a number of networks for Practice Managers but stressed that the job roles for Practice Manager varies from place to place. The Clinical Commissioning Group supports Practice Managers, particularly in terms of training. Ms Morrice added that locality meetings took place and provided a good opportunity to share best practice and learning but agreed that these networks could be developed further.
- In response to a question about whether GPs across the county were referring to the hubs and not just Marlow and Thame residents, Mr Macdonald explained that access is county-wide. A GP would call the “Silver phone”, manned Monday to Friday between 9-5pm by a geriatrician who would make a decision with the GP as to where the patient should be seen, for example, MuDAS (Multi-disciplinary Day Assessment Service), A&E at Stoke Mandeville or at one of the community hubs. Mr Macdonald explained that the challenges were around providing services which were “locality based”.
- Transport continued to be a challenge but lessons had been learnt in terms of appointment times and delays in waiting for transport had improved. The voluntary services were continuing to help and support the hubs. Consideration was being

given to developing tele-meds and how to minimise hospital transport in light of the major transport infrastructure projects across the county.

- There were no parking fees at the hubs but there were plans to review this to deter general parking at the hubs.
- A Member asked about the timescales for further roll-out of the hubs and the continued evaluation of the changes. Mr Macdonald confirmed that the data would still be collected and would be used to evaluate the success of the hubs.
- The Population Health model was based on evidence which showed what was needed for each locality and services were built around this. It was acknowledged that there was a need to manage peoples' expectations around what they should expect in their local area.
- In response to a question around success criteria for the hubs, Mr Macdonald confirmed that the original proposal contained a number of targets and there were three key tests used to measure success – do the hubs produce good patient outcomes, good value for the patient and are they affordable for the tax payer.
- A Member queried the numbers behind the staff feedback mentioned in the report – it states that of those who attended a staff engagement session, 100% said that it was good or excellent. Ms Morrice agreed to provide the actual figures after the meeting.

ACTION: Ms Morrice

The Chairman thanked the presenters and asked for an update on the continued progress and implementation of plans at a future Committee meeting.

8 HEALTH & SOCIAL CARE INTEGRATION

The Chairman welcomed Ms G Quinton, Executive Director, Communities, Health & Adult Social Care, Ms L Patten, Chief Executive, Clinical Commissioning Group and Mr N Macdonald, Chief Executive, Bucks Healthcare NHS Trust.

During discussion, the following key points were made and questions asked.

- Ms Patten provided details around Population Health Management and explained that there was growing evidence to support the need to look at the projected needs of the population now and in the future when planning health service. It could not be based on assumptions of where patients had received their care in the past but a wider review of the type of people living within the county and establishing their level of need was important.
- This approach also required taking a wider look at planning and involved closer working with the County and District Councils. A framework would be developed by the Integrated Care System and owned by the Health & Wellbeing Board.
- Ms Patten stressed that this approach was about services not buildings and provides opportunities for groups of clinicians to come together to provide services at scale. This summed up the hub concept.
- A new on-line community asset mapping tool was due to be launched soon which would allow people to search for activities by location and type.
- GPs were embracing and endorsing prevention methods and the importance of GPs, as part of the Integrated Care System, was acknowledged.
- Health data was used to target communications to specific groups with key relevant messages based on their needs.
- Making every contact count was still important and it was acknowledged that more could be done.
- In the last 10 years, the number of people with diabetes had doubled. There were good clinical measures around diabetes which link to the effectiveness and the support patients were getting, for example, blood sugar levels. GP practices in Buckinghamshire were the best in the country for diabetes outcomes and 7th in the world for care and support planning for patients with diabetes.

- Nationally, 30% of children would be leaving primary school obese of which 70% would go on to develop health issues related to obesity, including diabetes.
- In response to a question about prevention and providing health checks, Ms Patten explained that there was an annual health check programme but this was aimed at those identified at potential risk and limited funding meant that it could not be available to everyone. There was a need to provide opportunities for wider conversations across the system.
- The funding for next year had yet to be announced but the health budget for Buckinghamshire remained under-funded as the Government top-sliced some of the budget based on the assumption that Buckinghamshire was a healthy county, even though there were significant inequalities across the county.
- Social care funding affects health funding, particularly around community services and length of stay in Hospital - the two were interchangeable.
- In response to a question about governance of the ICS, Mr Macdonald explained that the ICS was not a statutory body and therefore decisions were taken by each organisation under their own statutory duties. Transparency and challenge around decision-making was primarily through the ICS Executive Board which consisted of the Chief Executives from across the system and the Health & Wellbeing Board. A number of joint boards had been set-up to aid integration.
- A Member briefing would be taking place shortly to bring all Councillors up to date with the ICS.
- In response to a question about how the public could engage with the work of the ICS, Ms Quinton mentioned that a number of stakeholder events and roadshows had taken place.
- All ICS work streams were monitored on a monthly basis.
- One in 9 posts were vacant across the system so recruitment remained a major challenge.
- A new piece of work around social isolation was being led by Public Health which would bring all the voluntary sector organisations together.
- A Member expressed concern about the confusing terminology being used across the system, particularly in relation to hubs.
- Ms Patten explained that there were three levels of service delivery:
 - locality level (population size around 100k where decisions were taken locally);
 - county level (decisions taken by the CCG, BHT and the County Council); and
 - STP level (decisions taken at scale across the footprint), for example, joint commissioning of the 111 and 999 services and workforce challenges.
- Sharing best practice and learning amongst localities and GP surgeries was important.
- A recent national strategy around an improvement plan for carers had been published. It was hoped that the forthcoming Green Paper on adult social care would include proposals for improving support for carers.
- The shared patient records and care plans project was due to be launched in January/February 2019.
- In response to a question about the Red Cross pilot, Ms Quinton explained that it was a service commissioned by Adult Social Care to support people, who were medically fit for discharge but need support at home to reduce readmission. The Red Cross provided practical support, such as turning the heating on at the patient's home if they lived alone.
- A Member asked about the service patients receive who attend Hospitals outside Buckinghamshire. Ms Quinton explained that from an adult social care perspective, the team had regular dialogue with colleagues in Wexham Park and were constantly looking at how to integrate services. Wexham Park had been involved in the Discharge to Assess project. Discharges from Hospital were measured and any delays attributable to social care were reviewed. Mr Macdonald added that some of the community team were based in Wexham Park. GP services had been

strengthened in the south of the county.

The Chairman thanked the presenters for attending.

9 WINTER RESILIENCE

The Chairman welcomed Ms N Fox, Chief Operating Officer, Bucks Healthcare NHS Trust and Ms K Jackson, Service Director of ASC Operations.

The presenters referred to the presentation which was included in the agenda pack and the following main points were made during the discussion.

- All systems across the country, including Buckinghamshire were preparing for a challenging winter and had been working hard to prepare for the increased pressure on services.
- A number of schemes across the system had been set-up to reduce unnecessary admittance to A&E which included use of GP services, community hubs, prevention measures, improving communications with the public and working with care homes to help reduce Hospital admissions.
- Work was underway to improve Hospital discharges and a robust plan had been developed across the system to reduce length of stay. A discharge to assess model had been developed which reinforces the “Home First” philosophy across the system. Closer working with the voluntary sector, particularly the Red Cross who would be providing an enhanced care service to help stabilise people in their own home.
- A winter Director had been appointed and would be starting on 10th December.
- A regular winter Director telephone call took place across the system where issues were discussed, in particular looking at how the system could work differently to alleviate pressure and what else would be needed to manage demand.
- Lessons had been learnt about pressure on staff so more focus had been placed on how best to support staff during the winter months.
- In response to a question about the lack of detail around pharmacy services in the plan, Ms Jackson explained that it was a system plan and she agreed to discuss the key public messages around pharmacists at the next A&E Board, particularly opening times of local pharmacies over the festive period. The key role that pharmacists play in providing services to take the pressure off GPs was acknowledged.
- The additional hours provided by GPs to help improve access to appointments had recently been launched and so far, the service had not been fully utilised to date and had only been up and running for the last 6 weeks. It was acknowledged that more publicity was needed to support this.
- The skill mix of the workforce had been reviewed. Paramedics had been brought into A&E, for example. The Trust had also looked at how unregistered staff could cover certain tasks to release registered staff to carry out other clinical tasks. There was still a high vacancy rate and the Trust was continuing to work on recruitment and skill mix across the organisation and the system.
- In response to a question about the flexibility around the GP streaming service in the Hospital setting, Ms Fox explained that this was a robust system but she agreed to look into whether more could be done to increase GP provision across the system, particularly where the additional GP hours were not being utilised by specific surgeries.
- It was agreed that Ms Fox would provide the Committee with further details on the referral routes of people using the GP streaming service in the Hospital.

ACTION: Ms Fox

- The plan stated that support for self-funders would be improved. Ms Jackson explained that self-funders were entitled to an adult social care assessment under the Care Act and this needed to be promoted so that people received the right signposting and right service. Ms Jackson commented that it could be difficult for

self-funders to navigate the care system and the Bucks Brokerage Service was available to help.

- The system was moving to an integrated discharge team with a joint manager.
- Following a question regarding the planned timing for the name change of the MIU to an Urgent Treatment Centre, Ms Fox agreed to come back with the details of the launch.

ACTION: Ms Fox

- There was a national drive towards Urgent Treatment Centres (UTC) and a Member commented that there needs to be very clear communication around what services would be available at an UTC.
- The introduction of the Airedale project across more than 30 care homes was well received but Members asked for further details around the outcomes of the project and asked to see the evaluation of the project before it was rolled out further. The model would allow for timely intervention and reduce stress for the individual.

ACTION: Ms Fox

- The Psychiatric in Reach Liaison Service (PIRLS) was commissioned by the Clinical Commissioning Group. Occasionally patients had to be placed out of county but when this happened, the patient would be transferred back to the Whiteleaf Centre as soon as possible. The A&E Delivery Board would track the waiting times for people requiring a bed. All key Directors had robust discussions on a weekly basis.
- A Member asked where the three Improved Access Hubs were located (mentioned on the "Avoidable Attendances to A&E" slide). Ms Fox agreed to come back with the details.

ACTION: Ms Fox

The Chairman thanked the presenters for attending.

10 COMMITTEE WORK PROGRAMME

Members noted the work programme.

11 DATE AND TIME OF NEXT MEETING

The next meeting is due to take place on Tuesday 29th January 2019 in Mezz Room 1, County Hall, Aylesbury at 10am.

CHAIRMAN

Developing out of hospital care: Community hubs pilot evaluation and next steps



**Report for: Health and Adult Social Care Select Committee (HASC)
11 April 2018**

Executive summary

Following extensive engagement during 2016 with patients, GPs, staff, other health and social care organisations, voluntary organisations and local communities, the community hubs pilot was launched in Marlow and Thame in April 2017 to develop and test our vision of providing more care closer to home. A paper and presentation was given at the Health and Adult Social Care Select Committee in March 2017 outlining the background and context to the pilot with a further update on progress in September 2017.

The aim of this paper is to:

- Share results and learning from the pilot.
- Explain how the community hubs pilot fits in to our wider community transformation strategy.
- Communicate our intention to continue with the current model at Thame and Marlow for a further two years whilst we develop the wider out of hospital care model across Buckinghamshire.
- Outline our plans for next steps and developing the model in the future.

Top-line results

- The community assessment and treatment service at Thame and Marlow has seen **1027** people from April 2017 to March 2018 which is in line with the proposal estimate.
- **Less than 1%** of patients seen by the community assessment and treatment service were subsequently referred to A&E.
- **2,439** patients seen in the multidisciplinary day service assessment (MUDAS) at Wycombe Hospital in 2017/18 - **an increase of 25%** on the previous year.
- There have been no overnight packages of care required so far during the pilot, other than transitional beds already commissioned as part of the 'discharge to assess' project.
- There has been a **60%** increase in outpatient appointments offered at the two sites.
- We have worked with a range of stakeholders to develop and refine the pilot; they are supportive of the work achieved to date and the continued development of the hubs model as part of the wider community transformation programme.

Key learning

- Some of the elements of the hubs development were slow to mobilise and still require further work with hospital clinicians, GPs and the community to increase awareness and referrals. There have been fewer opportunities to work with the voluntary sector than had been originally anticipated, although work continues to build and develop links across communities.
- The stakeholder group has been an important part of the pilot, they have provided scrutiny and challenge to the developments, have represented views of their communities, and helped to develop links between the services and local organisations.
- Even with providing more care closer to people's homes, we have identified there is still support required for transport and access across communities.
- The feedback from those who have used the pilot sites and our broader engagement with communities have helped to inform the next steps. It is clear that a one-size-fits-all solution will not meet local needs, and therefore more specific discussion and planning will need to take place within localities.
- The full impact of community hubs will not be evident for some time, as the programme is aiming to impact prevention and early-intervention; it also requires the other complementary elements of the community transformation programme to be implemented and integrated.

Proposed next steps

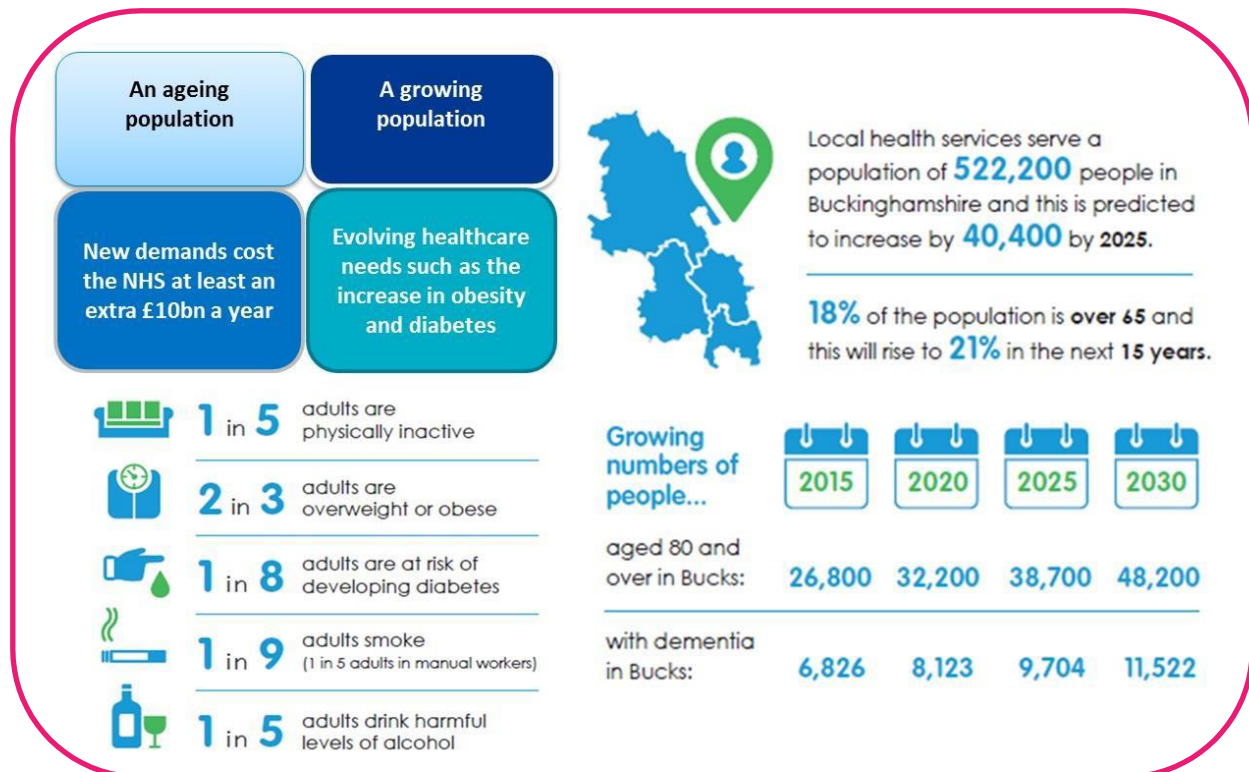
Continue with the current community hubs pilots at Thame & Marlow for another two years so that the other complementary elements of community services transformation have time to be developed, rolled out across the county and evaluated for impact. This includes developing the community hubs model across the county.

- Phase 1, April 2018: confirm the continuation of the community hubs pilot in Thame and Marlow for a further two years
- Phase 2, April - June 2018: Review out of hospital care model to understand scalability of services between the Hubs and Integrated teams.
- Phase 3, June 2018 – March 2019: Increase the scale of delivery of the hubs and integrated teams across the county.
- Phase 4, April 2019 - March 2020: Integrate the out of hospital elements into the full care model.

1. Context

The commissioners and providers of health and social care in Buckinghamshire have been working closely together to make health and care services safe, sustainable and able to meet the future needs of our local population.

Buckinghamshire population



In line with the Five Year Forward View, our patients and clinicians have told us that it is important to them that we provide more care closer to home, with care delivered out of hospital and in local communities.

Evidence from the national New Care Models programme found that by implementing a whole population care model, including hub-based care, health and care systems:

- reduced the rate of growth in non-elective admissions by approximately 4%, when compared to non-new care model systems
- emergency bed days showed a 1% reduction in comparison to a non-new care model systems which grew by 1%.

We are seeing a significant increase in the older population and increasing numbers of people with multiple long-term conditions and frailty. Long-term conditions and frailty are not an inevitable consequence of ageing, much of this is driven by unhealthy lifestyles coupled by a historic lack of investment in prevention so we must find ways to improve this too.

We also know that a frail, older person has muscle deterioration equivalent to 10 years for every 10 days in hospital. Inpatient beds are not always used effectively and can impact on a patient's ability to remain independent as their stay can be extended inappropriately. In summary, keeping people healthy and independent in their own homes is what our patients have asked for, is better for them and for the provision of services.

Our vision is to have everyone working together so that the people of Buckinghamshire have happy and healthier lives. We want to rebalance the health and social care spend to increase support for more people to live independently at home, especially older people and those with long-term conditions, by providing high quality prevention and early intervention services.

In summary, through prevention and early intervention we want to:

- Support people to keep themselves healthy and live well, age and stay well
- Enable more people to live independently for longer
- Create the right health and support in the community in order to reduce pressure on our hospitals and GPs.

The principles of the vision that have and continue to shape our transformation are:

- People are cared for at home wherever possible and that services are focussed on this
- People will be encouraged to manage their own mental and physical health and wellbeing (and those they are care for) so they stay healthy, make informed choices about care and treatment to manage their long-term conditions and avoid complications
- We combine resources and expertise across the health and care system so that people receive joined-up care
- People can access good quality advice and care in the most suitable and convenient way possible, as early as possible, to prevent problems becoming more serious
- People have access to specialist support in their community, working with a named responsible clinician
- We will work together on prevention, not just as professionals but as communities and individuals.

2. What we've done

The care model we have been co-designing with a wide range of stakeholders, including staff, GPs, patients, general public and other health and social care providers, will deliver care closer to home in the least intensive setting and has four elements:

1. **Prevention and self-care**
– supporting people to live healthier lives and manage their own health
2. **Integrated urgent care services**
– including rapid community response to reduce the number of people attending A&E and admitted to hospital
3. **Enhanced primary care**
– where access to general practice is extended and where the range of professions which can be accessed in a local hub setting including for example; community services, therapies, mental health and social care
4. **Integrated care for those with complex needs**
– where patients are systematically identified and clinicians and patients work together to develop proactive care plans

Community hubs

A key part of the model has been the development and pilot of community hubs in Marlow and Thame community hospitals. Over the past year they have offered:

- Community assessment and treatment service (CATS) including a frailty assessment service where geriatricians, nurses, therapists and GPs provide expert assessment, undertake tests and agree a treatment plan to help frail older people to stay at home and avoid an A&E visit or hospital admission
- Additional diagnostic facilities such as one-stop blood tests and x-rays
- An extended range of outpatient clinics, including chemotherapy clinics at Marlow, community occupational therapy clinics at Marlow (and in Thame in the near future), tissue viability clinics, Parkinson's disease and falls clinics
- Support from voluntary organisations, such as Carers Bucks and Prevention Matters, ranging from clinics, drop-in sessions and information stands. There are monthly stands from Age UK in Thame and Carers Bucks are running a 'clinic' in Marlow on a fortnightly basis. Victim Support has also begun a weekly session in Thame
- Links with other public services have also been made – for example library services are now available in Marlow, providing books to support self-care and the management of mental health and long term conditions.

This is in line with what patients and clinicians told us they wanted - rapid access to testing and diagnostics and a place where they could access a full range of therapy services. Having these services based in the local community makes it easier for GPs to become full members of the multidisciplinary team that delivers the care. We have put in place a single point of access to make it easier for clinicians to refer to the multi professional, multiagency frailty assessment clinics.

To support we have invested £1m into the community services. A total of nearly 36 new posts were created in the community. We have also redeployed staff from the Community Hospitals in both Thame and Marlow to work within the community assessment and treatment service (CATS) team.

	Community care coordination team (Single point of Access recruitment (wte))	Rapid response (wte)
Band 7	1	
Band 6	4.8	7.7
Band 3	3.25	19.13
Total	9.05	26.83

Community assessment and treatment service (CATS)

The community assessment and treatment service operates from 9am to 5pm at Marlow on Mondays, Wednesdays and Fridays and Thame on Tuesdays and Thursdays. There is a geriatrician on site in the mornings and a GP in the afternoon.

The community assessment and treatment service was made possible by re-utilising the space that had previously been the inpatient ward at both Marlow and Thame. By developing the CATS service, along with the rapid response team, it was felt that more people could be supported in their own homes and therefore not require an overnight community bed. During the pilot, we ensured that overnight packages of care were still available if required – this included the other community hospital sites across the county and the ability to spot purchase local care home beds. We separately commissioned a range of services as part of the discharge to assess scheme, which had options for domiciliary care, some 24/7 care and transition beds in local care homes across the county.

Rapid response and intermediate care (RRIC)

The rapid response and intermediate care service was expanded to ensure adequate and integrated support for people at home. Therapists, nurses and healthcare assistants are now working as one countywide team with staff located across the county, aligned to localities. The service provides short-term packages of support based on clinical need (up to three times a day for up to six weeks) to those who would benefit from rehabilitation to help them get back to their level of independence. The service is available 8am – 9pm, seven days a week and is accessed through the single point of access.

Community care coordination team – single point of access

To support both of these initiatives, and to provide a general single point of access to community services, a community care coordination team was developed. They provide GPs, hospital clinicians and other health and social care staff with a 'single point of access' via phone and email to organise specialist community services for their patients, including district nursing, rapid response & intermediate care and community physiotherapy. The service operates 8am – 5pm weekdays and 8am – 4pm weekends and bank holidays and will eventually operate 8am - 8pm 7 days a week once we have recruited the relevant staff. The Trust has a wide-ranging strategy to recruit and retain the staff required to run these essential services with recruitment days held at all sites and six district nurses trained locally each year. There are excellent relationships with the university to attract newly qualified registered nurses to roles in the community and in collaboration with Bucks New University; bespoke courses are offered such as Transition to Community Nursing.

This service is now aligning with the new integrated urgent care service across Thames Valley and will be able to expand the range of services it can access.

Management and governance

To ensure quality and safety was maintained whilst these developments were implemented, the pilot has been overseen by the medical director and chief nurse of Buckinghamshire Healthcare NHS Trust. Day to day monitoring of the pilot is managed by the operational group which meets on a weekly basis. Recommendations from the operational group and the stakeholder engagement group are fed into the monthly governance group which is comprised of GPs, social care and clinicians and is chaired by the medical director, Dr Tina Kenny. Combined feedback and recommendations from these three groups are presented to BHT's executive management committee.

The role of the stakeholder engagement group

Central to the development of the hubs has been the co-design with local people through the stakeholder engagement group. The stakeholder engagement group is chaired by our system wide chief nurse and director of communications. It comprises of representatives from Healthwatch, Marlow and Thame Community Hospitals' Leagues of Friends, Thame and District Day Centre, Marlow and Thame town councils and patient participation groups of local practices. The group acts as a critical friend to the pilot, helping us to review how the new services are working and performing against key indicators, as well as helping us to shape how we can engage and involve people in the on-going development. The group has been meeting every six weeks since the pilot began, reviewing the activities of the hubs, the feedback we have had from people that have used the services and they have made suggestions to refine and improve the model. All information, KPIs and minutes from the meetings are published on the Trust's website.

3. How patients are benefitting

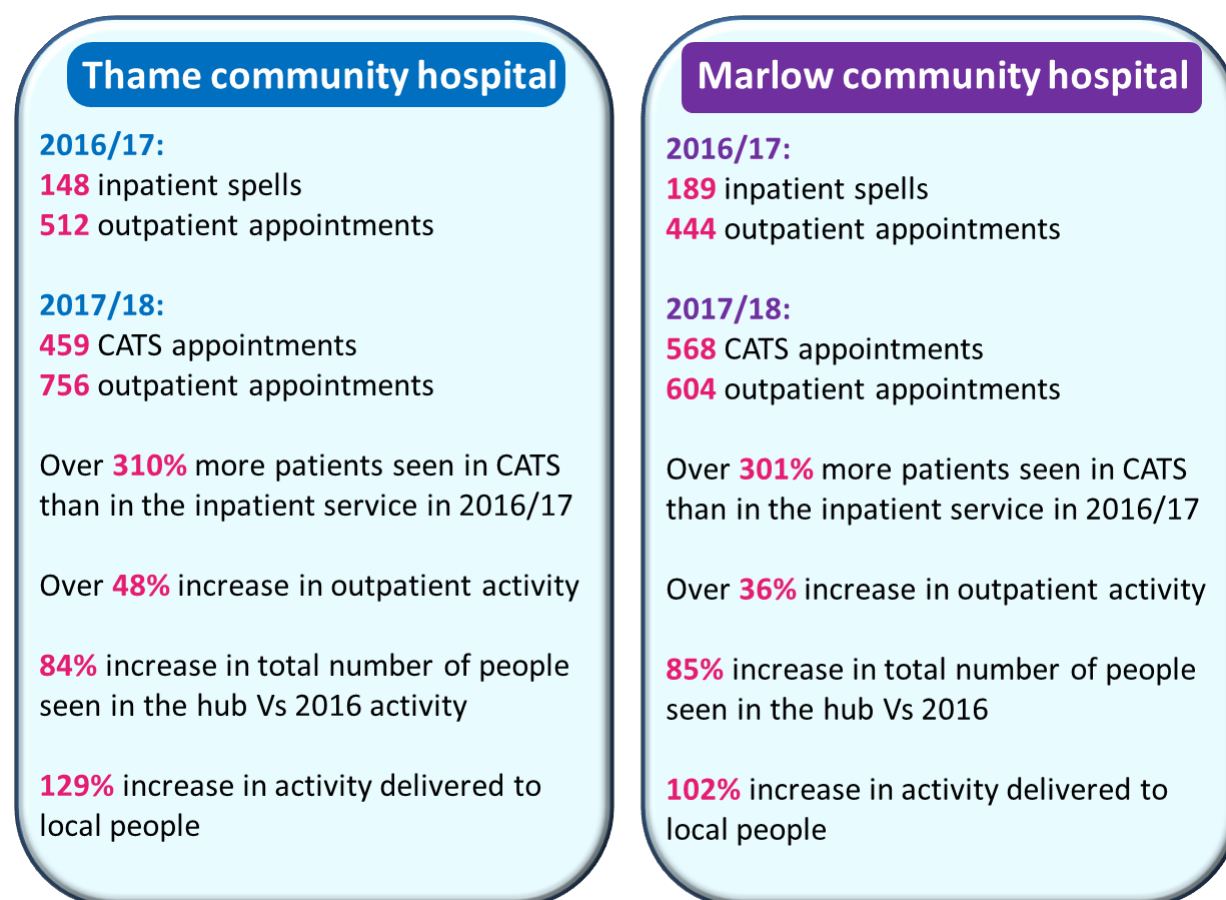
Community assessment and treatment service

The introduction of the community assessment and treatment service (CATS) has been the most significant development to the services provided. This service has seen **1027** people from April 2017 to March 2018 which is in line with the proposal estimate.

We have carefully monitored the impact and there have been no overnight packages of care required so far during the pilot other than transitional beds as part of discharge to assess project.

Readmissions to hospital have remained the same, which would suggest that by being cared for in the community you are not more likely to have to go back to hospital.

Outcomes

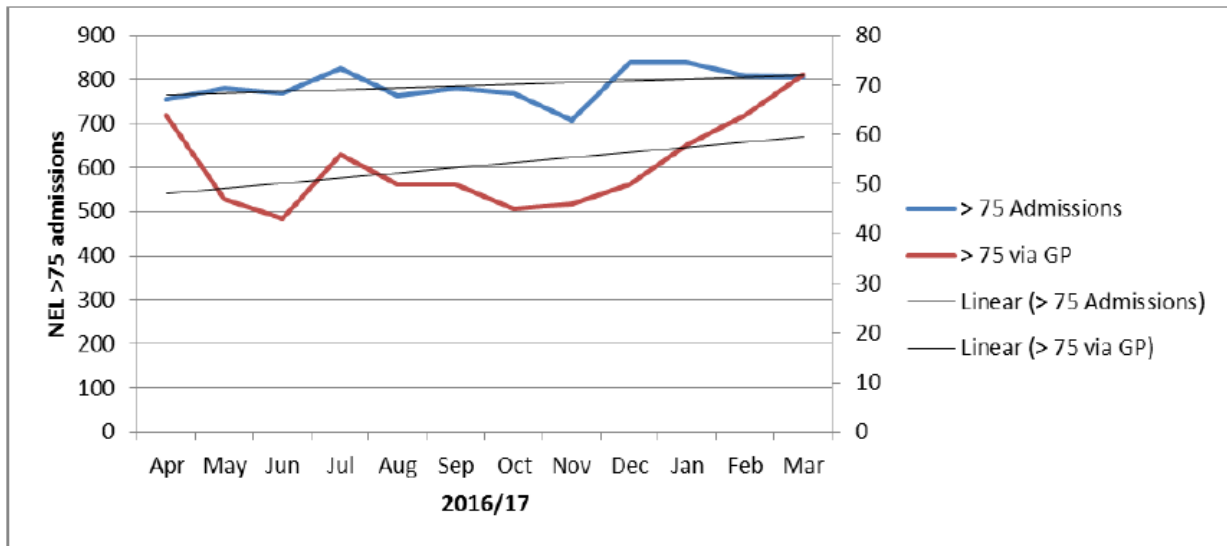


How else are patients benefitting?

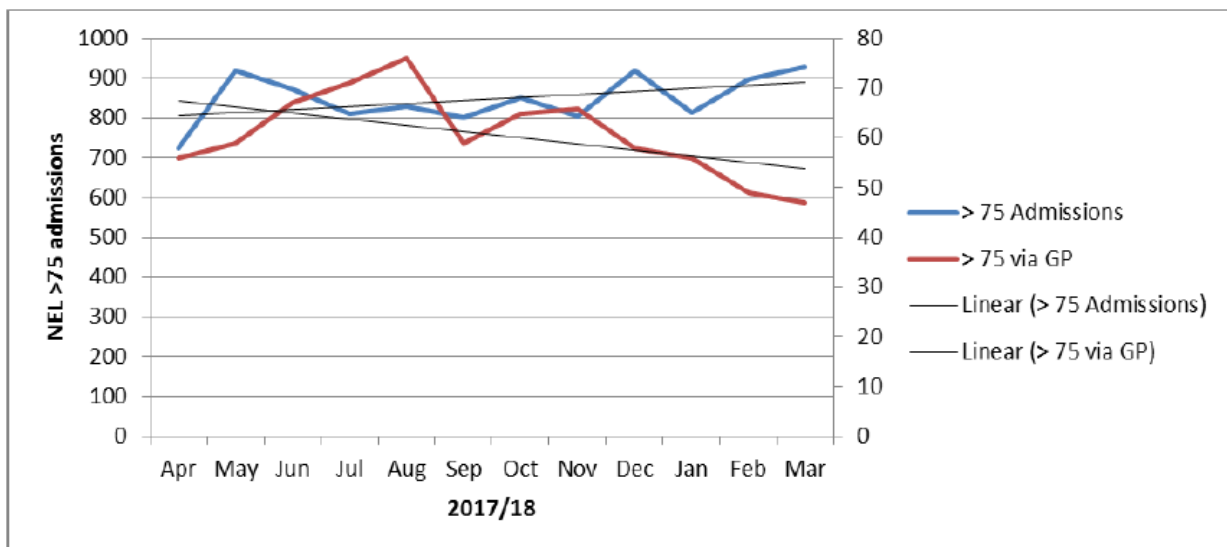
- **980** patients seen in the community and **92** followed up in their own homes
- **Less than 1%** of patients seen by the community assessment and treatment service were subsequently referred to A&E.
- **2,439** patients seen in the multidisciplinary day service assessment (MUDAS) at Wycombe Hospital in 2017/18 - an increase of 25% on the previous year. This service is similar to the community assessment and treatment service at Marlow and Thame, and is referred to through the same route via the geriatricians.
- Since April 2017 **128,006** patient visits have been undertaken by the rapid response and intermediate care service.
- Since April 2017, the community care coordinator team has received **6,063** referrals.

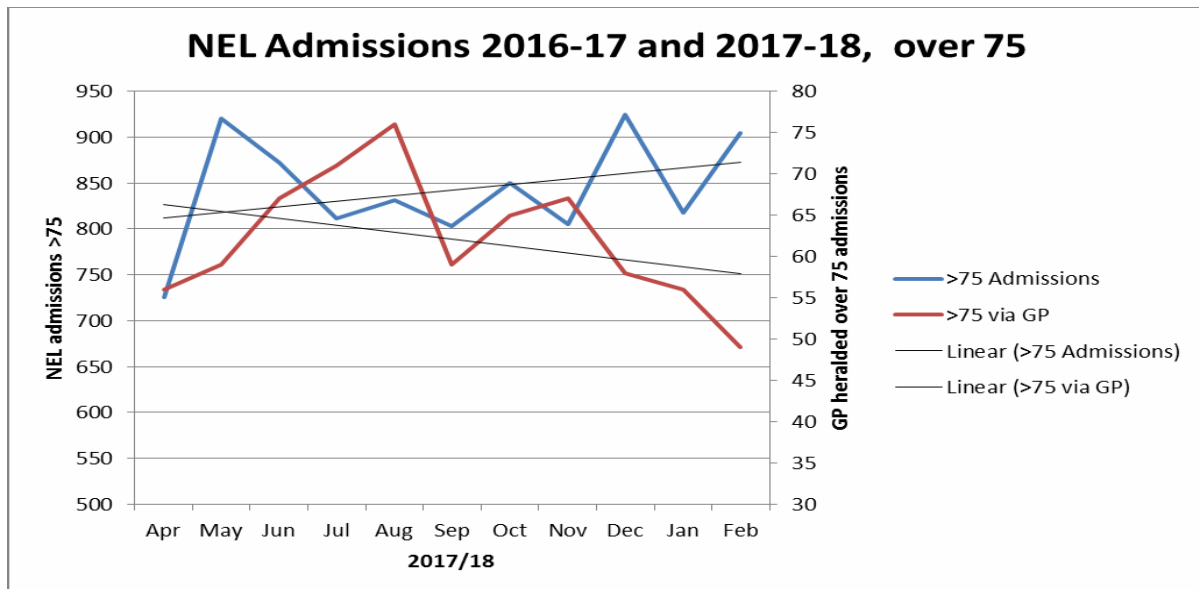
We have seen a reduction in non-elective admissions via GP referral for people over 75 years of age when we compare 2016/17 with 2017/18. In addition, although the numbers of people over 75 attending A&E have risen throughout 2017, the trend in referrals from GPs to A&E has reduced over the last 4 months. This may be indicative of GPs referring more patients to MUDAS and CATs services. We believe that the increase in referrals to the MUDAS service is due to an increased awareness of and commitment to a more community-based model of care by general practice.

Over 75's Non-elective admissions, 2016/17



Over 75's Non-elective admissions, 2017/18





Who is being seen in the hubs?

The vast majority of patients using the community assessment and treatment service are referred from home by their GP. Only three patients were referred as part of their discharge from hospital care. **77%** of patients were seen only once, the majority of whom were discharged with no further care required or back into the care of their GP.

There were **60%** more outpatient appointments available in Thame and Marlow than in the previous year. A range of additional clinics have been offered at these sites, although we believe there is opportunity for this to be expanded further. The addition of systemic anti-cancer therapies (including chemotherapy and psychological assessments) at Marlow has been a particular benefit for those who would have previously travelled to Aylesbury and Wycombe. Following the success of these therapies we are working in partnership with Macmillan to look at how we can roll this model out across the county and Macmillan are providing funding for additional staff to support the project.

4. What our stakeholders have said

Please see Appendix 3 for the full stakeholder engagement report.

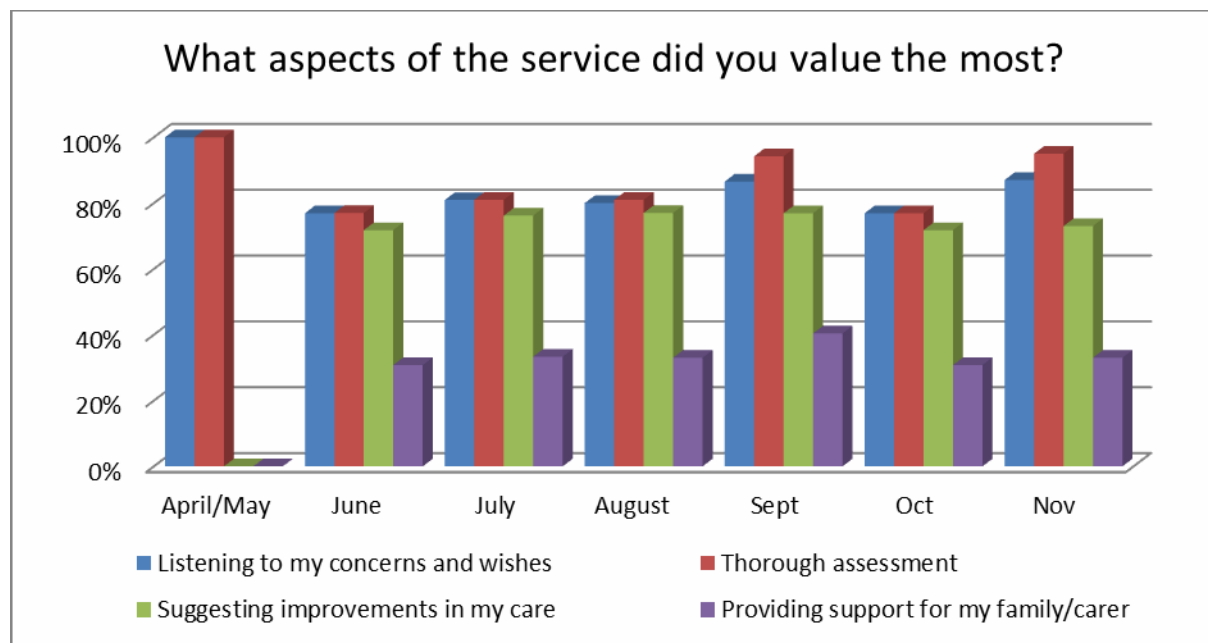
The involvement and engagement team gathered the views of 352 stakeholders, using a mixed methodology tailored to different groups:

- Focus groups with 28 hub patients
- Appreciative enquiry workshops with 7 hub staff
- 3 telephone interviews with staff from Healthy Minds, Alzheimer's Society and Age UK
- Public engagement workshops in Buckingham, Chalfont, Marlow, Wycombe, Thame, Aylesbury, and Iver, attended by 191 members of the public
- Sessions with 123 members of voluntary sector service user groups, and a patient participation group

This was in addition to the public and community group meetings the Trust was invited to present at and the open days at both hubs. The Trust engaged with over 1000 members of the public through its community hub open days, and meetings of organisations including parish councils, University of the Third Age, PPG's and stalls at community markets in which there was more general discussion and information giving.

Patients

Every patient attending the community assessment and treatment service have been asked to complete a feedback form at the end of their appointment. In this feedback people have been consistent in feeling listened to and having a thorough assessment and there are a growing number of people who report that they received improvements to their care and support for their family or carer was given as part of the package. Care has been almost unanimously rated as excellent.



**please note that, following feedback from the stakeholder engagement group, the questionnaire was revised following the November survey*

We have received feedback from some patients that parking and transport can be an issue. We are working to provide parking which can accommodate up to 10 patients attending CATS as well as patients attending other services in the community hub. We will improve turnover of parking spaces by staggering patient's arrival time and will better accommodate the parking needs of our patients by adding an extra disabled parking space at both locations with easier access to the entrance.

Patients attending a CATS appointment are encouraged to provide their own transport where possible. Flexible appointment times are offered in order to accommodate rush hour traffic.

Patients can be offered patient transport from the ambulance service with same day or next day availability. Recently the contract has confirmed a patient can be accompanied by a carer if the need arises. Patients have to be ready 2 hours in advance of the appointment time. Pick up and drop off times can vary and be unpredictable. On occasions this has led to delays in patients being picked up from the hub. This has led to reluctance in booking later afternoon appointment times.

As an alternative, a number of community voluntary transport options have been sourced. Many of these require notice to book and therefore are unable to respond to the rapid response appointment system of the CATS service. However for those appointments that can be planned in advance these transport options have been of benefit and offer a cheaper and reliable alternative to taxis. Community Impact Bucks offers signposting to transport services across the county and their number is offered to patients at the time of appointment booking.

Patients who took part in the focus groups reported that:

- The hub model, of having a range of services organised around the patient, is working well for those who have experienced it. Patients feel cared for, and the services received have had a clear positive impact on health and wellbeing, including avoiding hospital stays
- Patients benefit from being able to access outpatient appointments closer to home
- Having staff based in the hub visit patients at home to give advice and practical help was working well with a number of patients feeling their quality of life had improved as a result
- Patients feel more could be done to raise community awareness of the hub
- The key challenge for patients in accessing the hub is having transport ,most were reliant on friends or relatives, as public or community transport options were limited or unavailable
- There is still much scope for developing the hub to achieve the ambitions set out by patients and the public for a community hub

Staff

There is strong evidence to show that happy, well-motivated staff provide better quality care¹. As a system we are committed to improving our staff's health and wellbeing.

Both clinical and support staff have been integral to the development of the model. Staff who attended our consultation events felt positive about the changes. They felt that having the time and support to offer a truly holistic and thorough assessment and work out how best to help the patients was fantastic and had really added value. They want to see the service develop further, opening for more days of the week, broadening the range of services on offer and working hard with key partners, particularly GPs to enable the service to see a larger number of patients and be more proactive.

GPs

GPs are integral to the new model of care, which was co designed with some local GPs. As part of the CATS service two GPs work as members of the multidisciplinary team undertaking assessments, developing care plans and arranging on-going care. The wider community of GPs, who refer into the service, also participate as part of the stakeholder group. To ensure a wide range of views are taken into account as the service develops, meetings with locality leaders have taken place, and some sessions with GPs in the localities.

Referrals to the new CATS service have been made by almost every practice in the county although the majority have come from those closest to the hubs themselves. There has also been an increase

¹ *The quadruple aim: care, health, cost and meaning in work Sika et al (2015) BMJ Quality and Safety*

in referrals to MuDAS (multidisciplinary day assessment service) at Wycombe Hospital as awareness of this new model of care has increased generally.

The GPs have been relatively consistent in describing how they would like to see the service develop. They want it to become more proactive and hold responsibility for the patients for longer. In addition, care co-ordination has been identified by GPs as one of the areas on which we could improve as well as access to a single IT system to increase ease of communication. To this end EMIS, the preferred GP computer system, has gone live in both Thame and Marlow allowing CATS staff to both see and enter information directly into the GP record. We are working with clinicians to understand what other benefits we could get from the system e.g. taking away the need for the GP to make a separate referral.

Voluntary sector partners

Voluntary sector organisations have been engaged in the process of community hub development both in the stakeholder group and by providing services in the hubs themselves. These services have not yet been as well used as everyone had hoped. Their views were sought as part of this review to inform the development of the hubs programme.

Key findings:

- All interviewees found the Hubs staff friendly and helpful
- All had expected to receive referrals to their service through CATS, but this has not happened to the extent they had hoped.
- Interviewees felt that the different organisations operating in hub could work together in a more co-ordinated way.
- The VCS organisations felt that the environment within the hub was too clinical and could be redesigned to be more patient friendly.

Senior health professionals

In November 2017 Professor Don Berwick (one of the founders of the Institute of Health Improvement and adviser on health to President Barack Obama) and Chris Ham, (Chief Executive of The King's Fund) visited Buckinghamshire as part of the support package for ICSs. We shared with them our vision for transforming care in Buckinghamshire by creating an integrated hub based model of care. Their reflections were that this model of care matched the Whole Population Health model developed by the New Care Models programme and the wider international direction of travel for health and social care.



General public

314 service users and members of the public took part in engagement sessions across Buckinghamshire. Participants were shown an assessment of how the hubs had progressed in relation to the model developed in 2016 following public engagement:

Have we delivered your vision?			
Rapid access to testing		Health & wellbeing - self-management, providing education	
Easier signposting to health & care		Full range of therapy services	
Base for skilled staff working in the community		Joined up teams	
Sociable space with café		Information shared between organisations to improve care	
More local outpatient clinics		Virtual information networks	

They were then asked to discuss this vision and its relevance now, taking into account the learning from the pilots. They continue to support the vision of community hubs developed through the public engagement in 2016, though a café was no longer viewed as essential to the model. They wish to see the current hubs continue and for the model to be rolled out across Buckinghamshire, taking into account local need. They raise concerns about the lack of awareness amongst the public and GPs of the current hubs. Lack of access to public and community transport was also raised as an issue. They wish to see a wider range of referral routes including self-referral, higher levels of awareness of the hubs, and an increase in the range of clinics available at the current hubs.

Conclusions from the stakeholder engagement

The community hub model of holistic care, closer to home, received broad support across all stakeholder groups involved in the review. Patients and the public wish to see the current hubs continue and the model rolled out across Buckinghamshire, with provision tailored to different needs in different areas

All stakeholders felt the hubs had made a good start, however they felt the hubs were yet to achieve their full potential. Levels of awareness of the hubs was low amongst both patients and GPs. Transport was highlighted as an issue, with concern expressed that the lack of community transport to the hubs could potentially be a barrier to access for many patients.

Key recommendations

Current hubs

- Raise awareness of the current hubs with public and GPs, in part through clearer branding.
- Increase the service to at least five days per week at both sites.
- Review the current referral process with GPs, and consider expanding the process to self-referral.
- Ensure better co-ordination of the different services operating within the hubs.
- Work towards changing the environment within the community hospital settings of the hubs to become more clinic-like, to provide better facilities for partner organisations to provide their services, and to be dementia, mental health and learning disability friendly.
- Mobilise a wider range of outpatient clinics.

Roll out of hubs model

- Roll out model across Buckinghamshire, including utilising the Trust's existing bases in Buckingham, Chalfont and Amersham, and considering a range of options tailored to need in different areas, such as mobile units and other public sector estate.
- Ensure effective joint working across health and social care and with voluntary sector.
- Consider how public and community transport to hubs could be improved.
- Provide signposting to other public and voluntary sector support services.

5. What we have learnt

- The pilot has tested the model for 12 months and found that it is supported by both users of the services and clinicians.
- Outcomes demonstrate that we are moving in the right direction in terms of reducing the need, particularly for people over 75 years of age, to make unplanned visits to A&E.
- Engagement with local people in communities across the county show that there is support for replication of the model across the county.
- Key Performance Indicators which have been developed with the stakeholder engagement group and used to monitor and challenge performance during the pilot is outlined in Appendix 1; it shows that the services have grown over the year and they continue to grow.
- Unfortunately the uptake of the voluntary sector was not as large as we had hoped. Having listened to the local voluntary organisations we realise that for many it would require new investment and this made it difficult for some 3rd sector organisations to work within the Hub, as they had already established bases elsewhere or had restricted funding.
- Feedback from service users is that someone based in the hub to signpost people to the service they need and to encourage those reluctant to accept help, for example the lonely, to contact services would be more helpful than co-location.
- Work more closely with acute clinicians to facilitate earlier patient discharge with support provided by the community hubs.
- Work closely with GPs to proactively identify patients who may benefit from being referred to the community assessment and treatment service.
- Explore the option of greater direct access for patients.

6. How community hubs fit with our wider transformation strategy

In July 2017 Buckinghamshire was announced as one of the 8 shadow Integrated Care System (ICS) nationally, in recognition of the strength of the relationships between commissioners and providers across the system and the innovative new care models it was piloting.

NHS England, through the Integrated Care System programme, has committed to support Buckinghamshire with both capital and transformation funding in 2018/19. This will help us develop general practice at scale to increase resilience, extend access by driving collaboration between practices and develop the estate which would allow this to happen.

The development of community hubs is only one part of our wider transformation strategy to deliver more care closer to home and out of hospital across Buckinghamshire.

Whilst the evidence shows that community hubs are already making a significant contribution to achieving our vision, they can't be viewed in isolation. The real impact will only be seen once the other elements are fully operational.



GPs and provider organisations across Buckinghamshire have been working to develop a blueprint that will bring together community and practice nurses, social workers, mental health staff, GPs, other health professionals and relevant voluntary organisations as multidisciplinary teams serving clusters of 1-3 GP practices, and their associated care homes, covering populations of 30-50,000 patients. They will provide a personalised plan of joined-up care and support to meet the patient's holistic needs (physical health, social care and mental health) to enable them to remain independent for as long as possible. This is building on the CCG's work on the over 75s project and the Wycombe locality integrated team that has been running for almost two years.

The new locality teams will have attached members working across clusters such as specialist nurses, rapid response and intermediate care and paramedics. As a result patients will receive better, more coordinated care in their homes. The 'blueprint' for these teams is in development. These, together with the community hubs and locality-based community services will be the building blocks for the integrated teams.

This model of care is in line with the findings of the NHS England New Care Model programme. The evidence points to each individual element having a small impact; but the aggregation of the impacts of each intervention being greater than that of the sum. As a consequence community hubs will not reach maximum effect until all elements of the model reach maturity.

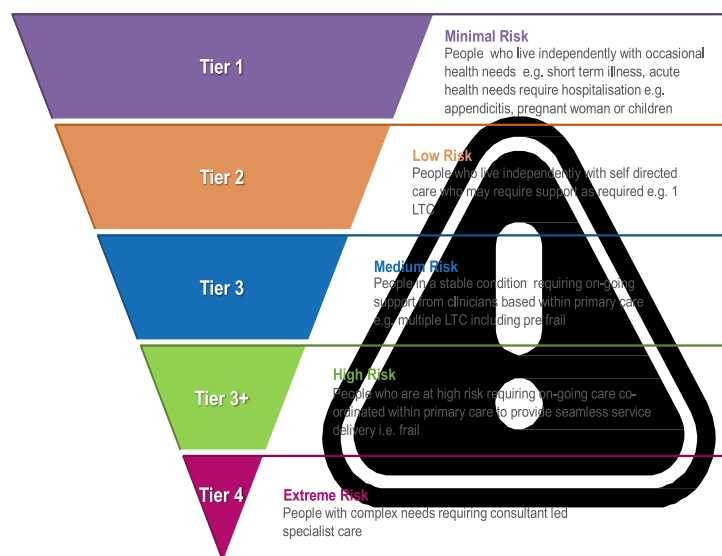
Success of the programme will be measured by the delivery of high quality and sustainable care. It aims to slow the growth in non-elective (NEL) activity by between 1% and 3% (A&E attendances, NEL admissions) and reduce variation in elective care. It also aims to improve the experiences of patients, their families and carers as well as the health and social care workforce.

Key work streams

Population Health Management

The Public Health Department of Buckinghamshire County Council is leading population health management work. It aims to improve the health of the entire population and to reduce health inequalities among population groups and reflects a shift in thinking about how health and care is defined. Care, in particular healthcare, is traditionally organised into relatively siloed specialties or services.

A practical alternative is to segment or risk stratify populations into groups with sufficiently similar characteristics and arrange supports and services to meet their expected needs. For instance we can identify groups ranging from healthy people, mothers and children, to people with multiple long-term conditions, frail people or people at the end of life for the whole county as well as at a local level (localities and groups of GP practices).



By identifying the people in each of the risk segments we can design services to meet their needs and target those services at those most likely to benefit.

Locality Integrated teams

Building on the CCG localities, GP practices are grouped together in their geographies around populations of 30,000 to 50,000 to form 13 integrated teams.

In the first phase, 4 teams are being established that consist of GPs supported by a community nurse, practice nurse, mental health practitioner, community practice worker, occupational therapist social workers, and input from acute clinicians. The workforce for integrated teams may change over the implementation phase depending on the needs of the population.

Rapid response and intermediate care (RRIC)

The two re-ablement teams of health and social care are being merged to form one countywide offer. The service is designed to increase the level of care and support provided in people's homes to avoid admissions and also to support early discharge after a stay in hospital so that people can be as independent as possible at home for as long as possible

Community hubs

Community hubs will serve a population between 100,000 – 150,000. They are intended to improve access, via a single point of contact, to a wide range of services. These include preventative, primary and specialist care from a range of providers working in multidisciplinary teams made up of representatives from the voluntary sector, social services and NHS organisations.

24/7 minor injuries unit and out of hours primary care services

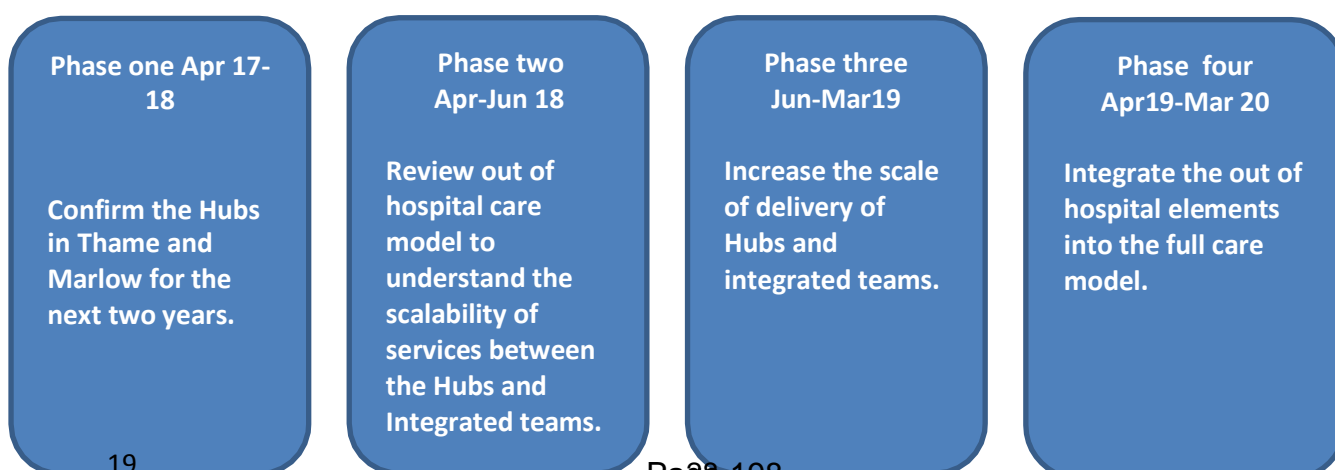
The Buckinghamshire provider collaborative - made up of Buckinghamshire Healthcare NHS Trust, South Central Ambulance Service NHS Foundation Trust (SCAS), the local GP federation 'FedBucks' and Oxford Health NHS Foundation Trust – took over the provision of the 24/7 minor injuries and illness unit (MIIU) at Wycombe Hospital (WH) and the primary care GP out-of-hours services operating at WH, Stoke Mandeville Hospital (SMH), Buckingham Hospital and Amersham health centre from 3 April 2018. The MIIU is intended to be designated to become a first-wave urgent treatment centre (UTC) very soon after service mobilisation.

7. Next steps

- Continue with the current community hubs pilots at Thame & Marlow for another two years so that the other complementary elements of community services transformation have time to be developed, rolled out across the county and be properly evaluated. This includes developing the community hubs model across the county.
- Work with general practice localities to further integrate services and to support the proactive identification of patients who are likely to benefit from the CATS service e.g. through risk stratification.
- Work with care homes to ensure that residents in a care home, who would benefit from the CATS service, have access to it.
- Explore further development of the referral model potentially widening the range of people who can refer directly to the services within the hub including self-referral.
- Review the discharge from A&E and acute inpatient care pathway to ensure that CATS is recognised as a viable alternative to a 'bedded' option, developing a local concept of the virtual ward.
- Work with local GPs to increase the capacity of the CATS by increasing the number of days of operation in line with demand.
- The Integrated Care System will set up local stakeholder engagement groups aligned to the integrated team localities – building on those in place for Marlow and Thame - to co-design the local detail of the out-of-hospital care model, including the hubs, ensuring that they meet the needs of the local community.
- Identify the target population cohorts and care professionals that the new model of care will apply to
- Define the service combinations that will comprise the future model and the level at which services will be delivered across Buckinghamshire.
- Drawing on the base lining of all existing projects, identify the financial contribution of the services and change projects in scope to meet the system's 2018/19 financial requirements.
- Provide suggested timeline for implementation and outline workforce projections.
- Review the care model to strengthen prevention and self-care and ensure that it maximises the care delivered locally and focusses on health and wellbeing in line with the design principles in Appendix 5.
- Development of a robust communication plan with the public and professionals to raise the awareness of the hubs and increase the productivity and value of the services for the local community.
- Review outpatient services to ensure that the shift to local provision is transformational, meets the local health population needs and not just utilising space.
- Local services for local people to minimise travel and have a home first approach where possible.
- Put in place signposting, education and care navigation in hubs.

Timeline

Development of the out of hospital model of care



Appendix 1: Performance KPIs

Key performance indicators measures and indicators dashboard

The adjusted baseline has been calculated using an average of the first 6 months data. RAG rating is against expected baseline.

Measure	Baseline at start of pilot	Adjusted baseline	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Number of patients accessing outpatients at community sites (across both sites)	83	143	83	140	169	152	148	157	103	155	95	125	182	240
Marlow			31	79	68	58	69	83	53	71	30	38	81	123
Thame			52	61	101	94	79	74	50	84	65	87	101	117
Number patients seen in Community assessment and Treatment service across both sites (1st appointments, follow up and dom visits)	No baseline	58	16	52	75	52	57	85	113	121	72	119	87	131
Marlow			4	31	37	30	23	51	65	70	44	71	62	62
Thame			12	21	38	22	34	34	48	57	28	48	25	69
Number people seen in Community Assessment and Treatment Team as admission avoidance across both sites (1st appointments)	No baseline	41	16	52	48	30	40	65	78	88	47	80	67	83
Marlow			4	31	24	19	18	38	45	50	25	48	45	41

Thame			12	21	24	11	22	27	32	38	22	32	22	42
Number people seen in Community Assessment and Treatment Team as supported discharge across both sites (1st appointments)	No baseline	>1	1	1	0	0	0	0	0	1	0	0	0	
Number of people Discharged Home – no follow up required (across both sites)	Outcomes from Community Assessment and Treatment Team		16	32	20	18	19	34	68	63	38	67	38	47
Number of people Discharged Home – Follow up required from community teams (across both sites)	Outcomes from Community Assessment and Treatment Team		0	7	6	4	3	5	11	6	2	5	7	43
Number of people Discharge Home - Follow up required from Community Assessment and Treatment Service (across both sites)	Outcomes from Community Assessment and Treatment Team		0	7	13	16	6	26	18	22	19	28	18	13
Number of people sent to A&E (across both sites)	Outcomes from Community Assessment and Treatment Team		0	0	1	0	0	0	0	0	1	2	1	1
Number of people referred onto other services (across both sites)	Outcomes from Community Assessment and Treatment Team		0	2	4	5	2	13	8	17	12	7	6	2

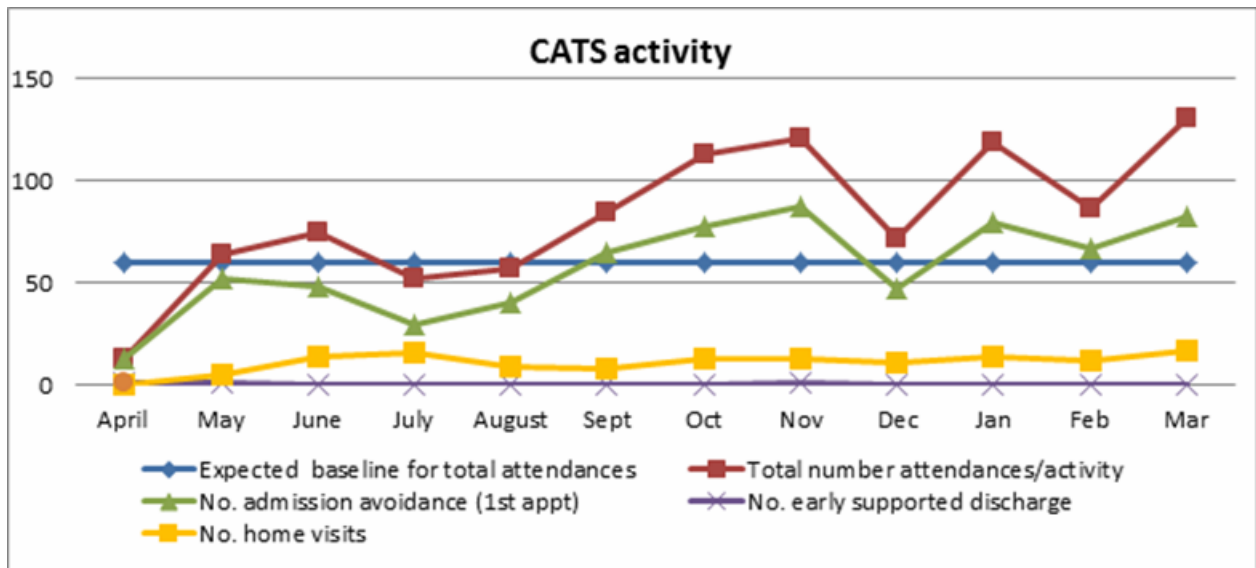
Number of patients over 75s seen within Community Assessment and Treatment Team after 28 days discharge from Stoke Mandeville Hospital (across both sites)	No baseline	Monitor	1	2	2	3	3	0	2	10	7	4	3	8
Community Assessment and Treatment Team Patient related experience measures (across both sites)	No baseline	80% Rating community services as good or excellent		100% 30/52 1st appts only	100% 48/48 1st appts only	100% 18/30 1st appts only	100% 32/40 1st appts only	100% 58/65 1st appts only	100% 67/78 1st appts only	100% 79/79 1st appts only	97% 34/35 1st appts only	100% 65/65 1st appts only	100% 61/61 1st appts only	Data not available yet
Community Assessment and Treatment Team friends and family measures (across both sites)	No baseline	95% extremely likely or likely to recommend service		100% 30/52 1st appts only	96% 48/48 1st appts only	100% (18/30) 1st appts only	93% 32/40 1st appts only	100% 58/65 1st appts only	100% 71/78 1st appts only	99% 74/75 1st appts only	100% 43/43 1st appts only	96.7% 60/60 1st appts only	94.3% 70/83 1st appts only	
Number of patients on waiting list for Community Hospital all sites (as of last day of the month)	No baseline	Monitor		30	12	17	17	28	3	20	29	33	16	38

Community county wide services indicators

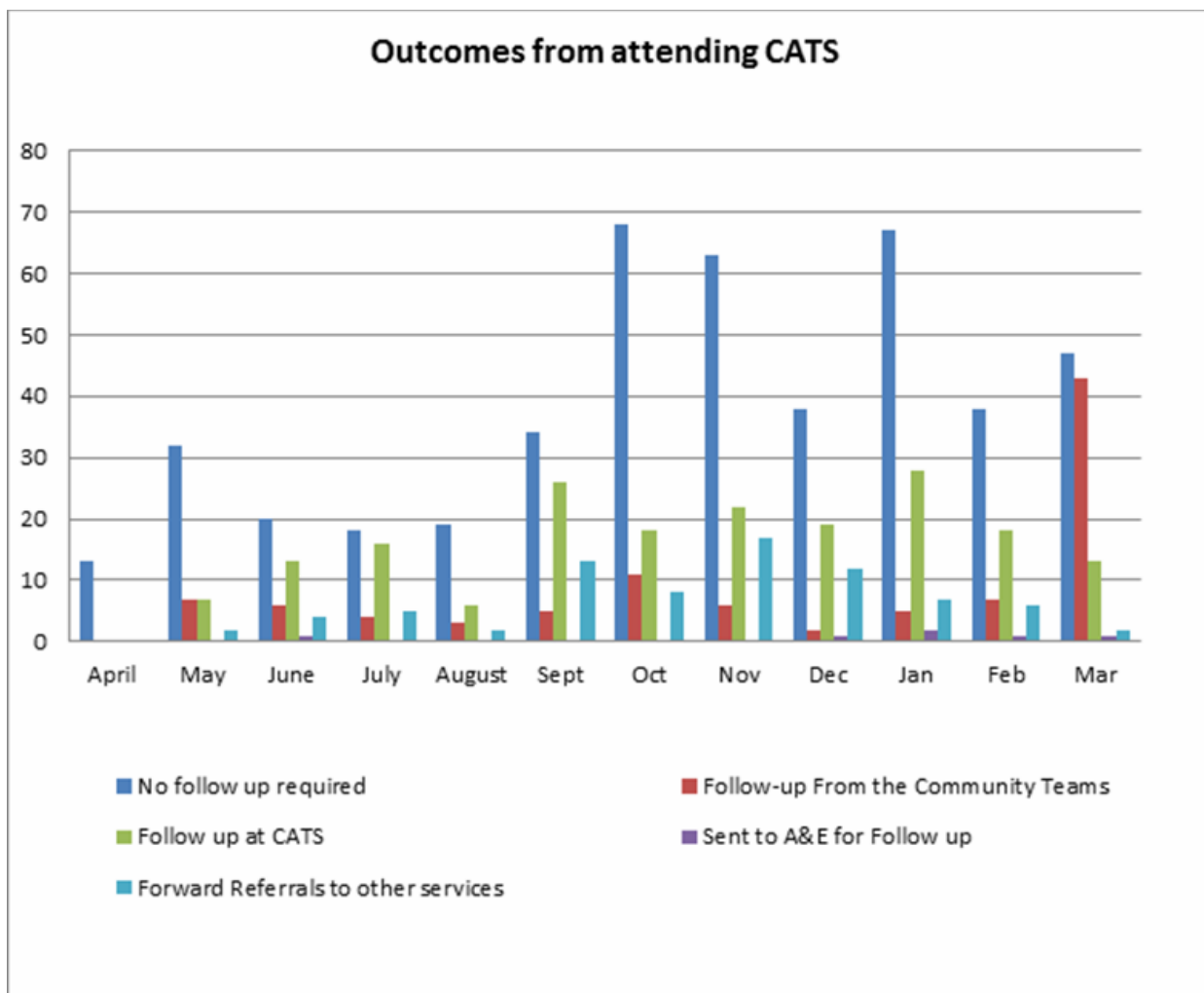
Measure	Baseline at start of pilot	Expected baseline	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March
Number of admissions avoided (Adult Community Healthcare Team & Rapid Response and Intermediate Care Team)	800	850	805	935	1020	971	897	838	888	1095	970	996	897	825
Number referrals managed through community care coordinator	500 (not including GP referrals)	Expect to achieve baseline as services uptake referral pathway	154	331	398	499	575	533	599	592	604	673	540	565
Rapid response intermediate care & therapy contacts	7900 contacts	16600 contacts when fully recruited	9750	10758	11559	11556	12439	11601	10729	11592	9991	11486	9886	9602
Rapid response intermediate care & therapy contacts	Expected total contacts in relation to % staffing recruited - contacts are RAG rated against these			3984	6806	8300	8300	10126	12719	10790	11288	11288	11288	11288
Rapid response intermediate care & therapy contacts	% staff recruited		10%	24%	41%	50%	50%	61%	68%	65%	68%	68%	68%	68%

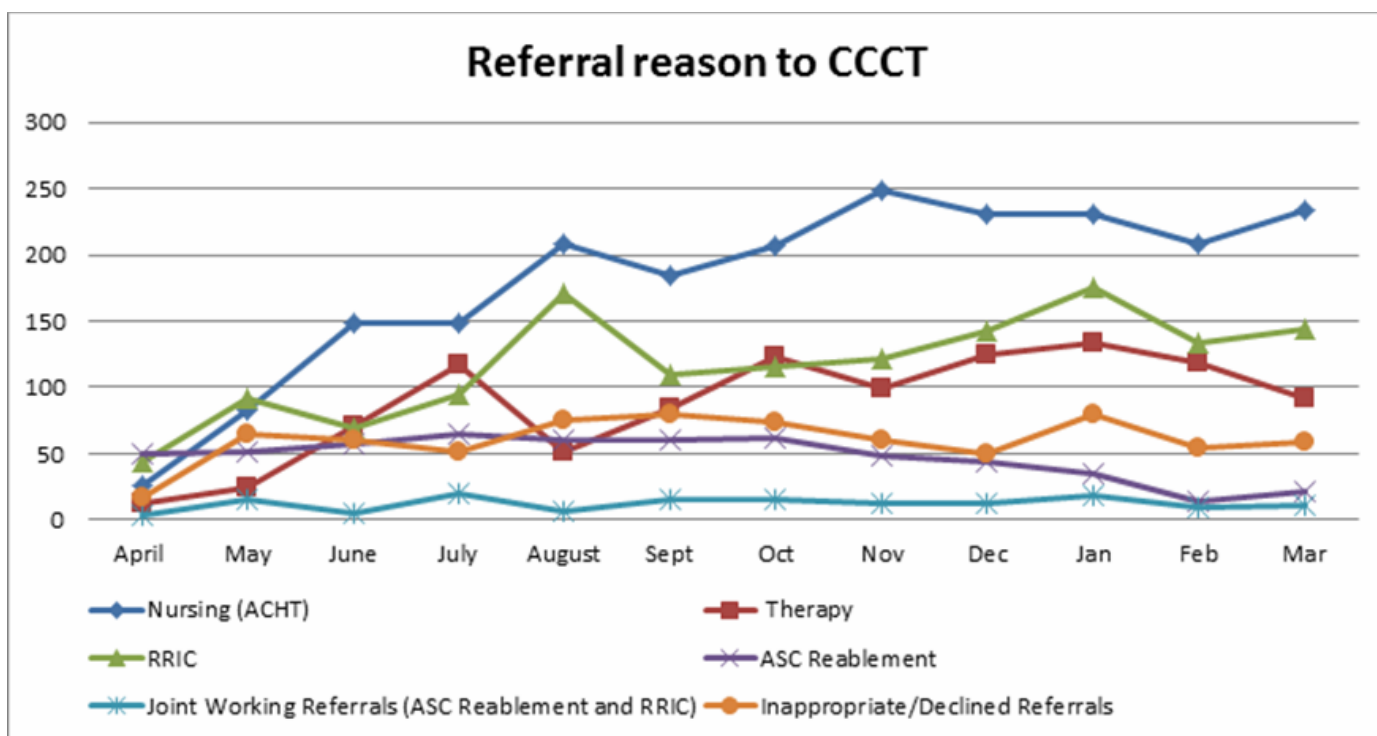
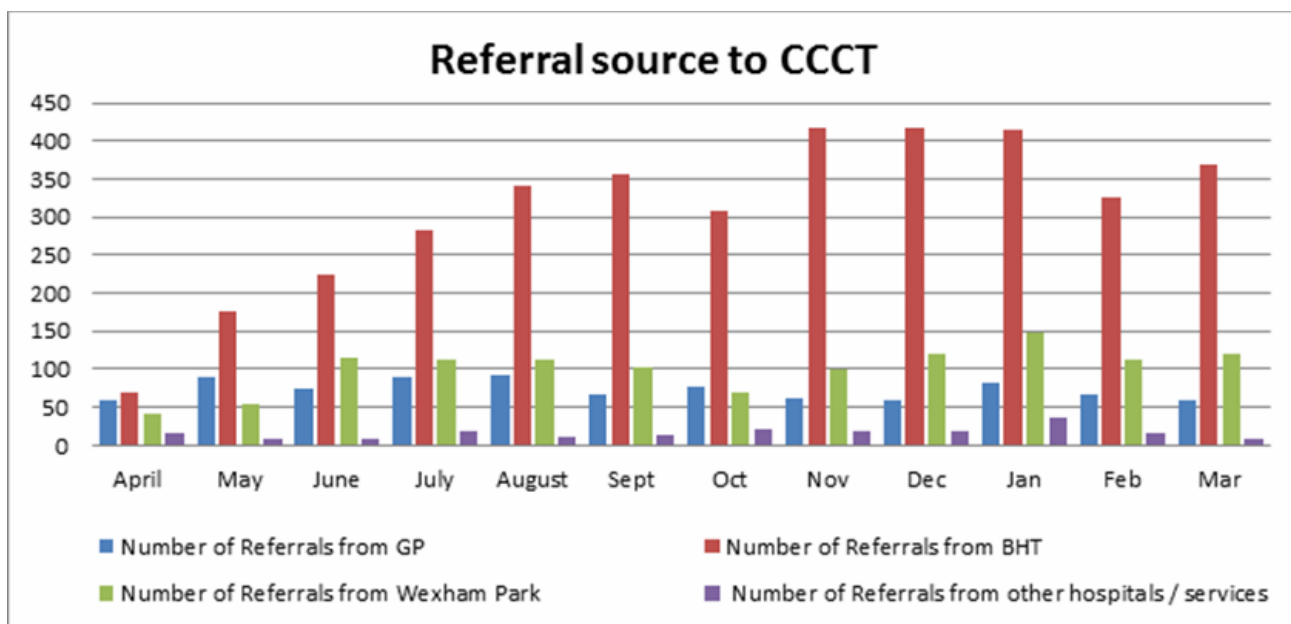
Adult Community Healthcare Team & Rapid Response and Intermediate Care Team Patient related experience measures	80% rating good or excellent	Demonstrate improvement	97% 62/62	93% 82/82	100% 74/74	97% 109/109	95% 40/40	100% 120/120	98% 93/93	99% 110/111	100% 77/77	100% 55/55	98% 57/57	Data not available yet
Adult Community Healthcare Team & Rapid Response and Intermediate Care Team friends and family test measures	95% extremely likely or likely to recommend service	Demonstrate improvement	95% 62/62	97% 82/82	97% 74/74	100% 109/109	98% 71 /71	99% 69/69	93% 112/112	98% 50/51	97% 60/62	96.7% 29/29	100% 28/28	Data not available yet
% of people discharged from acute care to normal place of residence	92%	94%	90%	91%	91%	92.7%	90.6%	91.1%	89.7%	89.5%	90.1%	95.1%	96.2%	90.1%
% of patient Readmissions of over 75s within 28 days	21%	Reduction in overall admissions	Reported in May	21%	22%	19.7%	18.9%	24.4%	18.1%	19.58%	18.1%	17.8%	Data not available yet	17.35%

Community Assessment and Treatment Service (CATS)



Outcomes from attending CATS show that most patients do not need a follow up appointment.





A selection of answers from the questionnaire asking what patients didn't like about their visit or care that day:

- We liked everything and the arrangements which have been made.
- Waiting around
- It would have been nice to know that this I was a long appointment we had only reckoned on 30 minutes and we were here for 3 hours.
- The long wait
- Had to wait two hours for patient transport to collect me from home and then from 12 noon to 1.30pm to take me back another 1 and a half hours wait.

- The length of time not expected
- Too cold
- My visit was very satisfactory. Seen on time and looked after for every stage of my stay
- No complaints everything was very impressive.
- Nothing. It was spotlessly clean and no one else about! A few people crept in later in the morning.

Appendix 3



Bringing care closer to home.

Stakeholder views on community hubs

'They turned me from being a patient back into being a person'

Executive summary

Introduction

Buckinghamshire Healthcare NHS Trust, working with its health and social care partners, launched the community hubs programme in April 2017, at two pilot sites in Marlow and Thame. This followed an extensive public and patient engagement exercise in 2016 to find out what people wanted from a community hub. The findings informed the development of the pilot hubs.

Between September 2017 and March 2018 the Trust conducted further public and stakeholder engagement. The objectives were:

- To engage with and involve the local community to ensure their views and experience inform future decision making around the pilots both in Marlow and Thame and more widely across the county
- To review the criteria for community hubs that the public had developed in 2016 to see what progress had been made and to test their continued relevance
- To get feedback from staff and patients, and partner organisations involved in the pilots to inform on going service development

Methodology

The involvement and engagement team gathered the views of 352 stakeholders, using a mixed methodology tailored to different groups:

- Focus groups with 28 hub patients
- Appreciative enquiry workshops with 7 hub staff
- 3 telephone interviews with staff from Healthy Minds, Alzheimer's Society and Age UK
- Public engagement workshops in Buckingham, Chalfont, Marlow, Wycombe, Thame, Aylesbury, and Iver, attended by 191 members of the public
- Sessions with 123 members of voluntary sector service user groups, and a patient participation group

This was in addition to the public and community group meetings the Trust was invited to present at and the open days at both hubs. The Trust engaged with over 1000 members of the public through its community hub open days, and meetings of organisations including parish councils, University of the third age, PPG's and stalls at community markets in which there was more general discussion and information giving.

Key findings:

- The community hub model of holistic care, closer to home, received broad support across all stakeholder groups involved in the review
- Patients and the public wished to see the current hubs continue and to see the model rolled out across Buckinghamshire, with provision tailored to needs in different areas
- All stakeholders felt the hubs had made a good start, however they felt the hubs were yet to achieve their full potential
- Levels of awareness of the hubs was low amongst both patients and GPs
- Transport was highlighted as an issue, with the lack of community transport to the hubs potentially a barrier to access for some patients

Key recommendations from public and stakeholder engagement:**Current hubs**

- Raise awareness of the current hubs with public and GPs, in part through clearer branding
- Increase the service to at least five days per week at both sites
- Review the current referral process with GPs, and consider expanding the process to self-referral
- Ensure better co-ordination of the different services operating within the hubs
- Work towards changing the environment within the community hospital settings of the hubs to become more clinic like, to provide better facilities for partner organisations to provide their services, and to be dementia and learning disability friendly
- Mobilise a wider range of outpatient clinics

Roll out of hubs model

- Roll out model across Buckinghamshire, including utilising the Trust's existing bases in Buckingham, Chalfont and Amersham, and considering a range of options tailored to need in different areas, such as mobile units
- Ensure effective joint working across health and social care and with voluntary sector
- Consider how public and community transport to hubs could be improved
- Provide signposting to other public and voluntary sector support services

1. Introduction

In April 2017 Buckinghamshire Healthcare NHS Trust working with its health and social care partners, launched the community hubs programme, at two pilot sites in Marlow and Thame. In 2016 the Trust conducted an extensive public and patient engagement exercise to find out what people wanted from a community hub. The key findings were that patients and the public wanted:

- Rapid access to testing
- Earlier signposting to health and care services-a single point of access
- Joined up teams across the system
- A full range of therapy services
- Health and wellbeing function, enhancing self-management and providing education
- A sociable space with a café
- A base from which skilled staff can work in the community
- More outpatient clinics locally
- Virtual networks providing information for patients supported by excellent technology
- More information shared between organisations to improve patient care

The findings informed the development of the pilot hubs. Between September 2017 and March 2018 the Trust conducted further stakeholder engagement. The objectives were:

- To engage with and involve the local community to ensure their views and experience inform future decision making around the pilots both in Marlow and Thame and more widely across the county
- To review the criteria for community hubs that the public had developed in 2016 to see what progress had been made and to test their continued relevance
- To get feedback from staff and patients, and partner organisations involved in the pilots to inform on going service development

Methodology

The involvement and engagement team gathered the views of 352 stakeholders using a variety of methods:

- Focus groups with 28 current hub patients
- Appreciative enquiry workshops with 7 hub staff
- 3 telephone interviews with staff from Healthy Minds, Alzheimer's Society and Age UK
- Public engagement workshops in Buckingham, Chalfont, Marlow, Wycombe, Thame, Iver and Aylesbury, attended by 191 members of the public
- Sessions with 123 service users from the following organisations; Alzheimer's Society, Bucks Vision, Haddenham Carers, Macular Degeneration Society, Talkback, and Rectory Road patients group

This report details the views and recommendations of the above stakeholders. In addition to the engagement sessions with stakeholders detailed in this report, the Trust and the Buckinghamshire clinical commissioning groups held information and discussion sessions to keep the public informed of progress with the community hubs, reaching over 1000 members of the public.

2. Patient views of the community hubs

Introduction

Views of patients who had used the hub were sought as part of the wider stakeholder engagement exercise to inform the Trust's plans for bringing care closer to home across Buckinghamshire. The aim of the patient engagement was to get feedback from patients involved in the pilots to inform on going service development

Methodology

All patients who had used the community assessment and treatment service in Marlow and Thame community hubs in its first 6 months of operation, and a sample of patients who had attended outpatient appointments were contacted. Two focus groups were held, one in Marlow and one in Thame. The following questions were asked:

Could you briefly describe your experience of being a patient at the hub? What went well? What went less well?

- What could we do that would have improved your experience?
- Did life at home become easier after the service you received at the hub?
- From your experience of being a patient here, do you think the hub is doing what it set out to do?
- What other services would you like to see provided at the community hub?

Participant profile

There were 28 participants in total, 21 at the Marlow event and 7 at the Thame event. 23 of the 28 people who attended completed and returned their equality monitoring form. Of those:

- 7 were males and 16 females
- They ranged in age from 65 – 80 years plus groups with the larger number being in the 65-79 age groups.
- 21 of those who responded classified themselves as white British

Discussion results

Could you briefly describe your experience of being a patient at the hub? What went well? What went less well?

In Marlow the experience of being a patient at the hub had been a very positive one for all of the participants. The holistic, 'one-stop-shop' nature of the service, being given the time to see a range of clinicians, and talk their case through, was seen to have great benefit.

- *'I was extremely satisfied with everything, I thought the team were brilliant, the comprehensive review of my condition, made me understand what was going on, after months of pain and restricted mobility. I have nothing but praise. It brought it all together, in the round. Up to then it was ad hoc, you went to the doctor when you needed a doctor, you went to minor injuries, you went to A&E if you had a fall. I felt I was a person, not a patient'*
- *'A one stop shop as mum said, we came in we saw a doctor a nurse, a physio you had an x-ray while you were here you got the results while you were here'*

- *'What was really nice was to be able to talk to them, be told things I've been trying to find out for weeks'*
- *'Everybody was so good, they had brought in a doctor who specialised in my condition, and other people coming in and saying how could they help me, escorted everywhere, whereas at Wycombe you go to one department then you are sent downstairs, here it was all compact'*
- *'They turned me from a patient back into being a person'*

Patients appreciated the speed with which they were able to be referred in to the service

- *'I was asked, can you get to Marlow 2 o'clock on Monday. You'll get a letter tomorrow, this was Friday, I did get the letter and we were here on Monday'*
- *'The paramedic came to see me on Thursday and I was here on Friday'*

Patients felt the attitude and care delivered by staff was excellent, both to patients and to carers

- *'The nurse took me everywhere to the x-rays and everything, as we sat there different people came in, physio came in, I found it absolutely incredible'*
- *'The service I received from the receptionist through the doctor and all the nurses were first class. I was so impressed. I went away very boosted up'*
- *'Usually they don't care about you, (the carer) but here it was lovely they kept asking how I was'*

For some participants in Marlow there was a clear sense that the service had helped to avoid hospital admission, for example:

- *'There is always the fear of being admitted to hospital, to come here and essentially get everything in one hit is much better, even if you went into hospital you wouldn't get things sorted out as quickly and efficiently as we have here, you spend so much time waiting in A&E and go to ward and nothing actually happens, here in just a few hours we got a lot sorted out, we got referred to the speech and language lady who came to see dad at home, for us it probably saved a hospital admission'*

In Thame patients who had attended outpatient appointments appreciated being treated closer to home, in terms of convenience, speed, and for one participant to avoid a hospital stay:

'I came to outpatients to see the chest doctor. I'm obviously in Thame, I don't have to travel. I've also used district nurses that come in, because normally I have to go into hospital, I stayed in 5 days the last time. They came to my home twice a day. But yes the outpatients bit is brilliant'

'I was here for all of 10 minutes I came to see my surgeon following surgery in March found it easy to park, I wasn't kept waiting at all I was in and out in 10 minutes'

Patients appreciated the full assessment they received:

'Very good came to improve to not fall down there was a physio they were all excellent especially the physio, it was all very good. Very good all of it'

'I thought it was super. At least they assessed me'

In Thame a number of patients spoke about not knowing why they had been referred to the hub. It had not been explained by the GP. They simply received an appointment in the post and only understood what the appointment was for once they attended.

'I didn't know what I was coming to when I came here; I have an on-going muscle condition for last 20 odd years. I'd seen my doctor because I had a lot more problems then I got a call about coming here so I thought there was somebody here a specialist, to look at some other forms of the muscle problem. I didn't know what it was until I got here. I didn't know it was a collective assessment so to speak, going around lots of people. Nobody was a specialist but they were all interested and took notes. I didn't get much advantage from it.'

'Thame rang me and said aren't you coming? I said where and they said I was booked for Thame, no communication. I didn't realise what I was coming for. Halfway through the assessment I realised what it was for, although I had severe falls it was to assess what I could do, with my brain especially. I thought it was to see what was wrong with my bones, I have osteoporosis you know'

'Were the doctors made aware of all of these things going on here, it just seems odd that several of us didn't know why we were coming here? It wasn't like someone at the surgery said do you want to see somebody about falls or anything like that, I just had a letter'

What could we do that would have improved your experience?

In Marlow having access to transport to the community hub was the main thing that would improve some patients' experience of the community hub. Most were reliant on friends or relatives as public and community transport options were very limited or unavailable.

- *'In time transport may become an issue for most of us'*
- *'My neighbour was able to drive me, but transport is an issue'*
- *'Transport is the biggest problem, it is a nightmare'*

One patient had to be transferred to Wycombe as she needed an IV. Her experience would have been improved if the hub was open all week and had the correct equipment to allow her to be treated closer to home.

In Thame participants felt that more could be done to make the community in Thame aware of the hub:

'I didn't know this was here, I mean I live on the doorstep'

'How would people get to know that it was here? There's no information anywhere, not even in the doctor's surgery, to tell you this kind of thing is available. If you are seriously ill the doctor will put himself out to tell you what is available, but people on the sort of borders of things, this sort of thing would help them not get any worse than they are if they knew it was available'

Did life at home become easier after the service you received at the hub?

Many of the patients had seen a significant improvement to their quality of life in the time since they had been seen at the hub. One of the things that had an impact was the opportunity to have someone review all of their medication, in several instances leading to a reduction or change in medication, that the patient felt had been very beneficial.

- *'Within a month Dr Johnson had changed all my medication and I felt on top of the world'*
- *'The change of medication made such a difference'*
- *'Medication, having a second opinion, they said, you might not need this anymore. They took me off two lots of drugs'*

Several patients had someone visit them at home to assess their need for aids and to provide practical advice following their visit to the hub. This had improved their quality of life.

'A lady came to my house she asked how I got off the loo I said I just hang onto the door, she said you don't want to do that, she got me a handle'

'The aids around the bathroom, they have been so helpful, my wife knows I can be left safely'

'Sometimes I can't walk at all and problems getting up and out of chairs so she gave me a loo seat with a handle that was helpful, which they delivered the next day actually'

'The two nurses came down and they brought me a wheel about trolley so I could wheel my meals around. I don't know what made me fall, I fell in the garden, they told me to do away with my rugs you know, because you can trip over them of course, that and the handle for my loo, it was very useful'

'The advice I received from the nurses, they were concentrating on my arm which I broke, they gave me quite a few exercises I hadn't done before. I had my plaster off at Wycombe and they said I could go there for physio, but of course I can't get there every day, you can't get to Wycombe unless you have transport and of course I don't have transport. The nurses told me extra bits which they hadn't told me at Wycombe which was a great help'

From your experience of being a patient here, do you think the hub is doing what it set out todo?

Patients were asked how they felt the hub was performing in relation to the 10 criteria that patients and public had identified as what they wanted from a community hub in the original 2016 public engagement events.

Marlow:

Criteria	Patient experience
Rapid access to testing	Patients felt this was working well. Participants had had blood tests and x-rays and received results on the day
Earlier signposting to health and care – single point of access	Participants had not experienced this
Joined up teams across the system	It was felt the teams within the hub worked well together.
A full range of therapy services	Patients had felt they received a range of interventions. One patient felt she would have benefitted from seeing a podiatrist experienced in dealing with complications from diabetes
Health and wellbeing function enhancing self-management and providing education	Patients had not seen evidence of this, one participant who had diabetes felt control of her condition had been taken out of her control since she used the hub, with nurses visiting her at home to test her and provide insulin
A sociable space with a café	This was not seen as a priority by those present. It was felt

	that Marlow had enough cafés and that a number of organisations also provided this kind of service for older people.
A base from which skilled staff can work in the community	Participants had experience of this working well, with staff coming to their homes to assess their need for aids and providing advice
More outpatient clinics locally	As CATS patients, participants had not experienced this but could see from the list that it was happening. Questions were asked about whether people could be referred by their doctor to the clinics
Virtual networks providing info – supported by excellent technology	Participants did not see this as a priority
More info shared between organisations to improve patient care	It was felt this could be done better. It was felt that more could be done to publicise the hub.

Thame:

Criteria	Patient experience
Rapid access to testing	Participants had not experienced this
Earlier signposting to health and care – single point of access	Not experienced this
Joined up teams across the system	Not experienced this
A full range of therapy services	Those who had a CATs assessment had experienced this
Health and wellbeing function enhancing self-management and providing education	Not experienced this
A sociable space with a café	Participants did not see this as a priority as there were a number of cafes in the town
A base from which skilled staff can work in the community	Participants had experienced this, with community staff visiting them at home
More outpatient clinics locally	Participants had seen the benefits of having outpatient appointments closer to home
Virtual networks providing info – supported by excellent technology	This was not viewed as a priority for this patient group
More info shared between organisations to improve patient care	Participants felt this was not happening effectively

What other services would you like to see provided at the community hub?

- Access to public or community transport for those living outside Marlow in South Buckinghamshire
- Equipment and extended opening days to allow for IV treatment

- Pain clinic
- Podiatrist
- One patient suggested having a range of consultants with different specialities
'Specialist for a particular thing so if people who needed a particular specialist could make appointment, something like neurologist, or rheumatologist'

Conclusions

- The hub model, of having a range of services organised around the patient, is working well for those who have experienced it. Patients feel cared for, and the services received have had a clear positive impact on health and wellbeing, including avoiding hospital stays
- Patients had benefitted from being able to access outpatient appointments closer to home
- Having staff based in the hub visit patients at home to give advice and practical help was working well with a number of patients feeling their quality of life had improved as a result
- In Thame a number of patients referred by their GPs were unaware of why they were being referred
- Patients felt more could be done to raise community awareness of the hub
- The key challenge for patients in accessing the hub is having transport ,most were reliant on friends or relatives, as public or community transport options were limited or unavailable
- There is still much scope for developing the hub to achieve the ambitions set out by patients and the public for a community hub, though having a café was not viewed as a priority.

3. Staff views of the community hubs

Introduction

The aims of the staff engagement were:

- To find out staff views on service delivery to patients since the hub was set up
- To explore how the community hub could develop to continually improve the patient experience

Methodology

All staff from the community hubs were invited to take part in workshops. Workshops were held in Marlow and Thame each attended by three members of staff. The following questions based on the principles of appreciative enquiry were explored:

- What has been your best experience of the community hub, a time when you felt that it worked well for everyone involved?
- What made that possible?
- Imagine we are a year into the future and the hub is working perfectly based on these ideas and principles. What would that look like?
- What would need to happen to get us there?
- Staff were asked to rate out of 5 how far they felt each of the 10 criteria for community hubs set out by patients in the engagement events in 2016 had been met.

Participant profile

Six participants took part in the workshops. This was made up of five nurses and one healthcare assistant

Discussion results

What has been your best experience of the community hub, a time when you felt that it worked well for everyone involved?

Staff in Marlow had a very positive view of the service to patients; one mentioned that if it was her mum she would want her to have this kind of service. The hub provides a 'one stop shop' for patients, having access to doctors, nurses, OT and physio at one site. Patients receive a comprehensive service without having to attend lots of different appointments potentially at different sites. Patients have thorough frailty assessments and longer appointment times. Their GPs are only able to see them for ten minutes so referring them onto the hub means that the patient can be checked thoroughly and leave knowing what their next steps need to be. They have access to consultants therefore diagnosis for some patients is quicker. Having a range of professionals together meant they could spend time discussing the patient's case and take a joint approach to best way forward. It makes life much easier for carers. The CATs team can refer patients to other services like Prevention Matters and social services. In one case social services had seen a patient at the hub.

Staff in Thame were also very positive about the benefits of the service to patients. Patients themselves were very happy with the service; one patient had spoken about 'feeling loved'. The benefits to patients included, being able to see a number of clinicians in one day instead of a series of different appointments, they can be seen by an OT at the clinic who will then visit them in their home, so more continuity in service, it was a more personal service with more time for patients and patients did not have to wait to be seen.

What made that possible?

- Having a range of services in one place
- More joint working
- Thorough assessment of clients situation and needs

Imagine we are a year into the future and the hub is working perfectly based on these ideas and principles. What would that look like?

Marlow:

- Hub would be open 5 days a week
- It would have a clearer mission statement that potential referrers such as GPs would be more aware of. Clarity about where hub fits with community and acute services
- Referral pathways working effectively. GPs educated in how to refer and to what.
- Hub would have its own doctor available whole time it was open
- There would be cover for staff when people on annual leave/sick
- There would be an administrator so nursing staff can focus on more nursing
- There would be a dedicated transport service for patients and better signage at the hub
- More varied menu available to patients, currently only able to offer soup
- More services available for patients

Thame

- The hub would be open 5-7 days a week to provide a truly preventative service and allow for consistency, for example being able to provide IV antibiotics in one place on consecutive days.
- The hub would have a clearer remit or brand, providing unique service not just taking bits from others
- It would be much busier, with potential referrers such as GPs more aware and knowledgeable about the service
- There would be additional services available such as podiatry, and ultrasound
- Administrative and reporting systems would be more streamlined and there would be an administrator, potentially working across both pilot sites
- Services would be more joined up
- BHT doctors and consultants would have access to GP patient records on EMIS
- There would be more consistency in doctors attending hub, ideally one doctor for the hub
- The environment would be more clinic like
- The hub would have the right equipment available for the work being done there
- The staff skill mix and level would be more appropriate to the service being provided, staff would feel their skills are being utilised and developed rather than feeling deskilled
- There would be cover for staff if they are sick or on annual leave

What would need to happen to get us there?

Recommendations applicable to both sites

Brand and marketing

- There is a need to create a clearer USP for the community hubs. This can then be used to market the hubs more effectively to potential referrers particularly GPs and increase referrals

Services

- Linked to the above is the recommendation that services are mobilised as quickly as possible into the hub, so there is clarity about what is on offer. Staff recommendations included, podiatry, ultrasound, dietician, and more third sector organisations like Age Concern
- Consideration should be given to increasing the service to 5 days per week at both sites

Staffing and administration

- The skills mix and level of staff should be reviewed taking into account what patient needs have been during the pilot to date.
- An administrator role should be created, potentially shared across both sites
- There should be cover for holidays and sickness
- Have more consistency of doctors
- Access to records: Look into how BHT doctors can have access to GP records

Governance and reporting

- Review the reporting needs with view to streamline processes and avoid duplication. Have clearer project management approach to programme development, potentially involving service improvement team

Recommendations specific to Thame

- Environment: Invest in changing to a more clinic like environment so is more functional and feels less like hospital ward that is not being fully utilised. Better use of space downstairs , including more office space and power points
- Equipment: Review and provide appropriate equipment, taking into account use over the pilot so far. For example hub has two underutilised blood testing machines, physio requires mats and parallel walking bars

Recommendations specific to Marlow

- Environment: Provide better signage. Provide wider range of food options, patients often waiting a while and current options not substantial enough
- Transport: Explore options for dedicated transport for patients
- Signposting: Develop list of available services and contact details

How far have criteria developed in the public and patient engagement sessions been achieved? 0 being not achieved and 5 being completely achieved:

Staff agreed a rating between them for each criterion.

Marlow

Criteria	Rating	Comments
Rapid access to testing	4	Need basic blood testing, echo and CT scans to complete the service
Earlier signposting to health and care – single point of access	3/4	
Joined up teams across the system	3	
A full range of therapy services	4	
Health and wellbeing function enhancing self-management and providing education	1	Would like to see cancer care and diabetes here. Already used by Parkinson's group

A sociable space with a café	0	
A base from which skilled staff can work in the community	5	
More outpatient clinics locally	3	
Virtual networks providing info – supported by excellent technology	0	We do provide this service by using our own PCs to get information for our patients
More info shared between organisations to improve patient care	2/3	

Thame

Criteria	Rating	Comments
Rapid access to testing	3	
Earlier signposting to health and care – single point of access	4	
Joined up teams across the system	2	
A full range of therapy services	4	If no annual leave
Health and wellbeing function enhancing self-management and providing education	5	
A sociable space with a café	0	
A base from which skilled staff can work in the community	5	
More outpatient clinics locally	3	
Virtual networks providing info – supported by excellent technology	1	We do go online for some of our patients and print them information off for them to take away
More info shared between organisations to improve patient care	1	

4: Partner organisations' views of the community hubs

Introduction

A number of VCS and health organisations provide services within the hubs. Their views were sought as part of this review to inform the development of the hubs programme.

Methodology

Telephone interviews were conducted with representatives from the following organisations:

- Healthy Minds
- Alzheimer's Society
- Age UK

They were asked what had gone well, what had gone less well and their recommendations for the development of the hubs.

Discussion results:

- All interviewees had found the CATS staff friendly and helpful
- All had expected to receive referrals to their service through CATS, but this has not happened to the extent they had hoped. Healthy Minds were seeing their own clients who were able to get to the hubs
- Interviewees felt that the different organisations operating in hub were working quite separately, and not in a co-ordinated way
- The VCS organisations felt that the environment within the hub was not designed in a way that supported the services they wished to deliver. The presence of day beds, lack of adequate chairs and tables, lack of space to display materials, and limited access to tea and coffee making facilities were mentioned.

Recommendations made by interviewees:

- A regular meeting of all organisations operating in the hub to facilitate better co-ordination of the services
- Ensure environment is dementia friendly and develop facilities to support group sessions, and for display of leaflets
- Both Healthy Minds and Alzheimer's offered to provide training for hub staff.
- Healthy Minds recommended the following:
 - Consultation sessions with CATS team to look at their caseload and see who might benefit from Healthy Minds service
 - Healthy Minds to provide training to CATS staff. Two courses available one on detection of common mental health problems, second '10 minute CBT' giving intro to CBT framework
 - Falls prevention classes, Healthy Minds could attend to talk about role of anxiety in falls and way to address it
 - Healthy Minds are able do home visits

5: Service user groups views of community hubs

Introduction

The Involvement and Engagement team met with a number of service user groups to ensure the views of those less likely to attend the Trust's public events were sought as part of the review.

Methodology

The Involvement and Engagement team attended group meetings and presented on progress with the hubs in Thame and Marlow, and were then asked the following questions:

- What do you like about what you have heard?
- What concerns you?
- What does the Trust need to consider in order to ensure that the hub model meets the needs of your community/group?

Participant profile

- Alzheimer's Society - 25 participants made up of people with Alzheimer's and their carers
- Bucks vision - 36 participants made up of people with visual impairments and their carers
- Haddenham Carers - 8 carers
- Macular Degeneration Society - 16 participants made up of people with macular degeneration and their carers
- Rectory Road patients group - 34 participants
- Talkback - 4 members of Talkback's management committee all of whom had learning difficulties

Discussion results

What participants liked:

- The hub model of holistic care in one place was supported by all groups
- For carers the idea of care closer to home was important as they often delayed or did not deal with their own health problems because of their caring responsibilities. If they did attend appointments at the main hospitals they either had to take the person they cared for or arrange emergency cover. One participant talked of the difficulties of having chemotherapy and having to bring his wife who had Alzheimer's. Having a hub close by would make it easier for carer's to maintain their own health
- The large hospitals could be very disorientating for people with Alzheimer's, visual impairments and learning difficulties, so small hubs closer to home would be preferable

What concerned them:

- Local transport was an issue for all groups. Many had to pay for taxis to get to appointments
- Many participants had not been aware of the hubs existence and some did not think their GPs knew about them
- People with learning disabilities were concerned about any change in the services they were used to, and particularly concerned about the risk of GPs not passing on relevant information to specialists.

Service user group recommendations for how the hub programme could take their needs into account:

- Provide a wide range of clinics
- Effective signposting to other organisations who provide support
- Assessment in the home
- Focus on supporting health and well-being including mental health services
- Being able to self-refer to the hub
- Ensure information is shared effectively with GPs
- Dementia friendly and taking into account needs of people with learning difficulties for example with signage
- Somewhere quiet to relax
- More partnership working with the voluntary sector

6. Public views of community hubs

Introduction

Buckinghamshire Healthcare NHS Trust held a series of public workshops across the county between January and March 2018 to engage with members of the public to report back on what had been achieved in the pilot hubs in Thame and Marlow and gather their views on what care closer to home could look like across Buckinghamshire.

They followed on from the public events held in 2016 the findings from which informed the pilot hubs. One of the aims of the events was to revisit and update the ideas the public had developed in 2016 for what a hub could look like in their area.

Methodology

Public meetings were held in Buckingham, Chalfont, Marlow, Wycombe, Thame, Iver and Aylesbury. The meetings were led by members of the Trust's executive group, Carolyn Morrice, Chief Nurse and Tina Kenny, Medical Director. Participants were shown a presentation detailing the work of the pilot community hubs including how the hubs fit into the wider community care provision. This included the assessment below, based on the discussions with hub staff and patients detailed earlier in this report, of how far the hubs had progressed against the original criteria developed from the 2016 engagement sessions:

Have we delivered your vision?			
Rapid access to testing		Health & wellbeing - self-management, providing education	
Easier signposting to health & care		Full range of therapy services	
Base for skilled staff working in the community		Joined up teams	
Sociable space with café		Information shared between organisations to improve care	
More local outpatient clinics		Virtual information networks	

They then worked in facilitated groups to answer the following questions and answers were recorded on flipcharts:

- What did you like about what you have heard?
- What concerned you?
- In light of what you have heard about the pilot hubs, what's working, the challenges, and local circumstances in your area in 2018, we want to know what your vision for a community hub is now

The results from the discussions were collated and themed.

Participant profile

The events were attended by 191 people in total. Of the 191, 161 completed an equality data monitoring form.

- Gender: 105 of those who completed the form were female and 54 were male
- Age:

0 - 15	
16 - 24	
25 - 34	2
35 - 44	8
45 - 54	14
55 - 64	26
65 - 79	79
80 +	27
I do not wish to declare	5

- Disability: 43 of those who completed a form considered themselves to have a disability or long term condition. 112 did not and 5 did not wish to declare
- Ethnicity

White British	136
Irish	5
Other white background	1
I do not wish to declare	5

Discussion results

What did you like about what you have heard?

There was broad support for the hub model of holistic care across all of the public events, participants particularly liked:

- Rapid access
- Access to multidisciplinary teams
- The range of services available
- Access to treatment at home
- The one stop shop nature of the service
- Access to diagnostics
- Same day results
- Reduced hospital stays/visits
- Outpatient appointments closer to home
- Work with the voluntary sector

What concerned you?

Concerns emerging across the public engagement sessions were:

- The lack of awareness of the hubs amongst the public, GPs and other organisations
- There was a need for better signposting to other public and voluntary sector support

- Voluntary sector involvement not as effective as should be
- Patient information not being shared effectively between GPs and the hub staff, and the referral system via GPs not seen as robust
- Transport was a problem, unless one had access to their own transport or support of friends and family, the lack of public or community transport options was a barrier to access to the hubs
- Following on from this limited access to parking locally was an issue
- The difficulties of accessing services across county borders
- There was concern in Buckingham about the future of the beds in their community hospital

Recommendations for how the community hub programme should be developed:

Members of the public wished to see the current hubs maintained and developed and to have the programme rolled out to where they were. In particular they wished to see:

- Self-referral, or through a wider range of services, including faith based organisations
- More effective work with voluntary sector, including social prescribing
- Effective links between health and social care
- Better public or community transport options available to access hubs
- A higher level of awareness of the hubs within the community
- Evidence based services appropriate to each community
- An increase in the range and volume of outpatient clinics
- Provision of mental health services
- An increase age range catered for
- Having a café was not a priority but having the capability to provide sociable events with a defined purpose such as a dementia café ,or death café was supported
- More focus on prevention/health and well being
- The cross border issues addressed
- A physical space, in some areas this was about making better use of community hospital facilities, but did not have to be hospital based, in Wycombe participants raised the option of a mobile unit.

7. Public information sessions

Introduction

In addition to the engagement sessions with stakeholders detailed in this report, the Trust and the Buckinghamshire clinical commissioning groups held information and discussion sessions to keep the public informed of progress with the community hubs.

Methodology

The Trust held open days at both of its community hubs. Senior staff also presented at a range of events, and answered questions on the community hubs from the public. Over 1000 members of the public were reached through the information sessions.

Event details

Event	Date	Number of attendees
Open Day Marlow	06/07/2017	87
League of Friends from Buckingham visited Marlow and Thame	11/07/2017	6
Buckingham Older People's Action Group	17/07/2017	20
Buckinghamshire County Council	20/07/2017	approximately 100
Age UK	10/08/2017	12
Meeting with Rycote Practice GPs	15/08/2017	8
Thame Community Market	22/08/2017	50
Open Day Thame	13/09/2017	92
Buckingham League of Friends	14/09/2017	12
Winslow and district local area forum	28/09/2017	15
Rectory Meadow PPG	03/10/2017	87
Thame League of Friends AGM	04/10/2017	
Older persons action group Lane End	05/10/2017	33
Marlow League of Friends AGM	09/10/2017	7
Simpson Centre PPG	12/10/2018	90
University of the Third Age AGM	02/11/2017	approximately 100
Chalfont League of Friends AGM	06/11/2017	
Stokenchurch Parish Council	18/10/2017	17
The Ivers Parish Council	06/11/2017	18
Wendover Parish Council	07/11/2017	16
Ivers Women's Institute	08/01/2018	31
Aylesbury University of the Third Age	10/01/2018	200
University of the Third Age Wendover	22/01/2018	55
Buckingham League of Friends AGM	22/03/2018	approximately 30

8. Conclusions and recommendations

Conclusions

- The community hub model of holistic care, closer to home, received broad support across all stakeholder groups involved in the review
- Patients and the public wished to see the current hubs continue and to see the model rolled out across Buckinghamshire, with provision tailored to needs in different areas
- All stakeholders felt the hubs had made a good start, however they felt the hubs were yet to achieve their full potential
- Levels of awareness of the hubs was low amongst both patients and GPs
- Transport was highlighted as an issue, with the lack of community transport to the hubs potentially a barrier to access for many patients

Key recommendations from stakeholders:

Current hubs

- Raise awareness of the current hubs with public and GPs, in part through clearer branding
- Increase the service to at least five days per week at both sites
- Review the current referral process with GPs, and consider expanding the process to self-referral
- Ensure better co-ordination of the different services operating within the hubs
- Work towards changing the environment within the community hospital settings of the hubs to become more clinic like, to provide better facilities for partner organisations to provide their services, and to be dementia and learning disability friendly
- Mobilise a wider range of outpatient clinics

Roll out of hubs model

- Roll out model across Buckinghamshire, including utilising the Trust's existing bases in Buckingham, Chalfont and Amersham, and considering a range of options tailored to need in different areas, such as mobile units
- Ensure effective joint working across health and social care and with voluntary sector
- Consider how community transport to hubs could be improved
- Provide signposting to other public and voluntary sector support services

Amarjit Kaur

Head of Involvement and Engagement

Appendix 4

Support statement from Patrick Land on behalf of the Marlow Hospital League of Friends

In relation to the Community Hubs Pilot, on behalf of the Marlow Hospital League of Friends I would like this statement of support to be taken into account when considering the future steps in relation to the Community Hub Pilot Scheme. In the Marlow community there has been great anxiety following the closure of the beds in the Marlow Community Hospital some while ago. This was followed by the appearance of the “closure” of the Hospital, which caused very significant local concern. I, together with fellow representatives of the Marlow Hospital League of Friends, and other representatives of the Marlow community including the Mayor have attended regularly at the Community Hubs Pilot Stakeholder Group meetings, at which we have been able to be appraised of the latest developments through the course of the Pilot Scheme, and have been able to be involved in discussions in relation to the Community Hubs Pilot. As far as we have been able we have reported back to the local community.

The view of the Marlow Hospital League of Friends is that the Community Hub Scheme is a positive step which has the potential to be developed considerably, and as such also has the potential to be welcomed widely by the healthcare professionals involved in the delivery of the services, and also by the community will be able to recognise the constructive use of the much valued Marlow Community Hospital as an integral part of the delivery of a modern healthcare service in the locality.

The Marlow Hospital League of Friends very much hope that it will soon be possible to remove the word “Pilot” from the Community Hub Scheme, and for there to be significant ongoing progress in the rolling out of the various services that can be provided from the Community Hub in Marlow, together with the co-ordination with and mobilisation of additional sectors including the voluntary sector to maximise the potential for the services that can be delivered from the Community Hub, and to support the scheme in ways which are appropriate to the Marlow Hospital League of Friends as a local charity.

We await news of the outcome of recent discussions with anticipation.

Support statement from Sarah Taylor, Chair of Thame Hospital League of Friends

The establishment of the pilot scheme for the Health Hub in Thame means that, for the first time in years, the League of Friends of Thame Community Hospital is feeling cautiously optimistic about the future of their hospital. Indeed, there is growing enthusiasm for the project in the wider Thame community.

The hospital had always been associated with beds, originally used for a mixture of respite and patients needing overnight monitoring. Over the years, the number of beds had dwindled to a level that was not financially viable and the small number of beds meant that, more often than not, they were occupied by patients from outside Thame: they couldn't be kept free on the off chance that a Thame patient might need one. Although there was a lot of activity at the hospital, we lived in constant fear of the place being closed altogether.

The growing consensus that frail elderly patients should be kept out of hospital and at home for as long as possible has in fact potentially given our hospital a new lease of life.

What we want is a hospital that is there for the people of Thame and surrounding areas and is, in modern parlance, sustainable. That is, it should have a role that is genuinely useful and affordable for the long term. The current pilot scheme offers the vision of just such a role, combining as it does: the excellent CATS (community ambulatory treatment service) which assesses vulnerable patients and provides solutions to keep them at home and prevent admission to A&E; the existing physiotherapy service; the Day Hospital providing rehabilitation and preventative treatments; an increased number of clinics provided by consultants and other healthcare professionals coming from Stoke Mandeville and the John Radcliffe Hospital; input from the voluntary sector such as Carers Buckinghamshire and Oxfordshire; support from the neighbouring GP practices; more diagnostic services in the community; facilities for the Day Centre. The Buckinghamshire Healthcare Trust that runs the Hospital is working closely with stakeholder groups to adapt to local needs and break down barriers between Hospital and the Community.

Of course, these are early days and all is by no means perfect. We must work hard to ensure that all the GPs in the locality use the services to help make them viable and that patients are aware of what is on offer and push to be referred to the hospital rather than have to go further afield for assessment and treatment. The hospital needs investment in better IT and better equipment. Recruiting staff in an area where housing is so expensive remains a perennial problem. The GPs next door are bursting at the seams and need bigger premises. The transition between healthcare and social care is desperately short of the mark. Keeping people at home only works if there is support for them and their carers. We all must work towards finding solutions to these problems.

We have been given a commitment that, should the pilot fail, the beds will be restored and the hospital returned to what it was. However, we all know that that is not viable in the long run. Therefore, as a League, we are keen for the pilot to be successful and to be confirmed as the policy for the future.

Appendix 5

ICS design principles

1. **Standardised processes** to deliver safe and high quality care - evidence-based clinical decisions informed by peer support and review.
2. **Co-ordinated across a whole system** – ensuring coordination of care for patients across services eliminating unnecessary treatment or duplication.
3. **Population orientated** - focused on the needs in a location, and/or population groups such as those with specific long term conditions or the frail.
4. **Person-centred and holistic** – supporting patients to live independently at the centre of decision making about their care.
5. **Maximising care in the community setting** when care can be more effectively delivered closer to home.
6. **Comprehensive** - access to multi-disciplinary teams to meet patient’s health and social care needs; to include wellbeing and prevention, acute and chronic care.
7. **Accessible** - responsive to the patient’s needs with appropriate waiting times for advice, diagnosis and care; maximising the use of technology.
8. **Sustainable** - ensuring financial and staffing resources are used effectively to deliver best value.

Minutes

CHILDREN'S SELECT COMMITTEE

MINUTES OF THE CHILDREN'S SELECT COMMITTEE HELD ON TUESDAY 2 OCTOBER 2018, IN MEZZANINE ROOM 1 - COUNTY HALL, AYLESBURY, COMMENCING AT 2.00 PM AND CONCLUDING AT 3.25 PM.

MEMBERS PRESENT

Dev Dhillon (Chairman), Steven Lambert, Brian Roberts and Luisa Sullivan

1 APOLOGIES FOR ABSENCE

Apologies were received from Mrs P Birchley, Mr A Collingwood, Mrs I Darby, Mr M Hussain, Mrs W Mallen, Mrs J Ward and Ms K Wood.

The Committee noted that Mrs A Wight was substituting for Mrs P Birchley for the duration of the meeting.

2 DECLARATIONS OF INTEREST

Mrs A Wight stated that she was a member of the Corporate Parenting Panel. Mr S Lambert declared an interest in items 7 and 8 as he was a member of the early help review panel.

3 MINUTES

The minutes of the last meeting held on the 10th July 2018 were agreed as a correct record and signed by the chairman.

4 PUBLIC QUESTIONS

There were no public questions received.

5 CHAIRMAN'S REPORT

The Chairman reported that he had presented the Permanent Exclusions inquiry report to Cabinet on 10th September and all recommendations were accepted, except Recommendation 6. The Chairman reminded members that the Children's Early Help consultation would be announced soon and encouraged everyone to have their say in shaping this service.

6 COMMITTEE MEMBER UPDATES

There were none.

7 CABINET MEMBERS QUESTION TIME

The Chairman welcomed Mr Appleyard, Cabinet Member for Education & Skills and Miss Sarah Callaghan, Service Director for Education to the meeting. During discussions and in response to Member questions the following main points were noted:

- Mr Appleyard thanked members who had attended his recent Home to School transport briefing and advised that he would hold further discussions with Members over the coming weeks. A public consultation, in various locations across the County, would be launched following discussions at the Cabinet meeting on 22nd October. Mr Appleyard was keen to reach as many people as possible, who might be impacted by proposed changes.
- A Member asked whether there had been any issues with the recent 11+ exams, as they had been made aware of technical issues. Miss Callaghan stated that officers were investigating whether all students had received fair access and if not, the situation would be rectified. A full resit would be a very unlikely course of action due the stressful effects of re-taking the exams. Members requested an update on the progress in this area.

ACTION: Service Director for Education

- The Chairman discussed the Educational Psychologist update report and queried item number 6, due to the fact that a similar recommendation had been rejected at Cabinet. Miss Callaghan stated that there may be a misinterpretation and named Educational Psychologists for Schools would be unrealistic based on pressures on the Educational Psychology service. Instead the new preventative way of working Schools would be to allocate a named SEND officer and Educational Psychologist who they could contact for advice, support and signposting.
- In response to a question about privately employed Educational Psychologist reports not being accepted by BCC's Educational Psychology services, Mrs Callaghan said she would investigate, as these reports should be accepted.

ACTION: Service Director for Education

- A member queried why EHCP plans took 20 weeks to issue and why only 32% were issued within the set timeframe. Miss Callaghan advised that a number of different

assessments have to take place to be able to effectively issue the plan, that the department were still dealing with the existing backlog of assessments and that visits to the child, to perform the assessments, were not possible during School holidays. It would be expected that the County would be in line with national average, by the end of the year.

- The benefits and reasoning behind transferring locum contracts into associate contracts within the Educational Psychologist service were explained. Miss Callaghan reassured the Committee that quality of assessments would be monitored prior to payments being made. Members were informed that the Senior EP and Head of SEN posts had been filled permanently and the service intended to move towards a preventative model once the back log is cleared and is expected to be sustainable. . A member asked if the timing of assessments could be reduced. Mr Appleyard stated that the overarching assessment must take place to ensure the resulting assessments are the correct ones for each particular child.

The Chairman thanked Mr Appleyard and Miss Callaghan for attending the meeting.

8 CHILDREN'S SERVICES UPDATE

The Chairman welcomed Mr Tolis Vouyioukas, Executive Director of Children's Services and Mr Gareth Williams, Deputy Cabinet Member for Children's Services to the meeting. During discussions and in response to Member questions the following main points were noted:

- Mr Williams promoted the upcoming early help consultation and encouraged everyone to get involved. He also highlighted recent visits he had undertaken to other Councils to share best practice. An additional children's home would be opened in 2019 and Members were advised that the number of looked after children in Buckinghamshire continued to grow, placing pressure on fostering services and the budget.
- A Member asked how confident the Deputy Cabinet Member and Director of Children's Services were that the Medium Term Financial Plan for 2019/20 would be sufficient, given that the current year's budget was stretched, due to the delay in implementing early help changes and increased numbers of looked after children. In response, the Deputy Cabinet Member emphasised that as the service was demand led it was difficult to predict the largest cost areas, but the management team had budgeted for an increase in numbers for next year, based on an analysis of the cohort of young people currently on Child Protection plans. Mr Vouyioukas assured Members that budgets would not determine the outcomes for any child.
- In response to a question about staffing at the Multi-Agency Safeguarding Hub (MASH), the Director of Children's Services explained that there were some vacancies as it was a

particularly demanding environment to work in, but managers were supporting MASH staff as best they could.

- Currently Buckinghamshire had 505 looked after children and 634 children with Child Protection Plans. The number of looked after children was below the national and south east average, but the number of Child Protection Plans was higher than expected and this could lead to an increase in the looked after cohort. The Early Help consultation would run for 10 weeks. Independent guidance had been sought on the timing and length of the consultation and consultation documents had been designed to explain three options, with one preferred option clearly stated. Public meetings were also being held to ensure the public could ask further questions.
- A member stated that the percentage of repeat referrals was of concern and asked what actions were being taken to reduce them. Mr Vouyioukas explained that repeat referrals usually happened when a child had particularly complex needs or if a crisis occurred within the family to trigger a second referral. It was noted that there had been an increase in referrals involving domestic violence over the past few months.
- The Chairman noted that some targets in the performance report had been reduced. Mr Vouyioukas explained that whilst key performance indicators (KPI) have their place, both Ofsted and the Commissioner had commented that it was important to strike a good balance between data and KPI targets the quality of social work practice and improving outcomes for young people.
- A member asked for reassurance that the number of looked after children placed within 20 miles of their original home setting would improve. It was noted that the importance of a child receiving the correct high-quality placement was the prime motivator, and also that some children need to be placed away from the County. To date this year, the demand for placements had been met within the County, but this would not be sustainable going forward.
- A member asked whether the frontline and management staff issues had been remedied. Mr Williams said caseloads were still too high in some teams and would take time to reduce, but he had confidence in the new permanent senior management team of excellent individuals who had the experience and expertise to drive improvements. It was acknowledged that realistically it could take up to three years to turn performance around and get to 'good'.
- The Director of Children's Services commented that the service was on the right track – the improvement plans were ambitious, especially with the changing demographic demands,

but the Commissioner had confirmed that the service is moving in the right direction and the new management team would continue to build momentum.

- Members were concerned about frequent changes to foster placements and the effects on children. Mr Vouyioukas said that the service keeps placement moves to a minimum, but some children had special requirements or may display challenging behaviour within a particular setting, which might necessitate a change of placement.

9 REVIEW OF PERFORMANCE REPORT - Q1 2018-19

Items 8 & 9 were considered together, please see above

10 VOICE OF THE CHILD AND YOUNG PERSON INQUIRY - PROGRESS ON IMPLEMENTATION OF RECOMMENDATIONS 18 MONTHS ON

The Chairman welcomed Mr James Fowler, Youth Services Manager, to the meeting.

Mr Fowler updated the committee on the development of the Youth Voice website, to ensure that the views of young people would be heard. The Chairman and several other members commended Mr Fowler on the comprehensive report and the work on the website, which was visually appealing and easy to navigate.

- Mr Fowler highlighted a national campaign called Make your Mark, where young people were asked to identify and rank key issues or concerns for them as they grow up.
- There was a short discussion about the 'You said, we did' feature on the website. Mr Fowler said it was important to feedback to young people how their views directly lead to changes. The Deputy Cabinet Member flagged that this could be a useful page for the Select Committee to monitor. The Chairman thanked Mr Fowler for attending the meeting and the Committee confirmed that recommendation 4 of the Voice of the Child Inquiry had been successfully implemented.

11 COMMITTEE WORK PROGRAMME

Members noted the future work programme.

12 DATE OF NEXT MEETING

The next meeting will take place on 27th November at 10:30am in Mezzanine Room 1, County Hall, Aylesbury

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

Minutes

CHILDREN'S SELECT COMMITTEE

Minutes from the meeting held on Tuesday 27 November 2018, in Mezzanine Room 1 - County Hall, Aylesbury, commencing at 10.43 am and concluding at 12.23 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 P Birchley, Mr A Collingwood, Mrs I Darby, Mr D Dhillon (Chairman), Mr S Lambert, Mrs L Sullivan, Ms J Ward (Vice-Chairman) and Ms K Wood

CO-OPTED MEMBERS PRESENT

GUESTS PRESENT

Mr M Appleyard and Mr W Whyte

OFFICERS PRESENT

Miss S Callaghan, Ms K Collier, Ms T Lawrence, Mr R Nash, Mr P Robson, Mrs K Sutherland and Mr T Vouyioukas

1 APOLOGIES FOR ABSENCE

Apologies were received from Mr D Babb, Mr M Hussain, Mrs W Mallen and Mr B Roberts.

A change of membership was noted. Mrs M Aston is no longer a Member of the committee.

2 DECLARATIONS OF INTEREST



Mr S Lambert stated that he had two non-pecuniary interests. He was a member of the review group for early help and the Home to School transport working group.

3 MINUTES

The minutes of the last meeting held on the 2nd October 2018 were agreed as a correct record and signed by the chairman with two amendments:

- Miss Callaghan gave a verbal update on an agreed action – she stated that they had investigated whether reported technical issues had any impact on recent 11+ test results. The provider had confirmed that all tests were fair and equitable, so no further action was required.
- The chairman reported that an internal staff member had contacted the committee and informed that EHCP assessments don't have to happen consecutively, but that they can happen concurrently. Mr Appleyard agreed this to be the case.

4 CHAIRMAN'S REPORT

The chairman informed that there had been a recent attempt to gain Parent Governor Representatives from maintained Schools and from Roman Catholic Schools, which had been unsuccessful. He encouraged parent governors to apply. There would be another attempted election in the New Year.

Members of the Committee had recently visited the Multi-Agency Safeguarding Hub (MASH). The chairman was pleased to report that all Senior Management posts appeared to be occupied by permanent staff and there were positive efforts to improve working practices. He noted that the committee had only spoken to the Head of Service and hadn't yet spoken to front-line staff. A series of visits to front-line staff across the county would be set up and attended in the New Year.

5 COMMITTEE MEMBER UPDATES

There were none, however, Members requested that they received adequate notice to be able to attend meetings with front-line staff in the New Year and that they would like to speak with the full multi-agency team at those meetings. The chairman

6 PUBLIC QUESTIONS

A local parent asked two questions:

- Why drop in sessions for the home to School transport had not been held during the day, which had restricted attendance for parents who struggle with childcare issues?
- Why subsequent dates for SEND children had not been included initially and had not been well-advertised?

In response to the questions, Mr Appleyard and Miss Callaghan informed:

- That they believed they had good representation from parents of SEND children.

- That no changes would be made to statutory home to school transport arrangements.
- That they would facilitate more drop-in sessions if there was demand for them.
- Parents could send 'free text' comments through the current online consultation, which would be considered prior to decision-making.
- That more drop-in sessions were planned for different representative groups of parents in the near future.
- That all consultation drop-ins would be advertised through the website and various partnerships, such as Schools and FACT (Families and Children Together).
- That concerned parents could contact Mr Appleyard and Miss Callaghan directly in order to receive a response.

7 HOME TO SCHOOL TRANSPORT CONSULTATION

Mr Appleyard informed that there had been 11 meetings and that he believed parents understood the need to reduce the current spend on non-statutory home to School transport. He assured that they would continue to listen to parental concerns and take them into consideration. Public decisions were due to be announced in March 2019. He reiterated that only post-16 SEN transport would be considered within the consultation and that parents would be likely to be asked for a contribution towards cost. He stated that Buckinghamshire County Council provide extremely generous help with home to School transport in comparison to other Local Authorities. In response to questions from Members of the Committee he informed:

- That they were aware of parental concerns and had sight of many emails alerting them to issues with public transport routes
- That there would be a careful and phased transfer of services which will be monitored over a period of years
- That Buckinghamshire County Council would be happy to accommodate parents organising their own combined transport arrangements, however, based on experience these had been unsuccessful and led to urgent interventions when the arrangements fell apart
- That Buckinghamshire County Council's own transport provision had experienced the same level of mechanical issues and reliability as public bus services
- That all changes to arrangements would be made carefully

In response to committee Member questions Miss Callaghan reassured that:

- The statutory transport for SEND children would not be changed and wasn't part of the consultation
- Buckinghamshire County Council would be promoting children's independence and assisting to develop life skills by offering travel training, encouraging use of available college bursaries for travel and improving the needs assessments
- That they aimed to reduce the vast amount of route duplication between public and School transport routes, reduce child safety issues and increase cost efficiency

The Chairman welcomed Mr Robson, Head of Integrated Transport, to the meeting. Mr Robson informed Members that all public and School transport routes had been mapped out

and that they would be creating a more robust system which reduced duplication and dealt with existing transportation problems experienced by both School children and the general public. He stated that stakeholder events had been positively received and that they would focus on a phased approach which considered safe collection and drop off points.

Mr Vouyioukas encouraged Members of the Committee to be involved with the Members group which shapes the consultation, to ensure the offer is right for all School children within Buckinghamshire.

8 CABINET MEMBER QUESTION TIME

Miss Callaghan delivered an update on behalf of the Educational Psychology service. She informed that they had dealt with twice the number of EHCP's, that they had issued contracts to transfer agency staff to the associate model. In response to Member questions she stated that:

- There had been ongoing capacity issues but they would shortly be appointing an interim Principle EP
- The service could be more proactive in anticipating periods of high volume referrals
- The service's priority had been to catch up with statutory assessments and there would be a shift to preventative work once this is completed, which would alleviate pressure on the service
- Many EP's were part time due to the fact BCC was a flexible employer
- They had quality-checked assessments which locum EP's submit and that they had distributed clear SLA's and expectations of quality
- They intended to transfer the existing 9 locum EP contracts to associate contracts by January.

In response to concerns about BCC not being an attractive place for EP's to work, Mr Vouyioukas reassured that it was an attractive place to work, that agency staff were low and that the service was fortunate to have an interim principle EP starting soon.

Mrs Wood asked for an update about Penn School and was informed that BCC had not contributed to the free School application due to not wanting to put additional strain on existing budget pressures.

Mr Whyte provided an update about Youth voice's representation at a recent full council meeting and looked after children's representation on the corporate parenting panel, which had given the Council insight into issues affecting these groups. He encouraged participation in the current early help and short breaks consultations and discussed national challenges to deliver children's services. He told Members that he had informed the Children's Minister of current demand and demand pressures.

Members of the committee commended Mr Whyte on his consultation, stating that it had been well-publicised and they had listened to the general public. In response to questions Mr Whyte stated that:

- Children in care and care leavers' NEET figures had been good compared to neighbouring authorities. The social care and transitions teams would be ensuring that these children accessed all opportunities available to them
- National Adoption week had assisted the service to inspire interest in finding forever homes for children who needed them

Mr Vouyioukas informed that in-house capacity had risen and, where possible, the service placed children with connected people as children tended to do better within these placements.

9 OFSTED IMPROVEMENT PLAN PHASE 2

Mr Whyte, Mr Vouyioukas and Mr Nash updated Members about the actions which had been completed during phase 1 of the Ofsted improvement plan and of intended actions during phase 2. Mr Whyte informed that phase 1 had consisted of auditing and implementing urgent improvements, while phase 2 would focus on driving changes and improving outcomes for children in Buckinghamshire.

Mr Vouyioukas stated that a high level action plan had been devised and the senior management team had been in place for 6 months. His focus would be on assisting and improving performance and competencies of front-line managers, which would ensure that they deliver good supervision to workers beneath them. The new quality framework would produce learning opportunities for all staff across various divisions and would deliver on recommendations from Ofsted. Mr Lambert commended them for the clear report which had been provided to the committee.

In response to questions from Members, they confirmed:

- A current review of CATCH would improve the prospects of children remaining with their families where it was safe to do so.
- Hampshire's involvement equated to fresh eyes and guidance. That it had provided challenging as well as support
- That there would always be an opportunity to learn, work cooperatively and information share between Local Authorities, regardless of Ofsted rating, as this improves working practices.

Members thanked children's services for all of their hard work

10 COMMITTEE WORK PROGRAMME

Members noted the future work programme. Future agenda items for the meeting on 15th January 2018 were agreed to be:

- The Q2 performance report
- Ofsted monitoring report update
- Buckinghamshire Local Safeguarding Children's Board (BLSCB) annual update

A work programming workshop is to be held in the New Year to develop the annual work programme for 2019/20

11 DATE OF NEXT MEETING

The next meeting will take place on 15th January 2018 at 10:30am, in Mezzanine 1, County Hall, Aylesbury

CHAIRMAN

OVERVIEW & SCRUTINY WORK PLAN 2018-19

		2018		2019	
		June	October	January	February
Performance Indicators/Service Plans	Ad hoc				
Revenue Budget Proposals	Annual				
Capital Strategy & Capital Programme	Annual				
Treasury Management Strategy	Annual				
Farnham Charitable Trust Accounts	Ad hoc				
Housing Developments - Viability Assessments	Ad hoc				
Report of T&F Group on MTFS	Ad hoc				
Open Spaces & Playing Fields Strategy	Ad hoc				
Housing Strategy	Ad hoc				
Annual Review of FoI/DP /GDPR	Annual				
Frimley Park Trust Update (Wexham Hospital)	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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