

CHILTERN DISTRICT COUNCIL

King George V House, King George V Road, Amersham,
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Cabinet

Tuesday, 20th October, 2015 at 4.30 pm

Council Chamber, King George V House, King George V Road, Amersham

A G E N D A

Please note: that in accordance with Part 11.1 (3) of the Council Procedure Rules a motion may be moved to change the order of business on the Agenda.

- 1 Evacuation Procedures
- 2 Minutes (*Pages 5 - 12*)
To sign the Minutes of the meeting held on 25 August 2015
- 3 Apologies for Absence
- 4 Declarations of Interest
- 5 Current Issues
- 6 28-Day Notice Forward Plan (*Pages 13 - 14*)
Appendix 1 (Pages 15 - 18)
Appendix 2 (Pages 19 - 20)
- 7 Joint Business Plan Refresh 2015/20 (*Pages 21 - 22*)
Appendix A (Pages 23 - 62)
Appendix B (Pages 63 - 80)
Appendix C (Pages 81 - 82)

- 8 Performance Report Quarter 1 2015/16 (*Pages 83 - 84*)
Appendix A (Pages 85 - 88)
Appendix B (Pages 89 - 92)
- 9 Buckinghamshire Thames Valley Local Enterprise Partnership (BTVLEP) Contribution (*Pages 93 - 94*)
- 10 Business Rates Pooling (*Pages 95 - 108*)
- 11 Treasury Management Quarterly Report Q2 2015/16 (*Pages 109 - 112*)
- 12 Local Development Scheme Review (*Pages 113 - 120*)
- 13 Chiltern Green House Gas (GHG) Report (*Pages 121 - 130*)
- 14 Smoke and Carbon Monoxide Alarm Regulations (*Pages 131 - 134*)
- 15 Service Level Agreement grant to Citizens Advice Bureau (*Pages 135 - 138*)
Appendix 1 (Pages 139 - 152)
Appendix 2 (Pages 153 - 170)
- 16 Minutes of Joint Executive Committees
Members are asked to note the Minutes of the following meetings of Joint Executive Committees:
Appendix 2 - Chiltern & Wycombe Joint Waste Collection Committee - 27 August 2015 (Pages 171 - 174)
- 17 Exclusion of the Public
To resolve that under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following item(s) of business on the grounds that it involves the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Act.
- 18 Cabinet Reports from Policy Advisory Groups:
18.1 Sustainable Development Notes - 26 August 2015 (*Pages 175 - 180*)
- 19 Housing Options and Allocations - Locata Software (*Pages 181 - 188*)
- 20 HS2 Update Report (*Pages 189 - 210*)
Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)
Appendix A (Pages 211 - 234)

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

Membership: Cabinet

Councillors: I A Darby (Leader)
M J Stannard (Deputy Leader)
G K Harris
P E C Martin
M R Smith
F S Wilson

Date of next meeting – Tuesday, 1 December 2015

If you would like this document in large print or an alternative format please contact 01494 732145; email chiefexecs@chiltern.gov.uk

This Agenda should be considered as a Notice – under Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 – of an intention to meet in private to consider any items listed on the Agenda under Private Reports. The reason for the item being considered in private, that being the relevant paragraph number and description from Schedule 12A of the Local Government Act 1972 is detailed on this Agenda. Representations received (if any) regarding the items being considered in private (together with any response) are also detailed on this Agenda.

CHILTERN DISTRICT COUNCIL

MINUTES of the Meeting of the
CABINET
held on **25 AUGUST 2015**

PRESENT: Councillor I A Darby - Chairman
Councillors: G K Harris
P E C Martin

APOLOGIES FOR ABSENCE were received from Councillors M J Stannard, M R Smith and F S Wilson

ALSO IN ATTENDANCE: Councillors M Harrold, P Jones, D Phillips and J Rush.

20 MINUTES

The Minutes of the Cabinet meeting held on 23 June 2015 copies of which had been previously circulated, were approved and signed by Councillor I A Darby, Cabinet Leader, as a correct record; subject to an amendment to include Mr John Haseler trading as SLN (Aylesbury) being included after Company B in Minute 17, Part i.

21 DECLARATIONS OF INTEREST

Councillor Mrs I A Darby declared a personal interest in Item 10 – Community Grant Aid Awards 2015-2016. Nature of interest – Councillor Mrs Darby was a member of the Executive Committee for Bucks and Milton Keynes Association of Local Councils; Treasurer of the Chalfont St Peter Action Group; and Independent Examiner for Chalfont St Peter Youth Centre accounts; and also in Item 20 – New Lease of the play area at Mill Meadow - Nature of interest - as a member of Chalfont St Peter Parish Council.

22 28-DAY NOTICE

The Cabinet received a report attaching the draft 28-Day Notice which provided a forward look at the Agenda for the next meeting of the Cabinet. The Notice would be published on 21 September 2015.

RESOLVED –

That the Draft 28-Day Notice / Forward Plan, to be published on 21 September 2015, be noted.

23 CURRENT ISSUES

- (i) **Councillor Martin reported that there had been positive feedback for the promotion of the Small Business Saturday event and this was likely to see a further improvement on the previous year's event. The Leader of the Council endorsed this support of small businesses across the District.**

24 REVIEW OF CHILTERN DC RESERVES

The Head of Finance presented the report which outlined the review of the Reserves of the Council.

Cabinet was advised that the Council had a General Reserve and a number of earmarked reserves which were kept under review taking into account the current financial issues facing the Council.

The review of the level of the General Reserve indicated it could be reduced to £2,500,000 taking into account the earmarked reserves that existed to cover financial risks and the forecast revenue funding gap over the next four years. The report proposed realigning the earmarked reserves and amending the levels of some of the reserves in the light of current needs and priorities. The revised schedule of earmarked reserves was set out in Appendix A as attached to the report.

RESOLVED:

- i) That the level of the General Reserve be reduced to £2,500,000, and that funding be reallocated into earmarked reserves for a) Affordable Housing Reserve, b) Leisure Strategy Implementation; and c) Pension Fund Reserve; and**
- ii) That the revised totals for earmarked reserves be realigned as set out in Appendix A to the report.**

25 CDC CAPITAL AND REPAIRS & RENEWALS OUTTURN REPORT 2014/15 CDC REPAIRS & RENEWALS BUDGET FOR 2015/16

The Head of Finance presented the report which outlined the 2014/15 capital and repairs & renewals outturn position; the carry forward of unspent capital and repairs & renewals budgets; and a proposal for new repairs & renewals schemes for 2015/16.

RESOLVED:

- i) That the 2014/15 capital and repairs & renewals outturn position be noted;**
- ii) That the capital and repairs & renewals budgets should be carried forward to 2015/16 as set out in Appendix B to the report; and**
- iii) That the new repairs and renewals schemes for 2015/16 referred to in paragraph 4.1 of the report be agreed.**

26 TREASURY MANAGEMENT - QUARTERLY REPORT QUARTER 1 2015/16

The Head of Finance presented the report on the Treasury Management operation of the Council for April – June 2015. It was noted that the Council was required to comply with the CIPFA Code of Practice on Treasury Management.

Cabinet was advised that a training session for members is to be held on 30 September to continually improve members' knowledge on Treasury Management.

RESOLVED:

That the Treasury Management performance for 2015/16 be noted.

27 COMMUNITY GRANT AID AWARDS 2015 - 2016

Consideration was given to the report which proposed the allocation of Community Grant Aid Scheme funding. The Council's Community Grant Aid Scheme helped to enable local community organisations improve local services and facilities for residents. The projects detailed in Appendices 1 and 2 of the report are recommended to receive funding primarily because they supported the council's key corporate objectives, have member support and represent good value for money. The scheme also helped attract significant external funding into the district, acting as leverage to the various applying organisations.

The Leader advised that members had had the opportunity to read the detail of each application.

RESOLVED:

That the proposed allocation of Community Grant Aid Scheme funding as detailed in the report was supported.

28 DAYS ALMS HOUSES

Consideration was given to the report which detailed the proposed award of housing grant funding of £100,000 to Amersham United Charities for the refurbishment of the Days Alms houses, 71-87 High Street, Amersham.

RESOLVED:

- i) That a housing grant of £100,000 to Amersham United Charities for the refurbishment of the Days Alms houses, 71-87 High Street, Amersham be agreed; and**
- ii) That the grant funding was subject to Amersham United Charities entering into a Nomination Agreement with Chiltern District Council that will give the Council the right to nominate tenants to**

all future vacancies that arise following completion of the refurbishment works (excluding any vacancies that have to be utilised to decant or re-house existing residents during the refurbishment works).

29 SECURITY ENHANCEMENTS TO UNDER CROFT CAR PARK AT KING GEORGE V HOUSE, AMERSHAM

Consideration was given to the report which detailed the proposals for security enhancements to the under croft car park at King George V House, Amersham and the reasons for the proposals. The project had been instigated due to the continued antisocial behaviour in and around the under croft parking area. The proposed enclosure work provided personal safety for building users and protection of council goods and vehicles stored in the area.

RESOLVED:

That £37,000 be transferred from the Provisional Capital Programme to the Approved and Committed Capital Programme to enable completion of security enhancements at King George V House under croft car park.

30 CONSULTATION ON FEES FOR 5 YEAR PRIVATE HIRE OPERATORS LICENCES

The Head of Healthy Communities presented the report which advised of the proposed fees for Private Hire Operator Licensing, which followed changes to the law requiring this category of licences to be issued for 5 years.

The proposed fees covered the cost of administration required to process the licence and also the costs involved with monitoring compliance with the conditions once a licence had been issued. It was estimated that the cost of processing these licences was on average £28 per application (40 minute processing time); and moving to 5 year licence required one admin fee payment and a saving of 4 years processing was to be achieved which was £112 per licence.

RESOLVED:

- i) That the Licensing and Regulation Committee be advised that the Cabinet supports the proposed fees for 5 year Private Hire Operators Licences; and**
- ii) That the delegation be approved for the Head of Healthy Communities, in consultation with the Chairman of the Licensing & Regulation Committee make the necessary changes to the Hackney Carriage and Private Hire Licensing Policy to reflect these legislative changes.**

31 ANNUAL PERFORMANCE REPORT 2014-15

Consideration was given to the report which introduced the Council's Annual Performance report 2014-15. The Annual Performance Report was appended to the report and was a shorter, more succinct, online report which linked to other information such as the Joint Business Plan, financial information and the end of year performance tables. This aligned with simplified and focussed performance reporting as requested by Councillors.

The report was well received by members and it was further suggested that future annual performance reports could be even more concise.

RESOLVED:

That the Annual Performance Report 2014-15 be noted.

32 MINUTES OF JOINT EXECUTIVE COMMITTEES

Members considered and noted the Minutes of the following Joint Executive Committee meetings:-

- Chiltern & South Bucks Joint Committee – 20 July 2015
- Chiltern & Wycombe Joint Waste Collection Committee – 25 June 2015
- Joint Waste Committee for Buckinghamshire – 17 June 2015
- Chilterns Crematorium Joint Committee – 25 June 2015

33 EXCLUSION OF THE PUBLIC**RESOLVED –**

That under section 100 (A) (4) of the Local Government Act 1972 (as amended) the public be excluded from the meeting for the following item(s) of business on the grounds that they involved the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act.

Paragraph 1 – Information relating to any individual

Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)

34 CABINET REPORTS FROM POLICY ADVISORY GROUPS:

Cabinet members considered the notes of the following Policy Advisory Group meetings:-

- Community, Health & Housing – 23 July 2015
- Customer Services – 22 July 2015
- Environment – 5 August 2015

- Support Services – 22 July 2015
- Sustainable Development – 21 and 29 July 2015

35 TWO NEW LEASES IN FAVOUR OF THE CRICKET CLUBS FOR HYDE HEATH & LEY HILL

Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)

Consideration was given to the report which outlined the terms for new leases of both Hyde Heath & Ley Hill Cricket Clubs.

RESOLVED:

- i) That the content of the report be noted; and**
- ii) That the Head of Environment, in consultation with the Head of Legal and Democratic Services, be authorised to agree the final heads of terms for the proposed lease, including all necessary legal documentation.**

36 NEW LEASE OF THE LAND AT BRENTFORD WOOD

Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)

Consideration was given to the report which sought Cabinet agreement to a new long lease to be granted to Thames Water Utilities Limited (TWUL) of the land at Brentford Wood, used as a radio mast.

RESOLVED:

- i) That the content of the report be noted; and**
- ii) That the Head of Environment, in consultation with the Head of Legal and Democratic Services, be authorised to agree the final heads of terms for the proposed lease, including all necessary legal documentation.**

37 NEW LEASE OF THE PLAY AREA AT MILL MEADOW

Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)

Consideration was given to the report which sought Cabinet agreement to the terms for a new lease in favour of the existing licence holders of the play area at Mill Meadow.

RESOLVED:

- i) That the content of the report be noted; and
- ii) That the Head of Environment, in consultation with the Head of Legal and Democratic Services, be authorised to agree the final heads of terms for the proposed lease, including all necessary legal documentation.

38 MILL MEADOW CHALFONT ST PETER - BRIDGE REPAIRS

Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)

Consideration was given to the report which sought to allocate £15,000 from the Revenues and Renewals budget to pay for the repairs and maintenance work necessary to bridges.

RESOLVED:

- i) That structural surveys which had been prepared for the bridges belonging to Chiltern District Council and the repairs identified had been noted;
- ii) That the expenditure of £15,000 from the Repairs and Renewals budget for the scheme to be funded by reducing the Car Park Repairs and Renewals Budget was approved; and
- iii) That future revenue budget provision would ensure adequate funds were available to pay for the regular repairs and maintenance work necessary.

39 NON DOMESTIC RATES- DISCRETIONARY RATE RELIEF APPLICATIONS

Paragraph 1 – Information relating to any individual

Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)

Members received the report which requested consideration of non-domestic rates discretionary rates relief applications where the potential amount of each award was over £5000 and to decide what level of discretionary rates relief should be awarded for each organisation in respect of the next three financial years with effect from 1 April 2015.

RESOLVED:

- i) That the content of each application was noted;
- ii) That each organisation identified receive rate relief as outlined in the report, having considered the benefits brought to the community and the financial impact any reduction/increase in award would have on the organisation.

40 NON DOMESTIC RATES- ARREARS WRITE OFF

Paragraph 1 – Information relating to any individual

Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)

Consideration was given to the report to write off non domestic rates arrears in respect of the identified company due to the fact that the company had been dissolved and thus the debt outstanding is no longer recoverable.

RESOLVED:

That the arrears of non-domestic rates referred to in the report be written off in accordance with the provisions of financial procedures Rule 12.

41 NON DOMESTIC RATES- ARREARS WRITE OFF

Paragraph 1 – Information relating to any individual

Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)

Consideration was given to the report to write off non domestic rates arrears in respect of the identified charity due to the fact that the charity had vacated the premises in question and is believed to have moved abroad with no contact or traceable details.

RESOLVED:

That the arrears of non-domestic rates referred to in the report be written off in accordance with the provisions of financial procedures Rule 12.

The meeting ended at 5.31pm

SUBJECT:	28 Day Notice
REPORT OF:	<i>Portfolio Holder for Support Services</i>
RESPONSIBLE OFFICER	<i>Head of Legal & Democratic Services</i>
REPORT AUTHOR	<i>Mat Bloxham, 01494 732143, mbloxham@chiltern.gov.uk</i>
WARD/S AFFECTED	<i>All</i>

1. Report

The Access to Information Regulation 2012 place a requirement on Councils to publish a notice 28 days before every executive or joint executive meeting detailing all Key Decisions and Private Reports to be considered. The [28 Day Notice / Forward Plan](#) are published on the Council's website.

RECOMMENDATIONS

The Cabinet is asked to note the following draft 28 Day Notice / Forward Plan notices:

- Cabinet: 01 December (Appendix 1)
- CDC & WDC Joint Waste Collection Committee: 05 November (no items currently)
- Chilterns Crematorium Joint Committee: date to be confirmed
- Joint Waste Committee for Bucks: 20 January (no items currently)
- Joint Committee: 26 October (Appendix 2)

Background Papers:	None.
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28-DAY NOTICE – FORWARD PLAN

Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

This is a Notice of an intention to make a Key Decision on behalf of the Local authority (Regulation 9) and an intention to meet in private to consider those items marked as 'Private Reports' (Regulation 5).

A further Notice (the 'Agenda') will be published no less than 5 working-days before the date of the Cabinet meeting and will be available at www.chiltern.gov.uk/democracy

Leader (Councillor Isobel Darby)					
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date	Private Report (Y/N) and Reason Private ⁴	Lead Officer ⁵
Yes	Bucks Infrastructure Plan: To consider a report on the Bucks Infrastructure Plan		Cabinet 1 Dec 15		Anita Cacchioli Email: ACacchioli@chiltern.gov.uk
Yes	Bucks Advantage Funding: To agree the funding at 2014/15 levels until further notice.		Cabinet 1 Dec 15	Report – No Appendix – Yes (Paragraph 3)	Bob Smith Email: bsmith@chilterngov.uk
No	Quarter 2 Performance Report 2014/15: This report monitors performance against pre-agreed targets and seeks approval for any proposed changes to targets.	Resources 18 Nov 15 Services 19 Jan 16	Cabinet 1 Dec 15	No	Laura Campbell Email: laura.campbell@southbucks.gov.uk
Yes	Service Plan Summaries 16/17: This report introduces the Service Plan Summaries for the year 2016-17 for each of the main service areas at the Council.	Resources 26 Jan 16 Services 15 Mar 16	Cabinet 10 Feb 16	No	Laura Campbell Email: laura.campbell@southbucks.gov.uk
No	Quarter 3 Performance Report 2014/15: This report monitors performance against pre-agreed targets and seeks approval for any proposed changes to targets	Resources 23 Mar 16 Services 15 Mar 16	Cabinet 5 April 16	No	Laura Campbell Email: laura.campbell@southbucks.gov.uk
No	Performance Indicator Review 2016/17: This report introduces proposed changes to the performance indicators for 2016-17		Cabinet 5 April 16	No	Laura Campbell Email: laura.campbell@southbucks.gov.uk
No	Joint Business Plan refresh 2016/21: This report presents the Council's refreshed Joint Business Plan with Chiltern District Council, 2016-21, in line with Service Planning 2016-17.		Cabinet 5 April 16	No	Laura Campbell Email: laura.campbell@southbucks.gov.uk

Support Services - Deputy Leader (Councillor Mike Stannard)					
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date	Private Report (Y/N) and Reason Private ⁴	Lead Officer ⁵
Yes	Capital Programme and Repairs & Renewals Programme 2016/17 to 2019/20: To consider and agree the proposed updates to the capital and Repairs & renewals programmes	Resources 18 Nov 15	Cabinet 1 Dec 15	No	Jacqueline Ing Email: jing@chilterngov.uk
Yes	Draft Revenue Budget 2016/17: To consider the draft Budgets for 2016/17	Resources 18 Nov 15	Cabinet 1 Dec 15	No	Jacqueline Ing Email: jing@chilterngov.uk

Sustainable Development (Councillor Peter Martin)					
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date	Private Report (Y/N) and Reason Private ⁴	Lead Officer ⁵
Yes	Emerging Chiltern District Local Plan 2014 - 2036: Issues and Options Consultation: To consider representations received earlier this year as part of the Regulation 18 public consultation on the emerging Local Plan		Cabinet 1 Dec 15	No	Graham Winwright Email: gwinwright@chilterngov.uk

Environment (Councillor – Mike Smith)					
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date	Private Report (Y/N) and Reason Private ⁴	Lead Officer ⁵

Customer Services (Councillor – Fred Wilson)					
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date	Private Report (Y/N) and Reason Private ⁴	Lead Officer ⁵

Community, Health & Housing (Councillor Graham Harris)					
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date	Private Report (Y/N) and Reason Private ⁴	Lead Officer ⁵
Yes	Syrian Refugee Petition Update: To receive an update on the response to the petition submitted to the Council		Cabinet 1 Dec 15	No	Martin Holt Email: mholt@chilterngov.uk
Yes	Revitalisation Groups: Update and award of funding to the Revitalisation groups		Cabinet 1 Dec 15	No	Martin Holt Email: mholt@chilterngov.uk
No	Chiltern District Council Strategic Housing Framework 2014-15: To receive an update on affordable housing delivery and to consider the Council's draft Strategic Housing Framework 2014-15		Cabinet 1 Dec 15	No	Michael Veryard Email: mveryard@chilterngov.uk
Yes	Regulators Code for shared services: To consider the shared service regulators enforcement code		Cabinet 1 Dec 15	No	Martin Holt Email: mholt@chilterngov.uk
Yes	Shared Service Food and Health and Safety Business Plans: To consider a shared service food and health & safety business plans		Cabinet 1 Dec 15	No	Martin Holt Email: mholt@chilterngov.uk
Yes	Homelessness Strategy: To consider a joint Homelessness Strategy		Cabinet 1 Dec 15	No	Martin Holt Email: mholt@chilterngov.uk
Yes	Housing Strategy (Framework): To consider a joint Housing Strategy or Housing Framework		Cabinet 1 Dec 15	No	Martin Holt Email: mholt@chilterngov.uk
Yes	Private Sector Housing Strategy: To consider a joint Private Sector Housing Strategy and Housing Financial Assistance Policy		Cabinet 1 Dec 15	No	Martin Holt Email: mholt@chilterngov.uk

28-DAY NOTICE – FORWARD PLAN**Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012**

This is a Notice of an intention to make a Key Decision on behalf of the Local authority (Regulation 9) and an intention to meet in private to consider those items marked as 'Private Reports' (Regulation 5).

A further Notice (the 'Agenda') will be published no less than 5 working-days before the date of the Cabinet meeting and will be available at: [Chiltern District Council](#) & [South Bucks District Council](#)

CHILTERN & SOUTH BUCKS JOINT COMMITTEE (JC)

Meeting: 26 October 2015 (CDC)					
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation How/When ³	Decision Maker & Date	Private Report (Y/N) and Reason Private ⁴	Contact Officer and Telephone Number
Yes	Revenues & Benefits Business Case: To consider a report setting out the business case for a Revenues & Benefits Shared Service		JC 26 Oct 2015	Yes (Paragraphs 1 & 3)	Nicola Ellis nellis@chiltern.gov.uk nicola.ellis@southbucks.gov.uk
Yes	Planning Shared Service Review – Reconsideration: To receive a report setting out options for a Planning Shared Service		JC 26 Oct 2015	Yes (Paragraphs 1 & 3)	Graham Winwright gwinwright@chiltern.gov.uk graham.winwright@southbucks.gov.uk

- 1 The Chiltern & South Bucks Joint Committee membership comprises of the following six Cabinet Members from each authority:

Chiltern District Council: I Darby; M Smith; M Stannard; G Harris; P E C Martin; F Wilson

South Bucks District Council: L Sullivan; T Egleton; R Bagge; N Naylor; D Anthony

A Key Decision is defined as:

- Decisions likely to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the Decision relates; or
- To be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the Council

Each of the constituent local authorities provides the following definition of a Key Decision, as detailed in the Constitution.

Chiltern District Council

A 'Key' Decision is any decision taken in relation to a function that is the responsibility of the Cabinet and which is likely to:

- result in expenditure (or the making of savings) over £30,000 and / or
 - have a significant impact on the community in two (or more) district wards.
- and
- relates to the development and approval of the Budget; or

Classification: OFFICIAL

- relates to the development, approval and review of the Policy Framework, or
- is otherwise outside the Budget and Policy Framework.

South Bucks District Council

A Key Decision being defined as a decision which has income or expenditure effect of £5,000 or more where the sum has not already been budgeted.

- Each item considered will have a report; appendices will be included (as appropriate). Regulation 9(1g) allows that other documents relevant to the item may be submitted to the decision-maker. Subject to prohibition or restriction on their disclosure, this information will be published on the Council website – [Chiltern District Council](#) & [South Bucks District Council](#) – usually 5 working-days before the date of the meeting. Paper copies may be requested (charges will apply) using the contact details below.
- This column shows the process of consultation, which takes place prior to Joint Committee. Further information on each of the Councils' Committees can be found at: [Chiltern District Council](#) & [South Bucks District Council](#)
- The public can be excluded for an item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act 1972. The relevant paragraph numbers and descriptions are as follows:

Paragraph 1	Information relating to any individual
Paragraph 2	Information which is likely to reveal the identity of an individual
Paragraph 3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)
Paragraph 4	Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority
Paragraph 5	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings
Paragraph 6	Information which reveals that the authority proposes: (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment
Paragraph 7	Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime

Part II of Schedule 12A of the Local Government Act 1972 requires that information falling into paragraphs 1-7 above is exempt information if and so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Nothing in the Regulations authorises or requires a local authority to disclose to the public or make available for public inspection any document or part of a document if, in the opinion of the proper officer, that document or part of a document contains or may contain confidential information.

Should you wish to make any representations in relation to any of the items being considered in private, you can do so – in writing – using the contact details below. Any representations received, together with any response from the Council, will be published on the Notice (the 'Agenda') issued no less than 5 working-days before the meeting. This will be available on the Council website – [Chiltern District Council](#) & [South Bucks District Council](#)

Contact:

Democratic Services, Chiltern District Council, King George V House, King George V Road, Amersham, HP6 5AW; email: chiefexecs@chiltern.gov.uk; tel: 01494 732143

Democratic Services, South Bucks District Council, Capswood, Oxford Road, Denham, UB9 4LH; email: democratic.services@chiltern.gov.uk; tel: 01895 837200

SUBJECT:	Refreshed Joint Business Plan 2015 - 2020
REPORT OF:	Leader of the Council – Councillor Isobel Darby
RESPONSIBLE OFFICER	Bob Smith, Acting Chief Executive
REPORT AUTHOR	Rachel Prance, Principal Officer, Communications, Performance and Policy, 01494 732903, rprance@chiltern.gov.uk Laura Campbell, Policy Officer, 01895 837236, laura.campbell@southbucks.gov.uk
WARD/S AFFECTED	All

1. Purpose of Report

To seek approval for the refreshed Joint Business Plan 2015 – 20.

RECOMMENDATION

That Cabinet approve the refreshed business plan.

2. Executive Summary

This report seeks approval for the following documents, attached as Appendices:

Appendix A: Refreshed Joint Business Plan 2015/20

Appendix B: Integrated Impact Assessment for the above document

Appendix C: Chiltern District Council Aims and Objectives, 2015/20.

3. Reasons for Recommendations

The Joint Business Plan Aims, Priorities and Objectives replaced the former Chiltern Aims and Objectives document and South Bucks Corporate Plan during 2014/15. The Joint Business Plan is reviewed every year to reflect the changing needs of the locality and the communities that live and work within Chiltern and South Bucks and the service planning process.

4. Content of Report

- 4.1 The Joint Business Plan links to the Sustainable Community Strategy, which sets out the vision for the District to 2026 and is based on extensive consultation with residents, local community groups and partner organisations. Those aspects of the Sustainable Community Strategy that are the responsibility of the District Councils are included in the Joint Business Plan.
- 4.2 The refresh normally takes place in April each year, however this year's refresh is later to enable the recently elected Council's priorities to be reflected.
- 4.3 The top level aims and objectives remain the same this year, as do the second level down. The third level aims and objectives have been refreshed to reflect the Council's changing priorities and the needs of the district. These can be viewed as bullet points in the one-page summary document contained in Appendix C.
- 4.4 The actions being delivered to support each aim and objective appear on the left hand side columns in sections five and six of the Joint Business Plan, contained in

Appendix A. These link to improvement actions contained within the individual service plans, which in turn link to staff objectives and training plans set out for each member of staff in their annual performance appraisal. They have been updated to reflect 2015/16 Service Plans.

- 4.5 Section 7 (How our organisation is changing) and appendix D (Strategic Risks) of the Joint Business Plan have been updated and the remainder of the document sense checked to bring it up to date.
- 4.6 The Proposed refreshed Joint Business Plan 2015-2020 is attached as Appendix A.
- 4.7 An integrated impact assessment has been undertaken against the Joint Business Plan, attached as Appendix B.

5. Consultation

Not applicable. Extensive consultation was conducted as part of the Sustainable Community Strategy on which the Joint Business Plan is based.

6. Options

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

7. Corporate Implications

- 7.1 Financial – The Joint Business Plan complements the budgeting process and has close links to the medium-term financial strategy. It affects the budget planning process by setting the priorities for the future.
- 7.2 Legal – No legal implications have been identified
- 7.3 Risks issues – The Joint Business Plan includes strategic risks. Business planning helps to alleviate risk through ensuring each service unit is aware of how their work fits into the work of the Council and is closely linked to the needs of the community. Equalities – An Integrated Impact Assessment, including Equalities, was conducted on the joint Business Plan and showed no adverse impacts.
- 7.4 Others - None

8. Links to Council Policy Objectives

The Joint Business Plan sets the aims and priorities of the Council for the next five years.

9. Next Step

These changes will be taken into account in the 2016/17 service planning process, with the Joint Business Plan updated again next spring to reflect the new service plan actions supporting the aims and objectives.

Background	Not applicable.
Papers:	

Chiltern and South Bucks District Councils Joint Business Plan 2015 – 2020



V5.0 September 2015



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Foreword:

This joint business plan covers the next five years, setting out the aims, priorities and objectives of the Councils. It replaces the Aims and Objectives formerly published by Chiltern District Council and the Corporate Plan formerly published by South Bucks District Council. It is reviewed annually and updated in line with priorities based on community and customer need, government strategies, targets and the results of improvement activity.

This plan complements the individual Financial Plans and the Joint Sustainable Community Strategy and should be read in conjunction with them.

The Joint Sustainable Community Strategy 2013-2026, was produced by the Chiltern and South Bucks Strategic Partnership (LSP) and sets out the long-term aspirations and vision of the communities in Chiltern and South Bucks. Our joint aims and priorities are informed by this vision.



Bob Smith
Acting Chief Executive,
Chiltern and South Bucks
District Councils.



Ralph Bagge
Leader of South Bucks
District Council



Isobel Darby
Leader of Chiltern
District Council

Vision for the Chiltern and South Bucks areas by 2026:

The Joint Strategic Partnership comprises representatives from the two districts, the County Council, parish and town councils, the voluntary and business sectors. The Partnership's joint vision for both districts is shown below.

Chiltern and South Bucks Districts to be places with:

- Prosperous and diverse economies that encourage local employers and small businesses so we can protect the areas' economy for the future and achieve a better balance between the jobs available and the people to fill them;
- High quality education and lifelong learning which improves people's lives, enabling them to make well-informed decisions and play their full part in the community;
- A wide range of high quality housing, including a good supply of affordable homes to help meet community needs and maintain our services and communities;
- Beautiful, green countryside, high quality open spaces, attractive, distinctive and vibrant towns and villages, where our heritage is protected and improved;
- Sustainable environments where people take pride in their community and embrace low carbon living;
- Effective and targeted transport solutions, including a well-maintained transport infrastructure with improved north-south and east-west links;
- Lower levels of crime and anti-social behaviour, where the police are an active presence within the community and people can live safely, being knowledgeable about how to prevent crime;
- Wide ranges of accessible leisure opportunities;
- Good health enjoyed by all, including those in deprived groups, where people take responsibility for their own well-being by making healthy lifestyle choices;
- Active communities involved in shaping decisions locally and who support the elderly and vulnerable to live full and independent lives;
- High-quality services and facilities help people from all sections of the community, particularly the young, elderly and disadvantaged, to live independent and fulfilling lives;
- Equality of opportunity and fair access to services.

The Joint Community Strategy is available as follows:

<http://www.chiltern.gov.uk/CHttpHandler.ashx?id=3250&p=0>

The Councils' areas of focus:

Chiltern and South Bucks Councils have each published a summary outlining our respective priorities, goals and promises for 2014 – 2019. These appear overleaf. Both Councils share the same overarching three objectives; however the agreed priorities and actions being taken to deliver them have been tailored to reflect what the people of each District tell us is important.

Our shared three headline objectives are:

1. Delivering cost- effective, customer- focused services
2. Working towards safe and healthier local communities
3. Striving to conserve the environment and promote sustainability.

These provide the framework for delivery of our shared vision. Our aims and priorities within each of these three objectives are detailed further in section 6.

Our objectives link with, and are complementary to, the Joint Sustainable Community Strategy (SCS), prepared by the Chiltern and South Bucks Strategic Partnership's (LSP) Steering Group. The SCS covers broader issues than Council services.

The latest SCS was published in November 2013 and sets out the way forward for Chiltern and South Bucks to 2026. All public bodies in the districts, together with the voluntary, community and business sector representatives, have collectively agreed to work together to deliver this Strategy. The five themes for delivery of the SCS are as follows:

1. Thriving Economy (led by the Thames Valley and Buckinghamshire Local Enterprise Partnership for the LSP)
2. Sustainable Environment (led by the Councils for the LSP)
3. Safe Communities (led by Thames Valley Police for the LSP)
4. Health and Wellbeing (led by the Chiltern Clinical Commissioning Group for the LSP)
5. Cohesive and Strong Communities (led by Community Impact Bucks for the LSP)

The Councils' second objective encompasses what we can do towards delivery of the latter three SCS themes, whilst the Councils' third objective encompasses what we can do towards delivering the first two SCS themes, reflecting a realistic emphasis on what the Councils can achieve in these areas. The Councils' core area of responsibility is reflected in our first objective.

Chiltern District Council

Our Purpose: to enhance Chiltern as a desirable place to live, work, visit and enjoy

Our Priorities, goals and promises 2015 - 2020

We will deliver cost effective, customer focused services

1. Provide best value for money services
 - Optimise the effectiveness of our resources
 - Reduce costs through the shared services programme with South Bucks District Council
 - Better use ICT to drive out savings whilst providing more flexible service delivery
 - Make the very best of all our assets including on an invest to save basis
2. Listen to our customers
 - Consult with you on key issues and respond to results
 - Communicate widely and embrace social media
 - Develop a customer services strategy to ensure convenient, and timely access to services
3. Provide excellent services
 - Agree a vision for outstanding service delivery
 - Attract, retain and develop dedicated staff

We will work towards safe, healthy and cohesive communities

1. Improve community safety
 - Work with partners to reduce crime and antisocial behaviour and to improve community safety
 - Work with our key partners to help safeguard children and vulnerable adults and prevent them becoming victims of crime
2. Promote healthy communities
 - Address the needs of the elderly and those who are vulnerable
 - Plan our leisure provision for the future including the re-development of the Chiltern Pools facility
3. Promote cohesive communities
 - Work to support the local community through broadband rollout, enabling development of more affordable homes, and the introduction of a local economic plan
 - Provide increased off street car parking in Amersham to meet future needs
 - Support the voluntary sector and promote volunteering
 - Engage with Parish and Town Councils and local neighbourhoods

We will strive to conserve the environment and promote sustainability

1. Conserve the environment
 - Protect the green belt through the planning process and the local development framework
 - Minimise the impact of HS2 (should it proceed) on our local community and environment
 - Conserve our valuable Heritage including the AONB
2. Promote sustainability
 - Support Chiltern people to reduce waste and increase recycling
 - Promote a healthy, sustainable and safe built environment
 - Put in place a new Joint Local Plan with South Bucks District Council by March 2017 to help meet local development needs
 - Promote energy efficiency in the Council's operations



South Bucks District Council

Our Purpose: to deliver great value, customer-focused, sustainable services

Our Priorities, goals and promises 2015 - 2020

We will deliver cost-effective, customer-focused services

1. **Provide great value services**
 - Optimise the effectiveness of our resources and assets
 - Reduce costs through the shared services programme with Chiltern District Council
 - Better use ICT to drive out savings whilst providing more flexible service delivery
 - Make the very best use of all our assets
2. **Listen to our customers**
 - Consult with you on key issues and respond to results
 - Communicate widely and embrace social media
 - Develop a customer services strategy to ensure convenient and timely access to services
3. **Provide excellent services**
 - Agree a vision for outstanding service delivery
 - Attract, retain and develop dedicated staff

We will work towards safer and healthier local communities

1. **Improve community safety**
 - Work with our key partners to help safeguard children and vulnerable adults and prevent them becoming victims of crime
 - Work with partners to reduce crime, fear of crime and antisocial behaviour
2. **Promote healthier communities**
 - Address the needs of the elderly and those who are vulnerable
 - Work with communities affected by the closure of services to deliver them in alternative ways
3. **Promote local communities**
 - Support the voluntary sector and promote volunteering
 - Engage with Parish and Town Councils and local neighbourhoods
 - Work with the local MP, voluntary and community groups through the Cohesion and Inequalities Forum to develop and deliver a local action plan, enhancing community life
 - Work to support the economy through enabling development of more affordable homes and the introduction of an economic plan
 - Provide increased off street parking in Beaconsfield and Gerrards Cross to meet future needs

We will strive to conserve the environment and promote sustainability

1. **Conserve the environment**
 - Conserve the Green Belt through the planning process
 - Safeguard our heritage for future generations
 - Seek to minimise the impact on environments and communities caused by HS2 in partnership with other councils
 - Work with partners to secure the provision of the Beaconsfield relief road
 - Develop a master plan for Iver to address current issues with excessive HGV movements and other environmental issues including working with partners to secure provision of a relief road
2. **Promote sustainability**
 - Support South Bucks people to reduce waste and increase recycling
 - Produce a new Joint Local Plan with Chiltern District Council by March 2017 to help meet local development needs
 - Promote a healthy, sustainable and safe built environment
 - Promote energy efficiency in the Council's operations
 - Support South Bucks people to reduce their carbon emissions
 - Support the roll out of broadband to enable more working from home



South Bucks
District Council

Our values:

Our values are the enduring principles, standards and beliefs held by Chiltern and South Bucks District Councils. Everyone in both Councils is expected to adhere to these values in all Council related business.

These values set out how we intend to deliver the best possible to Chiltern and South Bucks people. They are:

- Governance and accountability: Always acting with integrity, transparency, responsibility and accountability for our decisions and actions and adhering to the principles of good governance as set out in the Councils' constitutions
- Equality and diversity: Respecting the diversity, individuality and dignity of the people of Chiltern and South Bucks, promoting equality and fairness for all
- Staff: Appreciating the expertise and dedication of our staff and the importance of their motivation, morale and development
- Working with others: Working flexibly, innovatively and collaboratively with partners where it benefits both Councils and the people of Chiltern and South Bucks
- Personal responsibility: Working with partners and residents to promote personal responsibility and positive lifestyle choices.

Delivering our Aims and Objectives:

The three tables below show our objectives for each aim, together with the actions we are working towards. Those actions which are shown with a green background relate to shared actions for both Councils. Those with a white background show in brackets at the end of each action, whether it relates to an action being undertaken by Chiltern District Council (CDC) or South Bucks District Council (SBDC).

Aim 1: Delivering cost effective, customer focused services	
Objective:	We will:
Delivering cost -effective services which offer value for money	<ul style="list-style-type: none"> • Have a robust and sustainable Medium Term Financial Strategy which resources the Councils' Objectives and recognises key financial pressures, risks and constraints
	<ul style="list-style-type: none"> • Ensure an appropriate balance between achieving a savings programme and service quality and resilience
	<ul style="list-style-type: none"> • Complete the programme of service review as scheduled, set up shared services and ensure savings are delivered
	<ul style="list-style-type: none"> • Take further opportunities to streamline processes, standards and service delivery to maximise efficiency and effectiveness
	<ul style="list-style-type: none"> • Have a clear direction for the shared

Aim 1: Delivering cost effective, customer focused services	
	<p>services programme so that phase 3 can be developed to ensure further efficiency and integration, including robust overview and scrutiny, service transformation and potential income generation</p> <ul style="list-style-type: none"> • Maximise the potential of the Councils' property assets, including best use of Council offices by aligning the disposal programme with the capital programme and investment plan, maximising car parking, and ensure well-managed services • Maximise revenue collection and recovery e.g. via fraud prevention, business rate retention scheme, recovery of overpaid benefits, business rates and council tax collection • Review the use of office accommodation to further release space for alternative use • Develop an appropriate planned maintenance programme for the Councils' property assets • Find more efficient ways of working. • Implement new Discretionary Rate Relief Policy (CDC)
<p>Customer focus: delivering efficient, customer focused and accessible services at an affordable cost</p>	<ul style="list-style-type: none"> • Develop and implement a robust and effective complaints monitoring system to help deliver customer-driven improvements • Develop the customer strategy and implement a related work programme • Develop and implement a comprehensive website strategy, to support the transformation of all Council services and improved online services • Invest in improved ICT infrastructure and packages on an invest to save basis • Encourage new ways of working with improved mobile working, touch down space and more flexible ways of working • Develop new commissioning models of delivering services • Maximise cemetery income and ensure well managed services (SBDC) • Progress second crematorium site (CDC)

Aim 2: Working towards safe and healthier local communities	
Objective:	We will:
Improve community safety	<ul style="list-style-type: none"> • Reduce serious acquisitive crime and violent behaviour in our communities
	<ul style="list-style-type: none"> • Reduce anti-social behaviour in our communities
	<ul style="list-style-type: none"> • Promote community integration
	<ul style="list-style-type: none"> • Continued multi-agency analysis of trends to help target hotspot areas, adjusting for seasonality
	<ul style="list-style-type: none"> • Reduce the fear of crime and perception of anti-social behaviour by effective communications
	<ul style="list-style-type: none"> • Support activities for young people which build capacity and prevent crime and anti-social behaviour
Promote healthier communities	<ul style="list-style-type: none"> • Participate in the development of the next phase of the Local Transport Plan to influence outcomes to improve traffic management and road safety
	<ul style="list-style-type: none"> • Support the Health and Well-being Board by attending meetings regularly, with representation at Member level
	<ul style="list-style-type: none"> • Assist in signposting any initiatives instigated by the Board
	<ul style="list-style-type: none"> • Promote good health through representation on the Buckinghamshire Health and Wellbeing Board
	<ul style="list-style-type: none"> • Run at least one health fair per year
	<ul style="list-style-type: none"> • Develop and implement a Community Wellbeing Plan
	<ul style="list-style-type: none"> • Develop a healthy eating strategy
	<ul style="list-style-type: none"> • Promote Joint Working through the Healthy Community Partnership and Clinical Commissioning Group to tackle health inequality and improve outcomes
	<ul style="list-style-type: none"> • Provide high quality, cost-effective leisure provision for older people
	<ul style="list-style-type: none"> • Deliver outreach sports and physical activities in areas of anti-social behaviour and social isolation
	<ul style="list-style-type: none"> • Provide high quality, cost effective leisure provision for young people
	<ul style="list-style-type: none"> • Deliver outreach sports and physical activities in areas of anti-social behaviour and social isolation
	<ul style="list-style-type: none"> • Monitor effectiveness of Bucks Home Choice policy

Aim 2: Working towards safe and healthier local communities	
	<ul style="list-style-type: none"> • Revise and update homelessness strategy and review actions to prevent homelessness • Ensure the Business Continuity Plan and Emergency Plan are up to date and appropriate links are made with partnership agencies • Develop and support community participation groups • Support Community Awards event • Review and implement the Councils' community grants scheme • Facilitate engagement with Parish and Town councils by holding regular meetings
Promote local communities	<ul style="list-style-type: none"> • Build community capacity through supporting opportunities for volunteering and community participation • Support the voluntary sector organisations with advice, assistance, funding and other, non-financial support • Facilitate an improved framework for neighbourhood engagement and revitalisation • Implement an online magazine for residents • Work with communities affected by the closure of services to raise awareness and seek to minimise impact • Reduce isolation in the community through engagement with older people and action groups • Address the transport needs of the elderly and disabled by working with community transport organisations • Work with partners to deliver Disability Facility Grants through the Better Care Fund • Provide newsworthy and timely press releases and respond quickly to press enquiries • Host media briefings for major service changes/developments • Support and raise awareness of emerging Credit Unions • Implement service delivery for universal credit claims as part of universal support

Aim 2: Working towards safe and healthier local communities	
	<ul style="list-style-type: none"> Support the community cohesion forum and continue to implement the community cohesion plan (SBDC)

Aim 3: Striving to conserve the environment and promote sustainability	
Objective:	We will:
Conserve the environment	<ul style="list-style-type: none"> Develop a Joint Local Plan and manage development through the terms set out in it
	<ul style="list-style-type: none"> Manage Green Belt development pressures via the Joint Local Plan
	<ul style="list-style-type: none"> Promote enjoyment through leisure, sport and recreational activities
	<ul style="list-style-type: none"> Continue to lead on the 51m Alliance's communications campaign (HS2)
	<ul style="list-style-type: none"> Work with the joint petitioning team to prepare for the petitioning process (HS2)
	<ul style="list-style-type: none"> Ensure full opportunity is taken to inform the scale and timing of any requirement for additional aviation capacity whilst minimising impact on both environments and communities
Promote sustainability	<ul style="list-style-type: none"> Work with landowners/prospective developers to secure high quality proposals for development opportunity sites
	<ul style="list-style-type: none"> Ensure appropriate levels of engagement with small businesses
	<ul style="list-style-type: none"> Support the Bucks Thames Valley LEP in delivering economic growth
	<ul style="list-style-type: none"> Develop a Partnership economic growth strategy
	<ul style="list-style-type: none"> Support and encourage opportunities to improve the vitality of towns and villages
	<ul style="list-style-type: none"> Ensure appropriate levels and effective enforcement of short and long stay parking are available in town centres to support the needs of shoppers and the workforce
	<ul style="list-style-type: none"> Support Bucks Business First in the delivery of their Work and Skills Plan for Buckinghamshire
	<ul style="list-style-type: none"> Maintain focused monitoring of homelessness trends and provide feedback to Members and Management Team

Aim 3: Striving to conserve the environment and promote sustainability	
	<ul style="list-style-type: none"> • Support those residents affected by Housing Benefit reforms in order to limit the impact on homelessness
	<ul style="list-style-type: none"> • Promote the take- up of business rate relief
	<ul style="list-style-type: none"> • Maximise the uptake of flood prevention measures by those at risk
	<ul style="list-style-type: none"> • Facilitate the provision of new affordable housing commensurate with Development Plan projections
	<ul style="list-style-type: none"> • Replenish the stock of social and affordable rented property through a targeted programme of acquisition to enable re-letting
	<ul style="list-style-type: none"> • Use the Councils' property assets for affordable housing where consistent with the Development Plan and supported by local communities
	<ul style="list-style-type: none"> • Encourage towns and parishes to come forward with proposals for affordable housing and facilitate their implementation
	<ul style="list-style-type: none"> • Use maximum leverage on S106 monies to provide for the needs of local families
	<ul style="list-style-type: none"> • Work with partners and support the roll out of high-speed broadband across the Districts
	<ul style="list-style-type: none"> • Provide an efficient and responsive street cleaning service
	<ul style="list-style-type: none"> • Continue to provide access to graffiti removal kits
	<ul style="list-style-type: none"> • Where possible, take legal action on fly-tipping
	<ul style="list-style-type: none"> • Support superfast broadband rollout to encourage home working
	<ul style="list-style-type: none"> • Monitor air pollution and raise alerts or invoke emergency plan if required
	<ul style="list-style-type: none"> • Feed into Buckinghamshire County Council's Local Transport Plan to influence reduction in road traffic pollution
	<ul style="list-style-type: none"> • Implement and monitor a Sustainable Construction & Renewable Energy SPD
	<ul style="list-style-type: none"> • Educate on and enforce Building Control regulations on insulation for new building work

Aim 3: Striving to conserve the environment and promote sustainability	
	<ul style="list-style-type: none"> Promote government initiatives to help residents and businesses access the means to reduce their energy usage through improved insulation
	<ul style="list-style-type: none"> Monitor new waste collection service, maximising greater recycling opportunities (SBDC)
	<ul style="list-style-type: none"> Monitor WDC / CDC waste service, encouraging the highest possible levels of recycling (CDC)

Delivering our joint Values

Value	We will:
Governance and accountability: always acting with integrity, transparency, responsibility and accountability for our decisions and actions and adhering to the principles of good governance as set out in each Council's constitution	<ul style="list-style-type: none"> Streamline both Constitutions to improve decision-making and reduce double handling Harmonise policies and procedures where possible Clarify the scope of Policy Advisory Groups, improve overview and scrutiny procedures and provide greater management support Develop a unified position on future local government structures Review joint governance structures, including the extension of joint committee functions Improve communications relating to the shared services programme
Equality and diversity: respecting the diversity, individuality and dignity of the people of Chiltern and South Bucks, promoting equality and fairness for all	<ul style="list-style-type: none"> Ensure that staff are trained in all relevant aspects of safeguarding of children and vulnerable people Participate in the county-wide Safeguarding Board meetings and their sub committees as relevant to the Councils' functions
Staff: appreciating the expertise and dedication of our staff and the importance of their motivation, morale and development	<ul style="list-style-type: none"> Implement harmonised Terms and Conditions between Chiltern and South Bucks staff, and ensure pay and workforce strategies are aligned with current and future challenges Support the training of professional staff in areas of staff shortages Implement joint performance management framework Ensure the senior management team is more visible to staff and communicate a clear vision for the councils Deliver better communications and develop an organisational development strategy towards both councils operating as one team, including establishing succession planning arrangements to support the future partnership

Value	We will:
	<ul style="list-style-type: none"> • Maintain the standard of Investors in People accreditation, moving to joint accreditation between Chiltern and South Bucks • Support the training of modern apprentices and young people
Working with others: working flexibly, innovatively and collaboratively with partners where it benefits both Councils and the people of Chiltern and South Bucks	<ul style="list-style-type: none"> • Seek to join relevant groups where there are benefits of doing so, including working with other local Councils to share information, gain improved understanding or to generate economies of scale • Define the scope, priorities and critical path for future partnership working, including the Community Partnership • Cabinets will work more closely together to support shared services, partnership working and transformation of services

How our organisations are changing:

During 2011 through to early 2012, both Councils responded to the continued recession, Government spending cuts and the need to keep Council tax as low as possible by investigating the possibility of the Councils working more closely together. To ensure long-term sustainability during this difficult financial time, we agreed to implement a programme of joint working between Chiltern and South Bucks District Councils to give us the added benefits of improved service resilience and to reduce financial costs for both Councils.

In early 2012, the joint senior management team was put in place with one Chief Executive and two Directors serving both Councils, saving a total of £200,000 per year. With these appointments in place, the next level down was reviewed – senior management – with the opportunity taken to redesign the organisation structure to reduce overall senior management, whilst grouping related areas together. The structure was agreed by April 2012, with all heads of service appointed by the end of the year. By October 2012, the total savings from this project amounted to £782,000 over three years.

A transformational plan was then agreed together with a timetable so that each service unit could be reviewed individually over the next few years. An approved method was adopted for these service reviews with the aim of making the most effective use of staff, delivering services that matter, reducing duplication and improving resilience.

By the end of the financial year 2014/15, nine service units had gone through review and implementation as shared services, with a further eight reviews underway for implementation by the end of 2015. The remaining three services are planned for review by spring 2016. During 2015/16, nett savings generated will total £1,225,000.

Underpinning this work, many of the Councils' individual policies, strategies and procedures have been reviewed and, where feasible, joint policies, standards and strategies have been put in place. The ICT infrastructure underwent change to support the shared services, with a shared platform for each individual web site to reduce duplication and a shared intranet platform. Joint document management systems and telephony systems are also being rolled out with many shared systems becoming less costly than when separate systems were in place.

As Council staff move into shared service areas, they move onto a new contract of employment with harmonised terms and conditions. This means that all staff employed by either Council will, by mid-2016, be on the same terms and conditions.

Roles and Responsibilities:

Chiltern and South Bucks District Councils share one Chief Executive, currently Bob Smith as acting chief executive. Two joint Directors complete the executive team, Jim Burness, Director of Resources and an interim Director of Services. This team is ultimately responsible for delivering statutory services and agreed functions through the Councils' employees and contractors.

The Chief Executive has responsibility for corporate functions such as human resources, policy, performance and communications. The Director of Resources has responsibility for business support, electoral and democratic services, finance, legal and customer services. The Director of Services has responsibility for services relating to sustainable development, environment and healthier communities. Services falling under each of the Directors' remit are listed below.

Our joint Heads of Service lead the following services run by the councils:

Role:	Delivering services related to:
Head of Sustainable Development	Planning policy, development management, conservation & tree preservation, enforcement, building control, economic development, strategic transportation issues
Head of Environment	Waste collection, street cleaning, property, asset and facilities management, parking, cemeteries, crematorium, memorial gardens, public conveniences, street naming, engineering services, grounds maintenance, operational transport issues, landscape advice
Head of Healthy Communities	Environmental health, community safety, housing, licensing, emergency planning, health and safety, business continuity, carbon management, community development & cohesion, grants, safeguarding, leisure services, sports development
Head of Business Support	Transformation programme management and support, all information and computer services, freedom of information requests and data protection
Head of Finance	Management & statutory accountancy, financial administration, internal audit, external audit liaison
Head of Legal & Democratic Services	Legal, democratic services, electoral registration, elections, land charges
Head of Customer Services	Customer services, revenues & benefits, fraud & welfare

The Heads of Service are responsible for the day to day running and long term planning of their services. They answer to both the Executive Team and elected Councillors in this respect. They propose the most effective performance measures for their services and work with their teams to produce a service plan each year which will link to this business plan, the financial plan and budget, and will clearly set out the actions to be taken within the services they are responsible for over the next year, as well as planned actions for the medium and longer term. These plans are first reviewed and approved or amended by the Executive team, before review by elected Members.

In addition, South Bucks District Council have responsibility for the Farnham Park Trust which is overseen and managed by a panel of Members, and Chiltern District Council lead on the Chilterns Crematorium Joint Committee, which was established by Aylesbury Vale, Chiltern and Wycombe District Councils to jointly manage the crematorium at Whielden Street, Amersham.

Streamlining and maintaining each Council's Constitution is included within our values as part of robust governance and accountability. Greater detail can be found in either Council's Constitution, however the key Cabinet areas of responsibility are:

Chiltern	South Bucks
<p>Council Leader (Cllr Isobel Darby): Communications, performance, policy, personnel, strategic finance.</p> <p>Deputy Leader (Cllr Mike Stannard): Business transformation, ICT, information management including freedom of information requests and data protection, legal and democratic services, electoral registration, elections, land charges, audit, finance.</p> <p>Sustainable Development (Cllr Peter Martin): Planning, enforcement, building control, strategic transport.</p> <p>Customer Services (Cllr Fred Wilson): Revenues and benefits, fraud and welfare partnership, customer services.</p> <p>Environment (Cllr Mike Smith): Property, Car Parks, Engineering services, Carbon Management, Waste Management.</p> <p>Community, Health and Housing (Cllr Graham Harris): Community and leisure, environmental health, community safety, health and safety, licensing, housing, emergency planning.</p>	<p>Council Leader (Cllr Ralph Bagge): Communications, performance, policy, personnel, strategic finance.</p> <p>Deputy Leader (Cllr Nick Naylor): Planning, enforcement, building control, economic development, strategic transport, landscape advice.</p> <p>Resources (Cllr David Anthony): Business transformation, ICT, information management including freedom of information requests and data protection, legal and democratic services, electoral registration, elections, land charges, finance, audit, revenues and benefits, fraud and welfare partnership, customer services, property, facilities and asset management, car parking and council car parks.</p> <p>Environment (Cllr Luisa Sullivan): Street naming, engineering services, ground maintenance, cemeteries and memorial gardens, operational transport issues, waste collection, street cleaning and carbon management, including energy efficiency and environmental sustainability.</p> <p>Healthy Communities (Cllr Trevor Egleton): Community development and cohesion, safeguarding, leisure, sports development and Farnham Park Trust, environmental health, community safety, housing, licensing, emergency planning, health and safety, business continuity.</p>

Performance Management

Performance management is about how we consistently plan and manage improvements to our services and involves making the best use of the resources (financial, personnel, skills) and information to drive improvement. We must continue to focus on our customers and communities to deliver improvements to services that benefit users, particularly those who are most vulnerable.

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

Several systems link to underpin performance improvement. At the centre of this is the performance and improvement framework, which links the Joint Business Plan, the individual financial plans, Joint Sustainable Community Strategy, service plans, staff appraisals and training plans with performance, risks and budget monitoring. This framework appears in full in appendix E.

Strategic Risks

Each Head of Service identifies and monitors key operational service risks. Some of these may become so concerning that they become strategic risks. In addition, the Risk Management Group meets regularly to review the key operational risks and to identify current strategic risks.

Strategic risks are identified as those that could prevent the Councils from achieving their key objectives as set out in this Business Plan. The strategic risks are reviewed across both South Bucks and Chiltern. Strategic risks are reported to Members as part of reporting on risk management and the development of each Council's financial strategy. The latest available strategic risks prior to publication are attached as Appendix D.

Appendix A

Key facts about the Districts: Chiltern

Spatial:

- Chiltern's area is 196 square kilometres, 72% of the land lies within an Area of Outstanding Natural Beauty within the Chiltern Hills and 80% falls within the Metropolitan Green Belt.¹
- Some parts of the districts, particularly around the rivers, are prone to flooding.
- Whilst mainly rural, a majority of residents live in the settlements of Amersham, Chesham and Chalfont St Peter.

Demographic:

- Regularly ranks within the top 20 of the Halifax Quality of Life survey.
- The population was recorded as 92,635¹. More than 19%¹ are aged 65 or more, projected to grow to more than 27% of the population by 2026.
- 8.51%¹ of the total population in Chiltern are from a Black or Asian Ethnic Minority Population, compared to the England average of 14.3%¹.
- 2%¹ of the population were of the Muslim faith, with 1%¹ of the Hindu faith.
- 7.3%¹ of households are lone parent households.
- In the overall Index of Multiple Deprivation² (IMD) 2010 results, two Lower Super Output Areas³ (LSOAs) fell within the most 31% to 40% deprived areas in England, with a further five LSOAs falling within the 41% to 50% most deprived areas. These are listed in order of most deprived: one of two LSOAs in Ridgeway, one of two LSOAs in Newtown, one of three LSOAs in Asheridge Vale and Lowndes, two of three LSOAs in St Mary's and Waterside, the sole LSOA in Vale and one of three LSOAs in Chalfont Common. None fell within the most 30% of deprived areas and twenty-five out of the total fifty-seven LSOAs fell within the 10% least deprived areas.
- 52.5% of residents have a degree or equivalent qualification, against the national average of 27% (ONS 2013), with higher than national average salaries.
- More than 40% of homes are detached and rank highest in the country for numbers of rooms (6.4) and bedrooms (3.2) compared to all other local authorities.
- Crime rates have been reducing over recent years so that the rate of serious acquisitive crime per 1,000 residents was, in 2012-13, eight. There is still a very real fear of crime.
- Just over one in ten households live in fuel poverty.
- Health is generally good⁴, with life expectancy significantly higher than the England average. Deprivation, poverty, violent crime, long term unemployment, smoking rates, teenage pregnancy, obesity in adults, diabetes, and hospital stays for adults relating to alcohol harm are all significantly lower than the England average⁴.
- Early deaths from cancer and numbers killed or seriously injured on the roads are just better than the England average⁴. Incidences of malignant melanoma and hip fractures in the over 65's continuing to be higher than the England average, as is increasing and higher risk drinking in adults⁴.
- There are about 1,500 children living in poverty, however there is a significantly higher pass-rate for GCSE 5A* - C than the England average⁵.

¹ Census data 2011

² This index creates a ranking based on population density, income, employment rates, house sizes, broadband access, health, life expectancy, crime, carbon emissions and climate.

³ LSOAs are small areas with a minimum size of 1,000 residents and 400 households and overall average 1,500 residents – larger than a post code but smaller than a Ward.

⁴ Public Health England Chiltern Health Profile 2013

⁵ Public Health England Chiltern Health Profile 2013

In year 6 (age 10-11), 15.3% are obese – the England average is 19.2%⁵.

- There is a strong voluntary and community sector with greater than average volunteering levels, good local engagement and some local community activities. The Community Right to Bid, which came into force at the end of July 2012, has already resulted in a local pub being listed on the Assets of Community Value register in Great Missenden.
- Turnout for elections is consistently higher than the national average for District, County and General Elections.

Economic:

- Just over 6%⁶ of employees in Chiltern own their own businesses – higher than the rest of Buckinghamshire and the national average of 4.1%.
- There were 5,830⁶ businesses in the district, with more than 90% being micro-businesses (employing fewer than 10 people), ranking first nationally for this size band.
- The most significant sector is Professional, Scientific & Technical at just under a quarter of all businesses the next highest being Information and Communication at around one tenth of all businesses⁶.
- The Job Seekers Allowance claimant count in December 2014 was 378 people - the 32nd lowest out of 380 local authority areas. The highest percentage of claimants fell in the 18 to 24 age group at around the 1.2% mark⁶.
- Private rents are high at £1,323 per month, with average house prices £415,000 against the England average of £239,000 (Land Registry, March 2013).
- Chiltern's carbon footprint ranks 78th⁷ out of 405 UK local authority areas. However, this hides high domestic energy usage, ranking 183rd.

⁶ Bucks Business First data, 2012

⁷ 2010, Department of Energy and Climate Change

Appendix B

Key facts about the Districts: South Bucks

Spatial:

- South Bucks' area is 141 square kilometres and lies within the Metropolitan Green Belt area, with 87% of the land designated as Green Belt.
- Some parts of the districts, particularly around the rivers, are prone to flooding.
- There are many small towns and villages, with the largest being Beaconsfield, Burnham and Gerrards Cross.

Demographic:

- Regularly ranks within the top 20 of the Halifax Quality of Life survey.
- The population was recorded as 66,867⁸. More than 19.4%⁸ are aged 65 or more, and this is projected to grow to more than 28% of the population by 2026.
- 15.7%⁸ of the total population in South Bucks are from a Black or Asian Ethnic Minority Population, against only 6.6% in 2001 and the 2011 England average of 14.3%⁸. This includes the 7th highest concentration of people of Sikh religion in England at 4.7%⁸ with those of Muslim and Hindu religion each totalling 2.5%⁸ of the population.
- 4.5%⁸ of households are lone parent households and 0.4%⁸ of households is from the Gypsy and Traveller communities, the 7th highest in all of England.
- In the overall IMD⁹ 2010 results, four Lower Super Output Areas¹⁰ (LSOAs) in South Bucks fell within the most 41% to 50% deprived areas in England. These are one of two LSOAs in Denham South Ward, one of two LSOAs in Wexham and Iver West Ward, one of three LSOAs in Burnham Lent Rise Ward and one of three LSOAs in Burnham Church Ward. None fell within the 40% most deprived areas and 11 out of the total of 40 LSOAs fell within the 10% least deprived areas.
- More than 40% of homes are detached⁸ and rank highest in the country for numbers of rooms (6.4) and bedrooms (3.2) compared to all other local authorities⁸. South Bucks ranks in the top 5%⁸ of authorities for the prevalence of caravans, mobile homes and other temporary structures as a proportion of all housing.
- 41.3%⁸ of residents have a degree or equivalent qualification, against the national average of 27% (ONS 2013), with higher than national average salaries.
- South Bucks carbon footprint ranks 203 out of 405 UK local authority areas (first place has the lowest emissions). Usage is broken down to Domestic, Industrial and Transport sectors, and it is the Transport sector which has the highest emission levels, ranking 353 out of 406 UK areas¹¹.
- Crime rates have been reducing over recent years so that the rate of serious acquisitive crime per 1,000 residents was, in 2012-13, 15.63. There is still a very real fear of crime.
- Health is generally good, with life expectancy significantly higher than the England average. Deprivation, poverty, violent crime, long term unemployment, smoking rates, teenage pregnancy, obesity in adults, diabetes, and hospital stays for adults relating to alcohol harm are all significantly lower than the England average¹².

⁸ Census data, 2011

⁹ Index of Multiple Deprivation: This index creates a ranking based on population density, income, employment rates, house sizes, broadband access, health, life expectancy, crime, carbon emissions and climate.

¹⁰ LSOAs are small areas with a minimum size of 1,000 residents and 400 households and overall average 1,500 residents – larger than a post code but smaller than a Ward.

¹¹ 2010, Department of Energy and Climate Change

¹² Public Health England South Bucks Health Profile 2013

- Numbers killed or seriously injured¹³ on the roads are considerably higher than the England average.
- Incidences of malignant melanoma and hip fractures in the over 65's continuing to be higher than the England average¹².
- Increasing and higher risk drinking in adults is also higher than average, and only just lower than the England average for healthy eating and physically active adults. Obesity in children and alcohol-specific hospital stays for the under 18's are only just lower than the England average and continue to be a cause for concern¹².
- There are about 1,200 children living in poverty, however there is a significantly higher pass-rate for GCSE 5A* - C than the England average¹².
- In year 6 (age 10-11), 17.5% of children are obese – the England average is 19.2% (2011/12 data)¹².
- There is a strong voluntary and community sector with greater than average volunteering levels, good local engagement and some local community activities. The Community Right to Bid, which came into force at the end of July 2012, has already resulted in two local pubs being listed on the Assets of Community Value register in Denham and Iver.
- Turnout for elections is consistently higher than the national average for District, County and General Elections.

Economic:

- Just over 6% of employees in South Bucks own their own businesses – higher than the rest of Buckinghamshire and the national average of 4.1%¹⁴.
- There were 4,955 businesses in the district. (Bucks Business First, 2012)
- The most significant sector is Professional, Scientific & Technical at just under a quarter of all businesses, the next highest being Construction at around one tenth of all businesses¹³.
- The Job Seekers Allowance claimant count in December 2014 was 269 people the 32nd lowest out of 380 local authority areas. The highest percentage of claimants fell in the 18 to 24 age group at around the 1% mark¹³.
- Mean average private rents are the most expensive outside London and 11th nationally, at £1,573 per month. Average house prices are £550,000 against the England average of £239,000 (Land Registry, March 2013), making South Bucks the most expensive area outside of Greater London.
- Just over one in ten households live in fuel poverty, though this masks huge variations across the district¹⁵.

¹³ Public Health England South Bucks Health Profile 2015, during 2011-13, 83.5 per 100,000 population for South Bucks against and England average of 39.7,

¹⁴ Bucks Business First Data

¹⁵ 2010, Department of Energy and Climate Change

Appendix C

What District Councils do

Both Chiltern and South Bucks District Councils operate in a three-tier structure: Parish/Town Councils, District Councils and finally, County Council.

Parish Councils are responsible for such things as:

- allotments,
- bus shelters,
- some byelaws,
- children's play areas,
- churchyard maintenance,
- community centres,
- footpaths,
- some open spaces,
- provision of litter bins,
- some playing fields,
- public seats,
- public toilets,
- rights of way,
- some street lighting,
- war memorials.

District Councils are responsible for services such as:

- building control,
- business rates
- car parks,
- public cemeteries,
- council tax,
- electoral roll,
- environmental health,
- housing benefits and council tax support,
- housing,
- leisure centres,
- licensing,
- some open spaces,
- some parks,
- planning,
- refuse collection,
- recycling,
- street cleaning.

County Councils are responsible for services such as:

- some education,
- libraries,
- roads and transport,
- social care,
- trading standards,
- waste management.

Appendix D: Strategic risks register:

Ref	Risk Description	Trigger	Control
1	<p>Joint Working</p> <p>Friction develops between two authorities that stalls progress and affects service delivery.</p>	<p>Diverging Council priorities</p> <p>Weakening of officer member relationships</p> <p>Approach from a third authority to join arrangements stalls programme, creates uncertainty.</p> <p>Unitary debate fires up, diverting resources from implementing the Chiltern and South Bucks programme.</p>	<p>Governance in place – Joint Committee, JAIC.</p> <p>Joint senior management team.</p> <p>Programme documentation and programme management resources.</p> <p>Plan for service reviews, business cases presented.</p> <p>Member involvement in joint working in line with member expectations</p> <p>Communication plan for members, staff, external partners</p> <p>External approaches to join the joint working carefully considered at a political level and impact on programme assessed.</p>
2	<p>Transformation and Management of Change</p> <p>No acceptance of change to ways of working and service delivery by officers and members prevents achievement of council aims. Progress inhibited by capacity issues and lack of finance; programme loses momentum.</p>	<p>Projects to change service delivery or join services stall, or are cancelled.</p> <p>Lack of skills and capacity to help staff and Members cope with change.</p> <p>Service delivery and standards slip.</p> <p>Staff and Members disengaged from programme.</p> <p>Fears of 'chilternisation' or lack of attention to detail.</p>	<ul style="list-style-type: none"> . Senior members and managers show commitment to change. . Case for changes clearly made and communicated. . Build on success, in order to establish confidence to change. . Prioritise programme of change, and ensure it is adequately resourced. . Develop change management approach, and organisational development plan.
3	<p>Financial Stability</p> <p>Authorities forced into short term reactive measures to</p> <p>a) reduced Government funding,</p> <p>b) unavoidable cost increases.</p> <p>Reputational risk from decision that have to be taken.</p> <p>Reduced financial capacity to manage transformation.</p>	<p>Member relationships weaken due to different views on the programme, its progress, or the future direction of joint working after 2014.</p> <p>Failure to generate sufficient joint working opportunities</p> <p>Failure to deliver sufficient savings from programme.</p> <p>Diverging Council priorities</p> <p>Weakening of officer member relationships</p> <p>Approach from a third authority to join</p>	<p>Review of MTFSS.</p> <p>Clear service priorities.</p> <p>Analysis of Government spending plans, bought in where necessary.</p> <p>Savings programmes agreed and monitored.</p> <p>Annual review of cost base</p> <p>Strategies for use of reserves.</p>

Ref	Risk Description	Trigger	Control
		arrangements stalls programme, creates uncertainty.	
4	<p>Workforce Issues</p> <p>High turnover, low morale, lack of succession planning, skills gaps etc. affect services. Reduced staffing capacity to manage transformation.</p>	<p>Loss of key staff</p> <p>Increased sickness</p> <p>Declining customer satisfaction</p> <p>Increased use of temporary staff to fill gaps</p> <p>Inability to take forward change.</p>	<p>Organisational development and workforce planning.</p> <p>Monitoring of key personnel statistics.</p> <p>Good staff communications processes.</p> <p>Training and development strategies in place, resourced and monitored.</p>
5	<p>Waste & Environmental Services</p> <p>Both - Impact of changes to disposal arrangement by BCC increase costs.</p> <p>CDC – Failure or poor performance of joint waste contract.</p> <p>SBDC – Impact on cost or performance arising from forced operational changes to BIFFA contract.</p>	<p>Cost savings from CDC/WDC not delivered.</p> <p>Failure to use cost sharing model to forecast effect of changes</p> <p>Poor performance of SERCO</p> <p>BCC funding towards collection/recycling reduces BCC disposal arrangements increase costs</p>	<p>Governance in place for joint contract.</p> <p>Have adequate in-house knowledge of cost share model.</p> <p>Co-ordinated approach by both Councils on JWC and with BCC</p> <p>Effective contract monitoring and good relationships with contractors</p> <p>Good communications with residents</p>
6	<p>Joint/Partnership working</p> <p>Due to reduced resources and capacity partnership working diminishes and benefits are lost.</p>	<p>Winding up of joint working groups</p> <p>Lack of capacity to engage on joint working</p> <p>Loss of key posts/personnel.</p> <p>BCC/Police cuts having knock on effects for districts.</p>	<p>Co-ordinate and streamline representation on partnership groups.</p> <p>Monitor impact of changes arising from partner cut backs.</p> <p>Identify key partnerships to support.</p>
7	<p>Business Continuity</p> <p>Material service interruption or degradation, possibly combined with loss of data leading to costs and reputational damage.</p>	<p>Loss of accommodation, or access to accommodation.</p> <p>Loss of ICT</p> <p>Loss of staff (e.g. flu epidemic)</p>	<p>Clear senior management arrangements for responsibility on business continuity.</p> <p>Business continuity plans in place.</p> <p>ICT DR plans in place.</p> <p>Maximise reciprocal support arrangements across two Councils.</p>
8	<p>Information Management & Security</p> <p>Loss of data, or inappropriate disclosure of</p>	<p>Sensitive data inappropriately disclosed leading to ICO investigation/fine.</p> <p>Services affected by data loss or corruption.</p> <p>Service improvements held back due to data</p>	<p>Policies and procedures in place, overseen by joint IG group, and made common where practical.</p> <p>Communication and training for staff on policies and procedures.</p> <p>Officer mechanisms to enable corporate approach to be taken to</p>

Ref	Risk Description	Trigger	Control
	sensitive data leads to financial costs and reputational damage. Inefficient service processes due to difficulty in using/retrieving data.	management issues. Poor Freedom of Information processing performance leading to ICO action.	information management. Information management incorporated in any service review process.
9	New Legislative Changes Failure to reasonably comply leads to financial costs and reputational damage. Substantial changes in Government policies or direction, possibly linked to outcome of May 2015 General Election.	Welfare reform changes impact and cost more than anticipated, or coped with in the short term. Government drive for Transparency in Local Government accelerates increasing demand on resources Planning changes affect income base and causes dissatisfaction with residents.	Corporate capacity to identify and analyse forthcoming legislative changes affecting the Councils. Analyse and produce action plans for Welfare Reform changes. Analyse and respond to changes to Planning system. Use of professional or local authority network groups to gain and share knowledge.
10	Affordable Housing Increase in temporary accommodation numbers, migration of young people and families out of area affecting sustainability of communities.	Material sustained rise in temporary accommodation numbers and costs. Shortage of supply of affordable housing sites/schemes affected by change in Government policy. Issues with Local Plan over delivery of new housing units.	Housing strategies in place and regularly reviewed. Good relationships between housing and planning services. Resources identified to support housing schemes
11	Major Infrastructure Projects Impacts. Detrimental impact on local communities and environment. Costs to authorities in defending local area from worst impacts.	HS2 committee hearing. Outcome of aviation review. Pinewood expansion Major new planning applications, eg Wilton Park; Newlands Park	Impact assessments made formally or informally on major projects. Clear Council position on a particular proposal. Lobbying mechanisms identified. Member communications strategy in place. Communication strategies with residents on any major proposals. Resources identified to fund actions or responses.
12	Demographic Changes Service delivery not flexible enough to cope with changes in demographics in the medium term, leading to service	Declining service satisfaction. Increase in reactive changes or interventions. Resources not matching needs. Increased social isolation. Weakening community cohesion.	Corporate analysis of Census and related data. Incorporate Census data into service planning. Communicate key messages to members.

Ref	Risk Description	Trigger	Control
	gaps and increased dissatisfaction levels.		
13	Property/ Asset Management Inefficient use of assets increase costs and reduce service usage and satisfaction.	Rise in unplanned maintenance Loss of use of facilities Unnecessary costs of holding assets	Asset Management Plans in place and reviewed. Professional advice used where appropriate. Resources in place to support AMPs.
14	Economic Viability Local employment and business activity declines.	Slow down or decline in London economy. Ending of small business rate relief scheme. Decline in town centre high streets vitality. Increase in empty business rates. Lack of confidence among local business groups.	Good liaison arrangements with local businesses. Monitor key indicators of the local economy. Take advance of opportunities offered by Local Enterprise Partnership.

(July 2015 edition.)

Appendix E: Joint Performance Management Framework

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

Performance and improvement is about how we consistently plan and manage improvements to our services and involves making the best use of the resources (financial, personnel, skills) and available information to drive improvement. We must continue to focus on our customers and communities to deliver improvements to services that benefit them, particularly those who are most vulnerable.

Everyone has a part to play in improving our services and improving quality of life for residents of Chiltern and South Bucks. The challenge is to continuously improve by identifying ways to deliver services more effectively. All of us need to understand the principles of performance and improvement and how they are applied at Chiltern and South Bucks District Councils. This guide aims to do that. It explains our Performance Management Framework to staff, councillors, and anyone else interested in how we measure and manage performance.

What is performance and improvement all about?

Effective performance and improvement is vital to ensuring a strong sense of focus and direction throughout the organisation. It helps us to achieve both Councils' priorities and service improvements.

Performance and improvement is about practical ways of improving how we do things in both Councils in order to achieve our aims and most importantly, deliver better outcomes for local people.

Performance and improvement does not have to be complicated. It is what we do to improve and maintain good performance. It involves each member of staff clearly understanding how achieving their individual objectives will directly link to both Councils achieving their corporate aims and priorities. We gather reliable information about our performance to help us understand and address any performance issues.

With effective performance and improvement management:

- you know what your objectives are;
- you know what you have to do to meet your objectives;
- you know how to measure progress towards your objectives;
- you can detect performance problems and remedy them.

There are two main elements of performance and improvement management which are:

Systems– these are the framework of co-ordinated planning and review mechanisms, enabling our performance to be effectively and efficiently monitored in an open and transparent way. These systems and processes are set up with the aim of achieving continuous improvement in the delivery of both Councils' priorities. This is outlined in the Corporate Framework Diagram on page 4.

Culture– this is the need for our people to continually want to improve. Effective performance and improvement management happens when the management systems are complemented by an organisational culture that focuses on delivering high quality services to customers and encourages performance improvement through innovation.

We need to manage performance effectively to make sure we are doing the right things well and to look for ways to do improve further. Key questions to ask include:

- ◆ Community – are we delivering priorities important to local people?
- ◆ Partnerships – are we contributing to our full potential?
- ◆ What corporate priorities should we focus on?
- ◆ Are we providing value for money?
- ◆ Are we maintaining high quality services and improving them where possible?
- ◆ Are we meeting performance indicator targets? If not, what is preventing us and how can these be overcome?
- ◆ Are we providing high quality information to Members to review performance and agree future priorities?

Key drivers to improving performance at Chiltern and South Bucks District Councils:

- Clear, shared vision, based on Community aspirations, linked to the needs of all diversity groups.
- Staff motivated to achieve stretching goals and targets.
- Service managers leading value for money improvements in
 - customer satisfaction,
 - cost,
 - process improvement, and
 - delivering improved outcomes for local people.
- Timely, high-quality information which informs decision-making.
- A culture of innovation and continuous improvement.

These drivers for improving performance are explained in more detail in subsequent sections.

An effective performance and improvement framework depends on a number of different systems linking together. These systems are shown below. This framework does not plan to go into each of the different elements separately, because other best practice guidance already exists in these areas.



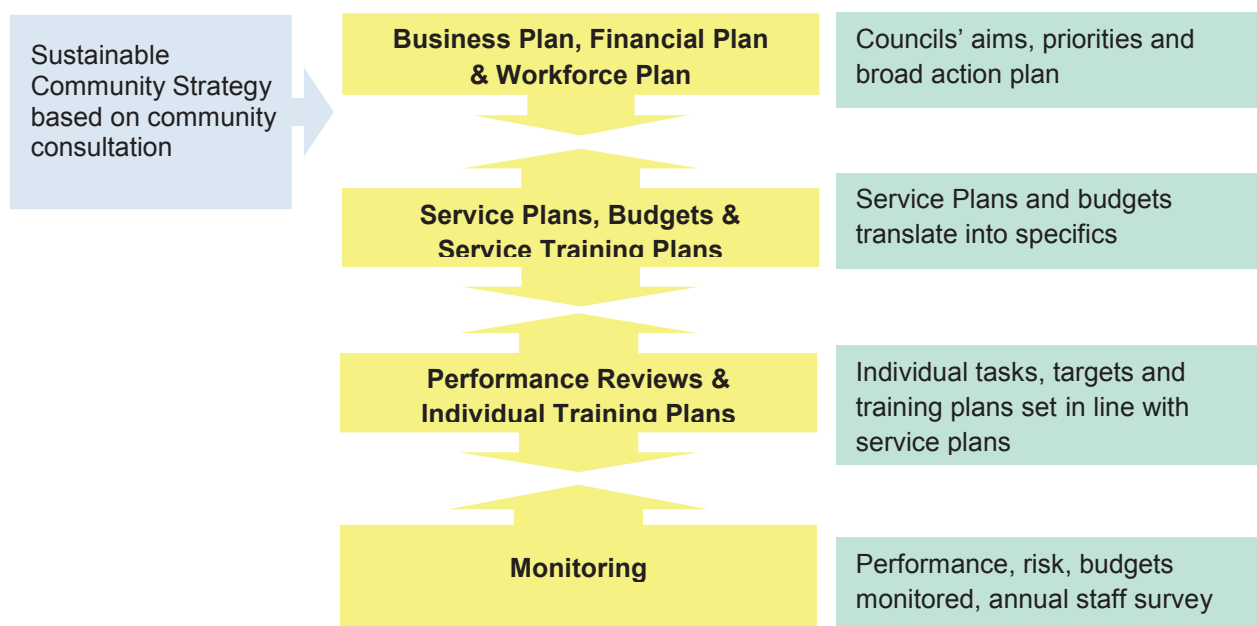
Clear, shared vision, based on Community aspirations, linked to the needs of all diversity groups

Members agree a clear vision of what each Council aims to achieve. This enables Members and managers to lead service improvements and allocate resources in line with each Council’s aims and priorities. The Joint Business Plan sets out what the Councils aim to achieve in the short to medium term, it contains clear aims, priorities and improvement objectives. It is the key document for communicating the Councils’ objectives to officers, members and interested members of the public, and is supplemented by a one-page aims and objectives flyer for publication.

The Joint Business Plan links with and is complementary to, the Joint Sustainable Community Strategy which is prepared by the Chiltern and South Bucks Strategic Partnership (LSP). The LSP is made up of local authorities, parishes, health, the police and representatives from the education, business, youth, faith and voluntary sectors. The Joint Sustainable Community Strategy covers broader issues than just the services covered by the Councils. We consult widely on the strategy to get partners and residents' views and buy-in. This ensures the Joint Sustainable Community Strategy is focused on what is important for local people. The latest Joint Sustainable Community Strategy was published in November 2013 and sets out the way forward for Chiltern and South Bucks to 2026.

To achieve the Councils' Aims as set out in the Joint Business Plan, we link them to the activity of each service and the role of each member of staff. We do this through the Councils' Corporate Framework, which includes all stages from setting corporate aims and priorities, to service planning, to individual performance reviews. This ensures there are sufficient resources, staff, skills and finances to achieve Council aims and that all staff understand their responsibility in achieving their objectives. The diagram of the Corporate Framework shows the 'line of sight' between those delivering services and the Council's aims.

Chiltern and South Bucks District Councils' Corporate Framework



The **Joint Business Plan** links closely to the **Medium-Term Financial Strategy** and the **Workforce Plan** and is at the heart of both Councils' work each year. They form the basis for **service planning** and **budget setting** undertaken by each Service Unit. It is important the Councils clearly set out our aims and priorities together with ways of measuring achievements and managing risks. The Joint Business Plan includes improvement objectives as well as the Strategic Risk Register, which is linked to the achievement of medium-term priorities.

Service plans and budgets are based directly on the Councils' Joint Business Plan and provide a route map to outcomes prioritised by the community. The **Service Planning Workbook** sets out the Councils' joint approach to developing comprehensive service plans. Managers are encouraged to involve all staff in the preparation of service plans and

identifying areas for improvement. Service plans identify achievements, customer needs, equalities, sustainability and value for money improvements, set performance targets and actions as well as reviewing key areas of risk. They are scrutinised by the relevant Director and the Policy and Performance team and form the basis of staff performance reviews and training plans.

The achievement of both Councils' priorities is monitored through the joint **Covalent Performance Management System**, with regular reports being reviewed by Management Team and Cabinet. It is important to keep residents informed of progress. We publish an annual review of our performance in the **Annual Report** which is published at the end of June each year and made available on each Council's website. Quarterly performance reports providing regular performance and activity updates are also accessible to the public through the website.

Staff motivated to achieve stretching goals and targets

There is strong commitment to achieving improvement at all levels of the Councils. The **Joint Business Plan, Service Plans, Performance Review Process, A-Z of Personnel Policies** and the Councils' **Management Principles** are used to drive change and increase motivation. **Effective communication** of the Joint Sustainable Community Strategy Vision and Council aims and priorities takes place between partners, Members, management and staff, both upwards and downwards, to ensure objectives are understood. Regular Senior Managers' meetings provide a forum for discussing best practice and new initiatives.

Everyone meets with their manager each year for their **performance review**. It includes a review of performance over the last 12 months and sets objectives for the future. Staff reviews consider all staff against the Skills and Competency Framework to ensure that they are equipped to fulfil their function. All staff have a responsibility to achieve individual objectives and understand how their actions and work contribute to team, service and each Council's aims. Managers ensure all staff have regular team and individual review meetings to review progress, develop ideas and cascade information about performance and improvements to their staff.

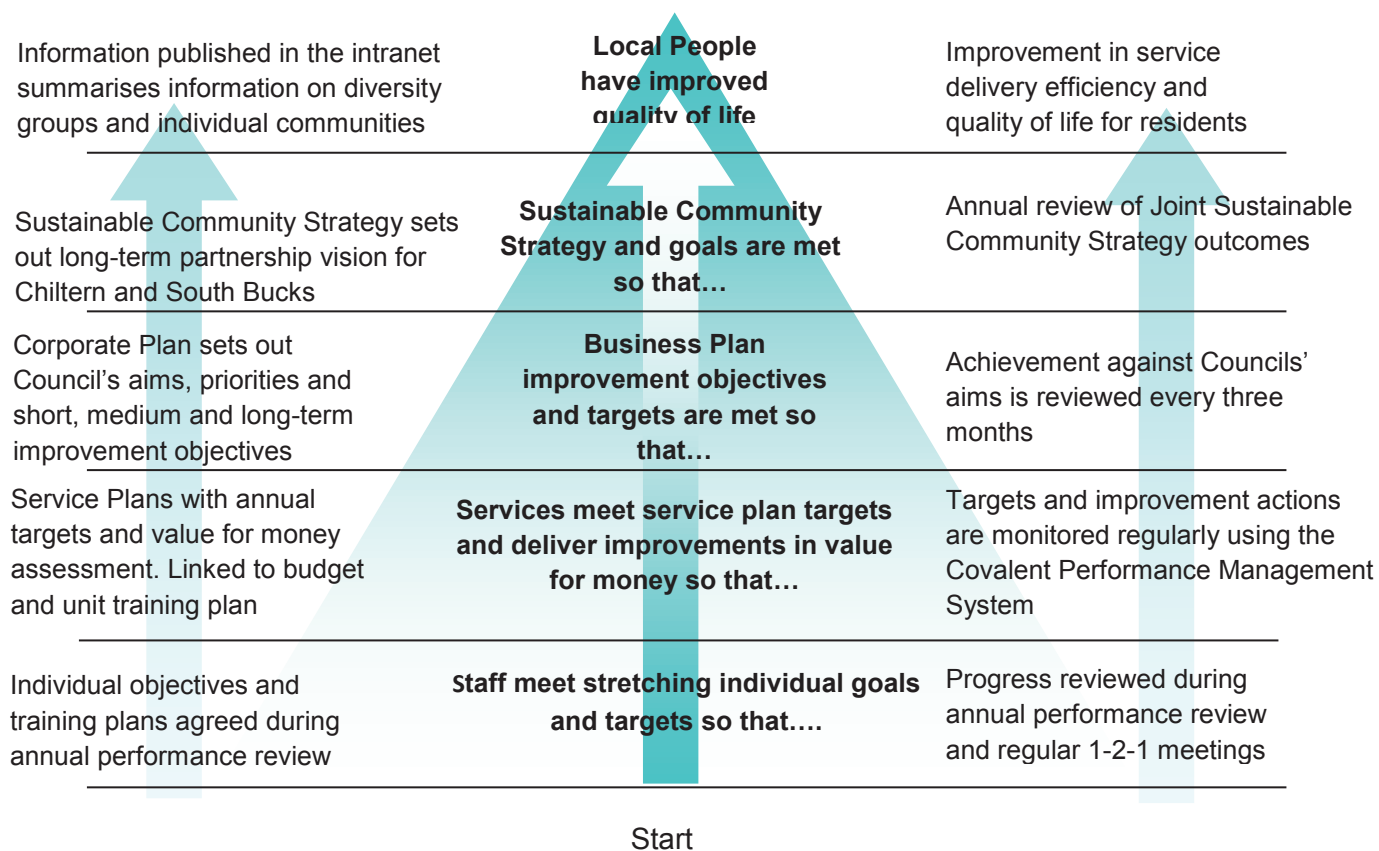
Performance measurement ensures goals and targets are met. Performance measures and indicators focus on the **outcomes** you are trying to achieve and describe how well a service is performing against these outcomes. They also help identify good practice, areas for improvement and opportunities to learn from others. It helps all staff and members to stay focused on key priorities and to ensure areas of poor performance are investigated. **Targets** define levels of performance for a particular performance measure or indicator. In setting targets, consideration should be given to what is important locally as well as nationally. Achievement of these targets is the responsibility of the Portfolio Holder and Service Manager. The diagram below shows when all staff meet their targets, service, corporate and community outcomes are achieved improving quality of life for local people.

A Clear Vision

Path to Improvement

Performance Measurement

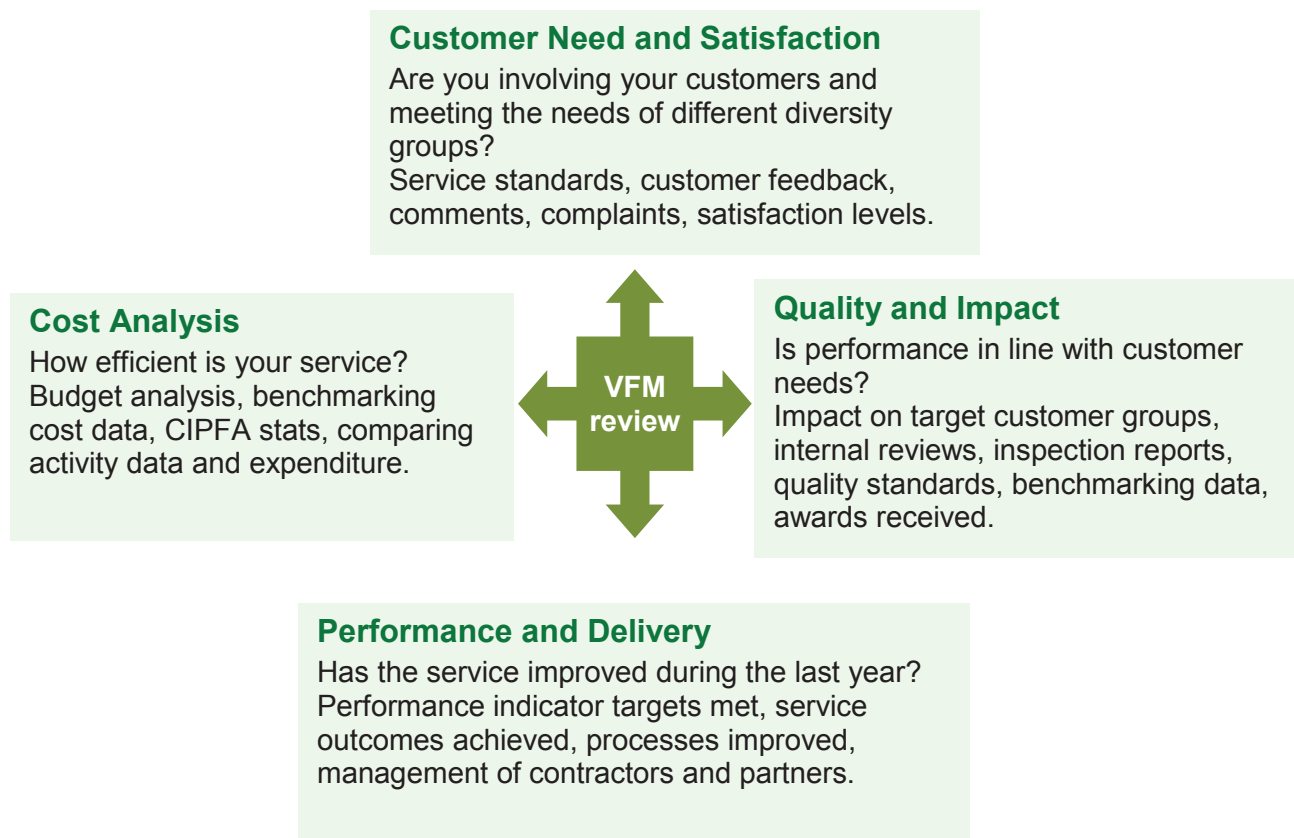
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Service managers leading value for money improvements in customer satisfaction, cost, process improvement and improved outcomes for local people

It is important that the Councils can demonstrate they are delivering **value for money** (VFM) within each service area and across all corporate activities. Services must be provided at the right quality, level and cost to meet the diverse needs of our customers and the local community. To do this, VFM needs to be considered as part of the service planning and budget setting processes.

The service planning and budget setting processes include improvements in VFM, and as part of this process, each service should review VFM by assessing:



We are always looking to improve VFM in all aspects of service delivery. As part of the service planning process, Service Managers should identify **VFM improvements** and set objectives to **improve the quality of data** used to assess VFM.

Timely, high-quality information which informs decision making

It is important both Councils have clear evidence of **residents' needs** and systematically use information about views and preferences to drive improvements to deliver better outcomes for all residents, particularly the most disadvantaged. The Councils are committed to involving residents in shaping services and has focused on improving its information management systems to help managers, officers and Members take action based on knowledgeable decisions.

These include:

- **Website** – communicates information about all Council Services;
- **Intranet** – contains key strategies, plans and policies;
- **Have Your Say** – dedicated resource to lead engagement activities and focus groups;
- **KnowledgeSource** – resource library accessed via the intranet of statistical information about different diversity groups, wards, district-wide information;
- **ACORN** – customer targeting tool. It combines demographic and lifestyle information and enables those marketing services to target services to areas of need;
- **Covalent Performance Management System** – web-based system which links performance indicators, risk registers and improvement actions. Traffic-light functionality enables quick review of areas doing well and areas to focus on;
- **Geographic Information System (GIS)** - a wide range of geographic information is now available to officers on GIS.

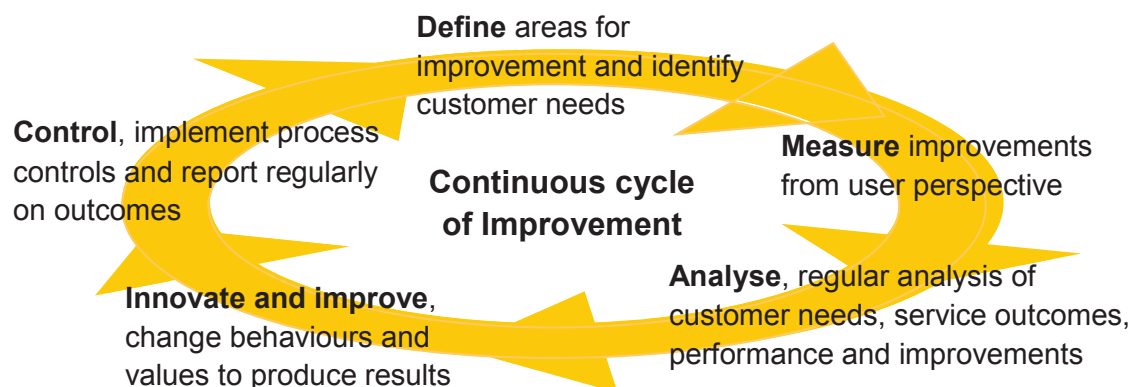
Much more **quantitative information** is available to officers at their desktops. This has enabled both Councils to establish corporate approaches in areas including equalities, sustainability, project management and risk and has helped services have a better understanding of the diverse needs of different customer groups and to deliver improved value for money.

Effective **monitoring** processes and being able to take action when areas are under-performing are essential aspects of managing services and delivering improvements. Systems need to present the right information to the right person at the right time and managers need to be clear how they can act on the information provided to ensure they remain on track. The traffic light functionality on Covalent helps members and managers to quickly see actions or projects that are overrunning and performance indicators that are under-performing. This allows for fast, corrective action to be taken. All services are active in reviewing achievements against performance targets, service plan actions and risks and are pro-active in keeping the information on Covalent up-to-date.

A series of **performance reports** are reviewed by Management Team, Cabinet, Council, Resources and Services Overview Committees (CDC) and Overview and Scrutiny Committee (SBDC). Priority performance indicators are monitored monthly and progress against all indicators and actions is monitored quarterly. **Risks** are reviewed quarterly by the Director of Resources and are reported to the Risk Management Group. The **Chief Executive** and **Leaders of each Council** are very active in championing performance improvements and closely scrutinise any performance issues. **Portfolio holders** take responsibility for performance of their portfolio areas and present updates at Cabinet. **Overview and Scrutiny Committee** (SBDC) challenge managers where services are under-performing and Portfolio Holders and Managers may be asked to attend meetings until performance has improved.

A culture of innovation and continuous improvement

In order to encourage a culture of **continuous improvement** and innovation, all staff are supported to suggest improvements to the way they work. This Performance and Improvement Framework invites staff to suggest innovative improvements and managers are encouraged to get staff to continually question the way they work to look for improvements in economy, efficiency and effectiveness.



Underpinning this cycle are the 4C's (consult, challenge, compare and competition) which are an intrinsic part of the improvement process:

- effectively **consult** local people;
- **challenge** the current pattern of service provision and who provides the service;
- **compare** the performance and competitiveness of services;
- use fair and open **competition** to secure effective and efficient services.

Learning from best practice is a key improvement activity. Many services are part of **benchmarking groups** with other Councils that meet on a regular basis to share ideas. Services are encouraged to improve the comparative information used to evaluate VFM, in particular obtaining improved process, performance and financial comparative data.

Members and managers are vital to instil a **culture of continuous improvement**. The Leaders of each Council take a keen interest in performance and improvement and together with the Chief Executive, discuss performance improvements with Service Managers where they feel there is a need for additional focus or improvement. Service managers are encouraged to set all staff stretching goals and targets through the performance review process to achieve the Councils' and Service's outcomes. The competency based performance review system includes drawing up a training and development plan for all staff. Each Council, as an IIP (Investors in People) organisation, places a high priority on ongoing training and development. Through the service planning process managers are encouraged to take a medium-term view of the skills required to meet medium-term service objectives. This helps ensure that teams have the skills required to achieve Councils' priorities and continually improve service delivery.

How does it all fit together?

	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March
Joint Sustainable Community Strategy			Annual Report and review of LSP									
Joint Business Plan	Refreshed business plan approved and initial discussions of future direction		Members review priorities if required		New priorities feed into service planning and business plan						Business plan updated with service plan actions	
Medium-Term Financial Strategy (SBDC)	Initial discussions of future direction linked to future Corporate priorities				Members agree draft MTFS						MTFS finalised	
Joint Service Plans				Service plan workbooks reviewed		Draft Service Plans produced					Service Plans finalised and PI targets set	
Budget Setting						Draft Budgets		PAGS discuss budgets			Budgets finalised	Council tax set
Budget Monitoring	Monthly monitoring of all budgets and efficiency savings/targets.											
Performance Review Process	Ongoing review of individual actions, regular 1-2-1 and team meetings										Annual Performance Review	
Performance and Risk Monitoring	End of year review	High priority Review	High priority Review	3-month review	High priority Review	High priority Review	6-month review	High priority Review	High priority Review	9-month review	High priority Review PIs	High priority Review
Annual Report	Annual review of performance		Publish Annual Report									



For further information please contact

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Prepared by Communications, Performance and Policy
August 2015

If you need this information in another
format such as large print please ask us.



Chiltern
District Council



South Bucks
District Council

PEOPLE, PLACE AND PROSPERITY

Details of Integrated Impact Assessment

1: Proposal

IIA on Chiltern and South Bucks District Councils' Joint Business Plan 2015-20

2: Lead organisation/partnership

South Bucks District Council

3: IIA Lead Person

Rachel Prance

6 Apr 2011 for former SBDC Corporate Plan, reviewed/refreshed on 19th January 2012, reviewed May 2014 for replacement Joint Business Plan 2014-19. And further reviewed following the refresh of the Joint Business Plan in August 2015.

People

Original: Rachael Winfield (Communications and Partnerships); Ian Motuel (Planning Policy); Laura Campbell (Policy); Alex Rowland (Policy, Performance & HR)
Reviewed by Laura Campbell (Policy) 19th January 2011 & 23rd May 2014.
Reviewed by Laura Campbell (Policy) 1st September 2015.

Relations between local groups

5: What impact will the proposal have on relations between local groups? (changes to demographics or profile of the population, neighbourliness, community participation, cultural participation, religious participation, inter-generational activities, social and community cohesion and fear of discrimination and level of discrimination)

Please tick one option only in each row

Positive

 No impact

 Negative

 Don't know

6: How do you know? (Evidence base)

Plan includes actions around accessibility, promoting good community relations, cohesion, supporting the community, voluntary sector, reducing crime and fear of crime, support to individual Councillor engagement with their communities to feedback needs, Cohesion and Inequalities forum encourages positive community relations, including monitoring the press, promoting equalities and meeting duties of Equalities Act 2010.

7: Notes (such as quantifying significance or extent of impact)

Performance data on crime provided by Thames Valley Police, Chiltern and South Bucks Strategic Partnership feedback, Cohesion and Inequalities feedback, Equality monitoring, Analysing IMD and other stats.

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Can Voluntary & Community sectors work across whole area?
- There needs to be realism around the level of community involvement
- Acknowledge the need to invest resources in local communities
- Community engagement can set unrealistic expectations
- Some groups do not take the wider view of community needs.

Equality of opportunity

8: What impact will the proposal have on equality of opportunity? (people not being excluded from the activities of society on the basis of traits that cannot change)

Please tick one option only in each row

Positive
 No impact
 Negative
 Don't know

9: How do you know? (Evidence base)

Priorities for both Councils are based on extensive and varied engagement and consultation e.g. shared evidence base with LDF and SCS - detailed equality impact assessment and sustainability appraisal, workshops with hard to reach groups (SBDC), mind the gap workshop (SBDC), revitalisation groups (CDC), Supporting those with a vulnerability workshop (SBDC), Focus groups with key community groups verifying needs for particularly services. Service Plans are based on customer needs through a “know your customer” analysis based on KnowledgeSource data and consultation and engagement.

10: Notes (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Need to use better strategic intelligence from equalities mapping processes to plan youth activities
- Danger of focussing on just one part of the community
- Danger of those who shout loudest getting services
- Urban areas prone to heavy development to protect green belt
- Reducing health inequalities will lead to longer lives and the subsequent increase in pollution, use of services etc.

Access to information

11: What impact will the proposal have on access to information? (access to information about public services)

Please tick one option only in each row

Positive
 No impact
 Negative
 Don't know

12: How do you know? (Evidence base)

Key priority is to improve access to Council services including encouraging use of website whilst improving other means of access for those without computers. Both websites have been refreshed for ease of accessibility, with the new South Bucks website launched in April 2014.

13: Notes (such as quantifying significance or extent of impact)

District magazine stopped being delivered to each household during 2011/12. E-magazine being looked at as possible replacement. Self-help access to information is going to be more important in the future with reduction in funding across all public services. This is a high priority for both Councils, hence the use of leafleting important issues separately to with Council Tax leaflets, e.g. new waste services, aims & objectives leaflets.

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Impact of libraries facilities should they reduce access to the internet due to costs.

Range of and access to facilities and services**14: How will the proposal impact on the range of, and access to, facilities and services?**
(services such as health and wellbeing crime reduction, training, education, leisure)

Please tick one option only in each row

Positive
 No impact
 Negative
 Don't know

15: How do you know? (Evidence base)

Local Plan seeks to improve access to and protect existing infrastructure and services. Planning strategies encourage development in sustainable locations that are accessible. Community infrastructure levy will have a longer term positive impact. Aim to provide additional support for communities suffering from cuts to youth and library services.

16: Notes (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Issues with rural bus services being lightly used, yet a reduction in service can leave areas isolated
- More connections/better frequencies will increase our already high carbon footprint
- Bringing services to communities e.g. mobile libraries can increase cost and carbon footprint
- Changing demographics may increase demand
- Stronger economy may drive up house prices even further, making them less affordable for young people, families and key workers.

Community engagement and inclusion**17: What impact will the proposal have on community engagement and inclusion?**

(e.g. social contact, networks and support; community severance (i.e. splitting communities / groups of people); community, cultural and spiritual participation; fear of discrimination and level of discrimination)

Please tick one option only in each row

Positive
 No Impact
 Negative
 Don't know

18: How do you know? (Evidence base)

The Joint Business Plan has a strong commitment to engagement and user involvement in services, including regular focus groups and extensive consultation. Much of service delivery is focused on vulnerable and priority groups. Hard to reach consultation groups are in place. Smart survey system in place to improve survey accessibility.

19: Notes (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Community engagement can set unrealistic expectations
- Acknowledge the need to invest resources in local communities which may be less confident and vocal
- Risk of consultation fatigue
- Voting needs to be more accessible.

Protection of children and vulnerable adults from harm**20: What impact will the proposal have on the protection of children and vulnerable adults from harm? E.g. identifying vulnerable people and threats to health and wellbeing)**

Please tick one option only in each row

Positive
 No Impact
 Negative
 Don't know

21: How do you know? (Evidence base)

Services take full consideration of safe-guarding. Home Safety checks performed by Bucks Fire and Rescue as our partner identify and signpost those who are in vulnerable circumstances. Families First project run by County targets those families most in need of intervention. Health and Wellbeing Board set up across Bucks to deliver health and wellbeing. E-learning and training courses provided for relevant staff to educate on safe-guarding matters.

22: Notes (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Lack of numbers of volunteers with the right skill set in deprived areas means the needs of the most vulnerable aren't met (SCS SIA)
- Increases in the elderly population implies greater numbers of vulnerable residents – can needs be met? (SCS SIA)
- Need to understand and provide housing for those with alcohol and drug problems. (SCS IDEA)

Mental health and well being

23: **How might the proposal impact on mental health and well being?** (e.g. social inclusion, stigma, self-respect, self esteem)

Please tick one option only in each row

Positive
 No impact
 Negative
 Don't know

24: **How do you know?** (Evidence base)

Representatives from a wide range of groups were included in initial SCS consultation (2008/09), mind the gap and supporting those with a vulnerability workshops (2011) MEND programme, get inspired Olympic programme (2012), support for adults and young people sports groups. Access group ensuring they have a voice (2012-2014). Work with older people groups. Reducing fear of crime can improve mental health.

25: **Notes** (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:

- More home-working could impact on mental health
- Need to improve mental health of offenders to reduce crime

Substance misuse

26: **Will the proposal have an effect on substance misuse: tobacco, alcohol and drugs?** (access to tobacco, alcohol and drugs [legal and illegal])

Please tick one option only in each row

Positive
 No impact
 Negative
 Don't know

27: **How do you know?** (Evidence base)

Licensing work is very active in the community and links into Community Safety initiatives. Families First initiative (BCC).

28: **Notes** (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Danger of not meeting the needs of people who have fallen outside the system due to substance misuse.

Lifestyle factors

29: **What impact will the proposal have on lifestyle factors?** (Physical fitness, health, diet, access to contraception, sexually transmitted disease, sex workers, teen pregnancy)

Please tick one option only in each row

Positive
 No impact
 Negative
 Don't know

30: **How do you know?** (Evidence base)

Seek to increase physical fitness through leisure programme, MEND programme, simply walks, leisure activities for those with disabilities. Health and Wellbeing Board led work on sexual health, smoking cessation, teen pregnancy (2012).

31: **Notes** (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Poor and declining health may overload resources
- Lack of infrastructure e.g. safe cycle paths, has an adverse impact
- Increased development may have negative impact on wellbeing
- Impacts of an aging population.

Crime and/or fear of crime

32: **What impact will the proposal have on crime and/or fear of crime?** (Levels of crime, particularly domestic burglaries, violent offences and vehicle crime, fear of anti-social behaviour, levels of anti-social behaviour)

Please tick one option only in each row

Positive

 No impact

 Negative

 Don't know

33: **How do you know?** (Evidence base)

Key priority to reduce crime and fear of crime: over the last few years crime has significantly reduced in the area (TVP stats).
 Police resource has increased slightly.
 Integrated Offender Management Programme has been successful.
 Support for youth work and anti-social behaviour reduction.

34: **Notes** (such as quantifying significance or extent of impact)

Community safety budget is at risk
 Whilst impacts are positive overall, the following negative aspects were highlighted:

- Gated communities can segregate communities
- Building safety into new developments can drive crime to older areas and segregate into rich and poor areas
- Little local intelligence on how to minimise violent extremism.

Accidents

35: **What impact will the proposal have on accidents?** (road traffic accidents, accidents in the home, falls)

Please tick one option only in each row

Positive

 No impact

 Negative

 Don't know

36: **How do you know?** (Evidence base)

Home safety checks. Good neighbour schemes. Local Plan looks to tackle congestion and HGVs.

Integrated Impact Assessment - Joint Business Plan.

37: **Notes** (such as quantifying significance or extent of impact)

Most work to calm traffic and reduce future accidents are via Bucks County Council transport and social services. As spending cuts continue, this could impact delivery of services in these areas.

Eliminating discrimination

38: **What impact will the proposal have on eliminating discrimination?** (treatment taken toward or against a person of a certain group in consideration based solely on class or category)

Please tick one option only in each row

Positive
 No impact
 Negative
 Don't know

39: **How do you know?** (Evidence base)

Service Planning incorporates considering inequalities with a view to highlighting and taking action against discrimination.
 Many actions within the Joint Business work towards reducing inequalities.

40: **Notes** (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:
 ➤ The health of some BME groups is worse than the general population, need to link opportunities to reduce these inequalities. (See Health Profiles)

PLACE

Transportation

41: **What impact will the proposal have on transportation?** (infrastructure such as safe cycle paths and safe walking routes, public transport, actions which reduce the emissions from fossil fuels by using alternatives to the car.)

Please tick one option only in each row

Positive
 No impact
 Negative
 Don't know

42: How do you know? (Evidence base)

Planning strategies aim to encourage a re-balancing of the transport system towards more sustainable forms of transport such as cycling, walking.

43: Notes (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Lack of infrastructure e.g. safe cycle paths, has an adverse impact
- Issues with rural bus services being lightly used, yet a reduction in service can leave areas isolated
- Building more infrastructure in the form of roads to ease congestion may have a negative effect on the built & natural environments
- Need to ensure that managing congestion doesn't simply move traffic around to other roads.

Natural environment

44: What impact will the proposal have on the natural environment? (design of public realm such as green and open spaces, level of biodiversity, quality of landscape, habitat and species for biodiversity (where plants and wildlife live))

Please tick one option only in each row

Positive
 No impact
 Negative
 Don't know

45: How do you know? (Evidence base)

Planning policy seek to protect landscape areas such as local wildlife sites, such as Burnham Beeches, and the Chiltern Area of Outstanding Natural Beauty. Work continues with Groundforce Thames Valley to improve environmental improvement. Work in Colne Valley site, Littleworth Common- SSSI site, Burnham Beeches, SAC. Key policy is to protect the green belt, planning policies support the protection of open spaces.

46: Notes (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Development and housing growth is likely to impact on biodiversity and ecology of the area
- Development may impact on pollution.

Natural resource use or natural service systems

47: What impact will the proposal have on natural resource use or natural services systems? (natural resources that provide for human economic and social welfare e.g. raw materials, receptors for waste, carbon etc)

Please tick one option only in each row

Positive
 No impact
 Negative
 Don't know

48: How do you know? (Evidence base)

Sustainability strategy. Promoting reduce, reuse, recycle policy. All new developments have to be energy and water efficient. New waste services rolled out to increase opportunity for recycling (2014/2016).

49: Notes (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:
 ➤ Energy from waste plants and wind turbines could have negative impact.

Built environment

50: What impact will the proposal have on the built environment?(including design of public realm, land use, employment and community buildings, housing tenure, housing density, location of housing, condition e.g. damp, mould, cold, over crowding, personal hygiene facilities)

Please tick one option only in each row

Positive
 No impact
 Negative
 Don't know

51: How do you know? (Evidence base)

The planning strategies are fundamental to promoting a positive built environment. It is policy to promote increasing affordable housing including through use of commuted sums. Supporting people to stay in their own homes through disability grants and home repair grant. Commuted payments are being used to encourage people to move out of large rented properties into more suitable smaller properties. Support is provided for those who wish to move out of larger homes.

52: Notes (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Danger of providing low cost social housing outside the area via commuted sums
- Green belt policy will restrict land available for development, which may increase costs making housing even more unaffordable.

Waste minimisation and natural resource use

53: What impact will the proposal have on waste minimisation and natural resource use? (sewerage infrastructure, drainage, waste management, air quality (indoor and outdoor) i.e. odour, smells, water quality, light pollution, noise pollution, land contamination i.e. soil quality sewage, reduction of waste going to landfill through re – use of, reduction in use of, and recycling of raw materials.)

Please tick one option only in each row

Positive

 No impact

 Negative

 Don't know

54: How do you know? (Evidence base)

Service plans feed into the corporate plan setting the priorities & strategic approach to permitting, enforcement and regulation as well as informing the approach to individual and community wide issues. Planning strategies seek to reduce land and air contamination and pollution. We promote the reduce, reuse, recycle policy.

55: Notes (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Initiatives to reduce waste may encourage fly tipping or people travelling to recycling centres
- Need to balance meeting aspirational targets with effective use of resources.

Pollution

56: What impact will the proposal have on pollution? (Contamination of the environment by toxic substances including solids, liquids and gases)

Please tick one option only in each row

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Positive



No impact



Negative



Don't know

57: **How do you know?** (Evidence base)

Setting corporate objectives enables targeting of resources and outlines a corporate commitment to monitoring and reporting on the threats to land and air quality across the districts.

58: **Notes** (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Building more infrastructure is likely to increase pollution
- Green belt restrictions limit opportunities to build businesses to reduce the high level of commuting out of the area
- Maximising employment opportunities and supporting businesses is likely to increase pollution.

Sustainable procurement59: **What impact will the proposal have on sustainable procurement?** (regard for social, environmental and economic impacts now and in the future when making a purchase)

Typical sustainability objectives for procurement:

- Protecting human health
- Promoting fair working conditions
- Promoting social enterprise and improving local skills
- Reducing soil, water and air pollution
- Reducing energy consumption and climate change
- Reducing water consumption
- Reducing material, packaging and waste

Please tick one option only in each row



Positive



No impact



Negative



Don't know

60: **How do you know?** (Evidence base)

We have, within our approach to procurement, elements that aim to try and make any sizeable procurement we undertake consistent with the aims of sustainability. For example our supplier qualification questionnaire covers issues such as employment policies, environmental policies, relationship with small businesses.

61: **Notes** (such as quantifying significance or extent of impact)

N/A

Energy

62: **What impact will the proposal have on energy?** (affordable warmth, water use, energy use i.e. consumption, conservation and efficiency, energy sources) increasing energy efficiency, reducing the use of energy from fossil fuels and increasing use of energy from a renewable source)

Please tick one option only in each row

Positive
 No impact
 Negative
 Don't know

63: **How do you know?** (Evidence base)

Joint work with United Sustainable Energy and Home Safety Checks Work with Energy Savings Trust to reduce energy (2009-2012). Planning strategies seek that all new development is energy efficient and uses renewable energy where applicable.

64: **Notes** (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:
 ➤ An aging population may mean that fuel poverty becomes more prevalent.

Climate change mitigation

65: **What impact will the proposal have on climate change mitigation?** (Stopping the activity or reducing the use of energy, or seeking alternatives such as the installation of renewable energies, solar panels)

Please tick one option only in each row

Positive
 No impact
 Negative
 Don't know

66: **How do you know?** (Evidence base)

Planning strategies seek that all new development is either adapted to, or helps to mitigate climate change.

67: **Notes** (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Economic development could take over from the focus on climate change
- There are some negative impacts from renewables such as on biodiversity.

Climate adaptation

68: **What impact will the proposal have on climate adaptation ?** (Changes in weather patterns over a prolonged period of time caused by global warming).

Please tick one option only in each row

Positive
 No impact
 Negative
 Don't know

69: **How do you know?** (Evidence base)

Individual impacts were previously identified in service plans and are now covered by emergency operations and guidance and business continuity plans.

70: **Notes** (such as quantifying significance or extent of impact)

N/A

Prosperity

The Business plan seeks to maintain and enhance the districts' assets critical to attracting inward investment such as attractive small settlements set within a high quality landscape and high educational achievement, improve vitality and viability of town and village centres and support local economies.

Education, skills and lifelong learning

71: What impact will the proposal have on education, skills and lifelong learning
(availability of education opportunities)

Please tick one option only in each row

Positive

 No impact

 Negative

 Don't know

72: How do you know? (Evidence base)

Planning strategies seek that new development contributes towards educational facilities via S106 agreements. Secure a balanced local economy which can continue to thrive in terms of jobs, skills and local labour supply.

73: Notes (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:

- There is a need to focus on improving educational and vocational training for non-academic children and adults with no qualifications
- Post-recession 2009, there is a national issue around young people not in employment, education or training which needs to be addressed.

Employment

74: What impact will the proposal have on employment? (Availability of employment opportunities in different sectors, Working conditions and health and safety)

Please tick one option only in each row

Positive

 No impact

 Negative

 Don't know

75: How do you know? (Evidence base)

Planning strategies seek to protect important employment sites and encourage the better use of existing employment sites.

76: Notes (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Green belt restricts land available for employment use
- Need better information on skills gaps
- Lack of links with schools to build skills for the future.

Business development

77: **What impact will the proposal have on business development** (Number of business start-ups, creation of employment opportunities)

Please tick one option only in each row

Positive
 No impact
 Negative
 Don't know

78: **How do you know?** (Evidence base)

Joint Business Plan includes the aim to maintain and enhance the districts' assets critical to attracting inward investment such as attractive small settlements set within a high quality landscape and high educational achievement. The main vehicle for this is the Bucks Thames Valley Local Enterprise Partnership.

79: **Notes** (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Green belt restricts land available for business use
- The Council can only have a limited influence on local businesses
- Developing businesses may increase travel emissions
- Need to balance the need for homes with land for business use.

Economic investment

80: **What impact will the proposal have on economic investment?**

Please tick one option only in each row

Positive
 No impact
 Negative
 Don't know

81: **How do you know?** (Evidence base)

Protect current employment and encourage small businesses start-ups and home working. Supporting broadband roll out across the districts to more rural areas.

82: **Notes** (such as quantifying significance or extent of impact)

Whilst overall there is no impact, the following negative aspects were highlighted:

- Need to focus on the legacy of 2012
- More investment could mean more inward travel.

Financial inclusion83: **What impact will the proposal have on financial inclusion** (Household income and disposable income levels, benefit levels and entitlement.)

Please tick one option only in each row

Positive
 No impact
 Negative
 Don't know

84: **How do you know?** (Evidence base)

Extending support for CAB (SBDC). Supporting those affected by Welfare Reform.

85: **Notes** (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Stronger economy may drive up house prices even further, making them less affordable for young people, families and key workers
- If not managed properly, there could be a danger of increasing the gaps between communities.

Chiltern District Council

Our Purpose: to enhance Chiltern as a desirable place to live, work, visit and enjoy

Our Priorities, goals and promises 2015 - 2020

We will deliver cost effective, customer focused services

1. **Provide best value for money services**
 - Optimise the effectiveness of our resources
 - Reduce costs through the shared services programme with South Bucks District Council Better use ICT to drive out savings whilst providing more flexible service delivery
 - Make the very best of all our assets including on an invest to save basis
2. **Listen to our customers**
 - Consult with you on key issues and respond to results
 - Communicate widely and embrace social media
 - Develop a customer services strategy to ensure convenient, and timely access to services
3. **Provide excellent services**
 - Agree a vision for outstanding service delivery
 - Attract, retain and develop dedicated staff

We will work towards safe, healthy and cohesive communities

1. **Improve community safety**
 - Work with partners to reduce crime and antisocial behaviour and to improve community safety
 - Work with our key partners to help safeguard children and vulnerable adults and prevent them becoming victims of crime
2. **Promote healthy communities**
 - Address the needs of the elderly and those who are vulnerable
 - Plan our leisure provision for the future including the re-development of the Chiltern Pools facility
3. **Promote cohesive communities**
 - Work to support the local community through broadband rollout, enabling development of more affordable homes, and the introduction of a local economic plan
 - Provide increased off street car parking in Amersham to meet future needs
 - Support the voluntary sector and promote volunteering
 - Engage with Parish and Town Councils and local neighbourhoods

We will strive to conserve the environment and promote sustainability

1. **Conserve the environment**
 - Protect the green belt through the planning process and the local development framework
 - Minimise the impact of HS2 (should it proceed) on our local community and environment
 - Conserve our valuable Heritage including the AONB
2. **Promote sustainability**
 - Support Chiltern people to reduce waste and increase recycling
 - Promote a healthy, sustainable and safe built environment
 - Put in place a new Joint Local Plan with South Bucks District Council by March 2017 to help meet local development needs
 - Promote energy efficiency in the Council's operations



Chiltern
District Council

SUBJECT:	<i>Chiltern District Council Performance Report – Q1 2015-16</i>
REPORT OF:	<i>Leader of the Council – Councillor Isobel Darby</i>
RESPONSIBLE OFFICER	<i>Acting Chief Executive – Bob Smith</i>
REPORT AUTHOR	<i>Rachel Prance (01494 732903) Laura Campbell (01895 87236).</i>
WARD/S AFFECTED	<i>Report applies to whole district</i>

1. Purpose of Report

The purpose of this report is to outline the performance of Council services against performance indicators and service objectives during April to June 2015.

RECOMMENDATION

Cabinet is asked to note this report.

2. Executive Summary

Overview of performance indicators (PIs) against targets across the Council:

Portfolio	No of PIs	PI on target ✓	PI slightly below target ◻	PI off target ✗	Unkn own / Data only
Leader	3	1	0	1	1
Community, health & housing	14	0	1	6	7
Sustainable development	10	4	4	1	1
Environment	7	0	0	1	6
Support services	7	2	2	1	2
Customer services	5	4	0	0	1
Total PIs	46	11	7	10	18

3. Reasons for Recommendations

3.1 This reports factual annual performance against pre-agreed targets. Management Team, Cabinet, Council and Overview & Scrutiny Committee receive regular updates detailing our progress towards service plan objectives, performance targets and strategic risks, in line with our Performance and Improvement Framework.

3.2 Two detailed performance tables accompany this report:

- **Appendix A – Priority performance indicators 2014-15**
- **Appendix B – Quarterly corporate performance indicators 2014-15.**

4. Key points to note this quarter:

- 4.1 Of the 10 PIs which were off target, three are priority PIs. Please refer to the appendices for full details.
- 4.2 Of the 18 unknown PIs, three are provided for information only, 10 are not reported for quarter one and four relate to new PIs for this year which are awaiting targets to be set, or the method of calculation has not yet been finalised. One has been unable to be calculated due to the merger of the Uniform system and investigations are ongoing to enable reporting by quarter two.
- 4.3 **Community, health & housing**: of the six PIs which failed to meet targets, four relate to housing, please refer to the appendices to view the reasons for this. One relates to participation in physical activity, which is generally low for the first quarter of the year as many community events coincide with school holidays. The final off-target indicator relates to licensing and is a temporary issue which is expected to improve.
- 4.4 **Environment**: the PI which failed to meet target related to the joint Chiltern and Wycombe waste service: percentage of household waste sent for reuse, recycling and composting. The actual percentage of 52.06% is above the national target of 50% by 2020, but below the very robust target set for the joint contract.

5. Consultation

Not applicable.

6. Options

Not applicable.

7. Corporate Implications

- 7.1 Financial - Performance Management assists in identifying value for money.
- 7.2 Legal – None specific to this report.
- 7.3 Crime and Disorder, Environmental Issues, ICT, Partnership, Procurement, Social Inclusion, Sustainability – reports on aspects of performance in these areas.

8. Links to Council Policy Objectives

Performance management helps to ensure that performance targets set through the service planning process are met and any dips in performance are identified and resolved in a timely manner. This report links to all three of the Council's objectives, listed below:

- Objective 1 - Efficient and effective customer focused services
 Objective 2 - Safe, healthy and cohesive communities
 Objective 3 - Conserve the environment and promote sustainability

9. Next Step

Once approved, this report and appendices will be published on the website.

Background Papers:	N/A
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Appendix A - CDC Quarterly Priority Performance Indicator Report - 2015-16

Code	Title	2014/15 Actual	2014/15 Target	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Target 2015/16 (YTD)	Traffic Light	Latest Note
Leader's																		
CdHR1	Working days lost due to sickness absence	9.4	7.6	8.62	8.64	9.18										11	<input checked="" type="checkbox"/>	
Community, Health and Housing																		
CdCmSf1	Percentage reduction in burglaries from dwellings year on year for Chiltern (monthly)	30.30%	data only	n/a	15.80%	10%										data only	n/a	Thames Valley Police updated their recording system this year, this is now reported on a rolling annual basis.
CdHS1	Number of applicants with/expecting children who have been in B & B accommodation for longer than 6 weeks (snapshot figure at end of month)	1	0	2	2	2										0	<input checked="" type="checkbox"/>	The first of these households has been deemed non-eligible for homelessness assistance and has remained in B&B pending a review following a Solicitor's request. The second household has been accommodated pending enquiries into potential domestic violence and a potential legal interest in other accommodation. Arrangements are underway to move the second household on to alternative temporary accommodation.
CdHS8	Number of households living in temporary accommodation (snapshot at the end of the month)	25	22	31	28	33										21	<input checked="" type="checkbox"/>	There is currently a significant demand for temporary accommodation arising from an upturn in applications and limited opportunities to move on existing TA occupiers (e.g. due to a low number of vacancies arising in social housing stock). Officers are continuing to work to reduce numbers in TA through use of direct lettings and focus on prevention measures where possible.
Sustainable Development																		
CdSD2	Special measures: speed of processing major applications, for assessment in Oct/Nov 2015 (cumulative)	86.84%	41.00%	86.84%	87.50%	87.80%										41.00%	<input checked="" type="checkbox"/>	Review period is 1st July 2013 - 30 June 2015. 36 out of 41 major applications during this period processed within time.

Code	Title	2014/15 Actual	2014/15 Target	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Target 2015/16 (YTD)	Traffic Light	Latest Note
CdSD5	Special measures: quality of major applications, for assessment in Oct/Nov 2015 (cumulative)	5.13%	19.00%	5.13%	5.13%	5.13%										19.00%		Period for major applications determined is: 1st January 2013 - 31st December 2014. Period for appeals overturned against the applications determined in this period is to 30th September 2015. Two overturned on appeal out of 39 appeals, with the results of a further four cases pending. The appeal against a refused major application at Amersham & Wycombe College falls outside of this indicator due to the Council's decision date.
CdSD10	Processing of planning applications: minor applications processed within 8 weeks (cumulative)	80.99%	70.00%	84.21%	80.39%	79.71%										70.00%		Subject to validation checks.
CdSD11	Processing of planning applications: other applications processed within 8 weeks (cumulative)	94.33%	90.00%	93.39%	89.66%	91.74%										92.00%		Subject to validation checks. A total of 103 'other' applications were determined in June with 100 decisions made within time, including 89 'domestic householder' extension decisions. For the year to date, 308 out of 335 decisions were on time.
Environment																		
CdWR3	Percentage of household waste sent for reuse, recycling and composting (cumulative)	50.32%	56.00%			52.06%										57.00%		Jointly reported for Chiltern and Wycombe as per the joint contract. Provisional figure, subject to verification.
Customer Services																		
CdRB1	Speed of processing - new HB/CTB claims (by period monthly)	16.39	18	17.08	16.46	15.58										18		
CdRB2	Speed of processing - changes of circumstances for HB/CTB claims (by period monthly)	3.09	5	5.48	4.1	4.74										5		
CdRB3	% of Council Tax collected (cumulative)	99.30%	99.00%	5.35%	15.23%	24.88%										99% (24.74%)		

Code	Title	2014/15 Actual	2014/15 Target	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Target 2015/16 (YTD)	Traffic Light	Latest Note
CdRB4	Percentage of Non-domestic Rates Collected (cumulative)	98.60%	98.00%	9.87%	19.67%	28.73%										98% (24.5%)	<input checked="" type="checkbox"/>	

Appendix B - CDC Quarterly Corporate Performance Indicator Report - 2015-16

Note: Excludes Priority Performance Indicators - see Appendix A

KEY R This PI is below target A This PI is slightly below target G This PI is on target																			
PI code	Name	2014/15 Value	Annual target 2014/15	Apr-15 value	May-15 value	Jun-15 value	Jul-15 value	Aug-15 value	Sep-15 value	Oct-15 value	Nov-15 value	Dec-15 value	Jan-16 value	Feb-16 value	Mar-16 value	Annual target 2015/16	Traffic light (latest actual)	Responsible officer	Latest notes
Leader's portfolio																			
CdCP1 (C)	Number of unique visitors to the main website (by period)	288,504	data only	26,463	33,573	25,476										data only	n/a	Rachel Prance	
CdHR2 (C)	Voluntary leavers as a % of workforce (extrapolated for the year)	new PI	new PI			21.30%										8%	R	Judy Benson	12 leavers during quarter 1, average headcount of 219. Extrapolated, this equates to 48 for the full year, 21.3%.
Community, health and housing																			
CdCL1 (C)	Customer satisfaction rating at the Chiltern leisure facilities	new PI	new PI	annual PI											t.b.a.	n/a	Martin Holt		
CdCL2 (C)	Total participation in physical activities delivered through the GLL community engagement plan (by period)	new PI	new PI			775										6,000 (1,500)	R	Martin Holt	Activity tends to be higher in school holidays.
CdCL3 (C)	Total number of users at all leisure centres (by period)	874,748	840,000			228,569										875,000 (218750)	A	Martin Holt	
CdCmSf 2 (C)	Percentage reduction in violent offences against a person, rolling year on year	data only	data only			-14.7%										data only	n/a	Martin Holt	Chiltern District continues to see a rise in violence against a person. There has been an increase in 62 offences compared to the previous year. The data is being analysed to identify patterns or hotspots that can be targeted.
CdHS2 (C)	Number of affordable homes delivered by (i) new build (ii) vacancies generated by local authority scheme (iii) acquisition of existing properties for social housing (cumulative)	42	33			4										33 (8.25)	R	Martin Holt	Total breaks down as (i) 4 new build flats in Chequers re-development in Chesham (Hightown Praetorian), (ii) 0 vacancies generated and (iii) 0 acquisitions.
CdHS3i (C)	Average Length of stay in B & B temporary accommodation for all households (snapshot at end of quarter)	3.3	5			16										5	R	Martin Holt	This figure relates to only one household who spent 16 weeks in B & B accommodation. This household had a range of complex issues and were subject to multi-agency working. The nature of the case meant that it was more appropriate to continue to accommodate the household in B & B rather than move them on to alternative accommodation. Consequently, they were in B & B for a significant longer period than the average length of stay for previous quarters.
CdHS4 (C)	Number of private sector dwellings vacant for more than 6 months and returned to occupation following local authority intervention	26	40	annual PI											40	?	Martin Holt	Reported annually.	

KEY		R This PI is below target	A This PI is slightly below target	G This PI is on target															
PI code	Name	2014/15 Value	Annual target 2014/15	Apr-15 value	May-15 value	Jun-15 value	Jul-15 value	Aug-15 value	Sep-15 value	Oct-15 value	Nov-15 value	Dec-15 value	Jan-16 value	Feb-16 value	Mar-16 value	Annual target 2015/16	Traffic light (latest actual)	Responsible officer	Latest notes
CdHS9 (C)	Bucks Home Choice – rolling year on year change in number of applicants (%)	new PI	new PI			34%										t.b.a.	n/a	Martin Holt	A total of 380 applicants were registered as "live" applications (i.e. able to bid for vacancies) on Bucks Home Choice at 30/6/14, increasing to 510 by 30/6/15.
CdEH2 (C)	Percentage of food premises (risk rating A to C) that are broadly compliant (snapshot quarterly)	92.28%	89%			t.b.a.										91%	?	Martin Holt	The Uniform database has recently been merged with that of South Bucks and there are currently teething problems with the reports. This will be reported in quarter two.
JtLI3 (C)	Percentage of customers satisfied with the service received (Licensing) - (annual)	67%	89%	annual PI												89%	?	Martin Holt	Reported annually.
JtLI5 (C)	Percentages of licences received and issued/renewed within statutory or policy deadlines (cumulative)	98%	95%			83.20%										97%	R	Martin Holt	95 out of 565 not dealt with within timescales due to staff shortages.
Sustainable development																			
JtBC1 (C)	Applications checked within 10 working days	83.64%	82%	79.00%	86.30%	83.05%										85%	A	Peter Beckford	
JtE4 (C)	Customer satisfaction with the building control service (cumulative)	95.16%	93%	94.00%	94.44%	91.23%										94%	A	Peter Beckford	
CdPP1 (C)	Net additional homes provided	189	133	annual PI												133	?	Peter Beckford	Reported annually.
CdSD7 (C)	Percentage of planning applicants who are satisfied or very satisfied with the planning service (cumulative)	new PI	new PI			76.92%										80%	A	Peter Beckford	Survey system implemented during May.
CdSD8 (C)	Planning appeals allowed (cumulative)	39.00%	35%			43.33%										35%	R	Peter Beckford	During this quarter, 30 qualifying appeals were determined. Of these, 13 were allowed (overturned) by the Planning Inspectorate and 17 dismissed. 8 appeals allowed related to 'Minor' housing developments, 4 to domestic householder extensions and 1 to an agricultural building. None related to 'Major' developments.
CdSD12 (C)	Percentage of new enforcement cases where an initial site visit for an urgent priority case is undertaken within the timescale set out in the Enforcement Policy (cumulative)	100.00%	30%			100.00%										30%	G	Peter Beckford	

Environment

Appendix B

KEY		R This PI is below target		A This PI is slightly below target		G This PI is on target															
PI code	Name	2014/15 Value	Annual target 2014/15	Apr-15 value	May-15 value	Jun-15 value	Jul-15 value	Aug-15 value	Sep-15 value	Oct-15 value	Nov-15 value	Dec-15 value	Jan-16 value	Feb-16 value	Mar-16 value	Annual target 2015/16	Traffic light (latest actual)	Responsible officer	Latest notes		
CdSE1 (C)	Cumulative CO2 reduction from local authority operations from base year of 2008/09	t.b.a.	1%	annual PI										1%	?	Martin Holt	Reported annually.				
CdSE2 (C)	Planning to adapt to climate change (5 levels of performance 0=low 5= high)	3	4	annual PI										4	?	Martin Holt	Reported annually.				
CdWR1 (C)	Waste customer satisfaction survey	new PI	new PI	6 monthly					6 monthly					t.b.a.	n/a	Chris Marchant	Reported six monthly.				
CdWR2 (C)	Residual household waste kg per household	396.47	445.00	annual PI										445.00	?	Chris Marchant	Reported annually.				
JtPF1 (C)	Percentage of faults fixed within SLA period (for implementation when new joint contract starts towards end of 2015)	new PI	new PI			n/a				n/a						t.b.a.	n/a	Chris Marchant	New PI for when the joint facilities management service is implemented.		
JtPF2 (C)	Percentage occupancy rate for car parks (for implementation during 2015/16 following implementation of shared service)	new PI	new PI			n/a				n/a						t.b.a.	n/a	Chris Marchant	New PI for when the joint facilities management service is implemented.		
Support services																					
JtLD1 (C)	Client satisfaction with the shared service. Percentage satisfied or very satisfied.	100.00%	96%	6 monthly					6 monthly					94%	?	Joanna Swift					
CdBS1 (C)	Availability of ICT systems to staff from 8am to 6pm (by period)	99.00%	99%			99.90%										99.50%	G	Sim Dixon			
CdBS2 (C)	Percentage of calls to ICT helpdesk resolved within agreed timescales (by period)	85.00%	95%			87.50%										95%	A	Sim Dixon			
CdBS3 (C)	Percentage of responses to FOI requests sent within 20 working days (by month)	new PI	new PI	57.00%	82.00%											90%	A	Sim Dixon	Due to deadlines for processing, this will always be reported one month in arrear.		
CdF1 (C)	Percentage of small businesses paid within 15 days (by period)	new PI	new PI			80.90%										90%	R	Rodney Fincham	114 out of 141 small business invoices paid within 15 days. Note this includes disputed invoices.		
CdLD2 (C)	The percentage response to the annual canvass	96.00%	94%	annual PI										94%	?	Joanna Swift	Reported annually.				
CdLD3 (C)	Percentage of standard searches carried out within five working days (by period)	100.00%	100%			100.00%										100%	G	Joanna Swift	314 qualifying searches received - 314 carried out within 5 working days		
Customer services																					
CdCS1 (C)	New measure for complaints - t.b.a.	new PI	new PI			n/a										t.b.a.	n/a	Nicola Ellis	New PI for when the joint customer services team is implemented.		

**Chiltern District Council
Cabinet 20 October 2015**

SUBJECT:	BUCKINGHAMSHIRE THAMES VALLEY LOCAL ENTERPRISE PARTNERSHIP (BTVLEP) CONTRIBUTION
REPORT OF:	<i>Councillor Isobel Darby</i>
RESPONSIBLE OFFICER	<i>Acting Chief Executive</i>
REPORT AUTHOR	<i>Bob Smith, 01494 732178, bsmith@chiltern.gov.uk</i>
WARD/S AFFECTED	<i>All</i>

1. Purpose of Report

To consider the Council's continued financial contribution to the Bucks Thames Valley Local Enterprise Partnership (BTVLEP).

RECOMMENDATION

Cabinet to approve the allocation of £3,600 pa from existing budgets, contribution towards the running costs of BTVLEP identified in the report for the period 2015/16 – 2017/18.

2. Reasons for Recommendations

Investment in business growth through BTVLEP will contribute to the sustainability of the local community and businesses.

3. Content of Report

- 3.1 The establishment of the BTVLEP has opened up opportunities to influence the investment of various funding streams which have, and will be, awarded to the area by the government
- 3.2 Whilst the government has awarded substantial funds for investment in growth initiatives determined by the BTVLEP, each LEP is expected to part fund its own day to day running costs. To this end both local authorities and business in the LEP area need to make a contribution which will secure the availability of its secretariat services. In August 2012 Cabinet agreed to provide funding for 2012/13 – 2014/15 and this agreement now needs to be extended for the current financial year and beyond. The contribution

**Chiltern District Council
Cabinet 20 October 2015**

required from each district is based on respective population figures. Chiltern’s contribution is £3,600pa.

3.3 This small contribution will ensure that the Council can continue to play its full role on the BTVLEP Board and help influence the development of business and infrastructure growth initiatives locally and across Buckinghamshire.

3.4 Cabinet is asked to approve the funding which can be delivered within existing budgets.

4. Consultation

Not Applicable

5. Corporate Implications

5.1 Financial

On the basis of population, the Council’s contribution has been assessed at £3,600 for 2015/16 – 2017/18, which is the same level as its 2014/15 contribution.

5.2 Legal

None

6. Links to Council Policy Objectives

Provide best value for money services
Promote healthier communities
Promote sustainability

7. Next Steps

To confirm funding commitment to BTVLEP management.

<p>Background Papers:</p>	<p>It is a legal requirement that we make available any background papers relied on to prepare the report and should be listed at the end of the report (copies of Part 1 background papers for executive decisions must be provided to Democratic Services)</p>
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SUBJECT:	BUSINESS RATES POOLING
REPORT OF:	Director of Resources
RESPONSIBLE OFFICER	Director of Resources
REPORT AUTHOR	Jim Burness email: JBurness@chiltern.gov.uk
WARD/S AFFECTED	All

1. Purpose of Report

The report seeks agreement to proceed to be part of an expression of interest for business rate pooling for 2016/17, if the Government determines pooling is to continue.

RECOMMENDATION

1. To agree to be part of an expression of interest for forming a business rate pool for 2016/17, if the pooling arrangements continue.
2. To indicate which pooling options from Table 1 would be acceptable to the Council, and if any are unacceptable.
3. To delegate to the Director of Resources, in consultation with the Leader and the Support Services Portfolio Holder, authority to make the final decision to be part of any pool, and any subsequent decision to confirm intention to pool and the signing of an Inter Authority Agreement.

2. Executive Summary

The report explains the background and mechanics of business rate pooling. It sets out the issues that need to be considered before finally committing to a pooling arrangement. The report illustrates the various pooling combinations and their financial effects.

3. Reasons for Recommendations

The information available on the likely level of business rates collectable in 2016/17 across Buckinghamshire indicates there are benefits from pooling. There are various pooling combination options which have differing levels of financial benefits.

4. Business Rate Pooling

- 4.1 The Business Rates Retention scheme came into force from April 2013 and changed the way that income from Business Rates was distributed between Central Government and local authorities. The details of how the current system works is shown in Appendix 1.
- 4.2 The benefit from pooling arises from being able to reduce the amount of any overall excess of business rates collected in the pooling area that is paid over to the Government. The authorities in the pooling area are committed to make the same overall payment to Government as they would if they had not joined a pool. Therefore the risk of business rate income falling below the Government forecast rests with the pool, and although safety net arrangements still apply they would only become payable if the combined pool income fell below 92.5% of the combined baseline.
- 4.3 In 2015/16 there are 27 business rate pools covering 193 authorities. Pooling arrangements are reviewed annually with a positive decision required from each authority every year to either continue or not, therefore there is no long term commitment or risk from pooling.
- 4.4 The decision on the actual composition of any pool would be based on an assessment of each authorities forecast of its business rates income for the year ahead, and consideration of the robustness of those forecasts. In the first three years of the new system there was not sufficient confidence among the Bucks authorities about their business rate forecasts due to uncertainties about the level of provisions that need to be made for valuation appeals and write offs. It is felt that for 2016/17 the authorities' positions will be much more certain.
- 4.5 When considering whether to enter into a business rate pool a number of issues need to be considered and these are as follows:
- What are the risks to the various authorities' forecasts of business rates that could affect a) the choice of best combination of authorities, and b) avoid the risk of falling below the Government's forecasts.
 - How it will be ensured that no participant in the pool is worse off as a result of pooling.
 - How will any net gain from pooling be used or distributed.
 - What are the governance arrangements for pooling that would be contained in an inter-authority agreement that provides the legal basis of the pooling.
- 4.6 The first point will be informed by collection experience in 2014/15 and the current year's position. It will also be influenced by the level of provision made in the authorities' accounts for appeals, and information from the Valuation Office on outstanding appeals. From the table in Appendix 1 it can be seen that in the current year Chiltern is forecasting to have growth above the Government's

assumed baseline and therefore would be subject to a levy. This position is anticipated to be repeated in 2016/17.

- 4.7 The remaining points will be covered in the Inter Authority Agreement that will be required for the pooling arrangement. This will provide that:
- Every participant in the pool must financially be at least in the same position through pooling as they would have been if they had remained independent, and that no extra funding is distributed until this is achieved.
 - In respect of use of any additional resources the simplest way approach is allow these to be distributed back to the authorities in the pool, and they separately decide how to use the resources, i.e. it does not form part of the Inter Authority Agreement.
- 4.8 A draft Inter Authority Agreement based on models used by other pools is attached as Appendix 2, and cover:
- The accountable body for the pooling arrangement
 - Arrangements for the provision of information to the accountable body
 - How the net position of the pool will be calculated and how financial adjustments between authorities will be made.
 - A dispute resolution mechanism

This would be worked up with specific details once agreement has been reached regarding which authorities will be part of the pool.

- 4.9 The recent announcements by the Chancellor on the devolution of business rates fully to local authorities by 2020 have raised the question of whether there will be any future invitations from Government to form pools. It is officers understanding that this matter is currently with Ministers for consideration, and it is unknown when there will be any announcements.

5. Options

- 5.1 The Buckinghamshire authorities have commissioned independent advisers to model the various pooling options for 2016/17. These are set out in the table below and show the pooling gain as the total amount of business rates retained within the pooling authorities compared to if they remain separate for business rate retention purposes.
- 5.2 If Chiltern was not part of any pool it would pass over £500k additional in business rates to the Government, pooling would reduce this figure.

Table 1: Financial Gains from the Various Pooling Options

	Option	Top Up / (Tariff) £m	Levy Rate	Pooling Gain £m	Rank by Gain
1	AVDC	10.9	0%	1.1	5 th
2	SBDC	16.2	0%	0.8	=8 th
3	CDC	20.3	0%	0.5	10 th
4	WDC	2.0	0%	0.9	=7 th
5	AVDC, SBDC	(0.2)	0%	1.9	1 st
6	AVDC, CDC	3.9	0%	1.6	=2 nd
7	AVDC, WDC	(14.4)	21%	0.8	=8 th
8	SBDC, CDC	9.2	0%	1.3	4 th
9	SBDC, WDC	(9.2)	15%	0.9	=7 th
10	CDC, WDC	(5.0)	9%	1.0	6 th
11	AVDC, SBDC, CDC	(7.2)	12%	1.6	=2 nd
12	AVDC, SBDC, WDC	(25.5)	32%	0.4	11 th
13	AVDC, CDC, WDC	(21.4)	28%	0.6	9 th
14	SBDC, CDC, WDC	(16.2)	24%	0.8	=8 th
15	AVDC, SBDC, CDC, WDC	(32.5)	37%	0.2	12 th

Note: All pooling options include Bucks CC and Bucks Fire.

- 5.3 The options give a range of overall financial gains from £0.2m (Option 15) to £1.9m (Option 5). For Chiltern the potential benefit would be between 10% and 15% of the total depending on the option, giving a range of additionally retained business rates of £20k (Option 15) to £270k (Option 6).
- 5.4 At this stage pending knowing the preferences of all the authorities, Members can only express any preferred options, or any identify any options that are unacceptable.
- 5.5 Not being part of a pool will mean that there is the likelihood that some of the business rate growth in Chiltern will be taken by the Government via a levy arrangement in accordance with the basic operations of the business rates retention scheme.

6. Corporate Implications

Pooling arrangements are reviewed annually therefore there is no long term financial commitment or risk to the Council. Any financial benefits will be estimated in advance of committing to any pooling arrangements.

Any additional business rates income that may be retained will not be used to support recurring revenue expenditure, and will not be factored into the financing of budgets for council tax purposes. Any additional income would be used for one off expenditure.

The legal arrangements for any business rates pool will be contained in an inter-authority agreement.

7. Links to Council Policy Objectives

Consideration of Business Rates Pooling is part of good financial management.

8. Next Step

- Councils submit expressions of interest by deadline to be set by Government, dependant on the Government confirming the continuation of pooling.
- Confirmation to Government of intention to be a business rate pool, late January 2016.

Background Papers:	None
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The Business Rates Retention Scheme

Prior to April 2013, billing authorities such as Chiltern District Council received business rates income from businesses and paid all amounts collected over to a Central Government 'pool' in full. They then received a grant back from Central Government from this pool.

From 2013/14 billing authorities continue to collect all business rates income into the Collection Fund, but this is now directly distributed to each preceptor using the following percentages.

- | | |
|------------------------------------|-----|
| • Central Government | 50% |
| • Billing Authority (e.g. SBDC) | 40% |
| • County (e.g. BCC) | 9% |
| • Fire Authority (i.e. Bucks Fire) | 1% |

As business rates are still part of the overall system for funding local authorities the income from business rates is taken into account in the Government's assessment of what funding should be made available to individual authorities based on their assessment of the spending needs of authorities. Where the business rates income is greater than the assessed need the authority is required to pay over to the Government the excess as a tariff payment, where the income is less the authority will receive additional funding from Government as a top up payment. In two tier areas district councils will be subject to tariffs, and counties will receive top ups.

The Business Rates Baseline

When Central Government implemented the Business Rate Retention Scheme, it set out:

- What it expected each authority would receive in Business Rates, and
- Its expectation of what each authority would need from Business Rates to fund services (the 'baseline').

Any excess over what was deemed to be needed, is payable to Central Government as a 'Tariff'.

The figures for CDC are shown in the following tables.

Growth / Reduction in Amounts Collected

The actual amount collected in Business Rates income will of course differ from the estimated amounts.

- Additional Business Rates income represents growth, and CDC get to keep 50% of any additional income over and above its Baseline position. The other 50% is payable to Central Government as a Levy.
- On the other hand a reduction in Business Rates income results in a loss to CDC. However this loss is limited to 92.5% of the Baseline position. Any loss greater than this is covered by a 'Safety Net' payment from Central Government.

Effect of new Business Rate Compensation Grants

Working out whether local authorities have collected more from Business Rates than the Baseline has also been complicated by Central Government making changes to the Business Rates scheme.

Central Government has:

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- Limited the annual increase in Business Rates to 2%, whereas the Baseline figures were calculated based on the normal RPI increase.
- Extended the Small Business Rate Discount Scheme, whereas the Baseline figures did not take this extension into account.
- Announced in the Autumn Statement, a new relief for retail premises and further relief for businesses that take on retail premises that have been empty for 18 months or more.

This means that local authorities are now collecting less than they otherwise would have done. Central Government is therefore paying local authorities additional grants to compensate for the lost Business Rates income.

The comparison to Baseline is therefore now based on Business Rates income plus Business Rates Compensation Grants.

CDC Figures

	2013/14 Actual £'000	2014/15 Actual £'000	2015/16 Estimate £'000
Bus Rates Income	7,496	7,818	8,456
Bus Rates Compensation Grants	268	446	632
Tariff	(6,603)	(6,732)	(6,861)
Total Before Safety Net / Levy (A)	1,161	1,532	2,227
Baseline	1,305	1,330	1,355
Safety Net Payment / (Levy) B	46 Income is <u>below</u> baseline so get a safety net payment	(101) Income is <u>above</u> baseline so pay 50% levy	(436) Income is <u>above</u> baseline so pay 50% levy
Retained NDR Income (A+B)	1,207	1,431	1,791

Draft Inter Authority Agreement for Pooling of Business Rates**Buckinghamshire Rates Pool**

This Agreement is made between: XXX Councils

1. Purpose

1.1 It is the intention of the Pool Members to improve the well-being of the communities they serve. By working together they can retain a greater proportion of any business rate growth within the Pool area for the benefit of residents and businesses.,

2. Key Principles

2.1 The Pool Members agree that they will operate the Pool in accordance with the following principles:

Increase in Resources

The Pool Members recognise that the fundamental objective of the Pool is to generate increased BRRS income for Pool Members.

Fairness

The Pool Members agree to share the costs, risks and benefits of local business rate retention. Pool Members should be no worse off than if they were outside the Pool subject to meeting any Safety Net commitments across the Pool should they arise.

Information sharing

Pool Members will make available all information and analysis required by the Lead Authority to administer the Pool. This also includes sharing data and intelligence outside of the formal reporting mechanisms on any substantive issues relating to business rate retention within their area including the award of any discretionary reliefs.

Reasonableness of Decision-Making

Pool Members agree that all decisions made in relation to this Agreement shall be made by them acting reasonably and in good faith.

3. Buckinghamshire Business Rates Pool Board

3.1 The governing Board for the pool will consist of the S151 Officers, or their nominated deputies from each authority within the pool. The Board will meet at least twice a year, but a meeting can be called at any time by mutual agreement. The board will meet to:

- Agree a schedule of payments;
- Receive an initial forecast of financial benefits arising from the completion of NNDR1 by each member authority;

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- To discuss any statutory requirements and to either re-affirm membership of the pool for the following financial year, or to agree to dissolve the pool;
- To determine the Lead Authority for the following financial year and agree any changes required to these governance arrangements;
- To receive in year and end of year monitoring statements;
- To discuss matters arising.

4. Status of the Agreement

4.1 This Agreement is legally binding.

4.2 Pool Members have approved this Agreement in advance of the Secretary of State designating the Pool for the purposes of the Business Rates Retention Scheme. If the Secretary of State adds conditions to the designation, either initially or at any point in the future an immediate review of this Agreement, as outlined in Section 3, will be triggered.

5. Term of Agreement

5.1 This Agreement shall continue to be in place unless terminated in accordance with these terms.

5.2 This Agreement is subject to a further financial review after publication of the Draft Local Government Finance Report. Any decision not to proceed by an individual member must be made to DCLG within 28 calendar days of the publication of the Draft Local Government Finance Report. This will automatically dissolve the pool. In advance of any Pool Member notifying DCLG of their withdrawal they must give notice to the other Pool Members within 21 days of publication of the Draft Local Government Finance Report.

5.3 Any Pool Member can leave the Pool from 1 April of the following financial year providing:

5.4 Written notice is given to other Pool Members and DCLG in at least sufficient time for the Pool to remain in place for the remaining Pool Members, should they wish it to continue. Sufficient time is taken to be at least 2 months in advance of the deadlines for renewals / applications specified by DCLG in regulations and/or guidance and no later than 31 August, whichever is the earlier.

5.5 All liabilities to and from the Pool are paid.

6. Administration of the Pool

6.1 In advance of each financial year the Pool Board will determine a Lead Authority for the Pool. In addition each authority will nominate a lead officer for administration purposes. The lead officer of the Lead Authority will act as the point of contact with central government on behalf of the pool.

6.2 The Lead Authority will maintain proper accounting records for the pool and produce a final statement in a timely manner to allow member authorities to reflect any relevant amounts and issues in their own statement of accounts. In addition interim statements will be shared with all member authorities on a quarterly basis.

6.3 The Lead Authority shall arrange and provide administrative support to the Pool Board meetings. Any reasonable additional costs incurred by the Lead Authority in the provision of this

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function will be reimbursed by Pool members in proportion to their potential gains provided that these costs have been agreed in advance.

6.4 XXX Council will act as the Lead Authority for the Buckinghamshire Business Rates Pool.

6.5 The responsibilities of the Lead Authority are:

- With reference to Schedule 1 to make payments on behalf of the Pool to central government and Pool Members on time and in accordance with the schedule of payments;
- To liaise with and complete all formal Pool returns to central government on behalf of Pool Members;
- To keep Pool Members informed of all communications with central government,
- To manage the resources of the Pool in accordance with this Agreement;
- To prepare quarterly monitoring reports and consolidate intelligence on future resource levels on behalf of the Pool;
- To prepare the annual report of the Pool's activity;
- To co-ordinate the annual review and refresh of the Pool's governance arrangements and the methodology for the allocation of resources;
- To secure the completion of any legal agreements, accounting and audit arrangements required to support the operation of the Pool;
- With reference to Schedule 1 to consult on and administer the schedule of payments between Pool Members in respect of all financial transactions that form part of the Pool's resources;
- With reference to Schedule 1 to lead on the timely provision of the information required by Pool Members, in preparing their annual Statement of Accounts in relation to the activities and resources of the Pool; and
- To administer the continuation or the dissolution of the Pool in future years.

6.6 To assist the Lead Authority in fulfilling this role, the responsibilities of individual Pool Members are:

- With reference to Schedule 1 to make payments to the Pool on time and in accordance with the schedule of payments;
- With reference to Schedule 1 to provide accurate, timely information to the Lead Authority to enable all formal Pool returns to central government to be completed;
- To inform the Lead Authority, as soon as is practical, of any intelligence that may impact on the resources of the Pool either in the current year or in future years;
- To provide such information as the Section 151 Officers agree is reasonable and necessary to monitor/forecast the Pool's resources within the timescales agreed;
- To provide such information as the Section 151 Officers agree is reasonable and necessary on the use of the Pool's resources for inclusion in the Pool's annual report; and
- With reference to Schedule 1 to provide accurate and timely information on the end of year financial performance of the business rates collection fund to enable the Lead Authority to calculate the end of year accounting entries needed.

7. Unforeseen circumstances

7.1 As these arrangements are new it is plausible that circumstances arise that have not been fully thought through. Where such situations arise these matters will be considered by the pool board and additional arrangements agreed bearing in mind the over-arching principles set out at the head of this document. Unless there is legal constraint otherwise, such new arrangements may be applied retrospectively, if agreed by the board.

8. Dispute Resolution

8.1 The Pool Members shall attempt in good faith to negotiate a settlement to any dispute arising between them out of or in connection with this Agreement. If this cannot be resolved by the Section 151 Officers it will be referred to a meeting of all Member Authorities' Heads of Paid Service for resolution. If no resolution results, then an independent mediator will be appointed by a majority vote of the Pool Members. The decision of the appointed mediator will be binding on all Pool members save in the case of manifest error or on a point of law.

9. Cash Management

9.1 The governing principle for the cash management of the Pool is that no individual Pool Member, including the Lead Authority, should incur a treasury management gain or loss as a result of the transfer of funds between Pool Members.

9.2 The Financial Protocol sets out the practical application of cash management principles to meet this principle.

9.3 Any funds held by the Lead Authority on behalf of the Pool will attract interest at the LIBOR 7 day rate applicable at the time if held for more than 5 working days (If triggered interest will apply to all days the funds are held including the initial 5 day period).

9.4 Where the pool owes funds to central government these will be paid over by the lead authority in a timely manner. Where the lead authority fails to do this and there are financial consequences (fines, interest payments, etc.) such costs will be borne by the lead authority, not the pool in the first instance. If the lead authority feels that there were particular circumstances beyond its control which led to the additional costs it may apply to the pool board to charge such costs to the pool. The board will not withhold such permission unreasonably.

9.5 Where funds owed by the pool are to come from authorities other than the lead authority such funds will be transferred to the lead authority no later than 4 working days in advance of the due date for the pool payment. Where failure to do this results in financial consequences (fines, interest payments, etc.) such costs will be borne by the non-compliant authority. If that authority feels that there were particular circumstances beyond its control which led to the situation it may apply to the pool board to charge such costs to the pool. The board will not withhold such permission unreasonably. In addition to any externally applied costs, failure to meet these requirements will attract an interest penalty chargeable at the LIBOR 7 day rate applicable at the time, which will be applied to the pool. Interest will be chargeable from the time the money was due to the pool/lead authority until such time as it is actually paid.

9.6 Where funds are received from central government the lead authority will ensure that such funds are distributed to member authorities within 4 working days of receipt from central government, in line with the agreed distribution arrangements set out above. If no further distribution is required the funds will be held within the pool and attract interest as set out above. Where the lead authority fails to distribute funds in line with this requirement it shall pay, at its own expense in the first instance, interest at the LIBOR 7 day rate applicable at the time. Interest will be payable from the time the money was due from the pool/lead authority until such time as it is actually paid. If the lead authority feels that there were particular circumstances beyond its control which led to the situation it may apply to the pool board to charge such interest to the pool. The board will not withhold such permission unreasonably.

10. Distribution

10.1 Pool funds will be distributed as follows;

- Gains shall be distributed half to Major Precepting Authorities (excluding TVPCC) and half to the Pooling Districts, to be shared in proportion to their contribution to the overall amount of business rate growth for the year arising from their area.
- If unanimity can be reached by the board, any other distribution agreed can be implemented.

11. Glossary of main technical terms

There are a number of technical terms used throughout this document. The meanings of these terms are as follows:

Agreement	Refers to this document and to Schedule 1 (Financial Protocol)
Base Rate	The prevailing level of interest rate set by the Bank of England.
Baseline Funding	Government's assessment at the outset of BRRS of the income an authority could raise through the BRRS.
Business Rates Retention Scheme (BRRS)	The new system of local government funding implemented in April 2013 which provides for the local retention of a proportion of business rates.
Gross Retained Levy	The total amount of the levies that would have been paid by individual Pool Members had the pool not existed.
Lead Authority	The Pool member who will act as the lead in administering the pool, in particular receiving shares of tariff, paying top-ups and managing the distribution of Gross and Net Retained Levies and Local Volatility Fund.
Levy	A payment due to central government related to BRRS income above Baseline Funding levels. Calculated using a nationally set formula.
Net Retained Levy	The amount of Levy retained locally. This is calculated as the sum of levies to be paid by individual Pool members if the Pool did not exist less the Levy to be paid by the Pool less any Safety Net funding that would have been due to individual Pool members if the Pool did not exist (and if not able to be supported through the Local Volatility Fund) less the administrative costs of the Pool.
NNDR1/NNDR3	Central government forms used to estimate a future year's business rates prepared on an annual basis by all billing authorities and used as the basis for allocating shares of business rates/year end form for determining final calculations.

Pool	A voluntary arrangement amongst a group of local authorities to pool the business rates generated locally in accordance with the BRRS pooling prospectus published by DCLG in July 2013.
Safety Net	Payment received by an authority from central government under the BRRS if BRRS income falls by more than a specified percentage below the Baseline Funding Level. It is calculated using a national formula.
Schedule 1	Refers to the Financial Protocol' that would be attached to this document.

Agreed on behalf of XXX Council (Each participant in the Pool)

Director of Resources/Chief Finance Officer (Section 151 Officer)

Name:

Signature:

Date:

SUBJECT:	<i>Treasury Management – Quarterly Report Quarter 2 2015/16</i>
REPORT OF:	<i>Jim Burness, Director of Resources</i>
RESPONSIBLE OFFICER	<i>Helen O'Keeffe, Principal Accountant</i>
REPORT AUTHOR	<i>Helen O'Keeffe, hokeeffe@chiltern.gov.uk 01494 732781</i>
WARD/S AFFECTED	<i>All</i>

1. Purpose of Report

- 1.1 To report on the Treasury Management operation of the Council for July – September 2015.

RECOMMENDATION

The Cabinet is requested to note the Treasury Management performance for 2015/16.

2. Background

- 2.1 The Council is required to comply with the CIPFA Code of Practice on Treasury Management. The primary requirements of the code are:
- (i) Creation and maintenance of a Treasury Management Policy Statement, which sets out the policies, and objectives of the Council's treasury management activities.
 - (ii) Creation and maintenance of Treasury Management Practices, which set out the manner in which the Council will achieve those policies and objectives.
 - (iii) Receipt by the Cabinet and Council of an annual strategy report for the year ahead and an annual review report of the previous year.
 - (iv) The delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.

3. Quarterly Report on Treasury Management Quarter to September 2015

- 3.1 As a debt free authority the treasury management activities of the Council are exclusively concerned with the investment of its reserves, as the Council does not undertake any borrowing.
- 3.2 There were no changes in the base rate in the quarter, with the rate having remained at 0.5% since March 2009.
- 3.3 The total of loans outstanding at the end of the quarter was £11,000,000 detailed in the table below.

UK Institutions	Fitch Credit Rating	Principal £	Interest Rate	Invested	Matures
Lloyds Banking Group	A+				
Fixed Deposit		1,000,000	1%	05/11/14	05/11/15
Fixed Deposit		1,000,000	1.55%	02/06/14	02/06/17
Fixed Deposit		1,000,000	1%	28/07/15	27/07/16
Natwest	BBB+				
95 Day Notice		2,000,000	0.30%		09/11/15
Nationwide Building Society	A				
Fixed Deposit		1,000,000	0.90%	19/05/15	19/05/16
Fixed Deposit		1,000,000	0.90%	28/07/15	28/07/16
Santander	A				
Fixed Deposit		1,000,000	1%	09/03/15	09/03/16
Fixed Deposit		1,000,000	0.98%	19/06/15	20/06/16
Fixed Deposit		1,000,000	1%	09/03/15	09/03/16
Svenska Handelsbanken	AA-				
Instant Access		1,000,000	0.35%		
Total Deposits		11,000,000			

3.4 Notice has been given to return the funds in the Natwest 95 day notice account; the funds will be returned in early November.

3.5 Capita Asset Services Treasury is engaged by the Council as its Treasury Management consultants providing advice on investment, performance and regulations where necessary.

4. The Prudential Capital Code – Prudential Indicators

4.1 In accordance with the Prudential Capital Code the Council reviews its Prudential Indicators on a quarterly basis. Prudential Indicators are reviewed annually as part of the Treasury Management Strategy review which will be reported to Cabinet in February 2016. Movements in the Prudential Indicators for the year 2015/16 to date are as follows:

4.2 Interest rate exposures

The interest rate exposure on investments has moved as follows:

Date	Investments as a % of total	
	Fixed	Variable
30/06/15	62.5%	37.5%
30/09/15	72.7%	27.3%

This Prudential Indicator sets an upper limit on fixed interest rate exposures of 100% and variable interest rate exposures of 33% of net outstanding principal sums.

4.3 Principal sums invested for periods longer than 12 months

The limit for non-specified investments is 100% of total investments, of which up to 50% only can be greater than 12 months. The figures are as follows:

Date	Total investments	Sums invested for greater than 12 months	% of total investments
30/06/15	£9m	£5m	56%
30/09/15	£11m	£6m	55%

Of the £6m invested for greater than 12 months, £5m of this is for 5 loans with durations of 366 or 367 days. The time periods over which sums have been invested reflect the current level of rates that do not incentivise long term cash investments.

4.4 The fixed term investments have increased from £9m to £11m between June and September because more funds have been invested over fixed time periods. As at the end of September, £9.045m was held in instant access funds for everyday cashflow purposes compared to £9.145m at the end of June.

5 Corporate Implications

5.1 The budgeted income from investments for 2015/16 has been set at £110,000. Interest earned in the year to September is £70,384. This includes some additional bonus interest earned on the instant access cash accounts at the end of our first year of banking with Barclays. It is likely that the budgeted income target for 2015/16 will be exceeded by a modest amount.

Background Papers:	None
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SUBJECT:	<i>Local Development Scheme Review</i>
REPORT OF:	<i>Sustainable Development – Councillor Peter Martin</i>
RESPONSIBLE OFFICER	<i>Peter Beckford, Head of Sustainable Development</i>
REPORT AUTHOR	<i>Graham Winwright, 01895 837298 gwinwright@chiltern.gov.uk</i>
WARD/S AFFECTED	<i>All</i>

1. Purpose of Report

Following the recent Government announced objective for speeding up plan-making, to consider options and a recommended way forward to produce a new Local Plan by early 2017 through a review the Councils' approved Local Development Scheme and other associated necessary actions.

RECOMMENDATION

That Cabinet recommend to Council;

1. Subject to agreement by South Bucks District Council, Chiltern District Council agrees to the preparation of a joint Chiltern and South Bucks Local Plan (2014 – 2036) under Section 28 of The Planning and Compulsory Purchase Act 2004 and for the preparation of a joint Chiltern and South Bucks Local Development Scheme to this effect.
2. Subject to approval of Recommendation 1 above and agreement by South Bucks District Council, that Council approves a joint Chiltern and South Bucks Local Development Scheme timetable such that the timetable comprises the following:
 - a) public consultation on a joint Local Plan in accordance with Regulation 18 of The Town and Country Planning (Local Planning) (England) Regulations 2012 commencing in January/February 2016 incorporating an 'Issues and Options' consultation
 - b) a preferred options consultation commencing in October/November 2016
 - c) pre-submission consultation on the Local Plan in accordance with Regulation 19 of The Town and Country Planning (Local Planning) (England) Regulations 2012 commencing in March/April 2017
 - d) submission of the Plan to the Secretary of State in accordance with Regulation 22 of The Town and Country Planning (Local Planning) (England) Regulations 2012 in September 2017
 - e) anticipated examination in December 2017
 - f) anticipated adoption in June 2018
 - g) on-going Duty to Co-operate

- h) review the need for a combined Chiltern and South Bucks community infrastructure levy at the most relevant point between September 2016 and July 2017.
3. Agree the establishment of a Joint Planning Policy Member Reference Group with:-
- a) The Group to consist of equal membership from the two councils, namely respective cabinet members with responsibility for planning plus up to five other members nominated by each council. Other than for the cabinet members there will be no substitutes and the cabinet members will be free to nominate a substitute member as and when necessary.
 - b) Meetings will not be open to the public and agendas, reports, documents and any notes of the meeting will be kept confidential amongst the two councils.
 - c) Other members of the councils will be able to attend the meetings and will be able to contribute to the meeting with the agreement of the Chairman.
 - d) The Group to have no decision making powers but to provide advice and a steer on the preparation of planning policy matters. Meetings will be arranged as required in order to progress the joint Local Plan to the Local Development Scheme Timetable, associated matters and other Local Plan related matters after the Local Plan has been adopted with due notice being given.
 - e) To be quorate, the meeting will require at least two appointed members from each Council to be present.
 - f) The terms of reference for the Group to be agreed at the first Group meeting.
 - g) Meetings as far as practicable will generally alternate between Chiltern and South Bucks offices. Both councils to elect a Chairman at the first meeting, with the chairmanship of meetings alternating between the two Councils (i.e. one chairing one meeting and the next chairing the next meeting at the respective Councils).
4. That Council agree the nominations for the Chiltern member places on the Group, with those members to remain in place unless otherwise determined by Council.

That Cabinet approve, subject to recommendations 1 and 2 above being agreed by Council and South Bucks District Council:-

5. To delegate authority to the Head of Sustainable Development to update the supporting Local Development Scheme document as a new joint councils Local Development Scheme. In exercising this delegation the Head of Sustainable Development will consult with and take into account the views of the Cabinet Member for Sustainable Development and the South Bucks District Council Cabinet Member for Sustainable Development.

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6. That notification of the revised Local Development Scheme Timetable be sent as soon as practicable to all Duty to Co-operate organisations, the Bucks Thames Valley Local Enterprise Partnership, the Milton Keynes and Buckinghamshire Natural Environmental Partnership and groups, organisations and individuals on the Council's Planning Consultation Database.
 7. That all of the public consultations on a joint emerging Local Plan to be carried out so as to meet the minimum requirements of both the Chiltern District Council and South Bucks District Council statements of community involvement.

Cabinet are also recommended to:-

8. Request as a matter of urgency the Joint Committee consider agreeing to the Planning Policy Team forming a shared service with South Bucks District Councils' Planning Policy Team, to be located at one of the authorities offices, either at Amersham or Denham.
9. Request as a matter of urgency the Personnel Committee to consider the staff resource implications for expediting the local plan to meet the Government objectives.
10. Agree to the funding of £400,000 additional expenditure to be met from the Council's Planning reserve.

2. Reasons for Recommendations

- 3.1 The new Government objectives for local plan-making will require a change to the Council's approved Local Development Scheme whilst presenting a significant challenge to produce a local plan by early 2017. The recommended approach is in line with a recommendation from the Shared Service Peer Review, will secure the best opportunity for the Council to meet the Government objective whilst having least financial impact.

3. Content of Report

- 3.1 The Government is to prepare a national league table for local plan-making and has said that "*In cases where no Local Plan has been produced by early 2017 – five years after the publication of the NPPF – we will intervene to arrange for the Plan to be written, in consultation with local people, to accelerate production of a Local Plan.*" Although the league table has not yet been published and it is not clear which local planning authorities could be affected it is clear that the Government is seeking to accelerate the preparation of local plans across the country, particularly in areas of high development pressure, and to significantly boost the supply of new housing to meet needs.
- 3.2 The approved Local Development Scheme for Chiltern has a timetable to 'produce' a new replacement local plan by September 2017, with examination in January/February 2018 and adoption in July 2018. Programming is a reflection of a number of factors

including available resources, duty to co-operate and the need to put in place a number of evidence base studies.

3.3 Officers are confident that the Council can meet the Government objective through a joint local plan as:

- a) A joint local plan will make more efficient use of available staff resources across the two councils and remove duplication in a number of areas. Whilst additional resources would be needed to speed up the preparation of separate local plans for South Bucks and Chiltern, less additional resources would be needed for the preparation of a joint plan.
- b) The Government has announced that it will be bringing forward measures to support the speeding up of local plans, anticipated to be in October, and is expected to help relieve some of the evidence base burden on local planning authorities.

3.4 The above is also dependent on:-

- a) Additional resources – financial implications set out below and staff implications to be considered by the Personnel Committee
- b) The Planning Policy services from both councils forming a single shared Planning Policy team. Members will recall this was an option when the Joint Committee considered the Planning Policy Shared Service Business Case but was not accepted at the time and so this decision in the light of changed circumstances will need to be reconsidered.
- c) To have a co-located team based at one of the two authorities offices.
- d) Joint Planning Policy Member Reference Group to allow confidential discussions and to provide advice to the Cabinet members and Cabinets. The Group not to have any decision making powers but to assist in steering the development of the Local Plan to be the subject of subsequent public debate/papers.
- e) Possibly the need for both councils to have additional Cabinets to ensure co-ordination of decisions to meet the timetable.
- f) Creation of a single local plan where development proposals are not ring-fenced towards meeting needs in a particular area but where proposals are brought forward so as to best deliver sustainable development.

4. Consultation

4.1 Lead officers from all adjacent local planning authorities to South Bucks and Chiltern district councils, the other Berkshire local planning authorities, Milton Keynes Council, Buckinghamshire County Council and the Bucks Thames Valley and Thames Valley Berkshire local enterprise partnerships have been consulted.

4.2 At the time of writing this report the following summary comments had been received:

- a) Buckinghamshire County Council: Initial response is that the joint approach seems sensible (both in totality and duty to cooperate terms).
- b) Milton Keynes Council: Do not consider there to be any pressing concerns about a potential joint Plan for the two authorities and the evidence required, from this Council's point of view. However, it will be important to maintain our involvement as things progress so that we can be kept up to speed with any unmet development needs which either Council may identify.
- c) Dacorum Borough Council: Do not consider that the proposal should raise any duty to co-operate issues above and beyond those previously highlighted. Note the complications regarding the Bucks-wide work on the SHMA and the fact that the two authorities appear to sit within separate Housing Market Areas.
- d) Bracknell Forest Council: From our perspective we will continue pushing for our SHMA to be completed asap, so we can progress with our local plan.
- e) Wycombe District Council: Welcome the fact that you are commissioning ORS/Atkins to review the implications of a joint local plan for the definition of the HMA and FEMA and look forward to seeing the draft findings. If the conclusion is that South Bucks is drawn into the central Bucks HMA by virtue of being combined with Chiltern then clearly the Central Bucks HEDNA work would need to be updated. We would have to consider how this work is integrated into the current HEDNA work. We should recognise upfront the implications should the Central Bucks HMA be expanded to include South Bucks. I agree that if this happened then the logic is for South Bucks to become a signatory of the recently signed MoU. However there is no doubt that given the likely scale of housing need in South Bucks and the constraints of the District, there is the potential for further unmet need being identified. This undoubtedly increases the challenge and risk we face in Bucks.
- f) Aylesbury Vale District Council: Our position is much the same as Wycombe's i.e. we accept that the best fit HMA has to apply joint local authority boundaries where there is to be a joint Local Plan for that area. We would however need to see the justification for that best fit area applying to all four Bucks councils as the relationship between S Bucks/Chiltern and Aylesbury Vale will need to be considered.

The other aspect that concerns us is also one shared by Wycombe i.e. what will the impact on unmet need be and the timetable for finding that out. AVDC is aiming to produce a draft Plan next Spring so we would need to know implications of unmet need as soon as possible to avoid any delays in our plan preparation. Therefore a timetable will need to be produced and then the MoU can be updated to reflect the responsibilities of the signatories.

5. Options

5.1 The Council has three options, to continue on the current Local Development Scheme timetable (which will not meet the Government objective for plan-making); to progress a Chiltern Local Plan to a shorter timescale (requiring additional resources and with significant risks of not meeting the timetable); or to explore a joint local plan with South Bucks District Council to meet the Government objective (also requiring additional resources but less than carrying out separate plans, costing less to prepare particularly in the 'examination' stage, having less timetable risks and would meet a recommendation coming out of the Peer Challenge Review).

7. Corporate Implications**7. Corporate Implications**

7.1 *Financial* – there are required to be a number of Council related decisions, namely

- Cabinet on 20th October/Council on 3rd November – decision on whether to prepare a joint local plan with Chiltern/South Bucks
- Joint Committee on 26th October – reconsideration of the Planning Policy Shared Service Review, essentially whether there should be a single team in a single location should a joint plan be pursued
- Personnel Committee on 28th October – decision on resources within Planning Policy whether a joint plan is pursued or not.

There are financial implications from all of the above decisions as summarised by the attached table.

Service Activity	Estimated cost for Chiltern Local Plan	Estimated cost for South Bucks Local Plan	Estimated cost for a joint local plan/Shared Service	
			Chiltern (50%)	South Bucks (50%)
Staff Costs (draft budget for 2016/17)	£277,094	£233,978	£255,536	£255,536
Additional Proposed Staff Costs – full year cost and max.	£25,596	£96,868	£37,015.5	£37,015.5
<i>Staff Costs Sub-Total</i>	<i>£302,690</i>	<i>£330,846</i>	<i>£292,551.5</i>	<i>£292,551.5</i>
Local Plan Costs (to adoption)	£485,900	£524,500	£363,055.5	£363,055.5
Total	£788,590	£855,346	£655,607	£655,607
Combined Totals	£1,643,936		£1,311,214	

Staff costs would be part of an overall shared service with costs being met between the two authorities. If the Shared Service Review is agreed by the Joint Committee there would be a net saving (in terms of cost avoidance) from staff costs compared to Chiltern undertaking a separate Chiltern Local Plan.

Additional costs are recommended to be met through a combination of existing budgets across the two councils, use of reserve budgets and to be considered as part of future budget processes.

Other than staffing costs, a joint local plan will secure significant savings through for example having a single plan examination (estimated £100k saving), increased evidence base cost sharing/other savings (estimated at £190k across both councils), thus maximising cost avoidance. There is also expected to be other efficiency and time savings within Planning Policy (e.g. removal of duplications) and across the two councils, for example services will only need to engage on one local plan and a reduced collective number of member meetings. Accordingly, the preparation of a joint local plan will be more cost-effective than continuing with the preparation of separate local plans. Additional resources will be needed to deliver a shared service including additional project management time estimated as a one off cost of £12,000.

The additional costs over and above the current budgetary estimate is £400,000 and is recommended to be met from the Council's Planning reserve, which as at 1st April 2015 stood at £1,056,000. The £400,000 estimate being arrived as follows:

	Estimate	Balance
Reserve Balance at 1 st April 2015		£881,000
Estimated spend from Reserves for 2015/16	£200,000	£681,000
Joint Local Plan additional costs for 2016/17	£163,000	£518,000
Additional Salary cost	£35,000	£483,000

There are therefore sufficient funds in the reserve for the time being however in due course contributions to the reserve will need to be made to complete the plan process. It should also be noted that this reserve is not solely for the use of the local plan.

7.2 *Legal* – the Council's legally are able to prepare a joint local plan and operate through a shared service planning policy team.

7.3 *Environmental Issues and Sustainability* – having a single local plan is expected to reduce the overall use of paper while the plan itself will be the subject of a Sustainability Appraisal, Strategic Environmental Assessment and Habitat Regulation Assessment.

7.4 *ICT* – there will be ICT implications for a shared service which will need to be identified and addressed but in the same way as other services that have become single teams in one location.

7.5 *Partnership* – addressed in section 4 of this report.

8. Links to Council Policy Objectives

8.1 The recommendation will deliver cost effective, customer focused services by providing a best value for money service particularly through optimising use of resources reducing unavoidable costs through the shared services programme and providing excellent services.

8.2 The recommendation will also strive to conserve the environment and promote sustainability through a joint plan delivering the most sustainable development solutions to meet local needs in the plan area and through more efficient use of resources.

9. Next Step

9.1 South Bucks District Council's Cabinet will have considered a similar report to the above on 13th October 2015, the outcome of which will be provided at the meeting. Both Cabinets will be asked to make recommendations to their respective Councils and subject to both Cabinet support and both Councils resolving to agree:

- a) The councils to publish the Local Development Scheme Timetable
- b) Duty to Co-operate organisations, town and parish councils, local groups and organisations/individuals on both Councils consultation data bases will be notified and a press release issued
- c) Subject to agreement by the Joint Committee on 26th November processes will be put in place to start to implement a Joint Planning Policy Team
- d) Subject to agreement by the Personnel Committee on 28th October staff resourcing measures will be put in place.
- e) Meeting dates will be set up for the Joint Planning Policy Member Reference Group (the first meeting being on 19th November) and other meeting dates established to deliver to the Local Development Scheme Timetable.

Background	
Papers:	

SUBJECT:	<i>CHILTERN GREEN HOUSE GAS (GHG) REPORT 2014/15</i>
REPORT OF:	<i>Councillor Michael Smith (Cabinet Member – Environment)</i>
RESPONSIBLE OFFICER	<i>Bob Smith (Acting Chief Executive)</i>
REPORT AUTHOR	<i>Ben Coakley (Principal Strategic Environment Officer)</i>
WARD/S AFFECTED	<i>All</i>

1. Purpose of Report

This report provides an overview and summary of the Chiltern DC Green House Gas (GHG) Report for 2014/15.

RECOMMENDATION

- To note that the ongoing reduction in carbon emissions have been maintained for the year 2014/15, and in doing so, continue to meet the Council's reduction target.
- To note the risks **and** opportunities for GHG emissions in relation to the shared service agenda moving forward.
- To note the Chiltern GHG Report detailed in Appendix 1 as submitted to the Department of Energy & Climate Change by the deadline of 31st July 2015.

2 Discussion:

- 2.1 As in previous years, The Department of Energy & Climate Change (DECC) have formally requested the sharing of information on greenhouse gas emissions from local authorities own estate and operations. DECC requires each local authority to publish its own GHG report locally on its own website. They consider this is essential to support the localism agenda by ensuring local authorities are accountable to their local communities for their greenhouse gas emissions.
- 2.2 DECC formally requested that each local authority publish its GHG report by the end of July 2015 for 2014/15. DECC then collate the total figures for each local authority covering all greenhouse gas emissions – so the total figures for all LAs are nationally available and in one place. The GHG reporting mechanism forms part of the DCLG single data list.
- 2.3 Due to the final data only becoming available at the beginning of July, the formal GHG report (appendix 1) has now been submitted. As a factual report detailing actual performance, this is not subject to further amendment.
- 2.4 The Council has an on-going commitment to reducing its own carbon emissions and has signed the climate change declaration. Each Cabinet decision also includes the

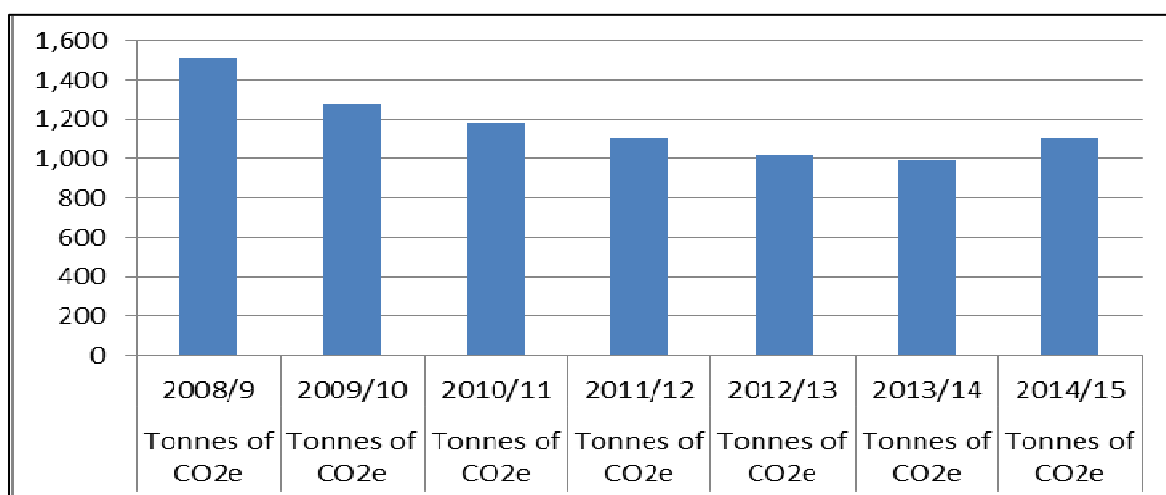
consideration of sustainability. The Climate Change Strategy provides a number of key themes and actions to help Chiltern deliver on its promises. Delivery plans take the form of business cases, developed following prioritisation and suitability assessments. These occur through multiple channels including CAMG, contract monitoring and direct improvement initiatives.

- 2.5 In 2012, Cabinet agreed cumulative targets moving forward of a 4% reduction (1.3% each year) over each '3 year period' against the 2008/9 baseline year. **Whilst no further reductions have been possible in 2014/15, the 4% reduction target has already been achieved and maintained.**

Results

- 2.6 The completed GHG report can be found as **Appendix 1**. The report shows a stabilisation of reductions in 2014/15 but maintains the overall running total of 22% reduction in emissions from the base year in 2008/9.
- 2.7 It is therefore clear that further reductions to take the Council and partners beyond the 22% is (as indicated in the previous GHG Report) extremely challenging, especially at a time of significant change and sharing of services. Officers will however indeed try to meet this challenge by looking for further opportunities and innovation.
- 2.8 The main focus for the Council continues to be sustaining these existing reductions in indirect energy use (**Scope 2**), which includes the use of electricity at the council offices, leisure centres, car parks and public conveniences.

SCOPE 2: PURCHASED ELECTRICITY - ALL SITES (IN CO₂e)



- 2.9 Until 2014/15, this has seen the largest continued decrease. However, it would appear from the graph that scope 2 emissions have slightly increased in 2014/15.

2.10 Upon investigation it became clear as to why this has occurred. GHG report figures must be measured and presented in units of CO₂e (which means carbon dioxide

equivalent). The figures therefore contain correction factors, set by DEFRA to account for the carbon emissions of the sourcing of the fuel before it reaches the end user. This correction factor is not within the control of the Council and therefore has the ability to skew the apparent performance for this set of emissions.

The reasons for this 'perceived increase' therefore are attributed to:

- The Conversion Factor published by DEFRA for calculating the emissions for electricity consumption has increased this year from 0.44548 p/kWh to 0.49426. Given the total annual consumption for the all sites for the year was 2,239,437 kWh, this small increase in the conversion factor of 0.04878 equates to 109,239 KG or 109 tonnes of CO₂e.

This change by Government of the correction factor therefore accounts for almost the entire 111 tonnes increase in emissions compared to last year and therefore does not represent a significant increase in consumption by the Council.

2.11 Other issues that may impact upon emissions moving forward include:

- Relocation of teams and staff to either Chiltern Offices or South Bucks Offices.
- Additional space (and PC's) for hot-desking to allow staff to work from the Chiltern offices even if they are primarily based at South Bucks.
- Some functions such as parking , directly relevant to the reporting, are now based at Chiltern rather than South Bucks and therefore will contribute to additional mileage emissions for Chiltern (corresponding reductions to South Bucks GHG report)
- Increasing use of dual monitors and the need for monitors/ IT at both sites for shared service staff that work at both sites.
- Continued use of air conditioning at Chiltern Offices
- Increase in electricity use at Amersham Multi Storey Carpark where additional security lighting has been installed.

2.12 Bucks Learning Trust have also now replaced ATC on the 2nd floor and since 1/8/14 are now occupying the 1st floor (as BCC's tenant). This has also been taken account of in reporting.

2.13 **The action to tackle direct emissions (scope 1) includes optimising and reducing gas consumption at the Council Offices. This has resulted in a decrease in scope 1 emissions over the previous year** and has to some extent compensated for the increase to scope 2 emissions and impact of revised correction factor as described above.

2.14 Chiltern considers in its calculations, the carbon management performance of its contractors such as; GLL, TBS (Hygiene) and waste contractor (Serco for 2013/14) under scope 3 (other indirect). Although this is more challenging, it is important for

those undertaking work on our behalf to also work towards meeting targets. Both gas use and water use in the leisure centres has decreased significantly on last year, which is very positive.

- 2.15 CDC business mileage maintains the general trend of being elevated since 2013/14 (as a result of shared services and travel between CDC and SBDC), but has decreased slightly against last year. This is an area for improvement that will be considered further when the current phase of shared services is complete and operational concerns have been given a chance to stabilise.
- 2.16 The new joint waste contract commenced during 2013/14. This resulted in an initial increase (10% HGV) in emissions due to the rolling out of the new contract (additional mileage for delivery of new bins etc.) Requirements on Serco to work towards minimising carbon emissions were included in the new contract and completion of the roll out phase has now seen a return to 2009/10 levels which is again very positive.

Internal Reporting & Discussion

- 2.17 Cabinet is provided with GHG reports annually. On-going strategic direction and monitoring of the climate change strategy is undertaken by the Healthy Communities Division.
- 2.18 This enables a corporate review of activities delivered by each of the service areas. Advising where there may be underperformance or the opportunity to invest in climate change measures. Whilst the shared services are continuing to develop, teams across both Councils are rightly concentrating on operational proficiency and ensuring that there are no visible impacts on customers. Once shared services are fully in place, work will resume on identifying (and implementing) new opportunities.
- 2.19 Once identified the relevant division or contractor is responsible for resolving the matter or seeking options that will support continuous improvement

Moving Forward

- 2.20 Officers will actively seek out further opportunities. A number of further projects have commenced or are planned for 2015/16 and onwards:
- **At the request of CAMG, the consideration of additional new solar PV sites within the District to maximise energy generation.**
 - Consideration of opportunities for multi-council energy generation
 - Proposals to install additional solar panels at AMSCP. This was subject to planning approval but is currently on hold (pending a consideration of options for site improvements by the Environment Team)
 - CDC network servers and associated air conditioning. Move from IT server room to BCC basement room will allow significant reductions in energy associated with systems cooling.

-
- 2.21 A small identified risk (and opportunity) for 2015/16 is that within Scope 1, the use by parking attendants of Council vehicles is also included. There is therefore the potential for increased emissions as a result of the purchase of two further vehicles to cover the South Bucks area whilst having them stationed at Chiltern. These additional increases therefore represent a 'previously unaccounted mileage' to cover the South Bucks work but will be attributed to Chiltern. As a new shared service, mitigation opportunities will be discussed and considered by the new parking manager.
- 2.22 Based on the current performance in relation to carbon management and the opportunities to deliver further improvements by the council and its partners, although the current three year target has already been achieved, Officers continue to strive to maintain existing reductions with a continuing view to being carbon neutral by 2050.
- 2.23 Shared services may currently be considered a minor risk in relation to GHG emissions. However, it is expected that these will change to opportunities as further improvements are made to the new shared operations and staff become more familiar with new ways of working. It is also hoped that additional joint schemes between Chiltern and South Bucks will be developed that will contribute positively to both councils.
- 2.24 Due to the timing and need to submit this data response to Government, the supplementary 'annual energy financial performance update' and 'solar panel' report, are provided to Cabinet as a separate item later in the year.
- 2.25 In conclusion, based on the overall performance to date and projects undertaken under the climate change strategy, the GHG report provides a continuing positive reflection of the Councils commitment to maintain and where possible reduce both its total carbon emissions and its on-going energy spend

3. Corporate Implications

Financial Implications

A critical aspect of reducing carbon emissions is the associated financial benefits that they also deliver. **Financial benefits including solar pv energy generation will be reported in the 'annual energy spending report' later in the year, when the full set of financial data has been received.**

Risk Implications

As the performance of the Council is publicly reported and the Council's achievements assessed nationally, it is important that the Council continues to innovate in its reductions of carbon emissions and spend on energy.

Failure to reduce the costs associated with energy use will adversely impact on the Medium Term Financial Strategy. Climate Change and Sustainability were previously identified as a corporate risk, this report advises on how that risk is being mitigated and minimised.

Equalities Implications - None

Sustainability Implications

For the seventh year in a row, the GHG report demonstrates the hard work undertaken across the Council and by partners on working towards reduction of its carbon footprint, demonstrating positive action and leadership to our communities.

4 Links to Council Policy Objectives

3(C) Reduce Chiltern's carbon emissions and improve energy efficiency through local mitigation, adaptation and promote the sustainable use of resources

5 Next Step

To submit the Chiltern GHG Report to the Department of Energy & Climate Change

<p>Background Papers:</p>	<p>https://www.gov.uk/government/publications/uk-greenhouse-gas-emissions-statistics-user-guidance</p> <p>https://www.gov.uk/government/collections/uk-local-authority-and-regional-carbon-dioxide-emissions-national-statistics</p>
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APPENDIX 1: Chiltern DC GHG REPORT

1. Company Information			
<p>Chiltern District Council, King George V House, King George V Road, Amersham, Bucks HP6 5AW</p> <p>Acting Chief Executive: Bob Smith</p> <p>Contact: Ben Coakley bcoakley@chiltern.gov.uk or Debbie Cole dcole@chiltern.gov.uk</p>			
2. Reporting Period		1st April 2014 to 31st March 2015	
3. Change in Emissions			
<p>Chiltern has made a public commitment through the signing of the Climate Change Declaration. Following both senior management and Councillor support, the Council's aims and objectives have also been specifically changed to reflect the importance of mitigating and adapting to climate change. A comprehensive Climate Change Strategy and actions have been developed in order to monitor and reduce our carbon emissions. We also work in partnership with the other Authorities of Bucks to mitigate and adapt to climate change.</p>			
4. Approach			
<p>We have followed the Government's Guidance on how to measure and report greenhouse gas emissions. This builds upon the extensive work undertaken for the former NI185 national indicator and the Bucks wide LAA target.</p>			
5. Organisational Boundary			
<p>We are a Local Authority and have generally used 'the financial approach'</p>			
6. Operational Scopes			
<p>We have measured our scope 1, 2 and significant scope 3 emissions</p>			
7. Geographic Breakdown			

All operations are in the UK:	Council Offices in Amersham	Bucks
	Leisure Centres in Amersham, Chesham and Chalfont St Peter	Bucks
	Amenities Depot in Amersham	Bucks
8. Base Year		
Our Base Year is 2008 which we set using a fixed base year approach		
9. Targets		
In addition to the significant reductions already achieved since 2008;		
For Scope 1 we are aiming for a 4% reduction over the next three years with a view to being carbon neutral by 2050		
For Scope 2 we are aiming for 4% reduction over the next three years with a view to being carbon neutral by 2050		
10. External Assurance Statement		
This report is subject to internal audit and review.		
11. Electricity Generation Note		
* Chiltern generates electricity at the Council Offices, Chesham Leisure Centre and Amersham Multi-Storey Car Park. 92,862 kWh of electricity generated by solar panels at these sites for this period and this equates to a reduction in emissions of 45,898 kg of CO ₂ e or 45.9 Tonnes of CO ₂ e		
12. Correction Factors:		
The Conversion Factor published by DEFRA for calculating the emissions for electricity consumption has increased this year from 0.44548 p/kWh to 0.49426. Given the total annual consumption for the all sites for the year was 2,239,437 kWh, this small increase in the conversion factor of 0.04878 equates to 109,239 KG or 109 tonnes of CO ₂ e.		

GHG Emission data for period 1 April 2008 to 31 March 2015

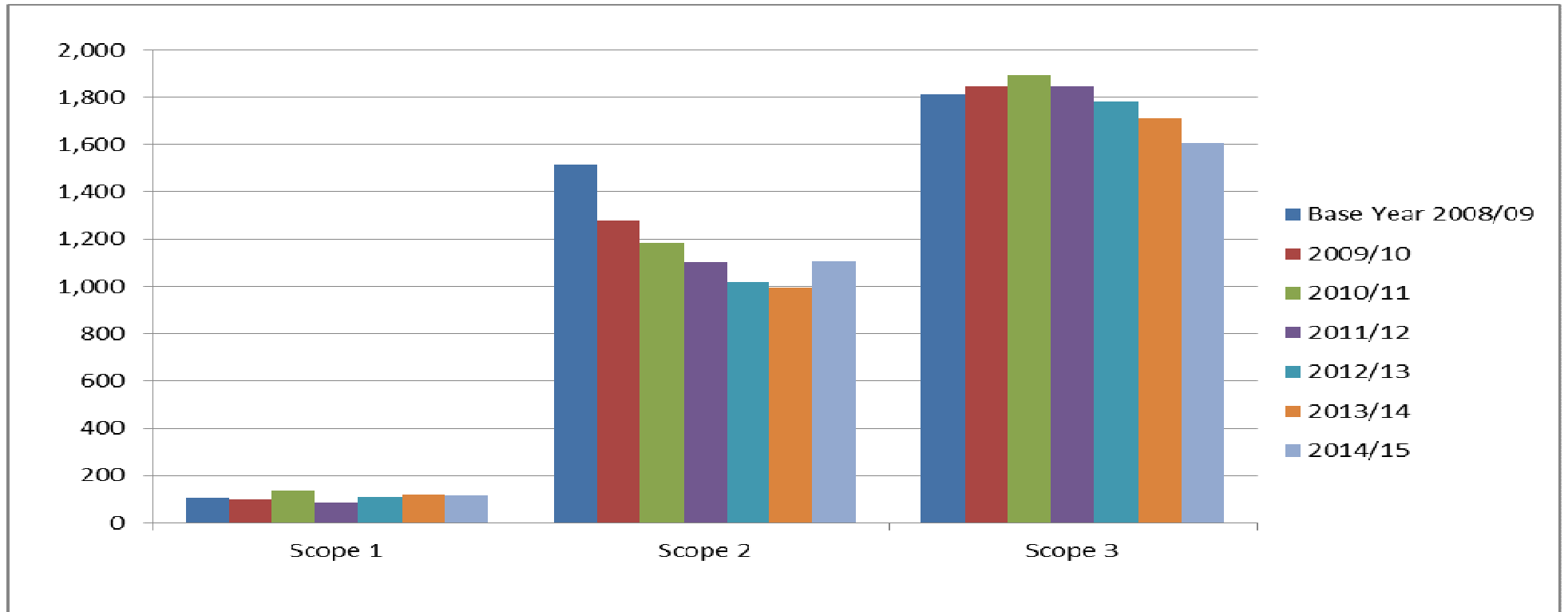
UPDATED for June 2014 Factors

Global Tonnes of CO²e

	<u>Base</u> <u>Year</u>						
	<u>2008/09</u>	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>
Scope 1	105	96	134	85	108	119	116
Scope 2	1,516	1,277	1,182	1,101	1,018	995	1,107
Scope 3	1,812	1,844	1,891	1,847	1,780	1,712	1,606
Electricity Generated from Solar Panels (Since Feb 2012)				-3	-42	-42	-46
Total Gross Emissions	3,433	3,217	3,207	3,030	2,864	2,783	2,783
Percentage Reduction/Increase	-	-7%	-	-6%	-6%	-3%	-
Outside of Scopes						<1	<1
Total Gross Emissions	3,433	3,217	3,207	3,030	2,864	2,783	2,783

Overall
22%
maintained

Item 13



SUBJECT:	<i>The Smoke and Carbon Monoxide Alarm (England) Regulations 2015</i>
REPORT OF:	<i>Healthy Communities Portfolio – Cllr Graham Harris</i>
RESPONSIBLE OFFICER	<i>Martin Holt, Head of Healthy Communities</i>
REPORT AUTHOR	<i>Louise Quinn, Senior Housing Standards Officer</i> lquinn@chiltern.gov.uk 01494 732209
WARD/S AFFECTED	<i>All</i>

1. Purpose of Report

To update Members on the implications of the Smoke and Carbon Monoxide Alarm (England) Regulations 2015; to seek approval to amend the Scheme of Delegation and prepare a Statement of Principles in respect of the power to impose a Penalty Charge for failure to comply with a remedial notice.

RECOMMENDATIONS:

1. That the requirement for residential landlords to install smoke and carbon monoxide alarms in their rented properties be noted.
2. That Cabinet agree to give delegated authority to the Head of Healthy Communities to enforce the Regulations and the Scheme of Delegations be amended accordingly.
3. That Cabinet authorise the Head of Health and Housing to prepare and agree a Statement of Principles in respect of the fixed penalty charge for failure to comply with a remedial notice in consultation with the Portfolio Holder.
4. That Cabinet agree setting the fixed penalty charge at the maximum amount of £5000 where a landlord has failed to comply with a remedial notice.

2. Reasons for Recommendations

2.1 The maximum penalty is considered the most appropriate option for failing to comply with a remedial notice as the duty placed on landlords is not onerous or expensive. Landlords will have been given 28 days' notice in which to comply and the consequences of not complying are potentially serious injury or death.

2.2 Furthermore, Bucks Fire & Rescue Service has promoted the draft regulations during July and August and has also made available free smoke and carbon monoxide alarms to eligible landlords ahead of the regulations coming into force. The Authority has also sought to promote the forthcoming regulations and availability of free alarms to letting agents and landlords

3. Content of Report

- 3.1 Regulations have been published requiring private landlords of residential premises to:
- Install smoke alarms on each floor of their rented property
 - Install a carbon monoxide alarms in each room where there is a solid fuel burning appliance
 - Carry out checks to ensure the alarms are in working order at the start of each new tenancy

The regulations come into force on 1 October 2015.

- 3.2 The Council as local housing authority will enforce the regulations. Where the authority has reasonable grounds to believe that a landlord is in breach of the regulations they must serve a 'Remedial Notice' giving the landlord 28 days in which to comply. Where the local authority is satisfied that a landlord has not complied with a remedial notice, they have a duty to arrange for the required works to be carried out (with the consent of the occupier). They also have a discretionary power to require the landlord to pay a penalty charge of up to £5000.
- 3.3 A landlord will have a right to request a review of a penalty charge and can appeal to a First Tier Tribunal against the review decision on specific grounds, including that the amount of charge is unreasonable. The local authority may recover the charge under a Court Order. Sums received under a penalty charge may be used by the authority for any of its functions. The local authority must prepare and publish a statement of principles which it proposes to follow in determining the amount of a penalty charge.

4. Consultation

Not Applicable

5. Options

- 5.1 The authority has a duty to enforce the Regulations. However, it has discretion whether to require a non-compliant landlord to pay a fixed penalty charge. The options are therefore:
- Charge the maximum penalty of £5000 in all cases
 - Charge a lesser amount, or have a scale of charges for repeated or breaches at multiple properties.
 - Not charge a fixed penalty at all.

6. Corporate Implications

- 6.1 Finance: The Regulations will be enforced using the existing resources of the Housing Standards team. The regulations allow the authority to use income from fixed penalty charges for any purpose but may need to recover the charge under a court order.
- 6.2 Legal: The Regulations will confer a mandatory duty on the local authority to take action where they have reasonable grounds to believe there has been a breach.

7 Links to Council Policy Objectives

This links to the 'Working towards safe and healthier local communities' aim of the Joint Business Plan 2014-19.

8. Next Step

Officers will prepare a Statement of Principles in respect of the Fixed Penalty charge to be agreed with the Head of Healthy Communities in consultation with the Portfolio Holder.

Background	None except as referred to in this report
Papers:	

SUBJECT:	<i>Service Level Agreement with Chiltern Citizens Advice Bureau</i>
REPORT OF:	<i>Community Health and Housing Portfolio – Cllr Graham Harris</i>
RESPONSIBLE OFFICER	<i>Martin Holt, Head of Healthy Communities</i>
REPORT AUTHOR	<i>Martin Holt Head of Healthy Communities</i> mholt@chiltern.gov.uk 01494 732055
WARD/S AFFECTED	<i>All</i>

1. Purpose of Report

To agree the award of funding to the Chiltern Citizens Advice Service (CAB) for the period 1st April 2016 to 31st March 2019

RECOMMENDATIONS

That Cabinet agrees to support the Chiltern Citizens Advice Service draft business plan with funding of £122,900 for the period 1st April 2016 to 31st March 2019

2. Reasons for Recommendations

2.1 The work of the CAB contributes directly to the Housing and Homelessness prevention strategies and as a key partner in reducing the risk of homelessness it is estimated that the prevention work undertaken by the CAB. In 2014/15 the CAB prevented 39 cases of homelessness where clients were facing a imminent prospect of repossession due to rent and Mortgage arrears. If these households had been placed in B+B accommodation the cost to the Council is estimated at between £30,000 to £65,000. The Council would also have faced further costs accommodating other clients who became homeless because they did not receive the support of early intervention by the Debt Advice Service.

2.2 The CAB assists the Council's excellent delivery of council tax collection through the support and debt advice it provides to residents on council tax and housing benefits issues. Should the council tax collection performance fall below 98.5% there would be an adverse impact on the proposed council budget for 2015/2016, with a potential for deficit on the collection fund, which would require a negative adjustment in our overall budget. At Chiltern there is usually a surplus in the collection fund; for example in 2014/15 we had a positive adjustment of £252k

3. Content of Report

3.1 The Chiltern CAB is a charity that operates out of offices in Chesham, Amersham and provides outreach services at Prestwood and Chalfont St Peter Community Centre. It provides; a free, independent, confidential and impartial service to everyone, on their rights and responsibilities, and has developed a range of generalist and specialist services meeting the changing needs of the local community.

3.2 All offices and outreach centres provide face to face advice and support which continues to be the principle method of engaging with clients. The service supports the Buckinghamshire wide telephone based – Adviceline and has sought to deliver outreach through Children’s Centres and community locations

3.3 Advice services are provided by 56 volunteers supported by 5 administrative volunteers and 8 part time advisors. Most advice is given at the general level with specialist services in benefits, debt and employment.

3.4 The service has supported 4,875 clients with 16,668 issues and provided £2.310,169 financial benefits to customers. Through partnership working with the other Buckinghamshire CAB’s the Chiltern CAB supports the delivery of the Money Advice Service and Pensionwise services as well as working closely with Food Banks, Credit Union and other charitable organisations.

3.5 Partnership working enabled the organisation to access Lottery Funding to deliver the Community Advice Network (CAN) project across Chiltern and South Bucks increasing its opportunity to provide support and assistance.

3.6 The benefits of the Community Advice Network (CAN) service to the Chiltern District community are detailed in the presentation to Full Council detailed in **Appendix 1**

3.7 Future challenges include;

- Increased demand for advice services – whilst more clients are accessing self-service support via the website, similar to the experience of housing more complex enquiries are being undertaken on a face to face basis. The predicted changes to benefits and the economy will increase the risk of consumer debt leading to more demand for services.
- Challenging funding environment – The Council has traditionally encouraged the CAB to diversify its funding stream. Whilst the award of funding from CDC has not increased in line with inflation the CAB has successfully accessed alternative funding. With the potential for cuts in public funding over the next three years, this is identified as a significant risk to the continuation of service delivery.

3.8 The CAB aims to mitigate these and other challenges through the actions identified in its draft Business Plan as detailed in **Appendix 2**.

4. Consultation

Not Applicable

5. Options

To continue to fund CAB with an award of £122,900 or consider increasing or decreasing the annual award

To award funding for the period 1st April 2016 to 31st March 2019 in line with the Buckinghamshire Compact or award funding on an annual basis.

7. Corporate Implications

- 7.1 Finance: the provisional budget anticipates an award of £122,900, however this could be increased by up to £12,500 following the ending of three community SLA's in 2014/15. It is recommended that the agreement with the CAB should be subject to annual review and 6 month notification of any change in funding. Thus should this area of work be the subject of further savings or the demand for the service is not as great as current predictions indicate the council could renegotiate the funding agreement. Any change would take effect after 6 months and for the following year.
- 7.2 Legal: The support to the CAB assists the Council in ensuring that those with protected characteristics under the Equalities Act are supported with advice and assistance to access services.

8. Links to Council Policy Objectives

This links to the 'Working towards safe and healthier local communities' aim of the Joint Business Plan 2014-19.

9. Next Step

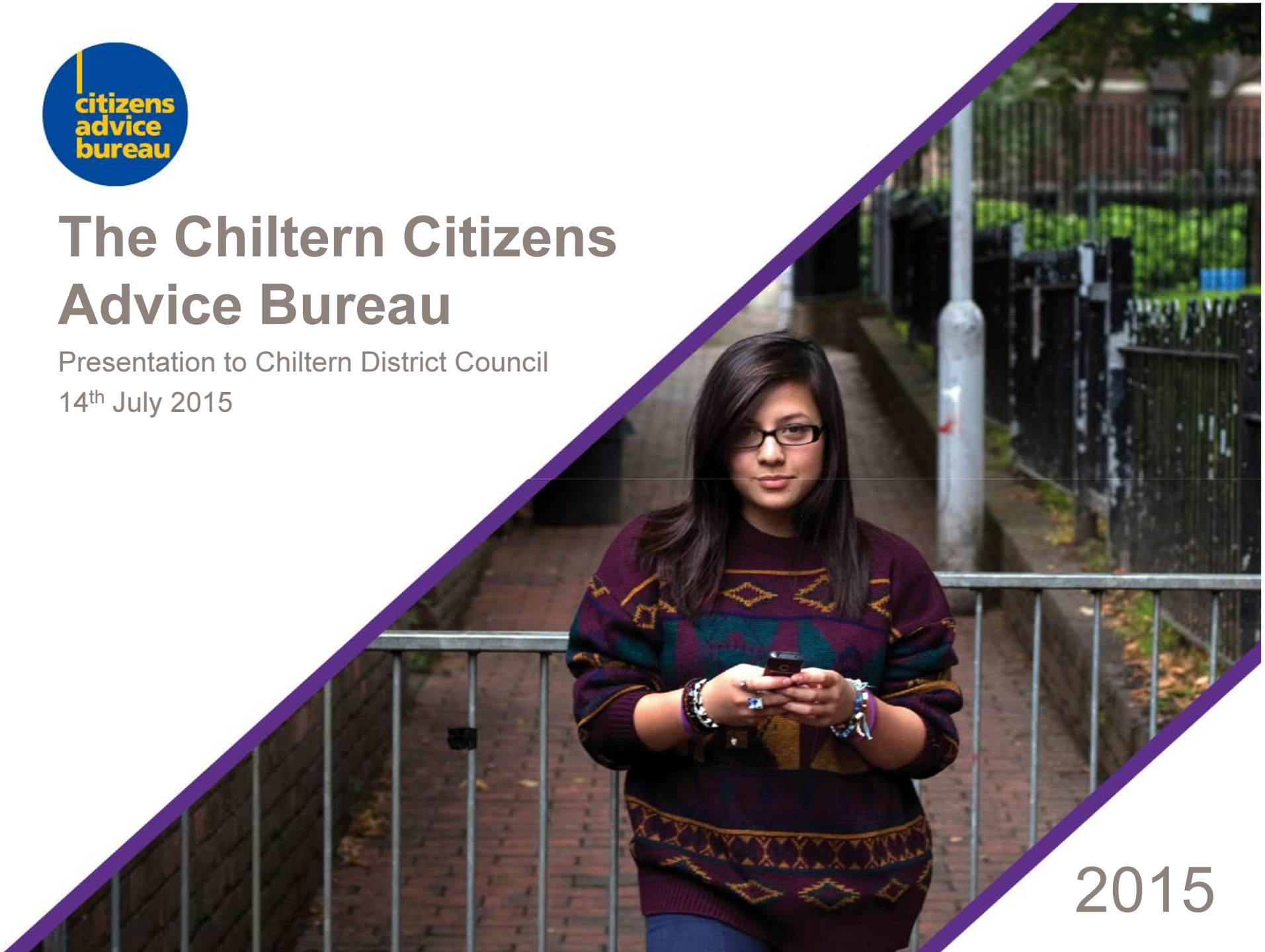
Officers will agree the Service Level Agreement with the Chiltern CAB in consultation with the Head of Healthy Communities and the Portfolio Holder.

Background	None except as referred to in this report
Papers:	



The Chiltern Citizens Advice Bureau

Presentation to Chiltern District Council
14th July 2015



2015

Our Service

Free and fair

- We are a local charity reliant on money from local councils and other sources of charitable funds.
- We are a member organisation of Citizens Advice, providing free, independent, confidential and impartial advice to everyone

Quality advice

- We provide a range of specialist and generalist services, meeting the changing needs of the local community, delivered at locations and times that allow convenient client access

Value for money

- Deliver quality advice for low cost with a cost per client of £36 and a cost per problem addressed of £13
- Overheads are kept low with a few part-time paid staff and a large volunteer base. Currently 63 volunteers work for the bureau.

Delivering for CDC

We see our partnership with CDC as strategic – we share many goals, including several of those outlined in the Community Cohesion Strategy

- **Improving community participation** – through our volunteering opportunities
- Supporting services that improve opportunities for older people to live fuller, active and ultimately more fulfilling life styles
- **Improving the health and wellbeing of the population** and the reduction of health inequalities, particularly through our debt advice
- **Preventing homelessness** – through our housing advice and close relationship with the Housing Department and Paradigm
- **Helping to stimulate and support a vibrant local economy** - through ensuring clients can gain employment, access the benefits to which they are entitled and manage finances effectively

Our funding from CDC is crucial in leveraging more funding, and more services into the area



Citizens Advice consumer service

Consumers can contact the helpline on weekdays from 9am to 5pm by calling:

08454 04 05 06

for the English-language line.

08454 04 05 05

for the Welsh-language line.

Textphone:

Dial 18001 followed by the Citizens Advice consumer helpline number **08454 04 05 06**.

Welsh-language textphone:

Dial 18001 followed by **08454 04 05 05**.

CAB Services in Chiltern

Amersham

Monday – Thursday, telephone advice and appointments

Chesham

Monday – Friday, drop-in and appointments

Chalfont St Peter

Monday – Friday, drop-in and appointments

Prestwood (GP Surgery)

Wednesday - appointments

Holmer Green Outreach

New service offered from parish offices at Holmer Green

Community Outreach

Offered under Big Lottery funding, including home visits where client is unable to travel, financial capability training and Childrens Centre clinics



Campaigning locally

Many Citizens Advice Bureaux run local campaigns, on topics that affect the communities they serve.

Recent examples include energy costs, benefits delivery services, letting agents, school uniform costs, foodbanks and loan sharks.

Specialist services

Housing advice

- Increase of around 9% in housing issues compared to last year
- Around 40 clients annually are facing homelessness
- Work closely with housing department on arrears cases and potential evictions; provide a detailed report quarterly analysing debt clients, housing clients and trends.

Debt advice

- Money Advice department provides 63 hours of money advice weekly between paid and volunteer debt advisors
- Increases are being seen year on year in numbers of cases and level of debts reported.

Employment advice

- Trained employment advisors handle employment casework
- Pay and entitlements is the most common issue, followed by dismissal, disputes and terms and conditions

Projects

Core funding acts as crucial match funding to attracting additional grants to increase our reach. We currently deliver the following projects through grants:

- **Money Advice**
- **GP Surgeries**
- **Financial Capability**
- **Energy Best Deal**
- **Barnardos Children's Centres**

There is significant risk attached to each income stream and uncertainty surrounding length of each project.

Impact of our work

We help over **6000 people**
in Chiltern each year resolve **16,000**
problems

We estimate we reach **10%** of all
households in Chiltern each year

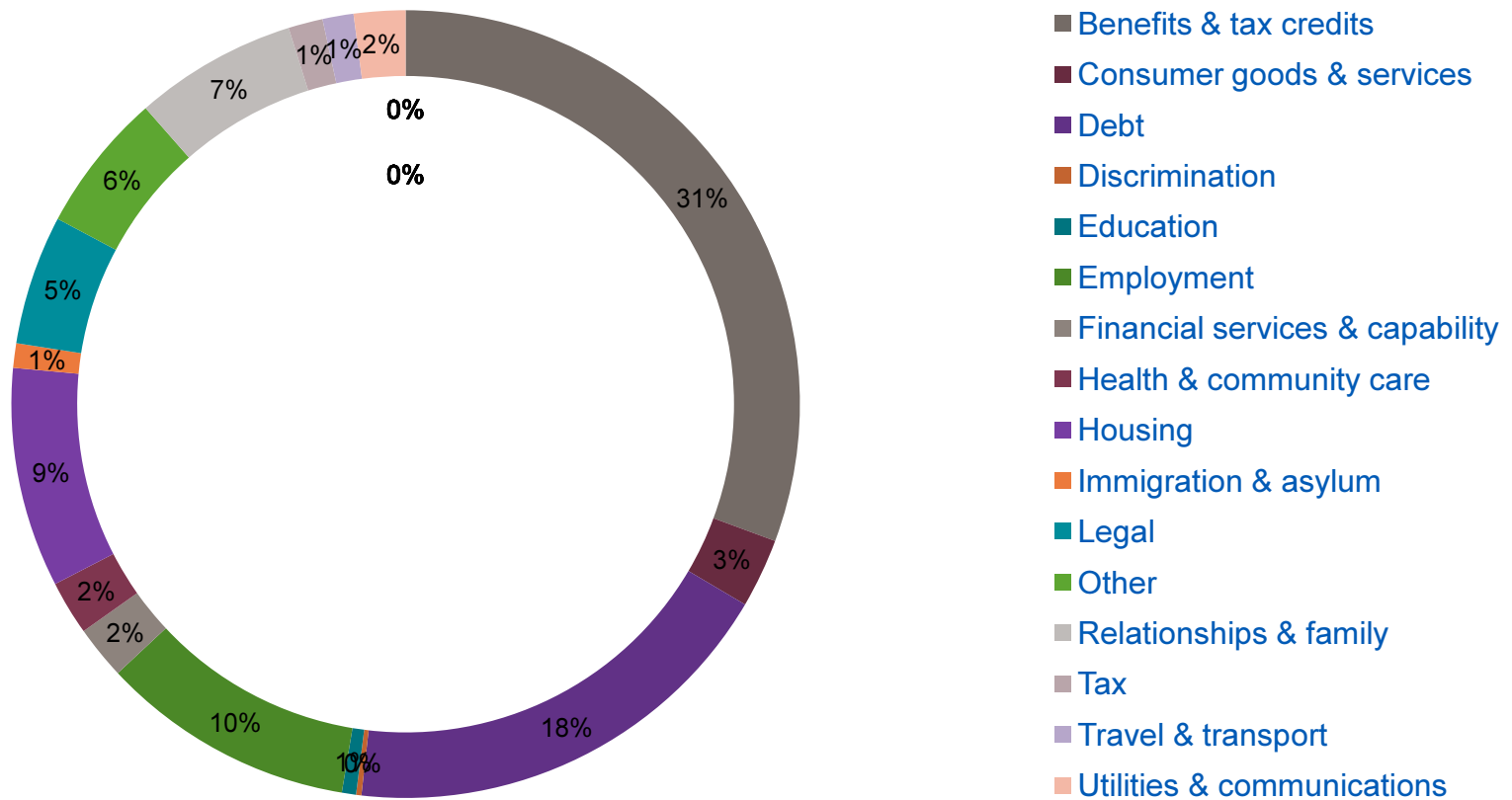
Debt clients present with a total debt of over
£2.5 million each year and
annually clients are **£2.3 million**
better off as they claim the benefits to which
they are entitled or have debts repayments re-
scheduled or written off



“We’re here with advice when someone needs us, whatever the problem. In person, online and over the telephone.”

The problems we help with

Client Issues Chiltern CAB



Case study 1 Howard

- Howard sought help with several month's rent arrears
- He had significant other debts
- He had recently lost his job
- Referred to debt caseworker and returned with documentation
- Financial statement drawn up
- Debts prioritised and arrangements made with all creditors.
- An adviser also helped Howard to apply for Job Seekers Allowance.
- The debt caseworker then helped Howard set a sustainable budget.

“

The advisors were extremely efficient and helpful. My problems were a nightmare

”

Case Study 2 Keith

- Keith was referred to CAB by his GP after the death of his wife. He was suffering from depression and alcohol dependency
- The adviser helped Keith get Bereavement Allowance and a payment from the social fund for funeral expenses
- A further appointment was made to discuss debts
- The adviser got Keith a small grant from a local charity to cover the fee for his debt relief order and pay television license arrears
- Keith returned to the service when his Bereavement Allowance stopped and was support to apply for Employment Support Allowance

“

I can't say thank you enough for the help you provided me when I was at the lowest point in my life

”

Case Study 3 Marie

- Marie became a client after speaking to an adviser at a Children's Centre Play Centre.
- She was concerned about her benefits entitlement given fluctuating household income and changing numbers of adults in her home
- The adviser provided information about contacting DWP with changes in circumstances and talked Marie through the tax credit renewal process

“

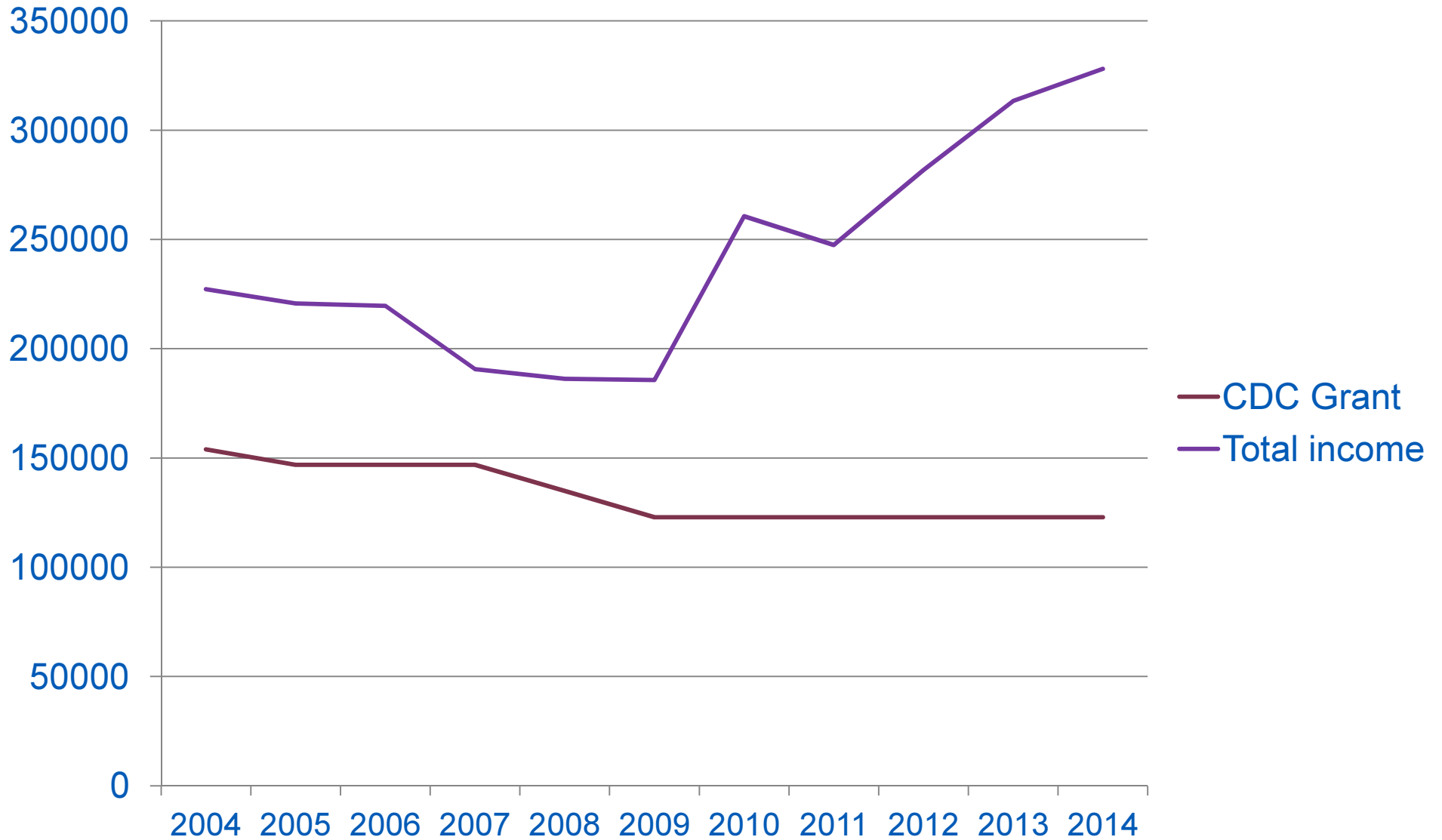
You gave me very clear and straightforward advice and made me confident to manage my benefits myself

”

Developing the service in future

- Expectation of significant increase in demand for our services: introduction of Universal Credit, further welfare reform, housing reform, increases in interest rates and consequent increases in consumer debt
- Funding uncertainty - project funding accounts for significant proportion of Chiltern CAB income, but is short term and risky
- Expansion of services – Saturday opening; catering for out commuters; increase numbers of 18-24 year olds, over 65 year olds and men using the services.
- Development of current service offer – email, webchat, social media and telephone service
- Develop partnership working – very successful referral system with GP surgeries – want to expand to more surgeries, health visiting and mid-wifery services

Our funding





Chiltern Citizens Advice Bureau Business Plan 2016-2019

The Challenges we will face

Chiltern Citizens Advice Bureau has experienced a period of significant growth. The bureau, over the past three years, has expanded its client base, particularly through lottery-funded outreach work in South Bucks. In addition the core service has continued to offer extensive opening hours at both the Amersham and Chesham offices. Project-funding has increased over a five year period. New services have been introduced including Buckinghamshire Adviceline (a shared telephone service with other Buckinghamshire bureaux) and email and webchat advice.

Over the next three years the bureau will face a number of challenges. In summary these are:

- Increased demand for advice services (welfare reform, housing reform, potential increases in interest rates and higher consumer debt)
- An ongoing challenging funding environment
- The introduction of a national telephone service
- A change to our quality framework
- Increased labour market competition

(1) Increased demand for advice services

A number of national policy changes are likely to lead to increased demand for Chiltern Citizens Advice services. Over the past five years there have been two concurrent trends in clients seeking advice at the Chiltern Citizens Advice. Firstly there has been a slight decline in overall numbers of clients visiting the bureau. This is coupled with the clients who have accessed services having more complex issues, represented by an increase in repeat appointments and calls and an increased number of advice issue codes (i.e. debt, benefits, travel) per client. This is a pattern shared with other bureaux. It appears that individuals with more straightforward advice needs are accessing our online advice. This leaves those clients who are unable to access online advice sources independently. Such clients, who already tend to have more demands advice needs, have had their situations made more complex by the various recent government reforms. Overall these trends have caused an increased pressure on our services, requiring increased numbers of volunteer advisers and expansions of services supporting volunteers including training, IT equipment, administrative and management costs.

Over the next three years it is likely that demand for advice services will increase. Economically it is likely that low interest rates will end. This will have potential impacts on borrowers, potentially leading to increased demand for advice from mortgage holders. It is likely consumer debt levels will increase, leaving clients more vulnerable to interest rates.

Another source of increase in demand for our services are various planned policy changes. The roll out of Universal Credit will take place through the period in Buckinghamshire. Significant housing reform is planned, which will affect those in social housing in the area. Both these changes are likely to lead to increased demand for benefit, housing and debt advice.

(2) The challenging funding environment

The charity sector continues to face a challenging funding environment. Chiltern CAB relies on funding from public sector bodies, which are likely to continue to face funding cuts. While in recent years the bureau has been successful in securing project funding, almost all such funding is single year agreements, and significant uncertainty remains about continuation of project funding.

(3) Introduction of a national telephone service

In addition to a new quality framework, Citizens Advice also plan to introduce a new national telephone service in the spring of 2017. This will involve pooling of all calls to Citizens Advice with quotas for bureaux across the country to answer. The introduction of such a service will require significant additional capacity at Chiltern CAB, including additional volunteer advisers, telephone facilities and training.

(4) Changes to the quality framework

The period 2016-19 will see the introduction of a new Citizens Advice quality framework. The proposed changes involve amendment to the advice process and changes to the quality checking process required. These changes will be implemented at Chiltern Citizens Advice between 2016 and 2019 and will have an impact on staff deployment at supervisor level. The proposed changes will allow Chiltern Citizens Advice increased discretion relating to volunteer training programmes and how face-to-face advice is delivered. The new quality checking process will involve local case checking for a set proportion of client cases each quarter, with national validation of the checks. This will necessitate a change from the current one hundred per cent case checking currently carried out at Chiltern Citizens Advice. Piloting of these changes has found no adverse impact of the changes on advice quality.

(5) Increased labour market competition

With decreasing levels of unemployment, and some indications of wage increases, it is likely Chiltern CAB will face increased labour market competition over the next three years. Recruitment to paid positions is likely to remain challenging through the period.

Our Objectives

Chiltern CAB has six objectives for the period 2016-2019. These objectives aim to address the challenges highlighted above, build resilience within the services and maintain the breadth of services offered to clients and the quality of the service.

- **Build excellent awareness of Chiltern CAB services** in Chiltern and South Bucks.
- **Improve access for under-represented groups**, identified as 18-24 year olds, over 65 year olds and men
- **Deliver our services where people want them**, through seeking funding to maintain our current outreach network
- Using our Campaigns and Research strength to **build our preventative work**
- **Develop our channels for delivering advice** (face-to-face, telephone, email and webchat) and successfully introduce the national telephone service within the bureau
- **Deepen and develop partnership working** including the development of a county-wide money advice service
- **Attract and retain high quality volunteers and paid members of staff**

Activities which will support our delivery

The delivery of these objectives will depend on the delivery of forty-three separate activities. These activities are listed below, in priority order under each objective. After the list of projects supporting core objectives, a number of activities are identified which are required to comply with statutory or Citizens Advice membership obligations.

1. Building excellent awareness of Chiltern CAB services

Building awareness of the services offered by Chiltern Citizens Advice is important to attracting clients, ensuring client access our services at appropriate times as well as building awareness among a range of stakeholders in our local community. During 2014 and 2015 the Community Advice Network (CAN) project delivered new marketing materials as well as leaflet and poster drops and direct mail campaigns. The CAN project also delivered new websites both for the project and the CAB generally, which were more focused on the needs of clients.

It is important to Chiltern Citizens Advice that services are accessible to all in the community. Constant promotion of the general advice services is necessary to ensure all residents of Chiltern have an understanding of what services we offer and how they can access our services. In order to reach as wide a cross-section as possible we are planning a broad range of activities. This includes direct marketing, including posters and leaflets, and using intermediaries who we know interact with residents who may require our services, such as local councillors. We will continue to promote our services in local media and will also promote services through social media in order to reach different sections of the Chiltern population.

Our aim during the period is to build a volunteer marketing team in the bureau, which will be able to ensure the constant level of activity required to maintain awareness.

We will seek to evaluate the impact of our marketing activities. Activity 1.3 will allow us to measure how effective targeted geographical marketing is and consider whether this is an area which could be developed long term.

Activity	Priority	Planning document	Comments/details
1.1 Distribution of leaflets and posters across Chiltern and South Bucks	High	Annual Marketing Plan	Currently carried out under CAN. Design work already paid for, costs associated with printing and distribution.
1.2 Scheduled promotion of specific CAB services/ or reactive work through press coverage and social media (quarterly campaign theme)	High	Annual Marketing Plan	Requires dedicated marketing resource not currently included in core costs.
1.3 Targeted marketing to a single post code area each year (to promote outreach or specific service)	Medium	Annual Marketing Plan	This activity would allow for the evaluation of direct marketing activity – ability to track clients from targeted postcode.
1.4 Recruitment and development of two marketing focused volunteers	Medium	Annual Marketing Plan	Requires targeted marketing campaign
1.5 Formation of a marketing team (marketing executive, trustee, two marketing volunteers)	Medium	Annual Marketing Plan	Dependent on 1.4.
1.6 Promotion of CCAB at community events in Chiltern and South Bucks (five key events per year)	Low	Annual Marketing Plan	
1.7 Biannual councillors, officers and key stakeholder visits to bureau/outreach locations	High	Annual Stakeholder Plan	Councillor visits to be held in early June (following any elections) and November. Officer and key stakeholder meetings to be held quarterly.

1.8 AGM developed as annual promotional event including guest speakers, attendance from local stakeholders	Medium	Annual Stakeholder Plan	AGM to be held every October or November
1.9 Biannual newsletter to all stakeholders, including funders, local politicians, partner organisations and members	Medium	Annual Stakeholder Plan	Free software currently in place. Development of stakeholder database required.

2. Improve access for under-represented groups

The Advice Needs Analysis (included as Appendix One to this report), which was conducted in April 2015 identified several groups within the population who were currently under-represented among clients. The age profile of Chiltern Citizens Advice clients is similar to the overall community profile, with the exception of over 65s and under 25s, who are under-represented among our clients. Over 57% of our clients are female, meaning men are under-represented among clients. People with disabilities are over-represented among our clients, implying that there are no significant barriers experienced by disabled clients in accessing our services. Social housing tenants and the unemployed are over-represented among our clients, which might be expected given that we offer both housing and benefits advice. The current opening hours of the service also favour those who are not in work during normal office hours.

In order to improve access to our services for under-represented group, three priority groups have been identified. It is planned that various activities will take place to increase access, with the impact on client numbers being monitored to evaluate the success of each activity.

For each target group, over 65s, under 25s and men, grant funding will be sought for activities. Scale of grant funding secured will impact on the extent of the planned activity and therefore the impact on numbers of clients reached. Resource constraints will also mean that targeting of each group will be sequential.

Activity	Priority	Planning Document	Comments/details
2.1 Introduction of Saturday opening hours to reach male population	High	Annual Advice Services Plan	Demographic data suggests higher numbers of men in Chiltern working office hours Mon-Fri. Introduction of Saturday session encourages male clients. Success measure proportion of male clients on Saturday.
2.2 Develop specific marketing materials to promote services to men	Medium	Annual Marketing Plan	Project requiring research into how to target male clients and design and production of relevant materials. Cost likely to vary with the channel required (social media, print, networking etc). Possible to seek grant funding.

2.3 Identify appropriate referring organisations for men and establish referral process	Low	Annual Advice Services plan	Activity closely linked to 2.2. Links to be established with male-focused organisations in Chiltern (Men in Sheds, Royal Legion, Samaritans).
2.4 Identify schools and colleges in the area, meet to discuss potential advice needs of young people and methods of engagement and develop appropriate project, seeking external funding if appropriate	Medium	Annual Advice Services plan	Project might be attractive to grant funders. Resource constraints mean it will need to occur after 2.2 and 2.3.
2.5 Development of social media presence	Medium	Annual Marketing Plan	Purpose of activity is to reach younger client group. Development will require recruitment of marketing volunteers as detailed in 1.4
2.6 Secure funding for home visiting service	High	Annual Fundraising Plan	Purpose of activity is to reach older client group. Currently home visiting is Big Lottery funded. High degree of risk attached to this activity.
2.7 Identify appropriate referring organisations for over 65s and establish referral process	Low	Annual Advice Services Plan	Resource intensive activity, significant numbers of organisations exist in field

3. Delivering our services where people want them

The rural character of South Bucks and Chiltern combined with an aging population and poor transport links in both districts has meant that for over a decade outreach services have been developed by Chiltern CAB. The current outreach network maps very closely to areas of deprivation within each district. The CAN projected allowed for further development of the outreach network.

Project funding for outreach services is drawn from a variety of sources. There is significant uncertainty surrounding all sources of funding for outreach services. The uncertainty regarding funding, coupled with the fact that our outreach work is currently the most extensive in the organisation's history, means that a goal of sustaining our current operations is most appropriate. We will aim during 2016-19 to maintain our current reach and create more diverse and secure funding streams for this work.

Currently funding for outreach is received from a variety of sources. Weekly outreach at GP surgery in Iver Heath, Denham and Burnham is part-funded by Bucks County Council Public Health. This funding ceases in March 2016. Replacement funding from the Chiltern Clinical Commissioning Group is being sought.

Weekly outreach at Chalfont St Peter is held as part of our core service. A weekly GP surgery outreach is held at Prestwood, part-funded by Great Missenden Parish Council. A further outreach session was recently introduced at Holmer Green, currently funded by a Big Lottery project which finishes in December 2016.

Following the ending of the Barnardo's contract for Children's Centres in Buckinghamshire funding for outreach in Children's Centres has ceased. Replacement funding is being sought.

The challenging funding environment means the aim for outreach services in the period 2016-2019 is to maintain the current outreaches. Success in this area is dependent on securing project funding.

Activity	Priority	Planning Document	Comments/details
3.1 Seek funding to maintain current outreach locations (GP Surgery commissioning; CAN follow on funding; Barnardos replacement funding)	High	Annual Fundraising plan	High risk activity due to competitive sources of funding

3.2 Strengthen and develop outreach worker roles and skills	Medium	Annual HR plan	
3.3 Annually review the appropriateness of locations for outreach and where necessary relocate to meet developing needs	Medium	Annual Advice Services plan	
3.4 Ensuring appropriate processes exist and are reviewed annually to mitigate risks of outreach working (for example through regular supervision and updating of personal safety skills)	High	Annual HR plan	

4. Build on Campaigns and Research strength to develop preventative work

Chiltern CAB has an active Campaigns and Research team, which is volunteer-led. The group meets regularly to analyse data about our client, identify trends and make sure we are sharing them appropriately. In particular we have been concentrating on sharing this data with local partners, so we can campaign for changes to processes and services locally which will make a difference to our clients. We also contribute to national campaigns.

A recent project has involved looking at the barriers clients face to accessing services and benefits online. We have collected evidence in this area and worked with local partners on improving access to services and ensuring clients are supported in developing IT skills.

During the period 2016-19 we will look to develop this work, in particular seeking funding to develop projects arising from the recommendations of our 'Barriers to Benefits' research.

Activity	Priority	Planning Document	Comments/details
4.1 Development of one campaign each year based on research work aimed at preventing problems	Medium	Annual Marketing plan	
4.2 Quarterly meetings with stakeholders in partner organisations (CDC, Paradigm) to feedback research findings and prevent excess demand for services	Medium	Annual Stakeholder plan	Opportunity to publicise findings more widely dependent on marketing resource
4.3 Successfully deliver any recommendations of the project 'Barriers to Benefits'	High	Annual Advice Services Plan	Requires partnership working for delivery (for example with Job Centre Plus, CDC, Paradigm)
4.4 Analyse debt casework and BEF spreadsheet to identify possible preventative actions and if identified develop preventative projects	Low	Annual Advice Services Plan	

5. Develop channels for delivering advice

Currently Chiltern CAB offers advice using a wide range of channels. While the bureau's specialism lies in face-to-face and full advice by telephone, advice is also offered by email, AdviceLine and webchat.

Our focus in this area in the period 2016-2019 will be on building our telephone capacity in the run up to the planned introduction of a National Telephone Service in 2017, including ensuring appropriate numbers of trained telephone advisers, appropriate internal processes, fit-for-purpose telephony and accommodation. From spring 2017 onwards the focus will be on launching the new service and ensuring our performance meets the nationally set call volumes and quality standards.

Activity	Priority	Planning Document	Comments/details
5.1 Strengthen infrastructure and processes ahead of introduction of national telephone service	High	Annual IT and Comms Plan	Requirements include additional trained Gateway assessors and advisers, space, consolidation of telephone services in single location
5.2 Recruitment and training of additional volunteers to build capacity for the National Telephone Service	High	Annual Advice Services Plan	Targeted recruitment campaign and training programme required.
5.3 Introduction of the National Telephone Service	High	Annual Advice Services Plan	Significant demand on Advice Services Manager and Advice Services Supervisor resource
5.4 Extension of face-to-face through additional Saturday opening hours	Medium	Annual Advice Services Plan	Planning completed, promotion of service required
5.5 Development of web chat through further staff training and promotion of channel	Low	Annual Advice Services Plan	Not resource intensive

6. Deepen and develop partnership working

Currently Chiltern CAB is a medium size bureau, with limited capacity for delivering large scale projects. In order to access larger grants and to deliver projects over wider areas partnership working is needed.

Activity	Priority	Planning Document	Comments/details
6.1 Seek funding for the delivery of county-wide Money Advice	High	Annual Fundraising Plan	Possible funding from Bucks CC MAP funding, Paradigm Foundation, other independent foundations
6.2 Delivery of county-wide Money Advice Service in partnership with Bucks Bureau	High	Annual Advice Services Plan	Requires significant joint working with Bucks Bureaux
6.4 Develop relationships with strategic partners seeking opportunities to secure joint funding	Medium	Annual Stakeholder Plan	
6.5 Develop relationships with Bucks Bureaux seeking tactical opportunities to share costs	Low		Few opportunities for significant savings given geography and small scale of other bureaux.

7. Attract and retain high quality volunteers and paid members of staff

In recent years recruitment to a number of paid roles has been challenging. Advertised vacancies have not yielded large numbers of candidates and at times falls in volunteer numbers have affected numbers of clients being served by the bureau. Recruiting and training volunteers is fundamental to maintaining the extent and quality of advice offered by the bureau. It also builds an important resource for the delivery of projects.

Activity	Priority	Planning document	Comments/details
7.1 Develop succession plans for key members of paid staff and volunteers (including trustees), including required training needs to meet future needs of the service	High	Annual HR Plan	
7.2 Annually review and update employment policies	Medium	Annual HR Plan	
7.3 Expand volunteer recruitment advertising	Medium	Annual HR Plan	
7.4 Streamline volunteer recruitment process with a target of two months from initial contact to commencement of training	Medium	Annual HR Plan	
7.5 Refine volunteer role descriptions including recruiting advice volunteers for Saturdays and outreach cover and marketing volunteers	Medium	Annual HR Plan	

7.6 Annually update training plan including consideration of non-advice training needs for all staff and volunteers

High

Annual Training Plan

8. Activities in response to external imperatives

Activity	Priority	Planning document	Comments/details
8.1 Introduction of stakeholder pension scheme for eligible staff	High	Annual HR Plan	
8.2 Introduction of case checking quota and removal of 100% case checking as part of PQF introduction	High	Annual Advice Services Plan	
8.3 Restructure adviser training programme for new advice model	High	Annual Advice Services Plan	
8.4 Reduction of core cost base in event of reduced or flat-lined core funding	High	Annual Fundraising Plan	

Measuring our success

Successful delivery of the business plan will be measured on a monthly basis by the District Manager. Each activity will be assigned a RAG rating (red, amber, green).

	Delivery of activity delayed or activity not delivered
	Potential delays to delivery or changes to activity
	Activity successfully delivered or on target for delivery

Progress will be reported to trustees on a quarterly basis as part of the Managers Report. Reporting to trustees will be on an exception basis, with activities rated red and amber presented, along with an explanation for the reasons for the rating and the action being taken to correct performance.

On an annual basis trustees will review the whole business plan ahead of budget setting for the next financial year.

Appendices

(1) Advice Needs Analysis 2015



**MINUTES of the Meeting of the
CHILTERN & WYCOMBE JOINT WASTE COLLECTION COMMITTEE
held on 27 AUGUST 2015
at WYCOMBE DISTRICT COUNCIL**

PRESENT:

Councillor J Teesdale (Wycombe District Council) - Chairman
" M R Smith (Chiltern District Council) - Vice Chairman

Councillors: W Mallen (Wycombe District Council)

Officers: C Hughes (WDC), S Markham (CDC), I Westgate (WDC),
Marchant (CDC), S Gordon (CDC), K Eastman (CDC & WDC)
and L Hornby (WDC).

1 EVACUATION PROCEDURES

Ian Westgate explained evacuation procedures.

2 MINUTES

The Minutes of the meeting held on 25 June 2015 were agreed as a correct record and signed by the Chairman.

3 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor C Jones (CDC) and Bob Smith (CDC).

4 DECLARATIONS OF INTEREST

There were no declarations of interest.

5 WASTE SERVICE HIGHLIGHT REPORT

The Joint Committee considered the Waste Service Highlight Report and in particular noted the programme status had been kept at Amber but that Scope and Finance were in fact Green. They noted the results of a satisfaction survey had been undertaken by contacting 200 residents, 100 in each authority. Concern was raised that the perception was that the service was not performing well, although it compared quite favourably compared to neighbouring local authorities. It was agreed for some good news stories to be put on the website for residents to see.

The Joint Committee noted that an officer from CDC would be taking photographs to show what waste should be put into each waste bin as a

pictorial record was helpful to residents as they could see at a glance and therefore this would cut down on contaminants. It was also noted that the new calendar would be dispatched in October.

It was noted that with changing the tipping point for waste from landfill to High Heavens transfer station could potentially have a knock-on effect in terms of collections and if this became the case, then residents would need to be notified. After some discussion, it was agreed that the Chairman and Vice Chairman would invite the County Portfolio Holder to a future meeting to discuss various issues.

RESOLVED –

That the report be noted and agreed.

6 WASTE SERVICE RISK REVIEW

The Joint Committee considered the Waste Service Risk Review report and noted the refreshed risks in relation to Scope, Quality, Time, Finance, Communication, Legal & Contract, Infrastructure and People. Concern was raised in relation to the High Heavens transfer station in relation to potential cost and impacts.

RESOLVED –

That the report be noted and agreed.

7 2014/15 BUDGET UPDATE

The Joint Committee considered the 2014/15 Budget Update report and noted the contents particularly in relation to Table 2b and the split between CDC and WDC. Additional expenditure was required on rolling out of the flats recycling scheme. Bins of a higher specification were required and as a result new bins were purchased and a one-off invoice of £156,110 was paid for Chiltern Wycombe. These new bins were currently being rolled out to current flats.

RESOLVED –

That the report be noted and agreed.

8 QUARTER 1 BUDGET OVERVIEW

The Joint Committee considered the Quarter 1 Budget Overview report and noted the contents. They also noted that the waste service budget was currently estimated to outturn on budget at the end of the year. Areas of risk to income were based particularly around IAA payments. It was reported that in relation to Table 6b, under the heading 'Income' the Recycling Credit, 2014/15 income carried forward but was not paid by Bucks County Council as yet.

RESOLVED –

That the report be noted and agreed.

9 WASTE SERVICE POLICY REFRESH

The Joint Committee considered the Waste Service Policy Refresh and noted that while most policies remain unchanged, most were updated to ensure clarification on some issues.

It was noted in relation to bulky special collections that the current system allowed for the collection of five items for £35 which often encouraged residents to find additional items to put out to make up to five. The proposed recommendation was to change this provision to three items for £35 with an additional £35 for further items.

After some discussion the report and updated document was agreed and would be uploaded to the website from 1 September.

RESOLVED –

That the report be noted and agreed the updated document as set out in Appendix 1 and its application from 1 September 2015.

10 WASTE SERVICE CONTAINER CHARGING OPTIONS

The Joint Committee considered the Waste Service Container Charging Options report.. It was noted that if a resident was moving in to a new development, if a container was lost or stolen or if damage was down to the operator, then the container would be replaced free of charge. It was hoped that with the charges in place, it would encourage residents to taken care of their containers which would cut down the numbers of residents claiming for replacements.

RESOLVED –

That the report be noted and agreed approval for the revision of the charging criteria.

11 EXCLUSION OF THE PUBLIC:

RESOLVED –

That under section 100 (A) (4) of the Local Government Act 1972 (as amended) the public be excluded from the meeting for the following item(s) of business on the grounds that they involved the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act.

Note: the relevant paragraph number and description is indicated under the Minute heading.

12 KOTS UPDATE

Paragraph 3 – Information relating to the financial business affairs of any particular person (including the authority holding that information)

Paragraph 5 – Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

The Joint Committee considered the update which was circulated at the meeting and particularly noted the current position which had been agreed following a meeting the previous week with Serco. It was also noted that under the heading Background, the 1st point should read “In April 2013, the JWCC...” and not 2014 as quoted in the report.

RESOLVED –

That the report be noted and agreed.

13 CHARGE CONTROL NOTICE AND NOVATION UPDATE

Paragraph 3 – Information relating to the financial business affairs of any particular person (including the authority holding that information)

Paragraph 5 – Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

The Joint Committee received an update on Change Control Notice and Novation and noted that a report with Serco’s savings plan had been discussed at the previous JWCC meeting. It was agreed that officers work with Serco to agree and get sign-off for the updated KOT’s as the issue had been delayed.

RESOLVED –

That the report be noted and agreed.

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Appendix A

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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