



## **Overview and Scrutiny Committee**

**Monday, 25 February 2019 at 6.00 pm**

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

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

#### Item

1. Evacuation Procedure
2. Presentation from Neil Dardis, the Chief Executive from Frimley Park Trust
3. Presentation from Ian Barham, Local Enterprise Partnership on Local Industrial Strategy
4. Apologies for Absence
5. Minutes (*Pages 5 - 10*)

To approve the minutes of the Overview and Scrutiny Committee held on 29 January 2019.

6. Declarations of Interest
7. Service Plans 2019/20 (*Pages 11 - 12*)  
  
*Appendix 1 (Pages 13 - 88)*
8. Refreshed Joint Business Plan 2019-20 (*Pages 89 - 90*)

*Appendix A (Pages 91 - 110)*

9. Performance Indicator Review 2019/20 (*Pages 111 - 114*)  
*Appendix A Priority PI review (Pages 115 - 116)*  
*Appendix B: Corporate PI Review (Pages 117 - 118)*
10. Performance Report Quarter 3 2018/19 (*Pages 119 - 120*)  
*Appendix A Priority PI (Pages 121 - 122)*  
*Appendix B Corporate PI (Pages 123 - 126)*  
*Appendix C Data Only PI (Pages 127 - 128)*
11. Planning Shared Service (*Pages 129 - 132*)  
*Appendix (Pages 133 - 136)*
12. Viability Assessments (*Pages 137 - 140*)  
*Appendix 1 (Pages 141 - 152)*
13. Farnham Park (*Pages 153 - 158*)
14. Bucks Health and Adult Social Care Select Committee  
  
To receive:  
  
*Minutes of 29 January 2019 (To Follow)*
15. Bucks Children's Select Committee  
  
To receive:  
  
*Minutes of 15 January 2019 (Pages 159 - 166)*
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 167 - 168*)

To agree the work programme timetable.

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 Eggleton  
P Kelly  
M Lewis  
D Saunders

**Date of next meeting – To be confirmed**

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## **OVERVIEW AND SCRUTINY COMMITTEE**

**Meeting - 29 January 2019**

Present: M Bradford (Chairman)  
P Bastiman and D Dhillon\*  
(\*arrived at 6.05 and 6.07pm)

Also Present: L Sullivan and J Read

Apologies for absence: M Bezzant, T Egleton, P Kelly, M Lewis and D Saunders

### **85. FRIMLEY PARK TRUST UPDATE - NEIL DARDIS**

This presentation was deferred to the February meeting as the agenda was reduced due to the adverse weather conditions expected.

### **86. PRESENTATION ON THE INDUSTRIAL STRATEGY - IAN BARHAM (LEP)**

The presentation was deferred to the February meeting as the agenda was reduced due to the adverse weather conditions expected.

### **87. MINUTES**

The minutes of the Overview and Scrutiny Committee meetings held on 8 October and 8 November 2018 were approved and signed by the Chairman of the Committee as a correct record.

### **88. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **89. CAR PARKING STRATEGY**

Members of the Overview and Scrutiny Committee received a report which provided detailed information regarding a car park strategy for the South Bucks District. The Strategy included information on supply and demand, car park maintenance, parking charges and parking for specialist groups. There was no mandatory requirement for local authorities to produce a strategy although it was good practice to have one in place. SBDC published a car parking annual report which had detailed information on parking provision.

In 2017 Members had been consulted on a draft Strategy but this Strategy had been delayed due to discussions around the option of a joint strategy with Chiltern District Council. Following approval to proceed, agreement was being sought from Cabinet to introduce the car park strategy.

Following a question, Members noted that the car park strategy did not set out specific charges and that a report on charges would be discussed at the Environment PAG in March and then submitted to the Cabinet for approval. This was because the Council had to follow a legal process for amending the Off Street Parking Places Order which included a statutory consultation. There would also be a report on introducing charging facilities for electric vehicles. The review of parking charges would also include information on free parking for example where half an hour free parking was given to Parish Councils.

A Member asked that the Strategy should recognise that some commuters were residents of the District. It was agreed that the Strategy should be amended to reflect that customers could be viewed as a number of groups such as residents, business and commuters and should not be treated as a single group.

**RESOLVED** that the report be noted and that Cabinet be informed that the Committee had no comments to make, except for the amendment in relation to the categorisation of customers.

90. **PLANNING SHARED SERVICE IMPLEMENTATION UPDATE**

This item was deferred to the meeting in February as the agenda was reduced due to the adverse weather conditions expected.

91. **COMMENTS, COMPLIMENTS AND COMPLAINTS PROCEDURE**

Members of the Overview and Scrutiny Committee were invited to comment on the draft Compliments, Comments and Complaints Procedure prior to the new procedure being adopted. The Head of Customer Services reported that one of the projects to be delivered as part of the Customer Experience Programme was to review the way that the Council dealt with Compliments, Comments and Complaints across the Councils. The draft Procedure included best practice as recommended from the Local Government Ombudsman and also the provision to monitor complaints centrally to learn from feedback and what action should be taken as a result of this feedback. There would be a workflow created in the new digital platform using the case management system.

Members noted that the next step of the procedure would be to complete the design of the process for reporting, dealing with, monitoring and reporting on complaints as part of the phase one work of the Customer Experience Programme which would be going live in June 2019. However, this new procedure would take effect in service areas from 1 April 2019. A procedure was also being drafted on vexatious complaints. If Members had any further comments on the procedure they should email them to the Head of Customer Services.

**RESOLVED** that the report be noted.

**92. REVENUE BUDGET AND COUNCIL TAX 2019/20**

Members of the Overview and Scrutiny Committee received a report providing information which affected the Council's revenue budget for 2019/20 and the setting of Council Tax for 2019/20.

The Director of Resources went through the report in detail as follows:-

- The announcement of the decision to create a unitary authority in Buckinghamshire from 2020/21 did not affect the requirement on the Council to set a legal and prudent budget for 2019/20 that addressed the Council's aims and objectives. However, it would be necessary at a corporate level to make provisions within reserves for the transition costs to the new unitary authority.
- The 19/20 Government funding figures were better than expected at the time of setting the 2018/19 budget as the Government had decided to cancel the 'negative RSG' of £414k planned for 2019/20.
- Since the December Cabinet there had been two amendments to the draft budget relating to the reduction in the Housing Benefit Administration grant of £20k and the additional car parking income of £30k. Car parking charges were still to be discussed at the Environment Policy Advisory Group in March.
- The overall effect of these changes would mean a budget requirement of £7,642k which would result in a council tax increase of £5 (3.2%) which was the maximum permitted for the Council by Government. This would be up to £163 for a Band D property.
- The revised fees and charges were noted.
- The proposed 2019/20 budget did not require any use of the General Reserves to fund general expenditure which was an improvement on the position reported to Cabinet in December. However, consideration needed to be given to earmarking some of the reserves to fund the implementation costs of the new unitary authority. The original proposal for South Bucks District's share was £1.552 m.
- Earmarked reserves would be utilised for the Local Development Document reserve, Economic Development reserve and the National Infrastructure reserve.
- A number of projects were being progressed to implement further savings as a result of the reduction in Government funding such as the Planning Shared Service implementation and the Customer Experience Strategy.
- Section E of the report set out the advice from the Director of Resources identifying the main financial risks to the Council such as a shortfall on income targets, cost of major planning inquiries and enforcement action, cost of temporary accommodation and letting income from Capswood offices.

During questions Members noted that a Council Tax increase of £5 was the maximum amount allowed by Government or a 2.99% increase, whichever was the higher. For

SBDC £5 was the highest but for CDC the increase of 2.99% was better. This was consistent with the strategy used in previous years to maximise the Council Tax. Members agreed that a referendum to increase the council tax was not cost effective.

A Member asked about the budget for the Shadow Authority for the transitional costs. The Director of Resources commented that the total budget estimated at this stage of £22.2million would be managed by the Implementation Team and the Shadow Executive. Officers would be seconded and or appointed into this team to manage the transition process and if any officers from this Council were seconded then there could be some further costs to backfill their posts which would be borne by the transition budget. There would be a huge amount of work involved in the transitional process particularly on governance, finance and council tax and also other issues such as having one banking contract and enabling different IT solutions to communicate. One major cost would be redundancies.

In response to a question, the Director of Resources reported that there should be no financial issues with the new Unitary District Council in terms of its set up and early operation but that there could be financial challenges in the longer term. Work would need to be undertaken by the five Section 151 Officers to aggregate the Medium Term Financial Strategies of all five Councils.

A Member asked about the different systems being used by each Authority and the Director of Resources reported that this would probably be addressed in 2020 once the new Authority had been formed. The accounts of all five Councils have to be closed by the end of May 2020. An interim 151 Officer would be appointed for the Shadow Authority. A further question was asked about the position of the budget for this Council and Members noted that South Bucks District had a healthy and well established budget for transition into the new Unitary District Authority if there were no forthcoming financial challenges.

**RESOLVED** that following discussion on the 2019/20 revenue budget report that Cabinet be informed that the Committee had no comments.

### 93. **CAPITAL STRATEGY AND PROGRAMME**

Members of the Overview and Scrutiny Committee received a report which presented the Capital Strategy and the proposed Capital Programme for 2019/20 to 2023/24. The Director of Resources highlighted the following issues:-

- A budget of £1.5million had been allocated in 2021/22 for waste vehicles, as the current waste contract was due to end in October 2021.
- To address capacity issues construction of a Multi Storey Car Park in Gerrards Cross has been agreed and there was a budget of £13,051k over the course of the next two years.
- A budget of £61k in 2019/20 and £10k pa thereafter had been allocated for car park enhancements.

**Overview and Scrutiny Committee - 29 January 2019**

- The Taplow Moorings along the river edge need improvement and health and safety works in order to stop the river undercutting the current bank. This was a legal obligation on the Council as the riparian owner and a consultant would need to be engaged and the initial estimate of the works was £100k.
- Reference was made to the extension to Parkland Woodland Burial Site and Stoke Poges Memorial Gardens which should help bring in increased income to the Council and help meet demand.
- In addition to the main capital programme SBDC would be looking to undertake investments in Consilio with SBDC acting as lender.

A Member asked a question in relation to Consilio and asked whether their investment strategy would be consistent with the new strategy for the new Unitary District Council. The Director of Resources reported that once the new Shadow Executive/Authority was up and running that they would have a view on any further investments by Consilio and he hoped that they would see this as a useful vehicle and agile way to make sound commercial investments. Members asked for an update on Consilio at their next Overview and Scrutiny Committee providing information on controls with the example of any investment made.

**RESOLVED** that the report be noted and that Cabinet be informed that the Committee had no comments to make.

94. **TREASURY MANAGEMENT STRATEGY 2019/20**

Members of the Overview and Scrutiny Committee received a report which invited comments on the Treasury Management Strategy and related policies that should be adopted by the Council for 2019/20, to assist Cabinet in its deliberations on the Strategy to recommend to Council. The Director of Resources reported that the Council was required to formally review its treasury management policies each year as part of determining what level of returns would be achieved from investment. The expected return for 2019/20 from the proposed strategy was £100,000. Borrowing would be required in order to deliver the Council's Capital Strategy and its related Capital Programme. This would be from the Public Works Loan Board. Although borrowing would not be undertaken in advance of need, there would be some short term timing differences where funds would be borrowed and not yet required for payment of suppliers as part of projects in the approved Capital Programme.

Members noted that as with any budget based on forecasts of future interest rates there was a risk of variance due to factors outside the Council's control. This risk would need to be taken into account in determining the level of reserves held by the Authority.

**RESOLVED** that the report be noted and that Cabinet be informed that the Committee had no comments to make.

**95. PERFORMANCE REPORT QUARTER 2 2018/19**

Members of the Overview and Scrutiny Committee received a report which outlined the annual performance of Council services against pre-agreed performance indicators and service objectives for quarter 2 of 2018-19. Members noted that the percentage of food hygiene inspections of category A-D food businesses achieved against the inspection due by quarter was under target as a member of staff had left at the end of February and another member of staff had to be deployed away from food inspections to undertake nuisance work. An agency contractor had also left. In addition the average length of stay in bed and breakfast accommodation for all households was above target of 22 at 28 weeks because of one lengthy stay where the applicant had been subject to several reviews and legal appeal claims.

**RESOLVED** that the report be noted.

**96. 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 meetings held on 2 October and 20 November 2018.

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

**97. BUCKS CHILDREN'S SOCIAL CARE AND LEARNING SELECT COMMITTEE**

Members received the Minutes of the meeting(s) of the Buckinghamshire County Council Children's Social Care and Learning Select Committee meetings held on 2 October and 27 November 2018.

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

**98. MEMBERS QUESTIONS AND ANSWERS**

There were no questions.

**99. WORK PROGRAMME**

The Committee considered the Overview and Scrutiny Work Programme. Members noted that the agenda for February would be revised due to the items being deferred from this meeting.

**RESOLVED** that the Overview and Scrutiny Work Programme be agreed.

The meeting terminated at 6.50 pm

<b>SUBJECT:</b>	<i>Service Plans 2019-20</i>
<b>RELEVANT MEMBER:</b>	<i>Leader of South Bucks District Council, Councillor Nick Naylor</i>
<b>RESPONSIBLE OFFICER</b>	<i>Chief Executive, Bob Smith</i>
<b>REPORT AUTHOR</b>	<i>Ani Sultan 01494 586 800</i>
<b>WARD/S AFFECTED</b>	<i>This report applies to whole district</i>

### 1. Purpose of Report

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

### RECOMMENDATION

Cabinet are asked to note these service plans.

### 2. Reasons for Recommendations

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

### 3. Content of Report

- 3.1 Service plans provide a summary of achievements from the current year and an overview of what each service aims to deliver in 2019-20.
- 3.2 This year, the internal consultation process has been extended to include all managers within service areas, plus other staff as appropriate, prior to sign-off from Heads of Service in order to ensure that the Service Planning process has been more robust than in previous years. This process will continue to be refined in coming years.
- 3.3 The service plans have been dramatically reduced in size, changed in format and aim to include only key information so that both staff and the public can easily reference the document.

### 4. Consultation

Not Applicable.

### 5. Options

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

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

### 7. Corporate Implications

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

3.1 Legal – None.

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

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

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

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

## 8. Links to Council Policy Objectives

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

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

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

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

## 9. Next Step

Service plans will be adopted and implemented.

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

<b>Background Papers:</b>	
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# Service Plans

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## 2019-20



Appendix 1



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# Business Support

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Powering information through change

Head of Service: Sim Dixon

**Business Support** keeps the Councils' information safe and ensures that access is only given to the people who require it.

**Infrastructure Team:** Look after network operations which include: access to the internet, Wi-Fi, telephone (voice) communications, servers and network storage, PCs and laptops, network security.

**Information Team:** Support the Councils applications by: understanding how key applications work, providing advice, leading on projects to upgrade applications, providing training.

**Programme Team:** Promote good information management by: championing the use of the Councils programme and project methodologies by all staff, leading on transformational programmes and projects, ensuring the Councils maintain compliance with the Data Protection Act, Payment Card Industry Data Security Standard (PCI DSS) and ISO 27001.

**Service Desk:** Are the main point of contact between internal customers and Business Support, managing the process of support requests, Member IT support.

## Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Create a programme plan to implement the ICT Strategy	End of 2020.	Joint Committee for sign-off in February.	Better use of ICT to drive through savings.
Migrate all staff to Windows 10	End of 2020.	Cloud prep Apr 2019. Service planning Oct 2019. Migration Jan 2020.	Optimise the effectiveness of our assets and resources.
Migrate to the Cloud	End of 2020.	Pre-deployment May 2019. Functional readiness October 2019. Technical pilot July 2019. Rollout December 2019. Clean up and optimisation end of 2020.	Optimise the effectiveness of our assets and resources.
Maintain PSN & PCI DSS compliance	May 2019.	Health check completed. Awaiting report Feb 2019. Remedial work further to this.	Optimise the effectiveness of our assets and resources.
Replace the IT system used for FoI & SAR administration	July 2019.	In progress. Procurement Feb 2019. Setup. System in place end of April 2019.	Optimise the effectiveness of our assets and resources.
Roll out the	April 2019.	Email addresses have	Optimise the

chilternandsouthbuckinghamshire.gov.uk domain		been migrated. Web migration currently occurring.	effectiveness of our assets and resources.
Continue rollout of flexible\agile working	See details.	Complete project with Environmental Health May 2019. Complete multiple projects within Environment Service April 2020. Agree project schedule and resourcing for remaining service areas and commence projects due to start in period 2019/20.	Optimise the effectiveness of our assets and resources.
Complete phase III of Delete the Data	March 2020.	Phase 2 is in the closing stages. Initiating phase 3.	Optimise the effectiveness of our assets and resources.

## Performance Indicators for 2019/20

Code	Name	Target 2018/19	Target 2019/20
CdBS1(C)	Percentage of responses to FOI requests sent within 20 working days (by month)	90%	90%
SbBS1(C)	Percentage of responses to FOI requests sent within 20 working days (by month)	90%	90%
JtBS1(C)	Availability of ICT systems to staff from 8am to 6pm (by period quarterly)	99.5%	99.5%
JtBS2(C)	Percentage of calls to ICT helpdesk resolved within agreed timescales (by period quarterly)	95%	95%

## Risks for 2019/20

Risk	Internal Controls/Mitigation
CSB BS01 Shared Network Availability	<ul style="list-style-type: none"> <li>• Clear ICT strategy</li> <li>• Components are only purchased from reputable companies</li> <li>• Redundancy designed into system configuration</li> <li>• Monitor / adopt appropriate advances in technology e.g. virtual servers</li> <li>• Forward planning of R&amp;R and Network U/G requirements/budgets (An R&amp;R programme is in place)</li> <li>• Current warranties where relevant and cost effective</li> <li>• Daily monitoring of network performance/capacity</li> <li>• Separate electrical supply and uninterruptable power supplies (UPS). Generator hire contract in place</li> <li>• Regular, planned maintenance/Maintenance contracts in place where required</li> <li>• Failover facility in place</li> <li>• Licenses monitored. Service Desk Administrator ITIL and FAST accredited</li> <li>• Comprehensive documented operational procedures in place</li> </ul>
CSB BS02 Data Integrity	<ul style="list-style-type: none"> <li>• Information Management strategy in place - action plan in place to realise Information Management strategy</li> <li>• Data quality objectives for all staff</li> <li>• Regular backups performed. Restores performed on a regular basis. Backup logs checked to confirm jobs completed successfully and to analyse for anomalies</li> <li>• Failover facility in place</li> <li>• Snapshots taken to SAN. Up to 7 days' worth of data available at a time</li> <li>• Financial and technical procedures in place to ensure systems must be installed and maintained by Business Support</li> <li>• PRINCE2 methodology used on projects to ensure consistent IT implementation</li> <li>• Change management controls in place</li> <li>• User testing required for all implementations and</li> </ul>

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

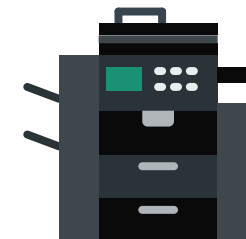
CSB BS04 Staff	<ul style="list-style-type: none"> <li>• Network client physical ports managed. Only removable media issued by ICT can be used in network clients</li> <li>• Creation/deletion of network accounts controlled by starters/leavers forms issued by Personnel</li> <li>• Network rights controlled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



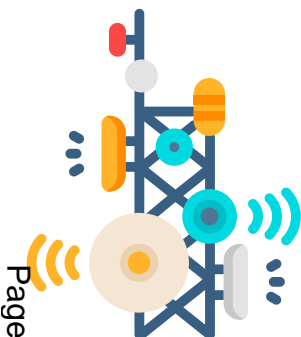
Secured approval to use the third .gov.uk domain name **chilternandsouthbucks.gov.uk**



Ensured the Councils complied with GDPR requirements



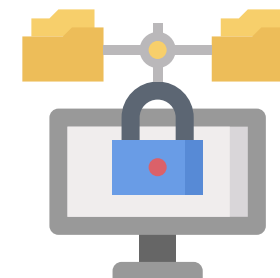
Completed the procurement for a new photocopier contract



Completed the migration of all the Councils' external telecoms to a new contractor



Managed the ICT strand of the office moves to realise the implementation of the latest Accommodation Strategy



Maintained PSN compliance



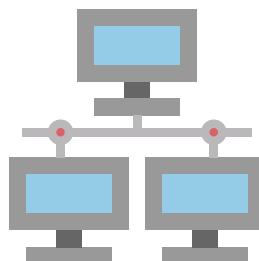
Completed phase II of Delete the Data, a project to provide records management for the Councils unstructured data



Conducted a review of the corporate mobile phone and WiFi contracts and negotiated new contracts



Created shared ICT Strategy to cover from 2019 to 2024



Completed the IT strand for the implementation of shared services. All services have one shared core IT system



Supported the Customer Experience Programme



# Communications, Performance and Policy

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Keeping residents, members  
and staff informed

Manager: Rachel Prance

The Communications, Performance and Policy team work to ensure that all information circulated is relevant, timely and accurate.

The team is responsible for the Councils' communications, design & marketing, and performance & policy.

The role of the team is to support the Councils in:

- Delivering and communicating their vision and key objectives
- Enhancing their reputations locally, regionally and nationally
- Promoting modern, efficient and effective services to the community using a proactive communications strategy and action plan
- Developing new and cost effective ways to communicate internally and externally
- Providing assistance and professional advice on communications, performance and policy issues to staff and members
- Building excellent relationships with the media
- Developing new online, visual and social media
- Developing and promoting the business and service planning process

# Actions for 2019/20

## Communications

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Continue to deliver improved staff communications	April 2019	Supporting the Management Team and Leaders with staff communications and engagement.	Communicate widely and embrace social media. Aids staff to continue delivering outstanding services.
Support both Leaders to moderate expectations during periods of great change and low resources	April 2019	Provide support for the Leaders with communications, engagement and information.	Corporate goals are achieved staff continue delivering outstanding services
Support a strategic approach to mitigation of the HS2 line	April 2019	Continue to support the HS2 project team, including community engagement.	Minimise the impact caused by HS2.
Support the use of effective social media at both councils	April 2019	All staff and members are signed up to the social media policy. Social media is monitored and responded to in a timely fashion.	Communicate widely to allow residents, communities and groups to feel supported.
Continue advising and supporting	April 2019	Involvement of the team at the start of	Engage with Parish and Town Councils

consultations		consultations and/or surveys by services.	and neighbourhoods. Ensure consultations are effective and that the opinions of residents and customers are used to improve services.
Continue chairing South Bucks Town & Parish Clerks meetings and facilitating Chiltern Town & Parish Clerks meetings	April 2019	Regular meetings to ensure parish clerks and town councils are engaged with the council.	Wider communication. Better informed partners and enhanced working relationships.
Continue to provide an excellent in-house design service	April 2019	Promotional and informative literature is produced.	Communicate widely to allow residents, communities and groups to feel better informed about Council services.
Support the development of a unified position on future local government structures	April 2019	Table the debate Feed results into future transformation project.	Communicate widely to allow residents, communities, groups and staff to feel better informed at all stages to guarantee transparency in the process.

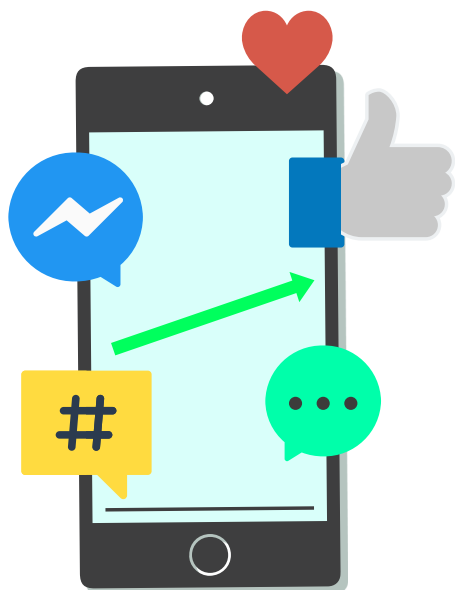
## Actions for 2019/20

### Performance & Policy

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Continue to develop the joint business plan	April 2020.	Links to service planning.	Continue delivering outstanding services. The Business Plan is a key document in terms of setting the direction for joint working for staff and for local residents to see.
Continue to ensure all strategies and plans are based on robust information and accurate data	Ongoing.	Use of analysed census information.	Continue delivering outstanding services. Key strategies and policies are designed with the detailed understanding of the needs of customers and residents in both districts.
Effective performance management	Ongoing.	Figures can be investigated using joint trend information.	Continue delivering outstanding services. Better informed residents, partners, members and staff. Transparency for residents.
Ensure Data Quality is of a high standard at both councils	Ongoing.	Continual monitoring of data quality.	Continue delivering outstanding services. Ensures that all information collected, handled and stored at both councils is of a high and legal standard.

## Risks for 2019/20

Risk	Mitigation
<b>CPP01</b> <b>Failure to provide comprehensive, accurate and engaging communications to promote key services, messages and events</b>	<ol style="list-style-type: none"> <li>1. Communications and media training provided to appropriate staff</li> <li>2. Communications are checked and signed off by those qualified to do so, prior to publication</li> <li>3. Communications team to lead in the revamp of the joint web sites, ensuring trained web editors in place, good quality and best practice principles are adopted</li> <li>4. Publicity materials to be reviewed and signed off by a responsible officer</li> <li>5. Ongoing work with services to consider how to reach priority groups</li> <li>6. Specifically trained, appointed officers permitted to provide information to the press and public</li> <li>7. Continued development of relationships with the local press and other media</li> <li>8. Media protocols and social media policy issued to all staff</li> <li>9. Copyright expressly negotiated and retained by Council.</li> <li>10. All releases and publications to be proof read, reviewed by head of service, checked by Communications team and signed off by MT</li> </ol>
<b>CPP02</b> <b>Failure to develop joint key policies and a joint vision linked to the Joint Business Plan, based on Community needs</b>	<ol style="list-style-type: none"> <li>1. Use of customer surveys, forums, panels etc., when needed</li> <li>2. Joint Business Plan in place</li> <li>3. Continue building on and improving the joint service planning procedures, e.g. PIs As the review period of policies / strategies come round, ensure a joint policy / strategy is developed</li> </ol>
<b>CPP03</b> <b>Failure to manage performance effectively</b>	<ol style="list-style-type: none"> <li>1. Robust joint performance management system in place with links to service planning</li> <li>2. Risks, actions and performance indicators will be updated in the joint Pentana system and reported on quarterly</li> <li>3. Pentana is backed-up regularly and as an off-site web based system, the provider has business continuity in place</li> <li>4. Pentana update reminders sent plus e-mail reminders</li> <li>5. Priority indicators identified by MT and Cabinet are updated and reported on monthly</li> <li>6. Sense check of information provided by Performance &amp; Policy office questions raised where needed and additional information obtained</li> </ol>



Page 25  
Approximately  
**10%**

increase in our number of social media followers and increased engagement with residents

Helped support  
Neighbourhood Watch Week,



with over  
**5,000**  
video views,  
resulting in an  
increase in residents  
joining the scheme



@CHILTERN SOUTHBUCKS

Relaunched the Councils'  
Instagram account



Chiltern & South Bucks District Councils

Relaunched the Councils' LinkedIn  
page to promote staff initiatives such  
as Clean Air Day, Health & Wellbeing  
and advertise job vacancies



Broadcast our first Facebook  
live video at the relaunch  
of the Amersham Tuesday  
street market

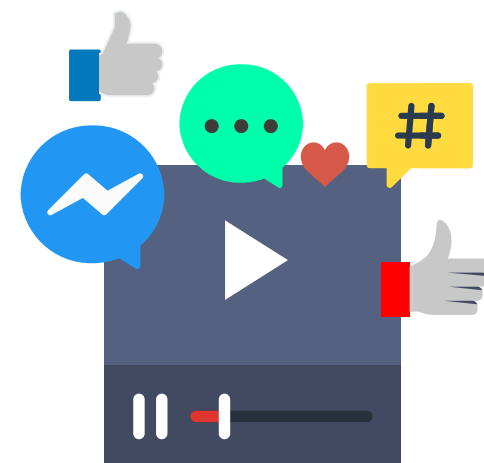


Produced an updated social  
media policy for staff and a new  
social media policy for Members.  
Organised and delivered social  
media training for staff and  
members at both councils.

over  
**30**

videos produced on  
various subjects and  
collectively viewed

over  
**30,000**  
times



received over  
**20,000**  
views collectively

- Chiltern Pools fly-through
- How to line your food waste caddy
- Chiltern Youth Awards
- Neighbourhood Watch





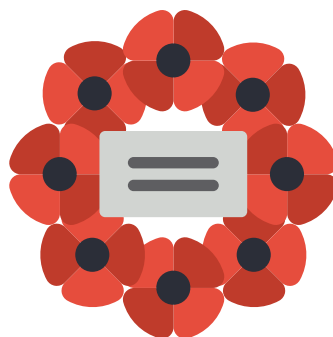
**received**  
**1963** responses  
which almost double the target

Worked with Communities to promote and run the public consultation, including:

- public information events
- visiting parent and baby groups
- exhibitions stands at Tesco and Amersham Market
- promoting the public survey online and via social media



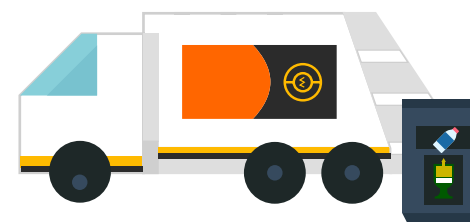
Communications for the Berton Crematorium, including branding and supporting the topping out ceremony in September 2018



Supported the Communities Team with WW1 Grants scheme, and promoting of the subsequent successful local projects on social media



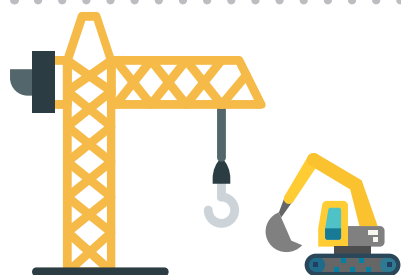
Support the reopening of Amersham multi-storey car park including paid-for advertising and communications, and promotion on social media



Promoted the Waste service via various projects: the electric refuse vehicle trial; charity bin stickers; joint waste partnership initiatives



Support and promotion of the South Bucks Chairman's Awards and the Chiltern Community Awards



Supported and helped promote ongoing projects:

- Gerrards Cross car park;
- Bath Road redevelopment;
- Gerrards Cross police station;
- South Bucks Country Park



Communicating of unitary updates to staff and residents

# Finance

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Providing high quality financial advice  
and support to the Council

Head of Service: Rodney Fincham

# Key Service Functions

## Finance

- Production and monitoring of the Councils' Medium Term Financial Strategy.
- Provision of core financial services, including: creditor payments, payroll, insurance, sundry debtor invoicing, banking services.
- Provision of core accounting services, including: budget setting, budget monitoring, final accounts, completion of statutory returns, financial advice.
- Management of the Council's cash flow and investments.
- Provision of financial support to Consilio Property Ltd.

## Procurement

- Production and monitoring of procurement strategy and assistance with its implementation.

## Internal Audit

- Provision of an assurance function that provides an independent and objective opinion to the organisation on the control environment, by evaluating its effectiveness in achieving the organisation's objectives.

## External Audit

- Liaison with external audit.

# Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Help keep up to date the longer term financial strategy to address the funding gap and longer term funding pressures, and support the Councils with their capital investment plans.	Ongoing	Ongoing review of Government announcements re: funding in 2020/21 and beyond.	Authorities are aware of the Medium Term Financial position and are able to plan accordingly
Provide financial support and advice to the Waste service and the Leisure Operator tenders.	As set out in the procurement timetables	As set out in the procurement project plans	Value for money contracts successfully let
Support the financial aspects of setting up the new District Unitary Authority	31/3/20	Detailed Finance Workstream currently being developed	New authority is set up in a safe and legal manner



## Risks for 2019/20

Risk	Internal Controls/Mitigation
BR01 The Authority is unable to set a robust Medium Term Financial Strategy	<ol style="list-style-type: none"> <li>1. Possible changes to the national funding formula are monitored and the LGA lobbies to protect members interests. However this risk cannot be fully controlled.</li> <li>2. Achievement of savings is given a high priority within the Council, and progress is monitored via the monthly budget monitoring reports. Significant saving projects are also managed in accordance with the Councils' project management framework.</li> <li>3. Regular updates of MTFS are carried out.</li> <li>4. Further savings are sought when required</li> </ol>
BR02 The Authority could have to hold a Council Tax referendum.	<ol style="list-style-type: none"> <li>1. Tax increase to be set at or below the Government guideline figure (subject to Member agreement).</li> <li>2. Members are fully briefed on implications of tax referendum.</li> <li>3. Possibility of appeal against the decision).</li> </ol>
BR03 The Authority will fail to keep within its annual revenue budget.	<ol style="list-style-type: none"> <li>1. Ability to use reserves to fund overspending.</li> <li>2. Further savings are sought when required</li> <li>3. Planning decisions are made based on the best professional advice reducing the risk of appeal. In addition the s151 officer takes account of this risk when considering the appropriate level of reserves.</li> <li>4. Income budgets are set prudently. Firm debt recovery processes are in place. Monitoring of key income areas is undertaken monthly.</li> <li>5. Professional staff are involved in relevant areas and, where appropriate, training is provided to ensure current standards are understood and implemented.</li> <li>6. Achievement of savings is given a high priority within the Council, and progress is monitored via the monthly budget monitoring reports. Significant saving projects are also managed in accordance with the Councils' project management framework.</li> <li>7. Contracts are only awarded to suppliers which meet our tender criteria. Contracts are monitored and often performance bonds or other guarantees are in place.</li> <li>8. The Workforce plan aims to ensure staff issues are dealt with appropriately. HR monitor turnover rates and exit interviews are conducted to understand why staff leave. Joint working arrangements also help provide resilience.</li> <li>9. HR monitor pay rates and keep the grading structure under</li> </ol>

	<p>review. Where necessary the Authority is also willing to pay market supplements.</p> <ol style="list-style-type: none"> <li>10. Pay estimate is set prudently</li> <li>11. Contracts are let by competitive tender and where appropriate benchmarked against 'in-house' bids. Joint tender opportunities are considered and specifications are written with a view to the likely cost.</li> <li>12. Contracts set appropriate performance targets and these are carefully monitored. In general contractors are not entitled to bonus payments for over performance</li> <li>13. Cost pressures are monitored via budget monitoring. Budget framework provides for expenditure to be contained within the approved budgets. New areas of significant expenditure have to be approved by Members.</li> <li>14. There is regular monitoring of investment returns and action is taken when performance is unsatisfactory. In addition we obtain independent support and advice from a specialist financial advisor.</li> <li>15. Budgets monitored monthly, reported to Management Team and Cabinet, and any areas of concern are highlighted so that early action can be taken to bring any overspend back in line with the budget.</li> </ol>
BR04 The Authority will fail to keep within its capital programme.	<ol style="list-style-type: none"> <li>1. Ongoing review of the capital programme.</li> <li>2. The capital receipts budget is set prudently.</li> <li>3. Major capital projects are managed in accordance with the Council's project management framework and regular update reports are presented to Members.</li> </ol>
FS01 Inaccurate Financial Information	Adequately resourced finance team, internal control framework.
FS02 Treasury Management	Investments are only made in line with the Treasury Management Strategy and with institutions with good credit ratings.
FS03 Fraud/Error	Internal control framework, Internal Audit.
FS04 Non Compliance with Financial Rules & Regulations	Internal control framework, Internal Audit, Skilled and experience finance team, training.



Produced the Council’s Statutory Accounts and received a clean audit opinion in advance of the earlier statutory deadline of July



Implemented a new E Tendering system to comply with the statutory requirement to conduct tenders electronically

Also heavy involved in:

Page 30



Approval of scheme to build a new multi storey car park in Gerrards Cross



Approval of scheme to build new accommodation in Taplow using innovative prefabricated units to provide much-needed accommodation for Homeless families



Approval of housing development in Denham



Upgrade of the finance system

# Human Resources

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Enabling our people to deliver the best services for our residents

Manager: Louise Cole

The **Human Resources** team provides a comprehensive service to the Councils, including support on day to day people management, development, motivation and engagement of employees to enable the best services for our residents.

**Change Management:** Lead and support on change programmes.

**Culture and values:** Support to ensure values are at the heart of everything we do.

**Employment Services and Pay:** Day to day operational management of the employment relationship and reward and benefit services.

**Engagement:** Develop and maintain effective employment relationships with employees and the union.

**Health and Well-being:** Support the health and well-being of staff.

**Performance:** Promote the effective performance of staff through initiatives to develop, motivate and empower staff.

**Recruitment:** Market and promote the Councils and recruit the best staff.

## Actions for 2019/20

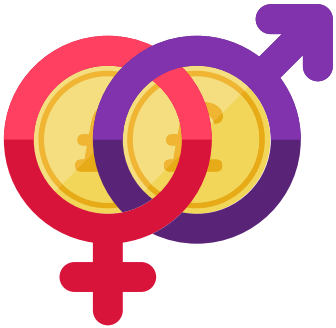
Action	Completion date	Underlying Actions/ Milestones	Outcomes
Implement legislative changes including Brexit decision.	April 2019.	Introduce Settled Status Scheme in spring. Further actions to be agreed once clear on changes.	Compliant with legislation and business continuity maintained.
Implement government's decision on Modernising Local Government when determined.	April 2020.	To be agreed when changes known.	Business continuity and income efficiencies.
Continue to implement the Health and Well-Being Strategy and seek external recognition for this.	Ongoing.	Use the Health and Wellbeing forums to drive this.	Attract, retain and develop dedicated staff. Improve health and well-being of employees leads to better performance and engagement and assists with recruiting and retaining the best employees.
To develop a recruitment and retention plan to ensure the best employees are recruited and retained.	Ongoing.	This includes developing the use of social media as a recruitment tool, promoting inclusivity and the values and culture.	Attract, retain and develop dedicated staff. Best service to residents through the recruitment and retention of the best employees.

## Risks for 2019/20

Risk	Internal Controls/Mitigation
HR01 Failure to recruit and retain the right people to posts.	<ul style="list-style-type: none"> <li>Monitoring in place.</li> <li>Develop a recruitment strategy.</li> <li>Continue with activities to motivate staff e.g. training and development, health and well-being, pay and benefits, flexible and mobile working, promoting the values.</li> </ul>
HR02 Failure to maintain the high performance of the workforce.	<ul style="list-style-type: none"> <li>Good staff communication and engagement.</li> <li>Performance monitoring and management in place.</li> <li>Continue to motivate and empower workforce e.g. staff survey, promotion of values and culture, management development.</li> </ul>

## Performance Indicators for 2019/20

Code	Name	Target 2018/19	Target 2019/20
JtHR1 (P)	Working days lost due to sickness absence (cumulative for year)	10	10
JtHR3 (D)	Percentage of employees with a disability (annual)	6.00%	6.00%
JtHR4 (D)	Ethnic minority representation in the workforce - employees (annual)	8.5%	8.5%
JtHR5 (D)	Top earners - Joint Management Team: women (quarterly)	35%	35%
JtHR6 (D)	Top earners - Joint Management Team - ethnic minorities	7.20%	7.20%
JtHR7 (D)	Top earners - Joint Management Team - with a disability	2.00%	2.00%
JtHR8 (D)	Formal discrimination complaints recorded (quarterly, cumulative)	0	0
JtHR9 (D)	Percentage staff received an appraisal by 31st March each year	85%	85%
JtHR12 (P)	Working days lost due to short term sickness absence (up to 20 working days)	5	5
JtHR13 (P)	Working days lost due to long term sickness absence (more than 20 working days)	5	5



Undertook a programme of work to comply with new statutory changes and to streamline and improve efficiency in existing procedures e.g. GDPR, Facilities time reporting, Gender Pay-Gap reporting.



Launched a Health and Well-Being Statement, set up a staff forum and delivered a comprehensive programme of well-being activities.



Rolled out the Management Development Programme to a new cohort of managers. Ran a programme of events to continue to develop managers and embed their learning in day to day performance management practice.

# Environment

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## Managing the environment

Head of Service: Chris Marchant



The **Environment** team manages a range of services for residents including waste and recycling, car parks, crematoria and cemeteries. The team also manages the Councils' property.

**Car parks:** manage off street pay and display parking.

**Estates:** manage all the Councils' property and assets.

**Facilities:** manage the Council offices, cemeteries and public toilets.

**Waste:** manage waste, recycling and street cleaning services for Chiltern, South Bucks and Wycombe Councils.

## Car Parks

The team is responsible for the Council's provision and availability of long and short stay parking through a structured payment system.

Additionally, they provide reserved parking for specific user needs e.g. disabled bays.

## Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Car park management	Ongoing	Carrying out civil parking enforcement to manage supply and demand and regulate safety of the car parks.	Provide increased off-street parking to meet future needs. Maximise promotion of safety and car parking space.
Car park maintenance	Ongoing	Maintaining car parks to a fit for purpose standard; adhering to safer park mark status.	Continue delivering outstanding services. Provide safe, clean and tidy car parks.
Parking policy/strategy	Ongoing	Review and amend Off-Street Parking Order where appropriate to continually meet local needs and achieve council aims and objectives for car park provision in the district.	Provide increased off-street parking to meet future needs. To continually meet local community needs and changing customer

			expectations.
Parking Services Management	Ongoing	Providing background processing for parking fines (including appeals service), and season ticket functions.	Continue delivering outstanding services. Provide a fair, transparent and consistent appeals service to support the parking provision.

## Risks for 2019/20

Risk	Mitigation
Reputational risk	Ensure customer focus is at the heart of everything we do.
Loss of income	Robust car park charging reviews to ensure changing structure meets local requirements.

## Estates

The team is responsible for management of all the Councils' property and assets.

## Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Progress Gerrards car park /Country park development /extensions of Parkside great Missenden Cemetery	March 2020	Commence building works Planning permission obtained	Optimise the effectiveness of our assets and resources
Work with Healthy Communities to relocate users and provide legal documentation on civic site for new Leisure centre	March 2020	Agree legal agreements in place Agree detail on tenants occupation	Plan our leisure provision for the future, including the redevelopment of the Chiltern Pools site
Complete Bierton crematorium	March 2020	Practical completion	Optimise the effectiveness of our assets and resources To provide addition cremation service
Manage property portfolio to keep debt to a minimum and keep maximise rental	March 2020	Ensure Rent reviews and Lease renewals are progressed in a	Optimise the effectiveness of our assets and

income.		timely manager	resources
Review all management agreements land and open spaces with Town and Parish Council	March 2020	To review and update agreement to encompass latest guidance on sustainability and relevance to current legislation and guidance	To ensure all decisions are taken with regard to legal requirements. Ensure bodies acting on district behalf manage land with appropriate stewardship
Work with EA to realign River Misbourne to original route	March 2020	To monitor and Liaise with tenants	Promote a healthy, sustainable and safe environment To avoid perched river disappearing and return to natural course for protection of the river
Work with EA and Town Council Chesham Culvert	March 2020	Reach agreement on way forward	Promote a healthy, sustainable and safe environment
Review all sites to consider possibilities of improving security against traveller incursion	March 2020	Gain approval for any work and implement	Promote a healthy, sustainable and safe environment To reduce costs in dealing with damage caused by traveller
Undertake decisions on Community right to bid nominations in line with legislation	March 2020	Ongoing and dealt with in a timely manner	To ensure all decisions are taken with regard to legal requirements. Required under localism Act 2011

## Facilities

The team is responsible for managing the services within the Council buildings, cemeteries and public conveniences.

## Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Upgrading CCTV Systems in KGVH and Capswood	April 2019	Installed by approved contractor.	Work to reduce crime and anti-social behaviour. Increased security around the buildings.
Renewing access control systems at both offices	April 2019	Works were tendered and offered to successful bidder.	Work to reduce crime and anti-social behaviour. Increased security and single card access.
Undertaking works from fire risk assessment	December 2019	Delivered by in-house contractor Derwent FM.	Safer environment for all staff to work in.

## Risks for 2019/20

Risk	Internal Control/Mitigation
Health and Safety standards slip during the course of works at the offices.	Risk assessment and method statements will be supplied to ensure safe systems of work are in place. Incidents would be reviewed and remedial actions will be put in place.

## Waste

The team manages waste, recycling and street cleaning services for Chiltern, South Bucks and Wycombe District Councils

## Actions for 2019/20

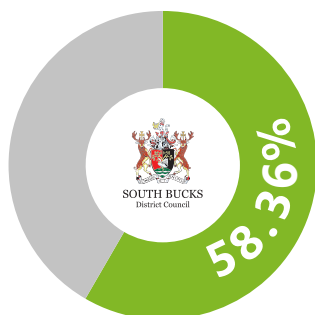
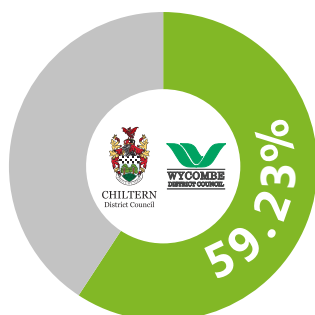
Action	Completion date	Underlying Actions/ Milestones	Outcomes
Procurement of new three way waste contract	Preferred bidder confirmed – 28/11/19 New contract to start 1/06/20.	Procurement process includes dialogue, submission of tenders, evaluation, contract award and mobilisation.	Agree a vision for outstanding service delivery. Continue delivering outstanding services. Continuity of waste and cleansing services for the residents of Chiltern, Wycombe and South Bucks district council, delivered through a joint three way contract
Customer Experience Strategy – waste in phase 1	May 2020.	Design of smart forms, integrations with contractor IT systems, change management programme for relevant team,	Continue delivering outstanding services. Agree a vision for outstanding

		review of work processes and communication with stakeholders.	service delivery. Waste customers to access information, report issues and request services via a CRM Lite.
Improve SBDC resident participation in the paper collection	Ongoing.	Communications to residents to encourage use of paper recycling boxes, through bin tags and fliers, crew engagement.	Continue delivering outstanding services. Support residents to reduce waste and increase recycling. Increase use of paper recycling boxes, to improve quality of dry recyclables collected in mixed recycling bins
Communications to improve quality of materials collected	March 2020.	Communication activities being planned.	Continue delivering outstanding services. Support residents to reduce waste and increase recycling. Communication activities with residents to focus on improving the quality of dry recyclables collected in mixed recycling bins

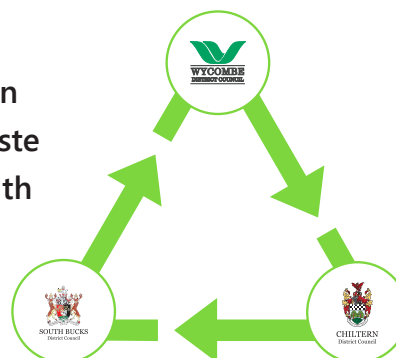
## Performance Indicators for 2019/20

Code	Name	Target 2018/19	Target 2019/20
CdWR1 (C)	Household collections, number of collections missed per month (calculated on weekly basis)	1,600	1,600
SbWR1 (C)	Number of household collections missed per month (calculated by P&C team on weekly basis)	100	100
CdWR2 (P)	Percentage of household waste sent for reuse, recycling and composting (cumulative)	53%	53%
SbWR2 (P)	Percentage of household waste sent for reuse, recycling and composting (cumulative)	55%	53%
CdWR3 (C)	Customer satisfaction survey (every six months)	86%	86%
CdWR4 (C)	No of missed assisted containers (monthly)	170	170
SbWR4 (C)	No of missed assisted collections (monthly)	35	35
CdWR5 (D)	Average number of days to remove fly-tips (from notification), cumulative	2	2
SbWR5 (D)	Average number of days to remove fly-tips (from notification), cumulative	2	2

## Recycling rates reached



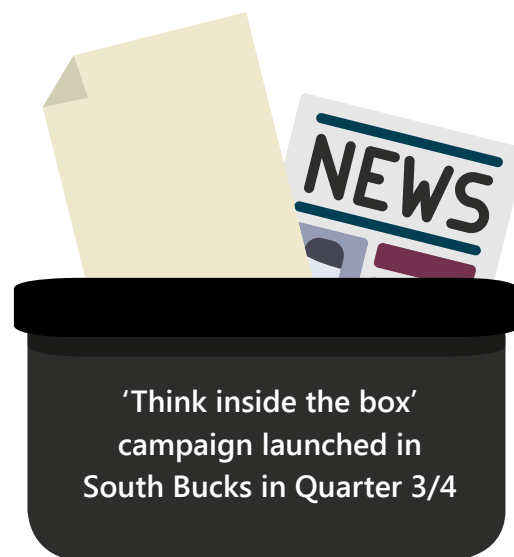
Waste procurement preparation undertaken for a three way waste contract between Chiltern, South Bucks and Wycombe District Councils



New web forms introduced to manage customer contacts in order to better prioritise and improve efficiencies



Annual collection calendars printed and delivered on time with leaflet inserts which have been well received by residents



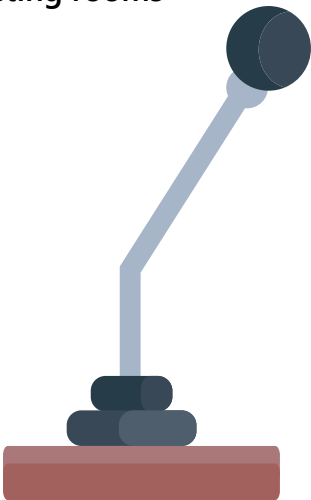
Number of residents who subscribed to chargeable garden waste collections by October 2018

**40.51%**

**29.97%**



Provided new microphones for Council Chamber and meeting rooms



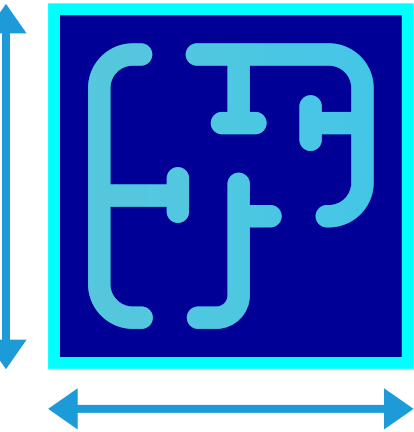
Supported the ditch the data project



Opened the Amersham multi-storey car park



Planning permission agreed to build a new multi-storey car park in Gerrards Cross



Managed occupation of ground floor space at the Amersham office



Managed the Amersham office urgent works project



# Planning and Economic Development

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Shaping the future of Chiltern and South Bucks through the delivery of an Exemplary Planning Service

Head of Service: Mark Jaggard

## The Planning & Economic Development

**team** helps to ensure the health and wellbeing of residents and visitors, the provision of new homes, and employment, social and recreational facilities in order to provide a strong and sustainable economy and active communities, whilst protecting and improving the natural and built environment.

## Building Control

The team processes and determines Building Control applications, demolition notices and dangerous structures, Inspects and enforces work on site and its compliance with the Building regulations and provides advice to the public on Building Regulation matters.

### Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Recruit to vacant position	June 2019	Recruitment campaign.	Continue delivering outstanding services.
Work towards and gain Quality Award	August 2019	Working with LABC to gain accreditation using their templates.	Continue delivering outstanding services.
To increase number of entries into Central Region Awards	January 2020	We have 6 entries this year 4 more than last year build up momentum for next year	Continue delivering outstanding services.
To raise our profile through marketing campaign	October 2019	Started a marketing campaign. Developing a separate team to lead this	Continue delivering outstanding services.
For at least some	December 2019	One staff	Continue delivering

members of staff to become accredited by Local Authority Building Control to carry out works on high rise and complex buildings		member has been to an assessment - result awaited. Two others booking onto a preparation course	outstanding services.
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### Performance Indicators for 2019/20

Code	Name	Target 2018/19	Target 2019/20
JtBC1 (C)	Applications checked within 10 working days (cumulative)	94%	95%
JtBC2 (C)	Customer satisfaction with the building control service. (cumulative)	92%	92%
JtBC3 (D)	Market share (cumulative for the year)	83%	83%

## Development management

The team process and determine planning applications, planning appeals and offer pre-application advice; place-making and delivering quality developments.

### Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Introduce revised pre-app advice fees.	Mid-April 2019	Review and introduce fees as part of shared service aims. To ensure that costs are covered.	Agree a vision for outstanding service delivery. Provide an enhanced service to customers – generate income (cover costs)
Introduce Planning Performance Agreements (PPAs).	Mid-April 2019	Review and introduce fees as part of shared service aims. To ensure that costs are covered.	Agree a vision for outstanding service delivery. Provide an enhanced service to customers – generate income (cover costs)
Working with partners towards the Unitary outcome, knowledge share etc.	Ongoing	Regular meetings with colleagues in other districts, as has been the norm.	Agree a vision for outstanding service delivery. Improved and

			managed quality of built development, partnership working.
Ensure high-quality decisions are taken, delivering excellent urban design and appropriate infrastructure.	Ongoing	As per service aims and objectives – seeking to provide design advice, monitoring and reviewing performance figures.	Continue delivering outstanding services. Promote a healthy, sustainable and safe environment. High standard of development, in-keeping with character of the Districts.

## Performance Indicators for 2019/20

Code	Name	Target 2018/19	Target 2019/20
<b>CdPED1 (C)</b>	Percentage of planning applicants who are satisfied or very satisfied with the planning service (cumulative, quarterly)	80%	80%
<b>SbPED1 (C)</b>	Percentage of planning applicants who are satisfied or very satisfied with the planning service (cumulative, quarterly)	80%	80%
<b>CdPED2 (C)</b>	% of planning appeals allowed (cumulative quarterly)	35%	35%
<b>SbPED2 (C)</b>	% of planning appeals allowed (cumulative quarterly)	35%	35%
<b>SbPED7 (C)</b>	% applicants satisfied with performance of Planning Service (cumulative monthly)	80%	80%
<b>CdPED9 (P)</b>	Major planning applications decision performance - within 13 weeks or other agreed period (cumulative monthly)	90%	90%
<b>SbPED9 (D)</b>	Major planning applications decision performance - within 13 weeks or other agreed period (cumulative monthly)	90%	90%
<b>CdPED10 (P)</b>	Minor planning applications decision performance - within 8 weeks or other agreed period (cumulative monthly)	75%	75%
<b>SbPED10 (C)</b>	Minor planning applications decision performance - within 8 weeks or other agreed period (cumulative monthly)	85%	85%
<b>CdPED11 (P)</b>	Other planning applications decision performance - within 8 weeks or other agreed period (cumulative monthly)	85%	85%
<b>SbPED11 (C)</b>	Other planning applications decision performance - within 8 weeks or other agreed period (cumulative monthly)	85%	85%
<b>CdPED13 (D)</b>	Average number of days to process and pass planning applications to case	6	6

	officer (month only)		
<b>SbPED13 (D)</b>	Average number of days to process and pass planning applications to case officer - target of 5 working days (monthly snapshot)	4	4
<b>CdPED14 (D)</b>	% of decisions determined by delegated authority - PS figure (cumulative quarterly)	95%	95%
<b>SbPED14 (D)</b>	% of decisions determined by delegated authority - PS figure (cumulative quarterly)	95%	95%
<b>CdPED45 (C)</b>	2020 Majors speed of planning decisions – special measures 2 year assessment period ending Sep 19 (cumulative, monthly)	60%	60%
<b>SbPED45 (C)</b>	2020 Majors speed of planning decisions – special measures 2 year assessment period ending Sep 19 (cumulative, monthly)	60%	60%
<b>CdPED46 (C)</b>	2020 Non-Majors speed of planning decisions – special measures 2 year assessment ending September 2019 (cumulative, monthly)	70%	70%
<b>SbPED46 (C)</b>	2020 Non-Majors speed of planning decisions – special measures 2 year assessment ending September 2019 (cumulative, monthly)	70%	70%
<b>CdPED47 (C)</b>	2020 Majors quality of planning decisions – special measures 2 year and 9 month assessment period ending December 2019 (cumulative, monthly)	9.99%	9.99%
<b>SbPED47 (C)</b>	2020 Majors quality of planning decisions – special measures 2 year and 9 month assessment period ending December 2019 (cumulative, monthly)	9.99%	9.99%
<b>CdPED48</b>	2020 Non-Majors quality of planning decisions – special measures 2 year and	9.99%	9.99%

	9 month assessment period ending December 2019 (cumulative, monthly)		
<b>SbPED48</b>	2020 Non-Majors quality of planning decisions – special measures 2 year and 9 month assessment period ending December 2019 (cumulative, monthly)	9.99%	9.99%
<b>CdPED49 (C)</b>	2021 Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2020 (cumulative monthly)	60%	60%
<b>SbPED49 (C)</b>	2021 Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2020 (cumulative monthly)	60%	60%
<b>CdPED50 (C)</b>	2021 Non-Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2020 (cumulative monthly)	70%	70%
<b>SbPED50 (C)</b>	2021 Non-Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2020 (cumulative monthly)	70%	70%
<b>CdPED51 (C)</b>	2021 Majors quality of planning decisions - special measures 2 year & 9 month assessment period ending Dec 2020 (cumulative monthly)	9.99%	9.99%
<b>SbPED51 (C)</b>	2021 Majors quality of planning decisions - special measures 2 year & 9 month assessment period ending Dec 2020 (cumulative monthly)	9.99%	9.99%

## Economic Development

The team supports the prosperity and diversity of the Chiltern and South Bucks economy.

The team seeks to support the start-up, growth and success of local businesses, and the associated creation of employment opportunities, through leading on business engagement and facilitating access to appropriate support and advice.

We work to ensure that the views of businesses influence policy and strategy, and to ensure the provision of support and infrastructure that meet business needs. The team aims to support the vitality and vibrancy of town centres and to promote the districts as locations for people to live, work, visit, enjoy and invest in.

## Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Develop and deliver a Business Engagement Plan to formally articulate our approach to engaging with businesses.	July 2019	Ongoing communication with businesses through working with partners and intermediaries. Use of newsletters, social media and business visits.	Further support for businesses to aid their growth and success
In conjunction with partner organisations, develop and deliver a programme of sectoral, thematic and geographically-focused events for businesses	July 2019	Programme to be agreed for end of quarter 1 2019. Further to this, working with partners to deliver aforementioned events.	Further support for businesses to aid their growth and success.
Work with town and parish councils, business forums, town groups and individual businesses to encourage collective activity and interventions to support town centres	Ongoing	Working with partners to establish how they wish to move forward.	Increased vitality of town centres.
Maximise the benefits to businesses and residents from the implementation of emerging county-wide and sub-regional strategies (for example the Local Industrial Strategy) and from major infrastructure developments such as the	Ongoing	Ensure districts are represented at appropriate meetings and contribute to consultations and discussions.	Opportunities surrounding these projects are realised.

expansion of Heathrow Airport.			
Continue to work with the Bucks Thames Valley LEP, in particular around digital connectivity and the Connected Counties programme, as well as around skills and apprenticeships	Ongoing	Attendance of appropriate meetings. Ongoing engagement with businesses.	Further support for businesses to aid their growth and success.
Utilise economic intelligence and feedback from businesses to shape the development and delivery of council policies and services, including a particular focus on the availability of commercial space	Ongoing	Reacting to feedback from businesses to ensure Council services are tailored to the needs of businesses.	Further support for businesses to aid their growth and success.
Work with Visit Bucks to encourage more visitors to the districts and to support the tourism sector	Ongoing	Provide funding to Visit Bucks for the promotion of tourism in the districts.	Supporting both the tourism sector and the town economy.
Explore opportunities to secure external funding to support the delivery of economic development activities	Ongoing	Maintaining awareness of what funding sources are available and applying where appropriate.	Support local economic growth.
Helping to shape the policies and evidence base to shape the Joint Local Plan 2036.	Ongoing	Sharing feedback from businesses and knowledge of the local economy to help shape the Joint Local Plan	The Joint Local Plan provides the right conditions to support businesses and economic growth
Working with the Development Management team to ensure key decisions	Ongoing	Included as a consultee on appropriate planning	Key decisions take into consideration the economy and where possible,

affecting the economy, tourism and town centres are supported.		applications, utilising knowledge of the local economy and business need to provide an economic development perspective	support the growth of business and the wider vitality of town centres, tourism and the economy overall
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The **Planning Enforcement** team investigates alleged breaches of planning control, taking formal enforcement action where necessary. This action includes issuing legal notices as well as the monitoring and the enforcement of compliance and, where necessary, court action.

The team is also responsible for the monitoring and enforcement of Section 106 agreements and payments.

## Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Create a platform for displaying Planning Enforcement Notices online.	August 2019	Work with IT to establish platform. Will require scanning in of notices into platform.	Agree a vision for outstanding service delivery. Continue delivering outstanding services. Online public access to legal notices.
Review all in-house enforcement processes to ensure streamlined team processes.	Ongoing	Assess old processes to inform new processes.	Agree a vision for outstanding service delivery. Continue delivering outstanding services. Streamlined team processes.
Efficient throughput of cases.	Ongoing	Further to all reviewed processes.	Continue delivering outstanding services.

			More efficient working.
Undertake a review of extant enforcement notice review program including instigating POCA and/or Direct action proceedings as necessary.	August 2019	Look at old notices. Pick up any that haven't been complied with.	Promote a healthy, sustainable and safe environment. Continue delivering outstanding services. Increased compliance with issued notices.
Reduce time delays in issuing notices.	June 2019	Review and agree processes with legal team.	Promote a healthy, sustainable and safe environment. Dealing with issues and serving notices in a more efficient manner.
Create and implement an s106 monitoring and collection programme.	September 2019	Employ a S106 monitoring officer to take ownership of s106 programme.	Promote a healthy, sustainable and safe environment. Track both compliance and financial obligations to the Councils.
Review of Planning Conditions.	August 2019	Review all individual conditions.	Promote a healthy, sustainable and safe environment. Appropriately worded conditions that ensure the ability to enforce compliance.

## Planning Support

The team provides support for all divisions of the Planning and Economic service, aiding them in the delivery of an exemplary planning service.

## Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Continued formation of single processes.	June 2019	Joint validation requirements; Review of weekly list; Complete electronic constraints; Redefining of decision codes and categories within Uniform/IDOX/PA and related template work.	Agree a vision for outstanding service delivery. Continue delivering outstanding services. Improved service delivery
Implementation of new IT software (Enterprise & Consultee Access)	March 2020	Working with IT to ensure platforms are compatible.	Agree a vision for outstanding service delivery. Continue delivering outstanding services. Improved service delivery and opportunity to self-serve.
Joint Planning website.	Sept 2019	Work alongside Customer	Better use of ICT.

		Experience Programme.	Continue delivering outstanding services. Improved service delivery and opportunity to self-serve.
Backscanning project and work on I drive structure.	March 2020	Work with scanning bureau and IDOX to digitise hard copy applications for 1974 – 1985, TPOs and Enforcement Notices. Move hard copy planning applications from Capswood. Commence cross-checking SBDC hard copy records (2000 – 2016) to electronic versions, top up scan as necessary & destroy hard copies.	Better use of ICT. Continue delivering outstanding services. Improved service delivery and opportunity to self-serve.
Customer Satisfaction Survey to be sent to all applicants.	July 2019	Create survey. Send to applicants at time of decision notice.	Continue delivering outstanding services. Improved service delivery.

## Planning Policy

The team provides the place-shaping vision and policy context for the future growth and development needs of the two districts, whilst protecting and enhancing the environment.

They work to identify the infrastructure needs to support the future growth of the districts and the context for seeking developer and other financial contributions to support this.

They work with Heathrow Airport Ltd and other major infrastructure projects to ensure that the potential economic, transport and environmental benefits of these projects in and around the area are secured.

[The Economic Development team are covered earlier in document]

## Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Publication of Joint Local Plan Reg 19	May 2019	Committee cycle.	Produce a new Joint Local Plan to help meet local development needs. Support the economy through development of more affordable homes.
Submission of Joint Local Plan Reg 22	September 2019	Further to Reg 19 approval. Submit to PINs.	Produce a new Joint Local Plan to help meet local development needs. Support the economy

			through development of more affordable homes.
Publication of the draft charging schedule for Community Infrastructure Levy.	May 2019	Committee cycle.	Obtain financial contributions towards the infrastructure that is needed to support new development.
Submission of the draft charging schedule for Community Infrastructure Levy.	September 2019.	Submit for examination.	Obtain financial contributions towards the infrastructure that is needed to support new development.
Working with HAL to secure local benefits and mitigation resulting from the proposed third runway/expansion.	Ongoing	Statutory consultation June 2019.	Minimise the impact caused by major infrastructure projects.
Support those town/parish councils seeking neighbourhood area designation/ producing neighbourhood plans	Ongoing	Consultation by Parish/town. Examination by independent examiner. Make the plan.	Engage with Parish and Town Councils and local neighbourhoods

## Performance Indicators for 2019/20

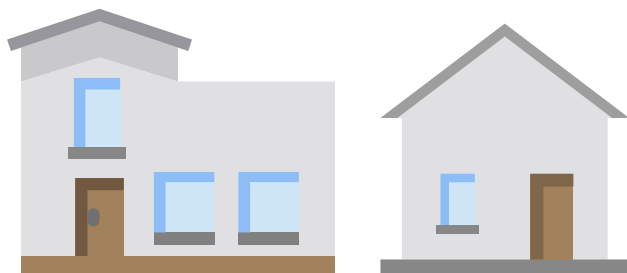
Code	Name	Target 2018/19	Target 2019/20
CdPP5 (A)	Net number of affordable housing completions		
CdPP6 (A)	Commuted payments received for affordable housing (cumulative, quarterly)		
SbPP5 (A)	Gross affordable housing completions		
SbPP6 (A)	Commuted payments received for affordable housing (cumulative, quarterly)		
SbPP7 (A)	Net number of new dwellings granted permission		

# Planning and Economic Development

## Service Risks 2019/20

Risk Code & Title	Mitigation steps
CSB BC01 Loss of staff	Reduce loss of staff by providing staff with an interesting and stimulating team environment; provide the necessary support to enable staff to be able to undertake their jobs. If vacancies arise seek to secure permanent replacements through early advertisement, but use agency staff in the interim period if needed.
CSB BC02 Increased income/reduced costs are not delivered	Income and expenditure monitored monthly. Applications not registered without the necessary fee. Fee checked by Admin staff, liaising with Management if needed. Invoices to be sent out promptly and non-payment chased. Charges to be reviewed periodically.
CSB BC03 Development does not meet the Building Regulations	Staff training; new Regulations/guidance provided to all Surveyors; recommendations authorised by a more senior Surveyor; enhanced resilience of a single team with greater knowledge/experience; use of codes and reference documents; if unsure, Surveyors to check with a more senior surveyor; structural calculations to be checked by Structural Engineer; Indemnity insurance in place.
CSB BC04 Poor/untimely advice in dealing with dangerous structures	Surveyors all trained to deal with dangerous structures; JDs for all Surveyors require them to deal with dangerous structures; Principals' required to be able to undertake inspections within an hour during unsocial hours; Surveyor to contact a more senior Surveyor or seek additional help and support if needed.
CSB BC05 Increased competition/loss of reputation	QA accreditation retained, with annual external audit. Marketing Plan. Officer with responsibility for the 'customer experience'. Customer surveys monitored, and action taken to implement improvements. Staff not allowed to undertake any private work which could have the potential to bring the Councils into disrepute or perceived to do so.
CSB DCE01 Loss of staff	Reduce loss of staff by providing staff with an interesting and stimulating team environment; provide the necessary support to enable staff to be able to undertake their jobs. If vacancies arise seek to secure permanent replacements through early advertisement, but use agency or other temporary external staff in the interim period if needed.

CSB DCE02 Poor decision making	Staff training; training of Planning Committee; template for officers' reports; procedures require checks in signing off decisions and recommendations. A more risk based approach (with reduced sign off and fewer checks overall) to be taken in the proposed planning shared service.
CSB DCE03 Low levels of customer satisfaction	Ensure that the service continuously explores how it could be more customer-focused; monitoring of customer survey and complaints feedback; in response to all complaints consider whether improvements are needed; processing of complaints regarding unauthorised development in accordance with the new Local Enforcement Plan.
CSB DCE04 Reduced application and pre-application fee income	Realistic budget setting. Ensure that we maintain good performance in processing major applications, and in our appeal performance regarding major applications (over a two year period) thus ensuring that all major applications have to be submitted to CDC rather than applicants having the choice of submitting to CDC or PINS.
CSB DCE05 Judicial Review of decisions	Seek legal advice as appropriate; ensure all decisions are robust and justified; seriously consider appellants evidence/offers in relation to appeals/enforcement appeals.
CSB DCE06 Low customer satisfaction in relation to enforcement	Team being led by a new Manager who is very proactive and is changing the team ethos significantly.
NEW RISK CSB ED01 Availability of commercial space	Work with Planning Policy team to ensure this is taken into consideration within the Joint Local Plan.
CSB PP01 Insufficient planning staff (number and experience)	Reduce loss of staff by providing staff with an interesting and stimulating team environment; provide the necessary support to enable staff to be able to undertake their jobs. If vacancies arise seek to secure permanent replacements through early advertisement, but use agency or other temporary external staff in the interim period if needed.
CSB PP02 Local Plan not being found sound	Continual engagement with Duty to Co-operate bodies and key stakeholders (& recorded); ensure that policies are fully supported by the evidence base and are steered by the Sustainability Appraisal; ensure LDS up to date; seek legal advice where needed; reports to PAG and Joint Member Reference Group; prepare robust evidential proofs; ensure staff are trained to give evidence
CSB PP03 Timetable for adoption not met	Member decision to require the joint local plan to be considered 2 PAGs as well as at the Joint Member Reference Group poses a risk to the timetable for production.



Formal agreement with AVDC for the Vale of Aylesbury Local Plan to accommodate up to 5,750 dwellings to contribute to Chiltern and South Bucks housing needs, including affordable housing



Worked with Highways England on Joint Local Plan



Represented Bucks in the London Plan



Agreement with Slough Borough Council and Royal Borough of Windsor and Maidenhead to consider Slough's growth needs as part of a wider regional options study and successful bid for £172k from Government to fund the Study

Part of the Heathrow Strategic Planning Group and working positively with Heathrow Airport Limited to influence their proposal for a Third Runway and with Network Rail and others on the Western Rail Link to Heathrow



**CROSSRAIL**

Council engagement on Cross Rail (Elizabeth Line) and smart motorway programmes



Consult on the Chalfont St Giles Neighbourhood Plan, November 2018



- Progressed Local Plan evidence base, engaging with key stakeholders including representative local groups on draft Plan consultation
- Consultation started on Community Infrastructure Levy (CIL) in regards to infrastructure
- First consultation for authorities' introduction of Community Infrastructure Levy charging schedule



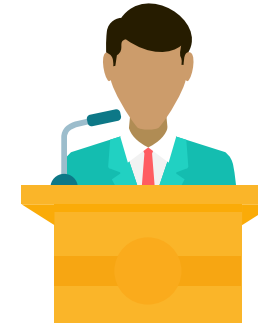
Enhanced delegation of decisions to officers has increased the speed of dealing with enforcement issues



**78.8%**  
market share



Appointment of an Economic Development Team



**over 70 local businesses** attended the Annual Business Meeting



Established working relationships with a number of partners to enhance awareness and take-up of business support

Dealt with high profile planning applications:

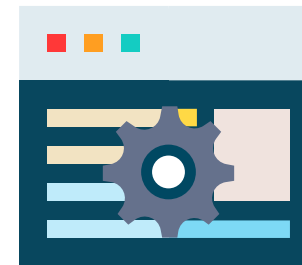
- Gerrards Cross Car Park;
- Gerrards Cross Police Station;
- South Bucks Country park;
- Chiltern Lifestyle Centre



Quarterly Agents' forum established to encourage proactive working practices.



Joining of Uniform/ IDOX/PublicAccess IT systems for Planning



Processes have been streamlined, making the service more efficient and consistent



# Customer Services

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Listening, learning, delivering

Head of Service: Nicola Ellis



## Customer Services

The team is responsible for dealing with enquiries from our customers at the first point of contact, working with service areas to ensure that the service meets our customers' needs. The team is responsible for the delivery of the Councils' Customer Experience Programme to transform the way services are delivered, enabling technology that allows all of our services to be delivered online in order to provide a consistent level of service for our customers which is easily accessible.

## Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Deliver Customer Experience Strategy and associated programme of work	January 2020.	As per programme plan.	Optimise the effectiveness of our assets and resources. Communicate widely with residents. Customer access to accounts, with ability to access all services online
Ongoing development of partnership working opportunities	31/03/20.	Continue with Chesham Town Council pilot – evaluate outcomes. Identify further opportunities. Develop SLAs. Monitor outcomes.	Engage with Parish and Town Councils and neighbourhoods. More enquiries being dealt with at first point of contact More support in the community and so services easier to access

Flexible and Mobile Working	31/03/20.	Customer service able to access all systems and take calls from any location.	Continue delivering outstanding services. More resilient service.
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## Performance Indicators for 2019/20

Code	Name	Target 2018/19	Target 2019/20
CdCS1 (C)	New measure for complaints - t.b.a.	18	18
SbCS1 (C)	Number of complaints received (cumulative)	80	80

## Risks for 2019/20

Risk	Internal Controls/Mitigation
CS01 Failure to maintain an efficient and timely telephone service which impacts on customer satisfaction levels.	Regular monitoring of waiting time and abandonment rate. Have mobile phones for Business Continuity. Channel shift and more on line availability.
CSB CS02 Failure to maintain an efficient and timely front of house/reception service which impacts on customer satisfaction levels.	Regular monitoring of numbers of visitors. Reduction in face to face service delivery. On line service and channel shift.
CS03 Failure to provide efficient and accessible web services for customers.	Software in place to monitor issues. Migrating to the Cloud so GOSS supporting. Other channels for contact remain open.
CS04 Failure to maintain current level of service delivery at a significant period of change	Ensure project plan and management is in place. Ensure contingency is sound. Ensure dedicated resources are available, and that expertise are combined. Ensure testing is adequate.

## Revenues

The team is responsible for the billing, administration and collection of Council Tax and Business Rates; assessment and payment of Housing Benefit and Local Council Tax Support Scheme; administering of discretionary schemes; responsible for the Council's counter fraud team.

## Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Deliver Customer Experience Strategy and associated programme of work	Jan 2020	As per programme plan	Optimise the effectiveness of our assets and resources. Communicate widely with residents. Customer access to accounts, with ability to access all services online
Incorporation of Northgate service in-house	31/0319	Consolidate and review processes for consistency Cross training for resilience Performance improvements	Optimise the effectiveness of our assets and resources. Continue delivering outstanding services. Ongoing consistent service

Action changes as a result of increased number of RTI information records WURTI?	31/03/2020	Action relevant changes Identify over and under payments and ensure correct benefit FERIS award	Optimise the effectiveness of our assets and resources. Continue delivering outstanding services. Correct benefit entitlement.
Procurement and Implementation of single revenues system	November 2020	Review available options Develop procurement specification Undertake procurement exercise Implementation – Conversion, UAT, Training	Optimise the effectiveness of our assets and resources. Continue delivering outstanding services. Ongoing consistent service.
Support ongoing roll out of Universal Credit and migration from Housing Benefit	31/032020	Full roll out across the districts	Work with partners to safeguard children and vulnerable adults. Support for vulnerable residents needing welfare support, support with personal budgeting and help with on line applications

## Performance Indicators for 2019/20

Code	Name	Target 2018/19	Target 2019/20
CdRB1 (P)	Speed of processing - new HB/CTS claims (cumulative)	18	20
SbRB1 (P)	Speed of processing - new HB/CTS claims	18	20
CdRB2 (P)	Speed of processing - changes of circumstances for HB/CTS claims (cumulative)	5	5
SbRB2 (P)	Speed of processing - changes of circumstances for HB/CTS claims	8.0	8.0
CdRB3 (P)	Percentage of Council Tax collected	99.1%	99.1%
SbRB3 (P)	Percentage of Council Tax collected	98.0%	98.5%
CdRB4 (P)	Percentage of Non-domestic Rates Collected (cumulative)	98.5%	98.5%
SbRB4 (P)	Percentage of non-domestic rates collected	98.8%	98.9%

## Risks for 2019/20

Risk	Internal Controls/Mitigation
CSB RB01 Failure to collect Council Tax and Non Domestic Rates to the level expected	Regular monitoring of performance. Share knowledge across both services to ensure best practice followed. Maximise opportunities for payment and currently have high direct debit take up at both authorities. Maximise methods of recovery.
CSB RB02 Failure to comply with regulations resulting in a loss of Housing Benefit Subsidy	Regular quality monitoring at both Councils Effective training programme for staff. Close liaison with external auditors, regular meetings and pre-planned audit. Introducing improved performance management for individuals.
CSB RB03 Failure to deliver an appropriate Council Tax Reduction/Support scheme	Low risk as current schemes in place. Still small risk of schemes being challenged. EQIA completed to consider equalities duty.
CSB RB04 Failure to cope with increased demand for Housing Benefit/Council Tax reductions due to economic impact	Regular monitoring of caseload and volumes of work. Performance is good currently so capacity to decrease performance to deal with increased volumes.
CSB RB05 Failure to provide an adequate fraud prevention service.	Fraud partnership in place across the two Councils. Monitoring of ongoing performance. History of successful prosecutions and publicity.
CSB RB06 Failure to maintain current level of service delivery at a significant period of change	Ensure project plan and management is in place. Ensure contingency is sound. Ensure dedicated resources are available, and that expertise are combined. Ensure testing is adequate.



- Developed full Business Case for Customer Experience Programme and received approval from Joint Committee
- Began implementation of phase one and associated projects in the Customer Experience Programme



Introduced call recording and associated quality management

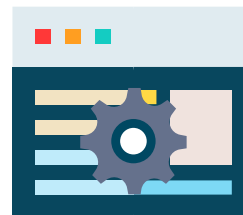


Commenced delivery of face-to-face service for South Bucks Revenues following transfer of service in-house



Extension of Middle Manager training to Team Leaders

Implemented full roll-out for Universal Credit across both districts



Successfully brought South Bucks Revenues Service in-house and migrated systems to SBDC network.



- Won IRRV Revenues Team of the Year (District Authority) 2018
- Shortlisted as finalist in IRRV Excellence in Partnership award 2018



CDC had second highest collection rate in the country for Council Tax (17/18 announced in 18/19)



Completed extension of year 2 local business rates discretionary relief scheme

# Healthy Communities

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Creating an active, safer and healthier  
community

Head of Service: Martin Holt

**The Healthy Communities service** brings together the services of Housing, Environmental Health, Licensing,

Community Safety and Community and Leisure - which impact the lives of residents and the regulation of businesses - to enable a joined-up approach to tackling cross-cutting issues.

The service works across County in partnership with the police and health agencies, whilst also linking to the Waste, Planning, Building Control and Council Tax teams to ensure issues are addressed, ensuring a safer, stronger, healthier environment for all.

## Community and Leisure

The team work in partnership with community groups and a range of local agencies to improve local services and facilities that impact positively on the health and well-being of local residents.

### Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Agree business case for Chiltern Lifestyle Centre	November 2019	Appoint main contractor Appoint leisure operator Enabling works	Promote healthier communities. Work with communities affected by closure of services to redeliver in alternative ways. Improved leisure facilities at no additional cost to the council Increased participation in activities
Promote and Monitor the delivery of the Lottery and widen funding resources to community groups.	March 2020	Assess income generation against the current Council demands for community funding	Support the voluntary sector. Improved access to community funding
Implement the Community Wellbeing Plan	March 2020	Empower communities to	Promote healthier communities.

		deliver services and develop community resilience Enabling communities Working with CCG/BCC to deliver Social Prescribing and the Adult Transformation Plan	Increase community engagement services delivered by the community for the community
Appoint Leisure Contractor to operate CDC Centres	April 2020	Smooth transfer of contract	Promote healthier communities. Improved management of the leisure facilities.

### Performance Indicators for 2019/20

Code	Name	Target 2018/19	Target 2019/20
JtCL1 (D)	Number of exercise referrals (by period quarterly)	300	300
JtCL2 (D)	Percentage completion rate of the exercise referral programme (by period quarterly)	69%	69%
CdCL1a (C)	Customer satisfaction rating at Chalfont Leisure Centre	75%	77%
CdCL1b (C)	Customer satisfaction rating at Chesham Leisure Centre	68%	70%
CdCL1c (C)	Customer satisfaction rating at the Chiltern Pools Leisure Centre	50%	57%
SbCL1a (C)	Customer satisfaction rating at the Beacon Centre.	84%	85%
SbCL1b (C)	Customer satisfaction rating at the Evreham Centre.	82%	82%

CdCL2 (C)	Total participation in physical activities delivered through the GLL community engagement plan (by period quarterly)	15,000	5,250
SbCL2 (A)	Total participation in physical activities delivered through the GLL community engagement plan (by period quarterly)	15,000	5,250
CdCL4 (D)	Number of participants with disabilities attending leisure centre courses (annual)	250	250
SbCL4 (D)	Number of visits by participants with disabilities to leisure courses (cumulative)	80	100
CdCL5 (D)	Number of adults participating in community outreach programme from disadvantaged communities (cumulative)	4,000	4,100
SbCL5(D)	Number of adults participating in community outreach programme from disadvantaged communities (cumulative)	4,000	2,100
CdCL7 (A)	Number of Community Outreach programmes delivered	16	16
SbCL7 (A)	Number of Community Outreach programmes delivered	16	16
CdCL8 (D)	Number of community outreach programmes still operating six months from commencement (annual)	7	8
SbCL8 (D)	Number of community outreach programmes still operating six months from commencement (annual)	7	8
SbCL9 (A)	No of enquiries received by the CAB relating to benefits, debt and housing.	Data Only	Data Only
SbCL10 (A)	Number of rounds at The South Buckinghamshire	Data Only	Data Only



## Community Safety

The Joint Community team works in partnership to tackle crime and disorder and reduce vulnerability across Chiltern and South Bucks.

### Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Undertake the Domestic Homicide Reviews as appropriate	Ongoing	Establish Project group with Police and agencies as necessary	Work with partners to reduce crime and anti-social behaviour. Identify learning points that can be used to protect individuals.
Implement the Community Safety Partnership Plan following the annual priority update	Ongoing	Establish Project groups with Police and Partners as necessary	Work with partners to reduce crime and anti-social behaviour. Raise awareness of the actions local communities can take to reduce crime and disorder.
Agree and deliver the Prevent Action Plan	Ongoing	Review Prevent Actions plan Train frontline staff Train community groups	Work with partners to reduce crime and anti-social behaviour. Safer and healthier local communities.

## Performance Indicators for 2019/20

Code	Name	Target 2018/19	Target 2019/20
SbCmSf1 (C)	Percentage reduction in burglaries from dwelling, year to date (quarterly)	Data Only	Data Only
CdCmSf1 (P)	Percentage reduction in burglaries from dwellings year to date for Chiltern (quarterly)	Data Only	Data Only
SbCmSf2 (P)	Percentage reduction in violent offences against a person, year to date (quarterly)	Data Only	Data Only
CdCmSf2 (C)	Percentage reduction in violent offences against a person, year to date (quarterly)	Data Only	Data Only

## Environmental Health

The team provides a quality Environmental Health service in an innovative and effective way to customers of both District Councils - responding to a changing and sometimes challenging environment.

The service covers a wide range of functions, ranging from ensuring compliance with food hygiene standards to strategic flooding and the mitigation of major infrastructure projects

The team also provides a key corporate resource in terms of health & safety, emergency planning, business continuity and sustainability.

## Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Targeting Food Businesses	Ongoing	Working to improve the worst performing food businesses	Promote healthier communities. Improved food businesses.
Major infrastructure mitigation and management.	Ongoing	Seek to mitigate the impacts of national infrastructure projects e.g. HS2, Cross Rail, Smart Motorway, Heathrow, Western Rail Link etc. on the	Minimise the impact caused by major infrastructure projects. Conserve our valuable heritage including the AONB and Conservation Areas.

		Districts	Lessen impact of developments on the environment
Develop and Deliver Air Quality Action Plan across both councils to improve air quality and reduce the impact of climate change	Timescales within Action Plan	Manage the Air quality Partnership. Progress against action plan.	Develop measures to improve air quality and to target pollution hotspots. Air Pollution levels do not increase and where possible decrease.
Business Continuity Plan, Emergency Plan, Health and Safety Policies and procedures	March 2020	Design and implement the unitary BCP, EP, HSW policy and procedures. Test the plans and controls Undertake staff training	Safe and Legal
Deliver regulatory enforcement around public protection, such as nuisance.	Ongoing	Respond to residents requests in the most appropriate manner	Promote healthier communities. Fair process with high satisfaction.
Assess and monitor the Councils progress to reduce CO2 emissions	Ongoing	Mainstream interventions to reduce energy costs and CO2 emissions	Develop measures to improve air quality and to target pollution hotspots. Efficient buildings and plant leading to reduced energy expenditure

## Performance Indicators for 2019/20

Code	Name	Target 2018/19	Target 2019/20
JtEP1 (D)	Emergency Planning, Business Continuity - Training exercises undertaken	1 each	1each
CdEH1 (C)	Percentage of food hygiene inspections of category A – D food businesses achieved against the annual target	96% annual target	96% annual target
SbEH1 (C)	Percentage of food hygiene inspections of category A – D food businesses achieved against the annual target	96% annual target	96% annual target
NEW PI CdEH2 (C)	% food premises improving their Food Hygiene Rating from 0-2 rating to achieve rating of 3 and above	50% annual target	50% annual target
NEW PI SbEH2 (C)	% food premises improving their Food Hygiene Rating from 0-2 rating to achieve rating of 3 and above	50% annual target	50% annual target
CdSE1 (C)	Cumulative CO2 reduction from local authority operations from base year of 2008/09 (annual)	12%	12%
SbSE1 (C)	Cumulative CO2 reduction from local authority operations from base year of 2008/09 (annual)	12%	12%

# Housing

The service is responsible for delivering housing advice and homelessness services, managing the social housing waiting list, helping householders to maintain and improve their homes (including adaptations and energy efficiency measures), ensuring good standards in private rented housing and working with partners to enable and deliver more affordable housing to meet local needs.

## Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Deliver alternative temporary accommodation options to minimise use of B & B accommodation(including opportunities on Council owned and housing association owned sites)	Ongoing	Reduced costs of B+B by accommodating within the district. Lease income from tenants in some TA models offsetting temporary accommodation costs	Less households in unsuitable B+B and wider range of cost effective Temporary Accommodation available
Implement Affordable Housing Action Plan in Joint Housing Strategy	See Action Plan in Joint Housing Strategy for timescales	Increased range of affordable housing options for clients	Improved ability to tackle issues.
Maximise affordable	See Action	Sites identified	Affordable

housing/temporary accommodation development opportunities on Council-owned and housing association sites	Plan in Joint Housing Strategy for timescales	and developments underway Reduced costs of B+B by accommodating within the district.	Housing/TA schemes delivered on Council or RP owned sites
Implement Homelessness Action Plan in Joint Housing Strategy and ensure Councils are maximising homelessness prevention and are fully compliant with statutory obligations	See Action Plan in Joint Housing Strategy for timescales	Policies and procedures in place that are fully compliant with requirements of Act	Increased levels of homelessness prevention and limited challenges via Ombudsman or Courts
Adopt and implement revised Housing Allocation Policy (Bucks Home Choice)	31/08/2019	Revised Allocations Policy adopted and implemented.	Revised policy will meet current guidance and legal requirements
Implement Actions in Joint Private Sector Housing Strategy 2017 – 2021 and identify and influence improvements in cross-county working (including DFGs)	See Action Plan in Joint Private Sector Housing Strategy for timescales	Actions implemented and improved cross county working in place	Housing standards issues and enforcement undertaken effectively. Consistent delivery of DFG and related services across Bucks.

## Performance Indicators for 2019/20

Code	Name	Target 2018/19	Target 2019/20
CdHS1 (P)	Number of applicants with/expecting children who have been in B & B accommodation for longer than 6 weeks (snapshot figure at end of month)	0	0
SbHS1 (P)	Number of applicants with/expecting children who have been in B & B accommodation for longer than 6 weeks (snapshot figure at end of month)	18	18
CdHS2 (C)	Number of affordable homes delivered by (i) new build (ii) vacancies generated by local authority scheme (iii) acquisition of existing properties for social housing (cumulative)	33	33
SbHS2 (C)	Number of affordable homes delivered by (i) new build (ii) vacancies generated by local authority scheme (iii) acquisition of existing properties for social housing (cumulative)	22	22
CdHS3(C)	Average Length of stay in B & B temporary accommodation for all households (snapshot at end of quarter)	12	12
SbHS3(C)	Average Length of stay in B & B temporary accommodation for all households (snapshot at end of quarter)	22	22
CdHS4 (C)	Number of private sector dwellings vacant for more than 6 months and returned to occupation following local authority intervention	28	28
SbHS4 (C)	Number of private sector dwellings vacant for more than 6 months and returned to occupation following local authority intervention	15	15
CdHS5 (D)	Preventing homelessness - number of households where homelessness prevented (monthly cumulative)	30	30
SbHS5 (D)	Preventing homelessness - number of	5	5

	households where homelessness prevented (monthly cumulative)		
CdHS7(P)	Number of households living in temporary accommodation (snapshot at the end of the month)	38	38
SbHS7 (P)	Number of households living in temporary accommodation (snapshot at the end of the month)	68	68

## Licensing

The team is responsible for issuing and enforcing a wide range of licences and registrations whilst working with a number of partnership agencies, in order to protect the public.

### Actions for 2019/20

Action	Completion date	Underlying Actions/ Milestones	Outcomes
Harmonise the Street Trading Licensing policies	February 2020	Review policies Consultation Adopt policies	Improved control of street trading and income generation.
Implement the South Bucks Taxi and Private hire Policy	November 2019	Review policies Consultation Adopt policies	Improved control of taxi/Private hires vehicles and drivers.
Review of street collection guidance,	March 2020	Review guidance Consider whether to create policies Consult (if necessary) Adopt new guidance/policies	Improved agreed approach to procedure and management of street collections in the districts
Review of licensing pages both websites	May 2019	Webpages to be reviewed in terms of how 'customer friendly' they are, with the aim of	Information on websites easier to understand, leading to less wasted time and a more efficient

		making it easier for the public to understand guidance	Licensing service
Redesign of Applications to make them more user-friendly and modern	May 2019	Will be carried out by Victoria forms (external provider)	Improved look and feel of applications

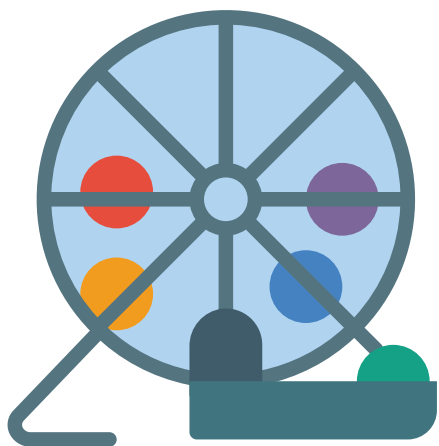
### Performance Indicators for 2019/20

Code	Name	Target 2018/19	Target 2019/20
JtLI1 (C)	Percentages of licences received and issued/renewed within statutory or policy deadlines (cumulative quarterly)	97%	97%

# Healthy Communities Service Risks 2019/20

Risk Code & Title	Mitigation steps
CSB Comm01 Failure to safeguard children and vulnerable adults	<ol style="list-style-type: none"> <li>1. Implement joint policy and procedures</li> <li>2. Training to all staff on key priorities</li> <li>3. Monitor and Review</li> </ol>
CSB Comm02 Risk of incurring legal action	<ol style="list-style-type: none"> <li>1. Robust contract monitoring to ensure compliance with contractual obligations.</li> <li>2. Risk assessments are undertaken for all aspects of services provision to ensure controls are adequate. Actions are taken as required to comply with the above.</li> <li>3. Buildings and system checked annually, informing the capital programme.</li> </ol>
CSB Comm03 Inequalities in communities generate ill-will, lack of cohesion, violent extremism or violent protests	<ol style="list-style-type: none"> <li>1. Chiltern and South Bucks CSP Prevent Action Plan</li> <li>2. Effective engagement with communities</li> <li>3. WRAP training and safeguarding training being undertaken to staff</li> <li>4. Community grants used to promote cohesion</li> <li>5. Monitor community feeling via the Community Safety Team and front line staff</li> <li>6. Engagement with the voluntary and community sector</li> <li>7. Regular liaison with the wider community</li> <li>8. Communication and information with relevant parties</li> <li>9. Community Impact Assessment to be maintained</li> </ol>
CSB Comm04 Failure to deliver a replacement for the Chiltern Pools or Evreham Centre leading to increased costs to the Councils	<p>Communication and information with relevant parties</p> <p>Effective Project management within timescales</p> <p>Agreed strategy to close facility</p>
Comm05 Leisure Contract failure	<p>Increased level of scrutiny through Leisure Advisory Board.</p> <p>Appointment of new CDC leisure contractor for 2020</p>
CSB EH01 Incorrect decisions resulting in legal challenge	<p>Mentor and train staff and monitor case work</p> <p>Manage training through performance appraisal and training plan processes</p> <p>Officers not to give advice and information on areas that they do not have expertise in.</p>

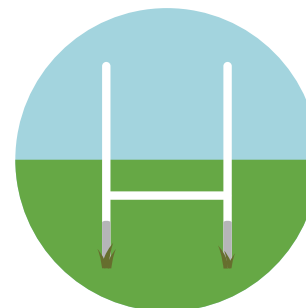
EH02 Reduced levels of compliance as a result of economy of local businesses.	<p>Ensure adequate staffing to cover for when legal cases are being undertaken.</p> <p>Continue to ensure effective regulation with adequate press coverage of successful prosecutions.</p> <p>Offer added value paid for services for food businesses that require assistance.</p>
CSB HS01 Increased use of B+B	<p>Increase the focus on prevention of homelessness.</p> <p>Manage the numbers placed in B+B placements to support move to TA.</p> <p>Provision of Council owned Temporary Accommodation</p> <p>Increase the monitoring frequency and discussion over the controls</p>
CSB HS02 Incorrect decisions resulting in legal challenge	<p>Mentor and train staff and monitor case work</p> <p>Manage training through performance appraisal and training plan processes</p> <p>Officers not to give advice and information on areas that they do not have expertise in.</p>
CSB HS03 Increased cost of temporary accommodation provision	<p>Looking to secure alternative forms of temporary accommodation to decrease costs.</p> <p>Provision of Council owned Temporary Accommodation</p> <p>Focus on continuous development of homelessness tools and options.</p> <p>Increase affordable housing delivery to ensure faster moving-on.</p>
CSB LI01 Delays in issuing licences	<p>Monitor performance and manage process flow.</p>
CSB LI02 Incorrect decisions resulting in legal challenge	<p>Mentor and train staff and monitor case work</p> <p>Manage training through performance appraisal and training plan processes</p> <p>Officers not to give advice and information on areas that they do not have expertise in.</p>



Community Lottery established and currently supporting 50 local organisations



Beacon theatre refurbished including new seating, flooring and redecoration



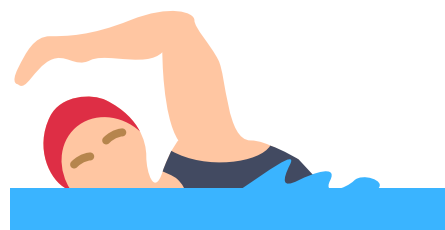
Completion of the local Open space and Playing Pitch Strategies to support local sports clubs and community groups



Delivered a successful Community Awards event to recognise and celebrate local volunteers



Directly supported over 60 community groups through grant funding resulting in improved local services, strong community resilience and attracting external funding into the district



Chiltern Lifestyle Project on schedule and within budget

Successful delivery of the community engagement plan that has attracted over 5,000 throughput in hard to reach and socially disadvantaged localities







Ran the Community cards with Year 6 students collecting stickers, focusing on a number of community safety activities

**589** students took part in 2018



Supported modern slavery operations using a multi-agency approach



Continual participation of Hotel Watch - testing of purchasing has taken place to reduce opportunities for child sexual exploitation



Monthly Community Safety newsletters produced to share positive stories and crime reduction advice – shared widely



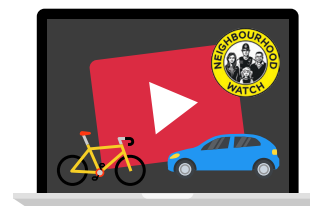
Virtual Community forums established to enable residents to ask Police and District questions and share concerns without having to attend a meeting



Enhanced the Safe Place scheme



Organised regular scam awareness events with NatWest and Trading Standards delivering to key audiences



Crime reduction videos (theft of motor vehicles, bike marking, burglary and neighbourhood watch) all produced and available on social media and YouTube



Worked in partnership to establish Street Associations in Chesham and Burnham



Undertook an extensive study, resulting in the determination of an Air Quality Management Area in South Bucks



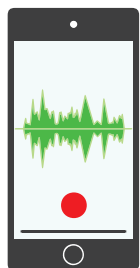
Introduced new digital technology for use during food inspections, saving time and enhancing inspection reports for the customer



The Health and Safety team ran a project working in conjunction with the HSE to advise and enforce on controlling ill health from animal contact at visitor attractions and open farms

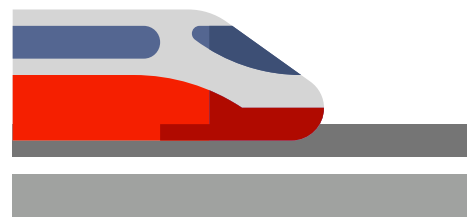


Closed seven food businesses, prohibited two food processes and took three food businesses to court, resulting in fines and costs totalling almost £30,000

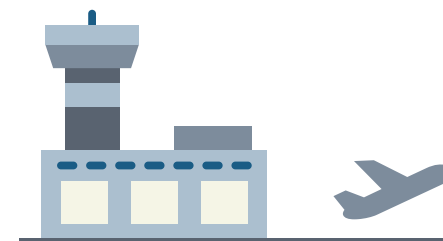


Introduced the Noise App to allow residents to remotely record noise nuisances from their mobile phones.

Completed 100% of environmental permitted industry inspections for Chiltern, South Bucks and Wycombe Districts



Worked with HS2 joint venture companies to manage and minimise impacts from construction and future operation of a new railway



Advised planning policy on the possible strategic environmental impacts from the construction and operation of an expanded Heathrow airport



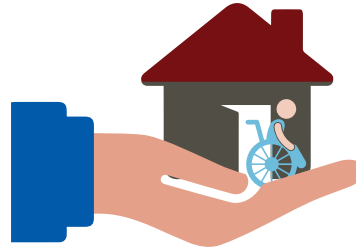
Took part in the national counter terrorism exercise



# Achievements - Housing



Successful implementation of new legislation on Homelessness Reduction Act 2017 and extension of HMO Licensing



Delivered 126 Disabled Facilities Grants in CDC and SBDC during 2017/18



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Successful implementation of new temporary accommodation initiatives to reduce reliance on B&B including: Private Sector Leasing Scheme, targeted property acquisitions; a development of modular housing scheme on former SBDC site Bath Road depot



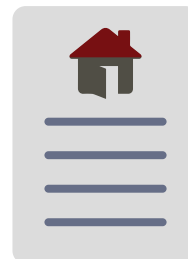
Delivered 99 additional affordable dwellings across CDC and SBDC in 2017/18 through new build, acquisitions and equity loans (with further 185 scheduled for delivery in 2018/19)



Plans progressed for re-development Gerrards Cross Police Station site (following site acquisition by SBDC) and planning permission secured.



Joint Housing Strategy to Members finalised and adopted



Private Housing Strategy and Financial Assistance Plan for both Councils reviewed and updated in light of new civil penalties and enforcement powers.



Supported Community Safety and Thames Valley Police to carry out test purchasing as part of Hotel Watch



Implemented new Animal Activity Licences to maintain and improve animal welfare in licensed establishments across the districts



Carried out regular taxi licensing compliance operations to ensure vehicles remain safe



100% of taxi applications received via online forms



Provided safeguarding and child sexual exploitation prevention training to all licensed taxi drivers

# Legal & Democratic Services

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Supporting, Guiding, Advising

Head of Service: Joanna Swift

The **Legal & Democratic Services** team supports members and democratic processes including Council decision-making and electoral processes, provides support to the Thames Valley Police and Crime Panel, provides legal advice on Council functions and proceedings and maintain the local land charges register and property search service.

**Legal:** provide legal advice to members and officers, prepare legal documents and deal with Council legal proceedings.

**Democratic Services:** support members and the Council's decision-making processes.

**Thames Valley Police and Crime Panel:** support the Chairman and members of the Panel and the Panel's decision-making processes.

**Electoral Services:** ensure that the register of electors up to date and manage elections and referenda.

**Local Land Charge Services:** Keep the register of local land charges up to date and answer property search requests from solicitors and agents.

## Actions for 2019/20

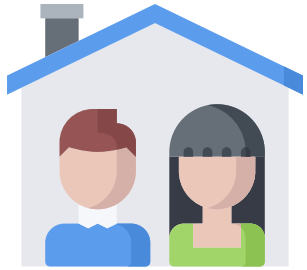
Action	Completion date	Underlying Actions/ Milestones	Outcomes
Support to the Legal and Governance work stream	Ongoing until 01/04/2020	To ensure the necessary legal and governance issues are addressed during transition to the new unitary District Council so it is "safe and legal" on 1 April 2020.	An efficient transition to the provision of statutory functions, including elections and member services by the new Buckinghamshire Council.
Implement report management in Modern.gov for cabinet and all committees	01/10/2019	PID sets out programme for testing and phasing	More efficient preparation of reports
To prepare for and deliver any elections or referenda during the year and prepare for the Police and Crime Commissioner and local elections in 2020.	As needed	As per election	To deliver an efficient and legal referenda/elections

## Performance Indicators for 2019/20

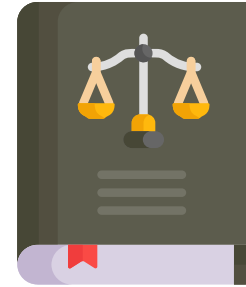
Code	Name	Target 2018/19	Target 2019/20
JtLD1 (C)	Client satisfaction with the shared legal service. Percentage satisfied or very satisfied.	98%	98%
CdLd1 (C)	Percentage of canvass forms returned	94%	94%
SbLd1 (C)	Percentage of canvass forms returned	94%	94%
CdLD2 (C)	Percentage of standard searches carried out within 5 working days by period quarterly	100%	100%
SbLD2 (C)	Percentage of standard searches carried out within 5 working days by period quarterly	100%	100%
CdLD3 (C)	Percentage of standard searches carried out within 10 working days by period quarterly	100%	100%
CdLD5(a) (D)	Percentage of requests for advice on draft enforcement notices completed within 3 weeks of receiving full instructions	100%	100%
SbLD5(a) (D)	Percentage of requests for advice on draft enforcement notices completed within 3 weeks of receiving full instructions	100%	100%

## Risks for 2019/20

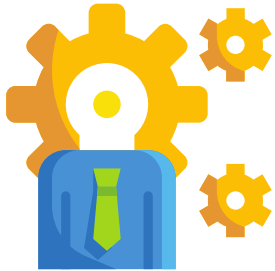
Risk	Internal Controls/Mitigation
CSB L&DS01 Failure to provide accurate, up to date legal advice on time.	<ol style="list-style-type: none"> <li>1. Regular training undertaken by legal staff to ensure knowledge base is current - relevant training identified at annual appraisal and training plan set up within budget.</li> <li>2. Professional staff to meet CPD requirements.</li> <li>3. Staff share knowledge gained with other legal staff and relevant client depts.</li> <li>4. Head of Legal maintains training record and budget monitoring.</li> <li>5. Maintain Professional Indemnity Insurance.</li> <li>6. Ensure draft reports are submitted to legal before finalised. All matters open to question should be referred to the Monitoring Officer.</li> <li>7. Relevant training recognised through Annual Appraisals and Annual Training Plan set for legal services.</li> <li>8. Comply with Corporate H&amp;S stress policy if work overload issues.</li> <li>9. Section head allocates work of section, and monitors and reviews workloads - particularly at annual appraisal.</li> <li>10. Team meetings held 6 weekly - opportunity to raise staff issues. Updates on workloads reported to DMT.</li> </ol>
CSB L&DS02 Loss of staff in land charges causing backlogs resulting in complaints, reputational damage and loss of business	Limited opportunity to cover within section if staff are absent. Additionally, one member of staff at CDC is of retirement age so need to think about planning for replacement.
CSB L&DS03 Failure to comply with the Constitution, Rules of Procedure, Codes and Protocols & statutory requirements for Council, Cabinet and Committee meetings.	<p>Documents handled by more than one person</p> <p>Letters checked &amp; signed by responsible officer</p> <p>Use of standard letter / report &amp; Minute formats to ensure accuracy &amp; consistency</p> <p>Forward plan in place with regular reminders sent out to ensure compliance with publication deadlines</p>



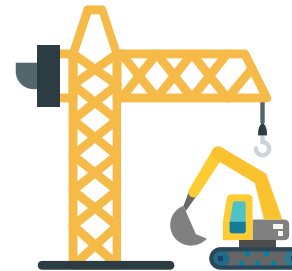
Successfully completed the digitised canvass of electors for both Councils



Provided legal advice and advocacy in successful prosecutions against food businesses for failure to comply with food hygiene regulations



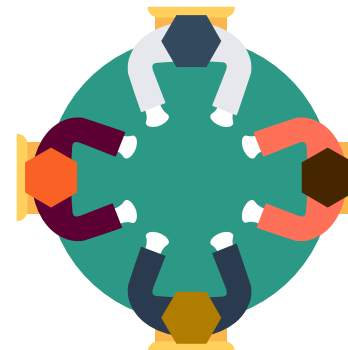
Completed the roll-out of Mod.gov report management module



Supported major development and procurement projects for both Councils



Implemented an electronic local land charges system for South Bucks



Completed a community governance review for three parish councils in South Bucks



# Strategic Risks 2019/20

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# Strategic Risks for 2019/20

Risk	Internal Controls/Mitigation
CSB RM01 Staff awareness of risk management declines leading to higher risk levels	Risk section included in all contracts and procurement processes. Policies reviewed and staff updated. Key operational risks reviewed monthly by senior managers.
CSB RM02 Lack of member engagement on RM	Internal audit reports to Audit Committees on risk management. Risks identified as appropriate in reports to members.
CSB RM03 Reliance on key staff to oversee RM in authority	RM Guidance and policies reviewed. Establish contingency arrangements with internal audit.
CSB SR01 Joint Working	Governance in place – Joint Committee, Joint Staffing Committee, Joint Overview & Scrutiny Committee Programme documentation and programme management resources Member involvement in joint working in line with member expectations Communication plan for members, staff, external partners
	Senior members and managers show commitment to change. Case for changes clearly made and communicated. Build on success, in order to establish confidence to change. Prioritise programme of change, and ensure it is adequately resourced. Develop change management approach, and organisational development plan.
CSB SR02 Transformation and Management of Change	Review of MTFs. Clear service priorities. Analysis of Government spending plans, bought in where necessary. Savings programmes agreed and monitored. Annual review of cost base Strategies for use of reserves.
CSB SR03 Financial Stability	Organisational development and workforce planning. Monitoring of key personnel statistics. Good staff communications processes. Staff assistance programme in place.
CSB SR04 Workforce Issues	Training and development strategies in place, resourced and

CSB SR05a Waste & Environmental Services - SERCO	monitored. Appropriate management policies, procedures and approach in place.
	Governance in place for joint contract. Have adequate in-house knowledge of cost share model. Co-ordinated approach by both Councils on JWC and with BCC Effective contract monitoring and good relationships with contractors Good communications with residents
CSB SR05b Waste & Environmental Services - BIFFA	Governance in place for joint contract. Have adequate in-house knowledge of cost share model. Co-ordinated approach by both Councils on JWC and with BCC Effective contract monitoring and good relationships with contractors Good communications with residents
CSB SR05c Joint Waste Procurement	Procurement Team established to run the joint procurement. Procurement method chosen External support identified Member agreement to procurement objectives
CSB SR06 Joint/Partnership working	Co-ordinate and streamline representation on partnership groups. Monitor impact of changes arising from partner cut backs. Identify key partnerships to support.
	Clear senior management arrangements for responsibility on business continuity. Business continuity plans in place. ICT DR plans in place. Maximise reciprocal support arrangements across two Councils.
CSB SR07 Business Continuity	Policies and procedures in place, overseen by joint IG group, and made common where practical. Communication and training for staff on policies and procedures. Officer mechanisms to enable corporate approach to be taken to information management. Information management incorporated in any service review process. Corporate action plan for GDPR implementation.
CSB SR08 Information Management & Security	Government decision for Unitary authority in Bucks. Co-ordinated working across the work streams established to implement Unitary authority. Maintain good staff communications. Identify risks in transition period to service
CSB SR09 New Legislative Changes - Bucks Unitary	

CSB SR10 Affordable Housing	delivery
	Housing strategies in place and regularly reviewed. Good relationships between housing and planning services. Resources identified to support housing schemes. Partnerships with RSLs. Efforts made to secure sites/properties for temp/affordable housing.
CSB SR11 Major Infrastructure Projects Impacts.	Impact assessments made formally or informally on major projects. Clear Council position on a particular proposal. Lobbying mechanisms identified Member communications strategy in place Communication strategies with residents on any major proposals Resources identified to fund actions or responses
	Corporate analysis of Census and related data Incorporate Census data into service planning Communicate key messages to members Take into account in service design/delivery
CSB SR12 Demographic Changes	

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<b>REPORT SUBJECT</b>	Refreshed Joint Business Plan 2019 - 2020
<b>RELEVANT MEMBER</b>	Councillor Nick Naylor, Leader of the Council
<b>RESPONSIBLE OFFICER</b>	Bob Smith, Chief Executive
<b>REPORT AUTHOR</b>	Ani Sultan (01494 586 800)
<b>WARD/S AFFECTED</b>	Report applies to whole district

## 1. Purpose of Report

To seek approval for the refreshed Joint Business Plan 2019 – 2020

### RECOMMENDATION

Cabinet is asked to approve the refreshed Joint Business Plan

## 2. Executive Summary

This report seeks approval for the following document attached as Appendix A: Refreshed Joint Business Plan 2019 -2020

## 3. Reasons for Recommendations

The Joint Business Plan is reviewed every year to reflect the changing needs of the locality and the communities that live and work within Chiltern and South Bucks, as well as the service planning process.

## 4. Content of Report

4.2 The proposed refreshed Joint Business Plan 2019-2020 is attached as Appendix 1.

4.3 This year, further to the overhaul last year, the Business Plan continues to take the same format, with the majority of changes being made to pages 7 and 8 of the document, where the purposes of the districts have been updated.

## 5. Consultation

The refreshed Joint Business Plan has been circulated to Leaders and their respective Cabinets for comment.

## 6. Options

Failure to refresh the plan annually will soon render it out of date and out of touch with residents' priorities.

## 7. Corporate Implications

7.1 Financial – The Joint Business Plan complements the budgeting process and has close links to the medium-term financial strategy. It affects the budget planning process by setting the priorities for the future.

7.2 Legal – No legal implications have been identified.

7.3 Risks issues – Business planning helps to alleviate risk through ensuring each service unit is aware of how their work fits into the work of the Councils and is closely linked to the needs of the community.

7.4 Equalities – An integrated impact assessment, including equalities, was conducted on the Joint Business Plan and showed no adverse impacts.

7.5 Others – None.

## 8. Links to Council Policy Objectives

The Joint Business Plan sets the aims and priorities of the Councils for the next year.

## 9. Next Step

The Joint Business Plan will be uploaded onto the Council websites. It will be updated again next spring to reflect the new service plans for 2019/20 and their actions, which support the Councils' aims and objectives.

<b>Background Papers:</b>	Not applicable.
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# Business Plan 2019 - 2020



CHILTERN  
District Council



SOUTH BUCKS  
District Council

Stronger in partnership

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Appendix A

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## Foreword

Welcome to Chiltern and South Bucks' Joint Business Plan for the coming year.

The purposes of the Councils are set out in more detail within the following pages. We review these annually, updating priorities as needed. This is based on feedback, customer and community need, Government guidance and targets, and our commitment to provide best value services for our residents.

We hope you find the following pages informative and interesting.

Please feel free to contact one of us if you have any feedback.



**Bob Smith**  
Chief Executive of  
Chiltern and South  
Bucks District Councils



**Cllr Isobel Darby**  
Leader of Chiltern  
District Council



**Cllr Nick Naylor**  
Leader of South Bucks  
District Council

## Looking forward & our priorities

We have three main areas of focus in terms of aims, objectives and priorities for the coming years. The aim is to position both Chiltern and South Bucks as districts that deliver great value, customer-focused, sustainable services to its residents, whilst enhancing both districts as desirable places to live, work and visit.

We will:

1. Provide best value for money services by listening to our customers to ensure the provision of excellent services across all areas of the Councils;
2. Work towards safer, healthier and more cohesive communities by improving community safety and promoting and supporting local communities;
3. Strive to conserve the environment, whilst also promoting sustainable economic growth.



## What is the Business Plan?

The Business Plan is a key element within our strategic decision-making process.

Our aims, objectives and priorities are outlined, providing a focus for service delivery and performance.

## The Medium-Term Financial Strategy

This is our key financial policy, which considers financial implications and provides a framework to ensure we manage our money in the most cost-effective way. The strategy feeds into the annual budget-setting process.

Since embarking on a project of shared services in 2012, the Councils have made joint savings of £7.6million. However, we will continue to face budgetary challenges, and as funding from central Government reduces, we will identify further efficiencies whilst maintaining core services. This has been

considered in the planning and management of the Medium-Term Financial Strategy.

## The Joint Local Plan

The emerging Chiltern and South Bucks Joint Local Plan will outline policies for determining planning applications, site allocations, or proposed new developments, as well as other land designations (including Green Belt areas). This joint local plan will replace an assortment of current documents and will span 2020-2036.

## Service Plans

Our service plans set out how individual teams will be delivering their objectives.

Service plans stem directly from the Business Plan's aims, objectives and priorities, describing the key objectives and activities for each area, as well as highlighting performance indicators and risks that will be used to assess progress.

## Challenges facing the Councils

- Acute shortage of affordable housing and temporary accommodation
- Putting in place an up to date Local Plan to the Local Development Scheme timetable and to maintain this, with reviews every 5 years
- Uncertainty around the future funding model for Local Government
- Assisting businesses to support the local economy and the economies of the Thames Valley and Oxford to Cambridge Arc to help create new local job opportunities and increase prosperity
- Managing the transition and implementation of the new Unitary District Council with the best intentions for residents.



# Chiltern District - our purpose: to enhance Chiltern District as a desirable place to live, work, visit and enjoy



## We will deliver cost-effective, customer-focused services

### 1. Provide great value services

- Optimise the effectiveness of our assets and resources
- Better use of ICT to drive through savings

### 2. Listen to our customers

- Consult and respond to you on key issues
- Communicate widely and embrace social media
- Implement the Customer Services Programme to fit the best needs of residents

### 3. Provide excellent services

- Agree a vision for outstanding service delivery
- Managing the transition and implementation of the new Unitary District Council with the best intentions for residents.
- To ensure all decisions are taken with regard to legal requirements and counsel



## We will work towards safer and healthier local communities

### 1. Improve community safety

- Work with partners to:
  - safeguard children and vulnerable adults
  - reduce crime and anti-social behaviour

### 2. Promote healthier communities

- Address the needs of the elderly and vulnerable
- Plan our leisure provision for the future, including the re-development of the Chiltern Pools site

### 3. Provide excellent services

- Support the voluntary sector
- Engage with Parish and Town Councils and local neighbourhoods
- Continue partnership working to improve air quality and target pollution hotspots
- Work to support the local community and businesses through broadband roll-out
- Provide increased off street car parking to help meet future needs



## We will strive to conserve the environment whilst also promoting sustainable economic growth

### 1. Conserve the environment

- Conserve the Green Belt through the planning process, whilst balancing the need for housing
- Safeguard our heritage for future generations whilst balancing the need for housing
- Minimise the impact caused by major infrastructure projects
- Conserve our valuable heritage including the AONB and Conservation Areas

### 2. Promote sustainability

- Support residents to reduce waste and increase recycling
- Promote a healthy, sustainable and safe environment
- Continue the Joint Local Plan process to help meet local development and affordable housing needs

### 3. Economic Development

- Assisting businesses to support the local economy to help create new local job opportunities and increase prosperity



## South Bucks District - our purpose: to enhance South Bucks District as a desirable place to live, work, visit and enjoy



### **We will deliver cost-effective, customer-focused services**

#### **1. Provide great value services**

- Optimise the effectiveness of our assets and resources
- Better use of ICT to drive through savings

#### **2. Listen to our customers**

- Consult and respond to you on key issues
- Communicate widely and embrace social media
- Implement the Customer Services Programme to fit the best needs of residents

#### **3. Provide excellent services**

- Continue delivering outstanding services
- Attract, retain and develop dedicated staff
- Managing the transition and implementation of the new Unitary District Council with the best intentions for residents.
- To ensure all decisions are taken with regard to legal requirements and counsel



### **We will work towards safer and healthier local communities**

#### **1. Improve community safety**

- Work with partners to:
  - safeguard children and vulnerable adults
  - reduce crime and anti-social behaviour

#### **2. Promote healthier communities**

- Address the needs of the elderly and vulnerable
- Work with communities affected by closure of services to redeliver in alternative ways
- Continue partnership working to improve air quality and target pollution hotspots
- Work with partners to prevent and relieve homelessness
- Bring forward local schemes

#### **3. Provide excellent services**

- Support the voluntary sector
- Engage with Parish and Town Councils and local neighbourhoods
- Work with local MP, voluntary & community groups to inform the South Bucks Community & Wellbeing Plan
- Provide increased off-street parking to meet future needs



### **We will strive to conserve the environment whilst also promoting sustainable economic growth**

#### **1. Conserve the environment**

- Conserve the Green Belt through the planning process
- Safeguard our heritage for future generations whilst balancing the need for housing
- Minimise the impact caused by major infrastructure projects
- Develop a master plan for the Ivers to address current issues with excessive HGV movements and other environmental issues including working with partners to secure provision of a relief road

#### **2. Promote sustainability**

- Support residents to reduce waste and increase recycling
- Continue the Joint Local Plan process to help meet local development and affordable housing needs
- Promote energy efficiency in the Council's operations
- Support the roll-out of superfast broadband to enable more working from home

# Your District - Chiltern

Chiltern has a population of

**95,103**



**49,012** 51.5%

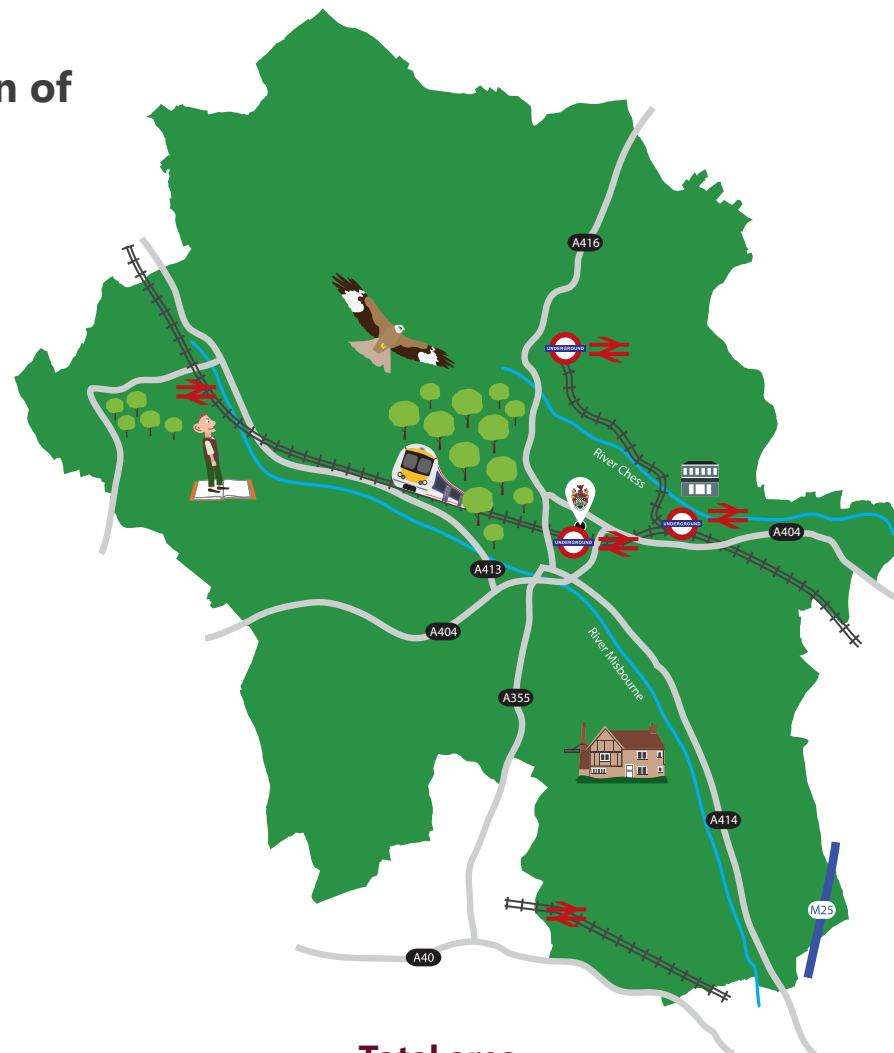


**46,091** 48.5%



**3**

neighbourhood  
areas made



Total area  
**196km<sup>2</sup>**



**17**

Car Parks



**5**

Railway Stations



**2,630**

Businesses

Almost

**1 million**



Visits to leisure centres in 2017/18



**72%**

Area of Outstanding  
Natural Beauty (AONB)

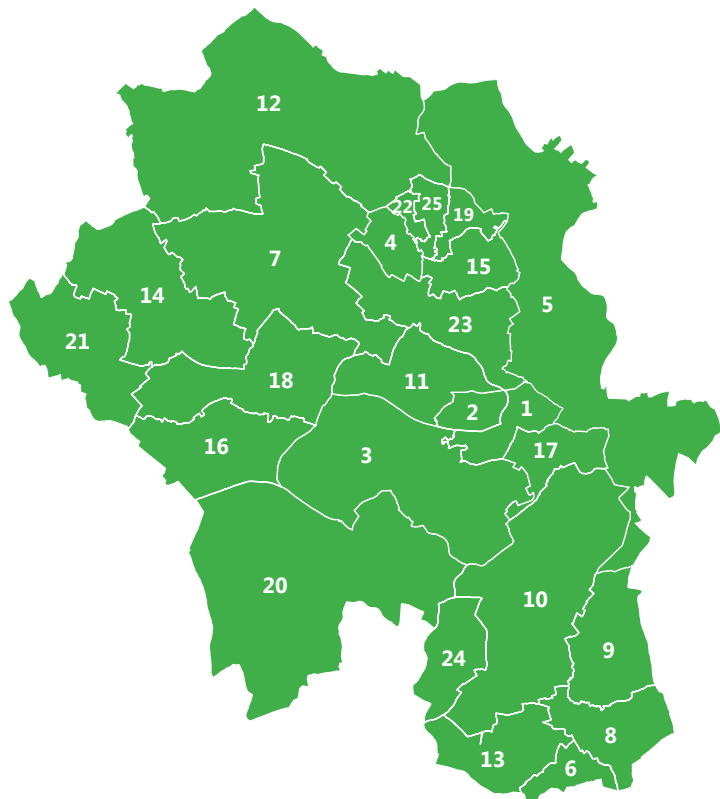
**80%**

of the district is Green Belt



**19**

Conservation Areas



1	Amersham Common	14	Great Missenden
2	Amersham-on-the-Hill	15	Hilltop and Townsend
3	Amersham Town	16	Holmer Green
4	Asheridge Vale & Lowndes	17	Little Chalfont
5	Ashley Green, Latimer & Chenies	18	Little Missenden
6	Austenwood	19	Newtown
7	Ballinger, South Heath & Chartridge	20	Penn and Coleshill
8	Central (Chalfont St Peter)	21	Prestwood & Heath End
9	Chalfont Common	22	Ridgeway
10	Chalfont St Giles	23	St Mary's & Waterside
11	Chesham Bois & Weedon Hill	24	Seer Green
12	Cholesbury, The Lee & Bellingdon	25	Vale
13	Gold Hill		

there are

**40**

elected Councillors  
representing 25 wards

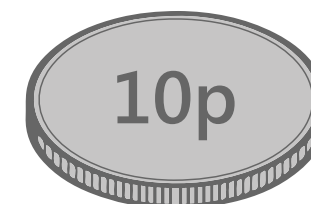


each year we empty

**5,000,000**

waste & recycling bins

for every £1 you paid in  
**Council tax in 2018/19**  
**Chiltern District Council**  
received 10p



in 2018/19 we held 101  
council meetings to make  
decisions regarding your  
district



# Your District - South Bucks

South Bucks has a population of

**69,636**



**36,013** 51.7%

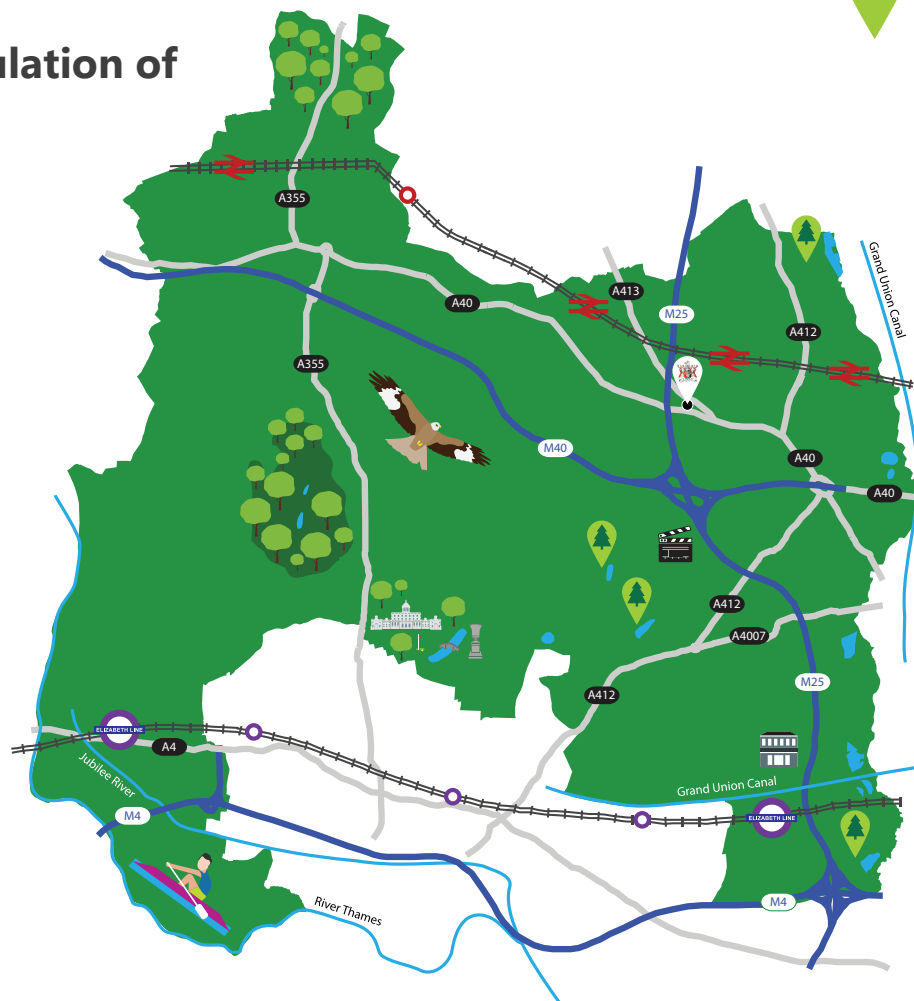


**33,623** 48.3%



**5**

neighbourhood  
areas made



Total area  
**141km<sup>2</sup>**



**4**

Country Parks



**10**

Car Parks



**6**

Railway Stations



**2,000**

Businesses



**20**

Conservation Areas

Almost

**200,000**

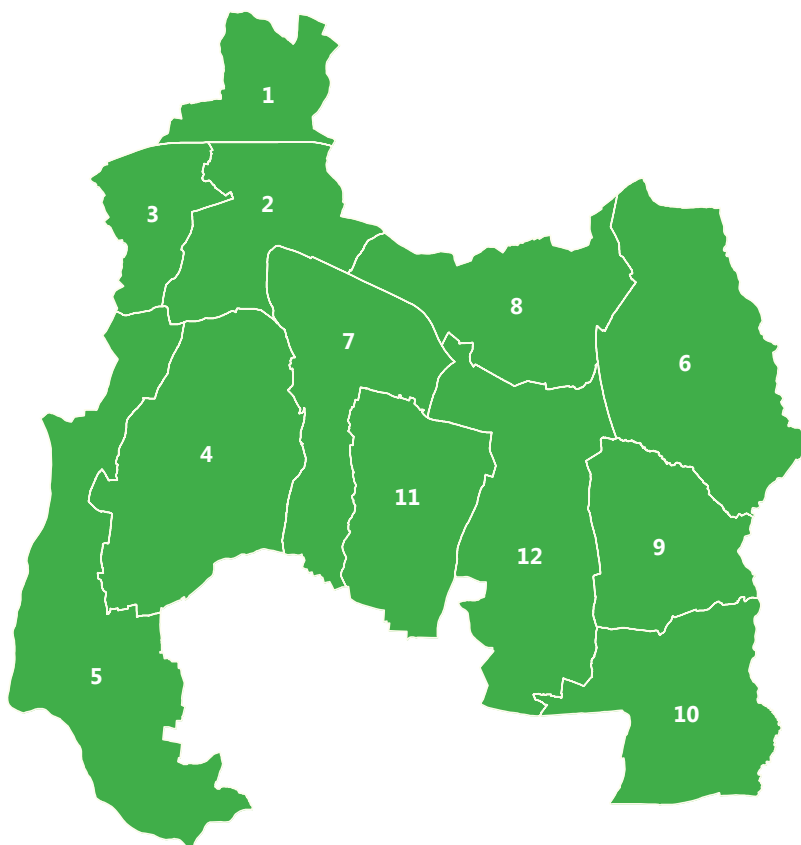
Visits to leisure centres in 2017/2018



**3%**

Area of Outstanding  
Natural Beauty (AONB)

**87%** of the district is Green Belt



1	Beaconsfield North
2	Beaconsfield South
3	Beaconsfield West
4	Burnham Church & Beeches
5	Burnham Lent Rise & Taplow
6	Denham

7	Farnham & Hedgerley
8	Gerrards Cross
9	Iver Heath
10	Iver Village & Richings Park
11	Stoke Poges
12	Wexham & Fulmer

there are

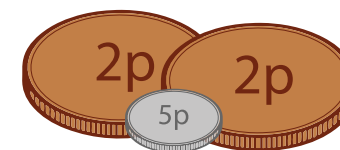
**28**

elected Councillors  
representing 12 wards



each year  
we empty almost  
**4,000,000**  
waste & recycling bins

for every £1 you paid in  
Council tax in 2018/19  
South Bucks District  
Council received 9p



in 2018/19 we held 98  
council meetings to make  
decisions regarding your  
district

## Your cabinets

Following local elections every four years, the Leader and Cabinet are formed by the majority party.

The Leader then appoints the other members of their Cabinet. Decisions are either taken by the Cabinet as a whole, or delegated to individual Members. These decisions can also be scrutinised by other councillors sitting on the Scrutiny Committees.

## Chiltern District Council Cabinet



**Councillor  
Isobel Darby**

Leader of the Cabinet



**Councillor  
Michael Stannard**

Deputy Leader of the Cabinet and  
Cabinet Member for Support Services



**Councillor  
Peter Martin**

Cabinet Member for Planning  
and Economic Development



**Councillor  
Michael Smith**

Cabinet Member for Environment



**Councillor  
Liz Walsh**

Cabinet Member for  
Healthy Communities



**Councillor  
Fred Wilson**

Cabinet Member for  
Customer Services

## South Bucks District Council Cabinet



**Councillor  
Nick Naylor**

Leader of the Cabinet



**Councillor  
John Read**

Deputy Leader of the Cabinet and Cabinet  
Member for Planning and Economic Development



**Councillor  
Barbara Gibbs**

Cabinet Member for Resources



**Councillor  
Patrick Hogan**

Cabinet Member for  
Healthy Communities



**Councillor  
Duncan Smith**

Cabinet Member for Customer  
Services and Business Support



**Councillor  
Luisa Sullivan**

Cabinet Member  
for Environment

**Amersham Common**



Caroline Jones

**Amersham-on-the-Hill**



Liz Walsh

**Amersham Town**



Jules Cook



Mark Flys

**Asheridge Vale & Lowndes**



Alan Bacon



Jane MacBean

**Ashley Green,  
Latimer &  
Chenies**



Andrew Garth

**Austenwood**



John Wertheim

**Ballinger,  
South Heath  
& Chartridge**



Peter Jones

**Central  
(Chalfont St Peter)**



Jonathan Rush



Murray Harrold

**Chalfont Common**



Isobel Darby



Linda Smith BEM

**Chalfont St Giles**



Des Bray



Carl Jackson



Caroline Rouse

**Chesham Bois  
& Weedon Hill**



Mimi Harker OBE



Graham Harris

**Cholesbury,  
The Lee &  
Bellington**



Nick Rose

**Gold Hill**



Chris Ford

**Great  
Missenden**



Vanessa Martin

**Hilltop & Townsend**



Emily Culverhouse



Fred Wilson

**Holmer Green**



Michael Smith



Mark Titterington

**Little Chalfont**



Don Phillips



Peter Martin

**Little  
Missenden**



Diana Varley

**Newtown**



Mark Shaw

**Penn & Coleshill**



Julie Burton



Jonathan Waters

**Prestwood & Heath End**



John Gladwin



Robert Jones



Heather Wallace

**Ridgeway**



Nick Southworth

**Seer Green**



Siddharth Patel

**St Mary's & Waterside**



Peter Hudson



Mike Stannard

**Vale**



Nick Varley



## Beaconsfield North



Damian Saunders

## Beaconsfield South



Jacquetta  
Lowen-Cooper



John Read

## Beaconsfield West



Philip Bastiman



Patrick Hogan

## Burnham Church & Beeches



Lin Hazell



Paul Kelly



Nick Naylor

## Burnham Lent Rise & Taplow



Matthew  
Bezzant



David Pepler



George Sandy

## Denham



Barry Harding



Guy Hollis



Roger Reed

## Farnham and Hedgerley



David Anthony



Dev Dhillon



Marlene Lewis

## Gerrards Cross



Santokh  
Chhokar



Barbara Gibbs



Duncan Smith

## Iver Heath



Ray Sangster



Luisa Sullivan

## Iver Village & Richings Park



Paul Griffin



Jilly Jordan



Dr Wendy  
Matthews

## Stoke Poges



Ralph Bagge



Trevor Egleton

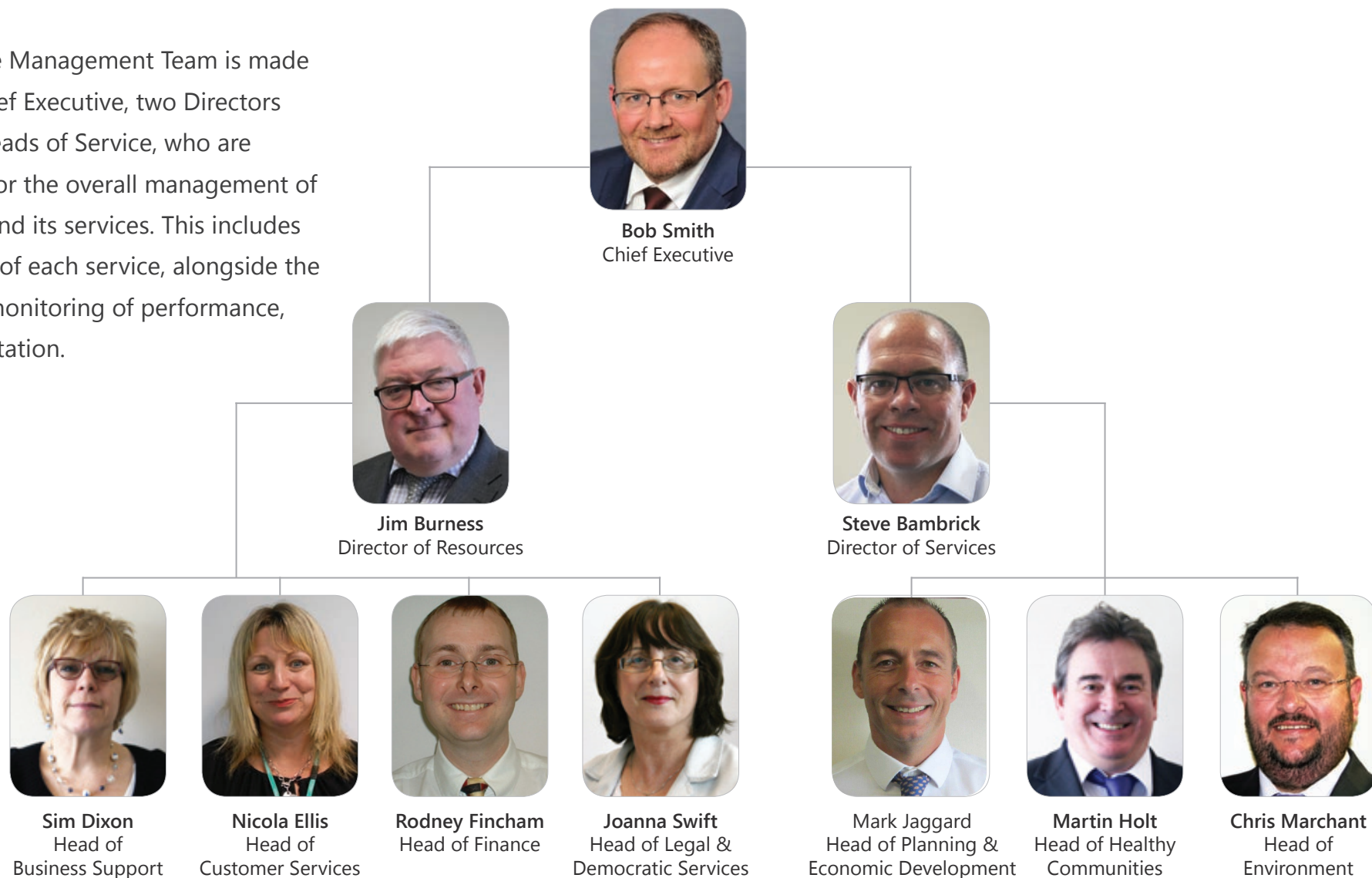
## Wexham & Fulmer



Malcolm Bradford

## Executive Management Team

The Executive Management Team is made up of the Chief Executive, two Directors and seven Heads of Service, who are responsible for the overall management of the Council and its services. This includes the direction of each service, alongside the setting and monitoring of performance, risk and reputation.



# How we work

## Values and Behaviours

In order to achieve our vision, our staff embrace the set values and behaviours, known as the five C's.

- Courteous
- Committed
- Collaborative
- Challenging
- Customer Focused

These embody the culture of our organisations, and have been created through collaborative working across the Councils.





# Partnership Working

Both councils work in partnership with organisations from the public, private voluntary and community sectors. These include:

## Neighbouring authorities

- Aylesbury Vale District Council
- Buckinghamshire County Council
- Wycombe District Council
- Town & Parish Councils

## Emergency services

- Buckinghamshire Healthcare NHS Trust
- Buckinghamshire and Milton Keynes Fire Authority
- Thames Valley Police

## Private sector companies / contractors

- Biffa
- Greenwich Leisure Limited
- Northgate Public Services
- Serco

## Charitable / not-for-profit, voluntary & community organisations

- Citizens Advice Bureau
- Community Impact Bucks
- Connection Support
- English Heritage
- Local Authority Building Control
- Padstones

## Housing associations

- London & Quadrant
- Paradigm

## Public bodies

- Natural England
- Food Standards Agency
- Environment Agency
- Public Health England



<b>REPORT SUBJECT</b>	<i>Performance Indicator Review 2019/20</i>
<b>RELEVANT MEMBER</b>	<i>Councillor Nick Naylor, Leader of the Council</i>
<b>RESPONSIBLE OFFICER</b>	<i>Bob Smith, Chief Executive</i>
<b>REPORT AUTHOR</b>	<i>Ani Sultan (01494 586 800)</i>
<b>WARD/S AFFECTED</b>	<i>Report applies to whole district</i>

### 1. Purpose of Report

To provide an update on the outcomes of the Performance Indicator (PI) review for 2019/20 and to seek approval for the proposed changes to reporting.

### RECOMMENDATION

Cabinet is asked to approve the changes to the Performance Indicators for each service.

### 2. Executive Summary

Overview of performance indicators (PIs) for 2019/20:

Service	Total PIs	Priority PIs	Corporate PIs
Leaders	3	3	0
Resources	4	4	0
Healthy communities	9	2	8
Planning and Economic Development	14	3	11
Environment	4	1	3
Customer and Business support	9	0	9
<b>Total PIs</b>	<b>43</b>	<b>13</b>	<b>30</b>

### 3. Reasons for Recommendations

- 3.1 Reviewing Performance Indicators allows each service to adjust targets, add in more relevant indicators and remove those indicators that do not provide valuable information.
- 3.2 To reflect joint services, indicators are to be jointly reported where practical. Where this is not possible care has been taken to align indicators so that the data sets gathered within each Council are similar.
- 3.3 Performance Indicators are part of the Service Planning process, and serve as an important part of the Council's performance management framework as detailed in the Joint Business Plan and link to the Councils' policy objectives.



3.4 The following appendices are attached to this report.

- **Appendix A:** SBDC Priority PIs 2019/20
  - Provides proposals for reporting priority indicators during 2019/20
- **Appendix B:** SBDC Corporate Indicators 2019/20
  - Provides proposals for reporting Corporate PIs during 2019/20

#### 4. Key points to note

- 4.1 Finance is an exception to this process as full reporting is included in the monthly budget packs for each Council, so no further PIs are deemed necessary.
- 4.2 Service areas will measure and monitor any remaining PIs which are useful for day to day management of the service, reporting through to PAGs/Committees where appropriate. These are departmental PIs, which are not included in the appendices. If any of these PIs indicate potential problems, these will be highlighted to Management Team and where the impact is medium to high, to the portfolio holder.
- 4.3 If approved, for 2018/19 there will be 13 priority PIs and 30 additional corporate PIs a total of 43.
- 4.4 Changes to PIs:
  - **Leaders:** No changes to this portfolio.
  - **Resources:** SbRB1 - Speed of processing - new HB/CTB claims (cumulative) -has been increased from 18 days to 20 days to allow for the fact that problems Universal Credit is causing means there are now very few claims that can be processed immediately.
  - **Healthy Communities:** SbEH1, percentage of food hygiene inspections of category A – D food businesses achieved against the inspections due by quarter (cumulative), has been increased from 91% to a cumulative annual target of 96% as the resources are now available to deal with this indicator. New indicator added for Environmental Health: Percentage of food premises improving their Food Hygiene Rating from 0-2 rating to achieve rating of 3 and above, with an annual target of 50%.
  - **Planning and Economic Development:** No changes within this portfolio.
  - **Environment:** No changes to this portfolio.

#### 5. Consultation

*Not Applicable*

#### 6. Options

*Not applicable*

#### 7. Corporate Implications

7.1 **Financial** - Performance Management assists in identifying value for money.

7.2 **Legal** – None specific to this report.

7.3 **Crime and Disorder, Environmental Issues, ICT, Partnership, Procurement, Social Inclusion, Sustainability** – reports on aspects of performance in these areas.

**Resources** – The monitoring of progress against performance targets is a useful tool to help monitor the progress the Council is making to improve council aims, improve service delivery, and deliver value for money services for residents.

**Financial** – Performance Management assists in identifying value for money.

**Legal** – None identified.

**Risks issues** – None identified

## 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

Cabinet are asked to note Appendixes A and B and approve the proposed changes to the priority and corporate performance indicators.

Background Papers:	
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## Appendix A - Priority PIs 2019-20 - SBDC

Code	Title	Target 2018/19	Q3 2018/19 Figure	Target 2019/20	Comments
<b>Leader's portfolio</b>					
JtHR1	Working days lost due to sickness absence	10	7.1	10	No change
JtHR12	Working days lost due to short term sickness absence (up to 20 working days)	5	2.5	5	No change
JtHR13	Working days lost due to long term sickness absence (more than 20 working days)	5	4.7	5	No change
<b>Resources</b>					
SbRB1	Speed of processing - new HB/CTB claims (cumulative)	18	17.6	20	The number of days taken to process has increased as due the problems Universal Credit is causing means that there are now very few claims that can be processed immediately. The average days to process a new benefit claim figure is calculated by the total number of new claims received in a month divided by the total number of days it takes to process them. Since UC went live in our area the number of new claims have fallen, but local authorities have been left with the more difficult claims to process e.g. temporary housing. The net result is each claim is taking longer to process as they are more complex and this previous average is not being evened out by the fact we have lost the more simple claims to process.
SbRB2	Speed of processing - changes of circumstances for HB/CTB claims (cumulative)	8	7.08	8	No change
SbRB3	Percentage of Council Tax collected (cumulative)	98.0%	84.7%	98.5%	Slight increase
SbRB4	Percentage of non-domestic rates collected (cumulative)	98.8%	74.1%	98.9%	Slight increase
<b>Healthy Communities</b>					
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	2	18	No change
SbHS7	Number of households living in temporary accommodation (snapshot at the end of the month)	68	43	68	No change
<b>Planning and Economic Development</b>					
SbPED9	Processing of planning applications: major applications processed within 13 weeks (cumulative)	90%	90.9%	90%	No change
SbPED10	Processing of planning applications: minor applications processed within 8 weeks (cumulative)	85%	90.9%	85%	No change
SbPED11	Processing of planning applications: other applications processed within 8 weeks (cumulative)	85%	93.1%	85%	No change
<b>Environment</b>					
SbWR2	Percentage of household waste sent for reuse, recycling and composting (cumulative)	53%	54%	53%	No change

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Appendix B - Corporate PIs 2019-20 - SBDC

Code	Title	Target 2018/19		Target 2019/20	Comments
<b>Leader's Portfolio</b>					
<b>Customer and Business Support</b>					
JtBS1 (C)	Availability of ICT systems to staff from 8am to 6pm (by period)	99.5%	94.5%	99.5%	No change
JtBS2 (C)	Percentage of calls to ICT helpdesk resolved within agreed timescales (by period)	95%	92%	95%	No change
SbBS3	Percentage of responses to FOI requests sent within 20 working days (by month)	90%	100%	90%	No change
SbCS1	Number of complaints received (cumulative, quarterly)	80	21	80	No change
SbCS2	New measure for compliments - t.b.a.	TBA	NA	TBA	No change
JtLD1 (C)	Client satisfaction with the shared service. Percentage satisfied or very satisfied.	98%	100%	98%	No change
SbLD1	Percentage of canvass forms returned	94%	97%	94%	No change
SbLD2	Standard searches carried out within 5 working days (cumulative)	100%	100%	100%	No change
SbLD3	Standard searches carried out within 10 working days (cumulative)	100%	100%	100%	No change
<b>Healthy communities</b>					
SbCL1a	Customer satisfaction rating at the Beacon Centre.	84%	NEW PI	85%	No change
SbCL1b	Customer satisfaction rating at the Evreham Centre.	82%	NEW PI	82%	No change
JtLI1 (C)	Percentages of licences received and issued/renewed within statutory or policy deadlines (cumulative).	97%		97%	No change
SbEH1	Percentage of food hygiene inspections of category A – D food businesses achieved against the inspections due by quarter	91%	97%	96%	Slight increase
NEW PI SbEH2	Percentage of food premises improving their Food Hygiene Rating from 0-2 rating to achieve rating of 3 and above	NEW PI	NEW PI	50% annual target	NEW PI
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 5.5/qtr	76	22 5.5/qtr	No change
SbHS3	Average Length of stay in B & B temporary accommodation for all households (snapshot at end of period)	22	18	22	No change
SbHS4	Number of private sector dwellings vacant for more than 6 months and returned to occupation following local authority intervention	15	NA	15	No change
SbHS9	Total Number of homelessness case decisions (monthly)	DATA ONLY	DATA ONLY	DATA ONLY	Moved to Appendix B
SbHS10	Number of homelessness cases accepted for main housing duty (monthly)	DATA ONLY	DATA ONLY	DATA ONLY	Moved to Appendix B
SbHS11	Average time to issue decision on all homelessness applications (monthly)	DATA ONLY	DATA ONLY	DATA ONLY	Moved to Appendix B
SbHS12	% of applications decided within 33 working days (monthly)	DATA ONLY	DATA ONLY	DATA ONLY	Moved to Appendix B
SbHS13	% of Homelessness Applicants who had a local connection to South Bucks (monthly)	DATA ONLY	DATA ONLY	DATA ONLY	Moved to Appendix B
SbHS14	% of Homelessness Applicants who had rent arrears on former tenancy (monthly)	DATA ONLY	DATA ONLY	DATA ONLY	Moved to Appendix B
SbHS15	% of Homelessness Applicants with multi-agency involvement (monthly)	DATA ONLY	DATA ONLY	DATA ONLY	Moved to Appendix B
SbHS16	Average length of stay in temporary accommodation (monthly)	DATA ONLY	DATA ONLY	DATA ONLY	Moved to Appendix B
<b>Planning and Economic Development</b>					
JtBC1 (C)	Applications checked within 10 working days (cumulative)	92%	96.6%	92%	No change
JtBC2 (C)	Customer satisfaction with the building control service. (cumulative)	92%	100.0%	92%	No change
SbPED1	Percentage of planning applicants who are satisfied or very satisfied with the planning service	85%	NA	85%	No change
SbPED2	Planning appeals allowed (cumulative)	35%	19.4%	35%	No change
SbPED45	2020 Majors speed of planning decisions – special measures 2 year assessment period ending Sep 19 (cumulative, monthly)	60.00%	91.7%	60.00%	No change
SbPED46	2020 Non-Majors speed of planning decisions – special measures 2 year assessment ending September 2019 (cumulative, monthly)	70.00%	87.0%	70.00%	No change
SbPED47	2020 Majors quality of planning decisions – special measures 2 year and 9 month assessment period ending December 2019 (cumulative, monthly)	9.99%	6.7%	9.99%	No change
SbPED48	2020 Non-Majors quality of planning decisions – special measures 2 year and 9 month assessment period ending December 2019 (cumulative, monthly)	9.99%	0.1%	9.99%	No change

Code	Title	Target 2018/19		Target 2019/20	Comments
SbPED49	2021 Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2020 (cumulative monthly)	60%	92.3%	60%	No change
SbPED50	2021 Non-Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2020 (cumulative monthly)	70%	90.8%	70%	No change
SbPED51	2021 Majors quality of planning decisions - special measures 2 year & 9 month assessment period ending Dec 2020 (cumulative monthly)	9.99%	NA	9.99%	No change
<b>Environment</b>					
SbWR1	Number of household collections missed per month (calculated by P&C team on weekly basis)	100	86	100	No change
SbWR4	No of missed assisted collections (monthly)	35	18	35	No change
SbSE1	Cumulative CO2 reduction from local authority operations from base year of 2008/09	12%	NA	12%	No change

<b>REPORT SUBJECT:</b>	<i>South Bucks District Council Performance Report Q3 2018-19</i>
<b>RELEVANT MEMBER:</b>	<i>Leader of the Council – Councillor Nick Naylor</i>
<b>RESPONSIBLE OFFICER</b>	<i>Chief Executive – Bob Smith</i>
<b>REPORT AUTHOR</b>	<i>Ani Sultan (01494 586 800)</i>
<b>WARD(S) AFFECTED</b>	<i>Report applies to whole district</i>

## 1. Purpose of Report

This report outlines the annual performance of Council services against pre-agreed performance indicators and service objectives for Quarter 3 of 2018-19.

## RECOMMENDATION

Cabinet is asked to note the performance reports.

## 2. Executive Summary

Overview of **Quarter 3 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	5	0	0	4	1
Planning & Economic development	15	14	0	0	1	0
Environment	4	3	0	0	1	0
Customer & Business Support	9	4	2	0	3	0
<b>Total PIs</b>	<b>45</b>	<b>34</b>	<b>2</b>	<b>0</b>	<b>9</b>	<b>0</b>

## 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 3 2018-19**
- **Appendix B – Corporate PIs Quarter 3 2018-19**
- **Appendix C – Data Only PIs Quarter 3 2018-19**

#### 4. Key points to note:

4.1. There is one PI marked as awaiting data within the Healthy Communities portfolio.

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:** CdEH1 - Percentage of food hygiene inspections of category A – D food businesses achieved against the inspections due by quarter – is back above target of 91% at 97% further to recruitment to vacant positions.

4.2.4. **Planning & Economic Development:** All PIs for this portfolio are on target.

4.2.5. **Environment:** All PIs for this portfolio are on target.

4.2.6. **Customer & Business Support:** JtBS1 availability of ICT systems to staff from 8am to 6pm is under target of 99.5% at 94.5% as there have been issues with the vWorkspace desktop environment during this quarter causing some downtime. An upgrade to the infrastructure took place in December which should see this PI improve.. JtBS2, percentage of calls to ICT helpdesk resolved within agreed timescales (by period), is slightly under the target of 95% at 91.5% as Members of the Infrastructure Team have been dealing with transformational projects, meaning fewer members of the team are dealing with calls logged. They are also one officer short so the team is not fully staffed at present.

#### 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	7.0	7.0	7.1				✓	10	<p>These figures are taken from iTrent, which holds absence data. Absence figures are now reported on as joint figures rather than split between Councils.</p> <p>207.50 working days lost for December + 1,393 days lost (April - November) = 1,600.50 days lost.</p> <p>1,600.50 / 299.18 (average FTE figure) = 5.35 / 9 x 12 = 7.13 average working days lost to sickness absence (cumulative).</p> <p>These figures relate to absence days from 37 employees</p>
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	2.3	2.3	2.5				✓	5	<p>These figures are taken from iTrent, which holds absence data. Absence figures are now reported on as joint figures rather than split between Councils.</p> <p>96.5 working days lost for December + 461 days lost (April - November) = 557.50 days lost.</p> <p>557.50 / 299.18 (average FTE figure) = 1.86 / 9 x 12 = 2.48 average working days lost to short term sickness absence (cumulative).</p> <p>The figures related to absence from 31 employees</p>
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	4.7	4.7	4.7				✓	5	<p>These figures are taken from iTrent, which holds absence data. Absence figures are now reported on as joint figures rather than split between Councils.</p> <p>111 working days lost for December + 932 days lost (April - November) = 1,043 days lost.</p> <p>1,043 / 299.18 (average FTE figure) = 3.49 / 9 x 12 = 4.65 average working days lost to long term sickness absence (cumulative).</p> <p>This absence relates to 6 employees</p>
Resources																	
SbRB1	Speed of processing - new HB/CTB claims (cumulative)	19	17.9	17.7	17.9	18.1	18.0	17.6	17.3	17.5	17.5				✓	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	6.7	7.0	7.1				✓	8	Target achieved.
SbRB3	Percentage of Council Tax collected (cumulative)	98%	11.4%	20.8%	30.0%	39.2%	48.1%	57.2%	NA	75.6%	84.7%				✓	98.0%	Target achieved.

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
SbRB4	Percentage of non-domestic rates collected (cumulative)	98.8%	12.2%	21.1%	30.1%	39.2%	48.1%	56.6%	NA	75.0%	84.2%				✓	98.8%	Target achieved.
<b>Healthy Communities</b>																	
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	1	2	2				✓	18	These consisted of 1 household that was under offer to move elsewhere and 1 household that was deemed intentionally homeless
SbHS7	Number of households living in temporary accommodation (snapshot at the end of the month)	68	60	57	55	46	45	48	48	50	43				✓	68	Number is down on previous month. Breakdown is (i) 9 in B&B (ii) 10 in nightly booked TA (iii) 16 in Private Sector Leasing and (v) 8 in other Registered Provider units (including 2 in properties newly acquired by Bucks HA).
<b>Planning and Economic Development</b>																	
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%	90.9%	89.5%	90.9%				✓	90%	20 of 22 determined within target - cumulative figure 3 of 3 determined within target - this month's figure
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%	91.0%	90.2%	90.9%				✓	85%	209 of 230 determined within target - cumulative figure 16 of 16 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%	93.2%	92.9%	93.1%				✓	85%	404 of 430 determined within target - cumulative figure 60 of 63 determined within target - this month's figure
<b>Environment</b>																	
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%	54.9%	54.9%	54.0%				✓	53%	This is a provisional figure as still waiting on the final BCC and charities figures to come in.

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
<b>Leader's Portfolio</b>																	
<b>Customer and Business Support</b>																	
JtBS1 (C)	Availability of ICT systems to staff from 8am to 6pm (by period)	99.5%			99.8%			97.3%			94.5%				■	99.5%	There have been issues with the vWorkspace desktop environment during this quarter causing some downtime. An upgrade to the infrastructure took place in December which should see this PI improve
JtBS2 (C)	Percentage of calls to ICT helpdesk resolved within agreed timescales (by period)	95%			93.5%			88.2%			91.5%				■	95%	Members of the Infrastructure Team have been dealing with transformational projects, meaning fewer members of the team are dealing with calls logged. They are also one officer short so the team is not fully staffed at present.
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%	96%	100%	100%				✓	90%	On target.
SbCS1	Number of complaints received (cumulative, quarterly)	80			9			20			21				✓	80	Total number of complaints 3rd Qtr 21: October 12/November 2/December 7
SbCS2	New measure for compliments - t.b.a.	TBA	NA	NA	NA	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%	100%	100%				✓	100%	Target achieved.
SbLD3	Standard searches carried out within 10 working days (cumulative)	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%				✓	100%	Target achieved.
<b>Healthy communities</b>																	
SbCL1a	Customer satisfaction rating at the Beacon Centre.	83%													NA	84%	Yearly PI.
SbCL1b	Customer satisfaction rating at the Ereham Centre.	80%													NA	82%	Yearly PI.
JtLI1 (C)	Percentage of customers satisfied with the licensing service received (annual)	89%													NA	80%	Yearly PI.
JtLI2 (C)	Percentages of licences received and issued/renewed within statutory or policy deadlines (cumulative).	97%			98.6%			97.7%							✓	97.0%	Awaiting data.
SbEH1	Percentage of food hygiene inspections of category A – D food businesses achieved against the inspections due by quarter	91%			80.4%			83.5%			97%				✓	91%	Significant increase in percentage due to permission being granted to re-recruit.
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			76				✓	22 5.5/qtr	Total comprises (i) 12 x Taplow new build properties (Housing Solutions), 60 new build flats on Taplow Mill site (Paradigm) and 1 x L&Q new build bungalow (ii) 0 and (iii) 1 x acquisition by L&Q and 2 acquisitions by Bucks HA (for use as TA)
SbHS3	Average Length of stay in B & B temporary accommodation for all households (snapshot at end of period)	22			12			28			18				✓	22	23 B&B (shared facilities) placements ended during quarter with total combined stay of 2838 nights - average 18 weeks per households. Average was inflated by one long term stay of vulnerable applicant in B&B for 748 nights. Excluding this case, the average B&B stay for the remaining 22 clients was 13 weeks.
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.

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
<b>Planning and Economic Development</b>																	
JtBC1 (C)	Applications checked within 10 working days (cumulative)	92%	100%	98.4%	98.2%	97.3%	97.9%	86.0%	92.1%	96.1%	98.4%				✓	92%	Target achieved.
JtBC2 (C)	Customer satisfaction with the building control service. (cumulative)	92%	100%	100%	100%	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				NA	85%	The service is currently reviewing how to undertake these surveys.
SbPED2	Planning appeals allowed (cumulative)	35%			33.3%			25%			19.4%				✓	35%	2 of 16 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
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%	7.9%	10.5%	10.5%				✓	9.99%	4 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%	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%	92%	90.9%	91.7%				✓	60.00%	33 of 36 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%	86.2%	86.5%	87.0%				✓	70.00%	1196 of 1375 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%	5.88%	7.14%	6.67%				✓	9.99%	3 of 45 Application allowed/part allowed on appeal: Major Decision period: Apr 2017 – Mar 2019 Appeal period: Apr 2017 – Dec 2019 QUALITY Target: less than 10%
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%	0.65%	0.67%	0.12%				✓	9.99%	13 of 2021 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%
SbPED49	2021 Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2020 (cumulative monthly)	60%							100%	90%	92.3%				✓	60%	12 of 13 speed Applications determined: Major Decision period: Oct 2018 - Sep 2020 SPEED Target: 60% or more
SbPED50	2021 Non-Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2020 (cumulative monthly)	70%							87.8%	88.6%	90.8%				✓	70%	227 of 250 speed Applications determined: Non-Major Decision period: Oct 2018 - Sep 2020 SPEED Target: 70% or more
<b>Environment</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
SbWR1	Number of household collections missed per month (calculated by P&C team on weekly basis)	100	129	100	135	93	123	92	89	75	86					100	Under target.
SbWR4	No of missed assisted collections (monthly)	NEW PI	47	26	30	30	40	36	32	14	18					35	Target achieved.
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	Comments
<b>Leader's Portfolio</b>															
<b>SbCP1 (C)</b>	Number of unique visitors to the main website (monthly by period and annual)	Data Only	84463	82821	71933	73278	73163	68439	71852	76588	73024				
<b>JtHR2 (C)</b>	Voluntary leavers as a % of workforce (extrapolated for the year)	16%			21.9%			17.6%			15.7%				10 leavers in quarter three plus 29 for quarters 1 & 2 = 39 leavers for Qs 1, 2 & 3. 39 / 3 x 4 = 52 projected for the year 52 / 332.00 average headcount * 100 = 15.66%. This information is taken from reports run on iTrent.
<b>Healthy Communities</b>															
<b>SbCmSf1 (C)</b>	Percentage reduction in burglaries from dwelling, rolling year on year (quarterly)	Data Only			15.0%			-10.6%			-26.2%				Burglary dwelling offences increased this year. 260 compared to 206 the previous year.
<b>SbCmSf2 (C)</b>	Percentage reduction in violent offences against a person, year on year (quarterly)	Data Only			-79.4%			-51.3%			-44.9%				Violence against a person offences increased this year. 1,198 compared to 827 the previous year.
<b>SbCL3a (C)</b>	Total attendance at Evreham Centre (quarterly)				12,906			11,222			8,473				
<b>SbCL3b (C)</b>	Total attendance at Beacon Centre				36,893			32,137			31,454				
<b>Planning and Economic Development</b>															
<b>JtENF1(C)</b>	Number of new enforcement cases received (monthly)	NEW PI	23	30	25	25	40	32	49	35	29				In reaction to public reporting - the no. of cases the public report to us and are therefore logged.
<b>JtENF2 (C)</b>	Number of closed cases (monthly)	NEW PI	5	215	45	22	60	20	37	12	15				Slightly lower than average due to resources being diverted to processes.
<b>JtENF3 (C)</b>	Number of PCNs (or S330s) issued (monthly)	NEW PI	0	0	0	0	0	0	0	0	0				Dependent on number of breaches.
<b>JtENF4 (C)</b>	Number of notices served (monthly)	NEW PI	0	0	0	0	0	0	2	1	0				Dependent on number of types of cases, compliance and amicable negotiation.

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

<b>Action</b>	<b>Date</b>	<b>Status</b>	<b>Comments</b>
<b>Medium term</b>	<b>(April 2018 - March 2019)</b>		Update December 2018
Submission of Local Plan (1.1/1.2/1.3/1.4)	October 2018	<b>A</b>	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	<b>N/A</b>	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	<b>G</b>	Ongoing – milestones to be agreed
Delivery of a Service Financial Plan (6.1-6.4)	October 2018	<b>A</b>	Later – milestones to be agreed
Preparation and implementation of a resource management plan (7.2/7.3/7.5/7.6)	November 2018	<b>G</b>	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	<b>G</b>	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	<b>G</b>	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	<b>G</b>	Local Enforcement Plan approved New Enforcement Manager started 17 <sup>th</sup> 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
<b>Long term</b>	<b>(April 2019- March 2020)</b>		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	<b>G</b>	Looking to improve design quality by different methods Introduction of Design Review Panel – first review 4 <sup>th</sup> 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	<b>G</b>	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	<b>G</b>	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	<b>G</b>	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	<b>G</b>	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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<b>SUBJECT</b>	Approach to Viability
<b>RELEVANT MEMBER</b>	Councillor John Read
<b>RESPONSIBLE OFFICER</b>	Steve Bambrick
<b>REPORT AUTHOR</b>	Mark Jaggard, 01895 837208, <a href="mailto:mark.jaggard@chilternandsouthbucks.gov.uk">mark.jaggard@chilternandsouthbucks.gov.uk</a>
<b>WARD/S AFFECTED</b>	All Wards

## 1. Purpose of Report

To provide Overview & Scrutiny Committee with an update on the Councils' approach to viability in light of the new NPPF and PPG.

### RECOMMENDATION:

#### 1. To note the update.

## 2. Reasons for Recommendations

Overview and Scrutiny committee asked for an update on how the Council is dealing with matters relating to viability on planning matters.

## 3. Content of Report

### 3.1 Background

Government policy places great emphasis on the need to provide affordable housing in order to create 'mixed and balanced communities'. The requirement for affordable housing is not like other measures secured under S106 agreements (planning obligations) which are required to mitigate the impact of development.

Until recently Government policy has supported the development industry, and allowed a reduction in the amount of affordable housing (or change in tenure) if applicant can demonstrate that the full provision of affordable housing would make the site unviable.

#### What is a viability appraisal?

A viability appraisal is an assessment of whether the development of a site would create sufficient value such that both the landowner brings the site to the market, and the developer has sufficient profit to undertake the development.

#### The National Planning Policy Guidance (PPG) on viability

In July 2018 the Government published the new National Planning Policy Framework (NPPF) with updated guidance in the National Planning Policy Guidance (PPG) on viability. A copy of the PPG is attached at Appendix 1.

In the PPG it highlights that *"in decision making viability helps to strike a balance between the aspirations of developers and landowners, in terms of returns against risk,*

*and the aims of the planning system to secure maximum benefits in the public interest through the granting of planning permission".*

The revised NPPF and supporting PPG are clear that it is up to the applicant to demonstrate whether particular circumstances justify the need for a viability assessment at the application stage. The weight to be given to a viability assessment is a matter for the decision maker.

The PPG sets out key principles in understanding viability in plan making and decision making, and helpfully runs through a number of the key inputs which should be taken into account when assessing viability.

At the heart of the NPPF and PPG is clearer approach to viability. The aim is that new Local Plans would review viability at the plan making stage, both for development management policies and for site allocations.

### 3.2 Details

The Council's own SPD on affordable housing is consistent with this latest national position. The SPD is clear where an applicant considers that there are constraints that would jeopardise or prevent them from delivering the full affordable housing requirement the Council will consider financial viability.

Ahead of the adoption of the Chiltern and South Bucks Local Plan 2036 the PPG on viability is already leading to clearer discussions about real viability matters.

Until the Local Plan is adopted it is likely that the development industry will continue to seek to challenge the Local Planning Authority on viability matters. It is therefore important that the Councils use all the enhanced powers in the new NPPF and the PPG to provide a robust and open discussion on viability matters, in order to get to the real facts of each case.

### 3.3 Requirement for Shared Ownership homes

The NPPF July 2018 at Paragraph 64 states that where major development involving the provision of housing is proposed, planning policies and decisions should expect at least 10% of the homes to be available for affordable home ownership on major developments. While this is subject to some exemptions including for Build to Rent and self-build, there is no exemption for viability. This minimum of 10% requirement needs to be delivered as part of the overall affordable housing contribution from the site. Affordable home ownership is taken as Shared Ownership, where an initial share of the house is sold (normally not more than 25%) and a capped rent is charged on the remaining 75% usually at a rent level no more than 2.75%.

### 3.4 Recent dealings with viability for Chiltern and South Bucks

Below is a summary of the recent experience / cases relating to viability in plan making and decision taking.

***Community Infrastructure Levy – Preliminary Draft Charging Schedule***

The Councils consulted on the Preliminary Draft Charging Schedule for Community Infrastructure Levy (CIL) in November 2018. The rates in the charging schedule were supported by viability work undertaken for the Councils by Dixon Searle. This is available on the Councils' websites.

***Strategic Sites in the Chiltern & South Bucks Local Plan 2036***

In accordance with the NPPF and PPG the promoters of all of the strategic sites identified in the emerging Local Plan are being asked to confirm their site is deliverable and viable, taking in to account all of the requirements on the emerging Local Plan, including 40% affordable housing. To date, none of the site promoters have indicated there would be a viability problem with this.

The sites are:

1. Land to the north east of Chesham
2. Holmer Green
3. Land south of London Road West, Amersham Old Town
4. Land south east of Whieldon Street, Amersham Old Town
5. Land south East of Little Chalfont
6. Land at the Epilepsy site, Chalfont St Peter
7. Land south east of Chalfont St Peter
8. Land to the east of Beaconsfield
9. Land north of Denham Roundabout
10. Land to the west of Iver Station
11. Land to the north of Iver Station
12. Land to the east of Ridgeway Business Park, Iver
13. Land adjacent to Taplow Station

***Development Management***

Since July 2018 the following cases have been subject to viability assessments and negotiation with the Councils:

- 7 Gore Road, Burnham
- 19 – 21 Bathurst Walk, Iver
- 25 & 26 Marsham Lane
- Burnham Garage, Stomp Road, Burnham
- Stoke Court
- 153 Amersham Road, Beaconsfield (ref: PL/18/3820/VRC)
- Wilton Park, Beaconsfield

Given most of these sites are current planning applications it is not appropriate to comment further on the details of these applications.

**4. Consultation**

Not applicable.

**5. Options (if any)**

Not relevant.

**6. Corporate Implications**

- 6.1 Financial - The cost of the viability consultants will be met from within existing Planning & Economic Development Service budgets
- 6.2 Legal - None

**7. Links to Council Policy Objectives**

- 7.1 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.southbucks.gov.uk/prioritiesandperformance>

**8. Next Steps**

- 8.1 The Council will pursue the Chiltern & South Bucks Local Plan 2036 and the Community Infrastructure Levy. The next stage is the Reg 19 consultation planned for May 2019.
- 8.2 The Council will continue to work actively and collaboratively with the development industry to accurately assess viability matters, and judge their financial viability assessments against the requirements of the July 2018 NPPF and PPG.

<b>Background Papers:</b>	None other than those referred to in this report
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**Appendix 1****The PPG on Viability**

**PPG on Viability** sets out key principles in understanding viability in plan making and decision taking was last updated 24 July 2018

Contents:

- Viability and plan making
- Viability and decision taking
- Standardised inputs to viability assessment
- Accountability

**Viability and plan making****How should plan makers set policy requirements for contributions from development?**

Plans should set out the contributions expected from development. This should include setting out the levels and types of affordable housing provision required, along with other infrastructure (such as that needed for education, health, transport, flood and water management, green and digital infrastructure).

These policy requirements should be informed by evidence of infrastructure and affordable housing need, and a proportionate assessment of viability that takes into account all relevant policies, and local and national standards, including the cost implications of the Community Infrastructure Levy (CIL) and section 106. Policy requirements should be clear so that they can be accurately accounted for in the price paid for land. To provide this certainty, affordable housing requirements should be expressed as a single figure rather than a range. Different requirements may be set for different types of site or types of development.

**How should plan makers and site promoters ensure that policy requirements for contributions from development are deliverable?**

The role for viability assessment is primarily at the plan making stage. Viability assessment should not compromise sustainable development but should be used to ensure that policies are realistic, and that the total cumulative cost of all relevant policies will not undermine deliverability of the plan.

It is the responsibility of plan makers in collaboration with the local community, developers and other stakeholders, to create realistic, deliverable policies. Drafting of plan policies should be iterative and informed by engagement with developers, landowners, and infrastructure and affordable housing providers.

Policy requirements, particularly for affordable housing, should be set at a level that takes account of affordable housing and infrastructure needs and allows for the planned types of sites and development to be deliverable, without the need for further viability assessment at the decision making stage.

### **Should every site be assessed for viability in plan making?**

Assessing the viability of plans does not require individual testing of every site or assurance that individual sites are viable. Plan makers can use site typologies to determine viability at the plan making stage. Assessment of samples of sites may be helpful to support evidence. In some circumstances more detailed assessment may be necessary for particular areas or key sites on which the delivery of the plan relies.

### **What is meant by a typology approach to viability?**

A typology approach is where sites are grouped by shared characteristics such as location, whether brownfield or greenfield, size of site and current and proposed use or type of development. The characteristics used to group sites should reflect the nature of sites and type of development proposed for allocation in the plan.

Average costs and values can be used to make assumptions about how the viability of each type of site would be affected by all relevant policies. Comparing data from existing case study sites will help ensure assumptions of costs and values are realistic and broadly accurate. In using market evidence it is important to disregard outliers. Information from other evidence informing the plan (such as Strategic Housing Land Availability Assessments) can help inform viability assessment.

### **Why should strategic sites be assessed for viability in plan making?**

It is important to consider the specific circumstances of strategic sites. Plan makers can undertake site specific viability assessment for sites that are critical to delivering the strategic priorities of the plan. This could include, for example, large sites, sites that provide a significant proportion of planned supply, sites that enable or unlock other development sites or sites within priority regeneration areas. Information from other evidence informing the plan (such as Strategic Housing Land Availability Assessments) can help inform viability assessment for strategic sites.

### **How should site promoters engage in viability assessment in plan making?**

Plan makers should engage with landowners, developers, and infrastructure and affordable housing providers to secure evidence on costs and values to inform viability assessment at the plan making stage.

It is the responsibility of site promoters to engage in plan making, take into account any costs including their own profit expectations and risks, and ensure that proposals for development are policy compliant. It is important for developers and other parties buying (or interested in buying) land to have regard to the total cumulative cost of all relevant policies when agreeing a price for the land. Under no circumstances will the price paid for land be a relevant justification for failing to accord with relevant policies in the plan.

Where up-to-date policies have set out the contributions expected from development, planning applications that comply with them should be assumed to be viable. It is up to the applicant to demonstrate whether particular circumstances justify the need for a viability assessment at the application stage. An illustrative list of circumstances where viability should be assessed in decision making is set out below.

### **Viability and decision taking**

#### **Should viability be assessed in decision-taking?**

Where up-to-date policies have set out the contributions expected from development, planning applications that comply with them should be assumed to be viable. It is up to the applicant to demonstrate whether particular circumstances justify the need for a viability assessment at the application stage.

Such circumstances could include, for example where development is proposed on unallocated sites of a wholly different type to those used in viability assessment that informed the plan; where further information on infrastructure or site costs is required; where particular types of development are proposed which may significantly vary from standard models of development for sale (for example build to rent or housing for older people); or where a recession or similar significant economic changes have occurred since the plan was brought into force.

#### **How should a viability assessment be treated in decision making?**

Where a viability assessment is submitted to accompany a planning application this should be based upon and refer back to the viability assessment that informed the plan; and the applicant should provide evidence of what has changed since then.

The weight to be given to a viability assessment is a matter for the decision maker, having regard to all the circumstances in the case, including whether the plan and viability evidence underpinning the plan is up to date, any change in site circumstances since the plan was brought into force, and the transparency of assumptions behind evidence submitted as part of the viability assessment.

Any viability assessment should reflect the government's recommended approach to defining key inputs as set out in National Planning Guidance.

**How should viability be reviewed during the lifetime of a project?**

Plans should set out circumstances where review mechanisms may be appropriate, as well as clear process and terms of engagement regarding how and when viability will be reassessed over the lifetime of the development to ensure policy compliance and optimal public benefits through economic cycles.

Where contributions are reduced below the requirements set out in policies to provide flexibility in the early stages of a development, there should be a clear agreement of how policy compliance can be achieved over time. As the potential risk to developers is already accounted for in the assumptions for developer return in viability assessment, realisation of risk does not in itself necessitate further viability assessment or trigger a review mechanism. Review mechanisms are not a tool to protect a return to the developer, but to strengthen local authorities' ability to seek compliance with relevant policies over the lifetime of the project.

**Standardised inputs to viability assessment****What are the principles for carrying out a viability assessment?**

Viability assessment is a process of assessing whether a site is financially viable, by looking at whether the value generated by a development is more than the cost of developing it. This includes looking at the key elements of gross development value, costs, land value, landowner premium, and developer return.

This National Planning Guidance sets out the government's recommended approach to viability assessment for planning. The approach supports accountability for communities by enabling them to understand the key inputs to and outcomes of viability assessment.

Any viability assessment should be supported by appropriate available evidence informed by engagement with developers, landowners, and infrastructure and affordable housing providers. Any viability assessment should follow the government's recommended approach to assessing viability as set out in this National Planning Guidance and be proportionate, simple, transparent and publicly available. Improving transparency of data associated with viability assessment will, over time, improve the data available for future assessment as well as provide more accountability regarding how viability informs decision making.

In plan making and decision making viability helps to strike a balance between the aspirations of developers and landowners, in terms of returns against risk, and the aims of the planning system to secure maximum benefits in the public interest through the granting of planning permission.

**How should gross development value be defined for the purpose of viability assessment?**

Gross development value is an assessment of the value of development. For residential development, this may be total sales and/or capitalised net rental income from developments. Grant and other external sources of funding should be considered. For commercial development broad assessment of value in line with industry practice may be necessary.

For broad area-wide or site typology assessment at the plan making stage, average figures can be used, with adjustment to take into account land use, form, scale, location, rents and yields, disregarding outliers in the data. For housing, historic information about delivery rates can be informative.

For viability assessment of a specific site or development, market evidence (rather than average figures) from the actual site or from existing developments can be used. Any market evidence used should be adjusted to take into account variations in use, form, scale, location, rents and yields, disregarding outliers. Under no circumstances will the price paid for land be a relevant justification for failing to accord with relevant policies in the plan.

**How should costs be defined for the purpose of viability assessment?**

Assessment of costs should be based on evidence which is reflective of local market conditions. As far as possible, costs should be identified at the plan making stage. Plan makers should identify where costs are unknown and identify where further viability assessment may support a planning application.

Costs include:

- build costs based on appropriate data, for example that of the Building Cost Information Service
- abnormal costs, including those associated with treatment for contaminated sites or listed buildings, or costs associated with brownfield, phased or complex sites. These costs should be taken into account when defining benchmark land value
- site-specific infrastructure costs, which might include access roads, sustainable drainage systems, green infrastructure, connection to utilities and decentralised energy. These costs should be taken into account when defining benchmark land value
- the total cost of all relevant policy requirements including contributions towards affordable housing and infrastructure, Community Infrastructure Levy charges, and any other relevant policies or standards. These costs should be taken into account when defining benchmark land value
- general finance costs including those incurred through loans

- professional, project management, sales, marketing and legal costs incorporating organisational overheads associated with the site. Any professional site fees should also be taken into account when defining benchmark land value
- explicit reference to project contingency costs should be included in circumstances where scheme specific assessment is deemed necessary, with a justification for contingency relative to project risk and developers return.

### **How should land value be defined for the purpose of viability assessment?**

To define land value for any viability assessment, a benchmark land value should be established on the basis of the existing use value (EUV) of the land, plus a premium for the landowner. The premium for the landowner should reflect the minimum return at which it is considered a reasonable landowner would be willing to sell their land. The premium should provide a reasonable incentive, in comparison with other options available, for the landowner to sell land for development while allowing a sufficient contribution to comply with policy requirements. This approach is often called 'existing use value plus' (EUV+).

In order to establish benchmark land value, plan makers, landowners, developers, infrastructure and affordable housing providers should engage and provide evidence to inform this iterative and collaborative process.

### **What factors should be considered to establish benchmark land value?**

Benchmark land value should:

- be based upon existing use value
- allow for a premium to landowners (including equity resulting from those building their own homes)
- reflect the implications of abnormal costs; site-specific infrastructure costs; and professional site fees and
- be informed by market evidence including current uses, costs and values wherever possible. Where recent market evidence is used to inform assessment of benchmark land value this evidence should be based on developments which are compliant with policies, including for affordable housing. Where this evidence is not available plan makers and applicants should identify and evidence any adjustments to reflect the cost of policy compliance. This is so that historic benchmark land values of non-policy compliant developments are not used to inflate values over time.

In plan making, the landowner premium should be tested and balanced against emerging policies. In decision making, the cost implications of all relevant policy requirements, including planning obligations and, where relevant, any Community Infrastructure Levy (CIL) charge should be taken into account.

Where viability assessment is used to inform decision making under no circumstances will the price paid for land be a relevant justification for failing to accord with relevant policies

in the plan. Local authorities can request data on the price paid for land (or the price expected to be paid through an option agreement).

### **What is meant by existing use value in viability assessment?**

Existing use value (EUV) is the first component of calculating benchmark land value. EUV is the value of the land in its existing use together with the right to implement any development for which there are policy compliant extant planning consents, including realistic deemed consents, but without regard to alternative uses. Existing use value is not the price paid and should disregard hope value. Existing use values will vary depending on the type of site and development types. EUV can be established in collaboration between plan makers, developers and landowners by assessing the value of the specific site or type of site using published sources of information such as agricultural or industrial land values, or if appropriate capitalised rental levels at an appropriate yield. Sources of data can include (but are not limited to): land registry records of transactions; real estate licensed software packages; real estate market reports; real estate research; estate agent websites; property auction results; valuation office agency data; public sector estate/property teams' locally held evidence.

### **How should the premium to the landowner be defined for viability assessment?**

The premium (or the 'plus' in EUV+) is the second component of benchmark land value. It is the amount above existing use value (EUV) that goes to the landowner. The premium should provide a reasonable incentive for a land owner to bring forward land for development while allowing a sufficient contribution to comply with policy requirements.

Plan makers should establish a reasonable premium to the landowner for the purpose of assessing the viability of their plan. This will be an iterative process informed by professional judgement and must be based upon the best available evidence informed by cross sector collaboration. For any viability assessment data sources to inform the establishment the landowner premium should include market evidence and can include benchmark land values from other viability assessments. Any data used should reasonably identify any adjustments necessary to reflect the cost of policy compliance (including for affordable housing), or differences in the quality of land, site scale, market performance of different building use types and reasonable expectations of local landowners. Local authorities can request data on the price paid for land (or the price expected to be paid through an option agreement).

### **Can alternative uses be used in establishing benchmark land value?**

For the purpose of viability assessment alternative use value (AUV) refers to the value of land for uses other than its current permitted use, and other than other potential development that requires planning consent, technical consent or unrealistic permitted development with different associated values. AUV of the land may be informative in establishing benchmark land value. If applying alternative uses when establishing

benchmark land value these should be limited to those uses which have an existing implementable permission for that use. Where there is no existing implementable permission, plan makers can set out in which circumstances alternative uses can be used. This might include if there is evidence that the alternative use would fully comply with development plan policies, if it can be demonstrated that the alternative use could be implemented on the site in question, if it can be demonstrated there is market demand for that use, and if there is an explanation as to why the alternative use has not been pursued. Where AUV is used this should be supported by evidence of the costs and values of the alternative use to justify the land value. Valuation based on AUV includes the premium to the landowner. If evidence of AUV is being considered the premium to the landowner must not be double counted.

### **How should a return to developers be defined for the purpose of viability assessment?**

Potential risk is accounted for in the assumed return for developers at the plan making stage. It is the role of developers, not plan makers or decision makers, to mitigate these risks. The cost of complying with policy requirements should be accounted for in benchmark land value. Under no circumstances will the price paid for land be relevant justification for failing to accord with relevant policies in the plan.

For the purpose of plan making an assumption of 15-20% of gross development value (GDV) may be considered a suitable return to developers in order to establish the viability of plan policies. Plan makers may choose to apply alternative figures where there is evidence to support this according to the type, scale and risk profile of planned development. A lower figure may be more appropriate in consideration of delivery of affordable housing in circumstances where this guarantees an end sale at a known value and reduces risk. Alternative figures may also be appropriate for different development types.

### **How does viability assessment apply to the build to rent sector?**

The economics of build to rent schemes differ from build for sale as they depend on a long term income stream. For build to rent it is expected that the normal form of affordable housing provision will be affordable private rent. Where plan makers wish to set affordable private rent proportions or discount levels at a level differing from national planning policy and guidance, this can be justified through a viability assessment at the plan making stage. Developers will be expected to comply with build to rent policy requirements.

However, for individual schemes, developers may propose alternatives to the policy, such as variations to the discount and proportions of affordable private rent units across a development, and the ability to review the value of a scheme (rent levels) over the duration of its life. Plan makers can set out in plans where review mechanisms will be used for build to rent schemes.



Scheme level viability assessment may be improved through the inclusion of two sets of figures, one based on a build to rent scheme and another for an alternative build for sale scheme. This would enable authorities to compare and understand the differences, and agree any necessary adjustments to the affordable private rent contribution.

## **Accountability**

### **How should a viability assessment be presented and published to ensure accountability?**

Complexity and variance is inherent in viability assessment. In order to improve clarity and accountability it is an expectation that any viability assessment is prepared with professional integrity by a suitably qualified practitioner and presented in accordance with this National Planning Guidance. Practitioners should ensure that the findings of a viability assessment are presented clearly. An executive summary should be used to set out key findings of a viability assessment in a clear way.

The inputs and findings of any viability assessment should be set out in a way that aids clear interpretation and interrogation by decision makers. Reports and findings should clearly state what assumptions have been made about costs and values (including gross development value, benchmark land value including the landowner premium, developer's return and costs). At the decision making stage, any deviation from the figures used in the viability assessment of the plan should be explained and supported by evidence.

### **Should a viability assessment be publicly available?**

Any viability assessment should be prepared on the basis that it will be made publicly available other than in exceptional circumstances. Even in those circumstances an executive summary should be made publicly available. Information used in viability assessment is not usually specific to that developer and thereby need not contain commercially sensitive data. In circumstances where it is deemed that specific details of an assessment are commercially sensitive, the information should be aggregated in published viability assessments and executive summaries, and included as part of total costs figures. Where an exemption from publication is sought, the planning authority must be satisfied that the information to be excluded is commercially sensitive. This might include information relating to negotiations, such as ongoing negotiations over land purchase, and information relating to compensation that may be due to individuals, such as right to light compensation. The aggregated information should be clearly set out to the satisfaction of the decision maker. Any sensitive personal information should not be made public.

An executive summary prepared in accordance with data standards published by government and in line with the template (template to be published in autumn 2018) will present the data and findings of a viability assessment more clearly so that the process and

findings are accessible to affected communities. As a minimum, the government recommends that the executive summary sets out the gross development value, benchmark land value including landowner premium, costs, as set out in this guidance where applicable, and return to developer. Where a viability assessment is submitted to accompany a planning application, the executive summary should refer back to the viability assessment that informed the plan and summarise what has changed since then. It should also set out the proposed developer contributions and how this compares with policy requirements.

### **Why should local authorities monitor and report on developer contributions?**

It is important that developers are accountable to communities and that communities are able to easily see where contributions towards infrastructure and affordable housing have been secured and spent.

### **How should section 106 agreements be published?**

Local authorities are required to keep a copy of any planning obligation together with details of any modification or discharge of the planning obligation and make these publicly available on their planning register.

Government recommends that each section 106 agreement includes an executive summary prepared using the standard template (to be published in autumn 2018). The government recommends that the executive summary sets out details of the development and site, and what is to be provided by each planning obligation, including information on any affordable housing that is to be provided, and any trigger points or deadlines for contributions.

Local authorities are expected to use all of the funding they receive through planning obligations in accordance with the terms of the individual planning obligation agreement. This will ensure that new developments are acceptable in planning terms; benefit local communities and support the provision of local infrastructure.

### **How should developer contributions be monitored?**

Using the executive summary of each section 106 agreement, government recommends that local authorities record the details of each planning obligation using the standard open data monitoring tool (template to be published in autumn 2018).

### **How should developer contributions be reported?**

Local authorities charging the Community Infrastructure Levy (CIL) must report on the levy as prescribed under regulation 62 of the Community Infrastructure Regulations 2010 (as amended). Parish and town councils must also report on CIL receipts passed to them from the charging authority through the neighbourhood portion of the levy, as prescribed in

regulation 62A. Charging authorities must publish a report on their website by 31 December each year.

Using data on CIL and planning obligations, the government recommends that local authorities prepare an infrastructure funding statement using the standard template in an open data format (template to be published in autumn 2018) that sets out infrastructure requirements, and for both CIL and section 106 planning obligations, anticipated funding from developer contributions, and the choices local authorities have made about how these contributions will be used. Infrastructure funding statements should include information on, but not limited to, contributions made towards and delivery of affordable housing, education, health, transport, green, flood and water management, and digital infrastructure.

Infrastructure funding statements should be reviewed annually to report on the amount of funding received via developer contributions and how this funding has been used. Local authorities should use the monitoring tool (tool under development) to help prepare the infrastructure funding statement in a standard format. Infrastructure funding statements should be published annually online. Local authorities can also report this data in authority monitoring reports.

### **How can local authorities fund monitoring of developer contributions?**

Local authorities can use their existing administrative systems to monitor developer contributions. Government recommends that local authorities use the open data monitoring and reporting templates (templates to be published in autumn 2018).

### **How should monitoring and reporting inform plan reviews?**

The information in the infrastructure funding statement should feed back into reviews of plans to ensure that policy requirements for developer contributions remain realistic and do not undermine deliverability of the plan.

### **How should local authorities and applicants promote the benefits of development to communities?**

Local authorities and applicants are encouraged to work together to better promote and publicise the infrastructure that has been delivered through developer contributions. This could be through the use of on-site signage, local authority websites, or development-specific websites, for example.

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<b>SUBJECT:</b>	<b>FARNHAM PARK</b>
<b>REPORT OF</b>	<b>Director of Resources</b>
<b>RESPONSIBLE OFFICER</b>	<b>Jim Burness <a href="mailto:jim.burness@chilternand.southbucks.gov.uk">jim.burness@chilternand.southbucks.gov.uk</a></b>
<b>WARD/S AFFECTED</b>	<b>N/a</b>

## 1. Purpose of Report

- 1.1 The Audit Committee has requested that the Overview & Scrutiny Committee examine the issues related to the operation of the Farnham Park leisure facilities provided under the remit of the Farnham Park Charitable Trust in the light of its concerning financial performance.

### RECOMMENDATIONS

#### The Committee:

#### 1. Notes and comments on the issues raised by the report.

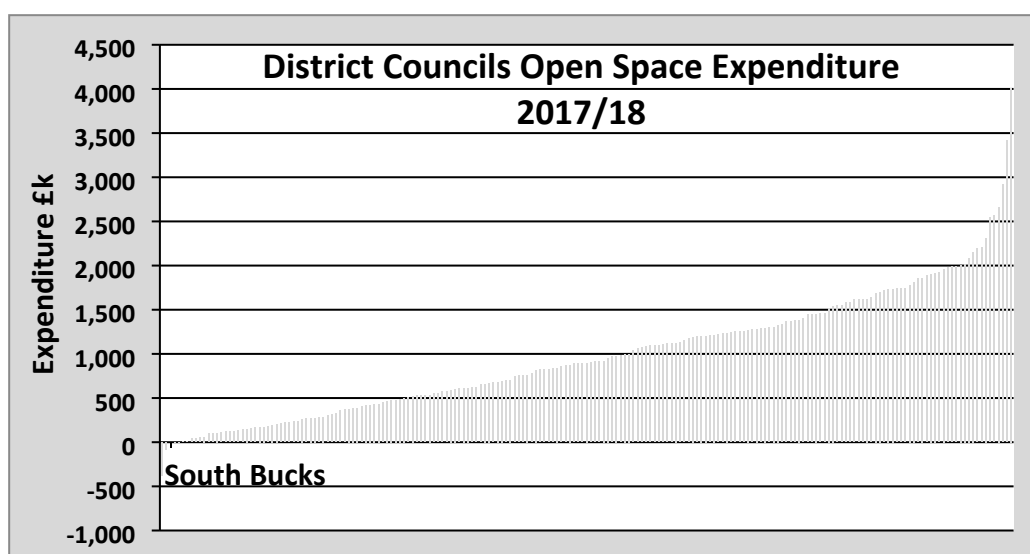
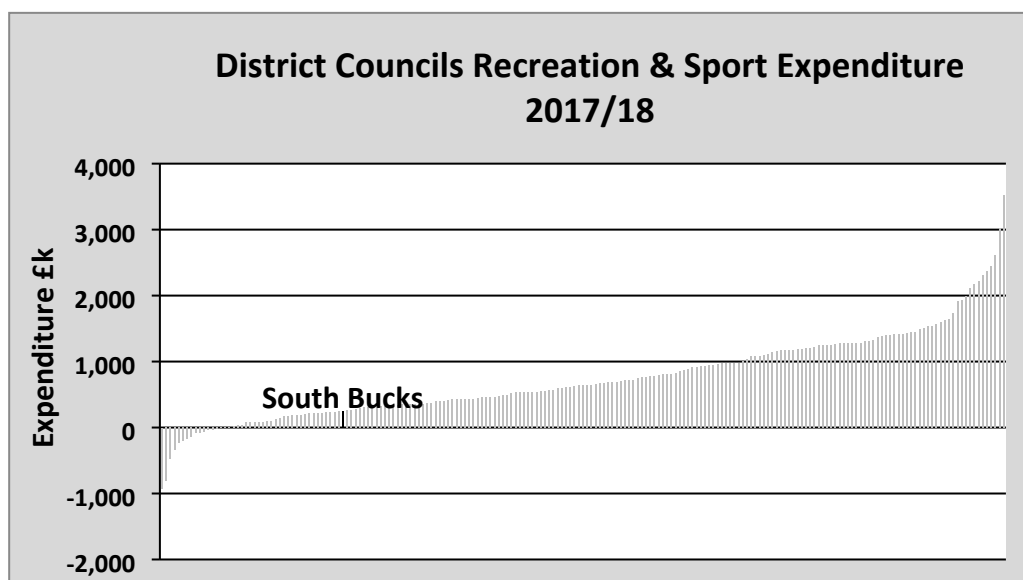
## 2. Background

- 2.1 The operations of the Farnham Park Charity divide into two areas, i) the Golf course and the ancillary catering activities, and ii) the Playing Fields. The budget information is organised to show the operational costs and income of these two elements. The golf and playing fields are supported by a single service team that operates across both elements, and the course and playing fields are maintained by a single grounds maintenance team.
- 2.2 It is important to understand the context of the Farnham Park site for service delivery in South Bucks. The land at Farnham Park was inherited by South Bucks from its one of its predecessor authorities, Eton Rural District Council which had been given responsibility for the land by an Act of Parliament in 1971, and required to act as corporate trustee for its management. The Act of Parliament placed an obligation on the responsible authority to use the land for the wellbeing of all the residents of the area. The decision was made to utilise the land for i) a public golf course and ii) public playing fields. It was also decided to operate the facilities as a charitable trust to emphasis the particular circumstances around the lands ownership and use.

## 3. Service Context

- 3.1 The facilities provided on the site contribute to the leisure and open space facilities provided by the Council. The consequence of the income and expenditure for the Farnham Park activities being accounted for as a Charitable Trust means that they do not appear, nor constitute part of the authority's revenue budget funded by the council tax.

- 3.2 South Bucks historically has been a low spending authority on recreation and public open spaces. This is illustrated by the following charts which show the Council's expenditure on i) recreation services and ii) public open spaces compared to all other district councils<sup>1</sup>.



- 3.3 The average spend across all district councils in 2017/18 on these two areas was:

- Recreation     £758k                      SBDC   £256k
- Open Spaces   £983k                      SBDC   -£64k

- 3.4 Even allowing for the features of the South Bucks area where there are a lot of private leisure facilities and a resident population able to afford private facilities, together with areas of publicly accessible Green Belt, the Council's expenditure in this service area is low. The figures in para 3.3 equate to £3.71p per resident per annum for recreation, and nil cost for open spaces.

<sup>1</sup> Source MHCLG RA Returns 2017/18

3.5 In 2018 the Council approved two strategy documents relevant to Farnham Park. The first was the Leisure Strategy which set out a vision *"To enable provision of high quality, well-located, accessible sport and leisure facilities to facilitate increased participation in physical activity, which is key to improving health and wellbeing outcomes"*. The Strategy identifies that the long term population growth in South Bucks will increase demand for community facilities, including sport and leisure provision especially increased provision of cycling, jogging and walking routes.

3.7 The second document was the Playing Pitch Strategy whose key points are;

- All existing playing field sites require protection.
- There is an oversupply of adult football pitches but an undersupply of youth 11v11, youth 9v9, mini 7v7 and mini 5v5 pitches.
- All existing rugby pitches need to be protected and retained.
- Lack of availability of 3G pitch provision in South Bucks
- Improvements are necessary to the ongoing maintenance of existing pitches and provision of changing rooms, particularly at local authority operated sites.

The strategy identifies the Farnham Park Playing Fields as *"a huge site with space for a lot of sports provision and opportunities to provide a community sports hub, with ancillary facilities brought into one central building to enable shared usage and better utilisation of space and resources"*

3.8 The public facilities provided at Farnham Park, whether the golf course or the playing fields, are part of the Council's contribution to improving the public health of residents in the area. In recent years the importance of promoting public health has increased, as it is seen as one of the means to reduce pressures on health services. Investment in public health is generally agreed to produce significant pay back to the overall public expenditure budget.

#### **4. Financial Context**

4.1 If the Council were to directly operate the Golf Course and Playing Facilities the budgets would be presented differently to how they are shown for the Trust. In particular the Councils budgets would exclude Interest and Asset Charges, which total £110,860

4.2 The interest charge, related to the construction of the new clubhouse £36,670, is notional in the sense that the Council did not actually borrow to finance the project but utilised its surplus cash reserves. Similarly asset charges for Council services are notional and have no impact on the council tax requirement.

4.3 In the past when golf was at its peak of popularity the golf activity made a large enough surplus to absorb the additional accounting costs and cover the operational costs of the Playing Fields. However over the last decade the popularity of golf has declined with less people playing, leading to green fees income and related spend on food and drink reducing. Therefore whilst the golf activity may get close to breakeven, this leaves the cost of the playing fields unsubsidised.

#### **5. Operating Budget 2019/20**

5.1 The following table summarises the overall budget changes for the golf operation, and the changes from the 2018/19 budget. Negative figures equate to savings or surpluses.

5.2 Overall the golf operation is estimated to make an operating surplus of £96,523.

	<b>Golf</b>					
	Golf Mgt	Golf course	Golf Shop	Catering	Course Maint	Total
Budget 2018/19	147,952	-465,300	-10,800	-18,300	234,074	-112,374
Staff cost changes	6,550	-	-	7,490	-4,470	9,570
Expenditure changes	-5,760	5,620	-1,200	-2,400	24,020	20,280
Changes in Golf Mgt / GM recharges	-5,697	-	-	-	-22,832	-28,529
Income changes	-3,000	7,400	2,000	300	7,830	14,530
Budget 2019/20	140,045	-452,280	-10,000	-12,910	238,623	-96,523

5.3 Any increases in green fees are made in reference to other local golf courses, as usage is price sensitive.

5.4 The Playing Fields operational budget is summarised below, and it shows an operational loss of £111,933. The reduction in expenditure is due to a reduction in utility costs as a result of having closed buildings due to dilapidation and it being uneconomic to undertake the necessary works to make them operational.

<b>Farnham Park Playing Fields</b>	
Budget 2018/19	87,704
Expenditure changes	-4,300
Change in share of Golf Mgt / Grounds Maint	28,529
Income changes	-
Budget 2019/20	111,933

5.5 The preceding tables show the Charity's operational budget position. The overall accounting financial position as a charitable trust, has to include the following non-operational costs:

- Interest on the financing of the Clubhouse redevelopment
- Asset charges / depreciation
- Support service recharges from the Council.

5.6 The overall position, including the non-operational costs is as follows.

	Golf	Playing Fields	2019/20 Total	2018/19 Total
Net Operating Budget	-96,523	111,933	15,410	-24,670
Interest	36,670	-	36,670	33,640
Asset charge	63,830	10,360	74,190	76,140
Support Service Costs	18,000	9,600	27,600	37,000
2019/20 Budget	21,978	131,893	153,870	
2018/19 Budget	12,946	109,164	122,110	

5.7 The table illustrates that the non-operational costs of £138,460 change the small operating deficit of £15,410 into an accounting deficit of £153,870. Within the overall figure it can be seen that the Golf activity makes a small accounting loss. The main deficit arises as a result of the costs of operating the Playing Fields.

5.8 If interest and asset charges are excluded the financial position would be an overall cost of £43,010.



	Golf	Playing Fields	2019/20 Total	2018/19 Total
Net Operating Budget	-96,523	111,933	15,410	-24,670
Support Service Costs	18,000	9,600	27,600	37,000
2019/20 Budget	-78,523	102,333	43,010	12,330

- 5.9 If the £43k cost was added to the figures in para 3.3 above it would not materially change South Buck's spend ranking compared to all other districts. £43k equates to 62p per resident per annum.
- 5.10 The cost for the playing fields, £102,333 is too high and reflects the declining use of the facility due to lack of investment over many years, and changing demand for playing fields, from adult to youth usage. This is why the Council is currently looking at ways to develop the playing fields site to increase usage and reduce operating costs. This is involving discussions with major sporting bodies to assess the potential for grant funding.
- 5.11 The option being explored involves:
- Consolidating the existing separate changing room buildings into a single facility with supporting bar and catering facilities. The consolidated facility would be operated on behalf of all users and not be for the primary benefit of any one club or user.
  - Improve the existing pitches and their layout, including improving drainage.
  - Providing 3G floodlit artificial pitches.
  - Additional leisure elements above the minimum requirement would be the provision of a fitness suite for club and public use. This would be a material source of income towards the operating costs of any facility.
  - The potential for space in the facility that could be available for hire for community uses such as meetings of local groups, advice and counselling sessions.

The intention is for the feasibility work to be reported back to members in the Spring

## 6. Risks and Issues

- 6.1 The main operational risks facing the operation are as follows:
- Weather has a major effect on golf income, especially during the peak season, March to October. The impact of this has been illustrated when the performance to date in 2018 is compared to that of 2017 when the usage was significantly impacted by the weather in certain months.
  - The state of the buildings on the playing fields site mean there are risks of unbudgeted landlord maintenance costs, or they become unviable to use. The site is also vulnerable to vandalism and unauthorised incursions.

- Income risks from tenants of playing field leases and pitch hire.

- 6.2 The financial information makes very clear that the cost of the Playing Fields is the major challenge facing the Charity/Council. This is added to by the fact that all the buildings on the site, with the exception of the greenkeepers compound, are approaching or at the end of the useful lives, and need replacing in the near future. Two of the building have now been closed.
- 6.3 It is highly unlikely that the Playing Fields would ever be a facility that could be operated at nil cost. Even if the facility was reduced to just a softball venue and the remained as public open space with minimal maintenance, there would be a cost to the Charity/Council in the order of £64k.
- 6.4 This is the key issue for the Council, as it is not a viable option to believe that the golf course can generate sufficient surplus after interest and depreciation, to cover the costs of the playing fields even if they were just used as public open space, and thereby avoiding any cost to the council tax.
- 6.5 The Open Space Needs survey undertaken by the Council during 2017 highlighted the opportunities for the provision of public leisure that the playing fields offer, and consequently their contribution to the public health agenda. However these opportunities could only be realised by investment by the Council to rationalise building, revamp pitch layouts and introduce additional income streams.

<b>Background Papers:</b>	None
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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 15 January 2019, in County Hall, Aylesbury, commencing at 10.30 am and concluding at 12.37 pm.

This meeting was webcast. To review the detailed discussions that took place, please see the webcast which can be found at <http://www.buckscc.public-i.tv/>. 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](mailto:democracy@buckscc.gov.uk))

### MEMBERS PRESENT

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

### CO-OPTED MEMBERS PRESENT

### GUESTS PRESENT

### OFFICERS PRESENT

Miss S Callaghan, Ms K Collier, Ms J Davies, Mr R Nash, Ms J Stephenson and Mr T Vouyioukas

### 1 APOLOGIES FOR ABSENCE

Apologies were received from Mr Babb and Mrs Mallen. There had been a change of membership as Mr Babb had stepped down from the committee. The Chairman thanked Mr Babb for his contribution to the work of the committee.

### 2 DECLARATIONS OF INTEREST



Mr Lambert declared a non-pecuniary interest as he was part of the early help review and Home to School transport working groups.

Ms Ward declared a non-pecuniary interest as she was part of the early help review working group.

### **3 MINUTES**

The minutes of the meeting held on 27<sup>th</sup> November 2018 were agreed as a correct record subject to the following amendments:

- p4 – Mrs Wood should read Ms Wood
- p4 – Principle should read Principal

### **4 PUBLIC QUESTIONS**

None were received.

### **5 CHAIRMAN'S REPORT**

The Chairman welcomed everyone to the meeting and advised that the Children's Select Committee would start at 10am in future.

Members were asked to attend upcoming meetings with front-line staff within the social care teams.

The Chairman welcomed applications for committee members who could provide representation for maintained School Parent Governors and Roman Catholic Schools. Members of the public who would like to provide representation were able to express an interest by emailing [democracy@buckscc.gov.uk](mailto:democracy@buckscc.gov.uk).

The Chairman said that he had been reassured at a recent budget scrutiny meeting that children's welfare had been prioritised and money had been spent wisely.

### **6 COMMITTEE MEMBER UPDATES**

There were none.

### **7 CABINET MEMBERS QUESTION TIME**

The Education performance under item 10 was covered within this session.

Mr Appleyard, Cabinet Member for Education & Skills, informed Members that the Home to School Transport consultation had finished and the outcome would be reported to Cabinet shortly.

Miss Callaghan, Service Director, Education gave an update about Education, Health Care Plans (EHCP's) and the Educational Psychology (EP) service. Up-to-date figures reflected a cumulative increased score of 52.8%, which she felt Ofsted would agree indicated that the service had been progressing on its improvement journey. She informed Members of two new appointments – a permanent Head of SEN and an interim Principal EP. Both appointments would provide oversight of the allocation of cases and performance in the area.

In response to questions, Members were informed that:

- The service was processing 95 more assessments than this time last year. This increased figure of completions within the statutory time demonstrated an improved performance.
- There would be no further permanent appointments in the Service area until the restructure consultation with staff had been completed.
- The service area would provide a chart which had a yearly comparison and demonstrated the pattern of referrals.

#### **ACTION – CABINET MEMBER FOR EDUCATION & SKILLS**

- The transfer of locums to the associate model would reduce costs and increase performance.
- Though the level of EHCP's in Buckinghamshire had been high, when compared nationally, this had now stabilised as there had been a national increase.
- The SEN strategy and improvement plan had a core aim of providing SEN support without the reliance on children going through the 20 week EHCP process.
- Caution should be exercised with national averages and the service area would be looking into causation behind the current figures.
- There had been a regular thematic audit cycle which quality- checked the EHCP's and improved management oversight would ensure fair distribution of workload based on staff specialism and capacity. The oversight would introduce a balanced support and challenge culture.
- There had been no known issues with the quality of EP's work; instead there had been issues with the pace at which work had been completed. The service area would have to strike a balance between quality and speed of completion.

A Member advised the Cabinet Member that she had received letters from Buckinghamshire Head Teachers who had enquired about the availability of 'Healthy Pupils Capital Funding'. She asked whether Schools had been involved in decision-making about how funding would be allocated and asked what decisions had been made.

In response, it was reported that the funding had been awarded to the Local Authority and that the Cabinet Member had decided that the best use of funding, which would produce long-term larger effects, would be within School's scheduled maintenance programmes which were in line with grant criteria. This would be communicated with Schools at the Schools Forum, Primary Executive Board (PEB) and Buckinghamshire Association of Secondary Head teachers (BASH). It had been a challenge to decide how to distribute the money fairly while pleasing all Schools who had differing views on how it should be spent.

Education figures from within the Q2 performance report were then discussed:

- Updated figures for permanent exclusions, for the academic year to November 2018, were provided. The new figures were 0.01% for primary Schools, 0.05% for secondary Schools and 0% for special Schools. Members agreed that lags in national figure provision had been unhelpful and resulted in delays when tracking the recovery journey.

The Chairman thanked Miss Callaghan and Mr Appleyard, and then welcomed Mr Whyte, Cabinet Member for Children's Services, for his update.

Mr Whyte updated Members about the progress of the newest children's home, which would open in Spring, and that the project team had been working hard to identify new opportunities for children's homes within the Wycombe area. He told Members that the early help consultation had closed so they would review the current strategy and service proposal ready for a March Cabinet decision. The Cabinet Member also thanked Members for their support and contributions to the successful Christmas present appeal for looked after children. Lastly he reported that the new looked after children strategy had been agreed at the last Cabinet meeting.

When questioned about the looked after children placed over 20 miles from their home key performance indicator from the Q2 performance report, Mr Whyte informed that improving this figure would be challenging due to the shape of the county, the fact that some children had to be situated further away for safeguarding reasons or to be placed with family and friend connections. A request was made and subsequently accepted for a breakdown of these figures to be provided to the committee.

#### **ACTION – EXECUTIVE DIRECTOR CHILDREN'S SERVICES**

A Member asked whether there had been any analysis of where looked after children were coming from and where foster placements were situated. Mr Vouyioukas, Executive Director for Children's Services, asked the committee to refer to the recent Placement Sufficiency Strategy as all data would be contained within that document. Quality, stability and competence of placement would always be prioritised over geographical location.

### **8 BUCKINGHAMSHIRE SAFEGUARDING CHILDREN'S BOARD UPDATE**

The Chairman welcomed representatives from the Bucks Safeguarding Children's Board (BSCB) who introduced themselves as:

- **Kevin Brown** - Superintendent Commander Wycombe LPA- Thames Valley Police
- **Gilly Attree** - Designated Nurse Safeguarding Children and Looked After Children, Buckinghamshire Clinical Commissioning Group
- **Fran Gosling- Thomas**, Independent Chair (BSCB)
- **Julie Davies** - Head of Quality, Standards and Performance – BCC Children's Services

During the presentation the following main points were noted:

- There had been a requirement for all local areas to have a safeguarding board which had representation from a number of key groups and individuals. Each of those partners had their own duties and requirements and the role of the Board was to ensure these

were well-coordinated, that partners had worked well together and effectively delivered the Board's aims.

- An annual report which would focus on safeguarding children and children's welfare would continue to be produced under the new arrangement. This would provide a thorough assessment of the effectiveness of local services, areas of weakness or blockages and orchestrated actions, from all partners, to remedy these.
- The Board had been meeting 6 times a year but the majority of work had been carried out within associated sub-groups and task and finish groups
- There had been a number of effective subgroups which dealing with a range of pertinent issues. The Board had been particularly proud of their work and progress with e-safety across the educational sector
- They believed the workload is now more evenly shared between key partners than it had been 4 years ago
- The largest task and finish group and workload in recent times had been the reshaping of safeguarding arrangements
- As there had been legislative changes and an inadequate Ofsted rating within Buckinghamshire, the safeguarding board had used this as an opportunity to make improvements. The new safeguarding arrangements would support the council's improvement plan and change the way that child death and serious case reviews were undertaken. BSCB would improve working between the three identified strategic partners.
- The Board would have an executive group made up of police, local authority, the clinical commissioning group (CCG) and education. Education had been chosen as a strategic partner due to the fact they had the most access to children across a broad spectrum of ages. This group would meet quarterly.
- The current Independent Chair would be stepping down and an advertisement for her replacement would run until the end of February. This would provide a fresh perspective for how the safeguarding board would operate
- Five subgroups would sit below the executive group; each with their own terms of reference. The Board would review which partners sat on each subgroup to ensure the right specialists would be represented.
- Working groups would come out of the subgroups and would involve partnership working with agencies not involved with the Board, which would be put together on an ad hoc basis
- There would be a safeguarding conference, twice a year, for all agencies working with the Board. This would provide updates, next steps and be a chance to gain feedback for improvement.
- All key issues of focus would remain the same but the Board would look at the whole family and implications, instead of focusing on just the child.
- New arrangements and priorities would be finalised in June 2019 and would be in place by September 2019.
- Improving outcomes for children was the overarching priority

In response to questions, representatives of the board made the following main points:

- In response to the rise in neglect cases the Board had implemented a graded care tool, developed by the NSPCC, which had reduced the incidences of neglect and helped to deliver a multi-agency approach to families. The neglect strategy would be reviewed for effectiveness.
- Board meeting attendance rates had not been reflective of partnership working or contributions. A lot of good work had happened away from formal Board meetings. The Board had been proactive in ensuring partner contribution and commitment.
- There had been positive multi-agency working with children's homes which had reduced incidences of children reported as missing from care. They had ensured the safety of these children through innovative measures and risk-based approaches, such as drawing up extended curfew contracts.
- There had been extensive ongoing work which ensured children were safe from all forms of exploitation, including 'County Lines'. All agencies had used preventative measures and fast response to flag issues.
- Coordinated working and joint strategies had improved. Partners contributed their part when solving issues and nothing would fall between the gaps
- The Multi-Agency Safeguarding Hub (MASH) had undergone a comprehensive review which had improved the service and ensured good partnership working. Digital solutions introduced provided partners with rapid, remote access to any shared information, necessary for them to carry out their duties.
- Private fostering arrangement numbers had remained low and were known to be underreported. A campaign had taken place to highlight the importance of making these arrangements known to the authority. There had been an increase in reported cases in the last two years.
- E-safety campaigns had been rolled-out across Schools and had been well-received by staff and children. There had been specific sessions for parents and children who were home-educated. Schools had been known to deliver e-safety sessions to parents during well-attended, unrelated events, to ensure they received the information
- A draft of the next annual report would be available in July 2019

The Chairman thanked representatives of the BSCB for attending and thanked the Independent Chair for her hard work over the four years of her term.

## **9 OFSTED MONITORING VISIT UPDATE**

The Chairman asked Mr Whyte and Mr Vouyioukas for an update about the most recent Ofsted monitoring visit. Mr Whyte highlighted that Ofsted had recognised the shift from quantity across to quality outputs, which had negatively affected some performance data, but had been necessary to improve social work practices. The Cabinet Member also reported that Ofsted had recognised that the whole Council, including all Members, had been committed to supporting the improvement journey.

Mr Vouyioukas made the following points as an overview:

- The December visits had focussed on child protection plans



- Ofsted had agreed with the senior leadership team's (SLT) self-assessment. They believed that they had a clear focus, an accurate assessment of the challenge and a realistic improvement plan
- Management oversight had improved, which provided social workers with better direction and improved working
- Front-line staff morale had remained positive, despite pressures on the service
- There would be a clear focus for improvements going forward with several important areas identified. The service would take all measures necessary to ensure that they successfully got to where they needed to be.

In response to Member's questions, the following main points were noted:

- Social worker recruitment and capacity had been a national problem, however, the service area were confident that their recruitment and retention strategies had been successful in recruiting experienced and skilled social workers into available posts within the council.
- Vacancies and agency staff within social care had not been particularly high. The service area had managed to convert some agency staff into permanent staff within the Council.
- Consistency of social work reporting styles had been ensured using templates and conversations with managers about expected quality.
- Although the Committee had been concerned about the fact that in some cases Senior Managers had been acting down, it had been deemed to be necessary at this stage of the improvement journey, as a temporary measure. Over time and after staff consistently performed at the appropriate standard, this would not be expected to continue.
- Ofsted concerns about the lack of evidence of advocacy support reflected the fact that these services had only been recently introduced and the service were confident that benefits would be realised after a short time. Take up of public law outline advocacy had been working well.
- Concerns about strategy meeting actions and timetables had been addressed immediately, often by Senior Managers acting down to remedy the situation
- The number of children who came under each Manager had reduced since the monitoring visit and there had been some cases where the correct action had to be taken immediately which required Managers to act down. Complex cases being assigned directly to Managers was standard practice.

## **10 REVIEW OF PERFORMANCE REPORT - Q2 2018-19**

Mr Whyte updated the committee with the fact that there had been significant improvements since the time of reporting. Adoption placements were described as a complex area where children often required placements out of county, so there had been some dependency on neighbouring counties and their activities. The new season of adoption events would commence shortly and were expected to produce good results. Marketing had targeted both residents within Buckinghamshire and neighbouring Counties.

The delays in the adoption key performance indicator had been impacted by a small number of complex cases, which had suffered delays in court proceedings and had also required intensive work to ensure that the children would thrive within these placements.

## **11 COMMITTEE WORK PROGRAMME**

The committee's future work program will investigate:

- The early help consultation consultation
- 6 month permanent exclusion monitoring
- Current provision of services for children and young people who have ASD
- The provision of mental services for children and young people

## **12 DATE OF NEXT MEETING**

The next meeting will be at 10am on Tuesday 12<sup>th</sup> March 2019 in Mezzanine 1, County Hall, Aylesbury.

**CHAIRMAN**

**OVERVIEW & SCRUTINY WORK PLAN 2018-19**

		2018		2019		
		June	October	January	February	June
Performance Indicators/Service Plans	Ad hoc					
Revenue Budget Proposals	Annual					
Capital Strategy & Capital Programme	Annual					
Treasury Management Strategy	Annual					
Housing Developments - Viability Assessments	Ad hoc					
Report of T&F Group on MTFS	Ad hoc					
Open Spaces & Playing Fields Strategy	Ad hoc					
Farnham Park	Ad hoc					
Housing Strategy	Ad hoc					
Consilio Investment Approval Process	Ad hoc					
LEP Industrial 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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