



Buckinghamshire County Council
Select Committee
Environment, Transport and Locality Services

Date: Wednesday 25 September 2013
Time: 10.00 am
Venue: Mezzanine Room 2, County Hall, Aylesbury

AGENDA

9.30 am Pre-meeting Discussion

This session is for members of the Committee only. It is to allow the members time to discuss lines of questioning, areas for discussion and what needs to be achieved during the meeting.

10.00 am Formal Meeting Begins

Agenda Item	Time	Page No
1 APOLOGIES FOR ABSENCE	10.00am	
2 DECLARATIONS OF INTEREST To disclose any personal or disclosable pecuniary interests.		
3 MINUTES Of the meeting held on Wednesday 24 July 2013 to be confirmed as a correct record.		1 - 14



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4 PUBLIC QUESTIONS

How can I have my say?

There is a dedicated public platform item where members of the public can register to speak on any agenda item or suggest matters which they would like the Committee to look at. Written notification must be received at least 7 working days in advance of the committee meeting that you would like your issue raised.

For further information please see:

http://www.buckscc.gov.uk/assets/content/bcc/docs/overview_scrutiny/public_platform.pdf

5 CHAIRMAN'S REPORT

For the Chairman of the Committee to provide an update to the Committee on recent scrutiny related activity.

6 WRITTEN RESPONSES REQUESTED FROM COMMITTEE MEETING OF THE 24 JULY 2013

- | | | |
|----|--|----------------|
| a) | Environmental response - Green Deal
Attached is an information paper on the Green Deal. | 15 - 18 |
| b) | Environmental response - Sustainable Travel Scheme
Attached is an update on the Sustainable Travel Scheme. | 19 - 20 |
| c) | Cabinet response - TfB (Ringway Jacobs contract)
Attached is the updated Task & Finish report. | 21 - 28 |

7 PUBLIC TRANSPORT: FUTURE RISKS AND CHALLENGES 10.20am 29 - 36

Andrew Clarke, Passenger Transport Manager, BCC
Paul O'Hare, Community Impact Bucks

Members will ask questions on the current and future pressures and the impact on accessibility to services and rural isolation. Members will also hear about what alternative transport options are currently available.

8	TFB COMMUNICATION	10.50am
	<p>a) Customer Focus Project Joe Nethercoat, Senior Manager PLACE Sean Rooney, Senior Contract Manager</p> <p>For Members to hear from officers about the review taking place internally around communication and to provide the opportunity for Members to ask questions on areas they feel need to be addressed to improve the communication channel both internally and externally.</p>	37 - 44
	<p>b) Efficiency Savings Sean Rooney, Senior Contract Manager Members have received a written response on examples of efficiency savings following the last Committee meeting. This session will go into detail about how savings are achieved.</p>	45 - 46
9	GRASS CUTTING UPDATE Deputy Cabinet Member Ruth Vigor-Hedderly For members to receive a verbal update on the on-going investigation and improvement works on the issues highlighted around grass cutting this year.	11.50am
10	ITEMS FOR INFORMATION: CHAIRMAN OF THE COMMITTEE Papers for information	12.00pm
	<p>a) Economic Growth Agenda – role of Bucks Business First, Bucks County Council and Local Enterprise Partnerships</p>	47 - 52
	<p>b) Shale Gas Fracturing ‘Fracking’, outlining the Bucks County Council position</p>	53 - 64
	<p>c) Committee Work Programme</p>	65 - 66

11 DATE OF THE NEXT MEETING**12.25pm**

The next meeting is due to take place on Wednesday 6 November 2013 at 1.00pm in Mezzanine Room 2. There will be a pre-meeting for Committee Members at 12.30pm.

Future dates and times for 2013

Wednesday 4 December (1.00pm)

Proposed dates for 2014

Tuesday 4 February

Tuesday 4 March

Tuesday 8 April

Tuesday 13 May

Tuesday 17 June

Tuesday 2 September

Tuesday 14 October

Tuesday 18 November

Purpose of the committee

The Environment, Transport and Locality Services Select Committee shall carry out scrutiny functions for all policies and services relating to environment, transport and locality services, including: Environmental sustainability; Planning & development; Transportation; Road maintenance; Locality services; Community cohesion; Countryside services; Waste, recycling and treatment; Trading standards; Resilience (emergency planning); Voluntary & community sector; Drugs and alcohol issues; and Crime and disorder and crime and disorder reduction partnerships (community safety partnerships).

In accordance with the BCC Constitution, the Environment, Transport and Locality Services Select Committee shall also sit as the designated Crime and Disorder Committee and will hold the countywide Crime and Disorder Reduction Partnership (known as the Safer Bucks Partnership) to account for the decisions it takes and to take part in joint reviews with District Councils of District Crime and Disorder Reduction Partnerships.

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For further information please contact: Sharon Griffin or Maureen Keyworth on 01296 383691 / 3603; Fax No 01296 382538; Email sgriffin@buckscc.gov.uk / mkeyworth@buckscc.gov.uk

Members

Mr W Bendyshe-Brown

Mr T Butcher

Mr D Carroll (VC)

Mr W Chapple OBE

Mr D Dhillon

Mr P Gomm

Mr S Lambert

Mr W Whyte (C)



Buckinghamshire County Council
Select Committee
Environment, Transport and Locality Services

Minutes

ENVIRONMENT, TRANSPORT AND LOCALITY SERVICES SELECT COMMITTEE

MINUTES OF THE ENVIRONMENT, TRANSPORT AND LOCALITY SERVICES SELECT COMMITTEE HELD ON WEDNESDAY 24 JULY 2013, IN MEZZANINE ROOM 2, COUNTY HALL, AYLESBURY, COMMENCING AT 10.00 AM AND CONCLUDING AT 12.15 PM.

MEMBERS PRESENT

Mr W Bendyshe-Brown, Mr T Butcher, Mr D Dhillon, Mr P Gomm, Mr S Lambert and Mr W Whyte

OTHERS IN ATTENDANCE

Ms K Agbabiaka, Ms G Badhan, Ms J Blake, Ms S Griffin (Secretary), Ms G Harding, Heeley, Mrs M Keyworth (Secretary), Mr L Merces, Mr S Rooney, Mr D Sutherland and K Wager

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Bill Chapple and David Carroll.

2 DECLARATIONS OF INTEREST

There were no declarations of interest.

3 MINUTES

The minutes of the meeting held on the Wednesday 26 June 2013 were agreed as a correct record.

4 PUBLIC QUESTIONS

There were no public questions.



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5 CHAIRMAN'S REPORT

The Chairman explained that the Environment, Transport and Locality Services Select Committee has a varied and wide workload.

One of the challenges during the year will be to schedule the agendas as the items arise as well as address some of the big issues/topics already on the agenda for the Committee.

6 OVERVIEW OF THE ENVIRONMENT PORTFOLIO

The Chairman welcomed Gill Harding, Country Parks and Property, Gurbaksh Badhan, Waste Service Business Manager and David Sutherland, Sustainability Service Business Manager to the meeting.

Gill Harding explained that the Place Service Senior Management responsibilities were as follows;

Martin Dickman, Senior Manager, Place;

- 'Go To' for the Cabinet Member for Environment
- gypsies and travellers – contract manager (the management contract currently sits with Oxfordshire County Council)
- Energy from Waste Project Lead

Gill Harding

- general overview of Place Service and Environment, Green Spaces and Country Parks, finance and performance

Gurbaksh Badhan

- household waste and recycling

David Sutherland

- sustainability and future proofing services

Joe Nethercoat

- waste and sustainability

Stephen Walford

- Planning, Advisory and Compliance Service (PACS) (a new team brought together as a result of the Place restructure 18 months ago)

Household Waste Recycling Centres (HWRCs)

Gurbaksh Badhan gave the following overview of the Household Waste Recycling Centres;

- Buckinghamshire County Council has a statutory function as a Waste Disposal Authority to provide one or more Household Waste Recycling Centres (HWRCs) where Buckinghamshire residents can recycle and dispose of their own household waste.
- BCC have 10 Household Waste Recycling Centres operating under Performance Based contract by FCC Environmental
- The contract commenced in April 2012 and includes:
 - Self monitoring of 36 Key Performance Indicators (KPIs)
 - Recycling and diversion targets for encouraging submission of a business case for new recycling streams
 - A share of net income/cost on recycled materials
- The contract is for a period of 7 years with the option to extend the contract for a further 3 years.

- 75% of waste collected across the 10 sites was reused or recycled in 2012/13
- The Waste Acceptance and Access Policy was brought in in 2006 to replace the use of height barriers and to deter trade waste being brought in for free and by setting limits, restrict quantities of non- Household waste.
- The policy has been implemented through a 'Permit Scheme'.
- Householders can apply for a permit in various ways i.e. via the BCC website, by telephone or in writing.
- There are four types of permit, general, recyclable, DIY and/or asbestos. Permits are free and are for a fixed duration (general/recycle – 1 month (3 month on renewal), DIY 31 days / one visit for six items of DIY waste).
- Local Businesses may dispose of Commercial and/or construction & demolition waste at one of five Trade Waste HWRC's. Charges apply and are published on the BCC website.
- A project took place from April – June 2013 under PRINCE 2 to look at how to deliver services, the location of the HWRC's, the impact, the delivery of services in the last 6 years and the legislation elements. The project is 90% complete. An options list will be developed in July/August which will be presented to the Project Board for detailed analysis and modelling. The aim is for the Project report to be reviewed and finalised by September 2013.

Sustainability and Future Proofing Service

David Sutherland, Sustainability Service Manager gave the following overview;

The two key objectives are:

- To reduce the County Council's costs by improving its resource efficient and that of its partners and enabling Buckinghamshire to grow, whilst reducing its impact on the environment.
- To reduce car use through the promotion and facilitation of sustainable travel choices, enabling economic growth, improving health, wellbeing and accessibility and reducing congestion and environmental impact.

The Sustainability Action Plan was approved by Cabinet in March 2013. The key themes of the Action Plan are;

- Energy Efficiency (including the Carbon Management Plan)
- Renewable Energy
- Resilient services and communities
- Employment and business
- Sustainable travel
- Waste prevention

County Parks

Gill Harding gave the following overview:

The key themes are;

- 3 main park areas; Black Park, Langley and Denham
- Last year there was an income generation level in excess of £650k with £700k projected this year
- There was an operational expenditure of £570k last year with £630k predicted this year
- The main sources of income are filming and card parking
- There is a new strategy to deliver further step change in income to cover;
 - Below the line costs
 - Develop a reserve for improvements
 - Be able to manage good and bad years so that business never falls into deficit

- Current estimated target to do this is a further £300k income delivery
- The strategy for the future is a move towards a trading account model to demonstrate financial self sufficiency
- To facilitate this an investment of over £900k has been made through the Medium Term Plan over a three year period
- Main projects being explored are:
 - Intelligent car park charging and enforcement – the current arrangement is a flat charge on a daily basis – enforcement measures which are fair across the board are being looked into
 - Temporary and permanent expansion to the car park at busy times taking into account the impact on the road network.
 - Development of a multi-functional structure to expand the current season at the parks i.e. an all weather centre

Green Spaces

- Due to MTP efficiencies the decision was made to divest Green Spaces to other likeminded organisations in order that they would be kept for public use.
- A divestment strategy is currently in place around working with local parishes to move Green Spaces into a different delivery model.
- A saving in the region of £180,000 was made.
- Of the 27 Green Spaces, 17 are in the final stage of agreeing Heads of Term on 99 year leases. The County Council has been mindful that the leases protect the green spaces.
- The remainder of the Green Spaces has been flagged up with the Cabinet Member for Environment to look at how this can be taken forward.

During discussion, Members asked the following questions and made the following points:

What is the mechanism for updating and making Local Members aware of what property assets or Green Spaces are within their division and how they might be involved in dialogue if the process is to be reviewed? Property primarily falls within the Finance and Resources portfolio (Ian Boll is lead on the property area). There are lots of services including Environment where there is both property and land currently within the service area. The move towards the Corporate Landlord arrangement means there is a lot of debate around how BCC work with the services and Local members e.g. the walks and the windmill in Brill where Local Members were very aware what was going on. There should be dialogue between Officers and Local Members. If this is not happening it can be feedback.

Action: Gill Harding

Wycombe District Council has outsourced 200 acres of woodland which are now freestanding and money earning. Can BCC do the same as for the properties? An Automatic Number Plate Recognition (ANPR) scheme is being rolled out for all car parks in Wycombe. Is it possible to do something similar in the Green Parks?

Do the green spaces/property that BCC is trying to divest consist of small verges/parcels of land? From personal experience the process residents have to go through to purchase land is so complicated they then don't want to go ahead with the purchase. This could have an effect on income opportunity/capital opportunities. The Green Spaces being discussed are currently sat in the Environment portfolio and are small patches of woodland/land. The divestment strategy is being looked at as a way of maintaining their use for the public in the future. Land purchased by individuals or organisations would go via the Finance and Resources portfolio which sits within the property remit. This comment can be fed back to Ian Boll

Action: Gill Harding

Does the property sit within the Environment portfolio or within a different department?

It depends on the areas of land and where they are actually located. Strips of transport land sit with the Transport portfolio. Purchase of the land would generally go through Property Services. The aim is that all assets owned by BCC would be managed by the Corporate Landlord structure which would then be managed under the Property Service structure. This management structure is still to be developed for the future.

Members need to be kept well informed about how the consultation for the intelligent car parking charges in country parks would take place with members of the public.

Wycombe District Council has a thermal imaging camera and by using this has recognised that 70% of the buildings across the district are poorly insulated. Do BCC have similar equipment which could be loaned out or could staff be trained to carry out this process? There is a thermal imaging camera in the BCC team. The possibility of loaning out the camera can be looked into. It has emerged that approximately 40-50% of emissions come from domestic housing due to inefficient housing stock in Buckinghamshire. Commercial property stock is also very old and poor within the Bucks Authority – this is a key issue which needs to be addressed.

The Community Interest Company (Green Deal provider) has had very little take up. Those doing the surveys and installation receive funds/payment but at the end of the day the person who pays is the Householder. The Green Deal is one of the Government flagship proposals around how to address the lack of efficiency across housing and commercial stock. The key part is that the savings/payment is drawn down on the energy bill of the household and the repayment stays with the property not the person. To date 38,000 households have had a Green Deal assessment across the UK. This is positive bearing in mind this is the start of a 20 year programme. The reason by BCC as an Authority took the decision to go ahead with the Green Deal to try and keep some of the supply chain local (assessors, installers etc).

The Chairman asked for a written response to be provided about the Green Deal as it would be useful to understand reasons for its creation, the benefits and why BCC decided to go ahead with the programme.

Action: David Sutherland

The two new re-use shops at HWRCs are run by a local charity. It is interesting to hear there could be the opportunity to extend this to other sites as members of public would welcome the opportunity to recycle at all of the centres rather than just the two specific sites. There has been some negative feedback about the new re-use shops but there was also some negative customer feedback about the other delivery model in terms of some sites being an open area and people just standing around which gave the feeling of intimidation. Money is now going to a local charity for a local hospice which is a much better position than it was previously. There are currently only re-use shops on two of the larger sites They appear to be very success at the moment but are victim of own success as there is the need to look into expanding the areas.

The process is that a donation can be made on all the sites which is then brought into the central site and sorted. What can be realistically sold will go into the shops, what can't be realistically sold will go into the high street chain shops and what still can't be sold after 2-3 weeks will be auctioned. The new arrangements have been in place for one year. There is still room for improvement as we go forward.

How do the HWRC's deal with commercial vehicles with private domestic waste who have not obtained a permit as they did not realise there is a procedure in place. Some traders have also commented that it is difficult to drop their waste on the site. Do they have a waste transfer license within their remit? Traders need a Waste Carrier License

which is quick and easy to apply for from the Environmental agency. A regular carrier needs to have a license; however if the quantity of waste is under the set amount, it is not necessary to have a license. The Waste Centre needs proof of a license before accepting waste. The process is that waste is weighed on a weighbridge and a ticket is issued. The waste then has to be separated into the same container that members of the public use. On the leaving the centre the weight of the vehicle is taken again which is how the appropriate charge is made. Disposing of the waste is a relatively quick and easy process. Aylesbury, Aston Clinton, High Heavens and Beaconsfield accept waste.

With regard to commercial vehicles that do not come in to the waste sites on a regular basis, this can be addressed on a discretionary basis by completing an onsite disclaimer.

The graph on page 8 of the presentation shows that the recycling rates dropped from 80% in 2012/2013 to 75% 2010/2011. Is the reason for this reduction known? There are several reasons for the drop in the recycling rates. The recession has affected the volume of material coming through and also the changeover of contract (style, operational aspects and the fact that some material can no longer be removed). The way of delivering the services on the ground has changed.

The next stage needs to be considered i.e. rural access to sites and carless access. If an individual does not have a car, how would they dispose of their household waste? Recycling in a conservation area is not particularly easy as some of the County Councils have started to remove waste points from town centres.

If there is £1m Capital Budget to spend on improvement to sustainability transport programmes, the problem of most schools facing traffic jams at 8.30am/3.30pm needs to be addressed. There is also the knock on effect on local air quality management and impact on local traffic planning and management to take into account. It would be interesting to know where the £1m in the Capital budget is going to and to have more detail about the schemes. The Chairman asked for a written response to be given to the questions raised about the Capital Budget

Action: David Sutherland

A further report can be provided about LED street lights as this is a big programme and there are large energy savings to be made in terms of switching to LED. Primarily the switch to LED street lighting is on A&B roads as this is where the funding is currently in place. There is however, the aspiration to extend this further.

Action: David Sutherland

It was suggested that the Committee looks at the following as part of their future work programme;

- The Green Deal as it affects sustainability and future income and setting up these companies changes the entire environmental portfolio across the council.
- The impact of the street light switch off programme and migration to the LED lighting.
- Food recycling and bulk waste items
- It would be useful to understand the relationship between fly tipping and accessibility to trade waste

The Chairman thanked Gill Harding, Gurbaksh Badhan and David Sutherland, for their very useful and detailed update.

7 PROPOSED COMMITTEE WORK

Kama Wager, Policy Officer referred Members to the documents enclosed with the agenda detailing two proposals for committee work.

Members were asked for their agreement that the two areas proposed fall with the remit of the Committee and that they should be looked into further.

Proposal No 1 - Tackling Problem Debt in Buckinghamshire

The key areas that could be addressed are highlighted (payday loans, prevalence of people using payday loans, high interest lenders, high unemployment etc)

Proposal No. 2 - Bus usage and public transport links in Buckinghamshire

This is a legacy item from the Overview and Scrutiny Committee passed onto the ETL Select Committee to look at areas such as transport networks bus routes based on historic demands and future demands, if services meet demands and rural accessibility.

Members of the Committee agreed to look at both of the items at the September meeting after more research has taken place and further evidence has been gathered.

Welfare Reforms

Members were advised that a number of projects were taking place across the county to look at the impact of welfare reforms. The requirements may only be for extra background research/ information to be fed into areas where the Committee may be able to add value and to take this through as a draft scope for a future inquiry topic.

The Chairman said that it would be useful to hear what work is Community Impact Bucks are carrying out on behalf of BCC.

Action: Kama Wager

8 TRANSPORT FOR BUCKS, RINGWAY JACOBS CONTRACT

The Chairman welcomed Janet Blake, Cabinet Member for Transport and Planning, Sean Rooney, Senior Manager- Transport, Karen Agbabiaka – Senior Manager, Place Service and Martin Heeley, Design, Construction and Business Manager, Ringway Jacobs/TfB to the meeting.

The Cabinet Member introduced Lee Mercedes, Contract Director, Ringway Jacobs/TfB.

Sean Rooney took Members through a Powerpoint presentation on the Transport for Bucks (TfB), Ringway Jacobs contract during which the following key points were highlighted:

The rationale behind the Transportation Services Contract

The Transportation Services contract started in 2009 at which time it was a quite innovate and unique in terms of the way things are done in the industry. Highways expertise was provided by Ringway Jacobs to work towards improving the service provided to businesses, customers and residents of Buckinghamshire.

The contract was not a traditional client/consultation. It was an arrangement very much about a self-audit and self-monitoring from Ringway Jacobs as part of TfB. There was strategic client support of the contract with the ability to check and challenge on an on-going basis. The important aspect was moving towards a different approach. Instead of a tripartite arrangement there was a single TfB alliance. Focus was on delivery across the service

Task Orders

Task Orders are the instruction BCC gives to the Contactor to carry out works on behalf of the Authority.

A Task Order is a culmination of a significant business planning process which starts in October every year for the following financial year. There is significant challenge and involvement from the client throughout the process

Task Orders are led by the contractor but are checked and challenged by BCC. There is also involvement from the Cabinet Member towards the latter stages.

Principles of payment

This is the level of detail which gets picked up in the latter stages. Each area of work is issued a specific Task Order which is linked into breakdown of the work which is expected to be delivered within the year. This is also recorded for Capital and Revenue.

Key Performance Indicators (KPIs)

Key Performance Indicators set out the standards against which TfB's performance is measured;

- 'minimum acceptable performance'
- 'expected performance'
- KPI's are reviewed yearly.
- Contract extension is based on successful KPI performance
- 90% of KPIs must meet Acceptable Performance
- If the performance is not achieved for two consecutive years, any extensions granted are reduced by a year (although contracts are awarded, there is still the ability for the Contractor to lose the contract)
- If performance is not achieved for three consecutive years, ALL extensions granted are lost
- Current extensions take the contract to 2012, with the potential of running until 2024.

During discussion, Members asked the following questions and made the following points:

There are two progress reports to Council with Cabinet response (27 February 2012 and 23 October 2012) from the previous Overview & Scrutiny Committee. There 8 keys items outstanding from the October report. Is it possible to have an update on the response? The last response was made by Peter Hardy, Cabinet Member for Finance and Resources. Work is still taking place towards some of those key recommendations. A paper has been shared on the role of the Strategic Board. An update can be provided which includes details of the monthly reviews and the 'We are Working on It' programme.

Action: Sean Rooney

The report on each of the recommendations to be given to the Committee should include the following information:

- The role of the Strategic Board and how this relates to the Select Committee
- How the Select Committee is informed about what the Strategic Board decides and discusses
- An update on complaints and trends and how they are resolved
- Managing expectations (councillors and members of the public)
- Expected delivery
- KPIs
- Monthly reviews (OMT/OMB-Management Team/Board) and the outcome
- The concept of potholes in one area not all being repaired at the same time

Action: Sean Rooney

The Cabinet Member explained that BCC are driven to making sure that the appropriate repairs in an area are completed in one visit but this dependent on the Capital Expenditure available. BCC would sooner deploy a workforce to make sure the repairs are right the first time rather than having to return to the site for further repairs and therefore incurring additional costs.

Is it possible to have a further explanation/clarification of Task Orders? The Business planning process takes into account budgeting from the Medium Term Process (MTP) and is driven from those values and budgets from September to 1 April. Each activity/output/cost is defined for the type of service and level of service is agreed. The cost for that service is put into a Task Order, a 3-4 page document which sets out the financial implications to deliver the Business Plan and those activities. Each contract KPI is attached to a Task Order.

Task Orders are related to the related Business Plan. The Business Plan breaks down each item of the service which is expected. The Task Order is an instruction to carry out work within the Business Plan that has been instructed by the client. There is the obligation and statutory requirement to maintain highways in a safe and serviceable condition.

How many Task Orders are there for this current year? There is one Task Order but this is sub set into each service area (approximately 14 in total). There is one Task Order for Capital and Revenue for TfB which is sub divided into Service areas such as Asset, routine etc.

Where do Client Reference Numbers (CRN's) fit in with Task Orders? The CRN is the unique number given to a customer when they make a complaint. The CRN is sent to TfB and a works order is generated. Task Orders are about the 'business' that the County Council expect TfB to deliver on their behalf.

Is a Task Order is fundamental to what services are delivered by the Local Authority each year. Yes a Task Order is linked to the Business Plan.

How is the percentage of acceptable performance calculated i.e. 90%? When a contract is issued and the base rate for the price of the contract is agreed, if the contractor doesn't perform or if they increase their performance, does the contractor receive a bonus and if they don't perform does BCC receive a reduction within the process? TfB does not get a bonus for over performing just a cut for under-performing. The fee profit element is reduced if TfB do not meet the KPI performances throughout the year.

When KPIs are defined there is a minimum expected period indicated. Performance for each indicator is linked into where it sits in each band. If the performance figures are achieved as a minimum, TfB gain the full fee. If performance is in-between it is rated and ranked in-between i.e. £10 for delivering a perfect service and £5 if a perfect service is not delivered.

Is there an element of overheads and profits in Task Orders if some of the work can be procured at a cheaper rate during the year? The fee at risk is a contractual figure within the KPI. A proportion of that is linked with overheads and profit. It is the profit element which is at risk.

In previous years has there been any element of a Task Order which has not been paid in full as a result of the work not being up to standard i.e. lack of performance? Although there are individual Task Orders, the year- end outturn is taken as a whole. The process is managed throughout via the governance process (the Ringway Jacobs performance review) and reporting to the Operational Management Board. Elements have not been paid rather than an individual Task Order.

A document received from the Policy Officer advises that grass cutting has been reduced to two cuts per year in rural areas. There are areas where large swathes grass are not cut back but they were brought by the County Council to allow visibility of traffic i.e. B4009. As part of the Medium Term Plan process last year, TfB were asked to review the Business Plans in relation to making efficiency savings. The decision was made to reduce the levels of cuts of grass from three to two. Concerns have been received from members of the public about the new process in place as they are used to seeing a certain numbers of cuts. There is a new plan and process in place.

How are the 'hot cut gangs' accessed and how are arrangements made for them to carry out work - is this via CRN? 'Hot cut gangs' would carry out the grass cutting work at junctions. Although the process is now two cuts, visibility splays around junctions are classed as 'as and when' which depends on the grass and how quickly it grows. Local Area Technicians and Inspectors should pick up any areas to be addressed whilst carrying out county visits/inspections. 'Hot cut gangs' should be contacted via the Contact Centre.

There is no option on the drop down menu on the website to report problems with grass verges. This issue will be taken back to the team and will be looked into. Interaction with the Local Area Technician also needs to be encouraged

Action: Sean Rooney

There are two areas in North Bucks where the first cut of the grass has not taken place. Reflectors on the corners of the roads cannot be seen and there is impaired vision space. Residents have been advised that the first cut will take place in August. What is the reason for the delay and are there any savings to be had from the first cut taking place in August? The specific concerns about the two cuts per year can be fed back to the team. The number of grass cuts is linked to the programme of delivery which is built into this year's Performance Indicators. If this is not as per the published programme which is defined at the beginning of the year it affects KPIs and there is a risk to the contractor's fee.

With regard to grass cutting if a KPI is not met obviously there would be a reduction or non-payment in the KPI but if work is not carried out and the grass is not cut on time does that mean the Task Order value for the grass cutting will be reduced as well? There is a process in place to review KPIs. If a service has not been delivered it will not be paid for. If the elements of the Task Order which refer to the Business Plan are not delivered, they will not be paid for.

There is the need for clarity around the process as the way the information is being presented infers that a KPI is at risk but not the Task Order.

There needs to be more transparency, openness and honesty with members of the public as there is the assumption that the Contractor is being paid whether or not a service is delivered. Members of the public are not aware of the reduction process as part of the procedure. BCC officers provide a robust challenge to Ringway Jacobs. If work is not done or if Ringway Jacobs do not meet the achieved performance targets, they will not be paid or achieve the fee.

Are KPIs set in stone the day the contract is given or are they moveable? One example is a problem with the gully's and the LAT advising that this year only metropolitan classified gully's are being cleared. The gully's being referred to are soak-aways. Does the KPI move with this as only 50% work being done? KPI's are moveable. They are reviewed on an annual basis as they drive what BCC want the contractor to deliver. TfB are measured on the gully emptying programme. If they do not deliver on an element of the programme it affects performance and the fee is at risk.

In previous years the requirement was to empty every gully at least once a year. This year as part of efficiency savings and a review, gully emptying has now gone to a risk based

approach. A review of gulley's identified that in some areas there are gulley's that do not need to be emptied every year. The risk based approach means that some will be emptied more than once a year but others will not be emptied at all. If there are issues such as a blockage, the LATs/Inspector should be contacted to request the work is added to the drainage programme and CRN process.

During a meeting with a local LAT, Parish Chairman and clerk the issue and problem of flooding was raised. Some additional Capital money has been successfully identified this financial year to put into drainage improvement and a work programme has been put in place to deliver the improvements. The LATs have been involved with this piece of work. Although funding is available resources need to be managed carefully and work carried out in the most effective way. This particular issue can be fed back to the appropriate team.

Action: Sean Rooney

The mission to repair potholes is greatly welcomed and praise should be given to the team for the resurfacing of the Mursley Road.

Going forward the management of one of the county's biggest and most used assets (TfB) needs to be looked at. The contract being shown looks obscure and confusing. A way to make this simpler to understand would be welcomed. The Cabinet Member said there is the need to review Asset Management and the effects of variance such as has been outlined today to see what takes priority within the constrained budgets BCC have.

Action: Janet Blake

Ringway Jacobs are contractually obliged to deliver an element of efficiencies year on year. A contractual figure is written into their contract.

A contract extension has just been given to service that started in 2009. What opportunities were taken to change the KPI's and for more reactive work to take place?

Are LATs still in-house or have they moved to TfB? LATs are a mixture of Ringway Jacobs and BCC employees. There has been a consultation over where the LATs should sit. A final decision has yet to be made.

There are over 500,000 people living in Buckinghamshire. In some areas the weeds on the roadside are waist high. Is this a good management of BBC strategic assets that the grass is allowed to grow this high and self seed. Weed spraying is a hot topic. There needs to be the priority of resources available to the issues that are most key and most important to residents. The client is driven to manage the assets in the most appropriate way. In the money allocated to weed spraying BCC/Ringway Jacobs are not able to do as much as the public would expect to be done.

Partnership working needs to be clarified as in some areas there is more than one body responsible for cutting the grass (Parishes, Districts, Housing Authorities) and they also have different ways of cutting i.e. some leave the grass cut on the top.

Why was there no engagement with the Parishes who have own grounds maintenance staff on an ad hoc basis to help with the grass cutting service.

On line reporting is a good tool but it needs to be widely accessed and there needs to be increase of awareness of the tool.

If the workload is agreed each year, how are efficiencies identified and is this to the degradation of services? Treatment of weeds is a preventative maintenance activity. At the moment there are not enough funds to undertake that kind of preventative work; the

consequence is therefore damage to the assets. Part of solution is to look at the overall maintenance strategy and come up with a more coherent strategy.

How are efficiencies captured and signed off? The system is evidence based. Efficiency savings are being driven through the whole service. The information is captured on a monthly basis and is reported on a yearly basis to the Operational Management and Strategic Board.

Is it possible to give an example of efficiency? Surely the contractor shouldn't accept the Task Order if insufficient funds are allocated to complete a task. An example of efficiency is that Ringway Jacobs was tasked to provide network improvement. There was confidence and regular monitoring in getting efficient rates as the scope and scale of the work allows them to be sharper in the process.

Is the contract stifled by the process which then prevents delivery of efficient and effective service to the client? Why has taken three months to get a white line painted. The LAT advised that the process has to go out to tender. The contract is not stifled by process. It is important to have the right level of governance throughout to ensure effective delivery of services. It is in everyone's interest to go out to tender and to tender for best prices at every opportunity.

With regard to road marking, Ringway Jacobs/TfB has a supply partner to deal with program of marking work. There shouldn't therefore be a significant delay. Larger pieces of work would be tendered for individually.

The communication element has been a problem. The role of the LATs has been reviewed which ensures that the is LATs are fully trained, understand all of the processes in place, what is classed as statutory and legal requirements and what can be done as part of the programme There are a large number of LATS and consistency needs to be ensured across the board.

It is possible to involve Members in the training and awareness sessions as they are key in Local Area Forums (understand processes and training)?

Perception and reality need to be aligned and the communication element of contract service delivery is enhanced. Communication is a key priority i.e. getting things right the first time and establishing contact points to the right people. Meetings take place on a regular basis with Ringway Jacobs during which issues and action plans are reviewed and developed. A communications review is currently taking place. Investment is also taking place in an online reporting system.

The suggestion was made of speaking to the Local Area Technicians to get their view which would give a better understanding of issues with service delivery.

The Chairman said there were still a large number of unanswered questions and proposed that pre enquiry work takes place over the summer to look at areas such as Contract/Task Orders/KPIs, the definition of efficiency to understand the mechanisms in place, how Task Orders are costed, priced and are paid for to enable more constructive questions to be put to the contractor.

Dates of the TfB Ringway Jacobs contract Working Group meetings are to be circulated.

Action: Kama Wager

9 ITEMS FOR INFORMATION

Members were given a written update on HS2 for information.

Committee Work Programme

Suggestions made for the Work Programme and points made about priorities have been noted.

Priorities for the Work Programme and timescale are to be discussed

Action: Warren Whyte/Kama Wager

10 DATE OF THE NEXT MEETING

The next meeting is due to take place on Wednesday 25 September 2013 in Mezzanine 2, County Offices, Aylesbury. There will be a pre-meeting for Committee Members at 9.30am.

Future dates and times for 2013

Wednesday 6 November (12.30pm)

Wednesday 4 December (1.00pm)

Proposed dates for 2014

Tuesday 4 February

Tuesday 4 March

Tuesday 8 April

Tuesday 13 May

Tuesday 17 June

Tuesday 2 September

Tuesday 14 October

Tuesday 18 November

CHAIRMAN

Think Councillor – ETL Select Committee – Green Deal

Member(s):	ETL Select Committee
Date:	5 th August 2013
Project Briefing:	Green Deal
Issues:	Further information on BCC's involvement with Green Deal and the creation of Green Deal Together Community Interest Company

The Green Deal – The National Perspective

The Green Deal is a Government flagship programme which aims to tackle the energy efficiency of British properties and is a key measure in the Energy Bill. The Government's rationale for the Green Deal is to address barriers to uptake of energy efficiency improvements; uncertainty over what measures to implement and which organisations to trust, as well as access to finance.

The Green Deal provides a framework to enable consumers to access finance to install energy efficiency measures to their homes, community spaces and commercial premises at no upfront cost. Payments for energy efficiency measures would be recouped through consumers' energy bills which will follow the 'golden rule', that is 'the expected financial savings must be equal to or greater than the costs'. The framework involves an innovative financing mechanism that allows any financial obligation to stay with the property rather than the consumer. The Green Deal Finance Company (TGDFC) is a non-for-profit consortia headed by Price Waterhouse-Copper, designed to be a national aggregator to make finance available for Green Deal Providers in order to be make Green Deal finance plans available for consumers.

The Green Deal process involves:

- Completion of a **Green Deal Advice Report** by an accredited assessor
- A choice by the consumer to take the report to any **Green Deal Provider** who will develop a package measures and obtain quotes from **Green Deal Installers**
- A decision by the consumer about whether they want to **self-finance or choose Green Deal finance**
- At this point the Green Deal Provider will also check to see if the consumer is eligible for additional funding through **ECO (Energy Company Obligation)** and secure Green Deal finance
- Installation of agreed measures by **accredited Green Deal installers** overseen by the Green Deal Provider
- Repayment for the finance is through the electricity bill and the **Energy Performance Certificate** for the property will be updated

Green Deal – Role of Local Authorities

The Department for Energy and Climate Change (DECC) has repeatedly emphasised the role of local authorities in delivering the Green Deal locally and the economic benefits which can be achieved alongside improved energy performance. Indeed a new £20 million Green Deal Communities scheme to help local authorities drive street by street delivery of the Green Deal has just been announced. Under new proposals from the Department of Energy and Climate Change, local authorities in England will be able

to bid for funding from a £20 million pot to help households benefit from the Green Deal, targeting streets and areas that could benefit the most

Green Deal is a twenty year programme and it is very early days with a long way still to go, but the statistics show that the market is starting to build. The supply chain is gearing up, with around 1,800 individuals approved to offer Green Deal assessments in over 200 assessor organisations, and around 1,250 accredited Green Deal installer organisations.

With respect to consumer demand over 38,000 households have already had a Green Deal assessment and recent research by DECC indicates that three quarters are taking or want to take action as a result. 47% of households said they either had or were getting energy saving measures installed following their assessment. Awareness of the Green Deal has doubled from November to May.

Green Deal opportunities in Buckinghamshire

The Green Deal has the potential to lever significant value to the Buckinghamshire economy. Without support for local businesses, there is a risk that large PLCs, utilities and major retailers registered as Green Deal Providers may marginalise the smaller independent local assessors/installers, such as plumbers, heating engineers, building repairers based in Buckinghamshire and the wider Thames Valley. Therefore, it is important that the opportunities for local employment, training and skills development and local economic growth are recognised and capitalised on. Indeed, a report by Ngage for Buckinghamshire County Council identified that there are opportunities to gain additional value from the Green Deal for Buckinghamshire's economy through delivering actions that stimulate jobs in the local economy. Indeed it highlighted the opportunity to grow the number of accredited local assessors and installers.

Different delivery models for Green Deal within Buckinghamshire were investigated, with the consortium approach via a Community Interest Company option presented to the Cabinet Member for Environment and agreed as a [key decision](#) on the 14/2/2013. The key decision report highlight the potential local economic development opportunities that this approach could provide. The decision was taken to proceed in principle, subject to sign off by BCC Legal and Finance. This authorisation has subsequently taken place and BCC is now a shareholder of Green Deal Together (Community interest Company).

Green Deal Together Community Interest Company (GDT) and BCC

The company was registered on 1 February 2013. During February and May a share offer was made to Local Authorities with 15¹ founding shareholders taking up the offer. The vision is to be the local Green Deal provider that benefits the whole of the community with the aim of being good for consumers, good for local installers and good for the community at large. The objectives are to establish a local installer network and provide cost effective Green Deal Plans for consumers. GDT is an asset-locked organisation and a proportion of the profit generated will be distributed to local schemes that help tackle climate change and fuel poverty.

¹ The 15 GDT shareholders are; Aylesbury Vale DC, Buckinghamshire CC, Cherwell DC, Chiltern DC, Cotswold DC, London Borough of Ealing, Milton Keynes Council, South Bucks DC, Three Rivers DC, South Oxfordshire DC & Vale of White Horse DC (1 shareholding), Watford Borough Council, West Berkshire Council, West Oxfordshire DC, Wycombe DC and National Energy Foundation.

As a shareholder, BCC has representation on the Board of Directors and also on the Executive Committee. BCC's interest in Green Deal Together is focused on generating a local supply chain that benefits from additional work generated by promotion of Green Deal, as well as encouraging demand in the non-domestic (commercial properties) market for energy efficiency. The Green Deal process for non-domestic properties is anticipated to be finalised towards the end of 2013. The District Councils in Buckinghamshire focus on the domestic market.

Becoming a Provider involves completing a number of legal and regulatory processes, with Directors supporting the Management where possible. The next milestone for GDT will be achieving Green Deal Provider status, which is anticipated end of August 2013, and this will allow them to complete other regulatory actions in order to launch as a Green Deal Provider to customers in Autumn.

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Think Councillor – ETL Select Committee – Sustainable Travel Capital Schemes

Member(s):	ETL Select Committee
Date:	5 th August 2013
Project Briefing:	Sustainable Travel Capital Schemes
Issues:	Further information on Sustainable Travel Capital Schemes (Externally funded Cycling & Walking Schemes)

Background

There is no BCC Capital Budget allocated to cycling and walking schemes, therefore the Sustainability Team actively looks to secure funding from external sources, i.e.:

- Developer Contributions (Section 106)
- Grants (i.e. from the Department for Transport)

A total of around £2.25million of funding has been secured for cycling and walking infrastructure to date for 2013/14 and 2014/15. Some of these projects may roll over into future financial years dependant on factors including: background work required (i.e. design, consultation, land purchase etc.); and date of payments received from Developers. The Sustainability Team is continually seeking opportunities to enhance existing work programmes that help deliver the following key objectives:

- Support economic growth
- Reduce congestion
- Increase cycling and walking levels
- Improve health & wellbeing
- Enhance accessibility
- Reduce carbon

Sources of Funding

Department for Transport:

All of this funding has been secured through bid processes and therefore has to be spent on measures outlined in the bid and within the project scope.

Local Sustainable Transport Fund

The Access to Stations project involves improvements to sustainable access to 4 rail stations, namely Amersham; Beaconsfield; Haddenham & Thame Parkway; and Gerrards Cross. The project has been awarded the following capital funding.

Capital Funding (£000)				
Financial Year	2012/13	2013/14	2014/15	Total
Access to Station Project	£49.9	£218	£103.4	£371.4

Cycle Safety Fund

We are also currently awaiting the outcome of a bid for £200k for cycling improvements in Beaconsfield New Town. If successful this will need to be spent in 2013/14.

Developer Contributions (Section 106):

This funding has been secured through planning conditions on approved planning permissions and therefore has to be spent on the measures identified in the planning condition. Please see table below:

Likely Delivery Year*	Project	Location	Funding secured
2013/14	St Mary's Street (Paul's Row) pedestrian & public realm improvements	High Wycombe town centre	£ 222,000
	Pedestrian Improvements	Various, Wycombe	£ 80,000
	High Wycombe to Bourne End former rail corridor (cycle route) (<i>background work</i>)	Bourne End, Wooburn Green	£ 80,000
	A40 Abbey Way surface crossing	A40, Abbey Way	£ 220,000
	Shared footway/ cycleway, Wycombe Road (Marlow Bottom) (<i>feasibility & design</i>)	Marlow	£ 10,000
	Wendover cycling improvements	Wendover	£ 77,000
2014/15	Pedestrian Improvements	Various, Wycombe	£ 30,000
	Glory Park - pedestrian and cycling improvements	A4094 Wycombe Lane	£ 251,000
	Cycle path improvements linking Hallam Land development to Town Centre	Buckingham (south)	£ 396,000
	Cycling & Walking improvements from Moreton Rd development to School	Maids Moreton	£ 51,500
	ARLA to town centre - cycleway along canal towpath	Aylesbury	£ 360,000
	High Wycombe to Bourne End former rail corridor (cycle route) (<i>further funding required</i>)	Bourne End, Wooburn Green	£ 20,000
	Shared footway/ cycleway, Wycombe Road (Marlow Bottom) (<i>further funding required</i>)	Marlow	£ 56,000
TOTAL			£ 1,853,500

* Please note, delivery year will depend on when income is received from Developers and also amount of time needed for design work, consultation etc.

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Cabinet Response: Transport for Buckinghamshire (Ringway Jacobs contract) Task & Finish report July Update 2013

Lead Policy Officer: Kama Wager
 Date reported to Cabinet: 15 Aug 2013
 Lead Cabinet Member for response: Peter Hardy (up until May 2013) Janet Blake from May 2013
 Lead Officer for response: Sean Rooney / Karen Agbiakala

Recommendation	Agreed Yes/No	Cabinet Response including proposed action	Update and further proposals (Oct 2012)	Update for Select Committee (Aug 2013)	Responsible Cabinet Member	Action by date
<p>1. The Cabinet Member and Strategic Client should seek a 'contract development opportunity' to refine arrangements in line with current market conditions to ensure best possible value for money for the life of the contract.</p>	<p>Agreed</p>	<p>The current contract facilitates and requires the demonstration of value for money and that Ringway Jacobs, (RJ) are constantly looking for ways in which they can deliver the services for reduced funds. The contractor is open to discussions regarding the contract and will continue to work with the Senior Management Team, (SMT) of Place Service and Cabinet Member to ensure value for money, (VFM) and efficiencies are delivered through the contract whilst continuing to look for development opportunities in the framework of the contract.</p> <p>A benchmarking exercise was carried out on the current Capital Maintenance Programme, (CMP) where a value of work in the region of £1m was subject to market review. The costs returned indicated that the services provided by Ringway Jacobs were favourable to the market. A similar exercise will be undertaken for the CMP of 2012- 13 programmes.</p> <p>It should be noted that although the market has changed through the life of the contract, it is easier to obtain reduced contractor rates for one off / larger service provision but we must maintain the thought that long term contracts such as this one reaps benefits of a steady rate over a longer period of time and does not fall foul of undulating market values over that longer period of time.</p>	<p>Ongoing conversations are taking place with Directors of the Authority along with Senior Managers of Place and Ringway Jacobs to explore potential opportunities to further develop the contract. These conversations are at an early stage but both sides are open to discuss a variety of suggestions that will benefit the Authority in terms of control and financial opportunities.</p> <p>Further workshop discussions are planned for October/ November to move forward with the development of this piece of work.</p> <p>The discussions will be reported back to the Strategic Board at which Members are represented through the Cabinet Member along with Adrian Busby and David Rowlands.</p> <p>Value plus continues to be used to capture any savings and efficiencies that are delivered through the contract.</p> <p>The CMP is again using the opportunity to tender a number of schemes to achieve a bench mark opportunity and to ensure the Authority is still achieving current market value rates.</p>	<ol style="list-style-type: none"> 1. BCC Place Service is currently undertaking a study to determine how the overall Highways and Transportation service operates, is perceived and consider the desired future state of the service. It will be important that this is aligned to the future thinking and operation of BCC and will contribute to the Buckinghamshire County Council Strategic Plan 2013-17. 2. BCC and RJ senior managers participated in a Contract efficiency workshop on 11 June 2013 to review all elements of the contract and identify efficiencies. 3. Under the contract RJ must 'seek to demonstrate that the provision of the Services is providing value for money to the Employer within the resources available to the Employer'. BCC (The Employer) has a number of processes in place to audit and challenge. Below are a number of examples: <ul style="list-style-type: none"> • RJ demonstrates that market testing is undertaken via the tendering process. – an example of this was the tendering of the CMP where Tarmac National Contracting were awarded the Chesham resurfacing scheme as they provided the best value for money. • Monthly Business Performance reviews – RJ and BCC undertake a monthly review of the programmes across all the business plans associated with the Task Order. • Operational Management Board & Strategic Board – check, challenge, sign off and understand the associated risks. • 10 out of the 41 2013/14 KPI's are directly linked to Value for Money. Please note that RJ is only permitted under the contract to fail 4 KPI's in order for the Contract to be extended. • Independent external yearly Audits. • The Value plus - process reviews the service and seeks to find efficiency savings. • RJ staff efficiencies – all staff have efficiency targets as part of their Appraisal process (DSP's) which are reviewed and measured annually linking into Value plus. 	<p>Peter Hardy (up until May 2013) Janet Blake from May 2013</p>	<p>Ongoing</p>

<p>2. Membership of the Strategic Board should be widened to include the two Cabinet Spokesmen for Transport in addition to the Cabinet Member. The Strategic Client should be resourced to ensure resilience, effective management, capacity and challenge to the contractor.</p>	<p>Agreed</p>	<p>Value Plus continues to be utilised to identify savings in the operational delivery of the contract is made. These efficiency savings are agreed by the SMT and monitored through the governance of the contract and Transtat.</p> <p>The structure and attendees of the Strategic Board will be reviewed at the next scheduled meeting. The restructuring of the Place Service has necessitated a change in the attendees and potentially the overall governance structure of the Board.</p> <p>The Cabinet Member for Planning and Transport welcomes the recommendation and it has been suggested that David Rowlands and Adrian Busby will be nominated to the Strategic Board to provide a wider Member presence and also bring an element of the commercial expertise and wider transport experience to the Board.</p> <p>With the formation of the Place Service, the SMT of Place will be able to build on a level of resilience and will be supported by the Lead Officers and Business Managers across the Place Service. This will provide a wider resource to challenge the contractual and commercial viability and quality of the contract.</p> <p>The Cabinet Member for Planning and Transport is very much in agreement that additional support should be provided to the SMT Transport lead and hence was successful in securing additional funding to employ an officer to support the SMT Transport officer and to maintain the resource of the external consultant who is currently providing on site audit and quality function.</p>	<p>David Rowlands and Adrian Busby have been made formal members of the Strategic Board and have provided additional challenge to the delivery of the service. They were specifically involved in the development of the Contract Performance Indicators, (CPIs) for 2012/13 against which the contractor's defined profit is placed at risk. The development of these CPIs ensures the correct behaviours of the contractor and drives the service quality.</p> <p>The CPIs also specifically target the agreed challenges for the year as set out below:</p> <ul style="list-style-type: none"> o To deliver a step change in the condition of the Highway network; o To demonstrate Value for Money and efficiencies in the delivery of the service; o To deliver a consistent high quality service on a right first time basis; and o To communicate effectively with the key stakeholders and ensure customer satisfaction. <p>An additional resource has been employed to provide support to the SMT transport lead and additional challenge to the Contractor in terms of quality and value for money. This is in addition to the ongoing employment of the works quality inspector who reports on a regular basis to the Cabinet Member for Planning and Transportation.</p>	<p>With the abolition of the Transport Spokespersons roles the membership and terms of reference of the new Strategic Board (SB) were agreed by that board on 11th June 2013 – TOR's attached.</p> <p>Karen Agbabiaka started in December 2012 and has provided specific scrutiny to the TfB contract with particular reference to the Business Planning and task order and the demand management and communication aspects of the contract. These areas have significant change over the last six months and the indications are that improvements in the service are already being demonstrated. Complaints are down and response times have improved for the majority of key contacts.</p> <p>The key areas addressed by the Contract KPIs remain as previously defined although the specific indicators have changed to reflect the emerging priorities and expectations of the Council. The Contract Performance indicators for 2014/15 will need to be developed through the current MTP process to ensure that they drive behaviours to meet the expectations of the new Council.</p>	<p>Peter Hardy(up until May 2013) Janet Blake from May 2013</p>	<p>Sean Rooney / Karen Agbabiaka</p>	<p>Aug 2013</p>
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<p>3. Papers of the TFB Strategic Board should be made accessible to County Councillors in order to make available options for and impacts of TFB efficiencies and results of service financial and performance benchmarking.</p>	<p>Agreed</p> <p>It is the intention to provide the Strategic Board with a quarterly review of performance and trends against the business plan projections and forecasts. Any information that could be construed as commercially sensitive would not be made available generally. The efficiency of the service would be a fundamental element of this report. The contract makes specific reference for the need to demonstrate continuous improvement and to demonstrate value for money through benchmarking. The results of any benchmarking exercise would similarly be included in the quarterly performance reviews.</p> <p>These performance and review papers of the Strategic Board will be made available to Members through the secure restricted zone of the intranet. The additional presence of the two Members on the Strategic Board will also strengthen the ability for Member challenge.</p>	<p>This information is available on the Members pages. Commercially sensitive information has been restricted but is available on specific request through the Cabinet Member for Planning and Transportation. The Cabinet Member and the two additional Members on the Strategic Board have unfettered access to all aspects of the service delivery and Strategic Board Papers as does the Scrutiny committee on request.</p>	<p>This information is available and is placed onto the members Pages on the Service Information Centre (SIC)</p>	<p>Peter Hardy (up until May 2013) Janet Blake from May 2013</p>	<p>Sean Rooney / Karen Agbabiaka</p>	<p>Aug 2013</p>
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<p>4. Localised 'trend data' available to the Contact Centre and Service Information Centre on types of issues raised, response rates, and unresolved issues should be published online and communicated to County Councillors as local updates (quarterly) and as part of TFB updates at Local Area Forums.</p>	<p>Agreed</p> <p>The necessary information is readily available and will be base lined in April 2012. Thereafter quarterly reports will be developed and published to enable a continue focus on customer engagement and trends to be identified and acted upon.</p> <p>The Transport for Bucks. (TfB) update report that is currently issued at each Local Area Forum. (LAF) will be expanded to include this data.</p>	<p>Since June 2012 this information has been made available through the contact centre and the Service Information Centre.</p> <p>This information is reported monthly to the Operational Management Board which is Chaired by the Cabinet Member.</p> <p>A summary of this information can and will be presented at all LAFs now that it is readily available.</p> <p>The information available for July shows that there were 60 complaints 55 stage 1 and 5 stage 2, this was in the context of over 6500 contacts in the same period. The complaints received by team were</p> <ul style="list-style-type: none"> • 34 LATs • 10 Street Lighting • 5 marketing and Comms • 5 rights of way • 3 parking • 2 street works noticing • 1 traffic signals <p>The areas of concern raised were</p> <ul style="list-style-type: none"> • Delay /failure to keep people informed 61% • Complaint re service delivered 14% • Failure to respond within prescribed time 13% <p>This information is analysed monthly by the Operational Management Team and improvement actions agreed with the OMB as appropriate.</p> <p>It is too early to identify any specific trends in the above information but all teams who are subject to a complaint are made aware of the complaint and are involved in the response and any improvement plan if a procedural or systemic failure has been identified as a consequence of the investigation in to the complaint.</p> <p>The Cabinet Member and Senior Managers of Place Service meet on a regular basis with a representative of the Corporate Complaints team where data and information are discussed across the whole Place Service. Specific information is also provided on the RJ element of the service.</p>	<p>This information is now to be provided in a summarised fashion and released to all Members on a monthly basis through the monthly TFB statistic sheet.</p> <p>At the end of August a new facility will be added to the SIC through the members pages to provide members with up to date information (using an interactive map) detailing the following information.</p> <p>The service areas to be included are :</p> <ul style="list-style-type: none"> • Major CMP schemes • Plane and Patch works in their area • Pothole repaired over the past year • Street lights repaired over the last year and those identified for the next 21 days – the programme for LED replacement on the A+B roads as it effects the area • Gullies cleansed and gullies to be cleansed over the forthcoming two weeks • Grass cut to date and to be cut over the forthcoming two weeks • Works in the area today. • Winter maintenance routes and salt bin stocks. <p>When the members go to their pages on the SIC the map will be centred on their area and all of the above will be available subject to their selection criteria. In addition there will also be general information available such as the classification of the roads and any accident cluster sites. There is also the option to highlight works being undertaken by the utility companies.</p> <p>This is currently being tested by two members selected by the Cabinet Member to refine it requirements further with a view to a full launch at the end of August.</p> <p>It is not currently intended to provide information about all contacts and communications due to the volume of contacts (6500 – 10000 per month). At a future stage it would be possible to provide a division by division breakdown of both the stage two and stage complaints</p> <p>In the interim period the LATs have been providing the members with a written weekly update of all works forecast for the forthcoming week and any specific issues.</p>	<p>Peter Hardy(up until May 2013) Janet Blake from May 2013</p>	<p>Sean Rooney / Karen Agbabiaka</p>	<p>Aug 2013</p>
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<p>5. TFB should introduce a Key Performance Indicator to monitor and reduce the number of repeat contacts made by County Council about TFB services. Consideration should be given to options to improve outbound communication (calling people back) to provide updates and manage expectations.</p>	<p>Agreed</p> <p>A Key performance Indicator, (KPI) to measure the number of repeat contacts will be developed and included in the KPI suite for 2012/13.</p> <p>The management of expectation is a critical element of improving the perception and delivery of the service. The Service Information Centre, (SIC) is able to provide both real-time and proactive information and the Contact centre is being briefed with information and advice on the latest realistic response times for certain issues raised.</p> <p>The Twitter format of communication is proving very useful. TFB now have over 1000 followers and the number of re-tweets is growing. In particular the tweets regarding the winter service, along with the ability to track the gritters, are very well received as they provide a real-time information flow.</p> <p>Through Twitter we are able to direct and encourage people to use the SIC and see where we are working.</p>	<p>A methodology to measure the number of repeat contacts has been developed and information is being captured to highlight the key areas of concern. Targets were not set for the 2012/13 year as no previous data was available around which to base any meaningful targets.</p> <p>Outbound communications have been strengthened through the development and reinvigoration of a number of TFB branded information notes targeted at both the members and the Parish Council. TFB recognises that up to date and readily digestible information is essential in managing the expectations of the public given the very tight fiscal circumstances that we are in. All members have had the opportunity to attend TFB service briefings and all have received both the business plan and the service level information booklets for routine maintenance.</p> <p>The logistic of calling all 6500 contacts made have been investigated and as a starting point the call centre are currently asking people if they need to be called back on completion of the issue for which they made contact. Those contacts made via the SIC can be tracked through a very rudimentary status indicator that shows as just added – live or closed out. We are investigating ways of upgrading this so that people can see where there issues is in the process of being resolved and who it sits with. This is work in progress but expected be in place for the new year.</p>	<p>A management KPI was developed but was superseded by events that drove the need for immediate improvement in this aspect of the service. In addition to the works carried out previously in terms of information to the members and parishes about key aspects of the Service we have introduced the following improvements to drive the quality and response times and to reduce the level of repeat calls. An improvement project group has been set up including TFB and the Client to develop and deliver an improvement plan to manage this area of work.</p> <ul style="list-style-type: none"> • Introduced a new contact filtering process and escalation process that drives a quicker response times • Key staff that interact with the public and members are receiving training to improve letter writing and general communication skills • Improved information to the Contact centre allowing a better first time response • Customer journey exercises have been carried out and processes changed to improve the service • The repeat call information is now captured on a monthly basis and shared with the OMT and OMB and areas for improvement are identified and acted on continually. <p>The new 'report a problem' facility to go live at the end of August will include a track my report facility showing the latest status of the problem reported.</p> <p>We continue to improve our external communication and have developed a new campaign building on the "we're working on it" campaign highlighting that we do more than just surface roads.</p> <p>"We're working on it in more ways than One" campaign highlights all of the areas that we deliver and provides a platform for the LATs to brief the Parish Councils and the LAFs about what works are planned to be in there areas over the next two to three weeks. The LAT vans have been branded with the new campaign logo and lightweight temporary signs have been developed to be placed in the vicinity of the works on the weeks leading up to them starting; hopefully intercepting or preventing a number of contacts before they occur ie grass cutting in this area in the next two weeks.</p>	<p>Peter Hardy (up until May 2013) Janet Blake from May 2013</p>	<p>Karen Aghabiaka</p>	<p>August 2013</p>
<p>6. Customer satisfaction Key Performance Indicators should be strengthened, particularly those specific to improving response times to reported faults and customer</p>	<p>Agreed</p> <p>The current TFB business and KPI suite is being refocused on the following four challenges:</p> <ul style="list-style-type: none"> ○ To deliver a step change in the condition of the Highway network; ○ To demonstrate Value for Money and efficiencies in the delivery of the service; ○ To deliver a consistent 	<p>Customer satisfaction is being monitored through 11 Contract Performance indicators and all are currently performing above the minimum expected requirement set by the contract although four are not meeting the expected target below which the fee "at risk" is withheld.</p> <ul style="list-style-type: none"> • CAT1 potholes fixed within 24hrs - currently 91.66% as against a contractual requirement of 92% • CAT1 potholes made safe next 	<p>Customer satisfaction is now being monitored through 12 Contract Performance indicators and all that currently have data are currently performing above the minimum expected requirement set by the contract</p> <ul style="list-style-type: none"> • CAT1 potholes fixed within 24hrs - currently 98% against a contractual requirement of 95%, which is an increased target over last years target • CAT1 potholes made safe next working day – currently 98% against a requirement of 98% • Satisfaction with work effecting frontages – currently at 96% as against a requirement of 85% 	<p>Peter Hardy (up until May 2013) Janet Blake from May 2013</p>	<p>Sean Rooney</p>	<p>Complete and yearly reviewed.</p>

<p>correspondence.</p>	<p>high quality service on a right first time basis; and</p> <ul style="list-style-type: none"> o To communicate effectively with the key stakeholders and ensure customer satisfaction. <p>The final bullet point supports the strengthening of the customer focus and satisfaction. There are currently 7 contract KPIs that directly relate to levels of customer satisfaction for various elements of the service and a further 3 that relate specifically to the response times and the adherence or otherwise to the corporate correspondence processes.</p> <p>We will ensure that where ever possible timescales are being provided for the rectification or response times to the issues raised.</p>	<p>working day – currently 94.7%, against a requirement of 98%</p> <ul style="list-style-type: none"> • % response time (excluding potholes) – currently 97.9%, against a requirement of 98% • Satisfaction with work effecting frontages – currently at 80.3% as against a requirement of 85%. <p>The total fee at risk against these is currently in the order of £46,000 and there are improvement plans in place for each.</p> <p>With regard to the response to potholes it can be seen that this is already a step change to the outturn position of last year at 75%.</p> <p>All of the 41 CPIs including those above are monitored on a monthly basis by the OMT and the OMB and action plans are in place to address all those falling short of the expected target.</p>	<p>(Only a small sample at this time).</p> <ul style="list-style-type: none"> • Percentage of works completed without the need for remedial works - currently at 94.8% against a target of 98% <p>The total fee at risk against these is currently in the order of £44,500 and there are improvement plans in place for each.</p> <p>As stated above we have introduced a new escalation process to drive improved response times to all correspondence Whilst this is still work in progress there are already signs of improvement although we are currently finding that the volume of correspondence is diverting resources from other potentially critical services.</p>	<p>Peter Hardy (up until May 2013)</p> <p>Janet Blake from May 2013</p>	<p>Karen Agbabiaka</p>	<p>Immediate and on going</p>
<p>7. Integration between the Contact Centre and Service Information Centre should be increased to ensure that customers receive a consistent quality of service and response rate. The SIC should be sufficiently resourced in order to be up to date, accurate and able to provide acknowledgements and updates.</p>	<p>Agreed</p> <p>Every effort is made to ensure that the SIC is kept up to date. There is an existing dedicated resource that seeks to ensure that all aspects of the SIC are current. Reviews of users of the SIC are sought on a regular basis and improvements are being sought on a continuous basis.</p> <p>The intention is to publicise the SIC to a greater extent and current statistics show a steady increase in hits on the site.</p> <p>Recent Roadshows have been delivered in both the north and the south of the county with an open invitation to both the County Councillors and representatives of the Parish Councils and a number of improvements are being developed to meet the ideas suggested and concerns raised.</p> <p>Ongoing interaction between the SIC and the Contact Centre:- During the first week of February two visits were made to the contact centre to ensure that all the TFB trained contact</p>	<p>The interaction between the contact centre and the whole of TFB has increased as a consequence of the custom journey exercise. The TFB management team spent half a day each in the contact centre discussing how they could make best use of the centre in stemming the demand for services and repeat contacts. Each service lead has revised their "Frequently asked Questions" responses and the contact centre has been provided with new and up to date information about key programmes. A process to keep this information has been put in place.</p> <p>It would appear that after a small early migration from the contact centre the number of contacts with the Council through both the service centre and the Contact centre continue to rise as people find the most suitable vehicle for them to make contact.</p> <p>Detailed scrutiny of all complaints is now considered monthly at the OMT and OMB and action plans are being developed to address the issues raised.</p>	<p>We continue to work very closely with the Contact centre in an attempt to provide them with the latest information relating to all of the programmed works. The Team Leader in the Contact Centre meets weekly with the TFB team to ensure the CC is aware of any emerging activities or issues and is properly briefed to handle any increase in contacts to the centre</p> <p>The information to be made available to the members as set out above will also be made available to the contact centre and all of the LATs. This information works from real time information provided by the operational hub and so will provide the most up to date information on a daily basis for the contact centre.</p> <p>The new 'report a problem' application is now fully integrated with Symology which is the database used to capture and track all correspondence and works orders. The direct integration will provide significant benefits as the former system required all info reported to be transferred to Symology manually.</p> <p>The Contact centre is well aware of the seasonality of the issued generally raised by the public and TFB have been continuing to provide improved information relating to programmes relating to these seasonal complaints such as grass cutting, street lighting and gully emptying.</p>	<p>Peter Hardy (up until May 2013)</p> <p>Janet Blake from May 2013</p>	<p>Karen Agbabiaka</p>	<p>Immediate and on going</p>

	<p>centre staff are accessing all the information available and making best use of the SIC. These training sessions will continue as additional functionality is added. Also Frequently Asked Questions, (FAQs) are being removed with links taking the customer to the SIC rather than updating two separate documents. In this way the information remains current.</p> <p>These actions will be contained and delivered within the existing resources.</p> <p>A suggestion that the Cabinet Member for Planning and Transport will meet with Cabinet Member for Community Engagement to discuss potential opportunities to maximise the interaction between the SIC and the corporate Contact Centre.</p>				
<p>8. As part of a 'while here' policy to improve local satisfaction with TfB services, non-Category 1 potholes in close proximity to an urgent Category 1 pothole should be repaired concurrently as standard.</p>	<p>Agreed</p> <p>The current TfB business and KPI suite is being refocused on the following four challenges:</p> <ul style="list-style-type: none"> o To deliver a step change in the condition of the Highway network; o To demonstrate Value for Money and efficiencies in the delivery of the service; o To deliver a consistent high Quality service on a right first time basis; and o To communicate effectively with the key stakeholders and ensure customer satisfaction. <p>The "while here" policy supports the first three points above and as such significant effort and emphasis has been placed on this approach for the forthcoming year.</p> <p>The pothole strategy and associated policy is in the final stages of being reviewed to enable a fresh focus on the carriageway maintenance regime. The ability to fully deliver this concept is limited by the current financial position. It is the aspiration to deliver this</p>	<p>In addition to increasing the number of pothole gangs employed TfB have also employed two Jet Patcher Machines that are able to readily fix both CAT1 and CAT2 defects. The deployment of these machines in conjunction with the pothole gangs is having a significant impact on the overall number of defects that are being treated.</p> <p>The number of CAT1 defects continues to be of concern with only limited signs of the number reducing month on month but the number of overall defects treated is almost double that of last year, and it is expected that this will have a beneficial effect and reduction in the CAT1 defects over the next six months. Whilst this is not a full shift to the "while here" concept it is having a positive impact on both road condition and public perception, in certain areas.</p> <p>There have been some complaints about the quality of the jet patcher works but this has been down to a misunderstanding and lack of information regarding the intended outcome and surface condition provided by this technique. In order to address this issue we have developed a short video that is available on the SIC explaining the method and demonstrating the benefits of the Jet patcher.</p>	<p>We continue to employ two jet patcher machines and the current trend in potholes being reported has seen a significant reduction over the last two months (1750 and 1150 for June and July respectively) following an all time peak in April (4400 potholes repaired). Although this is encouraging it must be treated with extreme caution as the number of potholes is very weather dependent.</p> <p>In addition to the reactive maintenance we are clearly spending increasing funds through the Capital Maintenance programme £30million between 2011-13 and a further £25million of the next two years; and this year we are spending in the order of £2.0 million on a robust and targeted "Plane and Patch" programme designed to tackle areas where we know that the roads are likely to deteriorate quickly and create an issue with Cat 1 defects through the winter months. Whilst this is not a full "While here" approach, it is considered that this will go some way to addressing the current low levels of satisfaction being driven by the current policy of only tackling Cat 1 defects. The £2.0 million is enabling us to tackle some 200 hundred sites across the county that would otherwise not be repaired.</p>	<p>Peter Hardy(up until May 2013) Janet Blake from May 2013</p> <p>Sean Rooney</p> <p>Dependent upon budget availability</p>	

<p>9. Local Area Technicians (LATs) should be supported to interface between County Councilors, District and Parish Councils, Local Area Forms and operations at TFB to ensure they can proactively identify, prioritise and resolve local works and faults. County Councilors should be supported with the contact details for their LATs in order to support their community leadership roles.</p>	<p>Agreed</p>	<p>as soon as is practicably possible when the budgetary situation can be reconciled to be able to carry out the while here policy.</p> <p>The new standard, when delivered, in conjunction with additional operational staff will facilitate a greater emphasis and a more obvious and visible delivery of the preferred approach.</p> <p>Most of the LATs are already well known to their local County Councilors. Each of the Members has a dedicated page accessed only by those who are given the link. It is not available to the general public but found by each Member clicking on their photograph. Their individual capital programme is listed at the top followed by any notices to homes affected by the work added to on a weekly basis. Details of the community and road fixer gangs and the gully emptier programme are included if they are working in their area the following week. The photograph and contact details of the relevant LAT and their team leader are also included. The pages are updated on a weekly basis and the Members are reminded to look at their pages via a link in an email sent out weekly</p> <p>The Cabinet Member for Planning and Transport suggests that once the transformational re designs of the TFB service is finalised, a meeting will be organised on a District area basis where Members will be invited to meet with their LATs and ensure that all contact details and priorities are understood by both parties. This meeting will inform the Members of any potential changes to their LAT and introduce those new LATs to the Members in that particular area.</p>	<p>The LATs continue to meet with their members on a as needs basis and the LAT team leaders attend all of the LAF meetings as required.</p> <p>The members should be receiving a copy of a recent network bulletin that sets out the roles and responsibilities that the LATs.</p> <p>A new dashboard for the LATs is to be launched in the near future. This will support them in delivering their role and provide them with a single point of information on the following:</p> <ul style="list-style-type: none"> • Works scheduled to start in the week • Works completed in the week • Outstanding and delayed works • Utility Works in the area • Correspondence with reminders for compliance in terms of response times • Proportion of Network visited / inspected. <p>The above will clearly facilitate better and timelier transfer of information to the Members.</p> <p>The introduction of a new role Customer Services Manager , filled by Tim Fowler, has also added to the improvement of communication and messaging to not only the Members but also to the residents and customers of the Authority.</p> <p>The Cabinet Member has decided that the District area meetings between Members and their LATs should be delayed until after the election in May 2013 because of operational changes in the LAT structure and in order that newly elected members can be involved.</p>	<p>We are reviewing the way in which the LATs work with the intention of providing a structure that will allow better interaction with Members at a local level. Whilst ensuring that the work that they do is captured and recognised.</p> <p>LAT training is underway to up-skill them and improve the interaction in the works ordering process between their work and that of the delivery teams</p> <p>Weekly updates are in place to inform members of what is happening in their areas on a weekly basis.</p> <p>The introduction of the Hub will provide LATs and Members with the ability to have better information about what works are planned on a weekly basis</p> <p>The LATs will have direct access to all of the information provided through the SIC to the members and will continue to be the first point of contact for the Members. In order to reduce the LATs administrative burden given the high volumes of correspondence both formal and informal we are investigating ways in which they may be supported to allow more time for front line services.</p>	<p>Peter Hardy(up until May 2013) Janet Blake from May 2013</p>	<p>Sean Rooney / Karen Aghabiaka</p>	<p>April 2013</p>
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Member Briefing: Bus Patronage and Subsidies

1. Background

- Spend on subsidised bus services has reduced significantly over the last 5 years, particularly when inflationary pressures are taken into account.
- Much of this has been achieved via tendering efficiencies; increasing commercial revenues through short term investment to grow commercial routes and targeted marketing and promotional work. Extensive reviews have taken place of all supported services and this has seen under used journeys withdrawn, frequencies reduced and a focus rationalising rural services to reduce the number of different destinations offered.
- Routes are assessed based on value for money and contribution to wider policy objects such as supporting employment, education or accessibility. (see appendix 1 for further details.) High cost routes have been withdrawn or significantly revised and since 09/10 the average subsidy cost per passenger carried has dropped from 64p in 09/10 to 46p in 11/12.
- Cuts have been targeted to minimise customer impacts but there has still been adverse reaction from some local communities. This shows that significant value is placed on public transport, although sometimes as a “safety net” rather than being regularly used.
- The relationship between subsidised bus routes and those operated commercially is a key part of the overall network provision. Around 20% of buses in Buckinghamshire are directly contracted to Transport for Buckinghamshire but when our targeted support to enhance commercial routes, such as by subsidising early morning, evening or weekend journeys is taken into account then this figure rises to 60%.
- The Transport for Buckinghamshire contract contains a commitment to provide a 3% reduction in budget each year.

2. Commercial Pressures

- There are significant financial pressures on bus companies and these have resulted recently in two local bus operators going into administration – Jeffs Coaches and Woottons Travel – and six commercial routes being withdrawn.
- Operating costs continue to rise ahead of inflation (up 4.1% in the year to June 2012); the downturn has impacted on fares income and the Department for Transport has reduced the value of fuel rebate (Bus Service Operators Grant) by 20%.



3. Bus Patronage

- Despite a downward trend of -1.2% nationally (outside London), patronage levels in Buckinghamshire grew by 2.3% from 2008/9 to 2011/12. This is despite a 12.7% cut in bus subsidy before the impact of inflation and in the context of rising costs of operation and the financial downturn.
- Estimates for 2012/13 are showing an overall decline due largely to a sharp drop in travel on urban routes. Inter urban routes continue to grow although some of this represents higher frequency interurban services abstracting travel from traditional town routes. It is intended that from 2013/14 a revised methodology will be used to reflect this.

3.1 Aylesbury Urban Services

- The drop in urban travel is particularly marked in Aylesbury and is the result of the continued financial downturn with both less travel being made and, given the relatively short distances and flat terrain, previous bus users walking.
- Earlier growth has come from the success of the heavily promoted “Rainbow Routes” branded network and the development of new routes serving Fairford Leys and Watermead. These routes have now reached a plateau with occupation complete and further growth unlikely.
- Focus in 2013/14 will be on the new developments at Berryfields and Buckingham Park and this is reflected in the increased patronage predicted. Developer contributions have been secured to fund bus routes to both.

3.2 High Wycombe Urban Services

- The takeover of Carousel Buses by the Go-Ahead Group in early 2012 saw a rationalisation of their network and the immediate withdrawal of two services – routes 1 and 2A/2C. Arriva also reduced frequency on a number of their routes. This combined with the economic climate has contributed to the drop in patronage and although the impact is less marked than in Aylesbury. Walking in particular is less attractive due to the steep gradients.

3.3 Interurban Services

- These continue to show growth and are the main focus of investment by the commercial operators. Sustained growth has allowed Transport for Buckinghamshire financial support to be tapered off for Line 280, 300, 800 / 850 and the A40.
- Main developments for 2013/14 include the agreement between Arriva and Carousel to run an increased joint timetable between Aylesbury, Amersham and Chesham and frequency enhancement to the Aylesbury to Buckingham Service.

3.4 Rural Services

- Almost all rural services are subsidised by Transport for Buckinghamshire. Significant financial efficiencies have been achieved through combining individual routes into integrated contracts and rationalising the number of destinations being offered. This has seen the average “subsidy cost per passenger” reduce considerably whilst retaining a comprehensive network of rural routes.
- Patronage on rural routes remains fairly static while at the same time the number of journeys being made by Concessionary Pass holders is rising. This continues to create revenue pressures and ultimately both are funded by Transport for Buckinghamshire.
- Our rural subsidised routes provide access to a local centre at least once per week for smaller settlements (market day services) with larger villages having daily links. Given the high proportion of free pass holders travelling on these routes there is limited scope for generating income and now that contract efficiencies have been made any further cuts will result in rural routes being withdrawn.

4. Community Transport

- A number of successful projects have been undertaken to strengthen and develop community transport, both to meet the needs of those unable through disability to access public transport; where low volume or infrequent travel make scheduled bus routes unviable or to meet a particular locally identified need.
- This includes support for Dial-a-Rides; the Winslow and Princes Risborough Community Buses; voluntary car schemes; the Community Transport Information Hub and the Community Transport Challenge Fund.
- This involves close partnership working with Community impact Bucks, the Buckinghamshire NHS Trust and District Councils.

5. Future Trends and Risks

- Significant levels of new housing are planned, particularly across Aylesbury Vale and these will contribute passenger growth. An estimated 72,000 additional passenger journeys per year will be generated by the Berryfields, Buckingham Park and Windsor Park sites. Further plans exist for East of Aylesbury, Hampden Fields and Fleet Marston.
- In High Wycombe the Wycombe Marsh, Daws Hill Lane development, Coachway and Cressex Island are estimated to contribute 33,000 additional passengers.
- Commercial investment in Line 280 in Aylesbury and Route 1 in High Wycombe will add further growth to interurban services.
- Cost pressures remain a concern and it is expected that further marginal commercial mileage will be withdrawn.

- Significant pressure is likely from the concessionary fares budget as rising operating costs lead to an above inflation settlement.
- Cost pressures could lead to higher tender prices
- The long term impact of the wider financial position is difficult to predict.
- Department of Transport have confirmed they will devolve Bus Service Operators Grant for tendered bus routes to Transport Authorities as of Jan 2014. Details and budget have not been announced but there are significant risks that BCC will not receive enough funding to make up the shortfall for our services; that no future funding recalculation will take place meaning that we will not receive funding for any commercial routes withdrawn after Jan 2014 and that funding is not ring fenced for public transport beyond 2016/17.

6. Travel Bucks Strategy

- The Travel Bucks Strategy was adopted by the Council in Summer 2012 and aims to develop a sustainable model for public transport provision which offers value for money, choice and opportunities for local communities to deliver their own demand responsive community transport to help solve local accessibility issues.
- The 2010 Comprehensive Spending Review delivered a 14.3% cut in the Council's Government funding - about £11.1m for 2011/12. In 2012/13, the Council will lose a further 10.4% - about £8m and further savings will be required for the following two years. This has meant that the Council's Gross Expenditure on subsidised bus services has reduced from £5.4m in 2009-10 to £4.0m in 2012/13 and there are extreme financial pressures for this to be reduced even further.
- The Travel Bucks Strategy builds on the discussions that took place at the Rural Transport Workshop in December 2009 and the Rural Transport Conference in March 2010. A 10 week public consultation was also held from January 2012 – March 2012 to seek public opinion on the Travel Bucks Strategy proposals.

To view the full strategy visit: [Travel Bucks Strategy](#)

Note: Figures within this document were accurate at Feb 2013.



Appendix

Evaluating supported bus services

The Evaluation Matrix shows the relative scoring of supported routes according to a range of policy and value for money criteria. It forms a guide from which to make more detailed assessments. Consultations with Members and communities are then used to ensure that local views are gained. This is particularly relevant for rural services.

It provides a weighted value measure for each supported bus service, allocating a positive score to those services which contribute to each of the following Local Transport Plan objectives, and a graduated score according to the scale of benefit (operational or financial) delivered by the service:

Objective	Measures	Scoring
Does the service contribute to improving travel choices as a means of reducing car dependency and helping tackle congestion? (up to 27 points)	Does it meet an identified transport need?	10 if yes
	Does it provide a primary urban service?	5 if yes
	Does it provide a secondary urban service?	5 if yes
	Does it form part of the core inter-urban network?	5 if yes
	Does it provide a core Evening bus service?	3 if yes
	Does it provide a core Sunday bus service?	3 if yes
	Does the service operate at peak employment times?	3 if yes
	Does the service provide for entitled pupils or students to travel to & from school/college?	3 if yes
Does the service contribute to improving accessibility to essential services? (up to 25 points)	Does it provide the principal core service to one or more large rural communities (over 2,000 pop.)?	5 if yes
	Does the service provide fully accessible buses?	5 if yes
	What % of service users are elderly or disabled?	1 to 5
	How many people only have access to this service?	1 to 5
	Does the service contribute to NI175?	5 if yes
How much is the service used by the local community? (up to 23 points)	How many passengers use the service each year?	1 to 10
	Are there alternative services available in the area?	1 to 5
	How many times/days a week does the service run?	1 to 8
Does the service provide value for money? (up to 30 points)	Does each journey on the service carry at least 5 passengers in total?	10 if yes
	Does each journey carry at least 5 passengers who would not otherwise be able to make the journey by public transport?	5 if yes
	What is the average subsidy paid for each passenger journey?	-5 to +5
	Does the cost of subsidising the service exceed £5 for each passenger who would not otherwise be able to make the journey by public transport?	10 if no

Objectives for supporting bus services

Financial support for bus services is used to deliver against one (or more) objectives:

- (a) Providing improved public transport to support economic growth.
- (b) Reduce car use at peak travel times, contributing to a reduction in traffic congestion.
- (c) Providing improved public transport travel choices to reduce car use and improve environmental and air quality standards.
- (d) Delivering a core network of hourly (or better) bus routes connecting the larger rural communities with one or more local or regional centres
- (e) Providing a basic level of service to smaller communities to ensure a reasonable level of accessibility to shopping and healthcare services
- (f) Providing access to employment opportunities from the larger rural communities and within the main towns.
- (g) Meeting specific transport needs for people who are elderly or disabled.

Some supported bus services have evolved through different circumstances, including:

- (h) A need to avert the loss of bus services that would otherwise have been withdrawn
- (i) A joint commitment with a neighbouring authority to provide or maintain a service
- (j) Evening and Sunday services that serve an identified demand (e.g. Sunday shopping)
- (k) Services established with grant funding from government through Rural Bus Grants
- (l) Services providing transport for non-entitled children travelling to and from school
- (m) Services established at the request of a local community or committee
- (n) Services secured on behalf of another authority (e.g. a district council).



Committee Item Proposal: Bus Usage & Public Transport Links in Buckinghamshire

Proposal subject	Bus usage and Public transport links across Buckinghamshire
Committee chairman	Warren Whyte
Officer contact	Kama Wager, Policy Officer (Overview & Scrutiny) supporting the Environment, Transport and Locality Services select committee; Tel: 01296 382615; kwager@buckscc.gov.uk
Background to the item	<p>It was a recommendation from the previous Overview and Scrutiny Commissioning Committee that members of the new Environment, Transport and Locality Services Select Committee look at public transport links across the county, <i>to provide a fuller picture of bus usage and future needs in the county, considering;</i></p> <ul style="list-style-type: none"> • <i>Current and projected bus usage in Buckinghamshire</i> • <i>Bus connections with other transport networks and,</i> • <i>Linkages to strategic priorities, for example, to economic development.</i> <p>More widely, members have raised concerns over rural connectivity and accessibility to services, the implications of funding cuts, and questions have been raised around whether bus services are based on historic demands which may not meet the future demands.</p> <p>The Department for Transport have confirmed they will devolve Bus Service Operators Grant for tendered bus routes to Transport Authorities as of January 2014. Details and budgets have not yet been announced but there are significant risks that BCC will not receive sufficient funding to make up the shortfall for services; that no future funding recalculation will take place meaning that the authority will not receive funding for any commercial routes withdrawn after January 2014; and that funding is not ring-fenced for public transport beyond 2016/17.</p> <p>The local authority will be under increased pressure to subsidise or provide alternatives to routes that are no longer commercially viable but deemed “socially necessary”, whilst budgets continue to reduce.</p>

<p>Proposal</p>	<p>This paper seeks member support for a committee item on Bus usage and Public Transport choices in Buckinghamshire and the role effective transport options play in helping the council achieve its strategic priorities.</p> <p>Possible areas the committee may want to examine include:</p> <ul style="list-style-type: none"> • Scale and impact of further reductions on marginal bus services to inform development of viable transport choices for any affected areas; • Effectiveness of alternative access options based on local experience; • Implementation and impact of the Travel Bucks Strategy to date, and its ability to cope with further reductions in funding for bus services; • Identify any areas poorly served by buses and the impact of this, and any alternatives to buses in the county; • Identifying any overlaps between transport services the authority operates/commissions and whether there is scope to coordinate any of these services. <p>Two possible angles the proposed committee work could take are:</p> <ol style="list-style-type: none"> 1. Addressing the issue of accessibility (focus on rural areas and community transport). 2. Addressing issues of economy/congestion (focus on urban and interurban services). <p>The information paper attached and the supporting documents (Travel Bucks Strategy) set out the background information on bus usage and the key future risks, as well as the council's plans to mitigate these.</p> <p>Dependent on member decision on the options outlined in this paper, a future committee item could lead to:</p> <ol style="list-style-type: none"> i) Further research/evidence gathering on the topic; ii) Committee seeking further information session/progress update on the topic from relevant service areas/officers; iii) Identification of areas in which the committee can make valuable recommendations.
<p>Timescales</p>	<ul style="list-style-type: none"> • 24 July 2013 – Proposal to committee • August/September – further research conducted/commissioned (dependent on committee decision). • November/December – committee item to examine defined topics (dependent on committee decision)



Buckinghamshire County Council Select Committee

Environment, Transport and Locality Services Select Committee

Report to the Environment, Transport and Locality Services Select Committee

Title:	TfB Customer Focus Project
Committee date:	25 th September 2013
Author:	PLACE SMT/TfB
Report signed off by Cabinet Member:	Janet Blake
Electoral divisions affected:	All

Purpose of Agenda Item:

To update the Environment, Transport and Locality Services Select Committee on the review of communications in relating to the TFB Contract.

Introduction

The focus project consists of a cluster of BCC and TfB staff responsible for the various areas of concerns, working collaborative to achieve a successful outcome. Three key themes have been identified, each designed as a focal point for service improvement and efficiency. The themes are not discrete; improvement in one will inevitably lead to improvement in another. However they do simplify the issues and challenges we face in delivering our improvement plan and are useful in providing structure to the individual measures we propose as we embed the changes, review, evolve and improve in the coming months.

The 3 themes are:

1. How to reduce avoidable contact and failure demand
2. How to understand our customer's journey and improve our Customer service
3. How to address reputational issues in relation to correspondence and contact management



Against this 3 theme context, we are presently focussing on the following areas:

1. A review of business intelligence.

This is focused on a number of areas and tools available to understand the business areas better and to assist in identifying areas of failure or potential. In order improve the business intelligence a number of questions were examined:

- a. Do we have adequate data?
 - Data improvements are being made to better enable TfB to monitor specific areas of the business and be more responsive to changing communications needs
- b. Do we have tools in place to understand and report on the data?
 - Symology is being further developed to improve the data reporting
- c. Do we use the data intelligently – are we asking the right questions? Reporting on the correct indicators etc?
 - Data is used to target specific areas of concern. Data is analysed fully on a monthly basis. There is also weekly meetings with the contact centre to identify any emerging trends or issues
- d. How can we use data to set targets, monitor, improve and review to drive business improvement and address issues of weakness?
 - Targets are set for each team within their business plans. Analysis of 2012/13 data has highlighted those teams who need to develop their web presence to manage demand and reduce the number of contacts

2. A review of the Customer Journey with particular emphasis on:

This is focused on reviewing the existing process in place and understand the customer journey and where and how to channel them to the appropriate of areas. It also focussed on identifying areas to improve.

- a. Channel Management – reducing telephone and email interactions.
- b. Reducing failure demand
- c. Improving information up front to the Contact Centre, members and customers to reduce calls and increase first time resolution in those areas where this is achievable.
- d. Use improved web presence to enable customers to self-serve and reduce the number of contacts from the service.
- e. Using technological solutions to keep customers advised of call progress (SMS, emails etc...)
- f. Establishing a longitudinal Customer Journey project to define areas of improvement and the impacts of the measures we are putting in place.

3. A review on correspondence handling intended to:

This is focused on a number of areas and tools available to understand the handling of correspondence and how best to improve, standards, response time etc.

- a. Drive up the standards of response.
 - Standards of responses being audited by line managers
 - Training sessions developed for all staff across TfB
 - Standard responses developed where appropriate

- b. Improve the timescales of response
 - Manage customer expectations of response times for work being undertaken and reduce repeat contacts
- c. Ensure correspondence is tracked and monitored through the systems

4. *Review technological solutions and quality improvements to programme delivery to reduce demand*

This focuses on monitoring the impact of the improvement/ changes of technology to ensure that outcome have been met to an acceptable level. It will focus on particular areas of customer complaints/ concerns where we are able to compare statistics. A couple of examples are listed below:

- a. LED street lighting – a longer lived technology which will reduce defects reports
- b. Growth in the Plane and Patch methods of repair – a higher quality repair to road surfaces

See Attached Action Plan for details of progress to date – Sept 2013.

Action Point	Measures taken
Allocation of staff resources	<ul style="list-style-type: none"> The Project has been driven by the Place Service Director, supported by members of the Place Senior Management Team. They work closely with members of TfB, IT, Finance etc and are accountable for the delivery of the improvement plan. It is expected that the SMT resource allocation will be on-going while the impacts of the changes are understood and reviewed.
Establishment of a TfB/Place customer project board	<ul style="list-style-type: none"> A formal project board made up of staff across the Service and Authority is established. A project manager is also in position to drive the improvements. The board meets every 2 weeks. It is under the auspices of this Board that the actions taken so far have been delivered, focussed initially on dealing with high profile concerns expressed by members and senior officers. In light of progress made in those areas, the board is now shifting its focus into longer term measures designed to better understand the impacts of the changes recently made, and to continue to deliver improvements in systems, customer experience and reputation.
Information provided to members lacked the detail required for them to be able to inform and advise their constituents on Highways matters	<ul style="list-style-type: none"> A weekly email update on the progress of the Capital Maintenance Programme is provided to members. A weekly report from each LAT is now produced for each member on expected activity in their area in the coming week. A monthly “members update” is provided as a single summary with selected performance indicators built around the TfB contract. A new members web page which contains area based mapping is to be launched end September. This page contains real time information on TfB activity within each Members area and is being piloted by members presently. This may replace the email updates of well received by Members?
The Contact Centre was not able to provide enough first time resolution to customer contacts – placing demands upon the LATS to resolve matters with customers which could be better handled by the CC teams and leading to customer dissatisfaction.	<ul style="list-style-type: none"> Weekly briefing sessions by TfB and CC staff ensure that best information is available for the coming week on TfB activity. This better information will improve levels of customer service within the CC and TfB. A new members web page which contains area based mapping is to be launched in September. The Members map based information system will be rolled out to the CC allowing them to have real time information on all TfB work with which to answer questions and queries from Customers. First time resolution is being monitored for signs of improvement
Response times to customers were poor – particularly written correspondence	<ul style="list-style-type: none"> New procedures are in place to ensure that correspondence is recorded and monitored effectively. As a result of these new measures, 75% of letters now dealt with within 5 days. Remaining 25% within 28 days. This is against a corporate objective of responding to a letter in 28 days. On-going improvements to automatic reporting and progress chasing are being developed to continue to drive improvement. Other methods of contact update are being explored, including SMS and email progress updates for customers.

<p>The quality of written responses was poor</p>	<ul style="list-style-type: none"> • Staff training on letter writing has been undertaken for ALL TfB staff concerned.. • A perception that quality HAS improved but this must be baselined! • Responses are now quality checked by Managers • On-going areas of concern have been identified and further training and monitoring will follow in those specific areas. • It is envisaged that 100% quality checking will be replaced with stratified random sampling in future. This will provide adequate QC, whilst at the same time speeding the response time.
<p>Web self-service for customers was inadequate</p> <p>42</p>	<ul style="list-style-type: none"> • Online fault tracking for customers was defective for over 1 year - this has been fixed. However, the web based system is not as useful or usable as we would like. • Following a period of rapid development and testing, a new system is due to be implemented by the end of September. This allows the customer to identify if a fault has already been re reported, to report a fault and to track progress of their call online. We hope this will reduce the telephone and email contacts to the CC and LATS. • We will monitor the impact of the new system on the number of fault reports, calls and emails to the Contact Centre and the number of referrals from members. • A smartphone app for fault reporting is under development - due for testing imminently. • We will also expand access to the information presently being developed for members and the CC, to members of the public, allowing them to self-serve in relation to the TfB work programme etc. It is hoped this will reduce calls to the Contact Centre and LATS.
<p>Poor business intelligence – based more upon rumour and myth than hard data.</p>	<ul style="list-style-type: none"> • A review of the reporting process has been carried out. • Manual systems of data reporting, based on improved data collection, have been developed and used in recent weeks. They drive the improvements seen in correspondence response etc by providing useful business intelligence on team and individual performance. • Better business intelligence systems will produce automated reports for performance and issue tracking, delivered direct to the staff concerned. • We will be able to understand areas of pressure, failure or good practice and react accordingly.
<p>Formal customer complaints driven by high levels of failure demand</p>	<ul style="list-style-type: none"> • Data reporting and improved granularity has been developed, allowing us to identify areas of concern or patterns in the complaints information. • As a result, we have been able to act on the complaints data and have seen formal complaints fall by 75% in 1 year from around 100 per month to 25. • In particular, the “failure to keep informed” has reduced significantly – from forming over 80% of complaints to less than 10% • Work is now focussed on other areas of “Place” to deliver similar levels of improvement across the service.

<p>Contact centre contacts driven by high levels of failure demand.</p>	<ul style="list-style-type: none"> • Customers contacting the contact centre to “chase” progress was previously reported operating at levels of around 40%. • A recent study reveals this is currently between 11% and 15% of the 4500 calls received by TfB per month. • Whilst the lower levels are better than expected, the levels of call back to chase progress is still too high. • It is hoped that imminent delivery of online reporting and tracking, better CC information and the uses of automated messaging will remove the need for progress chasing. • In addition, better business intelligence will reveal teams or individuals who are failing to progress matters. Such matters will be addressed. • The effects of these innovations will be monitored and reported via the Governance structure imposed by the Customer Project Board..
<p>Lack of innovation in technical solutions</p>	<ul style="list-style-type: none"> • By adopting different approaches to provision of technical solutions, we are expecting to receive fewer contacts or defect reports from customers: <ul style="list-style-type: none"> ○ The use of long lasting LED lamps for street lighting and traffic lights should reduce defects and thus defect reports ○ The adoption of a wider Plane and Patch programme will improve repair scope and quality ○ The Scouting and Surveying programme will identify and fix network faults BEFORE they are reported by others.
<p>Responses to key audiences was not timely and was of poor quality</p>	<ul style="list-style-type: none"> • All customers are important, but failure demand and reputational damage resulting from failure to properly respond to MP’s and Council Members is particularly concerning. Systems have been created to ensure that high priority queries from those parties are dealt with effectively in a timely manner. Turnaround times for such correspondence are expected to be 24 hours.
<p>Customer Insight</p>	<ul style="list-style-type: none"> • The work so far has been focussed on tackling the immediate concerns of members, customers and senior officers. In order to build upon this work, it is important that we establish a performance baseline against which we measure the impacts of the changes on our customers and our Service quality. • For this reason, a second phase of the project is to focus on the Customer in more detail. It is proposed that a customer insight project is developed, tracing customer journeys, understanding preferred methods of contact, understanding the areas of the system which simply don’t deliver and ensuring that we better understand HOW we can give the customer a good service against a background of reduced resource. • This project will provide a framework for improvement based on hard data and is due to commence on 18th Sept.

ETL Select Committee: TFB Efficiency Savings Year 4 April 2012 to March 2013 Examples (09/08/13)



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Brief Description	VP ID	Date	Value - Cashable	Description (Full description of value plus proposal)	Category
Get in Gear / Casualty Reduction	272	05/07/12		The Get in Gear novice driver scheme has been running in Buckinghamshire since 2008. We invested in the research and branding of the scheme and are now finding that we have a strong brand recognition. Suffolk CC have been in talks with us about replicating the scheme within Suffolk and are buying the artwork for £500 and we are providing the training for their Instructors who will deliver the scheme, this is also costing them £500. This means we are recouping some of the initial costs of setting up Get in Gear.	Collaboration
Capital Works	291	11/07/12		On the FY12/13 surface dressing and micro-surfacing programmes TfB provided Eurovia with unrestricted access and use of the landing sites throughout the County, apart from Saunderton. In FY11/12 Eurovia was restricted to using only selected landing sites. This change has reduced travel time / costs, which has expedited work and reduced the plant / labour / subcontractor costs on the project.	Collaboration
Capital Works	293	11/07/12		Agreement between RJ and BCC that a fee discount will apply on all carriageway resurfacing work done by the Eurovia Group on the T11 Capital Maintenance Programme in FY11/12 and FY12/13. The value of this work delivered by the Eurovia Group in each financial year can be accurately confirmed by the Finance / Commercial Team. See Item 3.14 of the attached Project Board D&A log from 18 April 2012.	Collaboration
Transportation	321	25/07/12		Collaborative working with Utility company under their road closure in Bishopstone. Plane and patch works 3,800 square metres with Saunders. Savings on cost for closure and diversion route.	Collaboration
Utilisation of night closure	345	22/08/12		Utilisation of night closure on A404 Marlow hill to undertake the following works - Gully cleaning and jetting of kerb weirs Jet patching of centre joint and spalled areas Street lighting maintenance Renew road markings	Collaboration
Collaborative Working. Repainting and graffiti protection work within existing footway closure and TM.	354	22/08/12		TfB Lighting Team were closing the subway, redirecting pedestrians into the carriageway and controlling the traffic flow using single flow traffic signals to replace the existing subway lighting units. Structures Team utilised the subway closure, working around the lighting contractor, to repaint and graffiti protect the subway. All works completed within the lighting teams prearranged closure period. See attached Draft Network Bulletin for before and after pictures.	Collaboration
Combining gully cleaning works along A416 while road closures in place for resurfacing	363	31/08/12		While A416, Berkhamstead Road, Broad Street, St Marys Way and Red Lion Street in place during w/c 27 August 2012 I had the gully machine clean out as much of the drainage system as possible. This saved lane closures on St Marys Way for 2 days, 2 man stop/go duty for 2 days.	Collaboration

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Brief Description	VP ID	Date	Value - Cashable	Description (Full description of value plus proposal)	Category
T2 Street Lighting - Collaborative Working Lent Rise road, Burnham	364	01/10/12		Carrying out planned maintenance to street lights and illuminated signs making use of road closure and traffic management instigated by T12 for their road patching programme. Work to take place along Lent Rise Rd, Burnham under the railway bridge at the junction with Hag Hill Lane. Work to take place on the 30 October 2012. Road patching work managed by Stuart Young	Collaboration
Tring Road culvert repair	296	11/07/12		Instead of excavating the road and installing a reinforced concrete slab the cracked culvert is to be sealed using an injected resin system. The original scheme would require 24 hour traffic lights on a very busy road. The revised scheme will only need 2 days of 24 hour traffic lights and 3 days of off peak restrictions	Design Stage
T12 Area Maintenance	329	29/07/12		Road closure booked for Farnham lane, Burnham to undertake drainage works, Closure is in place fro 3 weeks, additional works have been identified that can be done whilst closure is in place - Gully cleaning Hedge and verge cutting Mi9nor patching Road marking Sign maintenance	Design Stage
Reinstatement of High Friction Surfacing	368	09/10/12		All of the roads which were resurfaced were reviewed (road safety audit) to ascertain whether or not there was a need to reinstate the pre-existing high friction surfacing treatments on them. As part of this process 2 sites no longer required HFS to be reinstated, saving the initial installation costs and future maintenance costs of these sacrificial treatments. The sites were TfB294 High Street / Link Road, Great Missenden and TfB379 A4155 Chapel Street, Marlow. There are also environmental benefits of not quarrying materials to lay this HFS treatment.	Design Stage
Passenger transport	339	06/08/12		Citizen card - change in cost per trip charged to users.	Process & method of working
Business Support	238	04/05/12		PDF of TRANstat pack and OMT reports to be send out electronically rather than producing paper copies	Process & method of working
Capital Works	276	06/07/12		Used bulk TTRO orders on the capital maintenance programme, for the surface dressing strand which saved publicity costs and staff time.	Process & method of working
T12 Revenue Maintenance	332	29/07/12		Self delivery high pressure jetting rather than use SCP, built into T12 business plan for 2012/13.	Process & method of working
Business Support Griffin Lane Depot	242	21/05/12		Obtained a surplus to requirement shredder from the Youth Offending Team in High Wycombe rather than purchasing a new one.	Procurement & supply chain
High Wycombe Bus Services	374	17/10/12		Promotion and Marketing of the Rainbow Routes network and Orange Route 38/39 in particularly over the last 4 years has seen significant increases in passenger numbers and now OR38 is close to becoming commercial. This and efficient reprocurement of associated bus routes in the Wycombe area from 29 July has delivered a £64,374 saving for 12/13.	Procurement & supply chain
Design and Construction	257	14/06/12		cashable savings as a result of transferring staff from Jacobs reach back to RJ contract Year 4 2012 - 13	Procurement & supply chain
Using TfB owned shelters to advertise the next Bus real time information system instead of booking with JCDecaux.	343	16/08/12		Using the 6 sheet advertising sites attached to the bus shelters transferred to TfB ownership from adshel in 2011 to advertise next Bus real time information mobile and internet service instead of booking JCDecaux shelter sites in Wycombe, Chiltern and South Bucks districts.	Technology & innovation



Buckinghamshire County Council
Select Committee

Environment, Transport and Locality Services Select Committee

Report to the Environment, Transport and Locality Services Select Committee

Title: Economic Growth
Committee date: 25th September 2013
Author: Nigel Sims
Report signed off by Cabinet Member:
Electoral divisions affected: All

Purpose of Agenda Item

- This is an information paper for members of the Environment, Transport and Locality Services Select Committee. Its purpose is to outline the key roles and responsibilities of those involved in helping the County Council achieve its priority on Economic Growth.

BCC & economic development: - Bucks Business First, Buckinghamshire Thames Valley LEP, the social inclusion agenda & the Chesham Community Wellbeing Project

Background

This subject is best understood by thinking of it in 3 broad subject areas, which are interlinked and complimentary.

1. "Traditional" **Economic Development** activities to support businesses.
2. **Infrastructure** and business environment, the issues not directly in the control of business but critical to success and growth. Key issues are Education / Skills / Training and transport and data links, e.g. East West Rail development & improvements to Broadband speed and reach.
3. **Social Inclusion**; ensuring that disadvantaged residents receive appropriate support to enable them to enter employment.



Economic Development & BBF

BCC has a key legitimate interest in the economy of Buckinghamshire, the Council's role as community leader means that ensuring there is economic growth is fundamental to delivering the aspirations of our residents.

The opportunity to work is central to individual and family wellbeing. By supporting business growth in the county BCC can support job creation and help to maintain and improve the standard of living of our residents.

In addition to BCC services that support the economy, such as road maintenance and other essential infrastructure work we also directly fund *economic development* functions delivered on our behalf by Buckinghamshire Business First (BBF). BBF are a local "business representative organisation" and as such have the largest membership of businesses in the county. This gives them legitimacy to be a business lobbying voice. They have the capacity to directly deliver business support functions.

The key functions that they carry out on behalf of BCC are described in detail in the annual financial Grant agreement between BCC & BBF. The functions are based around supporting business growth from three distinct areas;

1. **Start ups.**
New companies begun by entrepreneurial individuals.
2. **Organic growth (indigenous expansion).**
Growth from existing businesses, e.g. from non-exporters starting to export or re-investment from major employers.
3. **Inward investment.**
New businesses moving into the county from other parts of the UK or foreign direct investment (FDI).

BBF provides expertise and capacity that the LEP draws upon. The core function of BBF is therefore to provide solid, traditional economic development capacity around supporting business growth to provide:

- Increasing job opportunities in the county
- Increasing wealth creation to support the county and the country

Economic Development & the LEP

However to achieve these aims requires more than the capacity of BBF. Other fundamental areas of activity are;

- Strategic planning and delivery of the Infrastructure needs of the county
- Strategic planning and delivery of the Skills & Training needs of residents to ensure;
 - Residents have the requisite skills to gain & maintain employment &
 - Employers have the requisite workforce to grow and maintain their businesses.

These functions are the concern of the Buckinghamshire Thames Valley LEP.

Social Inclusion

Unfortunately even if BBF delivered excellent business growth and job creation, and BCC worked within the LEP to try to solve all infrastructure and skills needs there is still a vital third element that would require addressing. This is Social Inclusion, and this agenda remains firmly within the remit of the public sector with some useful support from the Third Sector.

We have cohorts of residents who are unemployed. Many, but not all, are unemployed and in receipt of welfare benefits. Many have complex needs and high barriers to gaining employment. Moving from unemployment to employment not only has obvious financial benefits but also numerous social benefits for the individual, family and community.

Therefore job creation is obviously *necessary* but unfortunately is *insufficient* to result in Buckinghamshire residents achieving employment and their full potential. To achieve moving high-needs residents into employment requires tailored, tactical interventions aimed specifically at overcoming specific barriers.

The Chesham Community Wellbeing Project

This project has as a central theme helping different cohorts of unemployed residents into work. Key groups we are working with are Youth Unemployed (ages 18 to 24) and Lone Parents (most of whom are single mothers).

What the project is:

1. An initiative to raise the **wellbeing** of the residents of Chesham.
2. A **geographical** initiative based on the boundaries of Chesham Town.
3. A focus on the 7 areas that constitute the **Index of Multiple Deprivation**.
4. An opportunity for **joint working** across the Public Sector & other stakeholders. In effect a pilot for Community Budgeting.
5. An initiative that will help **identify opportunities** and implement improvements.
6. A focus on both **Place & People** – a holistic approach to wellbeing.
7. An opportunity for the **community** to identify and help resolve local issues.

What it is not:

1. A “quick win” – the aim is to tackle difficult and medium term issues.
2. A new source of funding.
3. A Bucks County Council “project” – it is a partnership, collaborative effort.

Local Enterprise Partnerships (LEPs)

Local Enterprise Partnerships (LEPs) were created / requested by government to fill the gap left by the abolition of regional government including the former regional development agencies. There was no mandatory geographic requirement and as the LEPs are private-sector led, this has meant a patchwork of different LEPs has formed, with overlaps in some areas (notably the District of Aylesbury Vale sits within two LEPs, the Buckinghamshire Thames Valley LEP (BTVLEP) and the South East Midlands LEP (SEMLEP)). There are 39 LEPs across England (<http://www.lepnetwork.org.uk/leps.html>) and the BTVLEP is one of the smallest.

The raison d'être for LEPs is to champion and foster economic growth, and their hand has been strengthened by the government's response to the Heseltine Report (<https://www.gov.uk/government/publications/no-stone-untuned-in-pursuit-of-growth>) which has seen LEPs requested to produce a Strategic Economic Plan for their area outlining the issues, challenges and opportunities for enabling and encouraging economic growth. This plan is also a bid document, with government wrapping up sizeable chunks of public money within the 'pot' available to LEPs. An element of funding will be allocated by formula, but a bigger proportion is there as a 'prize' to LEPs that put forward convincing and credible arguments for how to unlock economic growth. These plans are now being drafted for discussion with government through the remainder of the year ahead of final submission to government so a deal can be agreed and in place for July 2014.

Inevitably this overlaps with responsibilities that local authorities have, not least since a portion of funding that was previously directed to local transport authorities will, from April 2015, be at the direction of the LEP. Another interesting area of overlap is around the growth debate in the context of planning and infrastructure provision.

The summary statement from government is:

The Government wants to see Strategic Economic Plans that bring together all the resources at your disposal, not least from the private sector, so that each LEP has one plan driving its approach to investing in local priorities, whether that is in skills, priority growth sectors, business support, or infrastructure.

Question Areas:

1. What exactly has bcc commissioned from BBF?

A: This is clearly laid out in the Grant Agreement (from page 13). Committee Members can receive copies of this.

2. What is our formal relationship to the LEP; representatives and statutory frameworks?

A: Martin Tett forms a vital part of the LEP Board, along with the other 4 LA Leaders.

3. What is the position on tourism and inward investment?

A: Tourism approach is still under development, consultants report back to BBF around October. Report should be ready for circulation by Nov. Inward Investment is handled by BBF by working with the national body responsible, which is UKTI, to "win" new inward investment an area has to demonstrate that they are truly welcoming to new employers, this may involve having building plots available for new businesses to build specifically what they need, therefore District Council engagement is important.

4. How does the Chesham Project demonstrate the work around economic development?

A: The relevance of the Chesham project is the crucial importance to work on Social Inclusion, central to most deprivation is unemployment and low income. The Chesham project is a practical example of trying to assist some of the most in need residents into work – the other side of the equation of trying to create jobs.

5. What's the relationship between the LEP and BBF?

A: LEP & BBF. LEP has very little of its own capacity (staffing) but we have seconded some staff support, e.g. Paul Buck on skills. The LEP therefore draws on the expert staff of BBF. Also Alex Pratt (local business owner) chairs both BBF and the LEP.

6. What's the situation with two LEPs covering some of the county?

A: In areas of 2 tier Government some districts have chosen to play a role in 2 LEPs. There are 37 such examples in England. In Bucks this only affects AVDC. There have been occasional indications from Government that maybe these arrangements should not remain for ever and areas should only be in 1 LEP. However no major pressure on this issues.

7. Role of district councils with economic development?

A: Generally over the last 5 years it has been AVDC and WDC that have been most concerned with economic development issues.



Buckinghamshire County Council Select Committee

Environment, Transport and Locality Services

Report to the Environment, Transport and Locality Services Select Committee

Title:	Briefing Note on Fracking and Shale Gas
Committee date:	25 th September 2013
Author:	Policy, Strategy and Development Team
Contact officer:	Stephen Walford
Report signed off by Cabinet Member:	Janet Blake
Electoral divisions affected:	All

Purpose of Agenda Item

As the local planning authority for minerals and waste matters, Buckinghamshire County Council is the determining authority for any planning applications submitted for oil or gas exploration development.

This briefing note provides a review of published information regarding Shale Gas extraction and applies this to the Buckinghamshire context to identify whether there is a reasonable likelihood for Shale Gas to occur in Buckinghamshire. It describes the licensing and planning processes for Shale Gas development and outlines what the current situation is in Buckinghamshire with regard to these processes.

1. Background

- 1.1. Shale gas comprises methane recovered from mudrocks and shales which have previously been considered too impermeable to allow economic recovery of gas. This and other forms of 'unconventional' hydrocarbons are now being considered in the UK as alternatives to conventional oil and gas production, in response to concerns relating to the UK's growing reliance on imported Natural Gas.



- 1.2.** Shale gas is formed by thermal maturation (heating within the Earth) of organic rich shales (thermogenic methane), or by methanogenic bacteria acting on shales rich in organic matter (biogenic methane). Biogenic methane is important in shale prospects elsewhere in the world but has not yet been shown to have occurred in the UK¹.
- 1.3.** The term ‘unconventional’ relates to the type of reservoir within which the gas is found rather than the methods by which the gas is extracted. Unlike conventional gas, which collects in porous rocks and can be released simply by drilling boreholes into those rock formations, shale gas is locked in the matrix of less porous rocks. It can only be accessed by a special technique called hydraulic fracturing or “fracking”². Hydraulic fracturing can also be used as part of conventional gas production.
- 1.4.** Hydraulic Fracturing is a process whereby the gas flow and yield in less porous gas-bearing rock is increased by fracturing the rock. This is achieved through the injection of water, sand and chemicals into horizontally drilled boreholes causing the rock to crack. The sand ‘props open’ the fractures once formed. These fractures make the rock more permeable, enabling the released gas to flow at commercial rates.

2. Potential for Shale Gas Exploration in Buckinghamshire

- 2.1.** The Department of Energy and Climate Change (DECC) in association with the British Geological Survey (BGS) have produced reports looking at the potential of unconventional gas energy reserves in the UK, including the potential for production of Coal Bed Methane and Shale Gas. ‘*The Unconventional Hydrocarbon Resources of Britain’s Onshore Basins – Shale Gas*’³ report examines the potential for shale gas exploration in the UK, and identifies geographic areas with the best and potentially the lowest risk onshore shale gas potential, including the Upper Bowland Shale of the Pennine Basin, the Kimmeridge Clay of the Weald Basin and possibly the Lias of the Weald Basin (see figure 1). A further report providing an estimate of the shale gas resource occurring in geological basins in central England was published by BGS and DECC in 2013⁴, and studies are currently being undertaken in relation to the Weald Basin in the south of England.

¹ Alternative Fossil Fuels, Mineral Planning Factsheet, DCLG and BGS 2011

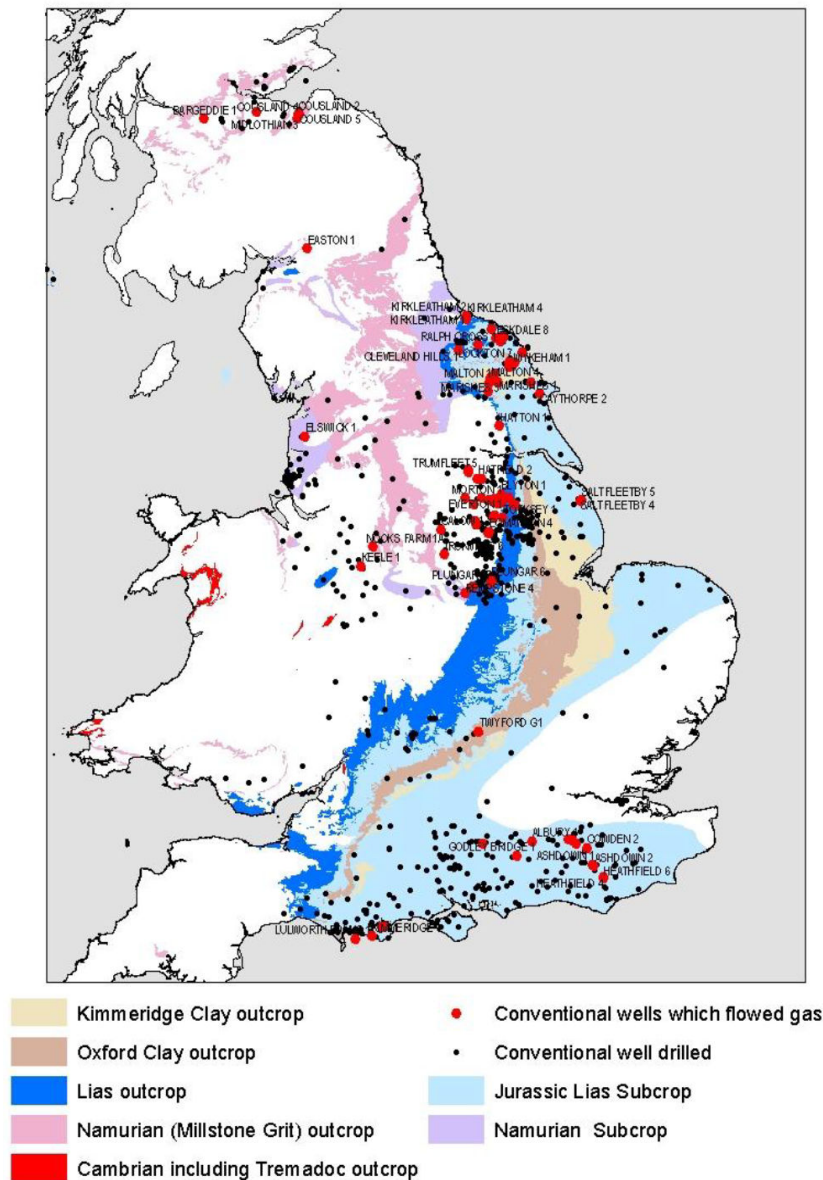
² Alternative Fossil Fuels, Mineral Planning Factsheet, DCLG and BGS 2011

³ The Unconventional Hydrocarbon Resources of Britain’s Onshore Basins – Shale Gas, DECC 2012

⁴ The Carboniferous Bowland Shale Gas Study: Geology and Resource Estimation, DECC 2013



Figure 1: Main Areas of Prospective UK Shale Formations (taken from DECC 2012)



2.2. Shale gas exploration is currently proving successful in the USA, where it is at least 30 years ahead of the rest of the world⁵. By comparison, the UK shale gas industry is in its infancy, with only one company (Cuadrilla) actively carrying out shale gas exploration in Lancashire. Therefore, ahead of production testing there are no reliable indicators of potential productivity in the UK, and for this reason resource estimates have been made by comparison with shale gas developments (known as ‘plays’) in America, although these analogies may ultimately prove to be invalid.

⁵ The Unconventional Hydrocarbon Resources of Britain’s Onshore Basins – Shale Gas, DECC 2012

- 2.3.** The main criteria for successful shale gas plays in the USA include, but are not limited to, factors such as organic content and thickness of the shale, depth from the surface to the shale, the chemical composition of the shale (petrography) and the amount of structural deformation the shale has undergone⁶. The Shale Gas Plays currently identified in the USA are all associated with Basin formations.
- 2.4.** The geological formations of interest for shale gas potential identified in the 2012 DECC report are shown in Figure 1. Although some of these formations, including the Oxford and Kimmeridge Clays and the Lias are shown to pass through Buckinghamshire, they are unlikely to be prospective for Shale Gas. Figure 2 shows that within Buckinghamshire, the majority of these formations occur as outcrops (near the surface) which could be indicative that they have not been subject to the geological processes experienced within the basin centres considered to be most likely to be exploited for Shale Gas in the UK.
- 2.5.** This is supported by existing literature which indicates that the areas likely to be of greatest interest would be those associated with basin formations, particularly the Pennine, Wessex, Weald and Cleveland Basins^{7 8 9}. In conventional oil and gas accumulations, shales are the source rock from which hydrocarbons are generated following burial, and through time these hydrocarbons migrate from the source rock towards ‘reservoirs’ at the margins of the basin centres. In the case of unconventional hydrocarbon accumulations such as Shale Gas, shales act as both the source and the reservoir rock and therefore the basin centres are the exploration targets¹⁰.
- 2.6.** In addition, a report of the Royal Society also notes that *“Shale Gas is likely to be extracted at a depth of many hundreds of metres, or even several kilometres to ensure reservoir pressures sufficiently high to allow gas flow to surface... Extracting Shale Gas from much shallower shales is unlikely since reservoir pressure would be too low for gas to flow at commercial rates¹¹.”*
- 2.7.** The 2012 DECC report also notes that a well in Calvert in Buckinghamshire discovered gas in 1911, possibly from Cambrian-age strata¹². Although this well was deepened and another well drilled farther east, there were no further signs of gas. Another sub-economic gasfield was found by BP to the north at Twyford in the 1960’s. The source of these gas shows has not yet been identified, although

⁶ The Unconventional Hydrocarbon Resources of Britain’s Onshore Basins – Shale Gas, DECC 2012

⁷ The Unconventional Hydrocarbon Resources of Britain’s Onshore Basins – Shale Gas, DECC 2012

⁸ The Carboniferous Bowland Shale Gas Study: Geology and Resource Estimation, DECC 2013

⁹ Smith, N; Turner, P; Williams, G (2010) UK Data and Analysis for Shale Gas Prospectivity, Smith et al 2010

¹⁰ The Carboniferous Bowland Shale Gas Study: Geology and Resource Estimation, DECC 2013

¹¹ Shale Gas Extraction in the UK: A Review of Hydraulic Fracturing, The Royal Society and The Royal Academy of Engineering 2012

¹² The Unconventional Hydrocarbon Resources of Britain’s Onshore Basins – Shale Gas, DECC 2012



existing literature acknowledges that potential sources could include underlying Tremadoc shales¹³ or Westphalian strata in Oxfordshire to the west¹⁴.

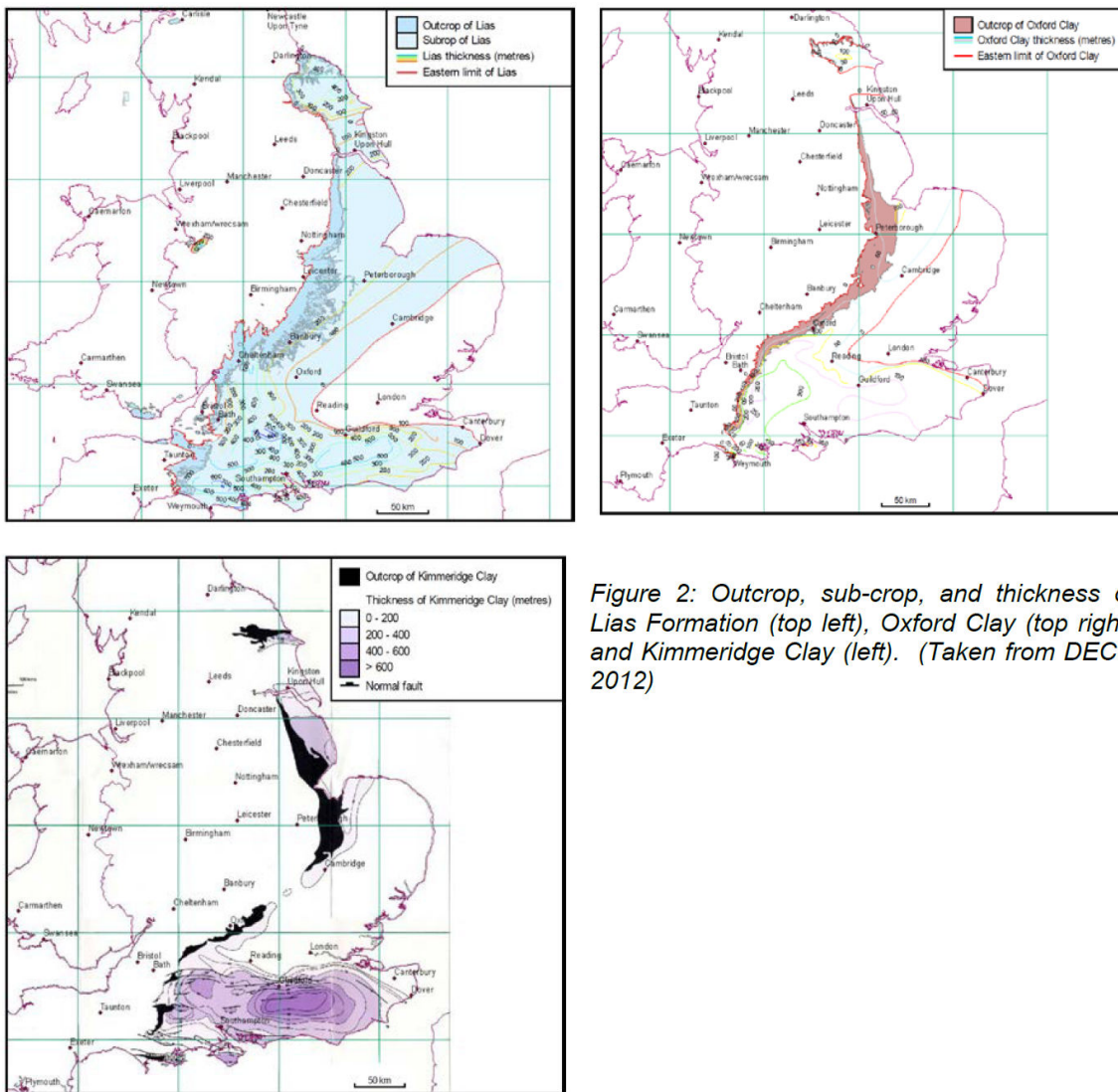


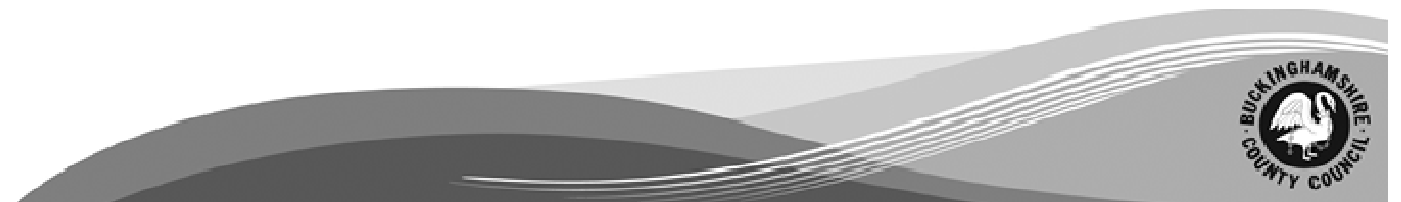
Figure 2: Outcrop, sub-crop, and thickness of Lias Formation (top left), Oxford Clay (top right) and Kimmeridge Clay (left). (Taken from DECC 2012)

2.8. These previous gas shows at Calvert and Twyford may also indicate the presence of conventional gas within Buckinghamshire. A report commissioned by the BGS in 2003 concluded that *“the county appears to have limited oil and gas prospectivity, although the possibility for the discovery of (small) gas accumulations may still exist¹⁵.”*

¹³ UK Shale Gas: The Story So Far, Selley 2012

¹⁴ The Unconventional Hydrocarbon Resources of Britain’s Onshore Basins – Shale Gas, DECC 2012

¹⁵ Mineral Resource Information in Support of National, Regional and Local Planning Buckinghamshire and Milton Keynes, BGS Commissioned Report, Benham et al 2003



2.9. It is therefore possible that some Cambrian age shales extend at depth beneath Buckinghamshire. However, the 2012 DECC report also advises these to be a 'higher risk' target as the Upper Cambrian has not sourced conventional hydrocarbon fields¹⁶. It could therefore be concluded that any such reserves of shale gas that may exist within Buckinghamshire would be unlikely to be exploited in the near future, until more favourable, lower risk areas have been exhausted, and the industry matures within the UK.

3. Licensing Regime

3.1. Licensing for both conventional and unconventional hydrocarbon exploration is currently regulated by the Department of Energy and Climate Change (DECC) and is essentially the same process whether the well is targeted at conventional or unconventional gas. A Petroleum Exploration and Development Licence (PEDL) under the Petroleum Act is required from DECC, which grants exclusive rights to explore, drill and produce within a small, specified area. However, DECC's licence does not remove the need to comply with planning, health and safety or environmental regulation.

3.2. PEDLs are awarded through a system based on open Licensing Rounds. Before a licence can be awarded, the applicant must satisfy DECC of the competence of its proposed operator, and each member of the applicant group must satisfy DECC of its financial viability and financial capacity. A PEDL does not grant permission for specific operations.

3.3. Drilling of Wells:

- A PEDL must be granted by DECC.
- The operator must then seek planning permission from the Mineral Planning Authority (MPA) to drill a well or conduct an Extended Well Test. The MPA will consult with the Environment Agency (EA) as a statutory consultee as part of the planning application process.
- The operator must then notify the Environment Agency of its intention to drill, at which time the Environment Agency will advise on any requirement for control or permitting under the relevant environmental protection legislation.
- The operator must then apply to DECC for Well Consent, demonstrating that they have gained the necessary planning permissions.
- If well testing operations are expected to last longer than 96 hours, the operator will also have to apply to DECC for Extended Well Testing, demonstrating that this is necessary and that they have the relevant planning permissions and consents in place from the MPA and EA.

¹⁶ The Unconventional Hydrocarbon Resources of Britain's Onshore Basins – Shale Gas, DEC 2012

3.4. Field Development and Production:

- Once the commercial viability of a project has been established by exploration and appraisal work, the operators will need to gain further planning permission(s) from the MPA for production, in consultation with the EA as statutory consultee in the planning application process.
- The EA will also assess the need for any abstraction licences and/or an environmental permit under the relevant environmental protection legislation.
- The Operator must then seek Field Development Consent from DECC.

3.5. Each development well will require specific consent from DECC and the HSE must be notified of all wells and significant activities at the site. For each part of the process, the operator will also need to obtain access rights from landowners.

4. Hydrocarbon Licenses in Buckinghamshire

4.1. Figure 3 shows that there is currently one existing PEDL licence which falls partially within Buckinghamshire (PEDL236 shown in purple). This relates to an existing licence for oil exploration beneath Windsor Castle which will expire in June 2014 if a well is not drilled prior to this date.

4.2. The areas shown in pink in Figure 3 are those that have been included in the Strategic Environmental Assessment (SEA) for the 14th Round of Onshore Licensing. These areas *may* be offered up under the 14th Round of Onshore Licensing currently anticipated in 2014, and the SEA may also feed into future onshore licensing rounds. The SEA has undergone a 12 week consultation and DECC are now considering the consultation responses.

4.3. The SEA covers the Scottish Midlands, North and South Wales, and most areas of England with the exception of the extreme South West. The SEA also notes that large areas of the UK are not prospective for oil and gas, that many of the blocks under consideration for inclusion in the Landward Licensing Round are only marginally prospective and that a proportion will either not be applied for or, following evaluation, will not be explored further¹⁷.

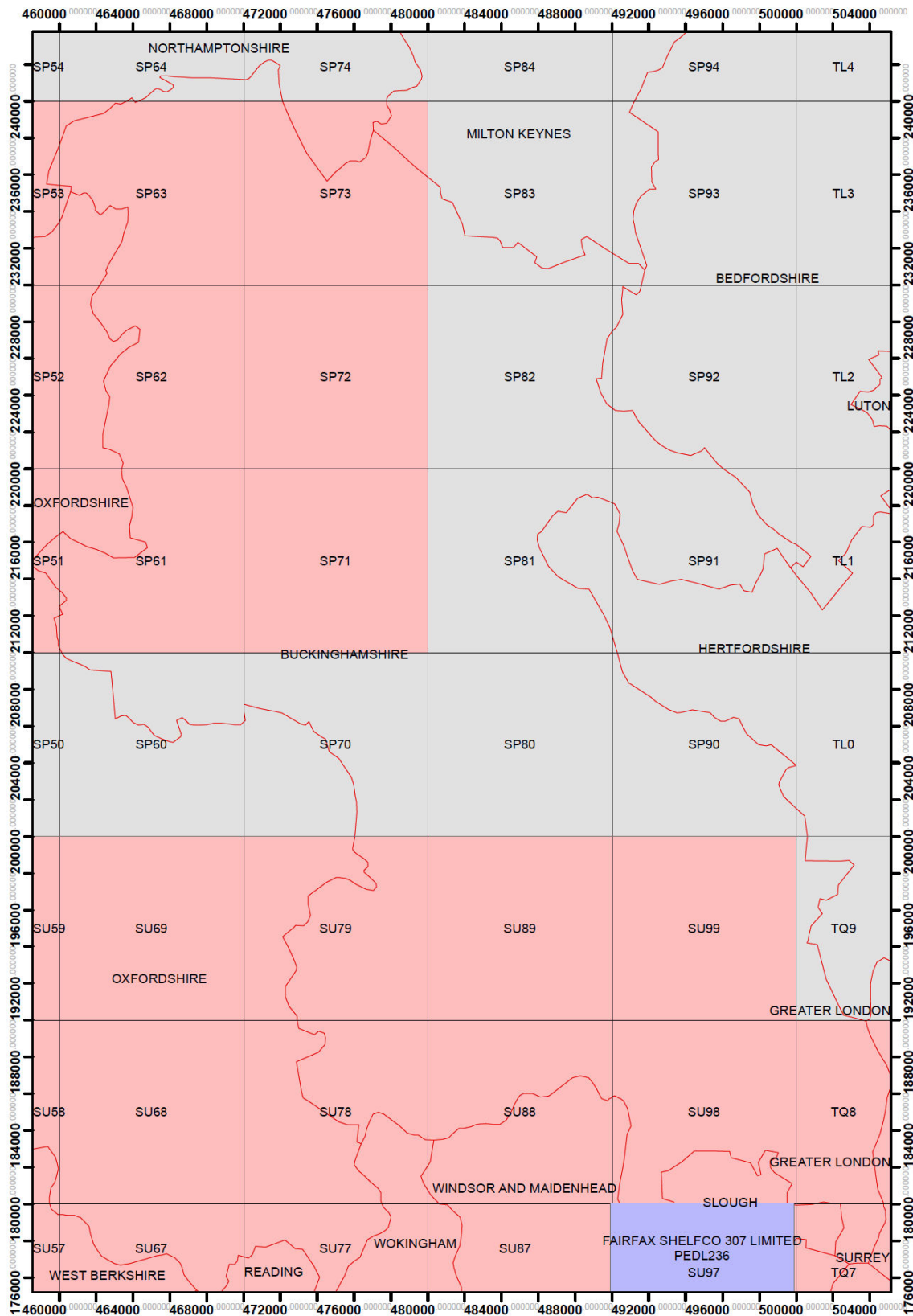
4.4. To date, no producing oil or gas fields have been discovered in Buckinghamshire, with the last hydrocarbon well drilled at Tring on the border with Hertfordshire in 1965. However, as recently as 1998 the Twyford area was covered by the PEDL 15 licence, operated by CANUK, although this appeared to have been relinquished by the 10th Onshore Licensing Round in 2002¹⁸.

¹⁷ Onshore Oil and Gas Licensing, Strategic Environmental Assessment for a 14th and Subsequent Onshore Oil and Gas Licensing Rounds, Environmental Report, DECC 2010

¹⁸ Mineral Resource Information in Support of National, Regional and Local Planning Buckinghamshire and Milton Keynes, BGS Commissioned Report, Benham et al 2003



Figure 3: Existing PEDL licences (purple) and areas subject to Strategic Environmental Assessment for the 14th Round of Onshore Licensing (pink), in Buckinghamshire



4.5. At the current time, no operators have approached the County Council for pre-application discussions for hydrocarbon exploration, whether conventional or unconventional.

5. Minerals Planning Policy and Determination of Planning Applications

5.1. Buckinghamshire County Council is currently progressing its Minerals and Waste Local Development Framework (MWLDF) as a successor to the existing adopted Buckinghamshire Minerals and Waste Local Plan 2004-2016. The MWLDF includes the Minerals and Waste Core Strategy, Minerals Local Plan and Waste Local Plan. The Minerals and Waste Core Strategy was adopted by the Council in November 2012 and contains the strategic planning policies and framework for minerals and waste development in the County, as well as the strategic site allocations for certain waste developments critical to the delivery of this strategy. The Minerals and Waste Local Plans will contain preferred areas for minerals extraction and site allocations for certain waste developments, and the detailed development management policies required to determine planning applications for minerals and waste developments in the county.

5.2. Until such time as the Minerals Local Plan is adopted planning applications for Minerals development, including hydrocarbon exploration, would be determined in accordance with the Minerals and Waste Core Strategy, relevant 'saved' policies in the Buckinghamshire Minerals and Waste Local Plan 2004-2016, and other relevant local and national planning policies.

5.3. Acknowledging that hydrocarbon exploration licences have been issued in the past, the Buckinghamshire Minerals and Waste Local Plan 2004-2016 currently includes a policy (Policy 9) relating to hydrocarbon development, which states:
"Applications for exploratory works for oil and gas will be considered against all relevant policies of this plan. Proposals for appraisal drilling will be approved provided that the local environmental impacts are not of such a scale as to override the national interest associated with oil exploration. Particular regard will be made to the long-term suitability of the site for commercial production and distribution¹⁹."

5.4. This policy is due to be replaced by an appropriate policy or policies in the forthcoming Minerals Local Plan.

6. Recommendations

6.1. Based on information presented by DECC and BGS Buckinghamshire is unlikely to be a strong candidate for the extraction of Shale Gas. Therefore specific planning policies relating to Shale Gas extraction would not be required within the

¹⁹ Buckinghamshire Minerals and Waste Local Plan 2004-2016, Buckinghamshire County Council, Adopted June 2006



forthcoming Minerals Local Plan. However, in light of the inclusion of parts of Buckinghamshire in the SEA for the 14th Round of Onshore Licensing, it is prudent to consider the inclusion of a policy or policies in relation to general hydrocarbon exploration and production in replacement of the existing Policy 9 of the Buckinghamshire Minerals and Waste Local Plan 2004-2016. If required, this may include the preparation of a Hydrocarbons topic paper in support of the Minerals Local Plan.

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<http://nora.nerc.ac.uk/13090/>



SELECT COMMITTEE WORK PROGRAMME (COMBINED) – 10 SEPTEMBER 2013

Committee	Date	Topic	Description and Purpose	Attendees
Environment, Transport and Locality Services	25 Sept 2013	TfB - Communication Channels – Customer Focus Project Efficiency Savings	For the committee to examine areas raised during the committee TfB working Group of the 12 September: <i>Communication Channels, internal and external. Complaints – trends, response rates customer journey. Efficiency Savings.</i>	Joe Nethercoat – Senior Manager. Sean Rooney - Senior Manager PLACE
	25 Sept 2013	TfB – committee scrutiny inquiry proposal	For members to agree proposal on the scope of the TfB scrutiny inquiry (including member survey proposal)	Written proposal
	25 Sept 2013	Public Transport – Implications of national funding cuts	For members to be briefed on the current challenges/risks for public transport and the mitigation work of BCC and partner organisations in light of national funding cuts and research and reports.	Andrew Clarke - Passenger Transport Contract Manager; Paul O’Hare – Community Impact Bucks
	25 Sept 2013	Economic Development and Bucks Business First	For members to receive an information paper on relationship between Bucks County Council and Bucks Business First, and the respective roles in promoting economic development within Buckinghamshire.	Information paper
	25 Sept 2013	‘Fracking’	For members to receive a background information paper on hydraulic fracturing (fracking)	Information paper
	6 Nov 2013	Flooding	For Members to receive an information paper on the Flooding Strategy and flood resilience in Buckinghamshire.	Information paper
	6 Nov 2013	Section 106 and Planning Applications	For members to examine S106 package of benefits received by BCC through planning applications. Item also discussed by Finance, Performance & Resources select committee on 31 Oct 2013	Steven Walford - Senior Manager PLACE; John Rippon - PAC Service Business Manager Information paper to be received in advance.

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Agenda Item 10c

SELECT COMMITTEE WORK PROGRAMME (COMBINED) – 10 SEPTEMBER 2013

Committee	Date	Topic	Description and Purpose	Attendees
	6 Nov 2013	TfB – Ringway Jacobs	For members to examine key elements of the TfB arrangements. Lines of questioning formulated through evidence gathering sessions of the TfB working Group.	John Lamb - Service Director PLACE; Sean Rooney - Senior Manager TfB Contract; RJ Representatives.
	6 Nov 2013	Corporate Landlord/Asset Management	For members to receive an update paper from the Finance, Performance & Resources Select Committee on the outcomes of their work on the corporate landlord project and Asset management.	Brian Roberts – Chairman of the Finance, Performance & Resources Select Committee
	4 Dec 2013	'Fracking'	For Members to receive a briefing on hydraulic fracturing (fracking) following initial information paper at 25 Sept 2013 committee	Stephen Walford - Senior Manager PLACE; Darl Sweetland - PSD Service Lead Officer; Shereen Ansari - PSD Service Lead Officer
	4 Dec 2014	TfB – scrutiny inquiry	For members to receive an update on the progress of committee inquiry on TfB and too agree any recommendations to present to BCC Cabinet.	TBC, update paper and draft report
	4 December 2014	Section 106 monies	For members to receive an update on the progress of committee work on s106	TBC, update paper
	December 2014	Waste and Recycling policy – implications for Fly tipping	For members to receive an update on the options paper for changes to the Access and Acceptance policy for Waste and recycling centres following cabinet member decision to review the new policy.	TBC

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