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**CHILTERN**  
District Council



## CDC Cabinet

**Tuesday, 4th April, 2017 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 - 22*)  
To sign the Minutes of the meeting held on 7 February 2017.
- 3 Apologies for Absence
- 4 Declarations of Interest
- 5 28-Day Notices (*Pages 23 - 24*)  
*Appendix: Cabinet 28 Day Notice (Pages 25 - 28)*  
*Appendix: Joint Committee 28 Day Notice (Pages 29 - 32)*
- 6 Current Issues
- 7 Refreshed Joint Business Plan 2017-2020 (*Pages 33 - 34*)  
*Appendix 1: Joint Business Plan 2017-2020 (Pages 35 - 74)*

- 8 Performance Indicator Review 2017-18 (Pages 75 - 78)  
*Appendix A: Priority PIs (Pages 79 - 86)*  
*Appendix B: Corporate Indicators (Pages 87 - 96)*
- 9 Quarter 3 Performance Reports 2016-17 (Pages 97 - 100)  
*Appendix A: Priority PIs Q3 (Pages 101 - 104)*  
*Appendix B: Corporate Indicators Q3 (Pages 105 - 110)*
- 10 Chiltern Car Park Review - Responses to Objections (Pages 111 - 116)
- 11 Local Authority Lottery (Pages 117 - 124)
- 12 Chiltern District Council Community & Wellbeing Plan 2017-2020 (Pages 125 - 128)  
*Appendix (Pages 129 - 162)*
- 13 Review of Planning Appeals Performance in 2016 (Pages 163 - 168)  
*Appendix A - Dismissed Appeals 2016 (Pages 169 - 188)*  
*Appendix B - Allowed Appeals 2016 (Pages 189 - 212)*  
*Appendix C - Special Measures (Pages 213 - 214)*  
*Appendix D - Project Plan (Pages 215 - 216)*  
*Exceptions Notice (Pages 217 - 218)*
- 14 Minutes of Joint Executive Committees  
Members are asked to note the Minutes of the following meetings of Joint Executive Committees:  
*Appendix 1 - Chiltern & South Bucks Joint Committee - 23 January 2017 (Pages 219 - 222)*
- 15 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.

16 Cabinet Reports from Policy Advisory Groups:

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

16.1 Communities, Health & Housing Notes - 30 January 2017 (Pages 223 - 230)

16.2 Customer Services Notes - 19 January 2017 (Pages 231 - 234)

16.3 Support Services Notes - 25 January 2017 (Pages 235 - 238)

17 Parking Improvements at King George V House (Pages 239 - 242)

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

18 New Aylesbury Crematorium (Pages 243 - 246)

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

*Appendix: Chilterns Crematorium Joint Committee Report (Pages 247 - 252)*

*Appendix A - Extracts of Minutes of Meetings (Pages 253 - 270)*

*Appendix B - Aylesbury Crematorium Budget (Pages 271 - 272)*

*Appendix C - Aylesbury Crematorium Updated Business Case (Pages 273 - 274)*

*Appendix D - Risk Register (Pages 275 - 280)*

19 Chesham Flood Alleviation Scheme (Pages 281 - 286)

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

*Appendix 1 - Existing Current Culvert Path (Pages 287 - 288)*

*Appendix 2 - Summary of Scenarios Considered by Chesham Flood Alleviation Group (Pages 289 - 290)*

*Appendix 3 - A Map showing a Shortlisted Option of Moving the Culvert (Pages 291 - 292)*

*Appendix 4 - List of Options (Pages 293 - 296)*

*Appendix 5 - Key Facts Sheet (Pages 297 - 298)*

*Appendix 6 - Aerial Photo (Pages 299 - 300)*

20 High Speed 2 - Update Report on Parliamentary Process and Going Forward (Pages 301 - 316)

*Paragraph 3 – Information relating to the financial or 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*

*Appendix 1 - Register of Assurances and Undertakings Phase One (Pages 317 - 336)*

*Appendix 2 - Draft Local Environmental Management Plan, Chiltern and Wycombe District Councils (Pages 337 - 384)*

**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: CDC 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, 27 June 2017**

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1.

**Publication Date:**  
**16 February 2017**

**CHILTERN DISTRICT COUNCIL**

**MINUTES of the CDC CABINET**  
held on **7 FEBRUARY 2017**

**PRESENT** Councillors I A Darby - Leader  
M J Stannard - Deputy Leader  
G K Harris  
P E C Martin  
M R Smith  
F S Wilson

**ALSO IN ATTENDANCE:** Councillor P M Jones

**179 MINUTES**

The Minutes of the Cabinet meeting held 13 December 2016 were approved and signed by Councillor I Darby, Cabinet Leader, as a correct record.

**180 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**181 28-DAY NOTICES**

The Cabinet received a report attaching the draft 28-Day Notices for the Cabinet meeting on 4 April and the Chiltern & South Bucks Joint Committee on 11 April.

**RESOLVED –**

**That the Draft 28-Day Notices be noted.**

**182 CURRENT ISSUES**

**(i) Councillor G Harris – Youth Awards 2017**

Councillor Harris reported that the Council had received 96 nominations for this year's Youth Awards. The nominations would be considered later this week, and the awards would be presented at a ceremony on 16 March at the Kings Church, Amersham. The Lord Lieutenant of Buckinghamshire would be present.

**(ii) Councillor P Martin – Housing White Paper: “Fixing our broken housing market”**

A Housing White Paper had just been published which set out how the Government intended to boost housing supply and create a more efficient housing market. Councillor Martin provided the following summary of the key proposals set out in the document, and advised that a full assessment would be available in due course:

- 250,000 extra homes per annum were required
- Councils will be required to produce an up-to-date plan on housing delivery
- There will be rolling targets on housing delivery
- Shortening default timescales for developers to implement permissions for housing development from three years to two years
- A Home Building Fund to support small and medium sized builders
- Encouraging offsite construction and greater innovation in building methods
- Introduction of the Lifetime ISA
- Maintain protections for Green Belt land with boundaries being amended only in exceptional circumstances
- Helping older residents move at the right time to improve their quality of life and free up housing for other buyers

Councillor I Darby felt that the White Paper didn't go far enough to address housing issues, and that the proposed reduction in default time for implementing permissions was too weak. It was felt that much more could be done, for example by allowing Councils to charge Council Tax on properties earlier following planning permission being obtained.

Councillor P Jones was invited to speak and suggested that the announcements were not good news for local government due to the suggestion that Council finances may be cut if higher numbers of housing were not delivered.

### **Councillor I Darby – Modernising Local Government**

Councillor Darby provided an update on the positive discussions at a meeting between the leaders of the four District Councils in Buckinghamshire and the Secretary of State for Communities and Local Government regarding the District Councils' submission on modernising local government in Buckinghamshire. The Secretary of State had received two submissions, one from the County Council, and one from the four Districts. An announcement from the Secretary for State regarding his "minded to" decision was expected by the end of March.

### **183 REVENUE BUDGET 2017/2018**

The Cabinet received a report setting out the proposed Revenue Budget for 2017/18, which would form the basis for setting the Council's proportion of Council Tax, being recommended for approval by the Council.

Whilst considering the report, the Cabinet noted that the Resources Overview Committee had considered the report at the meeting held on 31 January and were supportive of the recommendations. The Support Services Policy Advisory Group had also discussed the revenue budget and in particular how the surplus within the budget for 2017/18 should be deployed across the Council's earmarked reserves.

The report's key points were then outlined as follows:

- The Council's finance settlement, the funding received from the Government, was as expected.
- There would also be a reduction in Council income from investments due to low interest rates and use of reserves to support capital expenditure and key projects.
- There were changes to the New Homes Bonus.
- The proposed budget was based on a 2.9% increase in District Council Tax which amounted to a £5 increase for a Band D property.
- There would be a revenue surplus of £1.2M in 2017/18.
- The Medium Term Financial Strategy showed that the Council was taking a more cautious view on funding due to the likely reduction in funding from Government after 2019/20.

- The advice from the Section 151 (Chief Finance) Officer was noted which showed the budget had been properly prepared, financial risks identified and how they would be managed and that the Council would be comfortably above the prudent minimum level of reserves.

During consideration of the report the Cabinet noted the other options available to the Council:

1. That there be no increase in the Council's element of Council Tax which would result in less resource being available to fund the capital programme and funding gap in future years.
2. That the Council increase its element on Council Tax by more than the referendum threshold of 2% (£5 for a band D property), considered unrealistic, due to the risk that electors do not support the increase and the cost of holding a referendum.

During the discussion, the rate at which the Council's level of Government funding would be reduced to zero was highlighted. The rate of change was particularly high for 2016/17 which had represented a 29% reduction. The Council was therefore praised for its financial management. The Council had worked very hard over the past five years to produce financial savings and defer the point at which significant additional savings were required despite the substantial reduction in funding from the Government. Thanks were expressed to Heads of Service in particular for their work in relation to the budget setting process. The Council had developed a proven method of managing the budget, and should be proud of the way that the Council's finances had been managed.

The Cabinet then

### **RECOMMENDED:**

- 1) That the Revenue budget for 2017/18 be approved, as summarised in the table in paragraph 5.15, and**
- 2) That no support is provided to Chiltern District Council parishes in respect of the impact of Council Tax Support on their tax bases for 2017/18 as the authority no longer receives Revenue Support Grant.**



**3) That the following use of earmarked reserves for 2017/18 be agreed:**

**- Local Development Plan £268,000**

**4) That the following additions to earmarked reserves for 2017/18 be agreed:**

**- Capital – Funding replacement refuse vehicles, £394,000**

**- Capital – Funding of capital programme, £1,028,000**

**- HS2, £150,000**

**- Elections, £20,000**

**- Planning Digitalisation, £105,000**

**5) That a budget requirement of £10,747,000, which will result in a District council tax of £175.62 for a Band D property be agreed.**

**6) That the level of fees and charges for 2017/18 (Appendix C) be confirmed.**

**7) That the advice of the Director of Resources (Appendix A) be noted.**

**AND RESOLVED:**

### **Setting the Council Tax**

**8) That the report be made available to all Members of the Council in advance of the Council Tax setting meeting on 28th February, and a final report is produced for the Council meeting incorporating the information from preceptors, and the final decisions of the Cabinet on the budget.**

### **Medium Term Financial Strategy**

**9) To note the comments in the report on the Council's financial position in respect of the years following 2017/18.**

**184 CAPITAL PROGRAMME AND REPAIRS & RENEWALS PROGRAMME 2017/2018**

The Cabinet were asked to consider, and recommend to Council for approval, a report that set out the Capital Programme, which identified Council projects by Portfolio Area, and the Repairs & Renewals Programme, that outlined planned maintenance for the Council's assets, both for the period 2017/18 to 2020/21. The report also referred to the Capital Strategy which described how the Council would use and manage its capital resources to progress key Council priorities.

Members noted the inclusion of two key projects relating to Amersham Multi-Storey Car Park and the redevelopment of Chiltern Pools Leisure Centre. Both of which would require the Council to undertake a level of sustainable borrowing. There were also a number of other items relating to housing grants and the maintenance of the Council's assets and infrastructure which required funding from the existing capital reserves that had been built up. The Repairs and Renewals programme also set out regular small and medium scale maintenance of Council property and IT infrastructure.

Following the discussion, the Cabinet then

**RECOMMENDED:**

- 1) That the Capital Programme for 2017/18 – 2020/21, as set out in Appendix A, be agreed.**
- 2) That the Repairs & Renewals Programme for 2017/18 – 2020/21, as set out in Appendix B, be agreed.**
- 3) That the Capital Strategy, as set out in Appendix C, be agreed.**
- 4) That the implications for the Financial Strategy of the proposed programme be noted.**

**185 ANNUAL TREASURY MANAGEMENT STRATEGY 2017/18**

The Cabinet were asked to consider a report that recommended that the Annual Investment Strategy, which set out how the Council managed its money, be approved and adopted by the Council.

It was noted that the Resources Overview Committee had considered the report at a meeting held on 31 January 2017 and had raised no concerns on the recommendations in the report.

The report was set out in a prescribed format due to regulations and the main point to note was that the Council planned to undertake borrowing during the forthcoming financial year and would therefore no longer be a debt free Council. The implication of this was that the Council needed to demonstrate that this was affordable. It was also noted that there was an investment target, despite the borrowing required, because there may be a short term cash surplus that would be invested.

Following consideration, the Cabinet then

**RECOMMENDED:**

**That the Treasury Management Strategy (Appendix 1), including its appendices listed below, be approved:**

- **Appendix 1A - Annual Investment Strategy Policies**
- **Appendix 1B - Prudential Indicators including the borrowing limits**
- **Appendix 1C - the MRP method to be used in 2017/18.**

**186 TREASURY MANAGEMENT Q3 2016/2017**

The Cabinet considered a report setting out the Council's Investments for the period October to December 2016. Members were pleased to note that the Council was currently on track to slightly exceed the income investment target by around £25,000.

Following consideration of the report, the Cabinet then

**RESOLVED:**

**That the Treasury Management performance for Quarter 3 2016/17 be noted.**

**187 SERVICE PLAN SUMMARIES 2017/2018**

The Cabinet considered the Service Plan Summaries produced by each Head of Service/Principal Officer within the Council. These provided a summary of achievements from the current year and an overview of what each service aimed to deliver for 2017/18.

Councillor Wilson highlighted the work that the customer services team had done to implement their shared service plan. This had now moved on to the development of a customer service strategy. The revenues and benefits team were also praised for continuing to meet their performance indicator targets and maintaining an excellent collection record despite the organisational changes that had taken place at the same time.

Councillor M Smith reported that the Council's recycling rate was 52% in 2015/16, which was below the Council's target of 57%. It was noted that the reduction in the percentage of waste being sent for reuse, recycling or composting was a national trend. It was believed that this was primarily due to a reduction in the amount of packaging that was being produced. Despite this the Council was performing above the average national recycling level, and although it had not met its own target, this was due to changing circumstances arising from an overall reduction in packaging being produced.

The Cabinet then expressed thanks to Sarah Woods, Performance and Policy Officer, who would be leaving the Council later that month.

**RESOLVED:****That the Service Plan Summaries be noted.****188 ECONOMIC DEVELOPMENT STRATEGY**

The Cabinet were asked to consider and approve the most recent version of the Economic Development Strategy for Chiltern and South Bucks Councils 2017 to 2026 so that it could go on to formal consultation with the Council's Services Overview Committee who would receive the more detailed action plan. The Strategy would also be considered by the Joint Planning Policy Member Reference Group due to links with the emerging Local Plan. If any further changes were suggested the final amended Strategy would be reconsidered by the Cabinet.

The report set out four options: 1) to agree the Economic Development Strategy, themes and Actions; 2) to agree with amendments; 3) to not agree; and, 4) to adopt another Strategy to reinforce the commitment and work towards achieving the vision contained in the Chiltern and South Bucks Joint Business Plan (2015-2020) and Joint Sustainable Community Strategy 2013-2026 as well as the recommendations of the Councils' 2014 Peer review and to support the emerging Local Plan is recommended.

It was noted that the Strategy had been produced in support of both Councils' joint business plan. The document would also form part of the evidence base of the joint local plan. It originated from the joint peer review which suggested that the Councils could be more proactive in economic development. During the consultation there had been a good response from local businesses with 219 businesses participating in the online survey. Overall there had been a really good response with lots of positive feedback. A SWOT analysis had been developed with 6 strategic objectives and there were detailed actions for each of the headline points.

The Cabinet expressed thanks to the Director of Services for all her work in helping to develop the Strategy. Members felt that the Strategy was a good starting point, but stressed the importance of ensuring the Strategy resulted in the implementation of positive actions.

Being a joint Strategy Members highlighted that the document would also need to be approved by South Bucks District Council, and would be considered by their Overview and Scrutiny Committee. Some changes were also suggested in relation the geographic references on page five of the document.

Councillor P Jones was invited to speak, and welcomed the Strategy, but emphasised that actions were the most important part. It was also suggested that perhaps more could have been done sooner. There was also a need to consider the future opportunities, for example, Heathrow expansion. Further detail was therefore required. Members noted that the Council had an economic development budget and would consider how that could be used effectively.

The Cabinet highlighted that King George V House (KGVH) had become more full over time due to letting arrangements, and shared services had increased the numbers of staff working primarily from Amersham. It was suggested that any vacant office space at Capswood might offer opportunities to provide short term space to businesses in this area to support small and newly formed businesses. It was noted that South Bucks was firstly looking to lease space to a single tenant, but would look at all options that were available within the requirements of the current lease, if this proved difficult to achieve.

After a discussion, the Cabinet then

### **RESOLVED:**

**That the Economic Development Strategy for Chiltern and South Bucks Councils 2017-2026 be agreed for consultation with the Chiltern Services Overview Committee and be referred to the Planning Policy Joint Member Reference Group due to links with the emerging Local Plan.**

### **AND RECOMMENDED:**

**That the Economic Development Strategy for Chiltern and South Bucks Councils 2017-2026 be adopted, subject to no changes being suggested during consultation with the Chiltern Services Overview Committee and South Bucks Overview & Scrutiny Committee and Cabinet meeting.**

**189 TO EXTEND THE HEAD OF ENVIRONMENT'S DELEGATED POWERS UNDER THE SCHEME OF DELEGATION TO OFFICERS**

The Cabinet were asked to consider a report that recommended that the Head of Environment's delegated powers be extended to include the ability to grant leases or tenancies of no more than 7 years (with security excluded) or take on leases of no more than 7 years, or terminate a lease or tenancy granted by the Council. This delegation to the Head of Environment would provide greater efficiency for the property and estate management functions.

The report set out two options: 1) Do nothing and leave the Head of Environment's scheme of delegations unchanged. Each proposal would then need to be considered by Cabinet on a case by case basis. 2) Agree to this extension to the scheme of delegations for the Head of Environment.

Following consideration, the Cabinet expressed support for the recommendation as a sensible approach, and then

**RESOLVED:**

**That the Cabinet agree to extend the Head of Environment's delegated powers to include authority to grant leases or tenancies of no more than 7 years (with security excluded) or take on leases of no more than 7 years or to terminate a lease or tenancy granted by the Council.**

**190 ARMED FORCES COMMUNITY COVENANT UPDATE**

The Cabinet were asked to consider a report on the Buckinghamshire Armed Forces Covenant and associated 2016/17 action plan. The principal aim of the agreement and action plan was to bring armed forces personnel and their families closer to the community and improve their access to local services. Councillor C Ford provided external representation as the Council's Armed Forces Champion. At a district level support was provided to Town and Parish Councils, the Council promoted awareness of World War 1 and displayed jobs for services on the website. There was also a housing fast track service to provide easier access to housing. An event had also been held in the Council chamber involving 40 community organisations which aimed to help improve awareness and understanding of the council's services.

The Cabinet were pleased that the Council was involved in this work and the benefits of working with the armed forces were acknowledged, particularly with regards to the sharing of information and cooperation.

The Cabinet noted that as the Covenant had already been adopted by the Council in July 2012, the recommendation had been amended, and Cabinet were now being asked to continue to support the Buckinghamshire Armed Forces Covenant and agree the Buckinghamshire Armed Forces Covenant's associated 2016/17 action plan.

**RESOLVED:**

**That Cabinet continues to support the Buckinghamshire Armed Forces Covenant and agrees the Buckinghamshire Armed Forces Covenant's associated 2016/17 action plan.**

**191 INFORMATION ITEM: AFFORDABLE RENTED HOUSING CONTRIBUTION - SPRINGETT PLACE (CHIEF EXECUTIVE'S POWER OF URGENCY)**

The Cabinet received a report informing them that the Chief Executive had used powers of urgency, in accordance with the Scheme of Delegation, to authorise payment of a contribution of £40,000 per unit (totalling £280,000 for 7 properties) to Paradigm from the Council, subject to conditions, to support the delivery of affordable rented properties.

The Cabinet welcomed the opportunity to increase the number of affordable rented properties available, and strongly supported the recommendations. Members were also pleased to note the joint working being carried out with other organisations to bring about more affordable housing accommodation in the area. Members were also pleased that the Government was now looking at affordable rents.



**RESOLVED:**

1) That it be noted that the Chief Executive has exercised his powers of urgency under the Scheme of Delegation (in consultation with the Cabinet Leader) to authorise payment of a contribution of £40,000 per unit (total £280,000) to Paradigm Housing Group from the Council, subject to incorporating provisions in the funding/nomination agreement that could provide for a repayment of grant to the Council in the event of any property subsequently being sold within 10 years.

2. That authority be delegated to the Head of Healthy Communities, in consultation with the Head of Legal and Democratic Services, to negotiate and conclude any agreement required to give effect to the decision to provide funding, including provisions for repayment on any future sales to sitting tenants.

**192 MINUTES OF JOINT EXECUTIVE COMMITTEES**

The Cabinet, after reviewing the Minutes of the most recent meeting of the Chiltern & Wycombe Joint Waste Collection Committee, then

**RESOLVED:**

1) That the Minutes of the Chiltern & Wycombe Joint Waste Collection Committee meeting held on 8 December 2016 be noted.

**193 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.

**194 ENVIRONMENT PAG NOTES - 30 NOVEMBER 2016**

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

The Cabinet, after considering the Notes of the most recent meeting of the Environment Policy Advisory Group, then

**RESOLVED:**

**1) That the Notes of the Environment Policy Advisory Group meeting held on 30 November 2016 be noted.**

**195 AMERSHAM MULTI-STOREY CAR PARK UPDATE**

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

The Cabinet considered a report that sought to provide clarification on the decision making process to date regarding the Amersham Multi-Storey Car Park Project (AMSCP). In response to a question it was clarified that the current proposals being put forward, which would be subject to Cabinet approval of the business case at the next meeting on 4 April, still involved a level of protection being provided for the existing structure. The earlier proposals, considered by the Cabinet, had been amended due to the impact on the number of car parking spaces that could be provided, and the advice of the professional advisers to the construction project.

Following consideration, the Cabinet then

**RESOLVED:**

**1) That the contents of the report be noted.**

**2) That the scope of the Amersham Multi Storey Car Park (AMSCP) project does not include an over roof, additional Photo Voltaic systems or new guttering for the existing multi storey car park, as detailed within the report.**

**3) Agree that any further weatherproof protective coating works for the top deck of the existing AMSCP or ancillary works to the existing AMSCP will be dealt as part of the project for the new multi-storey car park as required and will be included within the overall project costs.**

**4) The final business case for the new AMSCP project will be reported to the Council's relevant internal consultees then to the Cabinet meeting on 4 April 2017.**

## **196 COUNCIL WIFI REPLACEMENT**

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

The Cabinet considered a report that recommended, following a joint procurement process with South Bucks District Council, that O2 be selected as the preferred supplier to provide WiFi services to the Council as a replacement to the current WiFi arrangements. It was noted that the current system was outside its operational life and that technical support was no longer available for it.

During the discussion it was noted that the total expenditure being requested for approval totalling £27,600 would be apportioned accordingly between the parties involved. The Chiltern expenditure was already identified within the capital programme and the costs were less than what had been estimated a few years ago. The preferred supplier also offered greater capacity, reliability, experience and lower costs.

In response to a question it was noted that the WiFi service was also being provided at the Crematorium as a public service to meet the expectations of customers. The Crematorium operation would also benefit from the facility. It was also noted that the difference in the annual management costs between South Bucks office and the other sites reflected the different configuration requirements at that building.

Following consideration, the Cabinet then

### **RESOLVED:**

**1) That the selection of O2 as preferred supplier to provide WiFi services be approved.**

**2) That the expenditure of £27,600 to implement the O2 proposal be approved.**

**3) That it be noted that, if approval is given, the relevant amount will be recovered from each of the other parties to the agreement.**

## **197 CHILTERN POOLS FEASIBILITY STUDY**

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

Following agreement from the Cabinet, at the meeting held on 1 November 2016, the Council had carried out an informed public consultation on proposals to develop a new state of the art leisure and community facility to replace the existing Chiltern Pools, community centre, library and youth centre. The Cabinet therefore considered a report which set out the key findings of the consultation, opinion on the proposed development and proposed facility mix.

The report set out the following options:

- 1) Stop the project and look at an alternative site.
- 2) Progress with the proposal in its current location.
- 3) Re-evaluate the site development option including the King George V site.
- 4) Continue to operate the current Chiltern Pools.

Members were particularly pleased to note that there had been nearly 2500 responses to the consultation. Responses were received from a range of demographics across the community and the majority overwhelming supported the proposals. There was also a lot of support for the current facility and the proposed use of the existing site. The proposal for squash courts was less popular, but was still supported overall. There were some issues raised relating to the barns, parking, growth of the site, and access to the current site during construction, as well as the construction process itself. Other key comments included ensuring that the new development was accessible for older residents in particular.

The Services Overview Committee had also considered the report and supported the project.

The Cabinet expressed thanks to the huge team of people who went out in all weather to engage with the community and generate such a high level of response to the consultation in a short space of time. The range of responses from across the community was a fantastic achievement and thanks were expressed to everyone involved. Meetings held also been held with other interested parties and these had also been very positive and supportive of the project. The Council had developed significant expertise from other projects and it was noted that these skills and knowledge were being utilised to take this project forward.

The Leader then expressed thanks to Councillor Stannard in particular for his personal involvement in the project. It was noted that not all responses to the consultation had been positive, but that these concerns had been noted, and would be looked at so that they could be addressed. The consultation was a genuine example of asking the community for its views and then taking these on board to shape the proposals.

After consideration, the Cabinet then

### **RESOLVED:**

- 1) That the Director of Services be authorised to hold stakeholder negotiations to secure in principle agreement over developing the proposed community and leisure facility on the site off King George V Road/Avenue.**
- 2) That the detailed design and feasibility study be completed to consider the business case for the introduction of a spa and or flumes in the facility mix and the needs of the nursery, gateway disability club, youth club, community centre and library.**
- 3) That a further report be received on the options available to the Council in relation to the transitional arrangements that may be required during the development of the centre.**
- 4) That the OJEU compliant process to appoint the specialist design, project management and construction trades required for the project be noted.**

- 5) **That a Project Board be established to oversee the overall management of the project to ensure that key milestones are achieved on time, within budget and in accordance with national standards and best practice.**
- 6) **That the Head of Healthy Communities be authorised to prepare and submit a grant application to Sport England's Strategic Facility Fund to support the project.**
- 7) **That an external consultation forum consisting of key stakeholders (including but not exclusively Amersham Community Association, Lindfield Nursery, Amersham Swimming Club, Amersham Town Council, Amersham Action Group, Chiltern U3A, and Buckinghamshire County Council) be established to support and guide the Project Board move the project forward.**
- 8) **That the outcome of the consultation be made publicly available to advise the community on the next steps.**

**The meeting ended at 5.40 pm**

## Item 5

SUBJECT:	<i>28 Day Notice</i>
REPORT OF:	<i>Cabinet Portfolio Holder for Support Services (Deputy Leader)</i>
RESPONSIBLE OFFICER	<i>Head of Legal &amp; Democratic Services</i>
REPORT AUTHOR	<i>Charlie Griffin, 01494 732011, charlie.griffin@chiltern.gov.uk</i>
WARD/S AFFECTED	<i>All</i>

### 1. Report

The Access to Information Regulations 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](#) is published on the Council's website.

### RECOMMENDATIONS

The Cabinet is asked to note the following draft 28 Day Notices -

- Cabinet
- Joint Committee

Background Papers:	None
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**28 Day Notice**

**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](http://www.chiltern.gov.uk/democracy)

<b>Leader (Councillor Isobel Darby)</b>					
Key Decision (Y/N) <sup>1</sup>	Report Title & Summary <sup>2</sup>	Consultation <sup>3</sup>	Decision Maker & Date	Private Report (Y/N) and Reason Private <sup>4</sup>	Lead Officer <sup>5</sup>
<b>Support Services - Deputy Leader (Councillor Mike Stannard)</b>					
Key Decision (Y/N) <sup>1</sup>	Report Title & Summary <sup>2</sup>	Consultation <sup>3</sup>	Decision Maker & Date	Private Report (Y/N) and Reason Private <sup>4</sup>	Lead Officer <sup>5</sup>
<b>Sustainable Development (Councillor Peter Martin)</b>					
Key Decision (Y/N) <sup>1</sup>	Report Title & Summary <sup>2</sup>	Consultation <sup>3</sup>	Decision Maker & Date	Private Report (Y/N) and Reason Private <sup>4</sup>	Lead Officer <sup>5</sup>
No	<p><b>Affordable Housing Small Site Thresholds:</b> The update the position in relation to use of Local Plan thresholds for requiring affordable housing from small development sites and evidence for this in light of recent appeals decisions</p>		Cabinet <b>27 June 17</b>	No	Helen Harding  Email: <a href="mailto:Hharding@chiltern.gov.uk">Hharding@chiltern.gov.uk</a>

<b>Environment (Councillor – Mike Smith)</b>					
Key Decision (Y/N) <sup>1</sup>	Report Title & Summary <sup>2</sup>	Consultation <sup>3</sup>	Decision Maker & Date	Private Report (Y/N) and Reason Private <sup>4</sup>	Lead Officer <sup>5</sup>
Yes	<b>Amersham Multi-Storey Car Park Development Business Case:</b> To consider the business case	Resources 21 June 17	Cabinet <b>27 June 17</b>	Yes (Paragraph 3)	Chris Marchant Email: cmarchant@chiltern.gov.uk
Yes	<b>Mill Meadow:</b> Update on the bridge repairs		Cabinet <b>27 June 17</b>	Yes (Paragraph 3)	Louise Dove Email: ldove@chiltern.gov.uk
Yes	<b>Snells Wood:</b> to consider a report on the provision of extra car park capacity		Cabinet <b>27 June 17</b>	Yes (Paragraph 3)	David Stowe Email: dstowe@chiltern.gov.uk

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

<b>Community, Health &amp; Housing (Councillor Graham Harris)</b>					
Key Decision (Y/N) <sup>1</sup>	Report Title & Summary <sup>2</sup>	Consultation <sup>3</sup>	Decision Maker & Date	Private Report (Y/N) and Reason Private <sup>4</sup>	Lead Officer <sup>5</sup>
No	<b>Revitalisation Group - Update Report:</b> To update key outcomes of the local Revitalisation Groups (2016/17) and agree Capital Grants Awards		Cabinet <b>27 June 17</b>	No	Paul Nanji  Email: pnanji@chiltern.gov.uk
Yes	<b>Regulators Code for shared services:</b> To consider the shared service regulators enforcement code	Services 14 June 17	Cabinet <b>27 June 17</b>	No	Ian Snudden  Email: isnudden@chiltern.gov.uk
Yes	<b>Homelessness Strategy:</b> To consider a joint Homelessness Strategy	Services 14 June 17	Cabinet <b>27 June 17</b>	No	Michael Veryard  Email: mveryard@chiltern.gov.uk
No	<b>Chiltern District Council Strategic Housing Framework 2014-15:</b> To receive an update on affordable housing delivery and to consider the Council's draft Strategic Housing Framework 2014-15	Services 14 June 17	Cabinet <b>27 June 17</b>	No	Michael Veryard  Email: mveryard@chiltern.gov.uk

<b>Community, Health &amp; Housing (Councillor Graham Harris)</b>					
Key Decision (Y/N) <sup>1</sup>	Report Title & Summary <sup>2</sup>	Consultation <sup>3</sup>	Decision Maker & Date	Private Report (Y/N) and Reason Private <sup>4</sup>	Lead Officer <sup>5</sup>
No	<p><b>Home Energy Conservation Act Progress Report:</b> Report seeking approval of the latest Progress Report under the Home Energy Conservation Act, setting out progress made since the last report in March 2015 and the actions to be taken over the next two years</p>		Cabinet <b>27 June 17</b>	No	Louise Quinn  Email:jfaul@chiltern.gov.uk
Yes	<p><b>Chiltern Pools:</b> To present the detailed study and agree the next stage, including releasing additional funds and the appointment of design team</p>	Services 14 June 17	Cabinet <b>27 June 17</b>	Yes (Para 3)	Martin Holt  Email: mholt@chiltern.gov.uk
No	<p><b>Food &amp; Health &amp; Safety Business Plans:</b> to agree the plans</p>		Cabinet <b>27 June 17</b>	No	Ian Snudden  Email: isnudden@chiltern.gov.uk
No	<p><b>Sustainability and Carbon Reduction Strategy:</b> The development and implementation of an updated joint strategy for South Bucks DC and Chiltern DC, building on existing activities and opportunities</p>		Cabinet <b>27 June 17</b>	No	Joanna Faul  Email:jfaul@chiltern.gov.uk



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

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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)**

<b>Meeting: 11 April 2017 (SBDC)</b>					
Key Decision (Y/N) <sup>1</sup>	Report Title & Summary <sup>2</sup>	Consultation How/When <sup>3</sup>	Decision Maker & Date	Private Report (Y/N) and Reason Private <sup>4</sup>	Contact Officer and Telephone Number
No	<b>Chiltern &amp; South Bucks Joint Committee Programme Update</b>		<b>JC</b> 11 April 17	No	Jim Burness <a href="mailto:jburness@chiltern.gov.uk">jburness@chiltern.gov.uk</a> <a href="mailto:Jim.burness@southbucks.gov.uk">Jim.burness@southbucks.gov.uk</a>
Yes	<b>Accommodation Strategy:</b> Consideration of office accommodation requirements in context of new ways of working		<b>JC</b> 11 April 17	No	Jim Burness <a href="mailto:jburness@chiltern.gov.uk">jburness@chiltern.gov.uk</a> <a href="mailto:Jim.burness@southbucks.gov.uk">Jim.burness@southbucks.gov.uk</a>
Yes	<b>Shared Service Cost Splits:</b> To review the costs splits that are used for shared services		<b>JC</b> 11 April 17	No	Rodney Fincham <a href="mailto:rfincham@chiltern.gov.uk">rfincham@chiltern.gov.uk</a> <a href="mailto:Rodney.fincham@southbucks.gov.uk">Rodney.fincham@southbucks.gov.uk</a>
No	<b>Service Reviews Case Study:</b> To consider a case study document recording the outcomes and learning points from the service review phase of joint working ( <i>information report</i> )		<b>JC</b> 11 April 17	No	Jim Burness <a href="mailto:jburness@chiltern.gov.uk">jburness@chiltern.gov.uk</a> <a href="mailto:Jim.burness@southbucks.gov.uk">Jim.burness@southbucks.gov.uk</a>
Yes	<b>Telecoms Contract:</b> To consider alternative service providers		<b>JC</b> 11 April 17	Yes (Paragraph 3)	Sim Dixon <a href="mailto:sdixon@chiltern.gov.uk">sdixon@chiltern.gov.uk</a> <a href="mailto:sim.dixon@southbucks.gov.uk">sim.dixon@southbucks.gov.uk</a>

Classification: OFFICIAL

No	<b>Customer Experience Strategy:</b> To agree vision, principles, draft strategy and next steps		<b>JC</b> 11 April 17	No	Nicola Ellis <a href="mailto:nellis@chiltern.gov.uk">nellis@chiltern.gov.uk</a> <a href="mailto:nicola.ellis@southbucks.gov.uk">nicola.ellis@southbucks.gov.uk</a>
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Classification: OFFICIAL

- 1 The Chiltern & South Bucks Joint Committee membership comprises of the following 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; P Kelly

A Key Decision is defined as:

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

#### **South Bucks District Council**

With regards to a) a Key Decision being defined as a decision which has income or expenditure effect of £50k or more but excludes contracts for and expenditure on repairs, maintenance and improvements works within budget provision and approved policy where the contract or expenditure has either been properly and specifically approved by or on behalf of the Cabinet or by an Officer acting under delegated powers, save where Contract Standing Orders require the Cabinet itself to authorise acceptance of a tender and such acceptance has not previously been authorised or delegated by the Cabinet.

- 2 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.
- 3 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](#)
- 4 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](mailto:chiefexecs@chiltern.gov.uk); tel: 01494 732143

Democratic Services, South Bucks District Council, Capswood, Oxford Road, Denham, UB9 4LH; email: [democratic.services@southbucks.gov.uk](mailto:democratic.services@southbucks.gov.uk); tel: 01895 837200



<b>SUBJECT:</b>	<i>Refreshed Joint Business Plan 2017 - 2020</i>
<b>REPORT OF:</b>	<i>Councillor Isobel Darby (CDC) and Councillor Ralph Bagge (SBDC)</i>
<b>RESPONSIBLE OFFICER</b>	<i>Bob Smith, Chief Executive</i>
<b>REPORT AUTHOR</b>	<i>Rachel Prance, Manager Joint Communications, Performance and Policy, 01494 732 903, <a href="mailto:rprance@chiltern.gov.uk">rprance@chiltern.gov.uk</a>, <a href="mailto:Rachel.prance@southbucks.gov.uk">Rachel.prance@southbucks.gov.uk</a>, 01895 837204</i>
<b>WARD/S AFFECTED</b>	<i>All</i>

## 1. Purpose of Report

To seek approval for the refreshed Joint Business Plan 2017 – 2020

### RECOMMENDATIONS

- 1. That the Cabinet recommends to Council that the refreshed Joint Business Plan be approved as part of the Budget and Policy Framework, subject to South Bucks District Council also approving the Plan.**

## 2. Executive Summary

This report seeks approval for the following document attached as Appendix A: Refreshed Joint Business Plan 2017-2020

## 3. Reasons for Recommendations

*The Joint Business Plan Aims, Priorities and Objectives replaced the former Chilterns 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 districts 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 usually takes place in April each year.

4.3 The 'Our values' section has been updated to reflect the new values which are now in place.

4.4 The priorities, goals and promises on pages 6 and 7 have had a light refresh this year. Both now make reference to the economic development strategy. SBDC's aims and objectives now include improving air quality and tackling homelessness.

4.5 The actions being delivered to support each aim and objective appear on the right hand side columns on pages 9-15 of the Joint Business Plan. 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 2017/18 Service Plans.

4.6 The proposed refreshed Joint Business Plan 2017-2020 is attached as Appendix 1.

## **5. Consultation**

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

## **6. Options**

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

## **7. Corporate Implications**

3.1 *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.*

3.2 *Legal – No legal implications have been identified.*

3.3 *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 Councils 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.*

3.4 *Others – None.*

## **8. Links to Council Policy Objectives**

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

## **9. Next Step**

*The Joint Business Plan will be updated again next spring to reflect the new service plans for 2018/19 and their actions supporting the aims and objectives.*

<b>Background Papers:</b>	Not applicable.
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# Chiltern District Council and South Bucks District Council Joint Business Plan 2017 – 2020 **Stronger in Partnership**



**CHILTERN**  
District Council



**SOUTH BUCKS**  
District Council

V 4.0 Approved xxx 2017

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**Foreword:**

This joint business plan covers the next three 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 2016-2026 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**  
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, health, Police, Fire 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 range 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 independent and fulfilling 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 Sustainable Community Strategy is available on the Chiltern District Council and South Bucks District Council websites.

[www.chiltern.gov.uk](http://www.chiltern.gov.uk)

[www.southbucks.gov.uk](http://www.southbucks.gov.uk)

## The Councils' areas of focus:

Chiltern and South Bucks District Councils have each published a summary outlining our respective priorities, goals and promises for 2017 - 2020. 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 (JSP) Steering Group. The SCS covers broader issues than Council services.

The latest SCS was published in August 2016 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 JSP)
2. Sustainable Environment (led by the Councils for the JSP)
3. Safe Communities (led by Thames Valley Police for the JSP)
4. Health and Wellbeing (led by the Chiltern Clinical Commissioning Group for the JSP)
5. Cohesive and Strong Communities (led by Community Impact Bucks for the JSP)

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 2017 - 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.
  - Make better use of ICT to drive through 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 experience 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 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 site
- 3. Promote cohesive communities**
  - Work to support the local community and businesses through broadband rollout, enabling development of more affordable homes, and the introduction of a local economic development strategy
  - Provide increased off street car parking in Amersham-on-the-hill to help 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 important Green Belt through the planning process whilst balancing the need for housing
  - Work to minimise the impact of HS2 on our local communities and environment
  - Conserve our valuable Heritage including the AONB and Conservation Areas
- 2. Promote sustainability**
  - Support Chiltern residents 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 to help meet local development needs
  - Promote energy efficiency across the Council's operations



**CHILTERN**  
District Council



# South Bucks District Council

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

## Our Priorities, goals and promises 2017 - 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 through 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 experience strategy to ensure convenient and timely access to services

#### 3. Provide excellent services

- Continue to deliver outstanding services
- 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
- Develop a comprehensive range of measures to improve air quality and actively target pollution hotspots
- Work with our partners to prevent or relieve homelessness whenever possible

#### 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 help inform the South Bucks Community & Wellbeing Plan
- Work to support the economy through enabling development of more affordable homes and implement the economic development strategy
- 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 the Ivers to address current issues with excessive HGV movements and other environmental issues including working with partners to secure provision of a relief road

#### 2. Promote Sustainability

- Support South Bucks people to reduce waste and increase recycling
- Produce a new Joint Local Plan with Chiltern District Council to help meet local development needs
- Promote a safe and sustainable space for people to live, work, and play.
- Promote energy efficiency in the Council's operations
- Support South Bucks people to reduce their carbon emissions
- Support the roll out of superfast broadband to enable more working from home



## **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:

### **Customer focused**

Around here we all:

- Provide a consistent, professional fair and honest service in all our dealing with customers
- Consider the impact of all our actions and decisions on our customers
- Deliver an easy accessible, reliable, efficient and flexible service
- Aim to accurately resolve all enquiries at the first point of contact, taking ownership of the enquiry and ensuring that it is fully resolved to the customers' satisfaction
- Take the time to understand our customer needs

### **Collaborative**

Around here we all:

- work jointly with others to be positive and inclusive for the mutual benefit of our customers
- contribute to ensuring a harmonious and enjoyable working environment
- communicate with others, share information, expertise and ideas
- have a 'can do' attitude, helping others to the best of our capabilities, even if it's not part of our role
- actively support our Councils' joined up approach, working to achieve our common goals

### **Committed**

Around here we all:

- are motivated to deliver the best possible service, working towards delivering the most appropriate action
- are committed to increasing and sharing knowledge
- gain job satisfaction from achieving our very best in the services we deliver
- aim to get things right first time, taking proactive ownership of tasks
- are committed to continuous improvement and development

### **Challenging**

Around here we all:

- look for better ways of working, being open to and adaptable to change, flexible and supportive of others
- focus on finding the most appropriate and affordable solution
- are commercially minded, balancing customer expectation, risks and financial impact
- take ownership of our decisions and think about the wider implications for the team and the councils
- actively work towards meeting and exceeding targets, whilst managing expectations

### **Courteous**

Around here we all:

- take time to listen, understand and respect others
- are helpful and fair, always considering the impact of our behaviour and sharing empathy
- act with integrity and professionalism
- are open and honest and encourage others to be the same
- encourage inclusivity, valuing diversity and equality

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).

<b>Aim 1: We will deliver cost effective, customer focused services</b>	
Objective:	We will:
Provide best/great value for money services	<ul style="list-style-type: none"> <li>Have a robust and sustainable Medium Term Financial Strategy which resources the Councils' Objectives and recognises key financial pressures, risks and constraints and help keep the longer term financial strategy up to date to address the funding gap and longer term funding pressures</li> </ul>
	<ul style="list-style-type: none"> <li>Ensure an appropriate balance between achieving a savings programme and service quality and resilience</li> </ul>
	<ul style="list-style-type: none"> <li>Take further opportunities to streamline processes, standards and service delivery to maximise efficiency and effectiveness</li> </ul>
	<ul style="list-style-type: none"> <li>Have a clear direction for the shared services programme so that phase 3 (now referred to as Stronger in Partnership) can be developed to ensure further efficiency and integration, including robust overview and scrutiny, service transformation and potential income generation</li> </ul>
	<ul style="list-style-type: none"> <li>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</li> </ul>
	<ul style="list-style-type: none"> <li>Maximise revenue collection and recovery e.g. via fraud prevention, business rate retention scheme, recovery of overpaid benefits, business rates and council tax collection</li> </ul>
	<ul style="list-style-type: none"> <li>Review the use of office accommodation to further release space for alternative use</li> </ul>
	<ul style="list-style-type: none"> <li>Develop an appropriate planned maintenance programme for the Councils' property assets</li> </ul>
	<ul style="list-style-type: none"> <li>Find more efficient ways of working</li> </ul>

Listen to our customers and provide excellent services	<ul style="list-style-type: none"> <li>• Develop and implement a robust and effective complaints and compliments monitoring system to help deliver customer-driven improvements</li> </ul>
	<ul style="list-style-type: none"> <li>• Implement the Customer Service Strategy and associated work</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop and implement a comprehensive website strategy, to support the transformation of all Council services and improved online services</li> </ul>
	<ul style="list-style-type: none"> <li>• Invest in improved ICT infrastructure and packages on an invest to save basis</li> </ul>
	<ul style="list-style-type: none"> <li>• Introduce mobile working and more flexible ways of working</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop new commissioning models of delivering services</li> </ul>
	<ul style="list-style-type: none"> <li>• Ongoing implementation of Universal Support - delivered locally</li> </ul>
	<ul style="list-style-type: none"> <li>• Maximise cemetery income and ensure well managed services (SBDC)</li> </ul>
	<ul style="list-style-type: none"> <li>• Progress second crematorium site (CDC)</li> </ul>

<b>Aim 2: We will work towards safe and healthier local communities</b>	
Objective:	We will:
Improve community safety	<ul style="list-style-type: none"> <li>• Reduce serious acquisitive crime and violent behaviour in our communities</li> </ul>
	<ul style="list-style-type: none"> <li>• Reduce anti-social behaviour in our communities</li> </ul>
	<ul style="list-style-type: none"> <li>• Promote community integration</li> </ul>
	<ul style="list-style-type: none"> <li>• We will continue multi-agency analysis of trends to help target hotspot areas, adjusting for seasonality</li> </ul>
	<ul style="list-style-type: none"> <li>• Reduce the fear of crime and perception of anti-social behaviour by effective communications</li> </ul>
	<ul style="list-style-type: none"> <li>• Support activities for young people which build capacity and prevent crime and anti-social behaviour</li> </ul>
	<ul style="list-style-type: none"> <li>• Implement Community Safety action plan following the annual priority update</li> </ul>
	<ul style="list-style-type: none"> <li>• Agree and deliver the prevent action plan</li> </ul>

<b>Aim 2: We will work towards safe and healthier local communities</b>	
Promote healthier communities	<ul style="list-style-type: none"> <li>• Participate in the development of the next phase of the Local Transport Plan to influence outcomes to improve traffic management and road safety</li> </ul>
	<ul style="list-style-type: none"> <li>• Support the Health and Well-being Board by attending meetings regularly, with representation at Member level</li> </ul>
	<ul style="list-style-type: none"> <li>• Assist in signposting any initiatives instigated by the Board</li> </ul>
	<ul style="list-style-type: none"> <li>• Promote good health through representation on the Buckinghamshire Health and Wellbeing Board</li> </ul>
	<ul style="list-style-type: none"> <li>• Run at least one health fair per year</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop and implement an individual Community Wellbeing Plan for each Council to support the Joint Strategic Community Strategy</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop a healthy eating strategy</li> </ul>
	<ul style="list-style-type: none"> <li>• Promote Joint Working through the Healthy Community Partnership and Clinical Commissioning Group to tackle health inequality and improve outcomes</li> </ul>
	<ul style="list-style-type: none"> <li>• Provide high quality, cost-effective leisure provision for older people</li> </ul>
	<ul style="list-style-type: none"> <li>• Deliver outreach sports and physical activities in areas of anti-social behaviour and social isolation</li> </ul>
	<ul style="list-style-type: none"> <li>• Design and implement a robust housing strategy</li> </ul>
	<ul style="list-style-type: none"> <li>• Provide high quality, cost effective leisure provision for young people</li> </ul>
	<ul style="list-style-type: none"> <li>• Establish and implement the Chiltern Pools project and consider the consultation findings (CDC)</li> </ul>
	<ul style="list-style-type: none"> <li>• Establish the SBDC leisure working group to implement the strategic review (SBDC)</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop the Street Associations project which supports street and neighbourhood watch associations to widen their role to address social isolation, crime, bogus callers and encourage good neighbourhood activity</li> </ul>

<b>Aim 2: We will work towards safe and healthier local communities</b>	
	<ul style="list-style-type: none"> <li>• Deliver outreach sports and physical activities in areas of anti-social behaviour and social isolation</li> </ul>
	<ul style="list-style-type: none"> <li>• Monitor effectiveness of Bucks Home Choice policy</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop a joint housing and homelessness strategy to best meet statutory responsibilities and maximise affordable housing provision</li> </ul>
	<ul style="list-style-type: none"> <li>• Ensure the Business Continuity Plan and Emergency Plan are up to date and appropriate links are made with partnership agencies</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop and support community participation groups</li> </ul>
	<ul style="list-style-type: none"> <li>• Support Community, Youth and Chairman's Awards events</li> </ul>
	<ul style="list-style-type: none"> <li>• Review and implement the Councils' community grants scheme</li> </ul>
	<ul style="list-style-type: none"> <li>• Facilitate engagement with Parish and Town councils by holding regular meetings</li> </ul>
Promote local/cohesive communities	<ul style="list-style-type: none"> <li>• Build community capacity through supporting opportunities for volunteering and community participation</li> </ul>
	<ul style="list-style-type: none"> <li>• Support the Voluntary sector organisations with advice, assistance, funding and other, non-financial support</li> </ul>
	<ul style="list-style-type: none"> <li>• Facilitate an improved framework for neighbourhood engagement and revitalisation</li> </ul>
	<ul style="list-style-type: none"> <li>• Work with communities affected by the closure of services to raise awareness and seek to minimise impact</li> </ul>
	<ul style="list-style-type: none"> <li>• Reduce isolation in the community through engagement with older people and action groups</li> </ul>
	<ul style="list-style-type: none"> <li>• Address the transport needs of the elderly and disabled by working with community transport organisations</li> </ul>
	<ul style="list-style-type: none"> <li>• Work with partners to deliver Disability Facility Grants through the Better Care Fund</li> </ul>
	<ul style="list-style-type: none"> <li>• Provide newsworthy and timely press releases and respond quickly to press enquiries</li> </ul>
	<ul style="list-style-type: none"> <li>• Host media briefings for major service changes/developments</li> </ul>
	<ul style="list-style-type: none"> <li>• Launch and progress the Economic Development Strategy and action plan</li> </ul>

<b>Aim 2: We will work towards safe and healthier local communities</b>	
	<ul style="list-style-type: none"> <li>• Implement service delivery for universal credit claims as part of universal support</li> </ul>
	<ul style="list-style-type: none"> <li>• Work to improve the worst performing food businesses</li> </ul>
	<ul style="list-style-type: none"> <li>• Support the community cohesion forum and continue to implement the community cohesion plan (SBDC)</li> </ul>

<b>Aim 3: We will strive to conserve the environment and promote sustainability</b>	
Objective:	We will:
Conserve the environment	<ul style="list-style-type: none"> <li>• Develop a Joint Local Plan and manage development through the terms set out in it</li> </ul>
	<ul style="list-style-type: none"> <li>• Manage Green Belt development pressures via the Joint Local Plan</li> </ul>
	<ul style="list-style-type: none"> <li>• Promote enjoyment through leisure, sport and recreational activities</li> </ul>
	<ul style="list-style-type: none"> <li>• Lead on the HS2 communications campaign and develop a community engagement strategy with HS2</li> </ul>
	<ul style="list-style-type: none"> <li>• Continue to pursue enhanced mitigation measures against the worst effects of HS2</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop a joint HS2 project team to work together during the construction period to ensure economies of scale and best use of resources</li> </ul>
	<ul style="list-style-type: none"> <li>• 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</li> </ul>
	<ul style="list-style-type: none"> <li>• Improve energy efficiency in dwellings - address fuel poverty and affordable warmth through partnership actions</li> </ul>
Promote sustainability	<ul style="list-style-type: none"> <li>• Work with landowners/prospective developers to secure high quality proposals for development opportunity sites</li> </ul>
	<ul style="list-style-type: none"> <li>• Ensure appropriate levels of engagement with small businesses</li> </ul>
	<ul style="list-style-type: none"> <li>• Support the Bucks Thames Valley LEP in delivering economic growth</li> </ul>
	<ul style="list-style-type: none"> <li>• Support and encourage opportunities to improve the vitality of towns and villages</li> </ul>

<b>Aim 3: We will strive to conserve the environment and promote sustainability</b>	
	<ul style="list-style-type: none"> <li>• 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</li> </ul>
	<ul style="list-style-type: none"> <li>• Support Bucks Business First in the delivery of their Work and Skills Plan for Buckinghamshire</li> </ul>
	<ul style="list-style-type: none"> <li>• Maintain focused monitoring of homelessness trends and provide feedback to Members and Management Team</li> </ul>
	<ul style="list-style-type: none"> <li>• Support those residents affected by Housing Benefit reforms in order to limit the impact on homelessness</li> </ul>
	<ul style="list-style-type: none"> <li>• Promote the take- up of business rate relief</li> </ul>
	<ul style="list-style-type: none"> <li>• Maximise the uptake of flood prevention measures by those at risk</li> </ul>
	<ul style="list-style-type: none"> <li>• Facilitate the provision of new affordable housing commensurate with Development Plan projections</li> </ul>
	<ul style="list-style-type: none"> <li>• Replenish the stock of social and affordable rented property through a targeted programme of acquisition to enable re-letting</li> </ul>
	<ul style="list-style-type: none"> <li>• Undertake actions to reduce the risk of Chesham culvert flooding in partnership with BCC and EA (CDC)</li> </ul>
	<ul style="list-style-type: none"> <li>• Use the Councils' property assets for affordable housing where consistent with the Development Plan and supported by local communities</li> </ul>
	<ul style="list-style-type: none"> <li>• Encourage towns and parishes to come forward with proposals for affordable housing and facilitate their implementation</li> </ul>
	<ul style="list-style-type: none"> <li>• Use maximum leverage on S106 monies to provide for the needs of local families</li> </ul>
	<ul style="list-style-type: none"> <li>• Work with partners and support the roll out of high-speed broadband across the Districts</li> </ul>
	<ul style="list-style-type: none"> <li>• Provide an efficient and responsive street cleaning service</li> </ul>
	<ul style="list-style-type: none"> <li>• Continue to provide access to graffiti removal kits</li> </ul>
	<ul style="list-style-type: none"> <li>• Where possible, take legal action on fly-tipping</li> </ul>
	<ul style="list-style-type: none"> <li>• Support superfast broadband rollout to encourage home working</li> </ul>



<b>Aim 3: We will strive to conserve the environment and promote sustainability</b>	
	<ul style="list-style-type: none"> <li>• Monitor air pollution and raise alerts or invoke emergency plan if required</li> </ul>
	<ul style="list-style-type: none"> <li>• Feed into Buckinghamshire County Council's Local Transport Plan to influence reduction in road traffic pollution</li> </ul>
	<ul style="list-style-type: none"> <li>• Implement and monitor a Sustainable Construction &amp; Renewable Energy SPD</li> </ul>
	<ul style="list-style-type: none"> <li>• Educate on and enforce Building Control regulations on insulation for new building work</li> </ul>
	<ul style="list-style-type: none"> <li>• Promote government initiatives to help residents and businesses access the means to reduce their energy usage through improved insulation</li> </ul>
	<ul style="list-style-type: none"> <li>• Monitor waste collections and encourage more recycling</li> </ul>

### **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 after 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.

All service reviews have now been completed with the exception of the Planning service review which will be completed by the end of 2017. To date phase 1 and phase 2 of the shared working partnership have realised annual savings of £1.8m, whilst maintaining and enhancing service quality and improving service resilience.

All staff have been transferred onto harmonised terms and conditions with the exception of staff at the Amersham Crematorium who will be transitioned by June 2017.

As we enter into phase 3 and become 'Stronger in Partnership' the Councils will move to a more transformational stage. This will be delivered through:

- Creating a single culture and identity for all staff based around being the delivery vehicle for services to the two sovereign councils
- Creating a workforce that works in different ways, is digitally agile, customer focussed and has a culture of continuous improvement

To achieve our ambitions the Councils will continue to undergo a cultural change programme led by an Organisational Development Strategy to ensure:

- The roles and responsibilities of staff sit with required new ways of working
- Staff are developed and supported to have the right skills and competencies
- Managers are developed and supported in order to manage performance effectively
- The culture of the organisation reflects the Councils' values and expectations on service delivery to our customers

We will then be in a position over the next three years to deliver a programme of inter-related change projects which collectively will result in the transformation of our service delivery. Its key elements will include:

- Full realisation of the benefits from the phase 2 business plans (shared service reviews)
- Developing customer insight around what they require and how they want to interact
- Redesign services in light of above, that delivers a 'my customer, my responsibility' outcome providing self-service where appropriate and manages demand where possible
- Improved public sector signposting and assistance, in particular, aiming for seamless pathways to/from services provided by others e.g. County, Parishes and Voluntary Sector
- Changing the way we work in light of customer centric process reviews, implementing mobile and agile working and ensuring our accommodation strategy meets our future working needs.

In addition we will need to become more outward looking through further partnerships and collaboration, for example:

- Work with organisations to provide service delivery models that meet this multiple and/or complex need of specific client groups
- Working in collaboration and sharing services with other organisations in particular in the light of any developments locally especially the Government's devolution agenda and any local proposals for combined authorities et al.

- Explore alternative service delivery models including local authority companies

To achieve our transformation programme we will need to deliver the medium term financial strategies of both Councils and this will include:

- Having a clear asset management strategy covering both investment and operational assets
- Developing an Income Generation Strategy and Programme that reviews existing and considers new income streams to further reduce net expenditure
- Support and develop policies that enable appropriate economic growth resulting in local financial benefits
- Maintenance of firm cost control

### Roles and Responsibilities:

Chiltern and South Bucks District Councils share one Chief Executive, Bob Smith. Two joint Directors complete the executive team, Jim Burness, Director of Resources and an interim Director of Services, Anita Cacchioli. 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 healthy 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><b>Council Leader</b> (Cllr Isobel Darby): Communications, performance, policy, HR, strategic finance.</p> <p><b>Deputy Leader</b> (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><b>Sustainable Development</b> (Cllr Peter Martin): Planning, enforcement, building control, strategic transport.</p> <p><b>Customer Services</b> (Cllr Fred Wilson): Revenues and benefits, fraud and welfare partnership, customer services.</p> <p><b>Environment</b> (Cllr Mike Smith): Property, Car Parks, Engineering services, Carbon Management, Waste Management.</p> <p><b>Community, Health and Housing</b> (Cllr Graham Harris): Community and leisure, environmental health, community safety, health and safety, licensing, housing, emergency planning.</p>	<p><b>Council Leader</b> (Cllr Ralph Bagge): Communications, performance, policy, HR, strategic finance.</p> <p><b>Deputy Leader</b> (Cllr Nick Naylor): Planning, enforcement, building control, economic development, strategic transport, landscape advice.</p> <p><b>Resources</b> (Cllr Trevor Egleton): 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><b>Environment</b> (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><b>Healthy Communities</b> (Cllr Paul Kelly): 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 register is 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.<sup>1</sup>
- 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 94,545. More than 19%<sup>1</sup> are aged 65 or more, projected to grow to more than 27% of the population by 2026.
- 8.51%<sup>1</sup> of the total population in Chiltern are from a Black or Asian Ethnic Minority Population, compared to the England average of 14.3%<sup>1</sup>.
- 2%<sup>1</sup> of the population were of the Muslim faith, with 1%<sup>1</sup> of the Hindu faith.
- 7.3%<sup>1</sup> of households are lone parent households.
- In the overall Index of Multiple Deprivation<sup>2</sup> (IMD) 2015 results, one Lower Super Output Area<sup>3</sup> (LSOAs) in Ridgeway fell within the most 31% to 40% deprived areas in England. Thirty-one 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 2015-16 3.46. There is still a very real fear of crime.
- Just over one in ten households live in fuel poverty.
- Health is generally good<sup>4</sup>, 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 average<sup>4</sup>.
- Early deaths from cancer and numbers killed or seriously injured on the roads are just better than the England average<sup>4</sup>. Incidences of malignant melanoma and hip fractures in the over 65s are higher than the England average, as is increasing and higher risk drinking in adults<sup>4</sup>.
- There are about 1,500 children living in poverty, however there is a significantly higher pass-rate for GCSE 5A\* - C than the England average<sup>5</sup>. In year 6 (age 10-11), 15.3% are obese – the England average is 19.2%

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<sup>1</sup> Census data 2011

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

<sup>3</sup> 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 and smaller than a Ward.

<sup>4</sup> Public Health England Chiltern Health Profile 2013

<sup>5</sup> Public Health England Chiltern Health Profile 2013

- 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%<sup>6</sup> of employees in Chiltern own their own businesses – higher than the rest of Buckinghamshire and the national average of 4.1%.
- There were 5,830<sup>6</sup> 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 businesses<sup>6</sup>.
- The Job Seekers Allowance claimant count in December 2016 was 360 people - the 40<sup>th</sup> lowest out of 380 local authority areas. The highest percentage of claimants fell in the 18 to 24 age group at around the 1.4% mark<sup>6</sup>.
- Private rents are high at £1,439 per month, with average house prices £544,369 against the UK average of £217,928 (Land Registry, September 2016).
- Chiltern's carbon footprint ranks 78<sup>th</sup><sup>7</sup> out of 405 UK local authority areas. However, this hides high domestic energy usage, ranking 183<sup>rd</sup>.

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<sup>6</sup> Bucks Business First Data 2012

<sup>7</sup> 2010 Department of Energy and Climate Change, first place has the lowest emissions.

## 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 69,120. More than 19.4%<sup>8</sup> are aged 65 or more, and this is projected to grow to more than 28% of the population by 2026.
- 15.7%<sup>8</sup> 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%<sup>8</sup>. This includes the 7th highest concentration of people of Sikh religion in England at 4.7%<sup>8</sup> with those of Muslim and Hindu religion each totalling 2.5%<sup>8</sup> of the population.
- 4.5%<sup>8</sup> of households are lone parent households and 0.4%<sup>8</sup> of households is from the Gypsy and Traveller communities, the 7th highest in all of England.
- In the overall IMD<sup>9</sup> 2015 results, two Lower Super Output Areas<sup>10</sup> (LSOAs) in South Bucks fell within the most 51% to 60% deprived areas in England. These were LSOAs in Burnham Church and Beeches and Wexham and Fulmer. None fell within the 40% most deprived areas and 12 out of the total of 40 LSOAs fell within the 10% least deprived areas.
- More than 40% of homes are detached<sup>8</sup> and rank highest in the country for numbers of rooms (6.4) and bedrooms (3.2) compared to all other local authorities<sup>8</sup>. South Bucks ranks in the top 5%<sup>8</sup> of authorities for the prevalence of caravans, mobile homes and other temporary structures as a proportion of all housing.
- 41.3%<sup>8</sup> 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 areas<sup>11</sup>.
- Crime rates have been reducing over recent years so that the rate of serious acquisitive crime per 1,000 residents was, in 2015-16 8.83. 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 average<sup>12</sup>.

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<sup>8</sup> Census data 2011

<sup>9</sup> 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.

<sup>10</sup> LSOAs are small areas with a minimum size of 1,000 residents and 400 households and overall average 1,500 residents - larger than a postcode but smaller than a Ward.

<sup>11</sup> 2010 Department of Energy and Climate Change

<sup>12</sup> Public Health England South Bucks Health Profile 2013



- Numbers killed or seriously injured<sup>13</sup> on the roads are considerably higher than the England average.
- Incidences of malignant melanoma and hip fractures in the over 65s are higher than the England average<sup>12</sup>.
- 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 concern<sup>12</sup>.
- There are about 1,200 children living in poverty, however there is a significantly higher pass-rate for GCSE 5A\* - C than the England average<sup>12</sup>.
- In year 6 (age 10-11), 17.5% of children are obese – the England average is 19.2% (2011/12 data)<sup>12</sup>.
- 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%<sup>14</sup>.
- 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 businesses<sup>13</sup>.
- The Job Seekers Allowance claimant count in December 2016 was 300 people the 40<sup>th</sup> lowest out of 380 local authority areas. The highest percentage of claimants fell in the 18 to 24 age group at around the 1.4% mark<sup>13</sup>.
- Mean average private rents are the most expensive outside London at £1,628 per month. Average house prices are £629,428 against the UK average of £217,928 (Land Registry, September 2016), 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 district<sup>15</sup>.

<sup>13</sup> Public Health England South Bucks Health Profile 2015, during 2011-13, 83.5 per 100,000 population for South Bucks against England average of 39.7.

<sup>14</sup> Bucks Business First Data

<sup>15</sup> 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><b>Joint Working</b></p> <p>Friction develops between two authorities that stalls progress and affects service delivery.</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>Governance in place – Joint Cmm, JAIC</p> <p>Programme documentation and programme management resources</p> <p>Member involvement in joint working in line with member expectations</p> <p>Communication plan for members, staff, external partners</p>
2	<p><b>Transformation and Management of Change</b></p> <p>No acceptance of change to ways of working and service delivery by officers and members prevents achievement of council aims and meeting customer needs. Progress inhibited by capacity issues and lack of finance, and programme losses momentum</p>	<p>Projects to change service delivery, joint services etc stall or are cancelled.</p> <p>Lack of skills and capacity to help staff and members cope with change to ways of working.</p> <p>Service delivery and standards slip</p> <p>Staff and members disengaged from change programme</p>	<p>Senior members and managers show commitment to change.</p> <p>Case for changes clearly made and communicated.</p> <p>Build on success, in order to establish confidence to change.</p> <p>Prioritise programme of change, and ensure it is adequately resourced.</p> <p>Develop change management approach, and organisational development plan</p>
3	<p><b>Financial Stability</b></p> <p>Authorities forced into short term reactive measures to a) reduced Govt funding, 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>Significantly higher reductions in Govt funding than anticipated</p> <p>Significant reductions in income base</p> <p>Unforeseen significant cost increases</p> <p>Reserves decline to near prudent minimum level</p> <p>Medium Term financial Strategies have to be substantially revised</p>	<p>Review of MTFs to support Prudential Borrowing</p> <p>Clear service priorities</p> <p>Analysis of Govt spending plans</p> <p>Savings programmes agreed and monitored</p> <p>Annual review of cost base</p> <p>Strategies for use of reserves</p>
4	<p><b>Workforce Issues</b></p> <p>High turnover, low morale, lack of succession planning</p>	<p>Loss of key staff</p> <p>Increased sickness</p> <p>Poor performance and</p>	<p>Organisational development and Workforce planning.</p> <p>Monitoring of key personnel statistics.</p>

Ref	Risk Description	Trigger	Control
	skills gaps etc affect services. Reduced staffing capacity to manage transformation.	declining customer satisfaction Excessive use of temporary staff to fill gaps Inability to take forward change	Good staff communications processes Staff assistance programme Training and development strategies in place, resourced and monitored. Appropriate management policies, procedures and approach in place
5	<b>Waste &amp; Environmental Services</b> Both - Impact of changes to disposal arrangement by BCC increase costs. CDC – Failure or poor performance of joint waste contract.	Failure to use cost sharing model to forecast effect of changes Poor performance of SERCO/ BIFFA BCC funding towards collection/recycling reduces BCC disposal arrangements increase costs	Governance in place for joint contract Have adequate in-house knowledge of cost share model Co-ordinated approach by both Councils with BCC Effective contract monitoring and good relationships with contractors Good communications with residents
6	<b>Joint/Partnership working</b> Due to reduced resources and capacity partnership working diminishes and benefits are lost	Winding up of joint working groups Lack of capacity to engage on joint working Loss of key posts/personnel. BCC/Police cuts having knock on effects for districts.	Co-ordinate and streamline representation on partnership groups Monitor impact of changes arising from partner cut backs Identify key partnerships to support
7	<b>Business Continuity</b> Material service interruption or degradation, possibly combined with loss of data leading to costs and reputational damage	Loss of accommodation, or access to accommodation. Loss of ICT Loss of data/information Loss of staff (e.g. flu epidemic)	Clear senior management arrangements for responsibility on business continuity Business continuity plans in place. ICT DR plans in place Maximise reciprocal support arrangements across two Councils.
8	<b>Information Management &amp; Security</b> Loss of data, or inappropriate disclosure of sensitive data leads to financial costs and reputational damage, particularly with local residents and tax payers. Inefficient service processes due to difficulty in using/ retrieving data	Sensitive data inappropriately disclosed leading to ICO investigation/fine Services affected by data loss or corruption Service improvements held back due to data management issues Poor FoI processing performance leading to ICO action	Policies and procedures in place overseen by joint IG group, and made common where practical Communication and training for staff on policies and procedures Officer mechanisms to enable corporate approach to be taken to information management Information management incorporated in transformation projects as appropriate

Ref	Risk Description	Trigger	Control
9	<p><b>New Legislative Changes</b></p> <p>Failure to reasonably comply leads to financial costs and reputational damage</p> <p>Substantial changes in Govt policies or direction</p>	<p>Planning changes affect income base and causes dissatisfaction with residents</p> <p>Welfare reform changes impact and cost more than anticipated, or coped with in the short term.</p> <p>Govt drive for Transparency in Local Govt accelerates increasing demand on resources</p>	<p>Corporate capacity to identify and analyse forthcoming legislative changes affecting the Councils</p> <p>Analyse and produce action plans for Welfare Reform changes</p> <p>Analyse and respond to changes to Planning system</p> <p>Use of professional or local authority network groups to gain and share knowledge</p>
10	<p><b>Affordable Housing</b></p> <p>Increase in temporary accommodation numbers, migration of young people and families out of area affecting sustainability of communities</p>	<p>Material sustained rise in temporary accommodation numbers and costs</p> <p>Shortage of supply of affordable housing sites/ schemes, affected by change in Govt policy</p> <p>Issues with Local Plan over delivery of new housing units</p>	<p>Housing strategies in place and regularly reviewed</p> <p>Good relationships between housing and planning services</p> <p>Resources identified to support housing schemes</p> <p>Partnerships with RSLs</p>
11	<p><b>Major Infrastructure Projects Impacts.</b></p> <p>Detrimental impact on local communities and environment. Costs to authorities in defending local area from worst impacts</p>	<p>HS2 construction etc</p> <p>Outcome of aviation review</p> <p>Rail issues in the Iver area</p> <p>Major new planning applications, e.g Wilton Park</p>	<p>Impact assessments made formally or informally on major projects</p> <p>Clear Council position on a particular proposal</p> <p>Lobbying mechanisms identified</p> <p>Member communications strategy in place</p> <p>Communication strategies with residents on any major proposals</p> <p>Resources identified to fund actions or responses</p>
12	<p><b>Demographic Changes</b></p> <p>Service delivery not flexible enough to cope with changes in demographics in the medium term, leading to service gaps and increased dissatisfaction levels</p>	<p>Declining service satisfaction</p> <p>Increase in reactive changes or interventions</p> <p>Resources not matching needs</p> <p>Increased social isolation</p> <p>Weakening community cohesion</p>	<p>Corporate analysis of Census and related data</p> <p>Incorporate Census data into service planning</p> <p>Communicate key messages to members</p> <p>Take into account in service design/delivery</p>
13	<p><b>Property/ Asset Management</b></p> <p>Inefficient use of assets increase costs and reduce service usage and satisfaction</p>	<p>Rise in unplanned maintenance</p> <p>Loss of use of facilities</p> <p>Unnecessary costs of holding assets</p> <p>Issues for key assets, e.g. Chiltern Pools; Car Parks; Capswood</p>	<p>Asset Management Plans in place and reviewed following Strategic asset Review exercise, and projects arising</p> <p>Professional advice used where appropriate</p> <p>Resources in place to support AMPs</p>

Ref	Risk Description	Trigger	Control
14	<p><b>Economic Viability</b></p> <p>Local employment and business activity declines</p>	<p>Local labour shortages, skills issues for employers.</p> <p>Ending of small business rate relief scheme.</p> <p>Decline in town centre high streets vitality</p> <p>Increase in empty business rates</p> <p>Lack of confidence among local business groups</p> <p>Fall in fees &amp; charges income</p>	<p>Good liaison arrangements with local businesses</p> <p>Monitor key indicators of the local economy</p> <p>Take advantage of opportunities.</p> <p>Adjust fees &amp; charges if necessary</p>

## 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 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**

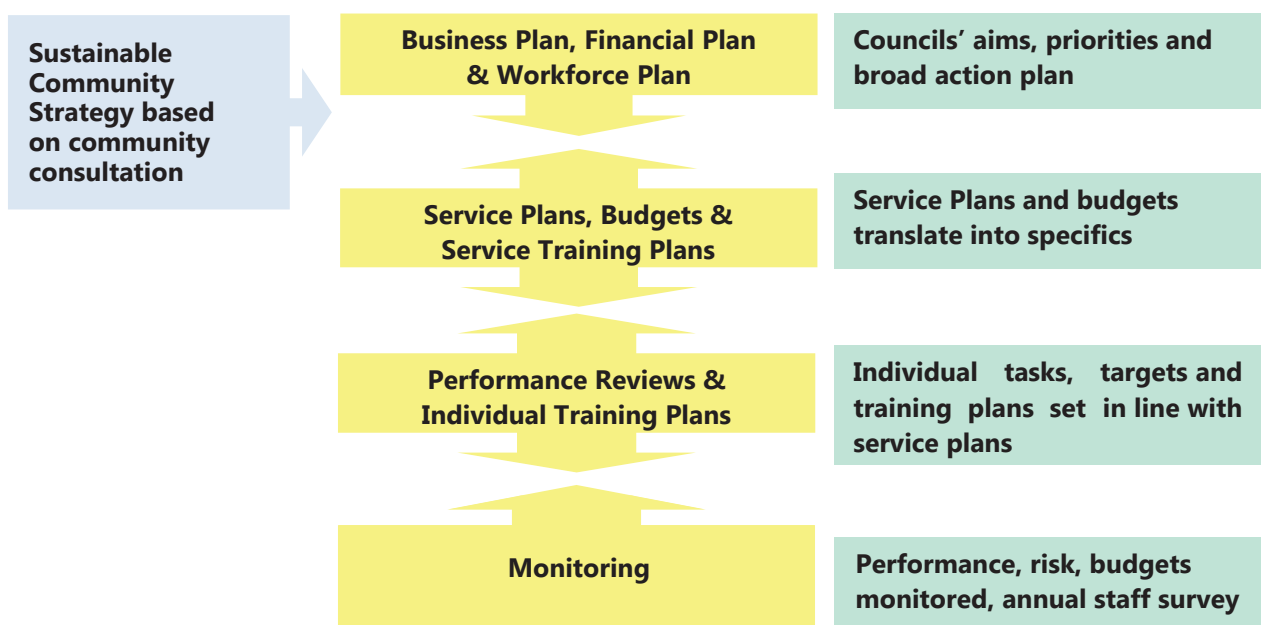
Members agree a clear vision of what each Council aims to achieve. This enables Members and managers to lead service improvements and allocate resources in line with each Council’s aims and priorities. The Joint Business Plan sets out what the Councils aim to achieve in the short to medium term, it contains 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 (JSP). The JSP 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 Joint Sustainable Community Strategy is currently under review by the JSP and will be published in Summer 2016. It 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 **Coalent 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 HR 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.

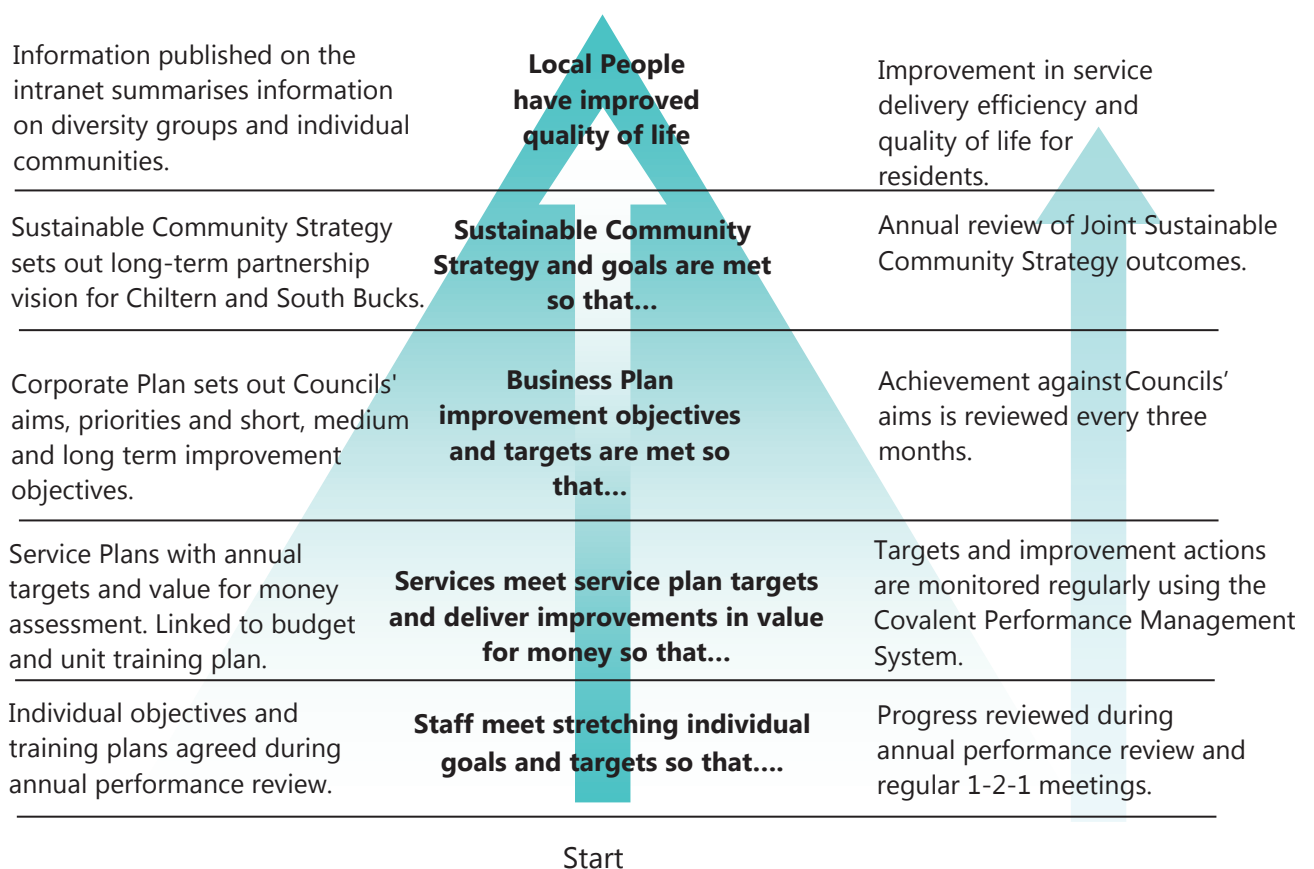
**Performance measurement** ensures goals and targets are met. Performance measures and indicators focus on the **outcomes** you are trying to achieve and describe how well a service is performing against these outcomes. They also help identify good practice, areas for improvement and opportunities to 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 on the next page 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

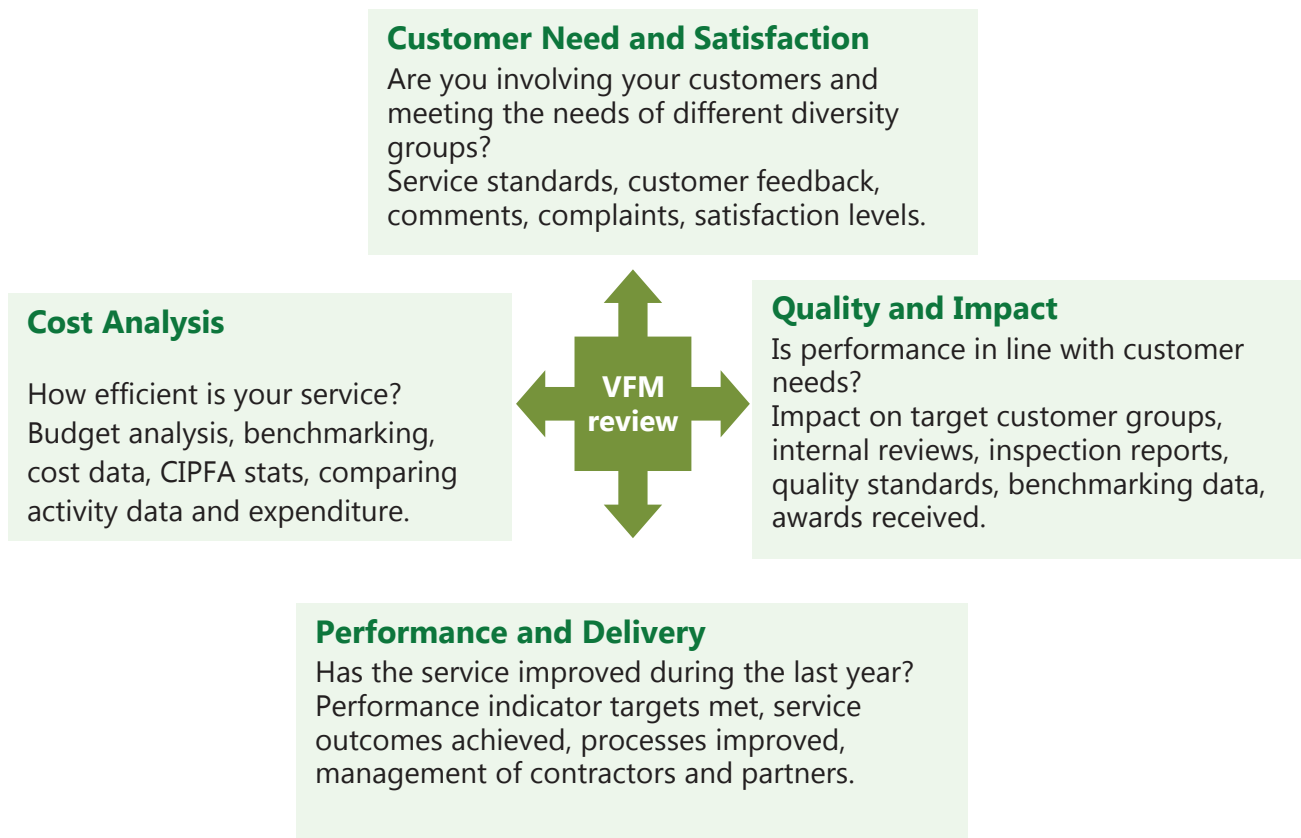
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### Service managers leading value for money improvements in customer satisfaction, cost, process improvement and improved outcomes for local people

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.

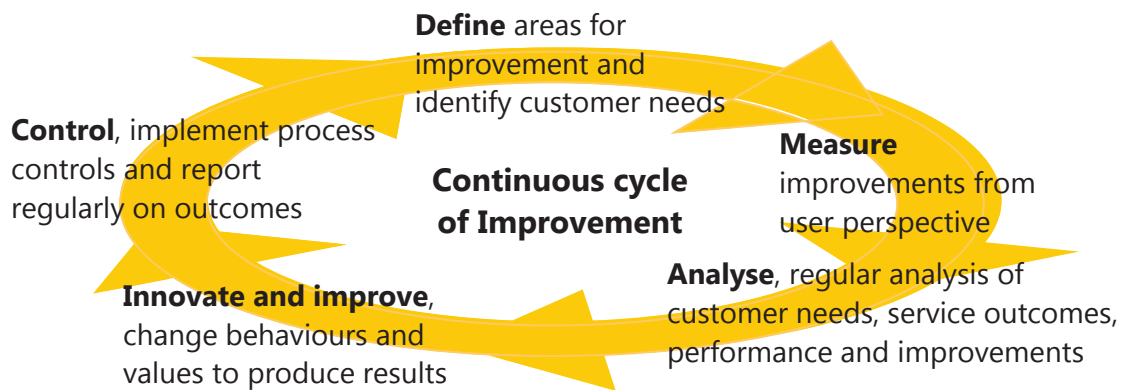
Much more **quantitative information** is available to officers at their desktops. This has enabled both Councils to establish corporate approaches in areas including equalities, sustainability, project management and risk and has helped services have a better understanding of the diverse needs of different 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 Overview 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. **Resources Overview** and **Services Overview Committees** (CDC) and **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.







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Prepared by the  
Joint Communications, Performance and Policy team  
xxxx 2017

If you need this information in another  
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**CHILTERN**  
District Council



**SOUTH BUCKS**  
District Council

<b>SUBJECT:</b>	<i>PI Review 2017/18</i>
<b>REPORT OF:</b>	<i>Leader of the Council – Councillor Isobel Darby</i>
<b>RESPONSIBLE OFFICER</b>	<i>Chief Executive – Bob Smith</i>
<b>REPORT AUTHOR</b>	<i>Rachel Prance (01494 732903) Sarah Woods (01494 586 800)</i>
<b>WARD/S AFFECTED</b>	<i>All</i>

## 1. Purpose of Report

The purpose of this report is to provide an update on the outcomes of the Performance Indicator (PI) review for 2017/2018 and to seek approval for the proposed changes to reporting.

The policy and performance team met with each of the Heads of Service (HoS) and reviewed their PIs in detail to ascertain whether any changes were required to monitor performance. HoS recommendations are included in the appendices.

### RECOMMENDATION

**The Cabinet are asked to agree the following appendices attached to this report:**

- 1. Appendix A Performance Indicator Review - Priority Performance Indicators 2017-18 – Chiltern District Council - proposals for reporting priority indicators during 2017/18 with future targets.**
- 2. Appendix B Performance Indicator Review – Corporate Indicators 2017-18 – Chiltern District Council- proposals for reporting Corporate Performance Indicators during 2017/18 with future targets.**

## 2. Reasons for Recommendations

Currently, 15 priority indicators are reported on a monthly basis, within the monthly budget pack.

The quarterly performance report includes 29 corporate indicators (formerly selected by MT and Cabinet), as well as the 15 priority indicators. A total of 44 performance indicators are reported quarterly.

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Each service unit has been asked to identify 2 to 3 indicators which would be strong and meaningful measures of overall performance, avoiding duplication where they are regularly reported via PAG updates. An exception is Finance, as full reporting is included in the monthly budget packs for each Council so no further PIs were deemed necessary.

Service areas will measure and monitor any remaining PIs which are useful for day to day management of the service, reporting through to PAGs/Committees where appropriate. These are departmental PIs which are not included in the appendices. If any of these PIs indicate potential problems, these will be highlighted to Management Team and where the impact is medium to high, to the portfolio holder.

If approved, for 2017/18 there will be 19 priority PIs and 31 additional corporate PIs – a total of 50.

Sustainable development has 10 new PIs. The government has introduced additional quantitative and qualitative targets for local planning authorities in terms of dealing with applications within the statutory time period (8/13 weeks or extension of time) and in terms of appeal performance. Previously these quantitative and qualitative targets related only to major applications and to major appeals, but in future they will also relate to non-major applications and non-major appeals as well. An authority which does not meet the targets could be designated as being in "special measures". Effective special measures designation is that applicants would have the potential to submit their applications direct to the planning Inspectorate (PINS) for determination rather than submit them to the local planning authority. The new PIs will potentially impact on workloads in 2 ways (A) the need for more monitoring of a greater number of performance indicators, and (B) the need to ensure that performance remains high in relation to these performance indicators.

Wastes PI figures are reported jointly with Wycombe District Council. There are numerous reasons why they do not report separately. Firstly, because it is a joint service, separate figures for Chiltern and Wycombe would not give an accurate view on the service as a whole, and any poor/good performance will never affect one district alone. Secondly, it would mean having to double up every aspect of reporting which would be very time consuming.

### **3. Consultation**

*Not Applicable*

### **4. Options**

*Not applicable*

### **7. Corporate Implications**

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

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

**Legal** –None identified.

**Risks issues** – None identified

**8. Links to Council Policy Objectives**

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

**9. Next Step**

Cabinet are asked to note Appendix A and approve the proposed changes to the priority performance indicators.

Cabinet are asked to note Appendix B and approve the proposed changes to the corporate performance indicators.

<p><b>Background Papers:</b></p>	<p><b>Appendix A</b> PI Review - Priority PIs 2017-18 - CDC - provides proposals for reporting priority indicators during 2017/18 with future targets.</p> <p><b>Appendix B</b> PI Review – Corporate Indicators 2017-18 - CDC- provides proposals for reporting Corporate PIs during 2017/18 with future targets.</p>
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**Appendix A - Priority PIs 2016-17 - PI Review CDC**

Code	Title	Latest result Dec 2016	Target 2016/17 (YTD)	Target 2017/18	Target 2018/19	Target 2019/20	Comment
<b>Leader's - Cllr. Isobel Darby</b>							
<del>CdHR1</del>	<del>Working days lost due to sickness absence</del>	7.85	10				Deleted. It is being suggested that this becomes a joint PI.
<del>CdHR14</del>	<del>Working days lost due to short term sickness absence (upto 20 working days)</del>	4.72	5				Deleted. It is being suggested that this becomes a joint PI.
<del>CdHR15</del>	<del>Working days lost due to long term sickness absence (more than 20 working days)</del>	3.13	3				Deleted. It is being suggested that this becomes a joint PI.
<b>Page 79</b> <del>JtHR1</del>	Working days lost due to sickness absence	New PI	New PI	10	8	8	New PI. Suggested at management team meeting that it was logical having staff sickness as a joint PI, instead of separate ones for CDC and SBDC. The majority of staff are now within a shared service, therefore it makes the data more meaningful.
<del>JtHR14</del>	Working days lost due to short term sickness absence (upto 20 working days)	New PI	New PI	5	5	5	New PI. Suggested at management team meeting that it was logical having staff sickness as a joint PI, instead of separate ones for CDC and SBDC. The majority of staff are now within a shared service, therefore it makes the data more meaningful.

Code	Title	Latest result Dec 2016	Target 2016/17 (YTD)	Target 2017/18	Target 2018/19	Target 2019/20	Comment
JtHR15	Working days lost due to long term sickness absence (more than 20 working days)	New PI	New PI	5	3	3	New PI. Suggested at management team meeting that it was logical having staff sickness as a joint PI, instead of separate ones for CDC and SBDC. The majority of staff are now within a shared service, therefore it makes the data more meaningful.
Community, Health and Housing - Cllr. Graham Harris							
CdCmSf1	Percentage reduction in burglaries from dwellings year on year for Chiltern (quarterly)	14.70%	Data Only	Data only	Data only	Data only	No change
Page 80 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)	0	0	0	0	0	No change
CdHS8	Number of households living in temporary accommodation (snapshot at the end of the month)	35	30	38	38	38	The target has increased from 30 to 38 as this is a more realistic target
Sustainable Development - Cllr. Peter Martin							



Code	Title	Latest result Dec 2016	Target 2016/17 (YTD)	Target 2017/18	Target 2018/19	Target 2019/20	Comment
CdSD10	Processing of planning applications: minor applications processed within 8 weeks (cumulative)	85.23%	75.00%	75.00%	75.00%	75.00%	No change
CdSD11	Processing of planning applications: other applications processed within 8 weeks (cumulative)	93.42%	90.00%	85.00%	85.00%	85.00%	Target has been reduced from 90% to 85%.
Page 81 CdSD31	<del>Special measures: speed of processing of major applications – minimum percentage of decisions on major applications which are made within 13 weeks or timescale agreed with the applicant; for assessment in October/November 2018 (cumulative)</del>	100.00%	51.00%				This PI has been deleted. It has been superseded by the new PIs and is no longer relevant.

Code	Title	Latest result Dec 2016	Target 2016/17 (YTD)	Target 2017/18	Target 2018/19	Target 2019/20	Comment
CdSD30	Special measures: quality of major applications — maximum percentage of major applications overturned on appeal; for assessment in October/November 2018 (cumulative)	6.25%	9.90%				This PI has been deleted. It has been superseded by the new PIs and is no longer relevant.
New1CDC - retrospective	2017 majors speed of planning decisions – special measures 2 year assessment period ending Sep 16 (cumulative, monthly)	New PI	New PI	50.00%	50.00%	50.00%	This is a new PI. The 'speed of decisions' criteria measures how many major applications are determined within either the statutory time limit or within any other agreed extended time limit, as a % of the total major applications determined. October 2014 to September 2016 is the assessment period. 50% or more is target to avoid possible designation into special measures

Code	Title	Latest result Dec 2016	Target 2016/17 (YTD)	Target 2017/18	Target 2018/19	Target 2019/20	Comment
New2CDC - retrospective	2017 non-majors speed of planning decisions – special measures 2 year assessment period ending Sep 16 (cumulative, monthly)	New PI	New PI	65.00%	65.00%	65.00%	NEW PI. The ‘speed of decisions’ criteria measures how many non-major applications are determined within either the statutory time limit or within any other agreed extended time limit, as a % of the total non-major applications determined. October 2014 to September 2016 is the assessment period. 65% or more is the target to avoid possible designation into ‘special measures’.
Page 83 New3CDC - priority	2018 Majors speed of planning decisions – special measures 2 year assessment ending September 2017 (cumulative, monthly)	New PI	New PI	60.00%	60.00%	60.00%	NEW PI. The ‘speed of decisions’ criteria measures how many major applications are determined within either the statutory time limit or within any other agreed extended time limit, as a % of the total major applications determined. October 2015 to September 2017 is the assessment period. 60% or more is the target to avoid possible designation into ‘special measures’.

Code	Title	Latest result Dec 2016	Target 2016/17 (YTD)	Target 2017/18	Target 2018/19	Target 2019/20	Comment
New4CDC - priority	2018 Non-Majors speed of planning decisions – special measures 2 year assessment ending September 2017 (cumulative, monthly)	New PI	New PI	70.00%	70.00%	70.00%	NEW PI. The 'speed of decisions' criteria measures how many non-major applications are determined within either the statutory time limit or within any other agreed extended time limit, as a % of the total non-major applications determined. October 2015 to September 2017 is the assessment period. 70% or more is the target to avoid possible designation into 'special measures'
Page 84 New7CDC Priority	2018 Majors quality of planning decisions – special measures 2 year and 9 month assessment period ending December 2017 (cumulative, monthly)	New PI	New PI	9.99%	9.99%	9.99%	NEW PI. The 'quality of decision' criteria measures how many major applications that have been determined are subsequently overturned and allowed on appeal, as a % of the total major applications determined. April 2015 to March 2017 is the assessment period for applications determined and April 2015 to December 2017 is the assessment period to check if any applications determined in above period are allowed. Less than 10% is the target to avoid possible designation into 'special measures'

Code	Title	Latest result Dec 2016	Target 2016/17 (YTD)	Target 2017/18	Target 2018/19	Target 2019/20	Comment
New8CDC Priority  Page 85	2018 non-majors quality of planning decisions – special measures 2 year and 9 month assessment period ending December 2017 (cumulative, monthly)	New PI	New PI	9.99%	9.99%	9.99%	The 'quality of decision' criteria measures how many non-major applications that have been determined are subsequently overturned and allowed on appeal, as a % of the total non-major applications determined. April 2015 to March 2017 is the assessment period for applications determined and April 2015 to December 2017 is the assessment period to check if any applications determined in above period are allowed. Less than 10% is the target to avoid possible designation into 'Special Measures'
	Environment - Cllr. Mike Smith						
CdWR3	Percentage of household waste sent for reuse, recycling and composting (cumulative)	51.09%	58.00%	59.00%	59.00%	59.00%	The target has changed from 58% to 59%
Customer Services - Cllr. Fred Wilson							
CdRB1	Speed of processing - new HB/CTS claims (cumulative)	18.12	18	18	18	18	Target remains the same, but the name of the PI has slightly changed. CTB stood for Council Tax Benefit. This was abolished in 2014 and replaced by a local Council Tax Support scheme (CTS)


Code	Title	Latest result Dec 2016	Target 2016/17 (YTD)	Target 2017/18	Target 2018/19	Target 2019/20	Comment
CdRB2	Speed of processing - changes of circumstances for HB/CTS claims (cumulative)	4.13	5	5	5	5	Target remains the same, but the name of the PI has slightly changed. CTB stood for Council Tax Benefit. This was abolished in 2014 and replaced by a local Council Tax Support scheme (CTS)
CdRB3	% of Council Tax collected (cumulative)	82.76%	99.00%	99.00%	99.00%	99.00%	No change
CdRB4	Percentage of Non- domestic Rates Collected (cumulative)	80.50%	98.00%	98.00%	98.00%	98.00%	No change

**Appendix B - CDC Corporate Performance Indicators - PI Review**

Note: Excludes Priority Performance Indicators - see Appendix A

<b>KEY</b> <input checked="" type="checkbox"/> This PI is below target								
PI code	Name	Latest Update - Dec 2016	Annual target 2016/17	Annual target 2017/18	Annual target 2018/19	Annual target 2019/20	Responsible officer	
<b>Leader's portfolio - Cllr. Isobel Darby</b>								
CdCP1 (C)	Number of unique visitors to the main website (by period)	29,873	data only	Data only	Data only	Data only	Rachel Prance	No change
CdHR2 (C)	Voluntary leavers as a % of workforce (extrapolated for the year)	9.15%	16%	16%	16%	16%	Judy Benson	No change
<b>Community, health and housing - Cllr. Graham Harris</b>								
CdCL1 (C)	Customer satisfaction rating at the Chiltern leisure facilities	59% (2015/16 value)	65.00%	65.00%	65.00%	65.00%	Martin Holt	No change
CdCL2 (C)	Total participation in physical activities delivered through the GLL community engagement plan (by period)	5,980	6,600	15,000	15,000	15,000	Martin Holt	Target increased to 15,000.
CdCL3 (C)	Total number of users at all leisure centres (by period)	230,597	900,000	900,000	900,000	900,000	Martin Holt	No change

Appendix B - CDC Corporate Performance Indicators - PI Review

<b>KEY</b>  This PI is below target								
PI code	Name	Latest Update - Dec 2016	Annual target 2016/17	Annual target 2017/18	Annual target 2018/19	Annual target 2019/20	Responsible officer	
CdCmSf2 (C)	Percentage reduction in violent offences against a person, rolling year on year	-12.60%	data only	Data only	Data only	Data only	Martin Holt	No change
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)	24	33	33	33	33	Martin Holt	No change
Page 88 CdHS3i (C)	Average Length of stay in B & B temporary accommodation for all households (snapshot at end of quarter)	7	10	12	12	12	Martin Holt	Target increased to 12.
CdHS4 (C)	Number of private sector dwellings vacant for more than 6 months and returned to occupation following local authority intervention	28 (2015/16 value)	40	28	28	28	Martin Holt	Target reduced to 28.



Appendix B - CDC Corporate Performance Indicators - PI Review

<b>KEY</b> <input checked="" type="checkbox"/> This PI is below target								
PI code	Name	Latest Update - Dec 2016	Annual target 2016/17	Annual target 2017/18	Annual target 2018/19	Annual target 2019/20	Responsible officer	
CdEH2 (C)	Percentage of food premises (risk rating A to C) that are broadly compliant (snapshot quarterly)	91.35%	96%	93%	93%	93%	Martin Holt	Target reduced to 93%. This is because there have been issues with uniform over the past year, which meant the PIs were calculated using the FSA data, which includes premises rated A-E. Issues with uniform have been resolved and the figures have been calculated using data for A-C rated premises. Therefore 93% is a more realistic target.
JtBC3 (C)	Percentage of customers satisfied with the licensing service received (annual)	61.80% (2015/16 value)	89%	89%	89%	89%	Martin Holt	No change
JtLI5 (C)	Percentages of licences received and issued/renewed within statutory or policy deadlines (cumulative)	97.80%	97%	97%	97%	97%	Martin Holt	No change
<b>Sustainable development - Cllr. Peter Martin</b>								
JtBC1 (C)	Applications checked within 10 working days (cumulative)	95.90%	92%	92%	92%	92%	Peter Beckford	No change
JtBC4 (C)	Customer satisfaction with the building control service (cumulative)	97.00%	92%	92%	92%	92%	Peter Beckford	No change

Appendix B - CDC Corporate Performance Indicators - PI Review

<b>KEY</b> <span style="color: red;">☒</span> This PI is below target								
PI code	Name	Latest Update - Dec 2016	Annual target 2016/17	Annual target 2017/18	Annual target 2018/19	Annual target 2019/20	Responsible officer	
CdPP1	Net additional homes provided		145				Peter Beckford	Deleted
CdSD7 (C)	Percentage of planning applicants who are satisfied or very satisfied with the planning service (cumulative)	86.20%	80%	80%	80%	80%	Peter Beckford	No change
CdSD8 (C)	Planning appeals allowed (cumulative)	53.33%	35%	35%	35%	35%	Peter Beckford	No change
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% (June 2016 value)	100%	100%	100%	100%	Peter Beckford	No change
CdSD32 (C)	% of new enforcement cases where an initial site visit for a high priority case is undertaken within the timescale set out in the Enforcement Policy (Cumulative, monthly)	100% (June 2016 value)	100%	100%	100%	100%	Peter Beckford	No change

Appendix B - CDC Corporate Performance Indicators - PI Review

<b>KEY</b> <input checked="" type="checkbox"/> This PI is below target								
PI code	Name	Latest Update - Dec 2016	Annual target 2016/17	Annual target 2017/18	Annual target 2018/19	Annual target 2019/20	Responsible officer	
New5CD C  Page 91  New6CD C	2019 Majors speed of planning decisions – special measures 2 year assessment period ending September 2018 (cumulative, monthly)	New PI	New PI	60%	60%	60%	Peter Beckford	NEW PI. The 'speed of decisions' criteria measures how many major applications are determined within either the statutory time limit or within any other agreed extended time limit, as a % of the total major applications determined. October 2016 to September 2018 is the assessment period. 60% or more is target to avoid possible designation into 'special measures'
	2019 non-majors speed of planning decisions – special measures 2 year assessment period ending September 2018.	New PI	New PI	70%	70%	70%	Peter Beckford	NEW PI. The 'speed of decisions' criteria measures how many non-major applications are determined within either the statutory time limit or within any other agreed extended time limit, as a % of the total non-major applications determined. October 2016 to September 2018 is the assessment period. 70% or more is target to avoid possible designation into 'special measures'.

Appendix B - CDC Corporate Performance Indicators - PI Review

<b>KEY</b> <input checked="" type="checkbox"/> This PI is below target								
PI code	Name	Latest Update - Dec 2016	Annual target 2016/17	Annual target 2017/18	Annual target 2018/19	Annual target 2019/20	Responsible officer	
New9CD C Page 92	2019 majors quality of planning decisions – special measures 2 year and 9 month assessment period ending December 2018 (cumulative, monthly)	New PI	New PI	9.99%	9.99%	9.99%	Peter Beckford	NEW PI. The 'quality of decision' criteria measures how many major applications that have been determined are subsequently overturned and allowed on appeal, as a % of the total major applications determined. April 2016 to March 2018 is the assessment period for applications determined and April 2016 to December 2018 is the assessment period to check if any applications determined in above period are allowed. Less than 10% is target to avoid possible designation into 'special

Appendix B - CDC Corporate Performance Indicators - PI Review

<b>KEY</b> <input checked="" type="checkbox"/> This PI is below target								
PI code	Name	Latest Update - Dec 2016	Annual target 2016/17	Annual target 2017/18	Annual target 2018/19	Annual target 2019/20	Responsible officer	
New10CD C  Page 93	2019 non-majors quality of planning decisions – special measures 2 year and 9 month assessment period ending December 2018 (cumulative, monthly)	New PI	New PI	9.99%	9.99%	9.99%	Peter Beckford	NEW PI. The 'quality of decision' criteria measures how many non-major applications that have been determined are subsequently overturned and allowed on appeal, as a % of the total non-major applications determined. April 2016 to March 2018 is the assessment period for applications determined and April 2016 to December 2018 is the assessment period to check if any applications determined in above period are allowed. Less than 10% is the target to avoid possible designation into 'special measures'.
	<b>Environment - Cllr. Mike Smith</b>							
CdSE1 (C)	Cumulative CO2 reduction from local authority operations from base year of 2008/09	22% (2015/16 value)	11.70%	12.00%	12.00%	12%	Martin Holt	Target increased to 12%
CdSE2 (C)	Planning to adapt to climate change (5 levels of performance 0=low 5= high)		4				Martin Holt	Due to its complexities (based on former National Indicator) this indicator is deleted, pending the development of the SBDC & CDC "intelligent green plan" which will incorporate a new updated range of measures and activities to tackle climate change.

Appendix B - CDC Corporate Performance Indicators - PI Review

<b>KEY</b> <input checked="" type="checkbox"/> This PI is below target								
PI code	Name	Latest Update - Dec 2016	Annual target 2016/17	Annual target 2017/18	Annual target 2018/19	Annual target 2019/20	Responsible officer	
CdWR1 (C)	Waste customer satisfaction survey	6 monthly	86%	86%	86%	86%	Chris Marchant	No change
CdWR4 (C)	Household refuse collections, number of containers missed per month (calculated by P&C team on wkly basis)	662	1733	1733	1733	1733	Chris Marchant	No change
<b>Support services - Cllr. Mike Stannard</b>								
JtLD1 (C)	Client satisfaction with the shared service. Percentage satisfied or very satisfied.	6 monthly	96%	98%	98%	98	Joanna Swift	Target increased to 98%
JtBS1 (C)	Availability of ICT systems to staff from 8am to 6pm (by period)	99.40%	99.50%	99.50%	99.50%	99.50%	Sim Dixon	No change
JtBS2 (C)	Percentage of calls to ICT helpdesk resolved within agreed timescales (by period)	82.50%	95%	85%	85%	85%	Sim Dixon	Target changed to 85%. This is a more realistic target.
CdBS3 (C)	Percentage of responses to FOI requests sent within 20 working days (by month)	98.00%	90%	90%	90%	90%	Sim Dixon	No change
CdLD2 (C)	The percentage response to the annual canvass	94% (2015/16 value)	94%	94%	94%	94%	Joanna Swift	No change
<b>Customer services - Cllr. Fred Wilson</b>								

Appendix B - CDC Corporate Performance Indicators - PI Review

<b>KEY</b> <input checked="" type="checkbox"/> This PI is below target								
PI code	Name	Latest Update - Dec 2016	Annual target 2016/17	Annual target 2017/18	Annual target 2018/19	Annual target 2019/20	Responsible officer	
CdCS1 (C)	New measure for complaints - t.b.a.		t.b.a.	t.ba	t.b.a	t.b.a	Nicola Ellis	No change





<b>SUBJECT:</b>	<i>Chiltern District Council Performance Report Q3 2016-17</i>
<b>REPORT OF:</b>	<i>Leader of the Council – Councillor Isobel Darby</i>
<b>RESPONSIBLE OFFICER</b>	<i>Chief Executive – Bob Smith</i>
<b>REPORT AUTHOR</b>	<i>Rachel Prance (01494 732 903) Sarah Woods (01494 586 800)</i>
<b>WARD/S AFFECTED</b>	<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 Q3 Oct-December 2016-17.

### RECOMMENDATION

**Cabinet is asked to note the performance reports.**

## 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	5	3	1	0	1
Community, health & housing	13	6	1	1	5
Sustainable development	11	9	0	1	1
Environment	5	1	2	0	2
Support services	5	2	1	1	1
Customer services	5	4	0	0	1
<b>Total PIs</b>	<b>44</b>	<b>25</b>	<b>5</b>	<b>3</b>	<b>11</b>

### 3. Reasons for Recommendations

3.1 This reports factual performance against pre-agreed targets. Management Team, Cabinet and Resources Overview & Services Overview Committees 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 Q3 2016-17**
- **Appendix B – Quarterly corporate performance indicators Q3 2016-17**

### 4. Key points to note this quarter:

4.1 Of the 11 unknown PIs, three are provided for information only; seven are not reported this quarter and one is a new PI which is awaiting the target to be set.

4.2 Of the three off-target PIs, one was a priority PI.

4.3 **Community Health and Housing:** the PI below target relates to the number of households living in temporary accommodation. Due to the demand for temporary accommodation from homeless households and the limited turnover of social housing tenancies to provide "move-on" opportunities.

4.4 **Sustainable Development:** the PI which is off target relates to the number of planning appeals allowed. Due to how this indicator has been revised to allow for all appeal types.

4.5 **Support Services:** Percentage of calls to ICT helpdesk resolved within agreed timescales was off target. This was due to the new shared service starting with 4 vacant posts and 3 members of staff off on long term sickness. During this period, the project saw the councils 2 networks converge into one, as well as delivering on projects of strategic importance. This unique situation will not reoccur.

### 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.

<b>Background Papers:</b>	N/A
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Appendix A - Priority PIs 2016-17 - CDC

Code	Title	2015/16 Actual	2015/16 Target	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Target 2016/17 (YTD)	Traffic Light	Latest Note
<b>Leader's</b>																		
CdHR1	Working days lost due to sickness absence	7.95	11	7.56	6.84	7.2	7.02	7.56	7.66	7.92	7.92	7.85				10		These figures are now calculated the same way as SBDC and in accordance with the Office of National Statistics not making the adjustment for part time workers. 122 for December + 1025 (April - November) = 1147 (info taken from Workforce (iTrent for November & December)) / 194.83 (average FTE figure) = 5.89/9*12 =7.85.
CdHR14	Working days lost due to short term sickness absence (upto 20 working days)	New PI	New PI	6.12	4.92	4.96	4.71	5.16	5.1	4.99	4.73	4.72				5		78 days for December + 612 (April to November) = 690 (taken from Workforce (iTrent for November & December)) / 194.83 (average FTE) = 3.54 / 9 * 12 = 4.72
CdHR15	Working days lost due to long term sickness absence (more than 20 working days)	New PI	New PI	1.44	1.92	2.2	2.31	2.38	2.56	2.93	3.2	3.13				3		44 days for December + 413 (April to November) = 457 (Taken from Workforce (iTrent for November & December)) / 194.83 (average FTE) = 2.35 / 9 * 12 = 3.13 This equates to two officers.
<b>Community, Health and Housing</b>																		
CdCmSf1	Percentage reduction in burglaries from dwellings year on year for Chiltern (quarterly)	-19.20%	data only			18.90%			7.20%			14.70%				Data Only	n/a	Chiltern continues to see a decrease in burglary dwelling offences. 128 offences compared to the previous year of 150 offences (between April - December)
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)	0	0	1	0	2	0	0	0	0	0	0				0		A working group is in place to explore the options for increasing the provision of affordable housing.

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Appendix A

Code	Title	2015/16 Actual	2015/16 Target	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Target 2016/17 (YTD)	Traffic Light	Latest Note
CdHS8	Number of households living in temporary accommodation (snapshot at the end of the month)	31	21	35	36	39	34	32	36	37	36	35				30		Since May 2016, the number of households in temporary accommodation has ranged between 32 and 39 households at the end of each month. The latest PI remains within this range, but the demand for temporary accommodation and lack of social housing tenancies for move on has prevented us from significantly reducing this total.
Sustainable Development																		
CdSD10	Processing of planning applications: minor applications processed within 8 weeks (cumulative)	81.92%	70.00%	85.00%	85.71%	72.73%	75.00%	79.74%	82.29%	83.50%	83.98%	85.23%				75.00%		225 of 264 determined within target - cumulative figure 31 of 33 determined within target - this month's figure
CdSD11	Processing of planning applications: other applications processed within 8 weeks (cumulative)	92.15%	92.00%	96.30%	90.61%	90.54%	91.08%	91.78%	92.47%	93.07%	93.36%	93.42%				90.00%		908 of 972 determined within target - cumulative figure 79 of 84 determined within target - this month's figure
CdSD31	Special measures: speed of processing of major applications - minimum percentage of decisions on major applications which are made within 13 weeks or timescale agreed with the applicant; for assessment in October/November 2018 (cumulative)	New PI	New PI	N/A	N/A	N/A	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%				51.00%		10 of 10 major cases determined within target  Note: The Government annually assesses Council's, for special measures designation This assessment relates to the SPEED of decision making on major applications The period assessed is a 2 year period leading up to the end of June. This indicator is assessed on a monthly basis moving towards this end date Jul 2016 to Jun 2018 is the current assessment period The current threshold is 51% or more to be determined within the statutory 13 week period or alternative time period agreed with the applicant.

Code	Title	2015/16 Actual	2015/16 Target	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Target 2016/17 (YTD)	Traffic Light	Latest Note
CdSD30	Special measures: quality of major applications - maximum percentage of major applications overturned on appeal; for assessment in October/November 2018 (cumulative)	New PI	New PI	33.33%	33.33%	16.67%	12.50%	11.11%	10.00%	8.33%	7.14%	6.25%				9.90%	<input checked="" type="checkbox"/>	1 of 16 major cases determined, allowed or part allowed on appeal
Environment																		
CdWR3	Percentage of household waste sent for reuse, recycling and composting (cumulative)	52.53%	57.00%			54.79%			55.92%							58.00%	<input type="checkbox"/>	We are awaiting the data for December 2016 which will not be available until the following quarter.
Customer Services																		
CdRB1	Speed of processing - new HB/CTB claims (cumulative)	16.08	18	16.52	18.37	18.67	18.11	17.94	18.75	18.79	14.98	18.12				18	<input checked="" type="checkbox"/>	Risk Based Verification introduced 01/12/16. This should result in less delay.
CdRB2	Speed of processing - changes of circumstances for HB/CTB claims (cumulative)	4.72	5	4.11	3.75	3.78	3.89	3.95	4.08	4.14	4.23	4.13				5	<input checked="" type="checkbox"/>	
CdRB3	% of Council Tax collected (cumulative)	99.36%	99% (57.75%)	5.42%	15.32%	24.92%	34.64%	44.29%	53.94%	63.62%	73.21%	82.76%				99.00%	<input checked="" type="checkbox"/>	
CdRB4	Percentage of Non-domestic Rates Collected (cumulative)	98.30%	98% (57.17%)	8.94%	19.47%	29.03%	37.21%	45.97%	54.74%	64.42%	72.53%	80.50%				98.00%	<input checked="" type="checkbox"/>	





**Appendix B - CDC Quarterly Corporate Performance Indicator Report - Q3 2016-17**

Note: Excludes Priority Performance Indicators - see Appendix A

KEY <input checked="" type="checkbox"/> This PI is below target <input type="checkbox"/> This PI is slightly below target <input checked="" type="checkbox"/> This PI is on target																			
PI code	Name	2015/16 Value	Annual target 2015/16	Apr-16 value	May-16 value	Jun-16 value	Jul-16 value	Aug-16 value	Sep-16 value	Oct-16 value	Nov-16 value	Dec-16 value	Jan-17 value	Feb-17 value	Mar-17 value	Annual target 2016/17	Traffic light (latest actual)	Responsible officer	Latest notes
<b>Leader's portfolio</b>																			
CdCP1 (C)	Number of unique visitors to the main website (by period)	330,946	data only	29,100	30,819	29,738	26,311	28,482	28,297	32,645	32,742	29,873				data only	n/a	Rachel Prance	
CdHR2 (C)	Voluntary leavers as a % of workforce (extrapolated for the year)	18.62%	8%			10.70%			8.80%			9.15%				16%	<input checked="" type="checkbox"/>	Judy Benson	6 leavers in quarter 3 plus 10 leavers for Q1 + Q2 = 16 / average headcount of 229.56(%)= Extrapolated, this equates to 21 for the full year, 9.15% (21/229.56%)
<b>Community, health and housing</b>																			
CdCL1 (C)	Customer satisfaction rating at the Chiltern leisure facilities	59.00%	65.00%	annual PI											65.00%	?	Martin Holt		
CdCL2 (C)	Total participation in physical activities delivered through the GLL community engagement plan (by period)	6,268	6,000 (1,500)			4,876			4,882			5,980				6,600	<input checked="" type="checkbox"/>	Martin Holt	
CdCL3 (C)	Total number of users at all leisure centres (by period)	915,382	875,000 (218750)			238,015			238,195			230,597				900,000	<input checked="" type="checkbox"/>	Martin Holt	
CdCL5f2 (C)	Percentage reduction in violent offences against a person, rolling year on year	-53.90%	data only			-39.6%			-25.90%			-12.60%				data only	n/a	Martin Holt	Chiltern continues to see an increase in violence against a person offences. There are no obvious spikes or trends and they are not linked to the night-time economy.
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)	22	33 (16,50)			13			13			24				33	<input checked="" type="checkbox"/>	Martin Holt	This figure comprises (i) 13 new homes for rent in the Lincoln Park development in Amersham (Hightown), 4 new homes for rent in Lindo Close, Chesham (Hightown) and 7 new homes for rent in the Donkey Field redevelopment in Little Chalfont (Hightown), (ii) 0 and (iii) 0
CdHS3i (C)	Average Length of stay in B & B temporary accommodation for all households (snapshot at end of quarter)	12	5			7			7			7				10	<input checked="" type="checkbox"/>	Martin Holt	Average stay of placements that ended in Quarter 3 (Oct 2016 to Dec 2016) was 7 weeks - The total placements that ended during the quarter comprised 8 families (274 days) and 1 single/couple (168 days). The overall average was significantly inflated by one long term stay (168 days) that ended during the quarter. If we exclude this placement, the average stay of the remaining households was 5 weeks.

KEY <input checked="" type="checkbox"/> This PI is below target <input type="checkbox"/> This PI is slightly below target <input checked="" type="checkbox"/> This PI is on target																			
PI code	Name	2015/16 Value	Annual target 2015/16	Apr-16 value	May-16 value	Jun-16 value	Jul-16 value	Aug-16 value	Sep-16 value	Oct-16 value	Nov-16 value	Dec-16 value	Jan-17 value	Feb-17 value	Mar-17 value	Annual target 2016/17	Traffic light (latest actual)	Responsible officer	Latest notes
CdHS4 (C)	Number of private sector dwellings vacant for more than 6 months and returned to occupation following local authority intervention	28	40	annual PI												40	?	Martin Holt	
CdEH2 (C)	Percentage of food premises (risk rating A to C) that are broadly compliant (snapshot quarterly)	96.00%	91%			96.50%			96.71%			91.35%				96%	<input type="checkbox"/>	Martin Holt	Over the last year there have been issues with Unifom. This means that the PIs have been calculated using the the FSA website data, which includes premises rated A - E. The issues with the uniform have now been resolved and the figures for this quarter have been calculated using data for A - C rated premises. As a result the outcome is lower than what has been reported for previous quarters.
JtLI3 (C)	Percentage of customers satisfied with the licensing service received (annual)	61.80%	89%	annual PI												89%	?	Martin Holt	
JtLI1 (C)	Percentages of licences received and issued/renewed within statutory or policy deadlines (cumulative)	98.40%	97%			96.30%			99.70%			97.80%				97%	<input checked="" type="checkbox"/>	Martin Holt	12 out of 541 not dealt with within policy or legislative timescales.
<b>Sustainable development</b>																			
JtBC1 (C)	Applications checked within 10 working days (cumulative)	92.70%	85%	85.90%	93.10%	93.40%	96.30%	99.10%	98.30%	98.30%	95.30%	95.90%				92%	<input checked="" type="checkbox"/>	Peter Beckford	
JtBC4 (C)	Customer satisfaction with the building control service (cumulative)	92.70%	94%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	98.30%	97.00%				92%	<input checked="" type="checkbox"/>	Peter Beckford	
CdPP1 (C)	Net additional homes provided		133	annual PI												145	?	Peter Beckford	
CdSD7 (C)	Percentage of planning applicants who are satisfied or very satisfied with the planning service (cumulative)	77.00%	80%			87.50%			82.60%			86.20%				80%	<input checked="" type="checkbox"/>	Peter Beckford	

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<span style="color: red;">❌</span> This PI is below target <span style="color: orange;">⚠️</span> This PI is slightly below target <span style="color: green;">✅</span> This PI is on target																			
PI code	Name	2015/16 Value	Annual target 2015/16	Apr-16 value	May-16 value	Jun-16 value	Jul-16 value	Aug-16 value	Sep-16 value	Oct-16 value	Nov-16 value	Dec-16 value	Jan-17 value	Feb-17 value	Mar-17 value	Annual target 2016/17	Traffic light (latest actual)	Responsible officer	Latest notes
CdSD8 (C)	Planning appeals allowed (cumulative)	39.76%	35%			55.00%			53.33%			53.33%				35%	❌	Peter Beckford	31 of 64 appeals decided, allowed or part allowed  Note: How this indicator is calculated has been revised. The new criteria includes, all appeal types. Appeals against . Refusal of planning permission, . Imposition of conditions . Non-determination . Enforcement notices All applications that have development types that are reported to the Government on the PS2 return and PS1, questions 6 and 7 and all appeals against enforcement
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%	100.00%	100.00%										100%	✅	Peter Beckford	
CdSD32 (C)	% of new enforcement cases where an initial site visit for a high priority case is undertaken within the timescale set out in the Enforcement Policy (Cumulative, monthly)	New PI	New PI	100.00%	100.00%	100.00%										100%	✅	Peter Beckford	
<b>Environment</b>																			
CdSE1 (C)	Cumulative CO2 reduction from local authority operations from base year of 2008/09	22.00%	9.10%	annual PI												11.70%	?	Martin Holt	Reported annually. Cumulative Figure against baseline
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.

KEY <input checked="" type="checkbox"/> This PI is below target <input type="checkbox"/> This PI is slightly below target <input checked="" type="checkbox"/> This PI is on target																			
PI code	Name	2015/16 Value	Annual target 2015/16	Apr-16 value	May-16 value	Jun-16 value	Jul-16 value	Aug-16 value	Sep-16 value	Oct-16 value	Nov-16 value	Dec-16 value	Jan-17 value	Feb-17 value	Mar-17 value	Annual target 2016/17	Traffic light (latest actual)	Responsible officer	Latest notes
CdWR1 (C)	Waste customer satisfaction survey	86.70%	86%	6 monthly					84.40%	6 monthly					86%	<input type="checkbox"/>	Chris Marchant	Reported 6 monthly. This is for both Chiltern and Wycombe. This measures waste collection as well as street cleansing. Satisfaction with refuse collection has seen an increase of 5.8%. Satisfaction with street cleaning has seen a decrease of 4.3%. Satisfaction with recycling collections has seen a decrease of 2.6%. Satisfaction with food waste collections has seen a decrease of 3.2%. Satisfaction with garden waste collections has seen a decrease of 4.7%.	
CdWR4 (C)	Household refuse collections, number of containers missed per month (calculated by P&C team on wkl basis)	New PI	New PI	1,154	1,141	1,597	1,561	1,379	1,407	1,379	1,014	662				1733	<input checked="" type="checkbox"/>	Chris Marchant	
<b>Support services</b>																			
JtLD1 (C)	Client satisfaction with the shared service. Percentage satisfied or very satisfied.	90.50%	94%	6 monthly					100.00%	6 monthly					96%	<input checked="" type="checkbox"/>	Joanna Swift	Reported 6 monthly	
JtBS1 (C)	Availability of ICT systems to staff from 8am to 6pm (by period)	99.86%	99.50%			99.80%			99.80%			99.40%				99.50%	<input type="checkbox"/>	Sim Dixon	
JtBS2 (C)	Percentage of calls to ICT helpdesk resolved within agreed timescales (by period)	84.00%	95%			81.20%			81.00%			82.50%				95%	<input checked="" type="checkbox"/>	Sim Dixon	2016 has been an exceptional year. The shared Business Support service commenced on 01.01.2016. Within a structure of 18 posts, the new shared service started with 4 vacant posts and 3 members of staff on long term sick i.e. 40% undermanned. During this period, the project to converge the Councils 2 networks into 1, support for the shared service reviews and consolidation of core applications continued. The migration of all staff onto the shared network was particularly problematic due to the need to maintain the electronic identities of both authorities. It is to the credit of Business Support staff that they maintained a support level of 82.5% whilst still delivering on projects of strategic importance to the Councils. This unique situation will not reoccur.
CdBS3 (C)	Percentage of responses to FOI requests sent within 20 working days (by month)	83.00%	90%	60.00%	87.00%	95.00%	95.00%	100.00%	86.00%	84.00%						90%	<input checked="" type="checkbox"/>	Sim Dixon	This PI is always reported one month in arrears as the figures are not available until then.

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Appendix B

KEY <input checked="" type="checkbox"/> This PI is below target <input type="checkbox"/> This PI is slightly below target <input checked="" type="checkbox"/> This PI is on target																			
PI code	Name	2015/16 Value	Annual target 2015/16	Apr-16 value	May-16 value	Jun-16 value	Jul-16 value	Aug-16 value	Sep-16 value	Oct-16 value	Nov-16 value	Dec-16 value	Jan-17 value	Feb-17 value	Mar-17 value	Annual target 2016/17	Traffic light (latest actual)	Responsible officer	Latest notes
CdLD2 (C)	The percentage response to the annual canvass	94.00%	94%	annual PI												94%	?	Joanna Swift	Reported annually.
<b>Customer services</b>																			
CdCS1 (C)	New measure for complaints - t.b.a.	n/a	t.b.a.													t.b.a.	n/a	Nicola Ellis	New PI for when the joint customer services team is implemented.



<b>SUBJECT:</b>	<i>Chiltern Car Park Review - Responses to Objections</i>
<b>REPORT OF:</b>	<i>Councillor Mike Smith</i>
<b>RESPONSIBLE OFFICER</b>	<i>Chris Marchant – Head of Environment</i>
<b>REPORT AUTHOR</b>	<i>Julie Rushton jrushton@chiltern.gov.uk</i>
<b>WARD/S AFFECTED</b>	<i>All</i>

### 1. Purpose of Report

- 1.1 To consider objections to the proposed amendment to the Off Street Parking Places Order.
- 1.2 Provide recommendations for consideration to address the concerns raised by the objectors.

### 2. Recommendation

- 2.1 **Cabinet consider amending the proposed season ticket prices to the prices as set out in the Table in paragraph 4 of the officers' report.**
- 2.2 **That subject to the above, Cabinet authorise the Order to be made and publicised with such modification as may be agreed.**

### 3. Reasons for recommendation

- 3.1 To comply with the Road Traffic Regulation Act 1984 the Council must consider all objections submitted during the consultation period.
- 3.2 Cabinet is required to make a decision in respect of the objections received and the recommendations above so that the amendment to the Order can be progressed or abandoned.

### 4. Content of the Report

- 4.1 The Council recently undertook a review of CDC's car parks, the outcome of which was a proposed amendment to CDC's Off Street Parking Places Order. Executive (Minute 171 13/12/2016).
- 4.2 During the consultation period, the Council received two objections. A synopsis of the objections are shown in Appendix A.
- 4.3 In response to the objections, a further review has been undertaken of the season ticket prices, and a new pricing regime is proposed as follows:

<b>Business</b> - Permit based on 9hr tariff to support local businesses/workers					
<b>St</b> - Standard permit					
		<b>1mth</b>	<b>3mth</b>	<b>6mth</b>	<b>12mth</b>
<b><u>Amersham</u></b>					
St	Amersham MS	99.00	293.00	580.00	972.00
St	Sycamore Road	99.00	293.00	580.00	972.00
Business	Sycamore Road	71.00	211.00	374.00	702.00
St	Amersham Old Town	64.00	191.00	355.00	655.00
<b><u>Chalfonts</u></b>					
St	Blizzards Yard	64.00	191.00	355.00	655.00
St	Church Lane	45.00	136.00	273.00	437.00
St	Snells Wood	64.00	191.00	355.00	655.00
<b><u>Chesham</u></b>					
St	Albany Place	71.00	211.00	374.00	702.00
St	East Street	71.00	211.00	374.00	702.00
St	Star Yard	71.00	211.00	374.00	702.00
St	Watermeadow	71.00	211.00	374.00	702.00
<b><u>Great Missenden</u></b>					
St	Buryfield	110.00	327.00	582.00	1092.00
Business	Buryfield	71.00	211.00	374.00	702.00
St	Link Road	110.00	327.00	582.00	1092.00
Business	Link Road	71.00	211.00	374.00	702.00
<b><u>Prestwood</u></b>					
St	High Street	64.00	191.00	355.00	655.00

- 4.4 The level of discount and the associated season ticket prices are based on the current discount variance levels between the car parks under the existing group season ticket structure.
- 4.5 This approach addresses the objection based on the grounds, that the percentage increase in price for season tickets in some car parks are considerably higher than in others. The proposed pricing regime enables the discount level variances across all standard season tickets to be similar to that which is currently in place.
- 4.6 A change has not been proposed to that which was originally proposed for Amersham multi-storey car park, as the percentage by which the charges are increasing by are in line with other CDC car parks that have similar user groups. The original proposed prices also fall within the range of car park charges across Buckinghamshire that have a similar client base.
- 4.7 It is anticipated that the new proposed regime will better serve the community to support the local economy at this time. A comparison between the existing season ticket prices and the proposed prices is provided at Appendix B.



**5. Options**

- 5.1 Proceed with the recommendations set out above.
- 5.2 Proceed with the original proposal of charges.
- 5.3 Retain existing charges and do not make changes to the Off Street Parking Places Order.

**6. Legal Implications**

- 6.1 Implementing the recommendations will require an modification to the proposed Off Street Parking Places Order and is subject to a statutory advertisement process

**7. Financial Implications**

- 7.1 There are no foreseen financial implications to the above recommendations.

**8. Links to Council Policy Objectives**

- 8.1 The recommendations put forward in response to objections to amendment CDC's Off Street Parking Places Order contribute towards the Council's aim to deliver value for money services that are driven by customer and community needs

**9. Next Step**

- 9.1 If the recommendations are agreed, the Amendment Order, as modified, will be made and published

<b>Background Papers:</b>	None other than those referred to in the report
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## Appendix A

## Objections Received

Objection	Details of Objection	Response of the Environment Head of Service
1	<p><b><u>Amersham Multi-Storey Car Park</u></b></p> <p>Objection to the proposed daily and season ticket charges on the basis the increase is in the region of 20% to 25%. This is over and above increase of bank rates and penalises commuters.</p>	<p>Daily charge proposed increase £5.00 to £6.00 Season ticket proposed increase £780 to £972</p> <p>The proposed charging regime falls within the range of charges at other car parks across Buckinghamshire, which are predominantly used by commuters.</p> <p>Aylesbury: Day tariff £6.50. S/ticket £ 960 Wycombe: " " £7.50 " £1120 Beaconsfield " £7.00 " £1040 Gerrards Cross " £7.50/£6.00 " £1120/880 Chalfont&amp;Latimer " £4.30 " £ 880</p>
2	<p><b><u>Church Lane Car Park</u></b></p> <p>Objection to the proposed annual season ticket charge on the basis that the amount by which the charge is due to increase would have a detrimental effect on the local community</p>	<p>Current 12 month season ticket £364 Proposed 12month season ticket £674 Increase of 46%</p> <p>The original proposal provided consistency across all CDC car parks when comparing the discount level between daily charge and season ticket price. However, in doing so it meant that the percentage by which the price increased in some car parks was considerably higher than in others. A review has been undertaken and a new pricing structure put forward (please see points 4.3 to 4.7 of this report). The new structure enables the percentage by which the prices are increasing by to be more consistent across the car parks.</p>

## Appendix B

## Season Tickets

## Comparison between existing prices and newly proposed prices

Existing Groups	Car Park	1 month		3 months		6 months		12 months	
		Current	Proposed	Current	Proposed	Current	Proposed	Current	Proposed
A	Amersham MS	£78.00	£99.00	£234.00	£293.00	£416.00	£580.00	£780.00	£972.00
B	Sycamore Road	£68.25	£99.00	£204.75	£293.00	£364.00	£580.00	£682.50	£972.00
	Sycamore Road Business	£68.25	£71.00	£204.75	£211.00	£364.00	£374.00	£682.50	£702.00
	Albany Place	£68.25	£71.00	£204.75	£211.00	£364.00	£374.00	£682.50	£702.00
	East Street	£68.25	£71.00	£204.75	£211.00	£364.00	£374.00	£682.50	£702.00
	Star Yard	£68.25	£71.00	£204.75	£211.00	£364.00	£374.00	£682.50	£702.00
	Watermeadow	£68.25	£71.00	£204.75	£211.00	£364.00	£374.00	£682.50	£702.00
	Buryfield	£68.25	£110.00	£204.75	£327.00	£364.00	£582.00	£682.50	£1,092.00
	Buryfield Business	£68.25	£71.00	£204.75	£211.00	£364.00	£374.00	£682.50	£702.00
	Link Road	£68.25	£110.00	£204.75	£327.00	£364.00	£582.00	£682.50	£1,092.00
	Link Road Business	£68.25	£71.00	£204.75	£211.00	£364.00	£374.00	£682.50	£702.00
C	Amersham Old Town	£53.08	£64.00	£159.25	£191.00	£295.75	£355.00	£546.00	£655.00
	Blizzards Yard	£53.08	£64.00	£159.25	£191.00	£295.75	£355.00	£546.00	£655.00
	Prestwood High Street	£53.08	£64.00	£159.25	£191.00	£295.72	£355.00	£546.00	£655.00
	Snells Wood		£64.00		£191.00		£355.00		£655.00
D	Church Lane	£37.92	£45.00	£113.75	£136.00	£227.50	£273.00	£364.00	£437.00



<b>SUBJECT:</b>	<i>Lottery</i>
<b>REPORT OF:</b>	<i>Cllr Graham Harris – Portfolio Holder Community, Health &amp; Housing</i>
<b>RESPONSIBLE OFFICER</b>	<i>Martin Holt – Head of Healthy Communities</i>
<b>REPORT AUTHOR</b>	<i>Claire Speirs – Leisure &amp; Community Officer Claire.speirs@southbucks.gov.uk</i>
<b>WARD/S AFFECTED</b>	<i>All</i>

## 1. Purpose of Report

To advise members of the results of consultation carried out with local community groups on the proposed community lottery and to agree the new community lottery for Chiltern District Council in partnership with South Bucks District Council.

### RECOMMENDATIONS

1. **That:**
  - (i) **the establishment of a local lottery be approved;**
  - (ii) **To appoint Gatherwell as the external lottery manager (ELM) to run all or part of the lottery for a period of up to 5 years, subject to annual review; and**
  - (iii) **the Head of Healthy Communities be appointed to hold the licence and submit the necessary application to the Gambling Commission.**

## 2. Reasons for Recommendations

2.1 A local authority lottery delivered on line, which can become a valuable source of additional fund raising for local community and voluntary organisations and be used as an exemplar fund raising platform. The Vale Lottery run by Aylesbury Vale District Council has raised over £60,000 in 'Good Causes' funding in less than 9 months

2.2 Following consultation with community groups a large portion of those responding are supportive of a local lottery, 74% either agreed or strongly agreed that they were supportive of a local lottery.

2.3 A local lottery enables community groups to raise their profile and attract new supporters. The lottery also enables them to increase their income with every ticket sold.

## 3. Content of Report

3.1 This report should be considered in association with the report presented to Cabinet at the meeting 1<sup>st</sup> November 2016, to agree the proposal to establish a local authority lottery <http://cdc-modernlive/documents/s34111/lotterycdc191016.pdf> . Cabinet deferred any decision pending more information.

3.2 Since that meeting, Wycombe District Councils has agreed to establish a local authority lottery along the same lines as proposed and developed by Aylesbury Vale District Council.

This has led to concerns by the sector that there are number of lotteries being established locally and that the benefits may be diminished.

3.3 The Gambling Commission register of local authority details the following authorities running a lottery;

Gloucester City Council  
Eastbourne Borough Council  
Aylesbury Vale District Council  
Tonbridge and Malling Borough Council  
Portsmouth City Council  
Melton Borough Council  
Mendip District Council

3.4 Members are reminded that the proposed local authority lottery would deliver

- A weekly draw at a cost of £1/ticket
- 60% of ticket sales goes to causes and prizes
- On line platform that assists participants and supporters to access the lottery
- A prize fund with 1 in 50 odds of winning a prize
- A maximum prize of £25,000
- Other prizes of £1,000, £250, £25, and 3 free tickets
- Supporters would be able to choose a Good Cause or the central Community Fund
- Marketing and advertising delivered by Good Causes and Gatherwell
- Minimal administration costs following initial set up and promotion.
- Prizes are paid by direct debit
- That the Council appoints an external lottery manager (ELM) to run all or part of their lottery, and ELMs must also be licensed by the Gambling Commission. It is proposed that Gatherwell would be the ELM.

### **Gambling Responsibly**

3.5 Lotteries are the most common type of gambling activity across the world, and considered to be a 'low risk' form with respect to the emergence of problem gambling. This is due to its relatively controlled form. The proposed Lottery scheme will help mitigate against many of the issues related to addictive gambling by :

- Being only playable via direct debit and by pre-arranged sign up
- There is no 'instant' gratification or 'instant reward' to taking part
- There will be no 'high profile' activity surrounding the draw
- The Lottery website will contain a section providing links to gambling support organisations.

3.6 Due to these factors a CDC Lottery will not significantly increase problem gambling, and the benefits to good causes in the District from the proceeds of the lottery balances possible negative issues.

## **4. Consultation**

4.1 Full consultation has taken place with a wide range of local community groups; both based locally delivering services in the Chiltern area and others with a wider geographic spread but operating services in Chiltern District. The consultation with community groups took two forms.

4.2 An event was held at King George V House 12<sup>th</sup> December themed around funding, community groups were invited to attend to hear talks from GLL Spacehive, Community Impact Bucks and Gatherwell (Lottery management company). Gatherwell explained the process behind the lottery and how community groups could benefit. Following this information event an email based survey was undertaken with community groups

4.3 Twenty-four people attended the event, representing nineteen organisations. Those attending included Action 4 Youth, Amersham Action Group, Chesham Community Arts, Chesham Youth Centre, Dial-a-Ride and Padstones. Seventeen organisations completed a feedback survey. Attendees were asked: Would you be supportive of utilising the following funding streams in addition to grant funding? Twelve of the seventeen organisations answered this question, and eleven of them were supportive.

4.4 Comments received on the feedback included:

- Thank you for invitation. I will definitely follow up on Spacehive and Local Authority Lottery'
- 'LA lotteries look really positive - would like to see marketing campaign developed around them engaging 'employers' to offer the lottery as an employee or volunteer benefit.'
- 'Well planned out presentations. A lot of ideas to take back and discuss'
- 'We need this local lottery asap! A presentation evening with Sport England Reps and other similar bodies would be great'

4.5 Online consultation took place between 13<sup>th</sup> February and 5<sup>th</sup> March 2017. Information was sent to the following organisations:

- Town & Parish Councils
- Schools
- Sports Clubs
- Grant applicants
- Revit groups
- Youth Clubs
- Community Associations
- Community Groups
- Social media.
- Discussed at Funding Fair 1<sup>st</sup> March.

The organisations were asked what type of organisation they were, how they currently fund their organisation, whether their organisation could benefit from a local lottery, whether they feel supportive of a local lottery and if they would be willing to promote the lottery to their supporters.

Survey highlights:

- 32% of respondents were a community group
- 35% were a charity
- 70% of organisations currently raise funds through grant funding
- 77% felt they could benefit from a local lottery
- 74% were either agreed or strongly agreed that they were supportive of a local lottery.

## 5. Options

- Proceed with lottery programme working with the community groups who have expressed an interest in signing up to the lottery.
- Do not proceed with lottery programme.

## 6. Corporate Implications

*Reports must include specific comments addressing the following implications;*

### 6.1 Financial

*Financial – the long term costs for the Council are within current budget estimates and enable future alternative funding streams for the voluntary and community sector at a time of diminishing resources.*

*The potential for community funding is only limited by the maximum value of tickets that can be sold in a single lottery, currently £4 million and the maximum aggregate value of lottery tickets that can be sold in any calendar year, currently £10 million.*

*However it is very unlikely that this level of ticket sales would occur, as the population of the two districts is insufficient to reach these figures. However it is not anticipated that in the first 5 years of the lottery that more than 10,000 weekly supporters would be using the lottery enabling £312,000 to be awarded to Good Causes.*

*It is proposed that the set up costs are taken from existing resources in the joint Community budget for 2017/18.*

### 6.2 Legal

*The operation of lotteries (excluding the National Lottery) is regulated by the Gambling Act 2005. Local Authorities may run "local authority lotteries" to raise funds to cover anything for which they have the power to incur expenditure. All local authority lotteries must be licensed by the Gambling Commission, which was set up as the regulatory body under the 2005 Act. The licensing regime includes the need for a Personal Management Licence (PML) held by an individual within the organisation as well as an Operating Licence.*

*The Gambling Commission has issued statutory guidance. This confirms that local authority lotteries must apply a minimum of 20% of the gross proceeds for any purpose for which it has power to incur expenditure, up to a maximum of 80% of the proceeds may be divided between prizes and expenses, and the maximum value of tickets that can be sold in a single lottery is £4million. The maximum aggregate value of lottery tickets that can be sold in a calendar year is £10 million, the maximum prize in a single lottery is £25,000 or 10% of the gross ticket sales (whichever is greater) and rollovers are permitted provided the maximum single prize limit is not breached.*

*Local authority lotteries may employ an external lottery manager (ELM) to run all or part of their lottery, and ELMs must also be licensed by the Gambling Commission.*

*The appointment of an ELM will need to be formalised by entry into a contract.*



**7.Links to Council Policy Objectives**

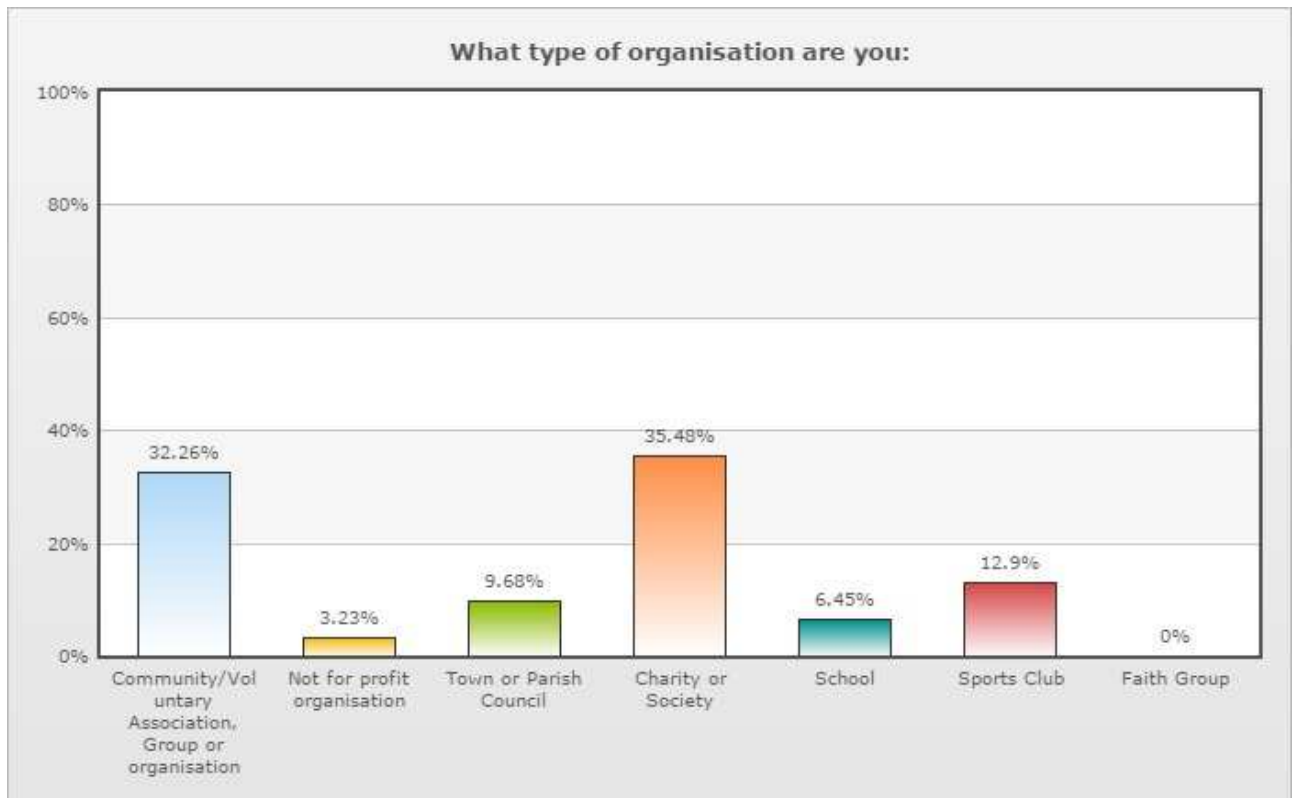
This report seeks to further support the voluntary sector and promote volunteering through the development of wider fund raising opportunities for the sector at a time that grants are becoming harder to access.

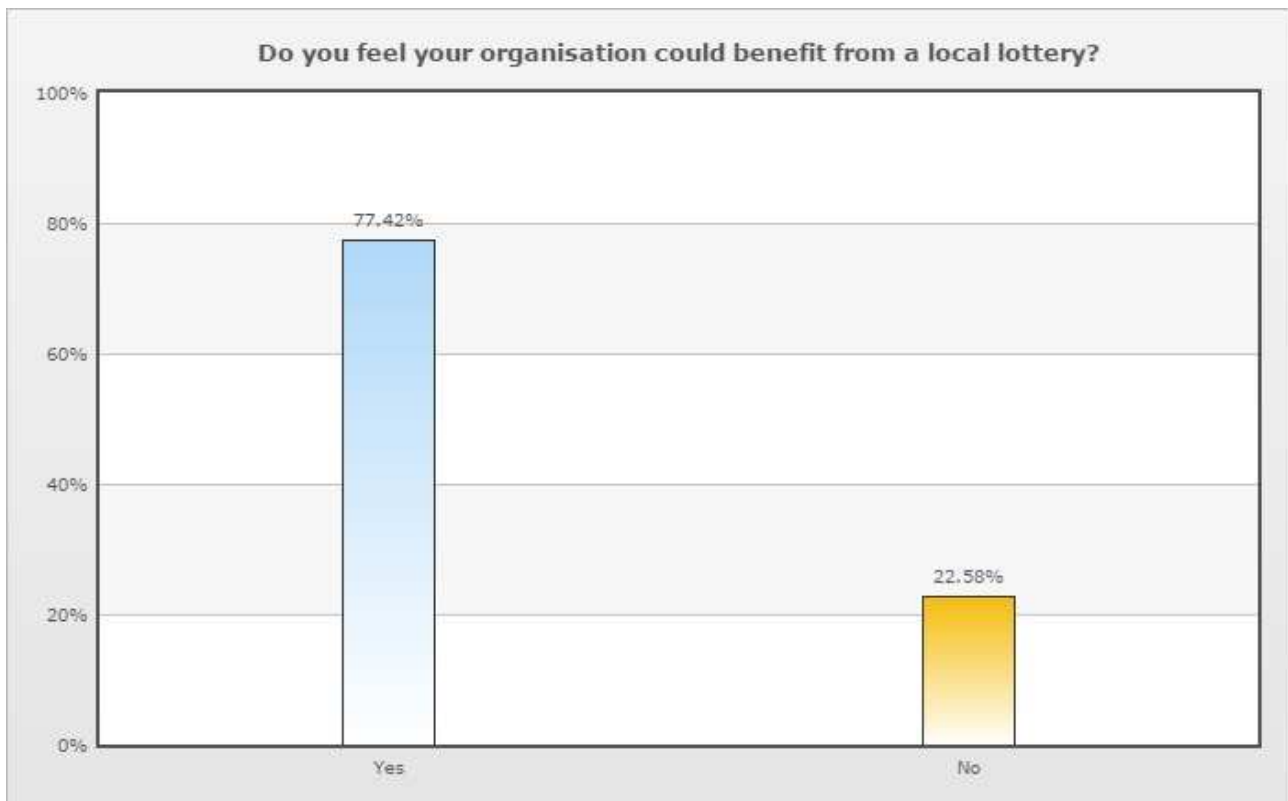
**8. Next Step**

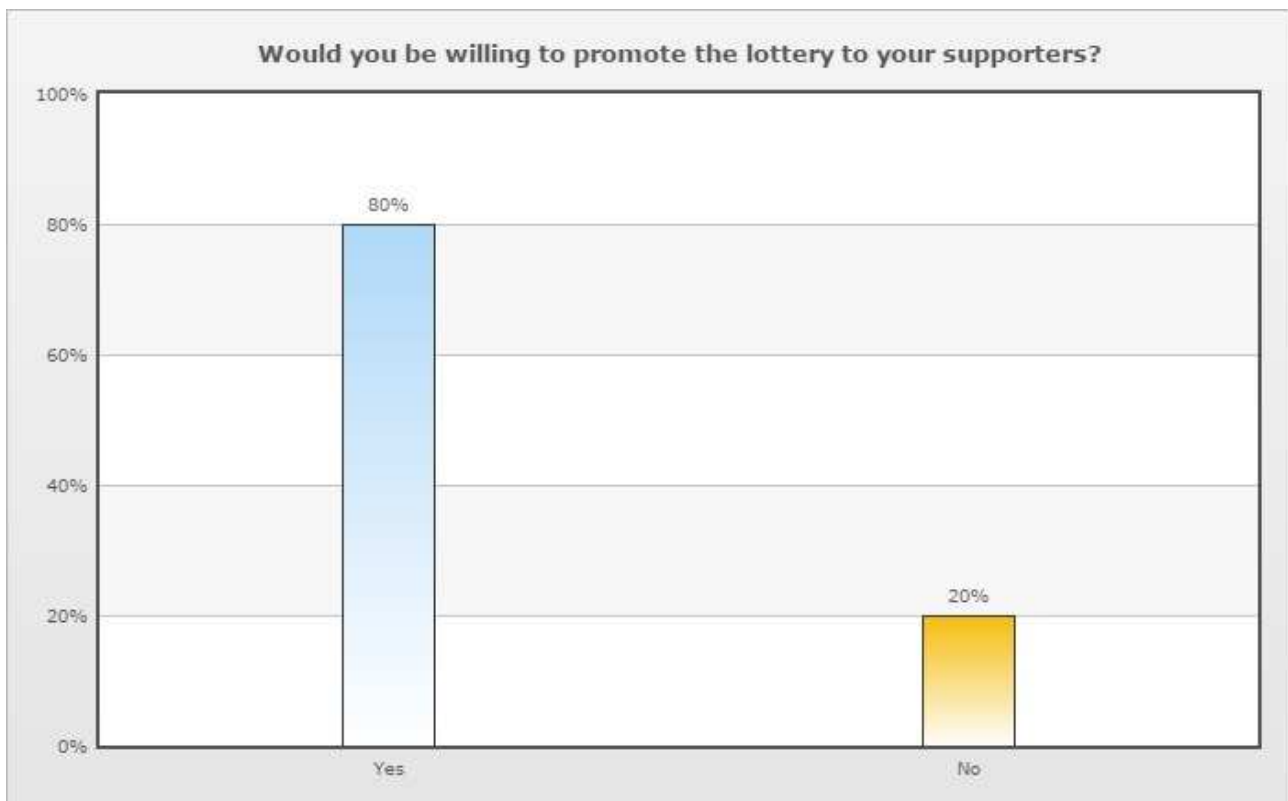
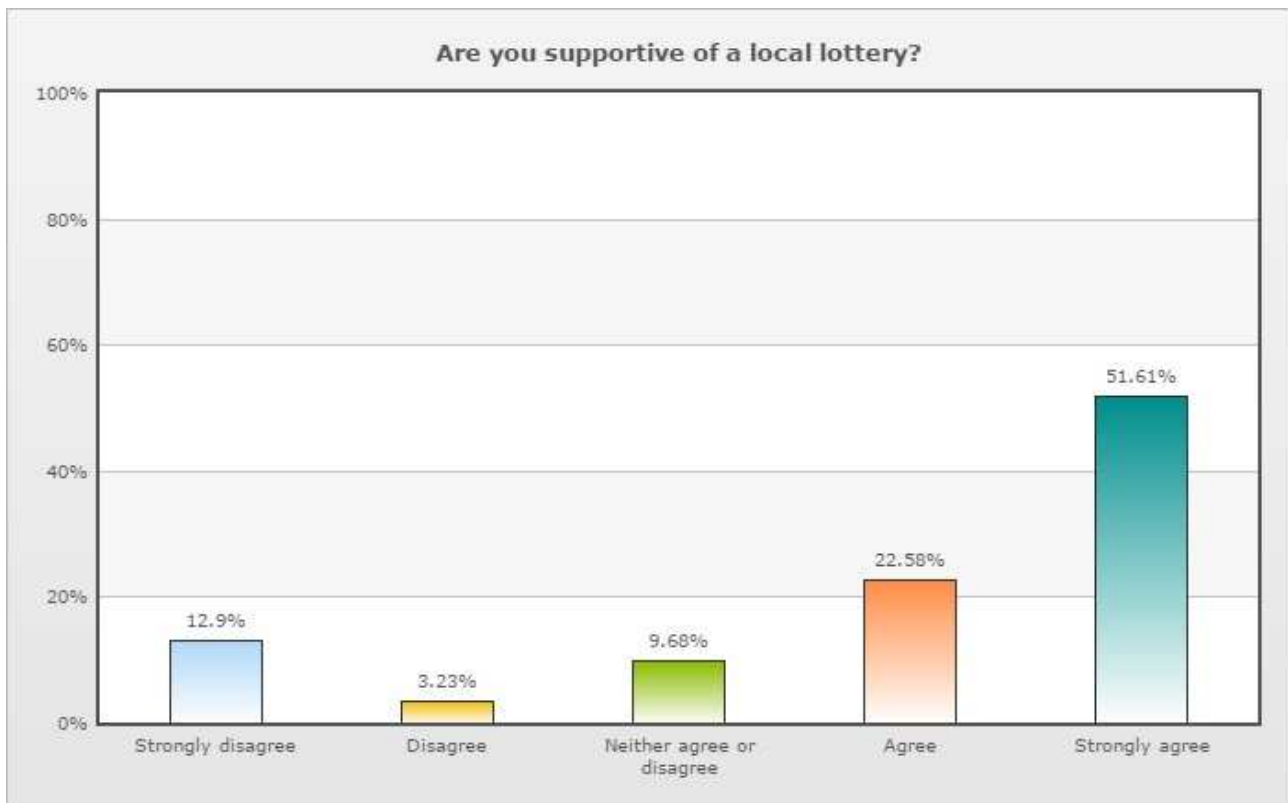
Should members decide to proceed with a local lottery licensing applications will need to be submitted to the Gambling Commission, once approved a marketing plan can be developed.

<b>Background Papers:</b>	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 )
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Appendix One: Lottery survey results









<b>SUBJECT:</b>	<i>Community and Wellbeing Plan 2017-2020</i>
<b>REPORT OF:</b>	<i>Councillor G Harris – Portfolio Holder for Community, Health &amp; Housing</i>
<b>RESPONSIBLE OFFICER</b>	<i>Martin Holt, Head of Healthy Communities</i>
<b>REPORT AUTHOR</b>	<i>Paul Nanji, <a href="mailto:pnanji@chiltern.gov.uk">pnanji@chiltern.gov.uk</a></i>
<b>WARD/S AFFECTED</b>	<i>Not ward specific</i>

### 1. Purpose of Report

To update Members on the proposed Community and Wellbeing Plan 2017-2020 which sets out the approach to building resilient communities able to deliver services identified through local need.

### RECOMMENDATIONS

- That Cabinet recommends to Council that the proposed Chiltern District Council Community and Wellbeing Plan 2017 – 2020 be approved as part of the Budget and Policy Framework as a replacement for the Community Cohesion Plan.**

### 2. Reasons for Recommendations

Chiltern's Community & Wellbeing Plan, 'Helping Build a Better Chiltern', provides a clear vision as to how Chiltern District Council in partnership with a range of agencies and voluntary groups will help improve local services and facilities over the next three years.

The Plan is a continuation of the Council's approach to building community assets which will be required as we move to the next phase of public service delivery. The new Plan supports the already active and vibrant community sector that operates across Chiltern and seeks to increase community resilience and the independence of residents.

Chiltern has over several years developed an effective methodology of delivering community asset building by empowering communities with the support of their local ward members, Town and Parish Councils, enabling activities to be delivered that meet local needs. Examples include activities for younger and older people, community events, town centre improvement projects, cycle ways, transport, heritage and environmental projects.

### 3. Content of Report

'Helping Build a Better Chiltern' builds on the good work of the previous community development plans delivered since 2003 and the current plan developed in 2010 titled 'Working Together for a Better Chiltern'. To inform the new plan the Community Team has consulted with key stakeholders to formulate the key aims and objectives. Facilitated workshops also revealed a commitment from stakeholders to share information on their current and emerging projects as well a commitment to work collaboratively to better address gaps in local provision.

The key aims previously endorsed by the PAG are;

- 
- Aim 1 - Facilitating community participation, engagement and action, through established and new community networks, to develop sustainable communities.
- Aim 2 - Supporting services that improve opportunities for older people to live fuller, safer, more active and ultimately more fulfilling life-styles and become more integrated into local communities.
- Aim 3 - Improving the health and well-being of the population and reducing health inequalities.
- Aim 4 - Providing an environment for young people to enjoy, stay safe, be healthy, active, make a positive contribution and achieve economic well-being.
- Aim 5 - Helping to stimulate and support a vibrant local economy whilst protecting the environment.
- Aim 6 - Encourage collective working to promote and support the rich and diverse wealth of cultural heritage in Chiltern.

The following themes emerged from the consultation and will be incorporated into the new plan:

1. Increase the capacity of the voluntary sector through training, guides, and volunteering initiatives.
2. Reduce social isolation through increasing neighbourliness (including community transport) by the setting up of "Good Neighbour" schemes or the extension of Neighbourhood Watch responsibilities. Support Dementia-friendly communities.
3. Provision of information and support through community champions, community organisations, websites social media and hard-copy directories.
4. Signposting adults and advocates for young people to safeguarding training.

The new plan will be delivered through the existing work programmes for the Healthy Communities service area and highlight the valuable work the Council undertakes to support local communities. The Plan will also help the Council to effectively communicate and work with key stakeholders, thereby facilitating joint working and helping build community resilience.

#### **4. Consultation**

The consultation took place with Chiltern and South Bucks Strategic Partnership, Parish and Town Councils and other key community stakeholders including the revitalisation groups, community associations, Older People Action Groups, Youth Parliament, Youth Leaders, Action4Youth, Public Health team, Bucks Disability Service (BuDS), CAB, Alzheimer Society and Paradigm Housing.

#### **5. Options**

*Option 1 – to continue to deliver the existing approach to community asset building through working with partners, statutory agencies, Town and Parish Councils and the voluntary and community sector.*

*Option 2 – to consider an alternative approach.*

## **6. Corporate Implications**

### 6.1 Financial

Developing community assets will mean that the delivery of the Community and Wellbeing Plan supports future public service delivery. Making the investment now in building these resilient communities will protect and enhance local service delivery and will be achieved within current budgets.

### 6.2 Environmental

Many projects emerging from the Community and Wellbeing Plan have a positive impact on the environment; including gardening projects, shrub and litter clearance, and reducing energy usage, improving air quality, and providing improved access to low cost physical activity in the local area.

### 6.3 Equalities

The Community and Wellbeing Plan directly supports a diverse range of community projects that helps enable under-represented residents access local services. These include projects that support vulnerable elderly residents, young people and disabled groups. The plan also supports different community and religious groups celebrate and share their diverse culture and heritage through a range of local festivals and community events.

## **7. Links to Council Policy Objectives**

- Work towards safe, healthy and cohesive communities.
- Strive to conserve the environment and promote sustainability.
- Cost effective, customer focussed services; listen to our customers.

This Plan supports a number of the themes contained within the Chiltern & South Bucks Sustainable Community Strategy, which itself forms part of the Budget and Policy Framework, but replaces the Community Cohesion Plan within the Framework.

## **8. Next Steps**

Feedback from the Services Committee will inform the finalised version of the new Community and Wellbeing Plan. Following adoption of the Plan by Cabinet, copies will be circulated to partners and community groups as well as being promoted on the Council's website.

This Plan will continue to reflect and deliver the Council's vision of enhancing Chiltern as a desirable place to live, work, visit and enjoy. Given the changing nature of community development work 'Helping Build a Better Chiltern' will continue to evolve and change over the next three years and in order to manage this process will be reviewed annually.

<b>Background Papers:</b>	None other than those referred to in the report
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**CHILTERN**  
District Council

# Helping Build a Better Chiltern Community & Wellbeing Plan 2017 - 2020



# Foreword

Chiltern's Community & Wellbeing Plan 'Helping Build a Better Chiltern', provides a clear vision as to how Chiltern District Council in partnership with a range of agencies and local voluntary groups will support communities over the next three years. Empowering and supporting Chiltern's diverse communities is at the heart of this plan and, as demonstrated in the council's previous plan 'Working Together for a Better Chiltern', there is no limit as to what can be achieved when our communities are supported and encouraged to improve services and facilities that are considered important.

Chiltern has a long and proud tradition of having strong, active and dynamic communities. This plan builds very much on these strengths by supporting residents, businesses and voluntary community groups to be directly involved in shaping their community. There have been some wonderful improvements to sports, play, high street, environmental and community facilities as well as an ongoing expansion and strengthening of community run activities. The Chalfont St Giles Riverside walk project, Amersham St Michael's Community Square, Chesham High Street super-fast broad band programme and the establishment of a new Chiltern-wide credit union are just a few examples of these.

As evidenced throughout, this plan has been written to serve the whole of Chiltern and therefore the involvement and consideration of local residents' views is imperative to its success. As Leader of Chiltern District Council I recognise the important role that the council plays as a community leader and the six strategic aims detailed within this community and well-being plan will, I have no doubt, impact positively in helping improve the health and well-being of residents, stimulate the local economy, improve community safety and so build local communities infrastructure.



Councillor Isobel Darby  
Leader of Chiltern District Council

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Aim 5 - Helping to stimulate and support a vibrant local economy whilst protecting the environment.

Aim 6 - Encourage collective working to promote and support the rich and diverse wealth of cultural heritage in Chiltern.

5. Conclusion

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# Executive Summary

Chiltern District Council's Community and Wellbeing Plan has been developed to support the many active and vibrant communities that play such an important role in improving local services and facilities. Partnership working with local community groups is embedded throughout this plan and imperative to achieving this plan's key aims.

Buckinghamshire's 2014 Joint Strategic Needs Assessment recognises how the wider determinants of health and wellbeing such as education, employment, and housing need to be considered and addressed to have a significant influence on improving health and well-being.

These determinants have a significant impact in predicting the overall physical, mental health and wellbeing, of communities as lifestyle choices influence the likely risk to common medical conditions including heart disease, strokes, diabetes and depression.

Chiltern's new Community and Wellbeing Plan '*Helping Build a Better Chiltern*' outlines the council's approach to help support and enable a range of exciting community development work across the towns and villages of the district that directly influences these wider determinants.. This is why this plan is closely aligned to and supports a range of key district and county-wide strategies (see below) which aim to make Chiltern a better place to live and work:

- Chiltern Recreation and Open Space Strategy
- Chiltern & South Bucks Sustainable Community Strategy
- Chiltern & South Bucks Community Safety Partnership Plan
- Buckinghamshire Physical Activity Strategy
- Buckinghamshire Health & Wellbeing Strategy
- Buckinghamshire Children and Young People's Plan

Enabling community participation helps to build a sense of belonging and civic pride, all essential ingredients to living in cohesive and active communities. Local communities are best placed to identify the services and facilities they value and wish to develop and protect. To help achieve this, the plan includes a diverse range of projects, all of which are aligned to six cross-cutting strategic aims.

If you would like to know more information about this plan please contact Chiltern's Principal Leisure & Communities Officer, Chiltern District Council, King George V Road, Amersham, Bucks HP6 5AW. Tel: 01494 732110 or email

[community@chiltern.gov.uk](mailto:community@chiltern.gov.uk)

This document is available on our website at [www.chiltern.gov.uk/communityandwellbeing](http://www.chiltern.gov.uk/communityandwellbeing) (for people with sight problems to enlarge) and can be made available in Braille, recorded format, in large print and a variety of languages on request.

# Building on Strong Foundations

Community participation enables residents and local voluntary organisations to work collaboratively to identify local priorities and so implement solutions that address local issues. Over recent years this has become even more pronounced as a result of an ageing population and the pressures on social and health service budgets. Active, cohesive and vibrant communities offer an effective solution to address such challenges enabling residents to be involved, engaged and happier.

Sustainable communities are places in which people want to live now and in the future. They help improve the quality of life for all communities while safeguarding the environment for future generations. Chiltern District Council considers that to achieve sustainable communities, all members of the community have a role to play in identifying what is important and requires protection for the future, what are the priority needs of the community and how these needs can be effectively met.

Strong and cohesive communities are a key ingredient in helping bring people together. 'Helping Build a Better Chiltern' supports Chiltern Council's key objective of working towards "*safe, healthy and cohesive communities*" as well as supporting the five strategic themes of the Chiltern and South Bucks Sustainable Community Strategy. The plan brings communities together in a variety of ways, helping improve social, economic and environmental well-being.

Progress in delivering this strategy will be reported through an annual update report, covering each of the plan's six strategic aims detailed below.

Aim Number	Summary Description
Aim 1	Facilitating community participation, engagement and action, through established and new community networks, to develop sustainable communities.
Aim 2	Supporting services that improve opportunities for older people to live fuller, safer, more active and ultimately more fulfilling life-styles and become more integrated into local communities.
Aim 3	Improving the health and well-being of the population and reducing health inequalities.
Aim 4	Providing an environment for young people to enjoy, stay safe, be healthy, active, make a positive contribution and achieve economic well-being.
Aim 5	Helping to stimulate and support a vibrant local economy while protecting the environment.
Aim 6	Encourage collective working to promote and support the rich and diverse wealth of cultural heritage in Chiltern.

The plan aims to build on the strong foundations of the previous Community Cohesion Plan which, as evidenced below, was instrumental in helping the community to deliver a broad range of successful local community projects.

## Key achievements

1. Enabled and facilitated the continued involvement of residents, community groups, town and parish councils in the Market Town Health Check and Community Appraisal process. Outcomes over the last three years include the establishment of a literary festival and River Chess walk-way in Chalfont St Giles, the creation of St Michael's Square in Amersham, continued support for youth club provision across the district, improvement in the High Street in Chalfont St Peter, the development of a nature park in Little Chalfont and the UK's first smart Wi-Fi pavement with Virgin Media in Chesham High Street. Each of the Chiltern's six community appraisal action plans can be viewed in full at: [www.chiltern.gov.uk/communityledplanning](http://www.chiltern.gov.uk/communityledplanning)
2. The area's Revitalisation groups are taking the lead to promote Chiltern's rich heritage and culture. The publicity includes town and village leaflets, improved high streets offers, walk leaflets, heritage and travel guides. All of which can be found on the [www.chiltern.gov.uk/tourism](http://www.chiltern.gov.uk/tourism) website.
3. The Chiltern District Council Community and Youth Award ceremonies are held annually to celebrate and recognise the achievements of local volunteers.
4. Since 2012 the Council has awarded more than £1 million to local community groups, associations and charities, helping them to improve and develop local services and facilities.
5. The Chesham outreach diversionary programme has contributed to the reduction of anti-social behaviour in targeted hotspots.
6. Supported the establishment of South Buckinghamshire Community Bank (M for Money) credit union.
7. Since 2006, over £2 million has been invested in Chiltern's leisure centres including the refurbishment of gyms, reception areas, exercise studios and changing rooms.
8. More than 900,000 visitors per year use the Council's leisure centre facilities.

9. Undertaken a proactive approach to support communities at risk of inequalities helping to improve access to a range of services including; family support and intervention, domestic violence advice and assistance, homelessness prevention, debt and benefit advice and access to learning.
10. BETTER's (Council's leisure centre operator) Health Wise initiative has helped older residents improve their health and fitness through a variety of programmes including chair based exercise, Pilates, falls prevention and walking.
11. Invested in, promoted and supported the 'Simply Walks' programme to operate in Chiltern helping to provide 16 health walks in the district attracting 9,000 visits a year.
12. Continued development of the Older Persons Action Groups assisting older people to remain active and participate in their own community. [Older People's Action Groups](#). This has included supporting a range of events and initiatives to commemorate World Wars as well as regular pub lunch groups, good-neighbour schemes and access to falls prevention activities.
13. Developed four older people services directories covering Amersham, Chesham, The Chalfonts and the Missendens.
14. Co-ordinated and delivered senior health and well-being fairs providing information and support for older people and access to information on a wide range of topics.
15. Supported Community Impact Bucks to provide start-up, funding advice and training for the voluntary sector.
16. Rolled out the Flexible Home Loan scheme to help enable older people to access funding to maintain their home, invest in security and undertake disabled adaptations.
17. Implemented the national Food Hygiene Rating Scheme to provide customers with information on the level of food hygiene compliance.



# Aim 1

## Facilitating community participation, engagement and action, through established and new community networks, to develop sustainable communities.

### Summary

Continuing to develop and improve the local community infrastructure is important so that communities are empowered to identify and communicate their local priorities and work *with* public services in ensuring their communities receive the services they need. In Chiltern, community engagement and participation has been successfully facilitated through the market town community appraisal process and more recently the establishment of local community associations. These forums are co-ordinated and delivered in partnership with a range of agencies including Thames Valley Police, Bucks County Council, the Parish Councils, Paradigm Housing and Public Health with the principle aim of providing an effective network that enables residents and community groups to identify their own particular needs and aspirations within their respective localities.

Volunteer-led community revitalisation groups and associations support this with each managed and led by residents who care passionately about their community. They cover most of the district including Great Missenden, Chalfont St Peter, Chesham, Chalfont St Giles, Little Chalfont and Amersham, each having an action plan covering the next three years. [www.chiltern.gov.uk/communityledplanning](http://www.chiltern.gov.uk/communityledplanning)

Successful projects already delivered by the community include: the establishment of community libraries, investment in play areas, improved sporting activities and facilities for young people, community clean ups and environmental improvement projects, improved community facilities, reductions in anti-social behaviour, development of business forums to target economic regeneration, and improved community information sources such as community newsletters and websites.

## Future objectives

1. To build community infrastructure and resilience through the towns and parishes, Revite Groups, community associations and community groups.
2. To provide support and assistance to individuals and groups to get involved in local decision-making by identifying local needs and solutions and in the delivery of projects benefiting the community.
3. To increase the number of volunteers in the community by promoting the benefits of volunteering, helping local groups access funding and providing essential training that will improve capacity and resilience in community organisations.

## Key actions for 2017 to 2020

1. Continue to support the delivery of community appraisals, market town health checks and parish plan action plans.
2. Co-ordinate local community environmental walkabouts to help support local housing estates address issues and implement appropriate solutions.
3. Support Buckinghamshire County Council's Local Area Forum (LAFs) priority themes joining up projects and initiatives to improve local services.
4. Work in partnership with Community Impact Bucks to improve volunteer recruitment and voluntary organisations' access to information, advice, support and training in fundraising, creating social enterprises and good governance.
5. Identify ways to recruit volunteers from the newly-retired marketplace.
6. Run an annual community awards event to celebrate the contribution of local volunteers across Chiltern.
7. Deliver the Council's community grants scheme and support community organisations to deliver local initiatives that improve the quality of life for residents across the district.
8. Continue to support the Chiltern Citizen Advice Bureau service.

9. Support the Armed Services Community Covenant so that service families are more integrated into the wider community.
10. Support the setting up of Neighbourhood Watch Schemes and street associations.

## Aim 2

Supporting services that improve opportunities for older people to live fuller, safer, more active and ultimately more fulfilling life-styles and become more integrated into local communities.

### Summary

In later life older people are more likely to experience greater challenges in relation to their physical health and mental well-being. This is particularly relevant when experiencing social isolation through bereavement or a change in life circumstances. With an ageing population, Chiltern District Council along with Bucks County Council, Public Health Bucks and voluntary sector organisations must continue to work collaboratively to address this challenge, creating more early intervention opportunities to enable elderly residents to live independent and fuller lifestyles, preventing and delaying the need for more intensive support and care. Playing an active role in their community and keeping an active network of friends, colleagues and leisure partners assists older people to remain active and improve their mental and physical well-being.

The continued growth in the University of the Third Age (U3A) groups, local church clubs, older people action groups and other older people's networks have helped support this process. These groups bring a significant number of elderly residents together, providing a platform that enables them to input what and how local services are delivered as well as a forum where older people can socialise, make friends, feel welcome and ultimately belong to their local community.

This plan advocates a more proactive and early intervention approach in supporting vulnerable older people. To address this Chiltern District Council is working in conjunction with Bucks County Council's Prevention Matters Team and Community Impact Bucks to support a range of early intervention initiatives including, Men in

Sheds, Active Bucks, Good Neighbour and Care Homes in the Community Schemes.

## Future objectives

1. To work in partnership with key agencies including NHS Bucks, Buckinghamshire County Council, BETTER, Paradigm Housing, Age Concern and voluntary organisations to improve services for older people and also make best use of available resources.
2. To reduce the number of older people who are isolated within their homes.
3. To provide opportunities for older people that enables them to raise issues and concerns which they deem as important.
4. To increase opportunities for older people to live healthy and active lives through the provision of information, advice and assistance.
5. To enable older people to access a wide range of leisure and social activities and/or to participate in volunteering.

## Key actions for 2017 to 2020

1. Continue to support and develop Chiltern's Older Persons' Action Groups to help provide opportunities for older people to socialise, access relevant information, advice and access appropriate services.
2. Support Bucks County Council Prevention Matters project to identify those at risk of isolation and direct them to voluntary sector and statutory support.
3. Enable communities to get involved in volunteering, intergenerational activities, Street Associations and Good Neighbour Schemes in order to reduce social isolation.
4. Support Dial-a-Ride and the development of community transport schemes.
5. Update the older people's service guides for Amersham, Chalfont, and Chesham
6. Support Chiltern Citizen Advice Bureau to extend its support for older people in GP surgeries across the District.

7. Operate regular community safety awareness events to improve home security, reduce scams and doorstep crime, and reduce the fear of crime amongst elderly residents.
8. Develop and support activities that encourage greater interaction between older and younger people, including events related to commemorating the World Wars, local history projects, environmental initiatives, using Information Technology or addresses social isolation.
9. Promote and develop Community Impact Bucks pub lunch clubs.
10. Support the development of dementia-friendly communities and promote the Safe Place scheme.
11. Assist older people to access local community based activities through the BETTER outreach programme, including the 60+ Club Hubs at Chesham and Chalfont Leisure Centres and Club Games. Activities such as tai chi, gentle exercise, stretch and flex, knit and natter.
12. Promote activities taking place for older people at the BETTER Leisure Centres e.g. swimming, badminton, short tennis, table tennis and aerobics.
13. Support BETTER to deliver the Healthwise programme which is the GP referral scheme offering exercise, weight management and falls prevention programmes.
14. Provide Safeguarding Adults training to Chiltern District Council staff and signpost the voluntary sector to external training provision.
15. Address housing conditions and safe access to housing through the provision of disabled facility grants and assistance to tackle cold homes.

## Aim 3

# Improving the health and well-being of the population and reducing health inequalities.

### Summary

Overall the health of Chiltern's residents is generally very good when compared to national data. Life expectancy and most health and lifestyle indicators are better than the national average and over the last 10 years the death rate from all causes has fallen in line with national trends. Two thirds of local residents come from the top 20% of most affluent communities against national population data, but there is still a major issue of low levels of physical activity amongst children and young people. There is also an increasing incidence of dementia amongst the elderly population. Bucks Health and Wellbeing Strategy outlines the importance of addressing the wider health determinants and adopting a preventative approach to health care.

Chiltern District Council in partnership with Public Health and a range of community groups will deliver a range of initiatives that will impact positively in encouraging healthy lifestyles. Examples include helping raise awareness of local services for elderly residents by developing local older people service guides, organising local health fairs, roll out and expansion of the BETTER Health-wise programme, supporting "Active Bucks" activities, developing local community activities, supporting dementia-friendly communities, improving facilities and access to parks and open spaces.

Through considering the impacts on health, many aspects of improving health have been mainstreamed into service delivery, so that the causes of ill health are tackled as a part of normal service provision. The Council's work regarding the prevention of homelessness is a good example of mainstreaming its health inequality work. By halving the number of residents seeking homelessness assistance, the Council has enabled families, in priority need, to access safe and secure accommodation, often in the area and location of choice. This means that family members can remain in work, attend school or receive support provided by voluntary groups. Similarly the council leads the countywide work to reduce the incidence of fuel poverty i.e. the inability to heat the home on a limited budget. Through the assistance provided by Citizens

Advice Bureau and Chiltern energy co-operatives, residents can access fuel pricing advice, benefits support or access to insulation and heating scheme as appropriate.

Chiltern Pools, Chesham, and Chalfont leisure centres offer a wide range of facilities including swimming, health clubs, badminton, cricket and climbing, attracting more than 900,000 visits per year. Both younger and older people are encouraged through various schemes to increase access to exercise, helping to reduce the risk of obesity, heart disease, mental illness and diabetes.

The 2014 Chiltern Recreational and Open Space Strategy identifies the wealth of open space provision that is available to encourage residents to live more active life styles. Together with Paradigm and the towns and parishes Chiltern District Council manages woodland and common land often used by ramblers and visitors to the area. Local walks, cycle routes and bridleways have been developed to maximise the use of these facilities, whilst at the same time helping to improve community participation and healthy living. These natural resources are vital in helping to achieve the objective of the Bucks Physical Activity Strategy, namely to remain physically active throughout life.

## Future objectives

1. To identify communities at risk of deprivation, identify their needs and improve access to services including community safety, education and learning, welfare, and housing assistance.
2. To work in partnership with Public Health, BETTER, Buckinghamshire and Milton Keynes Sports Partnership (LEAP), and other voluntary sector organisations to increase levels of physical activities through the Active Bucks initiative.
3. To make the best use of resources by working in partnership with Chiltern Clinical Commissioning Group, BCC Public Health, and the voluntary sector.
4. To implement the District Council's Workplace Health and Wellbeing strategy.
5. To identify and help obtain external sources of funding for local community groups to support local initiatives that help reduce health inequalities.
6. To proactively assist families and individuals access support services to prevent a crisis intervention.



## Key actions for 2017 to 2020

1. To support the Healthy Communities Partnership Board deliver its strategic priorities through Buckinghamshire Health & Well-being Strategy.
2. Support the implementation of Public Health's Active Bucks programme and encourage 1,000 adults to become more active from 2016 to 2018.
3. BY 2020 attract one million annual visits in Chiltern's leisure centre facilities.
4. Enable communities to become active by the provision of community-based activities such as Gentle Exercise, Tai Chi, Stretch and Flex, netball, volleyball, yoga and Pilates.
5. Support the Simply Walks initiative to attract 5,000 walk participants from 2016 to 2018 as well as supporting other community walk initiatives.
6. From 2016-2018 enable 250 residents who have suffered a coronary or stroke medical condition to complete the BETTER Health-wise exercise referral programme.
7. Undertake a Chiltern-wide leisure needs assessment to determine future indoor leisure needs between 2020 -2050.
8. Use the key findings of the leisure needs assessment to develop a cohesive leisure facilities strategy identifying the key developments post 2020 including the potential redevelopment of Chiltern Pools Leisure Centre.
9. Support Community and Workplace health activities e.g. health and wellbeing fairs, dementia awareness events, promoting healthy lifestyles.
10. Manage the provision of a workplace health and wellbeing programme including physical activity and alternative therapies such as lunchtime walks, yoga, pilates, acupressure massage and reflexology.
11. Assisting communities to deliver against the Open Space Strategy - play areas, playing pitches, nature parks & outdoor education.
12. Providing advice and assistance to reduce debt and manage finances through the operation of the CAB and the promotion of the South Buckinghamshire Community Bank (part of the M for Money Credit Union).

13. Support voluntary run sports, leisure & culture groups including libraries, youth clubs, older persons clubs.
14. Work in partnership with Thames Valley Police and other key partners to reduce crime and disorder and raise awareness of the risk of abuse in all its forms.
15. Maintain the Safe Place Scheme in Amersham, Chalfont St Peter, Chesham, Great Missenden, Little Chalfont, and Prestwood.
16. Support the delivery of Bucks County Council's Prevention Matters scheme.
17. Support businesses improvement and growth through advice, coaching and publication of food hygiene ratings. Support businesses to provide nutritional menus through the Eat Out Eat Well scheme.
18. Implement the Local Air Quality Management regime, and develop the action plan to reduce Nitrogen Dioxide within the district.
19. Inspect permitted industrial sites to ensure emissions are compliant.
20. Ensure that potentially contaminated land is effectively remediated through the planning regime.
21. Provide housing advice and assistance to prevent homelessness or maintain decent housing standards or support households to access disability adaptations.
22. Assist vulnerable people to reduce the risk of fuel poverty and cold homes.
23. Improve safeguarding of the general public by strengthening the Council's licensing of taxis and premises services.
24. Organise one annual health and well-being fair to promote the broad range of local services that are available to older people within the community.

## Aim 4

Providing an environment for young people to enjoy, stay safe, be healthy, active, make a positive contribution and achieve economic well-being.

### Summary

Chiltern District Council is committed to helping provide an environment where young people lead a happy and healthy life and where they can fulfil their potential. As a member of the Chiltern and South Bucks Local Children and Young People's Partnership Board the Council works with and supports various organisations at a county and district level to achieve this.

The Council has led on establishing a Chiltern-wide youth club forum that has successfully supported clubs to provide a strong youth service across the whole district. Additionally the Council has provided support to educational establishments to access sports facilities through its contract with BETTER. The council also supports a diverse range of local groups who provide services to young people through its community grants scheme.

Many of the Council's services are targeted at the most disadvantaged communities ensuring assistance is delivered to those most in need. Running alongside targeted services are opportunities for all to benefit such as the opportunity for young people to access apprenticeship placements at the Council's Leisure Centres or access local youth clubs, all supported by Chiltern District Council.

## Future objectives

1. To work with young people to identify their needs and so develop appropriate activities that help them contribute to the community in which they live.
2. To work proactively with agencies including Action4Youth and Local Children and Young People Partnership Boards to improve access into leisure provision for children and young people who have additional and complex needs.
3. To celebrate and acknowledge the contribution children and young people make to their local community.
4. To stimulate and support intergenerational activities to create activities between younger and older people.

## Key actions for 2017 to 2020

1. Utilise the Recreation and Open Space Strategy to support local community groups and parish councils improve play provision.
2. Offer discounted community rates across Chiltern's leisure centres for local clubs' junior sections.
3. Run discounted school holiday activity programmes in Chiltern's leisure centres in partnership with BETTER.
4. Regularly consult with children and young people and feedback findings into the area's revitalisation groups' action plans.
5. Support the Chiltern Youth Club forum to provide a co-ordinated approach to promoting and delivering services.
6. Host the Chiltern Youth Awards ceremony in 2017 and 2019.
7. Continue to support outreach diversionary programmes in partnership with key agencies including Thames Valley Police, Paradigm Housing and BETTER.
8. Develop intergenerational projects for young people and adults so that they understand their differences, needs and aspirations, share their skills and develop a greater sense of community spirit.
9. In Partnership with BETTER, local secondary schools and Amersham &

Wycombe College expand apprenticeship opportunities for young people aged between 18 – 25 years.

10. Increase opportunities for young people to volunteer and learn new skills by supporting schemes such as the National Citizen Service.
11. Work in partnership with BETTER, Buckinghamshire and Milton Keynes Sports Partnership (LEAP), and other voluntary sector organisations to increase levels of physical activity of young people.
12. Promote the existence of local safeguarding training including Prevent to adults working with and for young people.
13. Through our Community Safety team, help prevent bike theft, child sexual exploitation, drug and alcohol abuse.
14. Deliver the Community Card Scheme in primary schools encouraging health and wellbeing, community integration, cyber safety and money management.
15. Ongoing training of taxi-drivers in relation to safeguarding and the prevention of child sexual exploitation.
16. In partnership with BETTER, deliver the annual Be Inspired Play Day.

## Aim 5

# Helping to stimulate and support a vibrant local economy whilst protecting the local environment.

### Summary

Chiltern District has traditionally had a vibrant economy and a skilled workforce. Supporting and sustaining this economic well-being of the local area is important to maintaining the quality of life for the people who live and work in Chiltern.

The district's location within the South East of England and close proximity to London makes it a popular place to live and work, resulting in great pressure to provide more housing and employment. The district is, however, predominantly rural in character. Its countryside setting is of national importance with the majority being within the Green Belt around Greater London and much of it being exceptionally high quality landscape, forming the Chilterns Area of Outstanding Natural Beauty. These areas are a natural asset to the district that contribute to people's quality of life but it also means that the supply of land for building on is severely constrained. A balance is therefore required that meets the social and economic needs of local residents whilst protecting the environment.

Through the planning system, the Council seeks to protect existing employment sites from change of use, so these sites are maintained to meet future demand. It supports the re-development and extension of existing premises on existing employment sites and the provision of flexible business units that can be easily adapted to accommodate a variety of uses. Sustainable working practices, particularly those that reduce the need to travel to work by car are also promoted through planning policy.

The economic vitality of localities is dependent on the provision of a variety of services and facilities. In addition the image of an area can be affected by issues such as crime or perceptions of crime together with its overall appearance. Through the planning system and work with its partners and local communities the council will seek to protect and enhance existing community facilities, support the role of retail outlets and promote high standards of design that minimise the risk of crime. With the majority of the district being rural in character, the Council has a responsibility to support the rural economy and will allow agricultural diversification

where it benefits the local community, does not impact on the local quality of life and is not harmful to its rural setting.

Chiltern District Council helps local retail business and community groups to access information and training on the new legislative controls involved in licensing, food safety and health and safety. These schemes are designed to support the ability of the community to access a range of learning opportunities, develop opportunities for the voluntary and community sector to operate as social enterprises and deliver public services.

The council is an active member of the Buckinghamshire Thames Valley Local Enterprise Partnership whose remit is to *"build conditions for sustainable economic growth in the entrepreneurial heart of Britain"*. Growth which offers more skilled job opportunities, values and protects the area's existing economic and environmental qualities and encourages a shift to cleaner environmental technologies and businesses.

Chiltern District Council works in partnership with voluntary and community organisations, towns and parishes, Buckinghamshire Strategic Tourism and Tourism South East, to promote the locality. Tourist information is made available from the Council's website, local and regional Tourist Information Centres such as Wycombe and Marlow but also from the village information centres in Chalfont St Giles and at the various museums, libraries, pubs, restaurants, hotels and guest houses in the district.

The protection of the distinct environment offered in Chiltern with its diverse market towns incorporating their own historic identities has been a common feature of the community appraisals and market town health checks. By promoting the area to local, national and international visitors, local shops and businesses (both rural and urban) can be more sustainable, helping create or maintain local employment, especially for young people, and support local producers and entrepreneurs.

The lack of affordable housing is a key constraint to economic growth in the district. The Council is working in partnership with a range of organisations to support a balanced housing market. The Council's Housing Strategy seeks to develop affordable housing options; return empty dwellings to use, and support older and younger people with their housing needs across all tenures.

## Future objectives

1. Chiltern District Council to act as the local energy efficiency champion for the area celebrating and promoting best practice throughout the district.
2. To support the market towns by identifying a local vision to identify their needs and aspirations.
3. To improve access to learning and skills in order to meet the needs of the local workplace.
4. To support sustainable development initiatives to protect and enhance the local environment and reduce the effects of climate change and national infrastructure projects.

## Key actions for 2017 to 2020

1. Support the delivery of Chiltern and South Bucks joint Local Plan, a document that forms part of the Chiltern Development Framework that sets out the Council's broad planning policies for achieving sustainable development in the district up to 2036.
2. Reduce carbon emissions from Chiltern District Council's operations by 4% by 2020.
3. Actively promote the Flexible Loan scheme to householders and local traders helping support older people access over £500,000 per annum in low interest loans to undertake home repairs, adaptations and improve security.
4. Work with the Local Enterprise Partnership to develop joint procurement procedures which can support local employment opportunities, raise environmental standards and protect the environment.
5. Promote and support schemes to enable homeless and key workers secure housing they can afford (including the private rented sector).
6. Work to return empty homes to use, revitalise the areas of poorer housing and work wherever possible to return vacant employment sites or contaminated land sites to use.
7. Provide opportunities for local businesses to access food safety, licensing, and



health and safety courses targeted to their needs.

8. Work in partnership to improve energy efficiency, identify and implement greener travel initiatives and identify ways in which we can live more sustainably within the District.
9. Promote local events and high street diversification that will encourage greater footfall in the District's high streets e.g. Small Business Saturday / Chinese New Year / St George's Day/ pre-Christmas activities.
10. Promote creative small businesses to improve visibility and growth.
11. Work with partners and the community to reduce CO2 emissions and the impact of climate change e.g. Chesham Flood Group, Low Carbon Chiltern Co-operative and Transition Towns.
12. Ensure that national infrastructure projects (HS2, Crossrail, Western Rail Link to Heathrow, Heathrow Expansion, M4 Smart Motorways etc.) are managed sustainably.

## Aim 6

# Encourage collective working to promote and support the rich and diverse wealth of cultural heritage in Chiltern.

### Summary

Chiltern District has a rich heritage with its towns and villages steeped in history and tradition. This heritage is typified by the wide and varying range of distinctive festivals, fetes and fairs which contribute to defining Chiltern as both a unique and charming place to live. Over time, innovative community-led events have developed, including Chesham's One World Festival, Amersham's National Play Day, activities in support of Black (and Asian) History Month, and Eid celebrations. These, together with the more established festivals, encourage and enable communities to come together, strengthening common understanding and foster a sense of pride within local towns and villages.

These events provide the council and other agencies with a perfect opportunity to promote and consult on policies and to publicise facilities and services. Building upon the culture of partnership working and in support of the council's commitment to recognising the cultural heritage of the district, projects such as the Coming to Chesham Exhibition, a two-day festival celebrating the rich and vibrant recent history of Chesham, have proven to be an excellent mechanism for engaging collaboratively with a range of statutory, voluntary and community sector partners including local schools, faith groups and local museums.

Celebrating the rich heritage and cultural diversity of Chiltern not only promotes and encourages a distinct sense of place but also is a vital ingredient in helping to bring different communities together and create community cohesion. The building of trust between communities is the cornerstone of meaningful and effective community cohesion and therefore diversity in language, culture and religion should be celebrated and used productively to help stimulate meaningful interaction between different faiths, cultures and generations.

## Future objectives

1. Support town and parish councils, revitalisation groups, schools and other community organisations to celebrate Chiltern's diverse and rich local heritage.
2. Celebrate the diverse range of faiths and cultures within the Chiltern district.
3. Support the development of community cohesion activities across Chiltern, enabling communities to develop respect and understanding of each other.

## Key actions for 2017 to 2020

1. Through the council's community grants programme support community groups to deliver festivals/ fetes that celebrate their area's local history and heritage.
2. Support the Revitalisation Groups to deliver the Town & Village Visitors Strategy.
3. Support community groups across Chiltern commemorate the World War I Centenary.
4. Enable communities to take ownership of their environment e.g. community managed footpaths and woodland, promoting Walkers are Welcome routes.
5. Help to preserve the character of our landscapes and conservation areas by working in partnership with the Amersham Society, Chesham Society, Chalfont St Giles Conservation Area Committee and others.
6. Assist communities celebrate their heritage e.g. Eid and national day events as well as supporting countywide activities such as Bucks Art of Islam Festival.
7. Support Beyond Difference for better understanding between the different religions in Chiltern and South Bucks.
8. Work with faith organisations to support community development.

# Conclusion

'Helping Build a Better Chiltern' recognises that local people are the most valuable resource of Chiltern District. A variety of networks including the local revitalisation groups, local Community Safety Partnership, town and parish councils, youth club forum, local religious organisations and local community associations provide a mechanism for deciding what services and facilities local communities should prioritise. Since 2001 community development revitalisation action plans have provided a strong platform for the council to work proactively across local communities. This process has enabled the council to support communities identify their needs and aspirations. However, there is still much to do to ensure the views across all communities are sought and considered when prioritising local community development.

This plan also recognises the importance of working in partnership with a range of organisations including Thames Valley Police, Buckinghamshire County Council, Chiltern Clinical Commissioning Group and Parish/Town Councils. We have been able to join up central government policy and in doing so maximise the resources and initiatives available for local communities. By working with the voluntary sector, the council continues to seek additional external resources and will increasingly look for opportunities to work in partnership encouraging joint delivery to sustain or improve services to the community.

There is a clear requirement constantly to challenge how the council develops services and to be receptive to what residents are saying across the district. "Helping Build a Better Chiltern" will continue to empower communities to reflect on the services that they receive and help inform the council and its partners on ways to continually improve. Our proven track record of joint working over many years will continue to demonstrate our commitment to work with partners and residents to:

- Create sustainable communities embodying the principles of community development at a local level
- Improve both the range and quality of services available across the district
- Improve the quality of life in the district
- Ensure that cross-cutting issues are addressed in a joined up way

This plan will continue to reflect and deliver the council's vision of enhancing Chiltern as a desirable place to live, work, visit and enjoy. We recognise that it cannot be a static document and that it will evolve as circumstances change and dictate. Therefore, this plan will formally be reviewed in 2020 with the action plans associated with the six strategic aims reviewed annually.

# Appendix A

## Community profile

Most of Chiltern district lies within an Area of Outstanding Natural Beauty with its towns and villages set in the Chiltern Hills. While the main settlements of Amersham, Chesham and Chalfont St Peter house the majority of the district's inhabitants, there are many picturesque villages dotted around a predominantly rural landscape. Chiltern is located to the north west of London in the county of Buckinghamshire and is within easy reach of the capital. Chiltern is surrounded by South Bucks District to the south, Wycombe District to the west, Aylesbury Vale to the north and Dacorum to the east.

Chiltern's residents largely enjoy a high quality of life and a national survey rating Chiltern as second for having the best quality of life amongst rural districts in Britain.

## Countryside of national importance

The high quality countryside is of national importance and 72 per-cent of Chiltern is designated as an Area of Outstanding Natural Beauty. The countryside encompasses rolling farmland with ancient hedgerows, beech woods and chalk streams such as the river Chess and river Misbourne. The district also has a significant historic and cultural heritage, including 20 conservation areas and about 1,100 listed buildings. Eighty seven percent of the district lies within the Metropolitan greenbelt so much of the district is environmentally protected, and this has resulted in more intensive development of the urban areas to protect the countryside.

## Changing Demography

Chiltern's population was recorded as 92,635 in the 2011 Census. More than 19% of residents aged 65 or more, and this is projected to grow to more than 27% of the population by 2026. 8.51% of the total population in Chiltern are from a Black or Asian ethnic minority population, compared to the England average of 14.3%. 2% of the population were of the Muslim faith, with 1% of the Hindu faith. 7.3% of households are lone parent households.

## Our impact on the environment

Chiltern's residents are keen recyclers with Chiltern District being in the 2014/15 top 10 for all recycling. However, the Chiltern District does have a considerable broader impact on the environment in terms of high per capita emissions of carbon dioxide

and consumption of gas, electricity and water. Chiltern's carbon footprint ranks 73rd out of 405 UK local authority areas. However, this masks high domestic energy usage, ranking 177th. As Chiltern falls within the milder South East region, this seems exceptionally high, but may be partly explained by the prevalence of larger than average homes in the district. Only just over 10% of households do not have a car and a high proportion of those that do have more than one car. Therefore, helping and encouraging our residents to minimise their impact on the environment is particularly important for Chiltern.

Some parts of the district, particularly around the rivers, are prone to flooding. This needs to be taken into account when planning development close to these locations.

### **Chiltern's communities**

Chiltern has cohesive communities with evidence of strong community spirit, high levels of volunteering and active community groups. Like much of Britain, statistics show Chiltern's society is becoming more diverse so it is important that we maintain cohesive communities and help people to live together.

There is a long history of conformist and non-conformist faith communities being active in Chiltern over the past 1,000 years which continues to this day. Currently there are many churches across the district and a large mosque in Chesham, which draws people from a wide geographical area. People from all the faith communities make significant positive contributions to local life and wellbeing, often leading activities which support residents, engenders community spirit and creates a sense of personal responsibility. In particular many of them run a range of activities for young people inside and outside school, and many of the holiday schemes are church led. When surveyed, residents generally feel Chiltern is an area where people from different backgrounds get on well together. This is not to suggest there are no issues to address and when asked about anti-social behaviour, residents cited teenagers hanging around the street and rubbish and litter issues as their two greatest concerns. Another concern is that when surveyed more people in Chiltern feel they could not influence local decisions than those who feel they could.

Although crime levels are comparatively low in Chiltern there have been periods when acquisitive crime increases, mainly caused by offenders travelling into the district from other areas. The fear of crime in Chiltern is also disproportionate to the actual level of crime which may partly relate to a relatively larger elderly population.

Chiltern has a strong voluntary and community sector with greater than average volunteering levels. There is good local engagement and provision of local community activities.

Results from the Buckinghamshire County Council Residents' Survey 2011 were that around 23% of respondents help in the community to give personal care, run or manage a youth group, or help out at a local day centre or library. 47% said they already helped out by doing a favour for a neighbour such as help with shopping, whilst 67% said they would be prepared to do so. 39% said they would consider volunteering. Things most likely to encourage volunteering were flexible hours and a low time commitment coupled with more information on what was available.

Turnout for elections is consistently higher than the national average for district, county and general elections.

### **Health, Wellbeing and deprivation**

Chiltern is undoubtedly a pleasant place to live but not everybody benefits as much as they should do, and there is much to be done to address the deprivation found in small pockets in the district.

In the overall Index of Multiple Deprivation (IMD) 2015 results, Ridgeway, Vale, St Mary's and Waterside were ranked the three most deprived areas in the district. Seer Green, Austenwood and Chesham Bois and Weedon Hill were ranked the three least deprived areas in the District.

The 2014 Fuel Poverty figures, published by the Department for Energy and Climate Change, show that Chiltern has 7.5% of households living in fuel poverty. This is measured by taking fuel costs and income into account.

Although the district's population is comparatively healthy with life expectancy significantly above the national average at 85.1 years for males and 89.8 years for females, there are differences in health between the most and least disadvantaged. The difference in life expectancy between the lowest and highest deprived areas is six years for females and 8.8 years for men and there is a significant burden of preventable disease. Mortality rates relating to heart disease and stroke have fallen and are better than the England average, with better than average adult 'healthy eating', smoking, alcohol-related harm and obesity rates. However, Chiltern is worse than average in relation to the incidence of malignant melanoma, increasing and higher risk drinking, winter deaths and physically active adults. The 2011 Census highlights that more than one person in ten in Chiltern have long-term health problems or disability that limits their day-to-day activities. One in 10 residents provides some form of unpaid care for someone with an illness or disability.

## Wealth, economy, skills and affordability

Buckinghamshire prides itself in being the entrepreneurial heart of Britain, with a significantly higher than average level of new business start-ups. Bucks Business First (BBF) reported in 2015, that 20.4% of working residents in Chiltern were self-employed compared to the national average of 14.8%. There were 6,350 businesses in the district with more than 80% being small businesses employing fewer than five people. The most significant sector is Professional, Scientific & Technical at just under a quarter of all businesses, with the next highest being Information and Communication at around one tenth of all businesses. Only 14% of employees work in the public sector. Chiltern has a higher proportion of businesses with a turnover of less than £100,000 compared with the regional and national averages. Residents are highly qualified, with 52.5% having a degree or equivalent qualification, against the national average of 37.1%. This is reflected in the 2015 gross median full-time earnings of £38,766 for Chiltern against the England average of £26,800. 50% of residents both live and work in Chiltern (BBF, 2011). The next highest percentages of workers commute to Hillingdon, including Heathrow, and Wycombe. School performance is also strong with 75% of 15+ year olds achieving five or more GCSE results at grades A-C.

Unemployment is still relatively low but has been gradually rising since December 2015 with the Job Seekers Allowance claimant count for September 2016 being 380 people.

More than 40% of homes in Chiltern are detached and rank highest in the country for numbers of rooms (6.4) and bedrooms (3.2) compared to all other local authorities. Mean average private rents in Chiltern are high at £1,323 per month whilst the average house price in Chiltern is £541,510 compared to £ 221, 817 nationally (Land Registry, August 2016).

Chiltern's level of affluence, its popularity as a place to live and the limited availability of developable land, leads to its house prices being amongst the highest in the country. Demand for affordable housing in the district is above what can be met in practice. At the same time the higher ongoing costs of goods and services also reflect the ability of an affluent population to pay higher prices generally. These elements, when combined, create significant problems of affordability for essential workers, young people, those in lower paid employment and those living on state benefits. The difficulty in recruiting key workers is also exacerbated by the higher wages paid in London.



### **Transport, infrastructure & accessible services**

The three main settlements in the district all have good rail and road links to London and many people commute to work in the London and city region. The bus links between the main urban areas are good but residents have expressed concern about the availability of public transport in the rural areas. Statistics also show more limited access to services across much of rural Chiltern which is exacerbated by limited availability of public transport. Chiltern has high car ownership and high levels of commuter flows in and out of the district. This puts pressure on the local road network and congestion occurs, particularly during the morning and evening, on roads and junctions running close to capacity. If car use increases as forecast, addressing existing issues such as congestion and road maintenance will become even more challenging.

### **Residents' priorities**

From the Buckinghamshire County Council residents' survey in 2011, the top three personal priority areas for residents of Chiltern were: 1) the condition of the roads; 2) tackling crime and anti-social behaviour; 3) parks and open spaces. This changed when asked for the top priorities for the local community, with tackling crime and anti-social behaviour becoming the number one priority, followed by the condition of the roads, creating job opportunities and economic growth' and primary, secondary and special schools.



<b>SUBJECT:</b>	Review of Planning Appeals Performance in 2016
<b>REPORT OF:</b>	Cllr Peter Martin Cabinet Portfolio for Sustainable Development
<b>RESPONSIBLE OFFICER</b>	Director of Services - Anita Cachioli
<b>REPORT AUTHOR</b>	Robert Young Interim DC Manager email : byoung @chiltern.gov.uk
<b>WARD/S AFFECTED</b>	All wards affected by the item of report

## 1. Purpose of Report

This report analyses planning appeal decisions received between 1 January and 31 December 2016, identifies performance issues arising and recommends measures to address these in the light of new performance targets being introduced by the Government.

### RECOMMENDATIONS

1. That the Council adopts an Interim Design Guidance Document for residential development to provide robust guidance for applicants/agents in terms for design, materials, scale, density, ridge height, room sizes, back to back distances, garden areas, bin stores, energy saving matters, parking, turning areas and landscaping.
2. That the Head of Sustainable Development be authorised to engage external support to prepare a draft Interim Design Guidance Document and funding of up to £25,000 be allocated from the Planning Reserve to meet the costs.
3. The Development Control Team continue to assist in the progression of Development Management planning policies required in the emerging joint local plan for Chiltern and South Bucks District Councils and provide the framework for a future Supplementary Planning Document (SPD) on New Build following adoption of the Local Plan.
4. That the Head of Sustainable Development in consultation with the Interim Development Control Manager review training and development requirements for planning staff including report writing, handling of planning appeals, key appeal legislation and case law.
5. That the Head of Sustainable Development and senior planning staff carry out regular reviews of appeal outcomes and consider any necessary actions in liaison with the Portfolio Holder for Sustainable Development and the Chairman of Planning Committee.

## 2. Reasons for Recommendations

To ensure the Council adopts best practise with regard to its handling of planning appeals and meets proposed government performance targets.

### 3. Content of Report

#### Types of Appeals

3.1 There are 3 procedures that an appeal can follow; written representations, a hearing or a public inquiry. All the appeal decisions in 2016 (84 in total) were decided by the Planning Inspectorate and involved these 3 types of appeal process which are covered in more detail below. The majority of appeals lodged (78%) are dealt with by written representations. None were decided by the Secretary of State, who tends to decide the very large or contentious proposals.

#### Written Representations

3.2 With this procedure the Inspector considers written evidence from the appellant, the Local Planning Authority and anyone else who has an interest in the appeal. The planning issues associated with this type of appeal are usually less complex. Householder appeals are heard through a specific written representation procedure and there is no option to submit further information by either the Council or third parties. In 2016 there were 78 appeals determined under this procedure.

#### Hearings

3.3 Planning hearings are an effective way of presenting planning arguments to an Inspector in person, without the more formal atmosphere of an Inquiry. They also allow the Inspector to examine important issues in depth by asking questions of the parties involved. Hearings are usually completed in one day or less, so they are suitable for relatively straightforward appeals and those where there is little or no public interest. However, local residents may go to the hearing and give their views to the inspector. In 2016 only 4 appeals were determined under the Hearing procedure.

#### Inquiry

3.4 In 2016 only 2 planning appeals were dealt with by Public Inquiry (2.3% of the total applications received annually). An Inquiry is open to the public and provides for the investigation into, and formal testing of, evidence usually through the questioning ("cross examination") of expert witnesses and other witnesses. Parties may be formally represented by advocates. The site may be visited before, during or after the inquiry. Statutory parties are entitled to participate in an inquiry. Interested parties can attend and may participate in an inquiry at the discretion of the Inspector.

#### Awards of Costs

3.5 Where the council or an appellant is considered to have behaved unreasonably, and this has directly caused another party to incur unnecessary or wasted expense in the appeal process, the Planning Inspector may make an award of costs. To reduce the risks of an award of costs it is important :-

- to encourage all those involved in the appeal process to behave in a reasonable way and follow good practice, both in terms of timeliness and in the presentation of full and detailed evidence to support their case

- to ensure decisions are based on sound and robust reasons for refusal which stand up to scrutiny on the planning merits of the case, and not to add to the other party's costs through avoidable delay,
- to discourage unnecessary appeals use by encouraging the agent/applicant to consider revising their planning application in order to meet planning policy requirements and take account of local objections.

#### Making Decisions - Reasons for Refusal

- 3.6 All reasons for refusing permission should be clear and comprehensive. If the elected members' decision to refuse differs from that recommended by their planning officers, it is important that their reasons for doing must similarly be clear and concise. Officers will liaise with and advise the Chairman when there is a Planning Committee overturn to ensure that the Committee's reasons for refusal are relevant, clear and supportable. Clear reasons for refusal will also help continued discussions with the applicant/agent and may mean that an agreement can be made without the need for an appeal. However, should an applicant appeal, the reason for refusal will need to be clear and strong enough to withstand scrutiny by the Planning Inspectorate (PINS).
- 3.7 PINS determine some written representation appeals via the "fast track" system. In the case of "fast track" appeals there is no opportunity for the Council to submit any further information or further statement to PINS beyond the application documents and the case officers' report on the application. Approximately a third of appeals against the authority's decisions are determined using the PINS "fast track" system – these are normally householder developments where the appeal period is reduced to 12 weeks (84 days).
- 3.8 Accordingly, it is important that the case officer's report provides a clear and robust explanation for the decision which the authority has made. In cases where a decision is made by the Planning Committee and they overturn an officer recommendation for approval by refusing the applications, it is essential that the Committee minute explains in sufficient detail why the Committee came to a different view from the officers.

It should be noted that the number of appeals relative to the number of planning applications received and determined by the authority is around 4%, as the majority of applications submitted to the authority are approved. The number of overturns i.e. Committee decisions against officer recommendation is also low.

#### Analysis of Current Performance

- 3.9 Currently 45.2% of appeals are allowed which is above the Government target maximum of 35%, with a slight improvement on performance since Quarter 3. Details of the appeals allowed and dismissed in 2016 are attached at Appendices A and B. Information about government performance targets is attached at Appendix C. Appeal decisions tend to come in batches as PINS administration has fallen behind in performance resulting in a number of appeals being validated then allocated to various Inspectors in a shorter period of time several weeks after official registration. Appeal decisions have also tended to arrive in batches. This has put more pressure upon the appeals administrator as workflow is much more erratic.
- 3.10 From analysis of the decisions a pattern has emerged where a number of appeals have been allowed. Firstly, this relates particularly to outbuildings plus garages in the Green Belt, where

Inspectors have considered that the impact in terms of scale design and position upon openness and character of the Green Belt (and in other cases within the AONB) has not been sufficient to dismiss an appeal. However, the overall number of appeals amounts to around 4% of the total applications determined and is still a relatively small percentage.

- 3.11 The dismissed appeal data shows there are some examples where similar proposals subject to appeal have been dismissed on the basis of conflict with the Green Belt and Areas of Outstanding Natural Beauty. So there considered to be a degree of inconsistency in a number of Inspectorate decisions over the past year.
- 3.12 There have also been a number of appeals allowed for 2 storey flanks/rear extensions. However, this should be put into perspective as the number of householder applications determined is around 1500-1700 per annum and appeals against this type of refusal represent a very small percentage of the total granted permission. There have also been a number of similar appeals for this type of extension which have been dismissed.
- 3.13 In terms of new build, it is evident that some Inspectors in their decisions are struggling with the Council's lack of a clear robust design guidance. This may in certain cases tip the balance resulting in an allowed appeal. It would be beneficial for officers, members, stakeholders and our customers, for the Council to formulate a more clear and concise interim design guidance for residential development. This is particularly important taking into account the projected increased pressure for residential development related to the emerging joint local plan which has been subject to a delay in its formulation and adoption process.
- 3.14 The majority of allowed appeals in 2016 (88%) were the result of delegated decisions by officers. So predominantly, it is a matter of Policy assessment and development management practice matter to be address.

#### **4. Consultation**

Not applicable at this stage.

#### **5. Options**

- 5.1. To formulate an Interim Design Guidance for new residential development to provide robust guidance for applicants/agents in terms for design, materials, scale, density, ridge height, room sizes, back to back distances, garden areas, bin stores, energy saving matters, parking, turning areas and landscaping. This will benefit planning officers in their negotiations with customers and also members in their review of delegated applications with officers and those applications which are to be determined at Planning Committee. Any future work in respect of developing up to date design guidance should not prejudice the progress of the Joint Local Plan. There is therefore likely to be a requirement for external consultancy support at an estimated cost of £20,000-£25,000. A draft programme for this work is attached at Appendix D. This option is a higher resource risk, but accords with good practice.
- 5.2. For the Development Control Team to continue to assist in the progression of Development Management planning policies required in the emerging joint local plan providing the framework for a future Supplementary Planning Document (SPD) for New Build following adoption of the Local Plan. There is concern to minimise risk to the Policy Team work on the Joint Local Plan. Hence the formation of a Development Control lead team with external

planning consultancy support. This is an option over the medium term, with an associated medium resource and risk.

- 5.3. A review of development and training needs for development control staff, including report writing and Appeal training and Barrister presentations on key appeal legislation and case law for staff and also members. Development control officer training should provide more focus upon policy interpretation to reduce appeal risk. This option accords with good practice and is an appropriate use of resources.
- 5.4. Regular review of appeal outcomes by officers and liaison with the Portfolio Holder for Sustainable Development and the Chairman of Planning Committee on any necessary actions. This option accords with good practice.

## **6. Corporate Implications**

Financial The engagement of external consultancy support at an estimated cost of £20,000-25,000. It is also considered prudent to pursue a number of other low cost pro-active options, whilst balancing this with the priority of work for the emerging Joint Local Plan.

Therefore, further development of the Design Guidance work would need to use any spare capacity within the Development Control Team, plus an appointed planning consultant. This is currently the only realistic option to provide resources into developing an Interim Design Code and supported by a planning consultant to implement the agreed measures. The Joint Local Plan is still the top priority for the Policy Team so the latter will be kept advised and involved only as a "critical friend". Development Control performance should not be at risk from this approach.

## **7. Links to Council Policy Objectives**

The project once implemented will lead to a more focussed approach to the assessment of residential design within Chiltern District delivering best value, an efficient and customer focussed planning service, development with secure by design principles, promoting sustainability in high quality development, conserving the environment, and protecting heritage assets and the natural environment within the Districts.

## **8. Next Steps**

External consultancy support would be engaged if Members agree the preparation of an Interim Design Guidance document.

<b>Background Papers:</b>	None other than referred to in this report and the accompanying appendices
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# Appeals Dismissed by the Planning Inspectorate

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January 1st – December 31st 2016

**Acronyms**

**DC = Development Control**

**E = Enforcement**

**HE = Hearing**

**PI = Public inquiry**

**WR = Written representation**

	Application reference	Site address	Description of proposal	East/ West team and Case Officer	Green Belt /AONB	Date of appeal decision	Inspector's conclusion	Relevant policies
1	CH/2015/0009/FA  - Committee decision  WR	Harji Manor Farm, Missenden Road, Prestwood	Conversion of existing barn into a residential dwelling house with garden curtilage and demolition of steel dutch barn and removal of containers	West/ MISH (DC)	Green Belt/ AONB	15 January 2016	The proposal would cause harm to the character and landscape of the AONB.	GB2, GB11
2	CH/2015/0692/FA  WR	18 King's Road, Chalfont St Giles	Erection of a detached, three bedroom chalet bungalow	East/ JETY (DC)	-	15 January 2016	The proposed development would be significantly detrimental to highway safety.	TR2, TR3, CS25, CS26
3	CH/2014/2163/FA  WR	Land off Chessfield Park, to the rear of 87 Amersham Road, Little Chalfont	Creation of single storey 2 bedroom courtyard dwelling with associated parking, access and amenity area	East/ BERO (DC)	-	18 January 2016	The proposal would have a detrimental effect on the character and appearance of the area.	GC1, H3, CS20
4	CH/2015/1372/FA	Midsummer	Rear dormer	West/	Green	21 January 2016	The proposal would	GC1, H18,

	WR	Lodge, Heath End Road, Great Kingshill	window	MISH (DC)	Belt/OANB		harm the character and appearance of the area.	LSQ1, CS20, CS22
5	CH/2015/0185/FA  - Committee decision  HE	Old Coal Yard, Spurlands End Road, Great Kingshill	Redevelopment of the Old Coal Yard (Class B1c light industrial yard) and residential land to the rear of Tees Lodge and Pebryl to form four no. 4 bedroom detached dwellings with associated car parking and landscape	West/ADSM (DC)	Green Belt/AONB	29 January 2016	The development would harm the character and appearance of the surrounding area by reason of overdevelopment. It would also result in the loss of an employment site, associated employment and economic benefits to the local economy. There is no sufficient case to support the claim that the site is no longer viable for employment purposes.	CS16, CS19, CS20, GC1, H3
6	CH/2015/0019/SA  WR	Little Penn Farm, Penn Bottom, Penn	Certificate of Lawfulness for the erection of a detached timber swimming pool building	West/ADPE (E)	Green Belt/AONB	2 February 2016	The proposal would not comply with the tolerances set out in paragraph E.1(d) of the GPDO.	-
7	CH/2015/1249/FA  WR	The Maples, Chesham Road, Bellingdon	Demolition of an existing garage, the construction of single storey side extensions and a first floor extension	West/MUPO (DC)	Green Belt (defined row of dwellings)/AONB	4 February 2016	The proposal constitutes inappropriate development in the Green Belt. The proposal would be	GC3, H13, H14

			to provide a two storey 5 bedroom house				harmful to the character and appearance of the host property and the wider area.	
8	CH/2015/0879/FA WR	3 Joiners Close, Chalfont St Peter	A single storey side/rear extension and new roof incorporating front and rear dormer windows	East/JETY (DC)	-	11 February 2016	The proposal would not secure high quality design.	GC1, H13, H15, H17, H18 and CS20
9	CH/2015/1107/FA - Committee Decision WR	40 Orchehill Avenue, Gerrards Cross	Two storey side, single storey front and rear, first floor side extensions	East/MUPO (DC)	-	12 February 2016	The proposal would materially erode and harm the spacious character of its surroundings.	GC1, H11, H16, CS20
10	CH/2015/0769/FA WR	Ivydene, Village Road, Whelpley Hill	Change of use from old scrap yard/previously developed land. Replacement with two 4 bedroom dwellings with garages and parking	West/BERO (DC)	Green Belt	1 March 2016	The proposal's benefits would not outweigh the serious harm that a redevelopment of the scale and layout proposed would cause to the character and appearance of the site's surroundings and the local street scene.	GB2, GB4, GB22A, GB23
11	CH/2015/1183/FA WR	Red Gates, Jasons Hill, Chesham	Two storey front/side extension, new side dormers and replacement front	West/MUPO (DC)	Green Belt	1 March 2016	The proposal's inappropriate roof design would have a significant adverse effect on the street	GB4, H13, H15, CS20

			and rear dormers				scene.	
12	CH/2015/0587/FA  - Committee decision  WR	Hill Farm Industrial Estate, Hill Farm Lane, Chalfont St Giles	Redevelopment of site to provide three detached bungalows served by new access drive	East/BERO (DC)	Green Belt/AONB	2 March 2016	The proposal constitutes inappropriate development in the Green Belt. No very special circumstances exist.	GB2
13	CH/2015/0537/FA  WR	Land adjacent to Cherry Tree Farm, New Road, Coleshill	Erection of barn for storage of machinery, hay and straw	West/ADSM (DC)	Green Belt/AONB	7 March 2016	The proposal constitutes inappropriate development in the Green Belt. No very special circumstances exist.	GB2, LSQ1, R13
14	CH/2015/1704/FA  WR	Courtlands, 40 Copperkins Lane, Amersham	Erection of a detached garage	East/CRLA (DC)	-	8 March 2016	The garage would lead to unacceptable harm to the character and appearance of the surrounding area.	GC1, H13, H20, CS20
15	CH/2014/2175/VRC  - Committee decision  WR	Deep Mill Car Wash and Sales, Little Kingshill	Change of use from car wash to mixed use as car wash and for the sale of motor vehicles without complying with conditions attached to CH/2013/1696/FA	East/SASH (E)	Green Belt/AONB	30 March 2016	The consequence of the removal of the condition would result in conflict with the openness of the Green Belt, the scenic quality of the AONB and severe harm to highway safety.	GB2, GB22, GB29, LSQ1, TR16
16	CH/2015/1505/FA  WR	Braeside, 6 Grassingham End, Chalfont St Peter	First floor side extension, new porch	East/ANWH (DC)	-	8 April 2016	The proposal would materially harm the character and appearance of the host	GC1, H13, H15, CS20

							dwelling and the surrounding area.	
17	CH/2015/1802/FA  WR	Vine Cottage, 170 Woodside Road, Amersham	Erection of a single detached dwelling	East/ JETY (DC)	-	11 April 2016	The proposal would cause material harm to the character and appearance of the surrounding area and the setting of the listed buildings at Bridge House.	GC1, H3, LB2, CS20
18	CH/2015/1549/FA  WR	9 Berkeley Avenue, Chesham	Demolition of existing bungalow and erection of pair of semi-detached dwellings with vehicular undercroft and two bedroom property to rear	West/ MEPO (DC)	-	27 April 2016	The proposed development would seriously harm the character and appearance of the local area. The proposed development would materially harm the living conditions of the neighbours. The proposal does not make adequate provision for affordable housing.	GC1, GC3, H3, H12, CS8, CS20
19	CH/2015/0081/FA  - Committee decision  HE	Oaklands Farm, Beamond End Lane, Beamond End	Dwelling for occupation by an agricultural worker	West/ TRFR (E)	Green Belt/ AONB	1 June 2016	The proposal constitutes inappropriate development in the Green Belt.	GB2, LSQ1, CS4, CS22,
20	CH/2015/1300/MDLA  HE	47 and rear of 45 and 49 Watchet Lane, Holmer	Discharge of the planning obligation	West/ MAKN (DC)	-	1 June 2016	The appellant's build cost assessment has not been supported by	-

		Green					sufficient evidence and the case for non-viability is not established.	
21	CH/2015/1991/FA WR	Hawridge Court Farm, Church Lane, Hawridge	Detached carport to replace existing outbuildings	West/MUPO (DC)	Green Belt/AONB	14 June 2016	The proposal constitutes inappropriate development in the Green Belt. Very special circumstances do not exist.	GB2, GB15
22	CH/2016/0179/FA WR	24 Bois Moor Road, Chesham	Part single, part two storey rear/side extension	West/MUPO (DC)	-	16 June 2016	The proposal would result in material harm to the living conditions of the neighbouring property.	GC3, H14
23	CH/2015/1712/FA - Committee decision WR	34 Hazlemere Road, Penn	Two storey side, single storey front and rear extension and first floor rear infill extension and internal alterations	West/MEPO (DC)	-	24 June 2016	The shop as a community facility would not be sustainable once the development is complete.	CS29
24	CH/2015/1782/FA WR	340 Berkhamstead Road, Chesham	Change of use from a shop (A1) to two flats (C3) and external alterations	West/MEPO (DC)	-	2 August 2016	The information submitted is not sufficient to demonstrate that the existing A1 use is no longer viable.	S13
25	CH/2015/2088/AGN WR	Mumfords Lane, Chalfont St Peter	5000sq/ft agricultural barn	East/ANWH (DC)	Green Belt	10 August 2016	The proposed development would not fall within the relevant provisions for permitted	-

							development.	
26	CH/2016/0127/FA  WR	Unit 1, Windsor Lane, Kingshill	Temporary siting for a caravan/mobile home while carrying out building and engineering works	West/MEPO (DC)	Green Belt/AONB	11 August 2016	The proposal constitutes inappropriate development in the Green Belt and AONB. Very special circumstances do not exist.	GB2, LSQ1, GC1, CS20, CS22
27	CH/2016/0181/FA  WR	28 New Road, Amersham	Part two storey, part single storey rear extension	East/ANWH (DC)	-	15 August 2016	The proposal would result in material harm to the living conditions of the neighbouring property.	GC3, H13, H14
28	CH/2016/0329/FA  WR	Thatch Cottage, Magpie Lane, Coleshill	Single storey side/rear/front extensions to replace existing single storey rear projection and rooflights	West/MUPO (DC)	Green Belt/AONB	22 August 2016	The proposal would be inappropriate development in the Green Belt.	GB2, GB13, LSQ1, CS20, CS22
29	CH/2015/2076/FA  - Committee decision  WR	Charlecote, Long Walk, Little Chalfont	Demolition of existing property, construction of new dwelling	East/ANWH (DC)	Green Belt	6 September 2016	The proposal would be inappropriate development in the Green Belt. There would also be harm to the character and appearance of the area and the living conditions of occupiers of adjoining residential properties.	GC1, GC3, GB6, H11, CS20
30	CH/2015/1448/FA	27 Glenister	Proposed new	West/	-	9 September 2016	The proposal would	GC1, H3, H11,



	WR	Road, Chesham	dwelling. Rear two and single storey extensions to 27 and 29 Glenister Road. Proposed new parking and widening of existing vehicular crossovers	MUPO (DC)			result in a prominent and overpowering form of development that would erode the sense of spacing and rhythm evident along Glenister Road.	CS20
31	CH/2015/1764/FA  - Committee decision  WR	Jewson Ltd, Quill Hall Lane, Amersham	Demolition of existing builder's merchant and erection of 7 new dwellings with associated works. Change of use from sui generis to residential.	East/BERO (DC)	-	19 September 2016	It is inappropriate to permit residential development on the appeal site. The proposal would not provide acceptable living conditions for all future occupiers.	E2, CS16, GC3, H12
32	CH/2016/0242/FA  WR	Land adjacent to Larbert, Grove Lane, Chalfont St Peter	Erection of a single dwelling with associated vehicular access	East/CHPI (DC)	-	28 September 2016	The proposal would have a detrimental impact on the character of the area as a result of its siting forward of the established building line.	GC1, H3, H11, H12
33	CH/2016/0320/OA  WR	Ongar Hill Cottage, Magpie Lane, Coleshill, Amersham	Demolition of outbuildings to facilitate an independent dwelling	West/MADO (DC)	Green Belt/AONB	28 September 2016	The proposal would not be inappropriate development but the moderate harm to the openness of the Green Belt, the significant harm to the character	GC1, LSQ1, GB2, CS20, CS22, CS24

							and appearance of the area and the potential adverse impacts on bats result in an unacceptable development.	
34	CH/2016/0557/FA  - Committee decision  WR	Charlecote, Long Walk, Little Chalfont	Demolition of existing property and construction of replacement dwelling	East/ ANWH (DC)	Green Belt	28 September 2016	The proposed replacement dwelling would be materially larger than the one it would replace, constituting inappropriate development in the Green Belt. The proposal would have an unacceptable effect on the living conditions of the neighbours. The proposal would harm the character and appearance of the area as a result of its contemporary design.	GC1, GB2, GB6, H11, CS20
35	CH/2016/0242/FA  WR	Land adjacent to Larbert, Grove Lane, Chalfont St Peter	Erection of a single dwelling with associated vehicular access	East/ CHPI	-	28 September 2016	The dwelling would be sited forward of the established build line, having a detrimental impact on the character and appearance of the area.	GC1, GC3, H3, H11, H12
36	CH/2015/2123/FA	29 Darvell Drive,	Loft conversion	West/	-	7 October 2016	The dormer, by reason	GC1, H15, H18

	- Committee decision  WR	Chesham		ADPE (EN)			of its excessive width and massing, would lead to unacceptable harm to the character and appearance of the dwelling and surrounding area.	CS20
37	CH/2015/2224/FA  - Committee decision  WR	28-32 Oval Way, Chalfont St Peter	Erection of two detached buildings comprising 10 age exclusive apartments, including parking, revised accesses and landscaped grounds	East/MAKN (DC)	-	28 October 2016	The proposal would cause harm to the character and appearance of the area and would not maintain the special character of the Established Residential Area of Special Character. The development would cause harm to the living conditions of the occupiers of No. 24 by reason of outlook. The public benefits of the scheme would not outweigh the harm that is caused.	GC1, GC3, H4, CS20
38	CH/2016/0920/FA  - Committee decision  WR	26 Berkeley Avenue, Chesham	Two storey front extension, first and second floor side extension connecting with loft conversion incorporating rear	West/MUPO (DC)	-	16 November 2016	The extension would appear as an incongruous addition to the dwelling and street scene because of the very high eaves to close to the much	GC1, H13, H15, CS20

			elevation dormer				lower eaves of the adjacent property.	
39	CH/2016/1004/FA WR	32 Woodside Avenue, Chesham Bois	Two storey front extension	East/ CHPI (DC)	-	16 November 2016	The extension would be a prominent and discordant feature in the street scene and the loss of symmetry and largely flat façade would have an unacceptably harmful effect on the character and appearance of the area. The harm is not mitigated by the extensions further down the road.	GC1, H15, CS20
40	CH/2016/0808/FA WR	71 Narcot Lane, Chalfont St Giles	Side extension	East/ CHPI (DC)	-	16 November 2016	The proposal would not harmonise with the building or strike a balanced visual relationship with its existing features. It would not represent a high standard of design and would have a detrimental effect on the building and on the area.	GC1, H15, CS20,
41	CH/2016/0768/FA WR	31 Cherry Acre, Chalfont St Peter	Two storey rear extension	East/ MUPO (DC)	-	16 November 2016	The extension would materially reduce daylight and sunlight entering the only window of the first	GC3, H13, H14

							floor bedroom at No. 8 and would have an unacceptably harmful effect on their living conditions.	
42	CH/2016/0627/FA WR	Silver Firs, Village Road, Whelpley Hill, Chesham	Roof alteration and dormer projections to existing outbuilding	West/ KIEL (EN)	Open Green Belt	5 December 2016	The existing outbuilding is not subordinate to the original or existing dwelling and cannot be considered small. It would appear intrusive and incongruous in the rural location and would not represent good design.	GB2, GB15
43	CH/2016/1080/FA WR	Jay House, Dean Wood Road, Jordans	Part single/part two storey extension and alterations to existing roof to provide hip roof extension together with lower ground floor garage	East/ CHPI (DC)	Defined dwelling in the Green Belt	15 December	The proposal would have a significant adverse effect on both the character and appearance of the host dwelling. The proposed facing materials would contrast adversely the local roof/build style.	GC1, GB4, GB12, CS20
44	Enforcement Notice: 2014/00182/AB/EN/2 PI	Land to west of Two Dells Lane and south of Cassett House, Two Dells Lane, Ashley Green	Appeal 1: Breach of planning control regarding the formation of a track leading to redundant agricultural buildings, with	West/ KIEL (EN)	Open Green Belt	16 December 2016	The track does not preserve the openness of the Green Belt and conflicts with the purposes of including land within it. It is an incongruous, urban and unattractive	

			associated entrance gate and posts. Appeal 2: Change of use of three agricultural buildings to three dwelling houses				feature. This part of the appeal therefore fails. Regarding the change of use, Class Q does not permit rebuilding and so the change of use of the buildings into Class C3 cannot be addressed by the prior approval process.	
45	CH/2016/0535/FA  WR	4 Trafford Close, Great Missenden	Demolition of existing garage and conservatory to form an additional two bedroom end of terrace	West/MUPO (DC)	AONB	30 December	The proposal would be at variance with the frontage width of nearby properties. It would result in a cramped and overdeveloped appearance that would be harmful to the character of the surrounding area.	GC1, H3, CS20
46	CH/2016/0615/FA  - Committee decision  WR	Land adjacent to 79A Leachcroft, Chalfont St Peter	Demolition of existing garage and construction of new dwelling house with shared driveway	East/BERO (DC)	-	30 December	The proposal would be set back considerable from the existing building line and would appear out of keeping with the existing pattern of development. It would have a cramped and over developed appearance which	GC1, H3, TR11, TR15, TR16,CS20

							would be exacerbated by having all the parking spaces sited to the front. The proposal would fail to contribute to local distinctiveness.	
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**Key**

	Reason for overturned decision:
	Green Belt development considered acceptable
	Outbuilding/garage
	Design/character/siting in relation to neighbours
	Other

**Statistics**

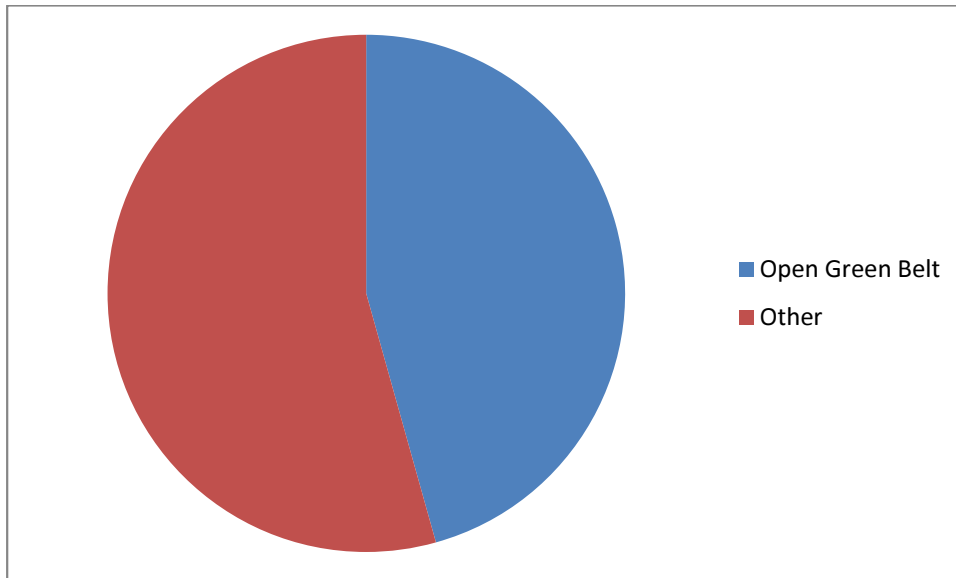
Hearing = 3 (out of 46)  
 Public inquiry = 1 (out of 46)  
 Written representation = 42 (out of 46)

**Applications called to Committee = 14**  
**Applications overturned by Committee = 1** (CH/2015/1712/FA / 34 Hazlemere Road, Penn)

**Percentage of appeal decisions in Open Green Belt:**

**50% concerned development in the open green belt**

**50% concerned development in the built-up area/GB4 or GB5 policy areas**





Classification: OFFICIAL

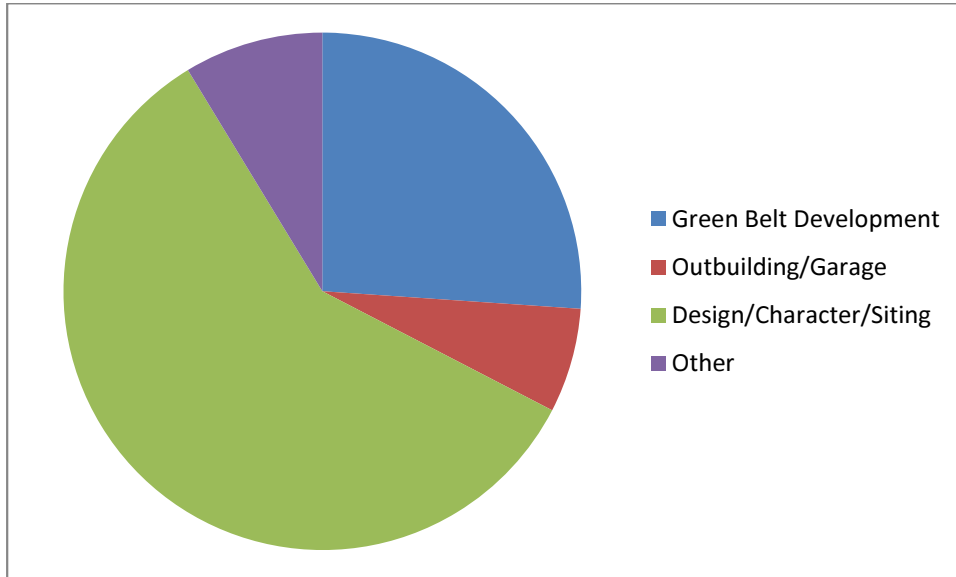
**Justification for decision:**

**32.3% Green Belt Development is considered unacceptable**

**14.7% Outbuilding/Garage is considered unacceptable**

**47% Design/Character/Siting is considered unacceptable**

**5.8% Other (Change of use considered unacceptable/removal of condition considered unacceptable etc.)**



Classification: OFFICIAL

**Policies raised by Inspector:**

**The Chiltern Local Plan 1997 (including alterations 1 September 2001) Consolidated September 2007 and November 2011.**

**Core Strategy for Chiltern District – Adopted November 2011.**

GC1	Design of development throughout the District
GC3	Protection of amenities throughout the District
GB2	Development in general in the Green Belt
GB4	Residential development in the Green Belt within existing rows of dwellings
GB6	Rebuilding or replacement of an existing habitable dwelling located in the Green Belt in areas defined in Policies GB4 and GB5
GB15	Ancillary residential buildings within the curtilage of an existing habitable dwelling in the Green Belt
GB22A	Business, general industrial and storage or distribution development in the Green Belt
GB23	Limited infilling including local community facilities in the Green Belt in the areas defined in Policies GB4 and GB5
GB27	New agricultural buildings, extensions and alterations to existing agricultural buildings in the Green Belt
GB29	Re-use of existing buildings in the Green Belt for commercial, industrial, recreation and other uses, except residential uses covered by Policies GB10 and GB11
LSQ1	Chilterns Area of Outstanding Natural Beauty as defined on the proposals map
H3	Provision of new dwellings in the built-up area excluded from the Green Belt
H11	Distance between flank elevations of a proposed multi-storey dwelling and boundary of the dwelling's curtilage
H12	Private residential garden areas throughout the District
H13	Extensions to dwellings in the built-up areas excluded from the Green Belt and in Policy GB4 and GB5 areas in the Green Belt – General Policy
H14	Safeguarding the amenities of neighbours in relation to extensions throughout the District
H15	Design and siting of extensions throughout the District
H17	Distance between single storey side extensions and boundary of dwelling curtilage
H18	Dormer windows on dwellings
H20	Ancillary residential buildings in the built up areas
LB2	Protection of setting of listed buildings throughout the District
TR2	Highway aspects of planning applications
TR3	Access and road layouts
TR16	Parking and manoeuvring standards throughout the District
R13	Horse riding and equestrian activities

E2	Areas for business, general industrial and storage or distribution development in the built up areas excluded from the Green Belt
S13	Small scale shopping developments outside district and local shopping centres in built up areas excluded from the Green Belt
CS4	Ensuring that development is sustainable
CS8	Affordable housing policy
CS16	Employment land
CS19	Supporting the rural economy
CS20	Design and environmental quality
CS22	Chilterns Area of Outstanding Natural Beauty
CS25	Dealing with the impact of new development on the transport network
CS26	Requirements of new development
CS29	Community



# Appeals Allowed by the Planning Inspectorate

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January 1st – December 31st 2016

**Acronyms**

**DC = Development Control**

**E = Enforcement**

**HE = Hearing**

**PI = Public enquiry**

**WR = Written representation**

	Application reference	Site address	Description of proposal	East/ West team and Case Officer	Green Belt /AONB	Date of appeal decision	Inspector's justification for overturning decision	Relevant policies
1	CH/2014/2274/FA  - Committee decision  HE	Amersham and Wycombe College, Stanley Hill, Amersham	Construction of an all-weather pitch, 2 training areas, floodlights, fencing and the erection of a new clubhouse	East/ BERO (DC)	Open Green Belt	2 February 2016	The combined weight of considerations outweighs the harm to the green belt arising from inappropriate development and reduction in openness. There are a lack of suitable alternative sites outside or within the green belt in the district.	GB2
2	CH/2014/1841/SA  WR	7 Long Row, Moat Lane, Prestwood	Certificate of Lawfulness for a proposed outbuilding and gravel drive	West/ ADPE (E)	Open Green Belt, AONB	1 February 2016	Inspector was satisfied that the land in question does form part of the residential curtilage of the applicant dwelling, despite it being located across an access road	N/A for C of L

							from the host dwelling.	
3	CH/2014/1622/SA  WR	Midway Cottage, Hawridge Common, Hawridge	Certificate of Lawfulness relating to the siting of a shepherd's hut (caravan) for ancillary purposes	West/- (?)	Open Green Belt, AONB	1 February 2016	The proposal does not constitute a building and no material change of use would arise from the use of the hut which would be incidental to or ancillary to the established residential use. Therefore the proposal does not involve development and planning permission would not be required.	N/A for C of L
4	CH/2015/0636/FA and CH/2015/0634/FA  WR	Midsummer Lodge, Heath End Road, Little Kingshill	Two proposals: Glazed link extension to existing outbuilding and replacement tractor store	West/ ADSM (DC)	Partly open Green Belt, partly within GB5, and AONB	6 February 2016	The glazed link extension would not be inappropriate development as it would not be a significant addition to the host dwelling. There is a substantial degree of inconsistency between policies GB2 and GB27 which are considered to be out of date. As the appellants confirm that the proposal would be for agricultural use, it would not constitute as	GB2, GB5, GB13, GB27

							inappropriate development in the green belt. The increase in size of the outbuilding would be modest and would not significantly encroach on the openness of the Green Belt.	
5	CH/2015/1064/FA  WR	56 Kings Road, Chalfont St. Giles	Double storey front extension and rear conservatory	East/ MUPO (DC)	-	29 February 2016	The separation and pitch of the proposed roof would not be overbearing or dominant. There would be no significant loss of amenity compared to the existing relationship between No 56 and 58.	GC1, GC3, H13, H14
6	CH/2015/0751/FA  - Committee decision  WR	16 Piggotts Orchard, Amersham	Demolition of garage and construction of detached three bedroom dwelling with associated parking	West/ MUPO (DC)	-	16 March 2016	The proposed dwelling would not be out of keeping with the streetscene, there is no counter evidence that the proposal would lead to a reduction in sunlight or daylight reaching neighbouring properties at Piggotts End, the proposal would not be unduly oppressive or overbearing to	GC1, GC3, H3



							neighbours.	
7	CH/2015/1416/PNAD  WR	Cameron Farm, Narcot Lane, Chalfont St Giles	Change of use from agricultural building to residential unit	East/ ANWH (DC)	Open Green Belt	23 March 2016	Council raised concerns that the location of the building makes it undesirable and impractical for a change of use to a residential dwelling. These claims are dismissed as being unfounded. The design would not harm the character or appearance of the area. The access track is adequate for everyday use. There would be no deleterious effects on the bats.	
8	CH/2015/1302/PNDS  WR	Victoria House, Victoria Road, Chesham	Change of use from storage and distribution to three studio apartments and four one bedroom flats	West – MAKN (DC)	-	24 March 2016	The transport and highways impact of the development would not be severe or create risk to the users of the highway. Location is sustainable so no need for strict interpretation of TR16.	TR11, TR16
9	CH/2015/0816/FA  - Committee decision	59 Denham Lane, Chalfont St Peter	Redevelopment of site to provide three detached dwellings, with	East/ BERO (DC)	-	31 March 2016	Proposed dwellings are not out of character with the wider setting and do not conflict	GC1, H3, CS20

	WR		associated hardstanding and landscaping				with GC1. They are within the built up area and do not intrude on the openness of the Green Belt. Amenity space between the two dwellings is judged to be acceptable. Development not considered harmful.	
10	CH/2015/1413/FA WR	42 Lovel Road, Chalfont St Peter	Single storey rear extension	East/JOCO (DC)	-	5 April 2016	The proposed extension would respect the scale and proportions of No 42 and would maintain a garden size characteristic of the local area. Although the proposal fails to meet the parking standard, no new bedrooms are being added and there is no evidence of material deficiency or harm to highway safety.	H15, H12, TR11, TR16, CS20
11	CH/2015/1894/FA WR	5 Howard Road, Seer Green	Single storey side extension and single storey front extension	East/MUPO (DC)	-	11 April 2016	Sufficient space would be maintained between the side elevations of No 3 and 5. The proposal would not appear overbearing or dominant.	GC2, GC3, H13, H14

							Neighbour has raised no objection.	
12	CH/2015/1866/FA  WR	Broomstick Cottage, 181 Botley Road, Botley	Retention of existing 2 storey house, extension of western single storey to 2 storey, partial demolition of eastern single storey and erection of 2 storey, erection of rear 2 storey extension, including double garage to form 5 bedroom detached family home, additional vehicular crossover at Broomstick Cottage.	West/MUPO (DC)	Green Belt settlement	20 April 2016	The extended dwelling would not appear incongruous or cramped or detract from the character of the area. The height of the extension would not be greater than the existing roof so would not be overly dominant in the street scene.	CS20, GB5, GB12, H12, H13, H15, H16
13	CH/2015/0930/HB  WR	8-10 Red Lion Street, Chesham	Change of use of the first floor and second floor from offices to a residential flat.	West/MAKN (DC)	-	22 April 2016	No external alterations are proposed so the works would not affect the character or appearance of the conservation area. The removal of the chimney would not be harmful or detrimental to the historic interest of the Grade II listed building.	LB1, LB4, CS4

14	CH/2015/1685/SA  WR	Jordans Farm, Jordans Lane, Beaconsfield	Certificate of Lawfulness for the erection of an ancillary outbuilding	East/ KIEL (E)	Open Green Belt	11 May 2016	The proposed uses would be subordinate to the enjoyment of the dwellinghouse itself. Although large in relation to the footprint of the original dwellinghouse, the building would not be unreasonably large for the proposed purposes.	NA for C of L
15	CH/2015/1943/FA  WR	Sarnia, Burtons Lane, Chalfont St Giles	Extensions to north-east façade of dwellinghouse with associated external works and internal modifications	East/ ANWH (DC)	-	16 May 2016	Although the extension would result in a significant addition to the dwelling and would change the linear shape of the host property, the proposal would reflect the design detail and architectural feature of the existing dwelling. By remaining well set back from the road and screened by mature trees/shrubs, the visual impact would be softened. There would be no adverse effect on the character and appearance of the streetscene.	CS20, GC1, H15

16	CH/2014/1427/FA  - Committee decision  PI	Land at Woodrow Farm, Amersham	Retention of the building for equestrian purposes, including 4 staff flats	West/SASH (E)	Open Green Belt and AONB	23 May 2016	Appeal C: The planning context has changed little since the previous permission for a time extension. Removing the disputed condition and replacing it with another that would allow an extension of time for compliance and which clarifies the development as built by way of amended plans would not conflict with GB2 and the NPPF. Appeal A regarding stable buildings was dismissed.	CS22, CS19, GB2, LB2, LSQ1
17	CH/2015/1539/TP  WR	Blue Cedar House, 20 Sandelswood End, Knotty Green	Refusal of consent for felling one blue cedar	West/KEMU	-	26 May 2016	Although the tree provides high local public amenity value, it exhibits weak branch anchorage with significant future growth potential and is located very close to a house.	-
18	CH/2015/1251/FA  WR	Rose and Crown Public House, 264 Waterside, Chesham	Change of use, with extensions to provide 5x1 bed flats, 1 studio flat, 1 additional visitor	West/MEPO (DC)	-	7 June 2016	No evidence of feasibility for it to remain in community use – therefore, it would not be an	CS29, CSF2

			parking space plus private and communal amenity space and refuse storage				unacceptable loss of a community facility. No harm to the character or appearance of the area.	
19	CH/2015/2023/FA WR	North Acre, Swan Bottom, The Lee	Single storey rear extension with accommodation in roofspace, two storey front extension and two front dormer windows	West/ MUPO (DC)	Open Green Belt, AONB	13 June 2016	The development as a whole would appear subordinate to the size and scale of the original dwelling – the extension would be to the rear and would appear as a continuation of a previously approved extension.	GB2, GB13, CS20 and CS22
20	CH/2015/1990/FA WR	Hawridge Court Farm, Church Lane, Hawridge	Single storey side extension and widening of existing rear dormer window	West/ MUPO (DC)	Open Green Belt, AONB	14 June 2016	The extensions would appear subordinate in size and scale to the two storey dwelling. The effect on the openness of the Green Belt would be limited.	GB2, GB13
21	CH/2016/0050/FA WR	10 The Paddock, Chalfont St Peter	Single storey side and infill extensions, addition of rear dormer	East/ ANWH	-	22 June 2016	The developments would not be out of character with the street scene. A substantial area of amenity space would be retained so that the proposal does not constitute over development.	GC1, H13, H15, CS20

22	CH/2015/2337/FA  - Committee decision if recommendation is for approval  WR	Brawlings Croft, Brawlings Lane, Chalfont St Peter	Demolition of stables, kennels, conservatory, two garage blocks, erection of two storey rear extension, closing up of secondary vehicle access, alterations to main access, repositioning of entrance, new portico and fenestration alterations	East/ANWH	Open Green Belt	1 July 2016	The proposal would not comprise a disproportionate addition over and above the size of the original dwelling. The demolition of buildings will increase the openness of the Green Belt.	GB2, GB13
23	CH/2015/2083/FA  WR	The Bury, Cholesbury Road, Cholesbury	Erection of a wooden garage building	West/MUPO (DC)	Open Green Belt, AONB	21 July 2016	The garage would not be inappropriate development, it would appear modest against the large scale of the host dwelling and would be appropriately sited in relation to it. Its siting would be unobtrusive thanks to a backdrop of trees. It would not constitute a disproportionate addition. No harm to the listed building.	GB2, GB15, LSQ1
24	CH/2016/0161/FA	Drum Grange, Nightingales	Erection of a detached	East/CHPI	Open Green Belt, AONB	26 July 2016	The outbuilding would be subordinate to the	GB2, GB15, LSQ1

	WR	Lane, Chalfont St Giles	outbuilding for use as a gymnasium	(DC)			host dwelling and would be visually unobtrusive in the plot. Although not small, it would not be excessively large or prominent. It would not constitute a disproportionate addition or harm the AONB or surrounding area.	
25	CH/2016/0001/FA WR	178 White Lion Road, Little Chalfont	Proposed formation of a flat within existing roofspace of building with eight flats	East/ ANWH (DC)	-	27 July 2016	The proposal would not harm the character or appearance of the building or surrounding area, it would be subordinate to the main roof and not obtrusive in the street scene. There would be no direct views in neighbouring properties so there would not be an unacceptable loss of privacy. The parking situation would be acceptable.	CS20, GC1, H13, H14, H15
26	CH/2015/2114/FA WR	3 Hodds Wood Road, Chesham	Double storey side extension	West/ MUPO (DC)	-	5 August 2016	The extension would not cause the appeal dwelling to look out of place, it would be	GC1, H13, H15, H16, CS20



							visible but the large separation distances to other dwellings would be maintained.	
27	CH/2015/2267/FA WR	Little Pednor Farm, Pednor Top, Pednor	Demolition of the conservatory, demolition of the annexe building which is positioned on the scheduled ancient monument, construction of a two storey side extension and front porch	West/MEPO (DC)	Green Belt, AONB	11 August 2016	The impact on the openness of the Green Belt would not be harmful and the removal of the annexe would be a minor benefit to the AONB.	GB2, GB13, CS22
28	CH/2016/0489/FA WR	55 New Road, Little Kingshill	Single storey side extension, double storey rear extension with first floor Juliet balcony, double garage and fenestration alterations	West/MADO (DC)	Green Belt settlement, AONB	25 August 2016	Split decision: The proposed extensions and fenestration alterations would be in keeping with the character and appearance of the host property and local area. However, the garage would be large and incongruous and would be harmful to the character of the local area. It would not represent sustainable development.	GB15, H13, H15, H17
29	CH/2016/0070/FA	The Paddocks, Beamond End	Demolition of existing garage	West/MUPO	Open Green Belt, AONB	26 August 2016	The proposal would be inappropriate	GB2, GB15, GC1, GC3, H13

	WR	Lane, Beamond End	block and rebuilt as a two storey structure with mansard roof	(DC)			development in the Green Belt, but its effect on the openness would be very limited and largely hidden. It would also prevent the need for additional sheds/temporary buildings. No adverse effect on the AONB and no significant harm to the living conditions of the occupiers of Beamond Cottage or other dwellings.	H14, LSQ1, CS22
30	CH/2016/0399/FA WR	Barn 3, Great Green Street Farm, Green Street, Chorleywood	Erection of a single detached pitched roof garage	East/CHPI (DC)	Green Belt, AONB	31 August 2016	There is no evidence that the proposed garage would not be ancillary to the residential use of the site. The garage should be treated as an extension to the dwelling and its modest size would not be inappropriate development within the Green Belt. There would be no adverse effect on the character and appearance of the AONB or local area.	GB2, GB15
31	CH/2015/1371/FA	The Homestead,	Conversion of	West/	Green Belt,	5 September 2016	The proposal would	CS8, GB2,

	WR	Chartridge Lane, Chartridge	agricultural barns for use as a single domestic dwelling	MISH (DC)	AONB		lead to a modest decrease in the openness of the Green Belt, it would not harm the openness of the Green Belt and would not constitute inappropriate development.	GB11
32	CH/2015/1975/FA  - Called into Committee if recommendation was for approval  WR	Hodds Wood Road, Chesham	Demolition of existing garages and creation of 4 two storey dwellings	West/MAKN (DC)	-	8 September 2016	The appellant has demonstrated that the existing area of open space is surplus to requirements. No evidence that the proposal would lead to an increase in demand for car parking or pose a risk to highway. Safety. The proposal would support the Framework's presumption in favour of sustainable development.	CS8, CS28
33	CH/2016/0213/FA  WR	1 Hawridge Lane, Bellingdon, Chesham	Proposed ménage	West/MEPO (DC)	Green Belt, AONB	16 September 2016	The proposal would preserve the openness of the Green Belt and not conflict with any of its purposes. It would not be an inappropriate use.	GB2
34	CH/2016/0260/FA	Amberley, First	Part two storey,	East/	-	23 September	The proposal would	GC1, GC3, H13

	WR	Avenue, Amersham	part single storey side and rear extension, single storey front extension and front porch, demolition of existing garage	MUPO (DC)		2016	not have an unacceptable effect on the living conditions of the occupiers of 102 Hundred Acres Lane.	H14
35	CH/2016/0338/FA WR	4 Glebe Cottages, Germain Street, Chesham	Two storey side extension to replace an existing single store extension	West/MADO (DC)	-	03 October 2016	The extension would relate well to the original dwelling in its proportions and would not be incongruous in the street scene. It would preserve the character and appearance of the Conservation Area.	GC1, CA1, H13, H15, CS20
36	CH/2016/0809/FA WR	7 Long Row, Moat Land, Prestwood	Erection of outbuilding and demolition of 3 existing outbuildings	West/MUPO (DC)	Open Green Belt and AONB	10 October 2016	Although the proposed outbuilding would be larger overall (taking into account the demolition of existing 3 outbuildings), taking into account the residential context and restricted views, the net increase in size would not have a substantial effect on the openness of the Green Belt. The proposal would not have a harmful effect	GB2, GB15, LSQ1, CS20, CS22

							on the character and appearance of the area.	
37	CH/2016/0351/FA  WR	10 Howe Drive, Knotty Green	Dispute condition 3: The glazing in the first floor flank elevations of the extensions shall only be glazed with obscured glass and shall be non-opening	West/ MUPO (DC)	-	20 October 2016	Sufficient distance is maintained so that there would not be a significant loss of privacy to the occupiers of No. 8. The condition fails the test of necessity.	GC3, H13, H14
38	CH/2016/1046/FA and CH/2016/1088/HB  WR	West Barn, Village Road, Little Missenden	Single storey rear extension	West / LARH (DC)	Green Belt settlement and AONB	15 December 2016	The proposal would preserve the special architectural and historical interest of the Grade II Listed building.	LB1

**Key**

	<b>Reason for overturned decision:</b>
	Green Belt development considered acceptable
	Outbuilding/garage
	Design/character/siting in relation to neighbours
	Other

Classification: OFFICIAL

**Statistics**

Hearing = 1 (out of 38)

Public inquiry = 1 (out of 38)

Written representation = 36 (out of 38)

**Applications called to Committee = 6**

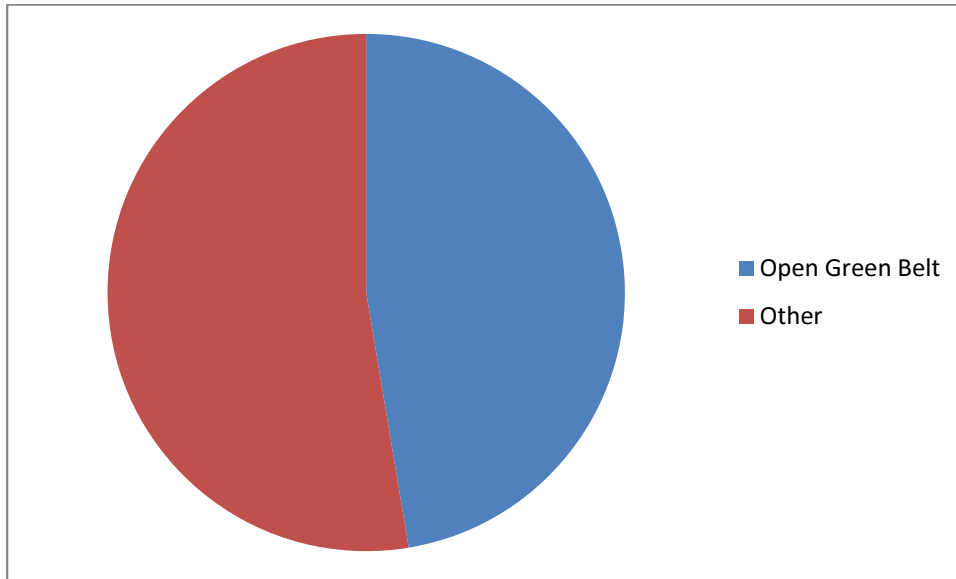
**Applications overturned by Committee = 1** (CH/2015/0751/FA / Piggotts Orchard)

Classification: OFFICIAL

**Percentage of appeal decisions in Open Green Belt:**

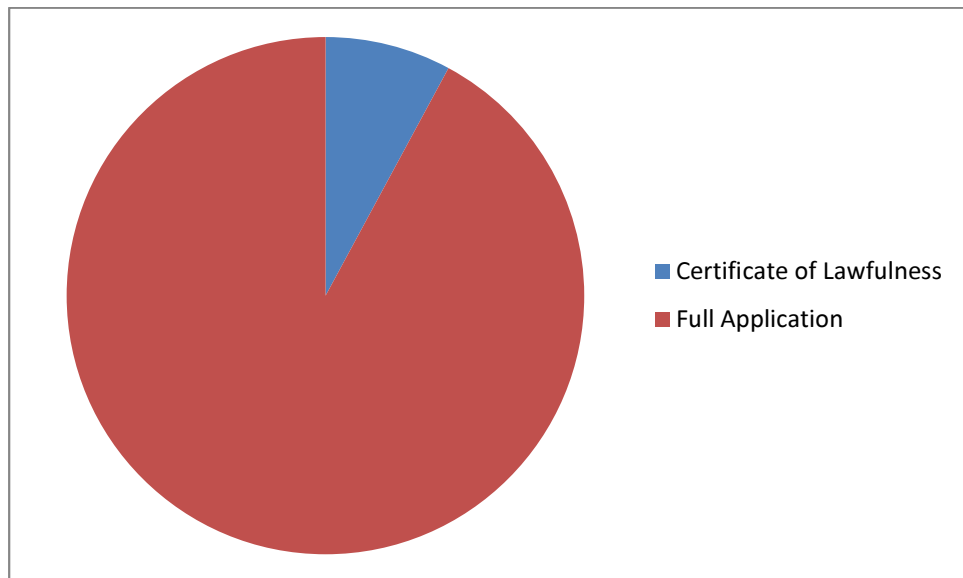
**47.4% concerned development in the open green belt**

**52.6% concerned development in the built-up area/GB4 or GB5 policy areas**



**Percentage of appeal decisions for Certificate of Lawfulness:**

**8% concerned a Certificate of Lawfulness**





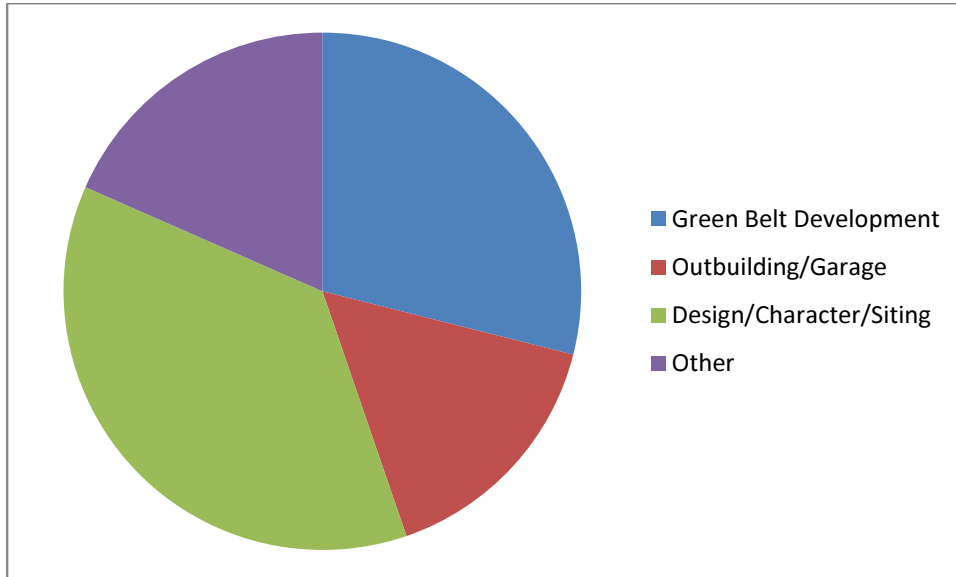
**Reasons for overturned decision:**

**29% Green Belt Development is considered acceptable**

**16% Outbuilding/Garage is considered acceptable**

**37% Design/Character/Siting is considered acceptable**

**18% Other (Change of use considered acceptable/tree preservation order overturned/condition considered unnecessary etc.)**



**Policies raised by Inspector:**

**The Chiltern Local Plan 1997 (including alterations 1 September 2001) Consolidated September 2007 and November 2011.**

**Core Strategy for Chiltern District – Adopted November 2011.**

GC1	Design of development throughout the District
GC3	Protection of amenities throughout the District
GB2	Development in general in the Green Belt
GB5	Residential development in the Green Belt in settlements as defined on the proposals map
GB11	Re-use of existing non-residential buildings in the Green Belt for residential use (Class C3)
GB12	Extensions to existing dwellings and self-contained residential annexes in the Green Belt within the policy areas defined in Policies GB4 and GB5
GB13	Extensions to existing dwellings and self-contained residential annexes in the Green Belt outside of the areas defined in Policies GB4 and GB5
GB15	Ancillary residential buildings within the curtilage of an existing habitable dwelling in the Green Belt
GB27	New agricultural buildings, extensions and alterations to existing agricultural buildings in the Green Belt
LSQ1	Chilterns Area of Outstanding Natural Beauty as defined on the proposals map
H3	Provision of new dwellings in the built-up area excluded from the Green Belt
H12	Private residential garden areas throughout the District
H13	Extensions to dwellings in the built-up areas excluded from the Green Belt and in Policy GB4 and GB5 areas in the Green Belt – General Policy
H14	Safeguarding the amenities of neighbours in relation to extensions throughout the District
H15	Design and siting of extensions throughout the District
H16	Distance between multi-storey or upper floor side and/or rear extensions and boundary of dwelling curtilage throughout the District
LB1	Protection of special architectural or historic interest of listed buildings throughout the District
LB2	Protection of setting of listed buildings throughout the District
LB4	Change of use of listed buildings throughout the District
TR11	Provision of off-street parking for developments throughout the District
TR16	Parking and manoeuvring standards throughout the District
CS4	Ensuring that development is sustainable
CS8	Affordable housing policy
CS19	Supporting the rural economy
CS20	Design and environmental quality
CS22	Chilterns Area of Outstanding Natural Beauty

CS28	Retaining and improving leisure and recreational facilities
CS29	Community
CSF2	Loss of community services and facilities



## APPENDIX C

### **Special Measures legislation introduced October 2016**

Where an LPA is “designated”, applicants may submit planning applications straight to the Planning Inspectorate and bypass the LPA completely. On reading the more detailed guidance, if an LPA is designated for its speed in determining non-major applications (the new provision as from 2017), applicants can also submit applications straight to PINS (but this would not apply to retrospective or householder applications – they still come to the LPA even if that LPA is designated).

### **Proposed Performance Thresholds**

#### **Speed of Decisions Major Applications**

For applications for major development: less than 50 per cent of an authority’s decisions made within the statutory determination period or such extended period as has been agreed in writing with the applicant. The threshold will rise to 60% in 2018.

#### **Speed of Decisions Non Major Applications**

For applications for non-major development: less than 65 % of an authority’s decisions made within the statutory determination period or such extended period as has been agreed in writing with the applicant. The threshold will rise to 70% in 2018.

#### **For quality of decisions**

For applications for both major and non-major development in the 2018 designation round: 10 per cent of an authority’s total number of decisions on applications made during the assessment period being overturned at appeal.

The 10% is calculated on the total number of applications and not on the number of appeals.



CDC PLANNING PROJECT PLAN 2016/17

PROJECT : Interim Design Guidance for New Build (IDG)

Project Team Responsible	Tasks	Task Summary	Target Dates	Progress	Date 'task' Started	Date 'task' Completed	Days Worked	Reports produced to date	Current Status	Comments
Robert Young(RY)	Phase 1 - Managing Appeals Performance Analysis	Part of overall review of Appeal Performance weekly Quarterly and Annually	Initial Project completed by 10 <sup>th</sup> January 2017 for Appeals performance for 2016- Weekly to Quarterly -Ongoing	Working with EN concerning Appeals Analysis producing performance tables with stats Venn diagrams and outcome text.	August 2016 following performance falling below the required national target threshold (35%)	Initial Analysis Tables for 2016 completed by 10/01/2017 Performance review ongoing.	4-5 days or 37 hrs in total	Produced Report to Informal CDC/SBDC Cabinet 15 <sup>th</sup> November 2016  Analysis plus the Way forward	Appeals Analysis Ongoing as monitoring required to meet 35% maximum appeals allowed national target	End of review of Appeals performance pr analysis and monitoring ongoing Adjustment to assessment of outbuild related to main dwellings in the Green B AONB
Emma Naks(EN)	Phase 1 - Appeals Performance Analysis	CDC Appeal Analysis	August 2016 to January 2017	Working with RY on Appeals Analysis Producing acceptable user friendly report format	August 2016 following performance falling below the required national target threshold (35%)	Initial Analysis Tables for 2016 completed by 10/01/2017 Performance review ongoing.	4-5 days	Reviewed and updated appeal performance tables	Current Appeal Analysis is up to date Monitoring is now month to month	
Lead Councillor Team Member	Phase 1 Review of Appeals Analysis	Working with officers on analysing appeal outcomes	August 2016	Working with RY on Appeals Analysis Producing acceptable user friendly report format	August 2016 following performance falling below the required national target threshold (35%)	Initial Analysis Tables for 2016 completed by 10/01/2017 Performance review on going.		Reviewed and updated appeal performance tables	Current Appeal Analysis is up to date Monitoring is now month to month	

<b>Robert Young (RY)</b>	<b>Phase 2 Scoping Research of existing Design Guidance with partner LPA and Other LPAs</b>	Overall to produce Interim Design Guidance for New Build for CDC and SBDC Restructuring of Development Control (ongoing)	Allow 6-8 weeks for scoping phase 2	RY Working with DP on scoping phase	November 2016	May-June 2017	5 hrs per week	Scoping ongoing	Programming in time to complete the scoping phase and initiate IDG	
	<b>Phase 3 Drafting Interim Design Guidance criteria for IDG Team evaluation</b>	Swot Analysis for Design criteria	Allow 2-3 weeks	RY , EN and DP plus consultant as support plus crucial friend	Mid February 2017	August 2017	HRs commitment TBA	Commence Mid February onwards		An extended long twin bored tunnel through the Chilterns was rejected by the S
<b>Clr Don Phillips (DP)</b>	Close Liaison with DR Scoping Research of existing Design Guidance	SWOT Analysis for Design criteria	Allow 2-3 weeks	RY, EN and DP plus consultant as support plus crucial friend	February to April 2017	June 2017	HRs commitment TBA	Commence Mid February onwards		Heritage assurances agreed July 2017 awaiting to receive formal assurances and agreements for both councils.
<b>Planning Consultant/Critical Friend</b>	Appointed in April 2017	To provide support and direction of travel when required	April to August 2017	RY Working with DP on scoping phase	April 2017 20-25K cost	April to August 2017	Hourly rate commitment TBA	Commence April 2017 onwards		
Notes										Assurances secured for February 2017



**Notice Issued under Regulation 10 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 of the intention to make a Key Decision**

Regulation 9 of the above Regulations requires 28 clear-days notice to be given of all Key Decisions taken on behalf of the local authority. Where that notice is impracticable, the decision can only be made where:

- the Chairman of the relevant Overview & Scrutiny Committee has been informed – or if there is no such person, each member of the relevant Overview & Scrutiny Committee – by notice in writing, of the matter about which the decision is to be made
- five clear days have elapsed following the issue of the notice
- the reasons why compliance with Regulation 9 was impracticable is detailed

Decision to be taken	Decision-Maker & Date	Reason Regulation 9 Not Complied With	Overview
<p><b>Review of Planning Appeals Performance in 2016:</b> To agree proposed pro-active measures to be taken to ensure a more stable appeal performance for the future</p>	<p><b>Cabinet</b> 4 April 2017</p>	<p>Appeal returns for third quarter were not available prior to the publication of the 28 Day Notice</p>	<p>Councillor J Burton - Services Overview Committee</p>



Bob Smith  
Chief Executive, Chiltern and South Bucks District Councils

Notice Published: 27 March 2017



**CHILTERN AND SOUTH BUCKS JOINT COMMITTEE****Meeting - 23 January 2017**

Present: Mrs Darby (Chairman), Mr Bagge, Mr Naylor, Mrs Sullivan,  
Mr Harris, Mr Martin, Mr M Smith and Mr Wilson

Apologies for absence: Mr Egleton and Mr Stannard

**4. MINUTES**

The minutes of the meeting of the Joint Committee held on 19 December 2016 were agreed by the Committee and signed by the Chairman subject to the following amendment: Item 3 – Community Infrastructure Levy – to add Cllr Smith to the list of councillors who declared a personal interest in this item as parish councillors.

**5. DECLARATIONS OF INTEREST**

None.

**6. CHILTERN & SOUTH BUCKS JOINT COMMITTEE PROGRAMME UPDATE**

The Joint Committee received Chiltern District Council's and South Bucks District Council's joint working programme.

The report set out the progress to date of the joint working programme in the following areas:

- Flexible & agile working
- Customer Services Strategy
- Organisational Development

The report also detailed the next steps of the joint working programme including :

- To fully implement mobile working for Building Control including the Uniform app and to start to prepare for next rollouts to Environmental Health.
- The deployment of virtual desktop environment across teams, commencing with Building Control.
- To complete project to end SBDC offsite storage
- To prepare the draft Customer Services Strategy and action plan for submission to the Joint Committee.
- To complete the work with all staff on Unwritten Ground Rules to underpin the organisational culture required for the future.
- To implement the outcomes of Joint Committee decisions on the Planning Service review Business Case.

In the discussion which followed, Members were assured that the introduction of flexible working in Building Control as part of the pilot would not have a negative impact on the work load and staffing levels of the service as the pilot project was sensitive to the pressures of the team. Furthermore the introduction of flexible working would in fact help the service to run more efficiently and would also help attract potential employees to the service.

It was noted that the draft Customer Services Strategy would be submitted to the Joint Committee for consideration in the Spring. Members were grateful for the level of commitment staff had shown to the development of the strategy so far.

Members welcomed the reduction of the material held in KGVH basement by 45% and the reorganisation of the basement to accommodate more temporary and permanent document storage.

**RESOLVED** that the Joint Working Programme Update be noted.

### 7. PLANNING DATA CONSOLIDATION

The Joint Committee received a report which outlined the tasks and indicative costs required to bring together the Planning Services non digital documents as part of the consolidation of planning information to improve efficiency and customer service.

The report set out two options for each authority in regard to digitising planning data:

Option 1: to digitise all the non-digitised information and

Option 2: to only digitise all the non-digitised information from 1974 onwards

Due to the advice of reputable planning consultants Trevor Roberts Associates and the benefits of option 2 as set out in the report and appendices, including efficiency and cost, option 2 was being recommended by officers as the most suitable option.

In the discussion which followed, the importance of developing a robust Retention Policy as part of the project was noted. Clarity was provided on the costs, as set out in appendix 3 to the report, associated with the project.

Having considered the options as set out in the report, the advice from planning consultants Trevor Roberts Associates and the key benefits of option 2, the Committee

**RESOLVED that**

- i) the digitisation of all the non-digitised information from 1974 onwards (Option 2) be implemented.
- ii) the cost of implementing Option 2 be funded from earmarked reserves of the two authorities, the respective costs being Chiltern DC £105k, South Bucks DC £87k.

### 8. 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.**

## 9. SHARED PLANNING SERVICE

The Joint Committee received a report and presentation setting out the result of a shared service review of the Planning Service. The report and presentation detailed the business case for a shared Planning Service which would be an outcome focused service that would deliver greater resilience, improve service quality and reduce costs.

The Committee thanked the Head of Sustainable Development for his comprehensive presentation and the enthusiasm he had demonstrated for the proposed shared Planning Service. Members were pleased to note that the shared service being proposed would be focused on outcomes including the maintaining of high performance in dealing with applications including requests for pre application advice and providing a high quality customer focused service in the most cost effective manner. Members also welcomed the addition of a Strategic Sites and Specialists Team which would help manage future Planning growth and provide a consistent approach to strategic applications.

With regards to the issue of location, Members were assured that whilst it was being proposed that the primary location for the shared Planning Service would be King George V House, the provision of face to face to contact with customers by Customers Services would continue at both locations and that the public would accordingly be able to visit both offices for general planning information. Furthermore, 'paid for advice' involving a meeting could be delivered at either location depending on the preference of the customer. Members were further advised that work was underway to develop an Accommodation Strategy which would consider office accommodation requirements for all teams in the context of new ways of working and customer requirements. The strategy would be presented to a future meeting of the Joint Committee for consideration.

Having considered the business case for a shared Planning Service, the Committee

### **RECOMMENDED that**

- i) the establishment of a joint service is proven and that both Councils should proceed to establish a joint service;**
- ii) staff in the respective services can be shared to work across the two local authority areas.**

### **RESOLVED that –**

- iii) the shared Planning Service be implemented as described in the business case;
- iv) the cost sharing arrangements as set out in the business case be agreed;
- v) the high level implementation milestones set out in the business case as the basis for reviewing progress in line with delegations and responsibilities decided for the implementation phase of the service review be agreed; and
- vi) the £241,200 (21.3%) savings/income in 2019/20 and £302,700 (26.7%) savings/income in 2020/21 to be generated by the shared service be noted and taken into account in the Authority's financial plans.

The meeting ended at 7.20 pm



## Item 16.1

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

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# Item 17

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

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## Item 18

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

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# Appendix D

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

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# Item 19

By virtue of paragraph(s) 5 of Part 1 of Schedule 12A  
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