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CHILTERN
District Council



TO: ALL MEMBERS OF COUNCIL

Dear Councillor

You are hereby summoned to attend the Meeting of the **CHILTERN DISTRICT COUNCIL** to be held in the **Council Chamber, King George V House, King George V Road, Amersham** on **Tuesday, 16th May, 2017** at **6.30 pm** when the business below is proposed to be transacted.

A G E N D A

1 Evacuation Procedures

2 Apologies for Absence

3 Minutes (*Pages 5 - 22*)

To approve as a correct record and to sign the Minutes of the meeting of Council held on 28 February 2017.

4 Declarations of Interest

5 Announcements

To receive any announcements from the Chairman, Cabinet Leader or the Head of Paid Service.

Chairman and Vice Chairman's Diary (Pages 23 - 24)

6 To receive and consider reports and recommendations of Committees of the Council, in date order of the meeting:

6.1 Review of the Council's Constitution - Governance & Electoral Arrangements Committee - 18 January/22 February/3 March
(*Pages 25 - 30*)

Appendix: Constitution (To Follow)

- 6.2 Review of Joint Appointments and Implementation Committee and Personnel Committee - Governance & Electoral Arrangements Committee - 12 April 2017 (Pages 31 - 36)

7 Cabinet Recommendations (Pages 37 - 50)

To receive and consider the recommendations of the Cabinet for the meeting held on 4 April 2017 and to receive questions and answers on any of those recommendations in accordance with Rule 8 of the Procedural Rules.

- 7.1 Refreshed Joint Business Plan 2017-2020 (Pages 51 - 52)

Appendix: Joint Business Plan (Pages 53 - 92)

- 7.2 Economic Development Strategy (Pages 93 - 100)

Appendix 1: Economic Development Strategy (Pages 101 - 146)

Appendix 2: Action Plan (Pages 147 - 160)

- 7.3 Parking Improvements at King George V House (Pages 161 - 162)

Private Appendix to Item 7.3: Parking Improvements at KGVH

- 7.4 Chiltern District Council Community & Wellbeing Plan 2017-2020 (Pages 163 - 166)

Appendix: Community Wellbeing Plan (Pages 167 - 202)

- 7.5 High Speed 2 - Members Information Group - Terms of Reference (Pages 203 - 204)

8 Verbal Reports from the Leader, Cabinet Members or Chairman of a Committee

To receive and consider verbal update reports (if any) from the Members listed above, and to answer questions without notice on any of those reports from any Member of the Council in accordance with Rule 9.1 of the Procedural Rules.

9 Questions with Notice (if any)

The Chairman of the Council; Cabinet Leader or a Cabinet Member; or Chairman of any Committee to receive a question on any matter in relation to which the Council has powers or duties or which affects the District. Questions must be given in writing to the proper officer 3 clear days before the meeting, or if it relates to urgent business by 4pm on the day of the meeting, in accordance with Rule 9.2 of the Council Procedure Rules.

10 Petitions (if any)

To receive petitions and/or deputations (if any) from members of the public including provisions allowing members to ask questions of clarification at the discretion of the Chairman and restrictions on deputations covering the same subject or by the same speakers.

11 Joint Arrangements and Outside Organisations (if any)

To receive reports about and receive questions and answers relating to any joint arrangements or external organisations.

12 Motions (if any)

Motions on notice must be delivered to the proper officer at least 7 clear days before the meeting.

13 Exclusion of the Public (if required)

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.

*Private Appendix to Item 7.3: Parking Improvements at KGVH
(Pages 205 - 208)*

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

A handwritten signature in black ink, appearing to read 'Bob Smith', with a stylized flourish at the end.

Bob Smith
Chief Executive

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CHILTERN DISTRICT COUNCIL**MINUTES** of the Meeting of the **CHILTERN DISTRICT CDC COUNCIL**held on **28 FEBRUARY 2017**

PRESENT: Councillor M Harker - Chairman of the Council
 P N Shepherd - Vice-Chairman of the Council

Councillors:	A K Bacon	Councillors:	C J Jackson
	S P Berry		C M Jones
	D J Bray		P M Jones
	J A Burton		J E MacBean
	J Cook		P E C Martin
	I A Darby		C J Rouse
	M Flys		M W Shaw
	C J Ford		L M Smith
	A J Garth		M R Smith
	J L Gladwin		M J Stannard
	A S Hardie		H M Wallace
	M J Harrold		E A Walsh
	P J Hudson		F S Wilson

APOLOGIES FOR ABSENCE were received from Councillors E A Culverhouse, G K Harris, R J Jones, D J Lacey, S A Patel, D W Phillips, N M Rose, J J Rush, M W Titterington, D M Varley, N I Varley and C J Wertheim

174 PRESENTATION FROM CHILTERN MS CENTRE

The Chairman welcomed Robert Breakwell (Chief Executive - Chilterns MS Centre) and Catherine Golds (Public Relations Manager - Chilterns MS Centre) to the meeting.

Members received a presentation covering the following key points:

- Formation of the charity
- Mission statement
- Membership – 550 members
- Facilities and treatments available
- Challenges
- Support and fundraising required

Following the presentation Members were then invited to ask questions.

Councillor F Wilson praised the Chilterns MS Centre for the amazing support that they provided.

Councillor C Ford also paid tribute to the charity's work and went onto ask what was being done to encourage people with MS to visit the Centre who hadn't yet done so.

Catherine Golds advised that the Chilterns MS Centre was initially very small and had developed significantly since the charity was created. The Centre, located in Wendover, was now very well equipped and provided a much larger range of services, including more social activities. There were larger numbers of young people using the facilities and there was a greater awareness of the Centre due to fundraising activities. For example, Wycombe Wanderers Football Club provided support and also used the hypobaric chamber at the Centre. NHS nurses also visited to understand more about the help available.

After noting that the facilities at the Centre were not available, or funded, by the NHS it was asked whether people were required to pay for the services provided. Robert Breakwell advised that it was important that the facilities and services were available to everyone. The facilities and services available at the Centre were free, but everyone who attended for treatment were asked to donate if they were able to. The donations only covered approximately one fifth of the Centre's overall budget so volunteering and fundraising were also very important.

The Chairman then thanked Richard Breakwell and Catherine Golds for attending the meeting for the presentation and for the wonderful work that the MS Centre was doing.

Note 1: Councillors M Harrold and H Wallace entered the meeting at 6.35pm and 6.43pm respectively.

175 MINUTES

The Minutes of the Ordinary Council meeting held on 10 January 2017, and the Extra Ordinary Council meeting held on 16 January 2017 were agreed as a correct record, and were signed by the Chairman.

176 DECLARATIONS OF INTEREST

It was noted that all Members had been previously granted a dispensation under Section 33 of the Localism Act 2011 in relation to the setting of Council Tax.

There were no additional declarations of interest.

177 ANNOUNCEMENTS**(a) Chairman's Engagements**

A list of Engagements carried out by the Chairman and Vice-Chairman of the Council between 26 December 2016 and 17 February 2017 was noted.

(b) Chairman's Announcements

Members were reminded that the Chairman's Reception would be held on Friday 3 March.

(c) Announcements from the Leader of the Cabinet

The Leader reminded Members that a Joint Member Briefing on Values and Behaviours, which formed part of the Phase 3 (Stronger in Partnership) joint working programme, would be held on Thursday 2 March at Capswood.

(d) Announcements from the Head of Paid Service

The Chief Executive kindly requested that Members complete and return the Related Parties Transactions forms that had been circulated at the meeting.

(e) Petitions

No petitions were submitted.

178 PLANNING SHARED SERVICE REVIEW - CHILTERN & SOUTH BUCKS JOINT COMMITTEE - 23 JANUARY 2017

At a meeting of the Chiltern & South Bucks Joint Committee, held on 23 January 2017, Members considered the Business Case for a shared Planning service and endorsed all the recommendations in the report. The Council were now asked to formally adopt those same recommendations. The SBDC Council would consider a similar report at the meeting on 1 March 2017.

Councillor P Martin expressed thanks to all Members and officers involved in the working group meetings that had helped develop the proposed joint Planning service. The proposed joint service would help to deliver greater financial savings and an improved service to residents.

It was moved by Councillor Martin, seconded by Councillor I Darby and

RESOLVED:

1. **That the case for a shared Planning service is proven, and that both Councils should proceed to establish a shared Planning Service.**
2. **That subject to consultation with staff and a formal agreement between the Councils, the services of staff in Chiltern District Council's Planning service be put at the disposal of South Bucks District Council under Section 113 of the Local Government Act 1972 so they can work across the two local authority areas.**
3. **That the Chief Executive in consultation with the Cabinet Leader and the Head of Legal and Democratic Services be authorised to finalise the terms of any legal documentation required to give effect to recommendation 2 above.**

179 APPOINTMENT OF EXTERNAL AUDITORS - AUDIT AND STANDARDS COMMITTEE - 26 JANUARY 2017

Consideration was given to a report on the Appointment of External Auditors that had been considered and recommended by the Audit & Standards Committee meeting held on 26 January 2017.

It was moved by Councillor J Burton, seconded by Councillor C Jackson and

RESOLVED:

That the Council opts in to the appointing person arrangements made by Public Sector Audit Appointments (PSAA) for the appointment of external auditors.

180 CODE OF CORPORATE GOVERNANCE - AUDIT & STANDARDS COMMITTEE - 26 JANUARY 2017

Consideration was given to a report on the Code of Corporate Governance that had been considered and recommended by the Audit & Standards Committee meeting held on 26 January 2017.

It was moved by Councillor J Burton, seconded by Councillor C Jackson and

RESOLVED:

That the Council agrees and adopts the new Joint Code of Corporate Governance.

181 BUDGET & COUNCIL TAX REPORT 2017/18

Councillor I Darby, Leader of the Council, presented the budget to the Council. The budget was forward thinking and aimed to serve the interests of residents by providing excellent value for money services to all. Councillor Darby reflected on the previous year and outlined a number of key achievements.

The Council continued to champion local communities against HS2 and mitigate its impact. In this regard thanks were expressed to Councillors: Rose, Gladwin, Martin, P Jones, Berry and L Smith and officers for their support.

The Council continued to work jointly with South Buck District Council to produce a joint Local Plan which aimed to secure the best way to enable residents to control the type and pace of change in both districts, and to resist pressure for inappropriate and unsustainable development.

Joint working between Chiltern and South Bucks District Councils continued to be developed further. All services would be delivered by joint teams before the end of 2017, producing around £1.85M in annual savings to the Councils. All staff were now on the same terms and conditions, and both Councils' IT networks and systems were unified.

The next phase on joint working had started. This was about developing a single culture of values and behaviours for all staff to deliver services that are digitally agile, customer focused with a culture of continuous improvement. This would provide a solid basis to continue to reduce costs further and improve services to residents.

Planning had commenced on two key capital investment projects: Amersham Multi-Storey Car Park extension and the redevelopment of the Chiltern Pools.

Resources had been set aside to support affordable housing provision and the Council had established a Members' Working Group working group to focus on this key challenge.

The Council had achieved this only through strong team work, and as the debate on local government structure in Buckinghamshire continued, the Council continued to work with District colleagues and engage with partners on the districts' proposal pending the Secretary of State's "minded to" decision later in March. All Members and officers were thanked for their efforts over the last year.

The Leader of the Council then spoke on the budget for 2017/18. The Council would no longer receive a Revenue Support Grant (RSG), and by 2019/20 would be subject to a "negative RSG". The Council had therefore put in place measures to meet this challenge. Councillor Darby paid tribute to the Deputy

Leader, Councillor M Stannard, for his careful scrutiny of the budget which had maintained the Council's sound finances. Careful control of expenditure and increases to income had resulted in over £1M of additional funding to go to the Capital Programme in 2017/18. It was considered prudent to increase Council Tax by £5 (3% increase) which equated to 10p per week for a Band D property.

The Deputy Leader spoke on the Budget for 2017/18, and in doing so reflected on the changes made since the 2014/15 revenue budget. Since that time, due to Members' and officers' hard work, expenditure had reduced from £11M to £9.2M, and a £2.1M deficit had been turned into a surplus. This had been achieved with no reduction in service quality. In addition to this, money had also been allocated to implement capital projects that would help generate additional future income. The Council would continue to manage its finances carefully in forthcoming years to defer the forecast deficit in 2019/20.

The Deputy Leader requested that his thanks be placed on record to all officers for enabling the Council to be forward focused and deliver the best for the residents of Chiltern. Particular thanks were expressed to Rodney Fincham, Head of Finance, and his team.

Councillor P Jones highlighted that the budget would in future depend upon funding from the New Homes Bonus, and that the implication of this would be greater numbers of homes being built. Residents could be faced with the threat of development in the Green Belt. Councillor Jones sought assurance that Members were robustly challenging the Government on their pressure to develop in the Green Belt. The Councils were also congratulated on the level of responses received to the Green Belt preferred options public consultation.

Councillor Jones welcomed the development of an Economic Development Strategy and highlighted the importance of attracting investment into the area. It was suggested that there were opportunities arising from the close proximity of Heathrow airport.

Reference was made to the financial outturn and the Council's activity in relation to challenging HS2 and mitigating its effects to local communities. It was suggested that in light of the Government's commitment to delivering HS2 that the Council should now also explore opportunities to use HS2 to benefit the local economy.

Councillor Jones then paid tribute to the Leader and her colleagues on the significant work carried out on behalf of the Council.

The Leader thanked Councillor Jones for his comments and stressed the importance of continuing to develop Councils' Joint Local Plan for adoption to help protect against the risk of inappropriate development.

Councillor S Berry expressed thanks to the Leader and acknowledged the significant work the Council had done to mitigate the negative effects of HS2. The Government's reduction, and eventual cessation, of the Council's Revenue Support Grant was highlighted, and it was asked what the Council was doing in relation to this. This was the third year that the Council proposed to increase Council Tax, by the maximum amount before a referendum was required, and it was asked what circumstances would be required to avoid any increase in Council Tax.

In response to the question regarding Council Tax increases, the Deputy Leader advised that Council Tax had been increased because the Council faced enormous financial challenges in the medium term. Council Tax increases could be avoided if the Government increased financial support for local government services. The Council's decision to increase Council Tax in recent years had enabled the Council to defer the point at which additional significant financial savings were required.

The Deputy Leader, in responding to the question regarding discussions with the Government on local government funding, reassured the Council that Members continued to pressure the Department for Community and Local Government regarding this issue. Members had however taken a realist view in developing the Medium Term Financial Strategy in light of the uncertainty regarding central government funding. Members were hopeful that the Council's tax burden would be reduced in future.

Councillor C Ford referred to the budget scrutiny carried out by the Resources Overview Committee and Support Services Policy Advisory Group, and expressed particular thanks to the Leader and Deputy Leader for their assistance in that process. Their intelligent, realistic and prudent approach was praised.

It was moved by Councillor Darby and seconded by Councillor Stannard and

RESOLVED:

- 1) That the Revenue Budget for 2017/18 be approved as summarised in the table in paragraph 5.15 of the report.**
- 2) That no support is provided to CDC 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 £268k

- 4) That the following additions to earmarked reserves for 2017/18 be agreed:
 - Capital – Funding replacement refuse vehicles, £394k
 - Capital – Funding of capital programme, £1,028k
 - HS2, £150k
 - Elections, £20k
 - Planning Digitalisation, £105k.

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

- 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.

- 8) That the comments on the Council's financial position in respect of the years following 2017/18 contained in the report be noted.

Note 2: Councillor A Garth left the meeting at 7.20pm

182 ADDITIONAL SUPPLEMENTARY REPORT: COUNCIL TAX 2017/18

The Council considered an additional supplementary report that took the Cabinet's recommended 2017/18 budget (Minute 181 refers), together with information from each of the precepting bodies, to produce recommendations for setting the Council Tax for the area.

The Local Authorities Regulations 2014 required a recorded vote to take place when the Council set Council Tax.

It was moved by Councillor Darby, and seconded by Councillor Stannard.

On being put to the recorded vote the recommendations were agreed, with the votes being cast as follows:

For (26): Councillors A Bacon, D Bray, J Burton, J Cook, I Darby, M Flys, C Ford, J Gladwin, A Hardie, M Harker, M Harrold, P Hudson, C Jackson, C Jones, P Jones, J MacBean, P Martin, C Rouse, M Shaw, N Shepherd, L Smith, M Smith, M Stannard, H Wallace, E Walsh and F Wilson.

Against (0)

Abstained (1): Councillor S Berry

RESOLVED:

- 1) That it be noted that the following amounts for 2017/18 have been determined under delegated authority and in accordance with regulations made under the local Government Finance Act 1992:
 - a) 43,918.01 being the amount calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992, as its Council Tax Base for the year.
 - b) The amounts calculated by the Council, in accordance with regulation 6 of the Regulations, as the amount of its Council Tax Base for the year for dwellings in those parts of its area to which one or more special items (i.e. Parish precepts) relate, are shown below:

Council Tax Base 2017/18	
Amersham	6,694.74
Ashley Green	465.46
Chalfont St Giles	3,121.55
Chalfont St Peter	6,483.58
Chartridge	826.58
Chenies	143.05
Chesham	7,996.28
Chesham Bois	1,633.29
Cholesbury	504.91
Coleshill	329.07
Great Missenden	4,889.31
Latimer & Ley Hill	508.06
Little Chalfont	3,196.74
Little Missenden	3,146.54
Penn	2,359.62
Seer Green	1,209.57
The Lee	409.66
	43,918.01

- 2) That the Council calculates the following amounts for 2017/18 in accordance with Sections 31A, 31B and 34 to 36 of the Local Government Finance Act 1992 (as amended by the Localism Act 2011):
- a) £45,391,835 being the aggregate expenditure which the Council estimates for the items set out in Section 31A(2) (a) to (f) of the Act (including the General Fund and Parish Precepts).
 - b) £34,865,710 being the aggregate income which the Council estimates for the items set out in Section 31A(3) (a) to (d) of the Act.
 - c) £10,526,125 as its council tax requirement for the year including Parish Precepts being the amount by which the aggregate expenditure at 2(a) above exceeds the aggregate income at 2(b) above, calculated by the Council, in accordance with Section 31A(4) of the Act.
 - d) £239.68 as the basic amount of its Council Tax for the year, being the council tax requirement at 2(c), divided by the Council Tax Base for the year (43,918.01) at 1(a) above, calculated by the Council, in accordance with Section 31B(1) of the Act.
 - e) £2,813,244 being the aggregate amount of all special items referred to in Section 34(1) of the Act (i.e. Parish Precepts, there being no other special items).
 - f) £175.62 as the basic amount of its Council Tax for dwellings in its area, excluding Parish Precepts, being the amount at 2(d) above less the result given by dividing the amount at 2(e) above by the amount at 1(a) above, calculated by the Council, in accordance with Section 34(2) of the Act.
 - g) The amounts given by adding to the amount at 2(f) above the amounts of the Parish Precepts for the relevant Parish divided in each case by the Council Tax Base for the Parish at 1(b) above, calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its Council Tax for the year for dwellings in each Parish is:

2017/18 BASIC COUNCIL TAX £		
	Parish Amount	CDC + Parish Amount
Amersham	87.87	263.49
Ashley Green	35.45	211.07
Chalfont St Giles	65.34	240.96
Chalfont St Peter	55.92	231.54
Chartridge	13.31	188.93
Chenies	46.35	221.97
Chesham	110.93	286.55
Chesham Bois	39.24	214.86
Cholesbury	19.41	195.03
Coleshill	30.39	206.01
Great Missenden	39.45	215.07
Latimer & Ley Hill	34.44	210.06
Little Chalfont	72.22	247.84
Little Missenden	29.85	205.47
Penn	25.43	201.05
Seer Green	37.20	212.82
The Lee	32.22	207.84

h) The amounts given by multiplying the basic amounts for each Parish 2(g) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

3) That it be noted that for the year 2017/18 the main precepting authorities have stated the following amounts in precepts issued to the Council, in accordance with s40 of the Local Government Finance Act 1992.

Band	Bucks County Council Precept £	Bucks & Milton Keynes Fire Authority Precept £	Police & Crime Commissioner for Thames Valley £	Total Preceptors £
A	812.05	40.59	113.52	966.16
B	947.40	47.35	132.44	1,127.19
C	1,082.74	54.12	151.36	1,288.22
D	1,218.08	60.88	170.28	1,449.24
E	1,488.76	74.41	208.12	1,771.29
F	1,759.45	87.94	245.96	2,093.35
G	2,030.13	101.47	283.80	2,415.40
H	2,436.16	121.76	340.56	2,898.48

- 4) That, having calculated the aggregate in each case of the amounts of the District's and preceptors requirements, in accordance with s30(2) of the Local Government Finance Act 1992, hereby sets amounts of the council tax for the year 2017/18 for each category of dwelling as follows.

Band	District & Parishes Council Tax £	Total Preceptors £	Total 2017/18 Council Tax £
A	159.79	966.16	1,125.95
B	186.42	1,127.19	1,313.61
C	213.05	1,288.22	1,501.27
D	239.68	1,449.24	1,688.92
E	292.94	1,771.29	2,064.23
F	346.20	2,093.35	2,439.55
G	399.47	2,415.40	2,814.87
H	479.36	2,898.48	3,377.84

The council tax for each category of dwelling by parish is as follows.

	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Amersham	1,141.82	1,332.13	1,522.43	1,712.73	2,093.33	2,473.95	2,854.55	3,425.46
Ashley Green	1,106.87	1,291.36	1,475.84	1,660.31	2,029.26	2,398.23	2,767.18	3,320.62
Chalfont St Giles	1,126.80	1,314.60	1,502.41	1,690.20	2,065.80	2,441.40	2,817.00	3,380.40
Chalfont St Peter	1,120.52	1,307.28	1,494.03	1,680.78	2,054.28	2,427.80	2,801.30	3,361.56
Chartridge	1,092.11	1,274.14	1,456.16	1,638.17	2,002.20	2,366.25	2,730.28	3,276.34
Chenies	1,114.14	1,299.83	1,485.53	1,671.21	2,042.59	2,413.97	2,785.35	3,342.42
Chesham	1,157.19	1,350.06	1,542.93	1,735.79	2,121.52	2,507.26	2,892.98	3,471.58
Chesham Bois	1,109.40	1,294.30	1,479.21	1,664.10	2,033.90	2,403.70	2,773.50	3,328.20
Cholesbury	1,096.18	1,278.88	1,461.58	1,644.27	2,009.66	2,375.06	2,740.45	3,288.54
Coleshill	1,103.50	1,287.42	1,471.34	1,655.25	2,023.08	2,390.92	2,758.75	3,310.50
Great Missenden	1,109.54	1,294.47	1,479.39	1,664.31	2,034.15	2,404.01	2,773.85	3,328.62
Latimer & Ley Hill	1,106.20	1,290.57	1,474.94	1,659.30	2,028.03	2,396.77	2,765.50	3,318.60
Little Chalfont	1,131.39	1,319.95	1,508.52	1,697.08	2,074.21	2,451.34	2,828.47	3,394.16
Little Missenden	1,103.14	1,287.00	1,470.86	1,654.71	2,022.42	2,390.14	2,757.85	3,309.42
Penn	1,100.19	1,283.56	1,466.93	1,650.29	2,017.02	2,383.76	2,750.48	3,300.58
Seer Green	1,108.04	1,292.72	1,477.39	1,662.06	2,031.40	2,400.76	2,770.10	3,324.12
The Lee	1,104.72	1,288.84	1,472.97	1,657.08	2,025.32	2,393.56	2,761.80	3,314.16

5) Determine that the Council's basic amount of Council Tax for 2017/18 is not excessive, in accordance with principles approved under Section 52ZB of the Local Government Finance Act 1992, [and thus there is no need to hold a Council Tax referendum].

183 CAPITAL PROGRAMME AND REPAIRS & RENEWALS PROGRAMME 2017/2018

The Deputy Leader introduced a report on the Capital Programme and Repairs & Renewals Programme 2017/18 to 2020/21 which aimed to maintain and improve the Councils existing assets and provide additional infrastructure that would produce additional income in future. It was noted that to achieve this the Council would move from being debt free to undertaking prudential borrowing.

It was moved by Councillor Stannard and seconded by Councillor Darby and

RESOLVED:

That the Council agrees:

- **The Capital Programme for 2017/18 – 2020/21 as set out in Appendix A.**
- **The Repairs & Renewals Programme for 2017/18 – 2020/21 as set out in Appendix B.**
- **The Capital Strategy as set out in Appendix C.**
- **And, notes the implication for the Financial Strategy of the proposed programme.**

184 ANNUAL TREASURY MANAGEMENT STRATEGY 2017/18

The Deputy Leader introduced the Treasury Management Strategy and related policies for 2017/2018. It was noted that the Council sought to maximise income from investments despite the historically low interest rates. The significance of Appendix 1C was highlighted in light of the Council's projected borrowing, and the Asset Life Method (option 3) was recommended as the proposed minimum revenue provision.

It was moved by Councillor Stannard and seconded by Councillor Darby and

RESOLVED:

That Council approves the Treasury Management Strategy (Appendix 1), including approving its appendices below:

- **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.**

185 VERBAL REPORTS FROM THE LEADER, CABINET MEMBERS OR CHAIRMAN OF A COMMITTEE

a) Councillor I Darby – HS2

Members noted that HS2 had now received Royal Assent. Councillor Darby was grateful that the Rt Hon Cheryl Gillan MP spoke at the debate in Parliament. It was felt that Councils should be compensated for the expenditure that they incurred in relation to HS2 related work. The project was now moving to new phase and that it would be a difficult time for those effected. The Council would continue to work closely with communities to support them and explore opportunities arising from HS2.

Councillor P Jones advised that some residents felt let down by the Parliamentary process and those representing them since the project was still going ahead.

b) Councillor F Wilson – Business Rate Revaluation

The Council received an update on the changes to non-domestic rates (business rates) arising from the impending revaluation. In Chiltern 2600 businesses were subject to business rates, and the Council was currently assessing how the changes would impact local businesses.

The rateable value would be doubled from 6,000 to 12,000 which meant that just over half of businesses (1,342) in the district would qualify for Small Business Rate Relief in 2017/18, representing an increase of 48%.

Some of the larger increases in rateable value were mainly to larger properties. Overall the changes represented an approximate 7% increase. Further information would be available once the billing cycle had been completed.

There was still some uncertainty regarding any additional changes that may be announced by the Government. For example there may be further mitigation for smaller businesses announced by the Government in the Budget which may delay billing by a week or more.

There were recent media reports that some local authorities had chosen to take large numbers of businesses to court for non-payment. It was confirmed that Chiltern had issued a summons to less than 7% of businesses as a last resort, and only 4.5% actually went to court and had liability orders granted.

There would be a briefing for all Members once further information was available following the Budget. It was noted that businesses would need to apply for relief and that despite the Council's best efforts to communicate the changes some businesses may not have realised that they could be eligible for up to 100% relief.

Councillor P Jones requested that the Council contacts local businesses to ensure they were aware of the rate relief available as media coverage suggested that small businesses were negatively affected by the changes. This item was also suggested as a topic for any annual meeting with local businesses.

In response it was advised that the Council wrote to businesses in November with information about the changes. There was also a link to a website that provides further information, including valuations. Many small businesses were eligible for rate relief and the Council would send them an application

form to help them apply. Resources were already in place to help deal with a potential larger volume of queries from businesses.

In response to a question from Councillor Berry, regarding figures on those businesses facing a significant increase, Councillor Wilson advised that further information would be provided after the billing cycle. Some businesses would pay more, including the Council, but detailed figures were not available at this stage.

c) Councillor P Martin – Government White Paper: “Fixing our broken housing market”

Councillor Martin advised Council on the publication of a Government White Paper on proposed changes to improve access to housing. The date of the consultation on the proposed changes had not been confirmed. The Buckinghamshire Planning Group and District Councils had already written to the Housing Minister regarding the Government’s proposals. In the meantime, the Council continued to progress the development of the joint Local Plan, and would seek further assurances from Government that there would be no further changes that would affect the development of this.

Note 3: Councillor P Jones left the meeting at 7.45pm.

186 QUESTIONS WITH NOTICE

There were no questions.

187 PETITIONS (IF ANY)

None received.

188 JOINT ARRANGEMENTS AND OUTSIDE ORGANISATIONS (IF ANY)

As reported at the Community, Health and Housing Policy Advisory Group meeting held on 30 January 2017, the Council was asked to agree that Councillor J Cook replaces Councillor J Wertheim as the Reserve Member on the Buckinghamshire Health and Adult Social Care Select Committee.

It was moved by Councillor I Darby and seconded by Councillor N Shepherd and

RESOLVED:

That Councillor J Cook replaces Councillor J Wertheim as the Reserve Member on the Buckinghamshire Health and Adult Social Care Select Committee.

189 MOTIONS (IF ANY)

No Motions had been received.

190 MEMBERS' ALLOWANCES SCHEME 2017/18

The Deputy Leader introduced the report and sought the Council's agreement to agree Option 1, that in accordance with the Members' Allowances Scheme, agreed by Council on 26 February 2014, that the Scheme for 2016/17 automatically adjusts by 1% to create the Scheme for 2017/18.

Members noted that when the Scheme was last reviewed it was agreed that the Scheme automatically adjusts according to the Consumer Prices Index and be capped at the average increase in staff pay for the previous year. Each year since then the Council had agreed to freeze the automatic increase in allowances because it was considered inappropriate to increase allowances in light of the financial constraints facing the Council and as no increase had been made to staff pay. Officers had received an average pay increase of 1% in 2016 so Council were asked to agree the automatic adjustment of 1%.

It was noted that the Independent Review of Members Allowances Panel was due to meet in autumn 2017 to review the Scheme. It was suggested that it would be sensible to agree a Scheme that could be fixed for a further 4 year term to avoid the Scheme having to be reviewed each year.

It was moved by Councillor M Stannard, and seconded by Councillor I Darby, and

RESOLVED:

That the Council confirms (option 1) that the Members' Allowances Scheme for 2017/18 be based on the automatically uplifting by 1% of the 2016/17 Scheme.

191 CALENDAR OF MEETINGS 2017/18

It was moved by Councillor E Walsh, and seconded by Councillor J Burton, and

RESOLVED:

That the Calendar of Meetings for 2017/18 be agreed.

192 VOTE OF THANKS

The Chairman advised that this would be her last meeting before the meeting of Annual Council on 16 May 2017 when a new Chairman of the Council would be elected. Councillor M Harker expressed thanks to Members and officers for all their hard work during her term of office.

The meeting ended at 7.50 pm

CHAIRMAN'S DIARY: 17 FEBRUARY 2017 to 14 MAY 2017

- 20 February - Meeting with Samaritans, Amersham
- 20 February - Launch of Neighbourhood Street, Hughenden
- 23 February - Walking Football Festival, Chesham Leisure Centre
- 24 February - SBDC Chairmans Annual Reception, Stoke Park
- 24 February - Dinner with Ft. Lt. Phillip Lester, RAF Barracks
- 25 February - Pinewood Derby, 2nd Amersham on the Hill Scouts, Flackwell Heath
- 25 February - Girl Guides County Dinner, Chartridge Golf Club
- 27 February - Universal Peace Foundation, Amersham
- 28 February - Mums4Mums, CDC Amersham
- 2 March - Chiltern & South Bucks Inter Schools Indoor Rowing Competition, Iver
- 2 March - Auberge au Chocolate and Arctic One
- 2 March - Odette, Old Amersham – 1st birthday
- 3 March - Chairman's Civic Service
- 10 March - Art Exhibition, Chilterns MS Centre, Wendover
- 11 March - Big Fairtrade Breakfast, Town Hall, Chesham
- 11 March - Buddy Holly Story, Aylesbury
- 12 March - T20 Indoor Leagues Tournament Knockout Presentation, Berkhamsted
- 16 March - CDC Youth Awards Ceremony, Kings Church Amersham
- 17 March - Buckinghamshire and Milton Keynes Armed Service Day Ticket Launch, Aylesbury
- 17 March - Milton Keynes Mayor & Mayoress Civic Reception, Milton Keynes
- 18 March - Art Fair, Chiltern Hill Academy, Chesham
- 18 March - MS Group AGM Chesham Town Hall
- 19 March - Young Enterprise Area Finals, Beaconsfield School
- 19 March - Bucks County Council Chairman's Civic Service, High Wycombe
- 21 March - U3A Family History Group Amersham

23 March	-	Gerrards Cross Tesco Charity Sponsored Walk
29 March	-	Police Awards
30 March	-	PJEA, Amersham & Wycombe College
3 April	-	Royal Navy Sea Cadets Presentation, Aylesbury
4 April	-	WDC Chairman's Annual Service, Wycombe Abbey School
6 April	-	AVDC Chairman's Annual Reception, Aylesbury Vale University Campus
7 April	-	Hard of Hearing Association, The Crown, Amersham
10 April	-	Milton Keynes Dons Womens Football Match, Milton Keynes
15 April	-	Buckinghamshire Scouts Annual Scouting Dinner, Double Tree by Hilton, Milton Keynes
22 April	-	Royal Air Forces Annual Dinner, Chartridge Golf Club
23 April	-	Vaishakhi Celebrations, Slough
23 April	-	St Georges Day Parade with Scouts, Chesham
26 April	-	Dragon Entrepreneur Pitches, Amersham & Wycombe College
29 April	-	Hosting of Charity Art Exhibition, Auction Rooms, Amersham
3 May	-	Bucks Mind, Chesham
5 May	-	Mayor of Beaconsfield Reception, Town Hall, Beaconsfield
6 May	-	Mark King Photographic Exhibition, Aylesbury Museum
9 May	-	DrugFAMs Service of Celebration and Hope, Westminster Abbey
10 May	-	Asian Women of Achievement Awards, London Hilton
13 May	-	Opening of Blue Orchid, Bedford
14 May	-	Prestwood 10k Run, Sprinters, Prestwood
14 May	-	Girlguiding Buckinghamshire Annual Banner Service, St Georges Church, RAF Halton

SUBJECT:	Review of the Council's Constitution
REPORT OF:	Monitoring Officer
RESPONSIBLE OFFICER	Jim Burness, Director of Resources
REPORT AUTHOR	Joanna Swift, Head of Legal and Democratic Services and Monitoring Officer
WARD/S AFFECTED	N/A

1. Purpose of Report

To present an updated Constitution to Full Council for approval following detailed consideration by the Governance and Electoral Arrangements Committee.

RECOMMENDATION

That Council agrees the proposed revisions to the Constitution as approved and recommended by Governance and Electoral Arrangements Committee.

2. Reasons for Recommendation

To ensure the Council's Constitution is fit for purpose and more user-friendly for members, staff and the public, to introduce harmonised procedures with South Bucks District Council where this facilitates more effective running of shared services and to ensure the Council meets its statutory duty of publishing an up to date Constitution document.

3. Content of Report

- 3.1 The Governance and Electoral Arrangements Committee agreed a work programme for reviewing and updating the Constitution at their meeting in October 2016. The Committee met in November, January, March and April to review each part of the Constitution in detail and the main revisions proposed and agreed by the Committee are explained below. A link to the revised document will be circulated separately.

Part 1 Introduction and Part 2 Articles of the Constitution

- 3.2 The purpose of the Introduction and Articles is to summarise the Council's governance and decision-making processes and act as a sign post to the more detailed terms of reference, delegations, rules of procedures, codes and protocols adopted by the Council and contained in the following Parts 3 to 9 of the Constitution. The revisions deal with legislative changes, particularly amendments made by the Localism Act 2011 and update references to committees to reflect changes to political management arrangements agreed by Full Council in 2014. The list of plans and strategies forming the Policy Framework has also been updated to reflect current terminology and includes the recent joint policies and strategies adopted by the Council and SBDC.

Part 3 Roles and Responsibilities and Terms of Reference for Council Committees

- 3.3 Part 3 of the Constitution sets out role descriptions for council members and the different responsibilities of the cabinet and full council, details of joint arrangements and the terms of reference for the various committees and cabinet. These reflect the provisions of the Local Government Act 2000 (as amended) and the Functions and Responsibilities Regulations 2000 which specify which functions are carried out by the Cabinet and which are reserved to Full Council. The terms of reference for council committees have been updated to reflect changes to political management arrangements agreed by Full Council in 2014 but otherwise no substantive changes have been proposed.

Council Procedure Rules

- 3.4 Changes to the format of Full Council meetings were agreed in 2014 and these are now reflected in the updated Constitution. These Rules set out how council meetings will be conducted in terms of the order of business, how debates will be conducted including notices of motions and questions and certain special rules for Planning and Overview Committees. The revisions remove unnecessary cross references, update provisions which have been amended by legislation such as the Localism Act 2011 and the Standing Order Regulations 2015, insert provisions allowing substitutes (temporary changes of membership) and recording the requirement for committees and sub-committee to formally appoint their Chairman and Vice-Chairman at the beginning of the Council term. The rules on speaking at Planning Committee were considered to justify a separate protocol in Part 5 of the Constitution rather than a paragraph in these Rules. Changes to the Rules propose relaxing the current requirements for Town and Parish Councils to notify Planning about authorised representatives and for ward councillors to give advance notice to speak at the Committee.

Cabinet Procedure Rules

- 3.5 These Rules set out the statutory rules governing the role and composition of the cabinet, how portfolios are allocated and the conduct of cabinet meetings. The Rules now reflect statutory amendments which introduced the so-called "strong leaders" in 2010 but otherwise no other substantive revisions have been proposed.

Overview and Scrutiny Procedure Rules

- 3.6 These Rules deal with arrangements for meetings of Overview Committees, their work programmes and setting the agenda, rights to information, attendance by cabinet members and officers and the procedure for calling-in executive decisions. The Rules now incorporate changes agreed by the Council in 2014 but no other substantive revisions have been proposed.

Access to Information Procedure Rules

- 3.7 These Rules set out the various statutory provisions governing access to Council information under the Local Government Act 1972 (as amended) and the equivalent Regulations relating to Cabinet information and deal with access to meetings, agendas and background information. The original rules dated from 2010 and required substantive amendment to comply with the Openness of Local Government Bodies Regulations 2014 (Council functions) and the Executive Arrangements (Meetings and Access to Information) Regulations 2012

(cabinet functions). Amongst other things these Regulations replaced the requirement to publish a Forward Plan of Cabinet decisions with a 28 Notice of decisions and included requirements for Cabinet decision notices to contain details about the different options considered and rejected by Cabinet, as well as the reasons for reaching a decision. The Rules were also revised to increase the financial threshold for a Key Decision from £30k to £50k in line with the threshold at SBDC.

Budget and Policy Framework Procedure Rules

- 3.8 These Rules deal with the process for developing the budget and policy framework within which the Cabinet works. The rules are intended to give non-cabinet members the opportunity to support, review and scrutinise the Council's policy framework which is set out in Article 4 and therefore link into the Overview and Scrutiny Rules. The changes clarify when a lighter touch can be applied to minor amendments and annual updates, as well updating the list of policies comprising the framework to mirror Article 4 referred to at 3.1 above.

Employment Procedure Rules

- 3.9 These Rules deal with arrangements for the appointment and dismissal of staff which are prescribed by the Local Authorities (Standing Orders) (England) Regulations 2001 as amended. The appointment and dismissal of staff is a function reserved to the Council and these rules have been revised following amendment Regulations issued in 2015 and to reflect the new shared service and staffing arrangements with South Bucks District Council, in particular the delegation of senior appointments to a Joint Committee.

Code of Conduct on Gifts and Hospitality

- 3.10 This Code covers the principles for deciding if and when members should accept gifts and hospitality in their official capacity, together with declaration and consent procedures. It has been re-named as a Protocol to avoid confusion with the Code of Conduct for Members. The revisions reflect the provisions of the Bribery Act 2010 and changes to the standards framework introduced by the Localism Act 2011

Protocol on member/officer relations

- 3.11 This Protocol sets out a framework for member and officer relations and seeks to encourage good practice throughout the Council. The revisions include a new introduction covering the importance of mutual trust and confidence between members and officers to ensure effective working within the Council and the standards of conduct expected in accordance with the respective codes for members and officers.

Code of Practice on Planning Matters

- 3.12 This Code covers arrangements for dealing with planning applications and decision-making procedures at both officer and Planning Committee level and seeks to ensure that the Council's process is fair and transparent. The Code was last updated in 2007 and the revisions reflect changes to the rules on declarations of interest introduced by the Localism Act 2011 and the Disclosable Pecuniary Interest Regulations 2012, as well as the new National Planning Policy Framework and Guidance, Planning Advisory Service guidance and changes to post titles in the planning service. No other substantive revisions have been proposed.

Delegations to Cabinet Portfolio Holders

- 3.13 These delegations record the specific delegations given to portfolio holders and approved by Cabinet. They were updated to reflect the current portfolios.

Terms of Reference of Licensing and Regulation Committee and its Sub-Committees

- 3.14 These terms of reference propose revisions to call remove the reference to Regulation from the committee title, require mandatory training for members of the committee and establish a single sub-committee to deal with hearings under the Licensing Act, Gambling Act and hackney carriage/private hire vehicle legislation.

PART 7 - Scheme of Delegations to Officers

- 3.15 This Part contains a general introduction to Scheme of delegations to officers together with details of the delegations to individual named officers. The methodology explains individual delegations are identified as being from either the Council (for functions such planning and licensing or the Cabinet (for all executive functions defined under the Local Government Act 2000). The Cabinet delegations will need to be approved separately by Cabinet at their meeting on 27 June.

Methodology, General Limitations and General Powers

- 3.16 This section has been updated to reflect the new joint senior management structure. The General Limitations which apply to all delegations make it clear that officers must exercise their powers strictly in accordance with approved council policies, procedures and budgetary provisions. For example if a delegated decision would be contrary to adopted policies and procedure rules (including for example Contract and Financial Procedure Rules) or outside approved budgets, officers must refer the decision to the Cabinet or the relevant Committee as appropriate. Revisions include powers required by Directors and Heads of Services for the day to day running of their service areas and seek to avoid the duplication of certain delegations under each of the named officers, such as powers for Directors and Heads of Services to authorise their staff to exercise statutory powers of inspection and entry, issue statutory notices and requisitions, take associated enforcement action. However, the exercise of these powers must be in accordance with the Council's adopted policies and procedures and also any specific conditions listed in the individual delegations which include consultation with the appropriate cabinet portfolio-holder, local members or Committee chairman.
- 3.17 Officers are also expected to consider in what circumstances it might be appropriate to consult members such as the relevant Cabinet portfolio holder, Committee Chairman or local members before taking a delegated decisions. If such a member objects to the proposed decision the General Limitations made it clear that the matter must be reported to the Cabinet or relevant decision-making body for consideration unless there is a specific provision for dealing with objections within a particular delegation. The Cabinet or relevant Cabinet member may reserve a decision about a particular matter to them or require that an officer refrains from exercising delegated authority. Furthermore officers must not exercise their delegation on any decision in which they have a personal interest

Detailed Delegations to Named Officers

- 3.18 The revisions reflect changes to services areas and job titles as a result of the shared senior management arrangements with SBDC. To avoid the Scheme becoming out of date when legislation changes the proposed revisions delegate some powers to officers within overall functional descriptions where this is legally permissible e.g. food hygiene, public health and environmental protection. Powers have also been grouped under services areas to make them easier to find. Powers to deal with new legislative functions such as Neighbourhood Planning and Assets of Community Value have been added as set out in the relevant Cabinet resolutions. The Chairman of Governance and Electoral Arrangements Committee and the Leader have been consulted on final amendments to the proposed Scheme which is recommended to Full Council.

Delegations to External Bodies/Persons and the Proper Officer

- 3.19 These delegations deal with functions where statutes required a proper officer to be designated to act on behalf of the Council. These have been updated to reflect the current legislative position.

PART 9 Local Protocols

- 3.20 The nine local procedural documents in this part of the Constitution have been updated to reflect changes to the standards framework and declaration of interests/dispensations introduced by the Localism Act 2011, as well as reflecting the revised and harmonised versions of the Whistle-Blowing Policy (now called the Protected Disclosure and Whistle Blowing Policy); the Anti- Fraud and Corruption Policy Statement (now called the Joint Anti-Fraud, Bribery and Corruption Policy). The Petitions Scheme was revised to delete provisions dealing with e-Petitions, as this statutory requirement has been repealed' names have been removed and replaced by job titles. The scheme has also ben amended to clarify that where petitions overlap with existing statutory procedures, such as public consultations, this will be outside the scope of the scheme.

Glossary of Terms

- 3.21 A glossary of terms used in the Constitution has been prepared to assist members of the public in their understanding of the document and this is inserted as a new Part 10.

4. Corporate Implications

Financial – There are no financial implications arising directly from this report

Legal – As set out in the report

Risks issues – The lack of an up- to- date and effective Constitution could increase the risk of governance failures

Equalities - None specific

5. Links to Council Policy Objectives

There are no direct links to the policy objectives. But the Council has a statutory duty to maintain an up- to- date Constitution and publish this on the website.

6. Next Steps

The revised Constitution will reported to Cabinet on 27 June for approval and then published on the Council's website.

Background Papers:	None except those referred to in the report
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SUBJECT:	Review of Joint Appointments and Implementation Committee and Personnel Committee
REPORT OF:	Head of Legal and Democratic Services
RESPONSIBLE OFFICER	Jim Burness, Director of Resources
REPORT AUTHOR	Joanna Swift, Head of Legal and Democratic Services and Monitoring Officer
WARD/S AFFECTED	None

1. Purpose of Report

To consider a proposal to replace the existing Joint Appointments and Implementation Committee (JAIC) and Personnel Committees at both Chiltern and South Bucks Councils with a single Joint Staffing Committee subject to agreement of both Councils.

RECOMMENDATIONS

Subject to the agreement of South Bucks District Council

1. That pursuant to section 102 of the Local Government Act 1972 the Council agrees to establish a Joint Staffing Committee with South Chiltern District Council with authority to exercise the Council's employment functions as set out in the terms of reference at Appendix A to this report
2. That the rules of procedure for the Joint Staffing Committee be agreed as set out in Appendix A
3. That the Joint Staffing Committee replaces the Personnel Committee and supersedes JAIC and the Inter Authority Agreement between the Councils be amended accordingly
4. That if a Joint Staffing Committee is established to also appoint a sub-committee comprising the members of each respective Council on the Joint Staff Committee to discharge employment functions specific to each Council and which are not delegated to officers
5. The Council's constitution be amended to reflect these changes and the Head of Legal and Democratic Services be authorised to make the necessary amendments to the IAA to reflect the above decisions in consultation with the Chief Executive and Leaders

2. Reasons for Recommendation

To streamline decision making at both Councils in relation to the joint workforce, to ensure they remain efficient and effective for both members and officers and reflect the shared working arrangements in place.

3. Content of Report

- 3.1 The JAIC was set up under the Inter-Authority Agreement in January 2012. Its terms of reference are to deal with the human resources implications of the joint arrangements between the two Councils with the primary function being to deal with arrangements for the appointment of the Joint Chief Executive and Joint Senior Management Team. This was subject to reference back to each Council where a decision required Full Council approval (e.g. the appointment of the Head of Paid Service). The JAIC also deals with other staffing related implementation matters referred to it by the Joint Committee or the Councils and advises the Joint Committee on any human resource matters connected with the joint arrangements.
- 3.2 The appointment and implementation phase of the joint arrangements is now reaching a conclusion with the recent completion of the Planning Shared Service Review. It is therefore appropriate to review the functions of JAIC. Furthermore, there is a need to review the relationship between JAIC and the Personnel Committees at both Councils. Reports to JAIC are also submitted to Personnel Committees at CDC and SBDC in accordance with the respective governance arrangements which causes both delay and duplication. As a joint workforce has now been created for almost all council services it is proposed that a more efficient and effective arrangement is to replace JAIC and the respective Personnel Committees at each Council with a single joint committee to:-
- deal with the appointment of the senior management team;
 - make recommendations to each Council on the appointment of the Head of Paid Service; and
 - deal with all matters relating to the joint employment of the joint workforce which are not delegated to officers.

Draft terms of reference for a Joint Staffing Committee are attached in appendix A for consideration.

- 3.2 For any staffing matters that are specific to CDC officers e.g. applying discretionary payments under the Local Government Pension Scheme, it is proposed that a Sub-Committee of the Joint Staffing Committee is appointed comprising CDC members only. Draft terms of reference are included in Appendix A

3.3 The current Personnel Committee membership at CDC is 7 and SBDC is 6 with the current membership of JAIC comprising 5 from each authority. It is proposed that the membership of the Joint Committee be 12, 6 from each authority with a quorum of 4 (2 from each authority). Draft rules of procedure are also included in Appendix A.

4. Consultation

None undertaken except for this report.

5. Corporate Implications

Financial – There are no financial implications arising directly from this report

Legal – As set out in the report

Risks issues – None specific

Equalities - None specific

6. Links to Council Policy Objectives

There are no direct links to the policy objectives. But an efficient and effective decision-making process accords with best practice and good governance generally.

7. Next Steps

Subject to both Councils' agreeing the recommendations a new Joint Staffing Committee will be established and members appointed at the next Annual Council Meeting.

Background Papers:	None except those referred to in the report
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Appendix A**Chiltern and South Bucks Joint Staffing Committee (JSC)****Enabling Powers**

This Committee is established under the provisions of Section 102 of the Local Government Act 1972. To the extent that Executive functions are involved then Section 9EB of the Local Government Act 2000 and the Local Authorities (Arrangements for the Discharge of Functions) Regulations 2012 are relevant.

1. TERMS OF REFERENCE

The JSC are authorised to exercise the powers and functions of the Councils of Chiltern and South Bucks concerning:

- a) the selection and appointment of the Joint Senior Management Team subject to reference back to the relevant Full Council meetings of any decision which statutorily required such approval
- b) to make recommendations to each Council on the appointment of the Head of Paid Service
- c) all matters relating to the joint employment of the joint workforce, including appointment of staff and terms and conditions of employment
- d) to consider any issues raised by UNISON relevant to staff representation within the context of the Recognition and Procedural Agreement.
- e) to deal with any other staffing related implementation matters referred to it by the Joint Committee or by the Councils not otherwise delegated to officers
- f) to be responsible for grievance and disciplinary proceedings in respect of the Head of Paid Service, Monitoring Officer and Chief Finance Officer.
- g) to deal with any other statutory duties of the Councils relating to joint employment arrangements of staff not otherwise delegated to officers
- h) to establish a standing Sub Committees for Council to deal with any matters relating to the appointment of staff and terms and conditions of employment that apply specifically to either Council and are not covered by a) to g) above

2. RULES OF PROCEDURE**Membership of the Committee**

- 2.1 The Councils shall appoint 6 members to the JSC (politically balanced), including the Cabinet Leader and up to 1 other Cabinet Member from each Council, appointed in accordance with

the respective Councils local procedure rules including their period of office, vacancies arising and related matters.

- 2.2 The Committee shall be re-constituted at each Council's Annual Meeting as may be required by them
- 2.3 Each Council shall be entitled to change its appointees during the municipal year

Chairman and Vice Chairman

- 2.4 The JSC shall elect co-Chairman at their first meeting in each municipal year. The Chairmanship of the Committee shall alternate between the Councils each meeting.

Quorum

- 2.5 The quorum of a meeting of the JSC shall be 4 provided that there shall be 2 members present from each Council.

Venue for Meetings

- 2.6 The venue for meeting of the JSC shall normally alternate between the Councils' offices

Amendments to the Terms of Reference (Functions and Remit)

- 2.7 The Councils may amend the terms of reference and/or membership of the JSC from time to time. Any such amendment shall be agreed in writing by reference back to each full Council, taking into account any recommendation from the JSC.

Application of Procedure Rules

- 2.8 Rules 5, 6, 12, 13, 16 (save for Rule 16(2) the Chairman shall not have a casting vote), 17, 18, 19, 20 and 21 the South Bucks District Council Procedure Rules shall apply to the meetings of the JAIC, and which for the avoidance of doubt are the same as Rules 5, 6, 11, 12, 14 (save for Rule 14(2), the Chairman shall not have a casting vote), 15, 16, 17, 18 and 19 of the Chiltern District Council or in so far as they include additional provisions or more generous provisions i.e. time limits on speeches, the additional and more generous rules shall so apply.

Staffing Sub Committee

- 2.9 Sub-Committees appointed for Chiltern and South Bucks will have the following roles and functions:
- a) the exercise of powers and functions concerning staff appointments and terms and conditions of employment that relate specifically to either Council not otherwise delegated to officers;
 - b) the Sub-Committee will not discuss matters which go to the JSC;
 - c) each Sub-Committee will comprise all the members of the JSC from the relevant council.

**Publication
Date:
18 April 2017**

CHILTERN DISTRICT COUNCIL

**MINUTES of the CDC CABINET
held on 4 APRIL 2017**

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

APOLOGIES FOR ABSENCE were received from Councillor M J Stannard

ALSO IN ATTENDANCE: Councillors P M Jones, D W Phillips and E A Walsh

198 MINUTES

The Minutes of the Cabinet meeting held 7 February 2017 were approved and signed by Councillor I Darby, Cabinet Leader, as a correct record.

199 DECLARATIONS OF INTEREST

There were no declarations of interest.

200 28-DAY NOTICES

The Cabinet received a report attaching the draft 28-Day Notices for the Cabinet meeting on 27 June 2017 and the Chiltern & South Bucks Joint Committee on 11 April 2017.

Regarding the 28 Day Notice for the Joint Committee it was noted that the item on cost splits would be considered at the next meeting on 7 June 2017, rather than 11 April 2017.

RESOLVED –

That the draft 28-Day Notices be noted.

201 CURRENT ISSUES**(i) Councillor Harris – Community Cards Scheme 2017**

This year's Community Cards Scheme would start on 18 April and finish on 19 June. The scheme encourages children in year 6 to get involved with constructive community activities in order to earn rewards in the form of stickers to be placed in a collector's card. It centred upon getting the best out of young people and encouraging them to be aware of their responsibilities and the opportunities in their local community.

(ii) Councillor Martin – Government White Paper: "Fixing our Broken Housing Market"

Following the publication of the Government's White paper there remained a degree of uncertainty regarding how this would affect local authorities in terms of how the document would be incorporated into the National Planning Policy Framework. This was unfortunate in light of the Council's timetable of adopting a Local Plan. All Members were welcome to attend the meeting of the Joint Planning Policy Member Reference Group on 5 April 2017 where this would be discussed.

(iii) Councillor Darby – Modernising Local Government in Buckinghamshire

Members were advised that as yet no "minded to" decision had been announced by the Secretary of State. It was anticipated that this would now happen after the Buckinghamshire County Council Elections in May although no date had been announced. The District Leaders had recently met with the Members of Parliament in the County to discuss the Districts' proposal.

202 REFRESHED JOINT BUSINESS PLAN 2017-2020

The Cabinet was asked to consider, and recommend to Council for approval, as part of the Budget and Policy Framework, the refreshed Joint Business Plan 2017-2020, which links to the Sustainable Community Strategy, and replaces the former Chiltern's Aims and Objectives document and South Buck's Corporate Plan.

The key changes to the document were noted along with the feedback from the Services and Resources Overview Committees. It was advised that in light of feedback received the range of different audiences would be taken into account when the Plan was reviewed in future, and the document would be made as concise as possible.

RECOMMENDED

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.

203 PERFORMANCE INDICATOR REVIEW 2017-18

The Cabinet considered a report providing an update on the outcomes of the Performance Indicator (PI) review for 2017/18, and sought approval for the proposed changes to reporting. The key aim of the review was to ensure that the PIs were still relevant.

The Services and Resources Overview Committees had considered the report and had requested that the comments and explanations contained in the appendices should be clearer and more detailed to facilitate readability for external audiences.

The target percentage of household waste was also changed from 59% to 53% target to reflect that recycling rates have dropped nationally.

RESOLVED:

That the following appendices attached to this report be agreed:

- 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.**

204 QUARTER 3 PERFORMANCE REPORTS 2016-17

The Cabinet received a report outlining the performance of Council services against performance indicators and service objectives during Quarter 3 Oct-December 2016-17.

The Cabinet, after noting the key points in Quarter 3, then

RESOLVED:

That the performance report be noted.

205 CHILTERN CAR PARK REVIEW - RESPONSES TO OBJECTIONS

The Council had undertaken a review of its car parks and in light of this the Cabinet had agreed, at the meeting held on 13 December 2016, to amend the Chiltern District Council's Off Street Parking Places Order. During the consultation period the Council received two objections. In response to this, a further review of the season ticket prices and daily tariff on Amersham Multi-storey car park (AMSCP) was undertaken and the Cabinet was now asked to agree the new season ticket pricing regime, as set out in the report.

During the discussion it was felt both objections had been carefully considered and that the revised proposals were now more equitable.

In response to a question regarding the proposed increase to car parking charges operated by Chiltern Railways it was advised that the Council had been in contact with the company and that they had been informed that they had appointed someone within the company who would be responsible for overseeing the tender process for operating their car parks. Chiltern Railways had also agreed to meet with the Council once the new contractor was in place.

Members felt that it was important for the Council to continue to monitor parking availability, and to be aware of how other local car park providers operated since this had an effect on the Council's car parks. Ensuring that there was sufficient parking space for businesses was also considered important.

RESOLVED:

- 1. That the season ticket prices be amended as set out in the table in paragraph 4 of the report.**
- 2. That the Cabinet authorise the Off Street Parking Places Order to be made and publicised in accordance with resolution 1.**

206 LOCAL AUTHORITY LOTTERY

Members received a report providing the results of consultation that had been carried out with local community groups on the proposed community lottery. The proposed lottery would help complement the Council's existing provision of advice and assistance to local community groups, such as funding fairs and support from the officer team and Community Impact Bucks. It would also support groups fundraising activities as 60p in each £1 received would go to good causes. It was noted that Wycombe District Council had also agreed to provide a lottery.

Some concerns had been raised regarding the risk to the Council from the perceived promotion of gambling. It was noted that the scheme aimed to help manage that risk by offering direct debit payments to manage spending, pre-arranged sign up and no instant win gratification. The lottery website would also have links to gambling support organisations.

During the discussion Members noted that questions had been asked regarding the financial resilience of Gatherwell, the proposed lottery provider. It was noted however that they were a growing local lottery operator, and although they had only operated for a relatively short period of time, the company's principals had in depth experience of gaming. It was also felt that without the provision of a lottery the Council would find it difficult to increase financial support to local community groups.

In response to questions it was confirmed that an annual report on the operation of the lottery would be provided to help inform decisions on the continued provision of the scheme in future years. There had been other concerns that those local community groups most likely to benefit from the lottery were the same as those who were already eligible to receive grant funding. It was noted however that the Council already took this into account

since grant applications were assessed in light of other funding that groups had received as match funding was an eligibility requirement.

The Council also currently provided £30,000 of grant funding to eligible local community groups, and there were currently no plans to remove that scheme or level of funding.

Members were keen to ensure that any publicity about the lottery was appropriate, particularly in light of the key aim of scheme which was to support good causes.

RESOLVED:

That:

- 1. The establishment of a local lottery be approved;**
- 2. That Gatherwell be appointed 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,**
- 3. The Head of Healthy Communities be appointed to hold the licence and submit the necessary application to the Gambling Commission.**

207 CHILTERN DISTRICT COUNCIL COMMUNITY & WELLBEING PLAN 2017-2020

The proposed Community & Wellbeing Plan provides a clear vision as to how the Council, in partnership with other agencies and voluntary groups, will improve local services and facilities over the next three years. The Cabinet were asked to recommend that the Plan be approved as part of the Budget and Policy Framework as a replacement to the Community Cohesion Plan.

During the discussion Members recognised that there were strong communities in the district. This was highlighted by the way communities helped each other in terms of need, and the identification of Chiltern as the 7th best place to live in a recent Halifax survey. The Youth Awards had also shown the strong community spirit among young people. The proposed Plan would help support this and provide resilience.

RECOMMENDED:

That the Council approves the proposed Chiltern District Council Community and Wellbeing Plan 2017 – 2020 as part of the Budget and Policy Framework as a replacement for the Community Cohesion Plan.

208 REVIEW OF PLANNING APPEALS PERFORMANCE IN 2016

The Cabinet received a report analysing planning appeal decisions received between 1 January and 31 December 2016 and the performance issues arising from these. The Cabinet were asked to agree a number of measures to address these in light of new performance targets being introduced by the Government.

The proposed Interim Design Guidance Document would provide residents, developers and staff with useful guidance. The estimated £25,000, required to engage external resource, to prepare the document would be met from the planning reserve. There was close working between the Development Control and Planning Policy teams to ensure development management policies are in place within the Joint Local Plan. It was also important that the document was supplemented with good training for staff.

Members noted the proposed additional recommendation 3 that the Interim Design Guidance Document be considered by Services Overview and Planning Committees so that Members' comments can be referred back to Cabinet.

In response to questions it was noted that the Council was working with other local authorities that had produced similar documents in order to find best practice. It was considered important to have a Guidance document soon to form the basis of a more formal document later on. The aim of this was to reduce the risk of appeals.

Members considered it important to ensure that the correct planning decisions were made in order to reduce the number of planning applications lost at appeal. The estimated resource required was considered necessary. Training was welcomed and it was suggested that this be done jointly with South Bucks District Council.

At the invitation of the Leader, Councillor P Jones spoke in support of the creation of the proposed design guide, and referred to other useful design guides that had been made in the past. Planning Committee Members had

also requested a similar document. In response to concerns about the document being temporary it was noted that a Supplementary Planning Document normally followed the adoption of a Local Plan, however, it was felt that the Design Guide would provide a good foundation for this, was unlikely to be significantly different, and was required urgently.

Regarding timescales it was anticipated that following liaison with other Councils and the provision of training that the scoping of the document would be finished in August/September 2017.

At the invitation of the Leader, Councillor Phillips spoke in support for the proposed measures. The benefit of having a broad statement on what the Council expected in relation to development in the district was highlighted. This would help to bring together all planning policies and help spell out clearly what these meant in the context of an individual settlement site and provide more clarity, for example by what was meant by the term "overdevelopment" particularly in relation to equestrian sites. The Council, by not having this document in place, had a weakness that had been highlighted by Planning Inspectors. The joint working with other Councils was welcomed.

Following the discussion, the Cabinet then

RESOLVED:

- 1. That the Council takes steps to adopt 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, landscaping and other matters.**
- 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. That the Draft Interim Design Guidance Document be referred to the Services Overview Committee and Planning Committee for consideration and any comments be referred back to the Cabinet.**

4. 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.
5. 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.
6. 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.

209 MINUTES OF JOINT EXECUTIVE COMMITTEES

RESOLVED:

That the Minutes of the Chiltern and South Bucks Joint Committee meeting held on 23 January 2017 be noted.

210 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.

211 COMMUNITIES, HEALTH & HOUSING NOTES - 30 JANUARY 2017

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

RESOLVED:

That the Notes of the Communities, Health and Housing Policy Advisory Group meeting held on 30 January 2017 be noted.

212 CUSTOMER SERVICES NOTES - 19 JANUARY 2017

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

RESOLVED:

That the Notes of the Customer Services Policy Advisory Group meeting held on 19 January 2017 be noted.

213 SUPPORT SERVICES NOTES - 25 JANUARY 2017

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

RESOLVED:

That the Notes of the Support Services Policy Advisory Group meeting held on 25 January 2017 be noted.

214 PARKING IMPROVEMENTS AT KING GEORGE V HOUSE

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 seeking approval to progress a project to increase the number of parking spaces available at King George V House in light of increasing pressure for additional parking. It was noted that it was more cost effective to have staff parking on site rather than in public car parks.

Whilst considering the various options it was noted that an additional 23 spaces could be provided by utilising the available space more efficiently resulting in wider parking bays and an improved one way system.

During the discussion the Cabinet recognised the urgent need to provide additional parking capacity, and

RESOLVED:

- 1. That approval is given to enter discussion to gain relevant leaseholders agreement to the scheme to increase the number of parking spaces, and if successful progress to obtain planning permission and if successful the Head of Environment be authorised to procure and enter into contracts to progress the work.**

AND RECOMMENDED:

- 2. That Council increases the provision in the Capital Programme to £100,000 and authorise the commitment of the full sum once planning and tenant agreements are secured.**

215 NEW AYLESBURY CREMATORIUM

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

The Cabinet considered a report seeking approval to increase the budget for the new Aylesbury Crematorium following a review of the project costs, and agree arrangements for proceeding with construction works. A similar report would be considered by Aylesbury Vale District Council and Wycombe District Council, the Joint Committee's other respective constituent Councils.

During the discussion Members recognised that project costs had increased due to planning and legal matters outside the Joint Committee's control. Members were also reassured that the business case remained strong, and the money put aside for the project was from the Joint Committee and not the Council. The project would also generate additional future income and would help to ensure that the Council's finances remained resilient, particularly from 2019/20 onwards. The need for an additional crematorium in Aylesbury was

highlighted, and there were other benefits of the new crematorium including greater capacity and an improved service to residents.

RESOLVED:

- 1. That the contents of the report in the Confidential Appendix, considered by the Chilterns Crematorium Joint Committee on 15 February 2017, be noted.**
- 2. That the budget for the Aylesbury Crematorium be increased from £6,200,000 to £7,250,000.**
- 3. That construction work commences as soon as possible and the decision to enter into the construction contract be delegated to the Clerk to the Joint Committee in consultation with the Chairman, Vice Chairman and Treasurer.**
- 4. That the SCAPE framework be used to procure further consultant support, as required.**

216 CHESHAM FLOOD ALLEVIATION SCHEME

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

Members received an update on developments of the Chesham Flood Alleviation Scheme, a partnership formed to develop a long term and sustainable solution for the Vale Brook Culvert and reduce flood risk in Chesham. The Cabinet were asked to consider the latest findings and identify a preferred way forward.

Members noted the risks of flooding and the outcome of a survey on the culvert condition. An update was provided following a recent presentation to Members by the Environment Agency (EA).

During the discussion Members felt that a combination of options may be beneficial in order to mitigate the impact on the local area. There were concerns around the option involving Star Yard car park as this was a potential place where parking could be expanded for the town. The EA's grounds for each option needed to be considered carefully taking into account any wider

town plans and community requests to consider options that may provide additional environmental enhancement. More consideration needed to be given to the technical solutions for the options. These views seemed to accord with those of other stakeholders consulted on the proposals.

RESOLVED:

That the report be noted, and that further information be sought from the Environment Agency on all the options available.

Note: Councillor D Phillips left the meeting at 5.35pm.

217 HIGH SPEED 2 - UPDATE REPORT ON PARLIAMENTARY PROCESS AND GOING FORWARD

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

The Cabinet received a report providing an update on the work undertaken by the HS2 Project Team since the last report in November 2016. This also set out the current position reached in negotiations with HS2 on the Service Level Agreement and updated resource implication for the Council. The report also covered the Parliamentary Process update, the Hybrid Bill process going forward, the AONB Review Group update, and Schedule 17 Application Work Processes.

During the discussion Members assessed the various options for handling Schedule 17 submissions from HS2. The recommend option 2 was considered the best option to balance expectations and costs.

The Cabinet, after expressing thanks to the HS2 project team, then

RESOLVED:

- 1. That Cabinet notes the progress made on the Chilterns AONB Review Group, and the on-going negotiations with HS2 to agree a Service Level Agreement.**

2. That the Cabinet supports the work of the Chilterns AONB Review Group "Enhancement and Integration Plan".
3. That the Cabinet agrees to the financial recommendations as set out in the report and also agrees to retain the existing allocated funds to secure the continuation of the HS2 team including 20% for contingency.
4. That Option 2 is the preferred option for handling Schedule 17 approvals. This Option continues involvement of Members and the public. However, rather than seeking comments, the Council will seek to keep the public up to date and informed during the process and encourage the public to approach HS2 directly with any questions regarding the proposals.
5. That the functions for the determination of any Schedule 17 Approvals under the HS2 Act be delegated to the Head of Sustainable Development and/or the Development Control Manager under Regulation 3 of the Local Authorities Arrangements for the Discharge of Functions Regulations 2012 and that the delegations and Constitution be updated accordingly.

The meeting ended at 5.44 pm

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

1. Purpose of Report

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

RECOMMENDATIONS

- That Council approves the refreshed business plan 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.

Further to this, the documents were received at CDC Resources Overview and Services Overview, and SBDC Overview and Scrutiny Committee, with both Cabinets agreeing to recommend to Council that the refreshed Joint Business Plan be approved as part of the Budget and Policy Framework.

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.

Background Papers:	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

Contents

Contents	2
Foreword:.....	3
Vision for the Chiltern and South Bucks areas by 2026:.....	4
The Councils' areas of focus:	5
Our values:	8
Delivering our Aims and Objectives:.....	8
Delivering our joint Values	14
How our organisations are changing:	15
Roles and Responsibilities:.....	17
Performance Management	19
Strategic Risks	19
Appendix A.....	20
Key facts about the Districts: Chiltern.....	20
Appendix B	22
Key facts about the Districts: South Bucks.....	22
Appendix C.....	24
What District Councils do	24
Appendix D: Strategic risks register:	25
Appendix E: Joint Performance Management Framework	29
What is performance and improvement all about?	29
Key drivers to improving performance at Chiltern and South Bucks District Councils:.....	30
Chiltern and South Bucks District Councils' Corporate Framework	32
A culture of innovation and continuous improvement	37

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

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).

Aim 1: We will deliver cost effective, customer focused services	
Objective:	We will:
Provide best/great value for money services	<ul style="list-style-type: none"> Have a robust and sustainable Medium Term Financial Strategy which resources the Councils' Objectives and recognises key financial pressures, risks and constraints and help keep the longer term financial strategy up to date to address the funding gap and longer term funding pressures
	<ul style="list-style-type: none"> Ensure an appropriate balance between achieving a savings programme and service quality and resilience
	<ul style="list-style-type: none"> Take further opportunities to streamline processes, standards and service delivery to maximise efficiency and effectiveness
	<ul style="list-style-type: none"> Have a clear direction for the shared 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
	<ul style="list-style-type: none"> Maximise the potential of the Councils' property assets, including best use of Council offices by aligning the disposal programme with the capital programme and investment plan, maximising car parking, and ensure well-managed services
	<ul style="list-style-type: none"> Maximise revenue collection and recovery e.g. via fraud prevention, business rate retention scheme, recovery of overpaid benefits, business rates and council tax collection
	<ul style="list-style-type: none"> Review the use of office accommodation to further release space for alternative use
	<ul style="list-style-type: none"> Develop an appropriate planned maintenance programme for the Councils' property assets
	<ul style="list-style-type: none"> Find more efficient ways of working

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

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

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

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

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

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

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

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

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>Council Leader (Cllr Isobel Darby): Communications, performance, policy, HR, strategic finance.</p> <p>Deputy Leader (Cllr Mike Stannard): Business transformation, ICT, information management including freedom of information requests and data protection, legal and democratic services, electoral registration, elections, land charges, audit, finance.</p> <p>Sustainable Development (Cllr Peter Martin): Planning, enforcement, building control, strategic transport.</p> <p>Customer Services (Cllr Fred Wilson): Revenues and benefits, fraud and welfare partnership, customer services.</p> <p>Environment (Cllr Mike Smith): Property, Car Parks, Engineering services, Carbon Management, Waste Management.</p> <p>Community, Health and Housing (Cllr Graham Harris): Community and leisure, environmental health, community safety, health and safety, licensing, housing, emergency planning.</p>	<p>Council Leader (Cllr Ralph Bagge): Communications, performance, policy, HR, strategic finance.</p> <p>Deputy Leader (Cllr Nick Naylor): Planning, enforcement, building control, economic development, strategic transport, landscape advice.</p> <p>Resources (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>Environment (Cllr Luisa Sullivan): Street naming, engineering services, ground maintenance, cemeteries and memorial gardens, operational transport issues, waste collection, street cleaning and carbon management, including energy efficiency and environmental sustainability.</p> <p>Healthy Communities (Cllr 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.¹
- Some parts of the districts, particularly around the rivers, are prone to flooding.
- Whilst mainly rural, a majority of residents live in the settlements of Amersham, Chesham and Chalfont St Peter.

Demographic:

- Regularly ranks within the top 20 of the Halifax Quality of Life survey.
- The population was recorded as 94,545. More than 19%¹ are aged 65 or more, projected to grow to more than 27% of the population by 2026.
- 8.51%¹ of the total population in Chiltern are from a Black or Asian Ethnic Minority Population, compared to the England average of 14.3%¹.
- 2%¹ of the population were of the Muslim faith, with 1%¹ of the Hindu faith.
- 7.3%¹ of households are lone parent households.
- In the overall Index of Multiple Deprivation² (IMD) 2015 results, one Lower Super Output Area³ (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 good⁴, with life expectancy significantly higher than the England average. Deprivation, poverty, violent crime, long term unemployment, smoking rates, teenage pregnancy, obesity in adults, diabetes, and hospital stays for adults relating to alcohol harm are all significantly lower than the England average⁴.
- Early deaths from cancer and numbers killed or seriously injured on the roads are just better than the England average⁴. Incidences of malignant melanoma and hip fractures in the over 65s are higher than the England average, as is increasing and higher risk drinking in adults⁴.
- There are about 1,500 children living in poverty, however there is a significantly higher pass-rate for GCSE 5A* - C than the England average⁵. In year 6 (age 10-11), 15.3% are obese – the England average is 19.2%

¹ Census data 2011

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

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

⁴ Public Health England Chiltern Health Profile 2013

⁵ 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%⁶ of employees in Chiltern own their own businesses – higher than the rest of Buckinghamshire and the national average of 4.1%.
- There were 5,830⁶ businesses in the district, with more than 90% being micro-businesses (employing fewer than 10 people), ranking first nationally for this size band.
- The most significant sector is Professional, Scientific & Technical at just under a quarter of all businesses the next highest being Information and Communication at around one tenth of all businesses⁶.
- The Job Seekers Allowance claimant count in December 2016 was 360 people - the 40th 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% mark⁶.
- 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 78th⁷ out of 405 UK local authority areas. However, this hides high domestic energy usage, ranking 183rd.

⁶ Bucks Business First Data 2012

⁷ 2010 Department of Energy and Climate Change, 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%⁸ are aged 65 or more, and this is projected to grow to more than 28% of the population by 2026.
- 15.7%⁸ of the total population in South Bucks are from a Black or Asian Ethnic Minority Population, against only 6.6% in 2001 and the 2011 England average of 14.3%⁸. This includes the 7th highest concentration of people of Sikh religion in England at 4.7%⁸ with those of Muslim and Hindu religion each totalling 2.5%⁸ of the population.
- 4.5%⁸ of households are lone parent households and 0.4%⁸ of households is from the Gypsy and Traveller communities, the 7th highest in all of England.
- In the overall IMD⁹ 2015 results, two Lower Super Output Areas¹⁰ (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 detached⁸ and rank highest in the country for numbers of rooms (6.4) and bedrooms (3.2) compared to all other local authorities⁸. South Bucks ranks in the top 5%⁸ of authorities for the prevalence of caravans, mobile homes and other temporary structures as a proportion of all housing.
- 41.3%⁸ of residents have a degree or equivalent qualification, against the national average of 27% (ONS 2013), with higher than national average salaries.
- South Bucks carbon footprint ranks 203 out of 405 UK local authority areas (first place has the lowest emissions). Usage is broken down to Domestic, Industrial and Transport sectors, and it is the Transport sector which has the highest emission levels, ranking 353 out of 406 UK areas¹¹.
- Crime rates have been reducing over recent years so that the rate of serious acquisitive crime per 1,000 residents was, in 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 average¹².

⁸ Census data 2011

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

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

¹¹ 2010 Department of Energy and Climate Change

¹² Public Health England South Bucks Health Profile 2013

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

Economic:

- Just over 6% of employees in South Bucks own their own businesses – higher than the rest of Buckinghamshire and the national average of 4.1%¹⁴.
- There were 4,955 businesses in the district. (Bucks Business First, 2012)
- The most significant sector is Professional, Scientific & Technical at just under a quarter of all businesses, the next highest being Construction at around one tenth of all businesses¹³.
- The Job Seekers Allowance claimant count in December 2016 was 300 people the 40th 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% mark¹³.
- 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 district¹⁵.

¹³ 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.

¹⁴ Bucks Business First Data

¹⁵ 2010 Department of Energy and Climate Change

Appendix C

What District Councils do

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

Parish Councils are responsible for such things as:

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

District Councils are responsible for services such as:

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

County Councils are responsible for services such as:

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

Appendix D: Strategic risks register:

Ref	Risk Description	Trigger	Control
1	<p>Joint Working</p> <p>Friction develops between two authorities that stalls progress and affects service delivery.</p>	<p>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>Transformation and Management of Change</p> <p>No acceptance of change to ways of working and service delivery by officers and members prevents achievement of council aims 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>Financial Stability</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>Workforce Issues</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	Waste & Environmental Services 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	Joint/Partnership working 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	Business Continuity 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	Information Management & Security 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>New Legislative Changes</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>Affordable Housing</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>Major Infrastructure Projects Impacts.</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>Demographic Changes</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>Property/ Asset Management</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>Economic Viability</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 & 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 & 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

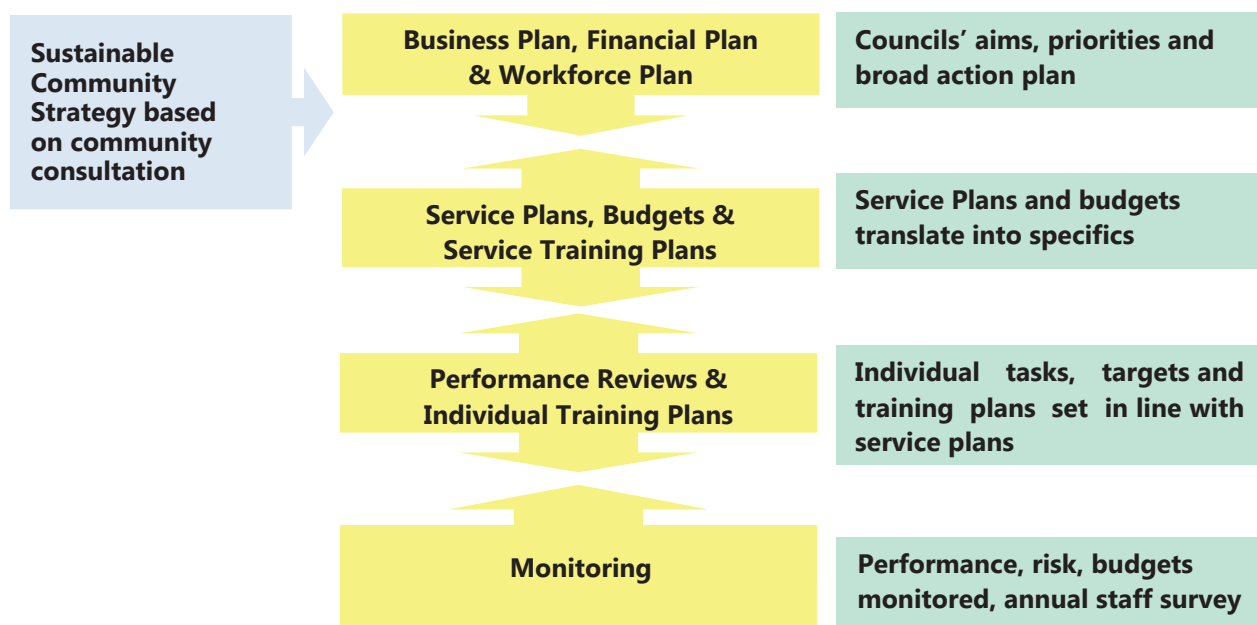
Members agree a clear vision of what each Council aims to achieve. This enables Members and managers to lead service improvements and allocate resources in line with each Council’s aims and priorities. The Joint Business Plan sets out what the Councils aim to achieve in the short to medium term, it contains 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.

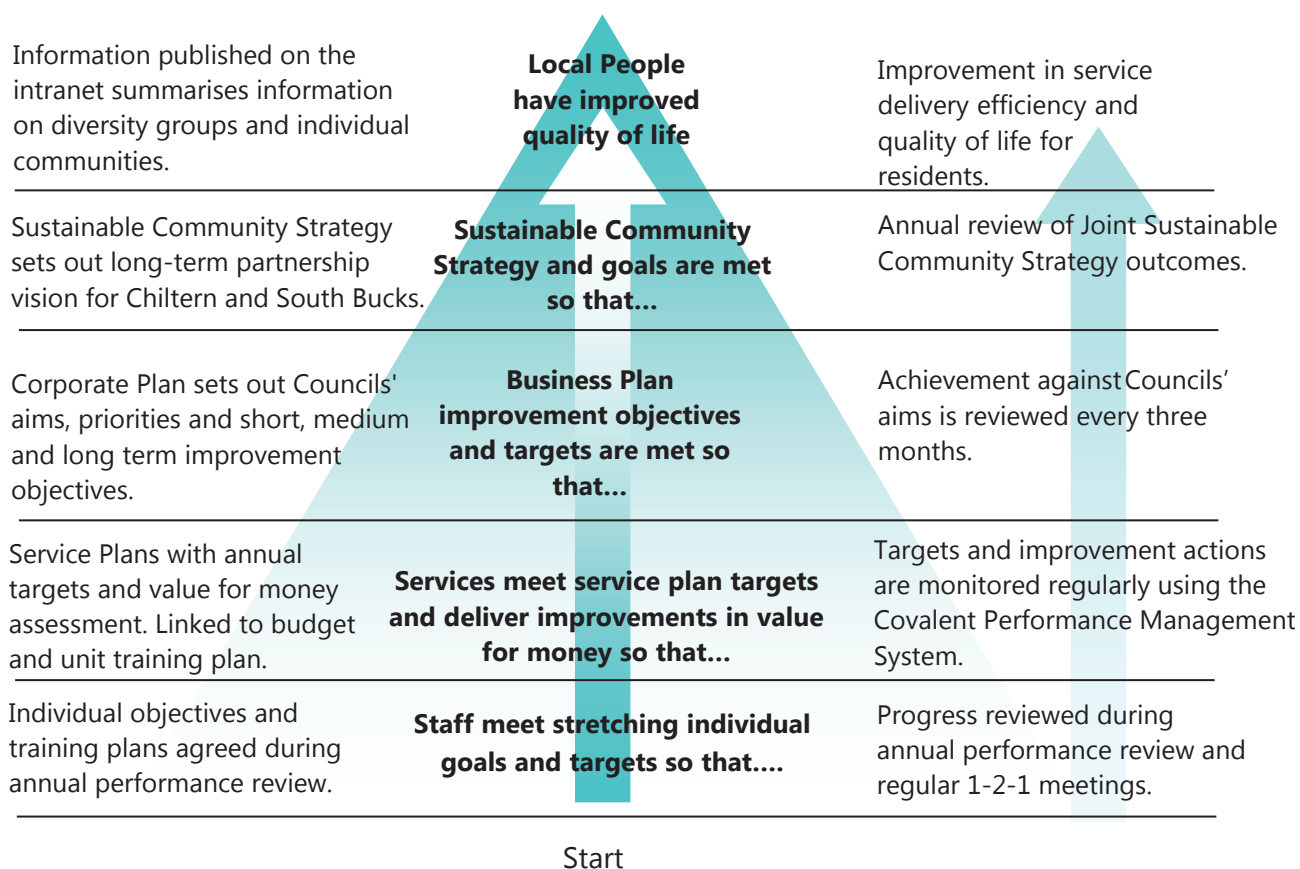
Performance measurement ensures goals and targets are met. Performance measures and indicators focus on the **outcomes** you are trying to achieve and describe how well a service is performing against these outcomes. They also help identify good practice, areas for improvement and opportunities to learn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

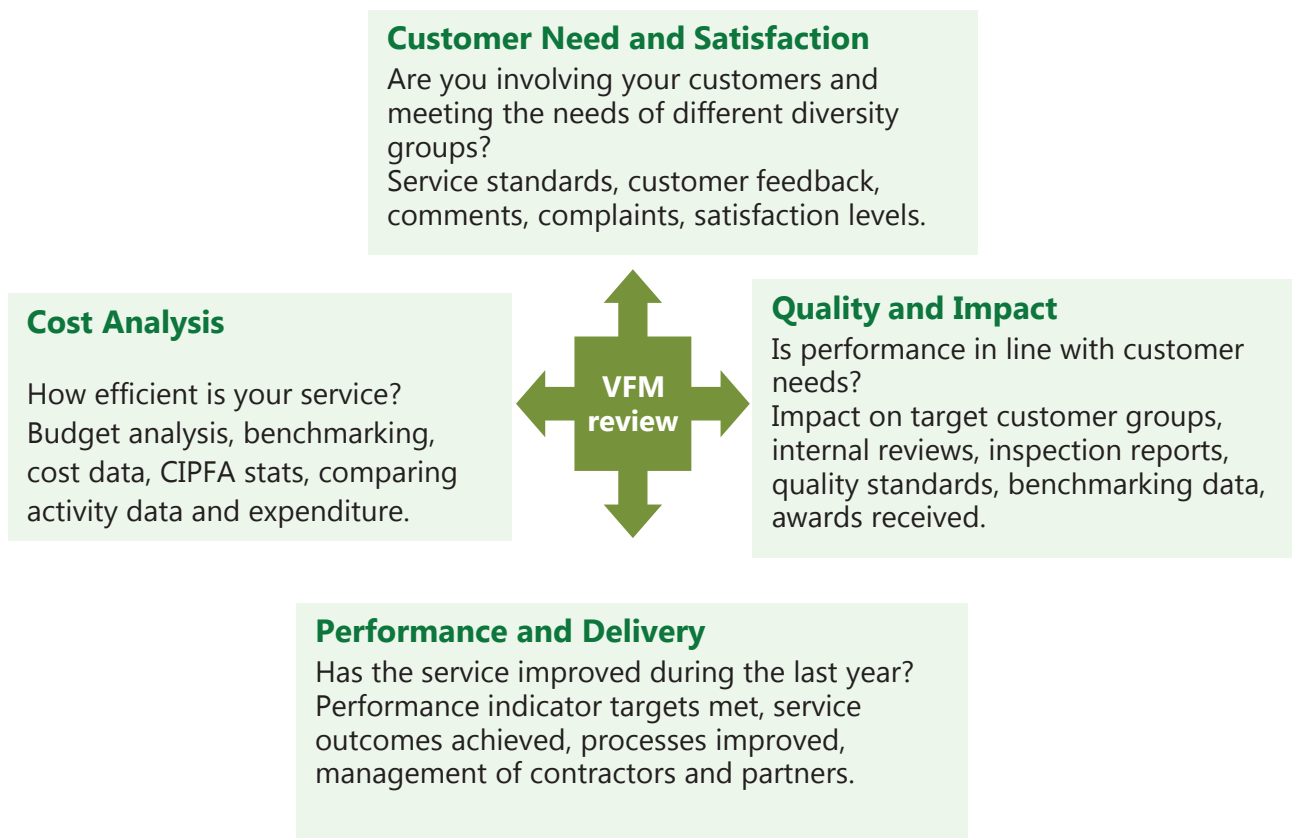
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Service managers leading value for money improvements in customer satisfaction, cost, process improvement and improved outcomes for local people

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.

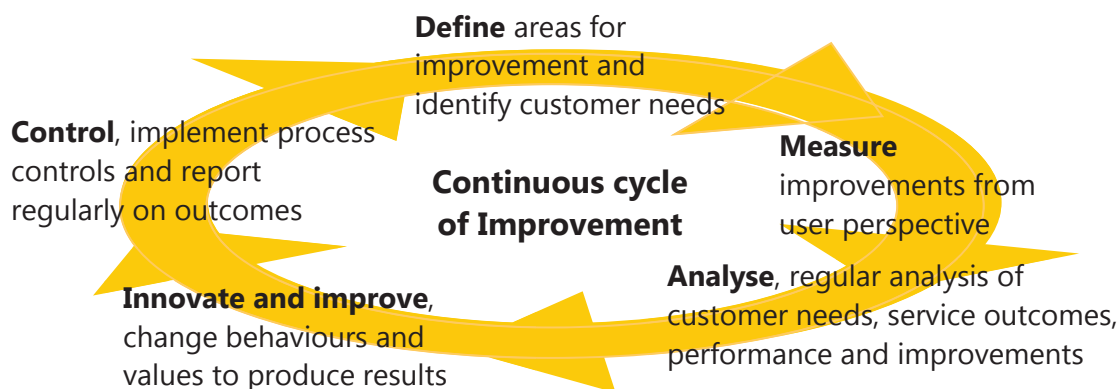
Much more **quantitative information** is available to officers at their desktops. This has enabled both Councils to establish corporate approaches in areas including equalities, sustainability, project management and risk and has helped services have a better understanding of the diverse needs of different 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
format such as large print please ask us



CHILTERN
District Council



SOUTH BUCKS
District Council

SUBJECT:	<i>Chiltern DC and South Bucks DC Joint Economic Development Strategy</i>
REPORT OF:	<i>Leader – Cllr Darby</i>
RESPONSIBLE OFFICER	<i>Interim Director of Services - Anita Cacchioli</i>
REPORT AUTHOR	<i>Anita Cacchioli – 01494 732235 – acacchioli@chiltern.gov.uk</i>
WARD/S AFFECTED	<i>All</i>

1. Purpose of Report

- 1.1 That Council consider the recommendation of Cabinet that the Council adopts of the Economic Development Strategy to full Council.

RECOMMENDATION

That Council adopt The Economic Development Strategy for Chiltern and South Bucks Councils 2017-2026 subject to South Bucks District Council also approving the Strategy.

2. Executive Summary

- 2.1 At its meeting on 7th February Chiltern District Council's Cabinet resolved that the Strategy be recommended to Council subject to no changes being suggested during consultation with the Chiltern Services Overview Committee, South Bucks Overview and Scrutiny Committee and Cabinet meeting. No changes have since been made.
- 2.2 At its meeting on 8th February 2017, South Bucks District Council's Cabinet considered and approved the Economic Development Strategy for Chiltern and South Bucks Councils 2017 to 2026 in order that it may be considered by its Overview and Scrutiny Committee, who would also receive the initial Action Plan.
- 2.3 Due to links with the emerging Local Plan, the Strategy was also referred to the Joint Planning Policy Member Reference Group at its meeting on 8th March for consideration.
- 2.4 At its meeting of 25th April South Bucks District Council's Cabinet considered the response of its Overview and Scrutiny Committee, Chiltern District Council's Services Overview Committee and The Planning Policy Joint Member Reference Group, to the proposed Economic Development Strategy for Chiltern and South Bucks Councils 2017-2026 (Appendix 1), noted the initial Action Plan (Appendix 2) and resolved to recommend to Council adoption of the Economic Development Strategy for Chiltern and South Bucks Councils 2017 to 2026.

3. Reasons for Recommendations

- 3.1 The adoption of a strategy to reinforce the commitment and work towards achieving the vision contained in the Chiltern and South Bucks Joint Business Plan (2017-2020) 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.

4. Background

- 4.1 The Economic Development Strategy for Chiltern and South Bucks sets out the two Councils' economic development priorities for 2017–2026, presents the economic opportunities for the districts as well as their strengths, weaknesses and the threats they face.
- 4.2 The Economic Development Strategy considers the Councils' roles in shaping economic growth that is appropriate and beneficial for the two districts, residents and businesses while ensuring that the local economy remains competitive and can continue to be largely self-managing but directed to serve the needs of the community.
- 4.3 The Chiltern and South Bucks Economic Development Strategy shares the vision of the districts' Joint Business Plan, that by 2026 the districts will continue to be "prosperous and diverse economies that encourage local employers and small businesses". It also addresses the Joint Sustainable Community Strategy aspiration of "supporting the local economy to continue to thrive and provide local jobs for local people".
- 4.4 The Councils' emerging joint Local Plan is seeking to plan to meet the needs for employment and local businesses to 2036 within the context of a step change in housing delivery, increasing needs for jobs, a highly-constrained area with limited space for employment development and challenges of competing land uses, viability, supply and infrastructure needs. The Chiltern and South Bucks Economic Development Strategy will form part of the evidence base for the Local Plan and could be an important part of the evidence base to support delivery of the plan objectives and proposals.

5. Content of Report

- 5.1 The 20th March meeting of the SBDC Overview and Scrutiny Committee and 21st March CDC Services Overview Committee each received a presentation on the research findings and consultation responses that had informed the strategy, they had also considered the proposed Economic Development Strategy for Chiltern and South Bucks Councils 2017 -2026 and noted the initial Action Plan.
- 5.2 Members of both Committees were advised that due to links with the emerging Local Plan, the Strategy was also referred to the Joint Planning Policy Member Reference Group which considered the Strategy at its meeting on 8th March. The Committees were advised that the Planning Policy Member Reference Group welcomed the Strategy, there was general support and agreement with the findings, which would be used to inform the draft local plan, and in addition members noted that the Joint Planning Policy Member Reference Group made the following comments:
- 5.3 a) The Joint Planning Policy Member Reference Group welcomes and supports the Economic Development Strategy as part of the evidence base for the Chiltern and South Bucks Local Plan and that the Strategy objectives where relevant align with evidence base findings so far for the Local Plan. As such the Economic Development Strategy would inform the draft Local Plan in due course.

b) The Economic Development Strategy's consideration of tourism in the Districts was particularly welcomed and Cabinets were encouraged to seek to develop this part of the Economic Development Strategy through any further reviews and engagement with local businesses and organisations where relevant.

c) The Economic Development Strategy was supported as part of potential evidence for delivery of the Local Plan proposals and policies, themselves informed by the Economic Development Strategy. For example, helping to enable an Innovation Centre or the provision of incubation or business units. The Joint Planning Policy Member Reference Group requested that when and if cabinets consider council scope for involvement in Bucks Advantage or other types of delivery vehicles that the potential for furthering Economic Development Strategy objectives and delivery of related parts of the Local Plan be taken into account.

d) Future monitoring and updates of the Economic Development Strategy to be supported as the document needs to be kept up to date and justified if it is to continue to have weight in the consideration of planning decisions.

5.4 Both CDC Services Overview and SBDC Overview and Scrutiny Committees welcomed the Strategy and noted that an Action Plan had been developed that would be used to deliver the Economic Strategy. They supported the views of the Joint Planning Policy Reference Group, and SBDC Overview and Scrutiny highlighted the following actions:

- Encouragement of the most appropriate take up of telecoms, broadband and mobile connectivity by home based businesses
- The need for better data infrastructure
- The need to ensure that investment takes place in communications infrastructure of all kinds, (not just broadband)
- The need for local employment and affordable housing so that residents could live and work in the districts sustainably,
- Promotion of tourism
- The Committee stressed the importance of ensuring the on-going measurement of the economy's performance against the strategic objectives.

5.5 CDC Services Overview Committee noted there was no specific resource to deliver the strategy and that it would be included in service plans across the Councils. The actions would be progressed and monitored within service areas as part of the annual review process. It was envisaged that the actions would evolve over time in line with the broad direction of the strategy, informed by further reviews and engagement with local businesses and organisations.

6. Consultation

6.1 Consultation with business and other key stakeholders is imperative in the development of a credible economic strategy. In addition to internal consultation with officers and councillors, a cross section of the business community and representative organisations from across Chiltern and South Bucks were consulted through on line and telephone surveys. The online survey received 219 responses split evenly across both districts and covering most of the wards. There had also been an additional telephone survey with 266 participants that had fed into the research findings. In addition, there were more interactive focus group and face to face

consultations with larger business' in each of the districts and with partners including Bucks Business First, Buckinghamshire Thames Valley Local Enterprise Partnership and Chiltern Chamber of Commerce contributing. Whilst participants in the online survey were self-selecting, the findings from all sources were still considered significant, particularly with the inclusion of the telephone sample that was fully stratified and weighted.

7. Options

- 7.1 To Approve the Economic Development Strategy, themes and actions and recommend to full Council for adoption.
- 7.2 To Approve the Economic Development Strategy, themes and actions with amendments and recommend to full Council for adoption.
- 7.3 The adoption of a Strategy to reinforce the commitment and work towards achieving the vision contained in the Chiltern and South Bucks Joint Business Plan (2017-2020) 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.

8. Corporate Implications

Financial

- 8.1 There are no financial implications arising from the adoption of the Economic Development Strategy, the financial implications of any future projects that may arise from the Strategy will be considered at the time with separate business cases presented for approval as required. The Strategy could assist the Councils in seeking external funding opportunities that may arise and in discussions with others such as the Local Enterprise Partnership.

Legal

- 8.2 Economic Development activities are not a "statutory duty" of Chiltern or South Bucks Councils; however, within the Local Government Act 2000 all local councils were given legal powers to allow them to safeguard the "economic, social and environmental well-being" of their local areas. This was superseded by The general power of Competence; a power available to local authorities in England to do "anything that individuals generally may do". It was provided for in the Localism Act 2011. It was brought into force for local authorities on 18 February 2012.
- 8.3 The Strategy would support the preparation and delivery of the employment/economic objectives of the Local Plan, the preparation of which is a statutory requirement. The Strategy will form part of the Council's formal Budget and Policy Framework, reinforcing the Chiltern and South Bucks Joint Business Plan (2017-2020) and Joint Sustainable Community Strategy 2013-2026. As such, consultation with the Overview and Scrutiny Committee is required under the Council's Constitution. The Strategy will need to be reconsidered by Cabinet before firm proposals are recommended to full Council for adoption.

Risk Assessment

8.4 Minimal risk as the Councils are committed to supporting business as set out in the existing Chiltern and South Bucks Joint Business Plan (2017-2020). The Strategy could also de-risk to a degree the soundness of the Local Plan as to meet the test of soundness the Council will need to be able to demonstrate that it can be deliverable.

9. Links to Council Policy Objectives

9.1 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;

9.2 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;

9.3 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;

9.4 Effective and targeted transport solutions, including a well-maintained transport infrastructure with improved north-south and east-west links;

10. Next Step

10.1 To present the strategy and Action Plan to the Joint Strategic Partnership, share with other key partners and take into account in the service planning process, with progress against objectives reviewed annually and shared with the Overview and Scrutiny Committee.

Background Papers:	<ul style="list-style-type: none"> • Report to SBDC Cabinet of 25th April 2017 and Minutes there of • Report to SBDC Overview and Scrutiny Committee 20th March 2017 and Minutes there of • Report to CDC Services Overview 21st march and minutes there of • Report to SBDC Cabinet of 8th February 2017 and Minutes there of • Minutes of CDC Cabinet 7th February and Services Overview of 21st March 2017 • LGA peer Review 2014 • Emerging Local Plan documents and evidence base http://www.southbucks.gov.uk/planning/localplan2014-2036 • Chiltern & South Bucks Economy Survey, 2016 • Buckinghamshire Business Survey, 2016 • Chiltern and South Bucks Joint Business Plan (2015-2026)
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	<p>http://www.chiltern.gov.uk/CHttpHandler.ashx?id=3820&p=0</p> <ul style="list-style-type: none"> • Joint Community Strategy 2013 http://www.chiltern.gov.uk/CHttpHandler.ashx?id=3250&p=0 • HalifaxQualityofLifeSurvey2016 http://static.halifax.co.uk/assets/pdf/mortgages/pdf/161217-Halifax-Quality-of-Life%202016-FINAL.pdf • National Infrastructure Commission, Connected Future (2016) on 5G telecommunication technology https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/577906/CONNECTED_FUTURE_ACCESSIBLE.pdf • paragraph 3.16 of the 2016 Autumn Statement: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/571559/autumn_statement_2016_web.pdf • IDBR, ONS, 2016, DWP, 2016, Business Demography, 2016, MYPE, ONS, 2016, APS, ONS, 2016, ASHE, 2016 • Regional Accounts, ONS, 2016, Experian Local Market Forecasts ©, September 2016, APS, ONS, 2016, DWP, 2016, Business Demography, 2016, Companies House, 2016, ASHE, 2016 • BRES, ONS, 2016 • SNPP, ONS, 2016 • Business Demography, ONS, 2016 • Census 2011, ONS, 2014 • Origin-Destination, Census 2011, ONS, 2014 • Indices of deprivation, DCLG, 2015 • https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/464597/English_Indices_of_Deprivation_2015_-_Research_Report.pdf • ERC's Growth Dashboard (2016): http://www.enterpriseresearch.ac.uk/wp-content/uploads/2016/11/ERC-UK-Local-Growth-Dashboard-FINAL.pdf • Theresa May's 2016 speech to CBI for the importance of Scale Ups: https://www.gov.uk/government/speeches/cbi-annual-conference-2016-prime-ministers-speech
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	<p>https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/32457/11-1429-strategy-for-uk-life-sciences.pdf</p> <ul style="list-style-type: none">• Business Secretary Sajid Javid speech https://www.gov.uk/government/speeches/manufacturing-doing-what-works <p>“Fixing the Foundations” the Government’s 10 point plan for raising rural productivity</p> <p>https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/454866/10-point-plan-rural-productivity-pb14335.pdf</p> <p>Page 25 Chancellors Autumn Statement</p> <p>https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/571559/autumn_statement_2016_web.pdf</p> <p>https://labs.thinkbroadband.com/local/south-bucks,E07000006</p> <p>Page 11 of the Midlands Engine Strategy</p>
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Chiltern and South Bucks Economic Development Strategy
January 2017

Produced on behalf of Chiltern District Council & South Bucks District Council by



Table of Contents

1.0	Introduction	3
2.0	The Chiltern and South Bucks economy	8
2.1	Industrial and occupational structure	8
2.2	Labour market	13
2.3	Educational attainment	14
2.4	Enterprise and business survival	15
2.5	Earnings	16
2.6	Demography	17
2.7	Residential and commercial property	18
2.8	Commuting	22
2.9	Deprivation	26
2.10	Forecasts and projections	28
3.0	Business sentiment	31
4.0	Policy Environment	35
5.0	SWOT	39
5.1	Strengths	39
5.2	Weaknesses	39
5.3	Opportunities	39
5.4	Threats	40
6.0	Strategic Economic Objectives and Action Plan	42
6.1	Connectivity	42
6.2	Enterprise and business growth	43
6.3	Space for business	44
6.4	Skills and employability	44
6.5	Tourism and town centres	45
6.6	Monitoring and review	45

1.0 Introduction

- 1.0.1 Buckinghamshire Business First were commissioned in April 2016 to prepare an economic development strategy for Chiltern and South Bucks district councils following a Local Government Association Peer review recommendation that they should consider their roles in shaping economic growth “so that growth is appropriate and beneficial for the two districts, their residents and businesses” and to “ensure that the region remains competitive and can continue to be largely self-managing but directed to serve the needs of the community” and to influence the growth programmes of the Buckinghamshire Thames Valley LEP and other partners. Although there had been no current economic development strategy for Chiltern and South Bucks, the importance of the economy is prominent in a range of strategies and plans, including planning documents and the Chiltern and South Bucks Joint Business Plan¹ (2016-2020) and the Joint Community Strategy².
- 1.0.2 Following a literature and policy review and statistical analysis of third party sources an electronic survey of BBF members across the districts was drafted and distributed. The survey was completed by 219 businesses and was complemented by the findings of the 2016 Buckinghamshire Business Survey, a telephone survey of 800 businesses, including 266 from Chiltern and South Bucks. From these stages a SWOT analysis and strategic objectives and actions were drafted and tested in workshop and individual consultations. The research was presented to the districts’ cabinets and shared with the steering group.
- 1.0.3 Chiltern and South Bucks both offer a good business environment and a high quality of life. Only eight% of businesses are dissatisfied with the districts as a place to do business³, while they consistently rank highly in the Halifax Quality of Life index⁴ and 96.0% of residents report medium to very high life satisfaction according to the latest Government well-being survey.
- 1.0.4 South Bucks is a relatively small district at 141 square kilometres with 69,120 residents. It is within the Metropolitan Green Belt area, with 87% of the land designated as green belt. There are many small towns and villages, with the largest being Beaconsfield, Burnham and Gerrards Cross. These three towns have the best infrastructure and facilities. Most of the towns and villages have historical roots which are preserved through the use of conservation areas and listed buildings. The larger towns of High Wycombe, Uxbridge, Maidenhead and Slough border the District. These centres provide shopping facilities and services not available within the district as well as employment opportunities. In return, South Bucks provides

¹ <http://www.chiltern.gov.uk/CHttpHandler.ashx?id=3820&p=0>

² <http://www.chiltern.gov.uk/CHttpHandler.ashx?id=3250&p=0>

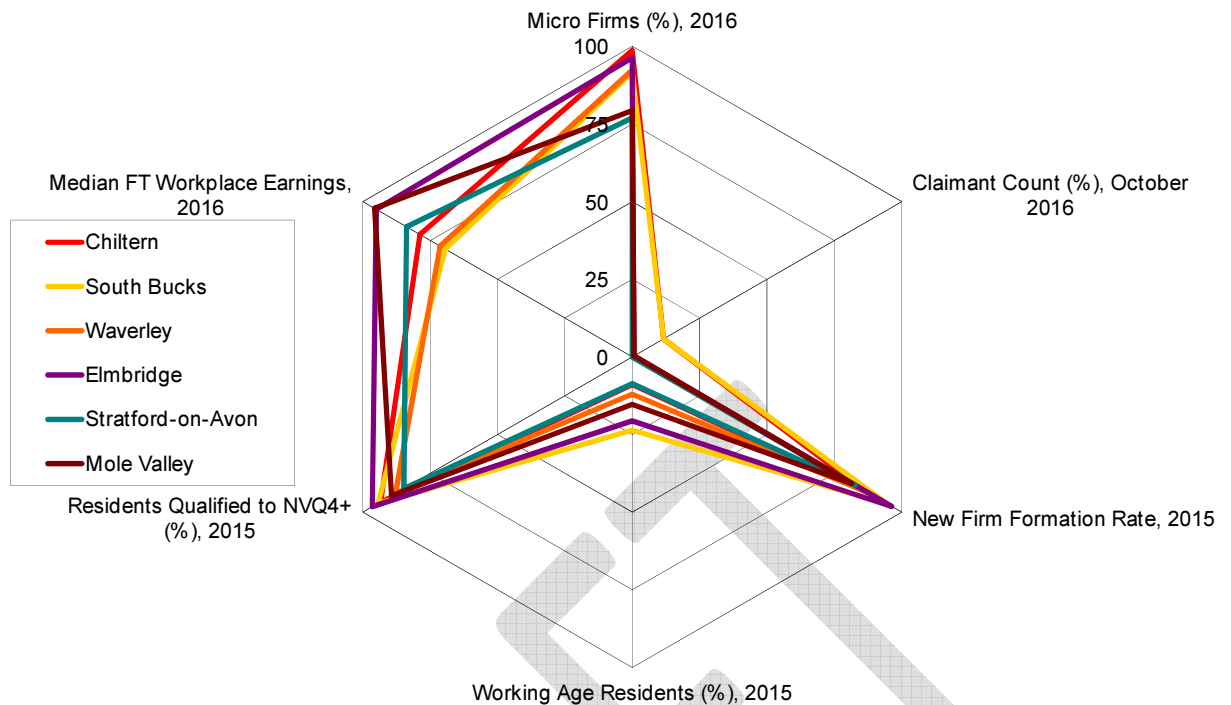
³ According to the Chiltern & South Bucks economy survey undertaken for this strategy.

⁴ 2016 report available at <http://static.halifax.co.uk/assets/pdf/mortgages/pdf/161217-Halifax-Quality-of-Life%202016-FINAL.pdf>

the open spaces which help meet the recreational needs of these larger centres. There are good links to London via the Chiltern Railway, M40 and M4.

- 1.0.5 Chiltern District is home to 94,545 residents. It is a little larger than South Bucks District at 196 square kilometres, with 72% of the land lying within the Chiltern Hills Area of Outstanding Natural Beauty and 80% falling within the Metropolitan Green Belt. Whilst there are many picturesque villages dotted around a mainly rural landscape, a majority of residents live in the settlements of Amersham, Chesham and Chalfont St Peter. Most of the towns and villages have historical roots which are preserved through the use of conservation areas and listed buildings. The area borders South Bucks to the South, Wycombe District to the west, Aylesbury Vale to the north and North West London to the east. There are good links with London via Transport for London's Metropolitan line and the Chiltern Railway.
- 1.0.6 Chiltern and South Bucks is a highly productive local economy, offering well paid, knowledge intensive jobs for its highly qualified, entrepreneurial and well-remunerated residents. Although its proximity to London and excellent road and rail connections, combined with its outstanding natural environment, make it popular with commuters, jobs density in Chiltern and South Bucks is above the national level, while the districts' GVA per job is among the very highest in the country.
- 1.0.7 As can be seen in the charts below, Chiltern and South Bucks share the characteristics of other prosperous districts in the South East of England, with low unemployment, an economy predominantly made up of very small businesses where workers earn very high wages, new businesses are often formed and residents are among the most highly qualified in the country.

Chart 1: Chiltern & South Bucks' nearest neighbours



Sources: IDBR, ONS, 2016, DWP, 2016, Business Demography, 2016, MYPE, ONS, 2016, APS, ONS, 2016, ASHE, 2016

- 1.0.8 Chiltern falls entirely in the High Wycombe and Aylesbury travel to work area which also includes part of South Bucks, with the rest of the district falling in the Slough and Heathrow travel to work area. The Buckinghamshire Housing and Economic Development Needs Assessment (HEDNA)⁵ is consistent with this distribution. The HEDNA additionally sets out two *best fit* Buckinghamshire sub functional economic market areas (FEMA), with Chiltern and South Bucks joining Wycombe in the Wycombe, Chiltern and Beaconsfield sub-FEMA. The HEDNA acknowledges the strength of southern South Bucks' economic connections to parts of Berkshire.
- 1.0.9 When compared to the country as a whole Chiltern and South Bucks collectively outperform the national economy across a range of indicators, having higher productivity, stronger recent growth and stronger forecast performance, while residents have higher educational attainment as well as higher employment and lower unemployment rates. Deprivation is relatively low, Chiltern and South Bucks having the 3rd and 25th lowest deprivation among the 326 local authority districts in England⁶. While no ward ranks in below the 4th least deprived decile nationally, there is marked deprivation on individual domains, across the districts on *barriers to housing*, with a more localised geography to deprivation on the *crime; education, skills and training; employment; and income* domains.

⁵ <http://www.southbucks.gov.uk/CHttpHandler.ashx?id=9080&p=0>

⁶ Measured by average rank of lower level super output areas on 2015's indices of deprivation

1.0.10 However, there are differences between the districts. Chiltern’s economy has grown more slowly than South Bucks’ over the recession and Experian expect Chiltern to lag behind both South Bucks and the country as a whole in the period to 2026. Chiltern has also failed to match South Bucks’ performance on the enterprise indicators, starting fewer VAT / PAYE registered companies and registering fewer businesses with Companies House per head of population. Chiltern outperforms South Bucks on workplace-based employee earnings but has lower residence based earnings.

Chart 2: Chiltern & South Bucks’ comparative performance (National=100)



Sources: Regional Accounts, ONS, 2016, Experian Local Market Forecasts ©, September 2016, APS, ONS, 2016, DWP, 2016, Business Demography, 2016, Companies House, 2016, ASHE, 2016

1.0.11 The Economic Development Strategy for Chiltern and South Bucks sets out the councils’ economic development priorities for 2017–2026, presenting the economic opportunities for the districts as well as their strengths, weaknesses and the threats they face.

1.0.12 The economic development strategy considers the Councils’ roles in shaping economic growth and ensures growth is appropriate and beneficial for the two districts, their residents and businesses while ensuring that the local economy

remains competitive and can continue to be largely self-managing but directed to serve the needs of the community. The economic development strategy will additionally be used to influence partners' growth programmes and explore the need to create new delivery models.

1.0.13 Although this is the first economic development strategy for Chiltern and South Bucks, the importance of the economy is highlighted in a range of strategies and plans, including the emerging local plan and the Chiltern and South Bucks Joint Business Plan⁷ (2015-2026) which sets out the vision that by 2026 the districts will be: "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". 2016's Joint Community Strategy⁸ set out the following challenges for the economy:

- Supporting the local economy to continue to thrive and provide local jobs for local people;
- Identifying workforce skills and technological resources for tomorrow's economy and encouraging their development;
- Sustainable delivery of new homes, of the right type to meet residents' needs, and with the necessary supporting infrastructure;
- Understanding and managing the impact of growth in the north of Buckinghamshire on infrastructure

⁷ <http://www.chiltern.gov.uk/CHttpHandler.ashx?id=3820&p=0>

⁸ <http://www.chiltern.gov.uk/CHttpHandler.ashx?id=3250&p=0>

2.0 The Chiltern and South Bucks economy

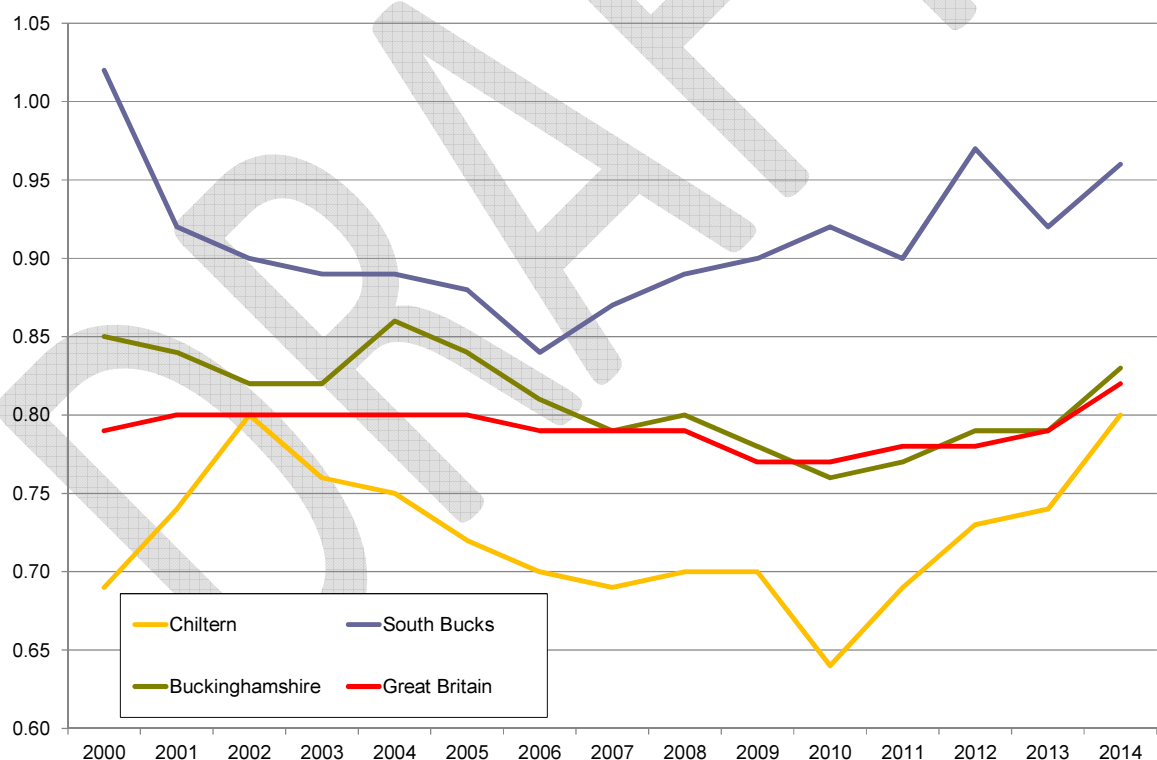
2.0.1 Chiltern and South Bucks provide 71,000 jobs in 10,945 businesses in an economy worth £4.7bn. At £66,200, the districts' GVA per job is well above the national level and among the highest in the UK outside London.

2.0.2 From 2007 to 2014, the Chiltern and South Bucks economy grew 29.6%, with growth in South Bucks (34.2%) being stronger than in Chiltern (25.0%), to rank 28th and 100th respectively among England's 326 local authority districts.

2.1 Industrial and occupational structure

2.1.1 The number of jobs in the districts for every working age resident has increased in recent years as shown in the chart below. While recent improvement has been faster in Chiltern, at 0.96 South Bucks has the 59th highest jobs density of all 380 local authority districts in Great Britain, despite the marked out-commuting highlighted in section 2.8.

Chart 3: Jobs density over time



Source: ONS, 2016

2.1.2 Across Great Britain, 84.1% of VAT / PAYE registered businesses employ fewer than ten people. In Chiltern and South Bucks this rises to 90.8 and 88.7% respectively, the 5th and 29th highest shares of all 380 local authorities in Great Britain. Despite the presence of large companies such as FTSE 100 listed Intercontinental Hotels as well as GE Healthcare, Martin-Baker and Bosch there are only 20 companies in the districts that employ 250 or more staff.

2.1.3 The professional, scientific and technical sector accounts for almost a quarter (23.6%) of all businesses in Chiltern and South Bucks, including the 780 management consultancies in Chiltern that account for 11.9% of all business (i.e. a little over 1 in 8) in the district. This is more than double the national rate ranking 4th highest among all 380 local authority districts in Great Britain. In South Bucks there are 530 management consultancies, accounting for 9.6% of the total, ranking 14th in the country.

Table 1: Business population by number of employees, 2016

	Micro (0 to 9)			Small (10 to 49)			Medium (50 to 249)			Large (250+)		
	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank
Chiltern & South Bucks	10,860	89.8	-	1,040	8.6	-	180	1.5	-	20	0.2	-
Chiltern	5,955	90.8	5	515	7.9	374	85	1.3	375	10	0.2	344
South Bucks	4,905	88.7	29	525	9.5	350	95	1.7	332	10	0.2	329
Aylesbury Vale	9,295	88.3	37	1,010	9.6	346	190	1.8	316	25	0.2	268
Wycombe	8,995	86.0	110	1,170	11.2	291	260	2.5	198	25	0.2	264
Buckinghamshire	29,150	88.1	1	3,220	9.7	27	630	1.9	26	70	0.2	25
South East	385,755	85.2	2	54,375	12.0	10	10,960	2.4	10	1,615	0.4	9
London	466,430	86.8	1	56,265	10.5	11	12,260	2.3	11	2,190	0.4	6
Great Britain	2,459,475	84.1	-	376,805	12.9	-	77,630	2.7	-	11,850	0.4	-

Source: IDBR, ONS, 2016

2.1.4 Health, education and retail are the biggest employers of any broad industrial group across the country as a whole but in Chiltern and South Bucks all three rank behind professional, scientific and technical services which employs 8,800 people, or 11.7% of all employment.

2.1.5 Retail in Chiltern and South Bucks employs 6,600 people in 815 businesses. The number of businesses in the sector has fallen by 40 since 2012's post-recession peak with employment falling 200 over the same period. Since 2012, the fall in total employment in retail has been entirely accounted for by a fall in the number of part-time workers. Part-time workers now make up less than half (50.9%) of the retail workforce in Chiltern and South Bucks for the first time since 2008.

Table 2: Business population by broad industry group, 2016

	1 : Agriculture, forestry & fishing (A)			2 : Mining, quarrying & utilities (B,D and E)			3 : Manufacturing (C)			4 : Construction (F)			5 : Motor trades (Part G)			6 : Wholesale (Part G)			7 : Retail (Part G)			8 : Transport & storage (inc postal) (H)			9 : Accommodation & food services (I)		
	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank
Chiltern & South Bucks	200	1.7	-	65	0.5	-	395	3.3	-	1,200	9.9	-	260	2.2	-	470	3.9	-	815	6.7	-	275	2.3	-	475	3.9	-
Chiltern	130	2.0	214	15	0.2	367	230	3.5	322	665	10.1	240	135	2.1	334	255	3.9	210	460	7.0	346	115	1.8	361	225	3.4	380
South Bucks	70	1.3	240	50	0.9	57	165	3.0	351	535	9.7	269	125	2.3	317	215	3.9	211	355	6.4	364	160	2.9	256	250	4.5	338
Aylesbury Vale	715	6.8	109	45	0.4	298	525	5.0	190	1,130	10.7	195	325	3.1	186	440	4.2	162	690	6.6	359	330	3.1	226	420	4.0	370
Wycombe	205	2.0	215	55	0.5	247	540	5.2	177	1,135	10.9	186	285	2.7	261	510	4.9	75	800	7.6	309	255	2.4	310	425	4.1	364
Hillingdon	35	0.2	329	65	0.5	286	510	3.6	320	1,760	12.3	99	375	2.6	278	695	4.8	82	1,335	9.3	211	1,045	7.3	29	825	5.8	215
Dacorum	140	1.6	229	25	0.3	349	340	3.9	292	1,085	12.5	85	200	2.3	314	370	4.3	151	615	7.1	341	295	3.4	198	425	4.9	305
Slough	10	0.2	343	40	0.6	191	270	4.2	268	515	8.0	346	210	3.2	155	370	5.7	19	565	8.7	245	650	10.0	9	285	4.4	348
Spelthorne	15	0.3	323	40	0.7	111	180	3.4	333	625	11.7	132	150	2.8	253	210	3.9	203	435	8.1	281	685	12.8	5	265	4.9	300
Three Rivers	45	0.8	272	50	0.9	51	180	3.3	337	710	13.1	70	120	2.2	322	265	4.9	72	335	6.2	370	205	3.8	163	235	4.3	353
Windsor and Maidenhead	80	0.8	278	55	0.5	239	330	3.2	344	780	7.6	350	200	2.0	340	430	4.2	159	760	7.4	320	230	2.3	328	525	5.1	282
Buckinghamshire	1,125	3.4	23	165	0.5	24	1,460	4.4	23	3,465	10.5	22	875	2.6	25	1,420	4.3	13	2,300	7.0	27	860	2.6	23	1,315	4.0	27
South East	12,105	2.7	11	2,445	0.5	11	19,560	4.3	11	51,655	11.4	2	12,405	2.7	10	18,100	4.0	7	38,985	8.6	11	14,030	3.1	10	25,090	5.5	10
London	670	0.1	12	2,285	0.4	12	13,910	2.6	12	46,670	8.7	12	7,090	1.3	12	21,195	3.9	8	44,980	8.4	12	13,415	2.5	12	30,025	5.6	9
England	101,580	3.9	-	14,825	0.6	-	123,875	4.8	-	269,355	10.4	-	71,535	2.8	-	108,695	4.2	-	245,115	9.5	-	96,175	3.7	-	156,885	6.1	-
United Kingdom	150,870	5.0	-	18,790	0.6	-	144,180	4.8	-	311,375	10.3	-	83,655	2.8	-	124,105	4.1	-	289,800	9.6	-	110,245	3.7	-	187,865	6.2	-

	10 : Information & communication (J)			11 : Financial & insurance (K)			12 : Property (L)			13 : Professional, scientific & technical (M)			14 : Business administration & support services (N)			15 : Public administration & defence (O)			16 : Education (P)			17 : Health (Q)			18 : Arts, entertainment, recreation & other services (R,S,T and U)		
	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank
Chiltern & South Bucks	1,370	11.3	-	285	2.4	-	665	5.5	-	2,855	23.6	-	1,025	8.5	-	45	0.4	-	280	2.3	-	520	4.3	-	885	7.3	-
Chiltern	785	12.0	37	160	2.4	73	235	3.6	97	1,690	25.8	9	515	7.9	188	25	0.4	331	165	2.5	154	290	4.4	319	460	7.0	102
South Bucks	585	10.6	55	125	2.3	106	430	7.8	3	1,165	21.1	35	510	9.2	42	20	0.4	340	115	2.1	314	230	4.2	336	425	7.7	54
Aylesbury Vale	955	9.1	73	180	1.7	248	335	3.2	181	2,040	19.4	66	865	8.2	149	100	1.0	152	240	2.3	255	515	4.9	268	675	6.4	194
Wycombe	1,225	11.7	42	185	1.8	231	315	3.0	217	2,185	20.9	39	850	8.1	159	55	0.5	294	255	2.4	187	470	4.5	312	710	6.8	141
Hillingdon	1,700	11.9	39	265	1.8	213	460	3.2	171	2,175	15.2	158	1,265	8.8	70	50	0.3	343	265	1.8	361	720	5.0	251	790	5.5	341
Dacorum	1,120	12.9	24	160	1.8	214	240	2.8	271	1,660	19.2	68	755	8.7	87	40	0.5	314	220	2.5	144	390	4.5	311	585	6.8	152
Slough	1,080	16.7	5	120	1.9	212	150	2.3	333	880	13.6	210	535	8.3	139	20	0.3	349	120	1.9	360	370	5.7	180	285	4.4	375
Spelthorne	690	12.9	25	80	1.5	304	130	2.4	321	780	14.6	177	480	9.0	59	20	0.4	333	85	1.6	378	180	3.4	378	305	5.7	319
Three Rivers	670	12.4	33	110	2.0	166	215	4.0	56	1,140	21.0	36	415	7.7	216	15	0.3	361	115	2.1	301	270	5.0	254	325	6.0	269
Windsor and Maidenhead	1,335	13.1	22	215	2.1	143	355	3.5	112	2,485	24.3	14	1,000	9.8	17	30	0.3	352	260	2.5	141	465	4.6	302	675	6.6	169
Buckinghamshire	3,555	10.8	3	650	2.0	11	1,315	4.0	1	7,075	21.4	2	2,735	8.3	9	195	0.6	25	775	2.3	19	1,505	4.6	26	2,270	6.9	7
South East	43,700	9.7	2	9,830	2.2	6	15,000	3.3	6	82,795	18.3	2	39,090	8.6	2	2,895	0.6	11	10,920	2.4	9	23,925	5.3	10	30,180	6.7	5
London	65,850	12.3	1	16,470	3.1	1	24,605	4.6	1	117,070	21.8	1	53,465	10.0	1	1,960	0.4	12	10,425	1.9	12	28,060	5.2	12	39,005	7.3	3
England	198,225	7.7	-	62,540	2.4	-	92,905	3.6	-	425,305	16.5	-	219,605	8.5	-	19,000	0.7	-	60,825	2.4	-	147,665	5.7	-	170,365	6.6	-
United Kingdom	215,410	7.2	-	71,510	2.4	-	104,700	3.5	-	478,500	15.9	-	247,595	8.2	-	24,190	0.8	-	72,980	2.4	-	173,830	5.8	-	200,455	6.7	-

Source: IDBR, ONS, 2016

Table 3: Total employment (workplace-based) by broad industry group, 2015

	Agriculture, forestry & fishing (A)			Mining, quarrying & utilities (B, D and E)			Manufacturing (C)			Construction (F)			Motor trades (Part G)			Wholesale (Part G)			Retail (Part G)			Transport & storage (inc postal) (H)			Accommodation & food services (I)		
	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank
Chiltern & South Bucks	200	0.3	-	300	0.4	-	4,100	5.6	-	3,700	5.0	-	1,500	2.0	-	6,100	8.3	-	6,600	9.0	-	1,600	2.2	-	5,400	7.4	-
Chiltem	100	0.3	107	-	0.1	375	2,300	6.3	257	1,900	5.1	205	700	1.9	241	2,900	8.0	14	3,400	9.3	281	500	1.4	376	2,200	6.0	250
South Bucks	100	0.3	129	300	0.8	247	1,800	4.9	302	1,800	4.9	224	800	2.2	165	3,200	8.7	10	3,200	8.7	313	1,100	3.0	278	3,200	8.6	91
Aylesbury Vale	300	0.3	104	400	0.5	315	5,900	7.8	222	3,500	4.7	239	1,900	2.5	111	4,100	5.4	84	7,000	9.3	285	2,400	3.1	264	4,500	6.0	247
Wycombe	300	0.4	97	1,400	1.6	91	5,300	6.3	259	4,600	5.5	162	1,900	2.2	172	8,400	10.0	5	8,600	10.2	217	2,200	2.6	313	5,200	6.2	237
Hillingdon	100	0.0	285	1,200	0.7	269	7,400	4.0	327	5,500	3.0	347	2,600	1.4	322	8,900	4.8	127	14,500	7.9	340	33,100	18.1	4	14,600	8.0	124
Dacorum	-	0.1	272	300	0.4	347	4,600	7.0	239	3,600	5.5	167	1,500	2.2	158	4,700	7.2	22	7,600	11.6	115	4,000	6.1	72	4,200	6.4	216
Slough	-	0.0	275	1,800	2.3	49	6,300	7.9	220	2,600	3.3	338	2,000	2.5	106	4,300	5.4	83	6,500	8.2	332	9,800	12.4	12	3,100	3.9	373
Spelthorne	-	0.1	237	500	1.4	133	1,900	4.9	301	2,800	7.2	59	700	1.7	282	2,000	5.2	96	4,300	11.1	153	4,000	10.2	16	2,900	7.3	155
Three Rivers	-	0.0	323	400	0.9	212	1,000	2.3	357	5,800	13.3	4	900	2.0	209	3,000	6.9	30	2,400	5.4	376	900	2.2	351	2,400	5.4	311
Windsor and Maidenhead	-	0.1	257	1,100	1.4	126	2,700	3.3	339	3,000	3.7	315	1,100	1.4	328	5,400	6.7	37	6,400	8.0	336	1,400	1.7	369	7,400	9.2	77
Buckinghamshire	800	0.3	10	2,100	0.9	23	15,300	6.5	23	11,800	5.1	23	5,200	2.2	17	18,600	8.0	1	22,200	9.5	21	6,200	2.7	26	15,100	6.5	21
South East	56,300	1.4	8	45,000	1.1	10	255,200	6.1	10	199,400	4.8	6	83,600	2.0	6	197,700	4.7	2	415,400	10.0	6	182,500	4.4	7	306,500	7.4	5
London	2,000	0.0	11	27,700	0.5	11	116,000	2.3	11	145,600	2.9	11	41,900	0.8	11	150,800	3.0	9	437,100	8.7	11	229,100	4.5	6	376,700	7.5	4
England	341,300	1.3	-	276,100	1.1	-	2,053,100	8.0	-	1,182,600	4.6	-	470,000	1.8	-	1,055,400	4.1	-	2,533,900	9.9	-	1,204,700	4.7	-	1,805,400	7.0	-
Great Britain	477,300	1.6	-	370,800	1.3	-	2,378,700	8.1	-	1,376,100	4.7	-	542,200	1.8	-	1,167,700	4.0	-	2,915,200	9.9	-	1,354,600	4.6	-	2,109,800	7.1	-

	Information & communications (J)			Financial & insurance (K)			Property (L)			Professional, scientific & technical (M)			Business administration (N)			Public administration & defence (O)			Education (P)			Health (Q)			Arts, entertainment, & recreation (R)		
	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank
Chiltern & South Bucks	5,500	7.5	-	1,500	2.0	-	2,300	3.1	-	8,600	11.7	-	4,600	6.3	-	1,000	1.4	-	7,700	10.5	-	8,400	11.4	-	4,100	5.6	-
Chiltem	2,600	7.1	32	800	2.3	112	1,000	2.7	24	4,500	12.3	36	1,400	3.9	351	600	1.7	341	5,000	13.8	14	4,500	12.4	211	1,900	5.3	90
South Bucks	2,900	8.0	27	700	1.8	151	1,300	3.5	7	4,100	11.2	50	3,200	8.6	126	400	1.0	375	2,700	7.4	295	3,900	10.5	273	2,200	6.1	46
Aylesbury Vale	3,400	4.5	85	1,400	1.9	138	1,400	1.8	154	5,800	7.8	132	8,100	10.8	71	3,700	5.0	111	7,700	10.3	96	10,300	13.7	174	3,400	4.6	166
Wycombe	7,100	8.4	21	1,600	1.9	141	1,700	2.0	111	9,100	10.8	55	6,000	7.1	203	1,700	2.0	314	7,500	8.9	198	8,100	9.6	295	3,600	4.3	198
Hillingdon	7,600	4.1	101	1,900	1.1	257	1,800	1.0	330	16,800	9.2	77	26,300	14.4	25	7,600	4.1	159	13,800	7.5	290	15,100	8.2	331	4,200	2.3	371
Dacorum	5,400	8.3	23	900	1.4	200	1,000	1.5	225	6,600	10.0	63	5,100	7.8	155	2,100	3.2	232	5,800	8.9	204	5,100	7.7	347	3,200	4.9	131
Slough	8,900	11.2	10	1,000	1.3	220	600	0.7	369	7,100	9.0	82	8,800	11.0	66	1,700	2.1	309	6,000	7.6	285	7,200	9.0	312	1,800	2.3	372
Spelthorne	3,300	8.4	22	400	1.1	258	900	2.3	59	2,600	6.7	175	3,300	8.5	135	1,200	3.1	237	3,300	8.4	234	2,900	7.4	352	2,100	5.3	85
Three Rivers	3,700	8.5	20	1,700	4.0	60	1,300	3.0	13	7,800	18.1	11	3,200	7.4	179	600	1.5	353	3,300	7.7	276	2,700	6.2	370	2,200	5.0	112
Windsor and Maidenhead	8,400	10.5	11	1,400	1.8	150	2,000	2.5	32	11,100	13.8	24	5,100	6.4	243	1,800	2.3	296	8,200	10.3	98	6,400	8.0	335	7,100	8.8	5
Buckinghamshire	16,000	6.9	1	4,500	1.9	16	5,400	2.3	2	23,600	10.1	5	18,700	8.0	12	6,400	2.8	23	23,000	9.9	4	26,800	11.5	22	11,200	4.8	7
South East	256,000	6.1	2	119,600	2.9	5	77,000	1.8	2	377,400	9.1	2	323,200	7.8	7	131,700	3.2	11	419,700	10.1	2	521,200	12.5	7	198,400	4.8	2
London	386,300	7.7	1	362,100	7.2	1	139,400	2.8	1	709,500	14.1	1	550,200	10.9	1	215,900	4.3	6	387,400	7.7	10	508,500	10.1	11	251,000	5.0	1
England	1,113,200	4.3	-	909,500	3.5	-	481,700	1.9	-	2,270,200	8.8	-	2,308,100	9.0	-	1,021,100	4.0	-	2,306,100	9.0	-	3,218,400	12.5	-	1,148,000	4.5	-
Great Britain	1,196,800	4.1	-	1,025,400	3.5	-	534,700	1.8	-	2,503,100	8.5	-	2,571,000	8.7	-	1,258,300	4.3	-	2,625,000	8.9	-	3,829,300	13.0	-	1,309,400	4.4	-

Source: BRES, ONS, 2016

2.1.6 Work in Chiltern and South Bucks is concentrated in the most knowledge-intensive occupations across the industrial structure. Managerial, professional and technical occupations (SOCs 1,2 and 3) are all overrepresented compared to England with process, plant and machine operatives, elementary, sales and administrative occupations (SOCs 8, 9, 7 and 4) all under-represented. In manufacturing, professionals are 50% overrepresented compared to the industry across England as a whole, while the share of elementary jobs is a little over half the national rate. This occupational distribution underpins the high productivity of Chiltern and South Bucks and demonstrates the demand for highly skilled workers in the districts.

Table 4: Workplace-based industrial structure by occupation, 2011 (England=100)

	All categories: Industry	A, B, D, E Agriculture, energy and water	C Manufacturing	F Construction	G, I Distribution, hotels and restaurants	H, J Transport and communication	K, L, M, N Financial, Real Estate, Professional and Administrative activities	O, P, Q Public administration, education and health	R, S, T, U Other
1. Managers, directors and senior officials	134.6	121.5	151.6	149.3	129.3	145.8	128.4	119.7	108.2
2. Professional	106.5	70.3	155.6	107.9	145.3	112.3	107.1	103.9	83.5
3. Associate professional and technical	115.1	96.1	163.7	82.3	141.4	159.8	105.2	82.9	103.4
4. Administrative and secretarial	95.0	112.1	126.5	124.5	115.3	95.0	92.7	78.4	80.7
5. Skilled trades	104.0	105.0	82.6	97.3	113.8	136.8	132.4	99.3	140.9
6. Caring, leisure and other service	110.7	134.5	102.2	56.2	111.5	115.6	95.5	122.8	109.1
7. Sales and customer service	72.4	45.4	116.2	67.8	75.5	58.3	56.6	50.8	68.5
8. Process, plant and machine operatives	59.2	117.1	45.4	74.6	62.1	50.4	63.0	83.7	93.6
9. Elementary	78.0	93.6	52.6	74.2	86.9	69.0	66.9	79.6	81.2

Source: Census 2011, ONS, 2014

2.1.7 The creative industries⁹ employ 6,400 people across Chiltern and South Bucks, representing 8.6% of all employment, more than double the national share. The districts are also home to nationally important assets, including Pinewood Studios and the National Film and Television School. In life sciences¹⁰, the 700 jobs in Chiltern give the district the 7th highest location quotient of all 380 local authorities in Great Britain, while there are a further 100 people employed in the sector in South Bucks. These sectors are expected to play a central role in the UK's future prosperity, with both featuring prominently in the Industrial Strategy Green Paper¹¹.

⁹ Using the definition set out by DCMS (2016) in https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/534305/Focus_on_Employment_revised_040716.pdf

¹⁰ See https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/32457/11-1429-strategy-for-uk-life-sciences.pdf

¹¹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/586626/building-our-industrial-strategy-green-paper.pdf

There are more than 10,000 people employed in professional and business services in the two districts, representing 14.6% of employment, both districts ranking in the top 100 local authorities in Great Britain.

2.2 Labour market

2.2.1 At 78.1%, the employment rate in Chiltern and South Bucks is above the national and regional levels. However, while Chiltern's employment rate is the 59th highest among the 380 local authorities in Great Britain, South Bucks ranks only 216th, still above the national level but below the regional rate. At 20.2%, the economic inactivity rate of working age residents is below the national rate, with more than three quarters of the economically inactive not wanting to work, Looking after family or home (34.2%, rising to 45.5% women), full-time study (23.8%), long term sickness (16.1%) and retirement (11.8%) being the most common reasons for being economically inactive.

Table 5: Labour market summary, year to Q2 2016

	Employment rate aged 16-64			Unemployment rate - 16+			Economic inactivity aged 16-64			Economic inactivity - want a job			Economic inactivity - do not want a job		
	No	%	Rank	No	%	Rank	No	%	Rank	No	%	Rank	No	%	Rank
Chiltern & South Bucks	74,600	78.1	-	2,600	3.3	-	19,300	20.2	-	3,900	20.2	-	15,400	79.9	-
Chiltern	44,100	80.9	59	1,400	3.0	52	9,600	17.7	285	2,400	24.5	185	7,300	75.5	194
South Bucks	30,500	74.3	216	1,200	3.6	120	9,700	23.6	104	1,500	15.7	323	8,100	84.3	56
Aylesbury Vale	94,600	80.9	59	3,300	3.2	73	19,700	16.8	303	4,300	22.0	232	15,300	78.0	141
Wycombe	88,400	80.5	68	4,000	4.1	171	17,500	15.9	330	6,300	35.8	41	11,200	64.2	338
Hillingdon	148,800	74.9	195	8,700	5.4	276	45,000	22.7	133	9,900	21.9	239	35,200	78.1	138
Dacorum	78,600	83.4	28	2,800	3.3	86	14,400	15.2	339	2,200	15.4	326	12,100	84.6	50
Slough	71,500	74.3	216	3,500	4.6	213	21,500	22.3	148	5,100	23.6	203	16,400	76.4	174
Spelthorne	49,200	81.1	54	2,000	3.8	146	8,300	13.6	358	2,800	33.8	56	5,500	66.2	322
Three Rivers	42,300	75.4	183	1,400	3.1	62	11,500	20.6	196	-	-	-	10,500	91.3	13
Windsor and Maidenhead	72,400	80.7	63	2,600	3.4	98	14,200	15.8	332	3,100	22.0	232	11,100	78.0	141
Buckinghamshire	257,500	79.9	4	8,700	3.1	6	56,500	17.5	21	14,500	25.6	11	42,000	74.4	17
South East	4,270,500	77.3	1	192,400	4.1	3	1,061,000	19.2	11	284,500	26.8	1	776,600	73.2	11
London	4,317,900	73.2	5	286,600	6.1	10	1,295,100	22.0	8	332,500	25.7	4	962,600	74.3	8
England	25,509,100	74.0	-	1,412,200	5.1	-	7,547,400	21.9	-	1,836,500	24.3	-	5,710,900	75.7	-
Great Britain	29,359,100	73.8	-	1,633,300	5.1	-	8,801,400	22.1	-	2,152,700	24.5	-	6,648,700	75.5	-

Source: APS, ONS, 2016

2.2.2 While unemployment is low in Chiltern and South Bucks at 3.3% of residents aged 16 and over, this still represents 2,600 people. The Job Seekers' Allowance claimant count in the districts has fallen by 23.2% over the last year to 517, or 0.5% of working age residents, the second lowest total on record behind the 504 of December 2015, with 165 having been claiming for over six months, including 80 who have been claiming for 12 months or more. The number of JSA claimants aged 18-24 fell to a new low of 60, having peaked at 490 in the months following the start of the 2008 recession (40 in Chiltern and 20 in South Bucks).

- 2.2.3 Almost half of JSA claimants in Chiltern and South Bucks (53.2%) are looking for work as sales assistants and retail cashiers, with the next most commonly sought roles being senior officials in national government (6.4%), general administrative occupations (5.3%) and elementary goods storage and handling occupations (3.2%).
- 2.2.4 There were 8,140 jobs vacancies in Chiltern and South Bucks in the year ending November 2016. Nurses were the occupation most commonly sought by employers, ahead of *other* administrative occupations, chefs, carers and home carers, business sales executives and sales accounts and business development managers.
- 2.2.5 Despite having some of the smallest public sectors of all local authority areas, the industries most commonly recruiting are dominated by the public sector with human health activities with 734 openings, education (441) and social work activities without accommodation (305) accounting for more than a third (34.5%) of all job openings in the last year¹² The private sector industries with the highest number of openings were food and beverage service activities (539), manufacture of machinery (292), accommodation (253) and retail (excluding motor vehicles).
- 2.2.6 The employers with the most job openings in the last year in Chiltern and South Bucks were the NHS, Intercontinental Hotels, GE, Sunrise Senior Living, Citrix Limited, BMI Healthcare and Mitchells and Butler. Other prominent recruiters included Pinewood, Shepperton, The Entertainer, Buckinghamshire County Council and Chiltern District Council.

2.3 Educational attainment

- 2.3.1 Across Chiltern and South Bucks 41% of businesses rate the availability of skills and labour as either *minor* or very *positive*, according to the 2013 Buckinghamshire Business Survey. Accordingly, educational attainment in Chiltern and South Bucks is among the highest in the country with 53.0% of working age residents holding degree level qualifications and 96.5% being qualified to at least NVQ level 1.

Table 6: Educational attainment, 2015 (working age residents)

	NVQ4+			NVQ3+			NVQ2+			NVQ1+			No Quals		
	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank
Chiltern & South Bucks	49,700	53.0		68,710	73.3		80,645	86.0		90,500	96.5		3,300	3.5	
Chiltern	28,200	52.5	26	37,610	69.3	36	45,395	81.8	43	52,000	96.7	18	1,800	3.3	17
South Bucks	21,500	53.8	20	31,100	77.5	5	35,250	86.8	6	38,500	96.3	23	1,500	3.8	23
Aylesbury Vale	49,500	43.7	79	71,740	63.2	90	89,580	78.2	113	105,100	92.9	152	8,100	7.2	163
Wycombe	53,500	48.6	46	75,080	67.8	46	90,860	80.7	66	104,300	94.8	78	5,700	5.2	81
Buckinghamshire	152,700	48.2	2	215,620	67.7	1	260,940	80.8	2	299,800	94.6	5	17,100	5.4	5
South East	2,175,400	39.8	3	3,330,550	60.5	3	4,322,225	76.8	2	5,119,300	93.7	2	343,400	6.3	2
London	2,871,300	49.9	1	3,813,310	65.4	1	4,614,745	76.3	3	5,340,300	92.7	3	419,300	7.3	3
Great Britain	14,621,500	37.1		22,884,890	57.4		30,168,205	76.5		36,054,600	91.4		3,376,400	8.6	

¹² Where an industry was specified (18.6% of all openings).

Source: APS, ONS, 2016

2.3.2 Although lower than the shares recorded among residents, the proportion of people working in Chiltern and South Bucks with degree level qualifications is among the highest in the country, ranking 31st and 57th among the local authorities in England and Wales at the 2011 Census.

2.4 Enterprise and business survival

2.4.1 Chiltern and South Bucks are among the most entrepreneurial places in the country, forming 113.0 new VAT / PAYE business for every 10,000 residents in 2015, well above the 73.5 recorded across the country as a whole. South Bucks performs particularly well on this measure, raking 18th among the 380 local authority districts in Great Britain and 6th outside London.

Table 7: Business births and deaths, 2015

	Business births			Business deaths			Annual change (%)	
	No.	Rate	Rank	No.	Rate	Rank	Births	Deaths
Chiltern & South Bucks	1,480	113		1,035	79		2.8	4.3
Chiltern	765	101.8	43	550	73.2	23	3.4	5.8
South Bucks	715	128.1	18	485	86.9	15	2.1	9.0
Aylesbury Vale	1,135	75.6	105	730	48.6	120	1.8	-10.4
Wycombe	1,230	87.9	68	900	64.3	43	5.6	4.7
Hillingdon	2,310	98.6	46	1,335	57.0	70	11.3	5.5
Dacorum	1,085	89.5	63	880	72.6	24	8.0	7.3
Slough	1,260	115.9	29	600	55.2	78	35.5	-13.0
Spelthorne	775	97.0	49	790	98.9	9	-5.5	59.6
Three Rivers	760	103.9	39	510	69.7	32	7.0	6.3
Windsor and Maidenhead	1,405	119.1	25	960	81.4	16	8.1	12.3
Buckinghamshire	3,845	91.3	3	2,665	63.3	3	3.4	0.9
South East	55,590	76.7	2	37,895	52.3	2	8.4	2.6
London	100,920	146.1	1	56,830	82.3	1	13.9	7.3
Great Britain	377,635	73.5	-	248,055	48.3	-	9.2	2.3

Source: Business Demography, ONS, 2016

2.4.2 In the final quarter of 2016, 493 new companies were registered in Chiltern and South Bucks with Companies House. This equates to 37.7 new registrations per 10,000 residents (16+), rising to 43.0 in South Bucks to rank 33rd in Great Britain and 10th outside London, with Chiltern also bettering the national average to rank 57th, with 33.7 registrations per 10,000 residents.

2.4.3 Across Chiltern and South Bucks, 11,500 people, or 12.2% of working residents are self-employed, above the national, regional and county level, with Chiltern scoring particularly highly on this measure at 14.4% to rank 53rd among all local authorities in Great Britain.

2.5 Earnings

2.5.1 Earnings in Chiltern and South Bucks are among the highest in the country. South Bucks' residents had gross full-time annual earnings of £37,459 in 2016, the 14th highest of any local authority district in Great Britain, with Chiltern ranking 18th with £36,282. The gap between residents and workers earnings was the biggest in the country in Chiltern in 2014 but by 2016 South Bucks' gap was bigger at £9,119 the 6th largest in Great Britain. Despite this, the earnings of those working in Chiltern and South Bucks are above the national rate, with Chiltern recording the 70th highest workplace based earnings of all 380 local authorities in Great Britain at £30,111.

Table 8: Gross median full-time earnings by residence and workplace, 2016¹³

	Residence				Workplace			
	£	Rank	% change	Rank	£	Rank	% change	Rank
Chiltern	36,282	18	-4.2	346	30,111	70	0.0	244
South Bucks	37,459	14	10.2	15	28,340	-	-	-
Aylesbury Vale	31,322	81	5.1	89	27,160	152	8.4	34
Wycombe	31,969	71	-0.8	292	32,416	32	5.6	77
Hillingdon	33,508	44	2.1	181	33,469	19	2.4	171
Dacorum	34,404	34	8.1	33	30,032	71	15.0	4
Slough	28,286	155	-0.3	276	31,587	47	3.4	133
Spelthorne	35,021	27	2.8	154	33,494	18	-7.6	351
Three Rivers	32,207	64	0.4	240	33,154	23	8.9	29
Windsor and Maidenhead	37,859	12	1.8	195	32,997	25	-3.8	325
Buckinghamshire	32,656	3	1.0	22	30,587	4	5.8	1
South East	30,752	2	2.3	5	29,731	2	2.3	5
London	33,776	1	2.0	6	36,302	1	2.0	6
England	28,503	-	2.4	-	28,500	-	2.4	-
Great Britain	28,314	-	2.2	-	28,291	-	2.2	-

Source: ASHE, ONS, 2016

2.5.2 For men, earnings are even higher, reaching £47,495 for residents in 2016, the 2nd highest in the country behind Copeland where the highly paid nuclear industry dominates a small labour market.

2.5.3 Despite performing strongly at the median, approximately ten% of people working in Chiltern and South Bucks were earning less than the £7.50 per hour which will become the minimum under the National Living Wage from April 2017.

¹³ 2015 data used for South Bucks.

2.6 Demography

- 2.6.1 There were 163,665 people living in Chiltern and South Bucks in 2015, with 58.9% being of working age, falling to 58.2% in Chiltern, well below the 63.3% recorded across the country as a whole. The districts' demography is unusual in national terms. While Chiltern has the 14th highest share of residents aged 10-19 of any local authority in England it has the 2nd lowest share of residents in their 20s, with comparative share rising for each 10 year cohort until ranking 33rd for the share of residents in their 50s at 15.0%.
- 2.6.2 By 2026, the population of Chiltern and South Bucks is projected to increase to 174,815 rising to 179,649 by 2031. Despite these being rises of 7.6 and 10.6% respectively, they are below both the rates projected for both England and the South East. However there are marked differences in the performances of Chiltern and South Bucks, with South Bucks projected to grow more than twice as fast as Chiltern. The working age population is projected to make up only 54.4% of all residents by 2031.

Table 9: Population projections to 2026 and 2031 (2014 based)

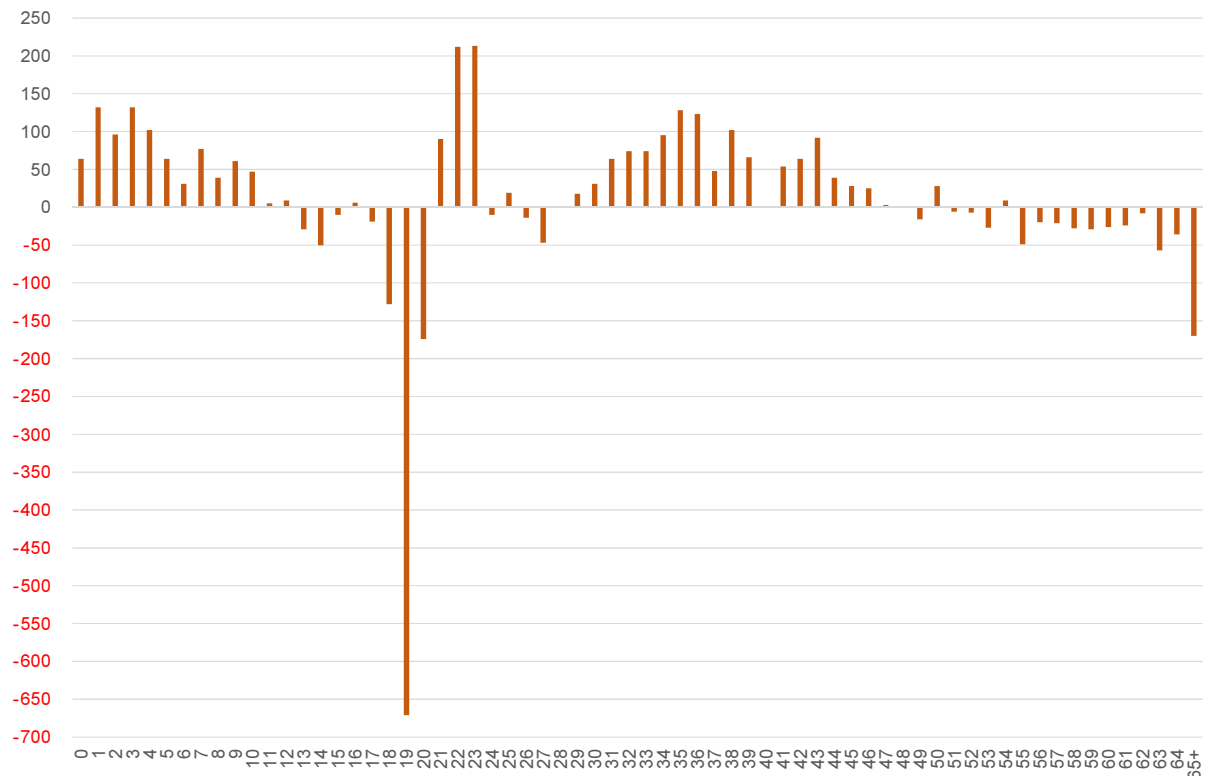
	2014	2026	2031	2014-26			2014-2031		
				No.	%	Rank	No.	%	Rank
Chiltern & South Bucks	162,484	174,815	179,649	12,331	7.6	-	17,165	10.6	-
Chiltern	93,972	98,480	100,518	4,508	4.8	249	6,546	7.0	242
South Bucks	68,512	76,335	79,131	7,823	11.4	80	10,619	15.5	81
Aylesbury Vale	184,560	213,556	222,888	28,996	15.7	25	38,328	20.8	26
Wycombe	174,878	187,722	192,388	12,844	7.3	176	17,510	10.0	178
Buckinghamshire	521,922	576,094	594,925	54,172	10.4	6	73,003	14.0	8
South East	8,873,818	9,733,360	10,053,159	859,542	9.7	3	1,179,341	13.3	3
London	8,538,689	9,892,748	10,327,543	1,354,059	15.9	1	1,788,854	20.9	1
England	54,316,618	59,135,245	60,853,180	4,818,627	8.9	-	6,536,562	12.0	-

Source: SNPP, ONS, 2016

- 2.6.3 At only 8.0% of residents, Chiltern has the 2nd lowest share of residents in their 20s of all 326 local authorities in England, with South Bucks ranking 46th with 9.4%. While 460 people aged 17-20 moved into Chiltern and South Bucks in 2015, 1,410 moved out, a net loss of 950. There were 2,071 residents aged 17 in Chiltern and South Bucks in 2015 but only 1,174 aged 21. The number of Chiltern residents aged 21 is just 50.2% of the population of 17 year olds. This is the second largest fall of any of the 380 local authorities in Great Britain. In South Bucks this share rises to almost two thirds (66.4%) but still ranks comfortably in the lower quartile at 348th.
- 2.6.4 The destinations of those leaving Chiltern and South Bucks suggest that university admission is the primary cause, with the most popular being Birmingham, Nottingham, Southampton, Oxford, Leeds, Exeter, Bournemouth, Bristol, Coventry, Sheffield and Charnwood (which includes Loughborough University).

2.6.5 The out-migration of 17-20 years olds is partially offset by the return of young people from universities at ages 21, 22 and 23. However, there is then net out-migration to age 30, with there being net in-migration for every year from age 29 to 47 peaking at 35. This presents challenges for connecting employers with local skills provision. There is net out-migration for almost every year from age 55 to 100, peaking at 68, when the top destinations are short moves to Wycombe, Windsor and Maidenhead and Aylesbury Vale but also featuring prominently are the coastal authorities of Poole, Suffolk Coastal, North Devon, Christchurch, King’s Lynn and West Norfolk and Torbay.

Chart 4: Balance of internal migration by age, 2015



Source: MYPE, ONS, 2016

2.7 Residential and commercial property

2.7.1 Despite having seen marked population growth in recent years, house building in Chiltern and South Bucks has not kept pace with the country as a whole, the districts’ housing stock rising by (1.7%) from 2012 to 2015, below the 1.9% seen across England.

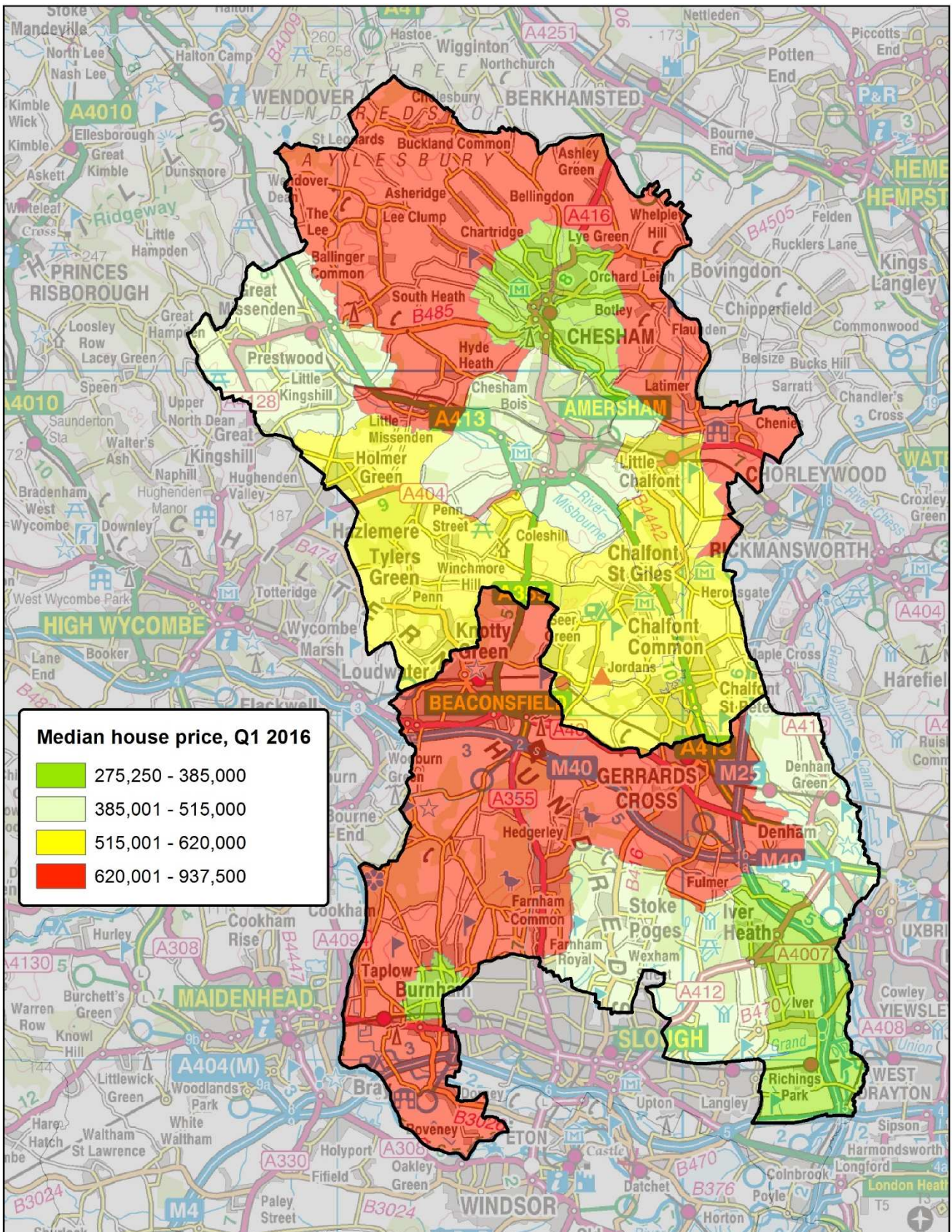
2.7.2 In the year to Q3 2016, just 190 dwellings were completed in Chiltern and South Bucks, representing 0.3% of stock, only a half of the 0.6% achieved across England and well below the 1.3% of Aylesbury Vale. By 2026, the number of households in Chiltern and South Bucks will have risen by 5,342 (8.1%) to 71,100, according to the latest household projections from DCLG (2014 based, released July 2016).

- 2.7.3 House prices in Chiltern and South Bucks are among the highest in the country, with very poor affordability. For the year ending Q1 2016, South Bucks and Chiltern has the 9th and 12th highest median house price of all 348 local authorities in England and Wales, the highest and 3rd highest outside London, at £527,540 and £490,000. Median house prices are 17.02 times higher than median earnings in South Bucks, and 15.66 times higher in Chiltern, making them respectively the 7th and 12th least affordable places in England and the least and third least affordable outside London. Across England, median house prices are 7.63 times higher than median earnings.
- 2.7.4 At the lower quartile, the ratio falls to 16.73 in South Bucks but rises to 15.96 in Chiltern to rank as the 11th and 12th least affordable local authority districts in England and the 2nd and 3rd least affordable outside London.
- 2.7.5 Reflecting high sales prices, private rents in Chiltern and South Bucks are amongst the highest in the country. The median private rent stood at £1,275 in South Bucks and £1,275 in Chiltern for the year ending September 2016, the 24th and 25th highest rate of all 326 local authorities in England, rising to means of £1,628 and £1,439.

Table 10: Private rents, year ending September 2016

	Mean		Median		Annual change			
	£	Rank	£	Rank	Mean %	Rank	Median %	Rank
Chiltern	1,439	21	1,250	25	6.8	57	9.8	16
South Bucks	1,628	15	1,275	24	7.6	43	3.0	172
Aylesbury Vale	909	93	825	97	5.7	73	6.5	67
Wycombe	1,105	60	950	63	6.4	60	6.1	68
Dacorum	1,074	63	975	60	8.7	30	8.9	25
Hillingdon	1,159	52	1,150	42	-5.5	318	-2.1	311
Slough	871	107	850	84	8.7	29	9.7	17
Spelthorne	1,133	55	1,100	45	-2.0	301	0.0	230
Three Rivers	1,364	28	1,200	31	-3.1	308	-4.0	320
Windsor and Maidenhead	1,381	25	1,200	31	-1.8	299	0.0	230
Buckinghamshire	1,133	2	950	3	7.2	3	8.6	3
South East	984	2	850	2	6.1	2	6.3	2
England	839	-	650	-	6.5	0	4.0	-

Source: Valuation Office Agency, 2016

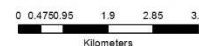


Median house price by MSAO, Q1 2016
Source: ONS, 2016

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28 November 2016



2.7.6 From 2008 to 2012, total business floorspace in Chiltern and South Bucks fell by 1,000m², including a 29,000m² fall in industrial floorspace. While Chiltern's office floorspace increased by 10,000m² over this period, South Bucks saw a 2,000m² fall, according to data from the Valuation Office Agency. Since 2012 office floorspace has come under threat, and been lost, to residential land uses through permitted development rights, so that from 2012 to 2016 total employment floorspace across the districts fell by 12,000m², with office floorspace falling 13,000m², most notably in South Bucks where 12,000m², or 7.7% of the all stock, was lost, the 27th highest share of all 348 local authorities in England and Wales. Losses on office and industrial floorspace were partly offset by gains in retail floorspace in South Bucks and *other* floorspace in Chiltern.

Table 11: Change in business floorspace over time (2012/13 – 2015/16)

	Retail			Office			Industrial			Other		
	m ²	% change	Rank	m ²	% change	Rank	m ²	% change	Rank	m ²	% change	Rank
Chiltern	88,000	-2.2	333	120,000	-0.8	204	215,000	-1.4	212	93,000	10.7	41
South Bucks	94,000	9.3	22	144,000	-7.7	320	181,000	-2.7	254	187,000	-3.1	310
Aylesbury Vale	224,000	2.3	161	167,000	-0.6	201	892,000	7.2	24	211,000	11.6	37
Wycombe	302,000	2.4	157	391,000	-2.3	249	750,000	-0.1	176	160,000	1.9	205
Dacorum	214,000	2.9	130	279,000	-6.7	313	711,000	12.3	7	134,000	0.8	243
Hillingdon	403,000	4.1	98	633,000	1.4	136	1,086,000	-3.0	261	174,000	14.5	24
Slough	268,000	0.4	242	395,000	-3.7	283	1,174,000	3.6	66	98,000	19.5	10
Spelthorne	173,000	0.6	234	200,000	37.0	3	322,000	-0.3	183	123,000	-29.7	348
Three Rivers	52,000	0.0	253	166,000	5.1	55	142,000	-4.1	277	131,000	156.9	1
Windsor & Maidenhead	229,000	1.3	208	413,000	-2.8	263	311,000	-2.8	259	138,000	0.0	254
Buckinghamshire	707,000	2.5	14	822,000	-2.6	24	2,038,000	2.6	6	650,000	4.3	13
South East	14,778,000	2.2	6	13,588,000	-0.7	8	35,858,000	-0.1	6	9,343,000	4.0	3
England	98,809,000	2.4	-	85,738,000	0.5	-	303,569,000	-0.1	-	57,990,000	3.4	-

Source: Valuation Office Agency, 2016

2.7.7 Businesses in Chiltern and South Bucks reported finding suitable premises to be their biggest challenge in the 2013 Buckinghamshire Business Survey and this was again the factor that would be most beneficial to business in business survey undertaken for this strategy, cited by more than 40% of respondents. The shortage was also taken up in the focus group sessions, with the view emerging that while there was a good range of premises over 2,000m², premises up to 400m² were in short supply, particularly with parking. This echoes both the latest HEDNA (October 2016) which found that across Buckinghamshire "demand for offices is generally for small-medium sized office accommodation in the range of around 45m² to 465m² and the 2013 Chiltern Employment Land Review which found that not only did the district have "insufficient office floorspace to meet future needs" but that much existing stock was unattractive to the market being ageing and lacking the "flexibility which modern businesses require".

Box 1: Land supply in Chiltern and South Bucks

Based on available employment space identified by Council monitoring data and site assessments, in quantitative terms, Chiltern has insufficient office floorspace to meet future needs up to 2026, under various scenarios of future growth. Although a reasonable amount of office stock exists across the District, much of this is ageing,

lacks the flexibility which modern businesses require and is less attractive to the market. The Council will need to encourage the upgrading and renewal of existing space and consider measures to bring forward additional land supply.

There is a need to improve the spatial distribution of Chiltern's industrial stock to better meet with market demand. It is crucial that any new allocations are located within areas of higher demand, such as Amersham and the Chalfonts, which have good accessibility. By contrast, the District has more than enough industrial floorspace, in quantitative terms, to meet future needs under all future development scenarios. However, depending upon the future redevelopment prospect of some of the District's key industrial sites, this surplus may change to a shortfall of industrial floorspace under two of the six scenarios to 2026.

Chiltern Employment Land Needs Assessment (2013)

[Buckinghamshire's] industrial market is considered to be constrained by a lack of flexible industrial premises that can accommodate SMEs. Local commercial agents confirmed that there was minimal demand for larger office space, while most of the remaining demand was from smaller local businesses around the [functional economic market area]. (page 119)

Chiltern is projected to need approximately three hectares of additional B1a/b land over the period 2014-2036. B8 land requirements are projected to remain unchanged while B1c/B2 requirements are projected to decrease by four hectares (page 134)

[For South Bucks] The largest absolute increase in FTE employment is forecast for professional, scientific and technical activities. Other sectors exhibiting significant growth are Construction, Wholesale and retail trade, Administrative and support services, and Human health and social work activities. In line with the general trend, Manufacturing is forecast to experience significant decline with FTE employment contracting by 45%. (Page 134)

Buckinghamshire Housing and economic development needs assessment update, October 2016

2.8 Commuting

- 2.8.1 There were 77,902 employed residents of Chiltern and South Bucks in 2011, with 40.6% (31,614) also working in the two districts. Of the 62,547 people usually employed in Chiltern and South Bucks, 50.5% are also residents, including 12,697 who work from home.

2.8.2 With 16.3% of all employed residents working from home, homeworking is more common in Chiltern and South Bucks than in Buckinghamshire overall. Similarly, at 20.3%, the share of all jobs in the district that are home-based is above the level recorded across the county.

Table 12: Commuting to and from Chiltern and South Bucks, 2011

	Live and work	Employed residents			Work in area		
		No.	%	Rank	No.	%	Rank
Aylesbury Vale	48,276	90,724	53.2	194 of 378	68,148	70.8	101 of 378
Chiltern	18,361	44,785	41.0	303 of 378	31,755	57.8	236 of 378
South Bucks	10,173	33,117	30.7	354 of 378	30,792	33.0	369 of 378
Wycombe	46,528	86,350	53.9	189 of 378	73,822	63.0	182 of 378
Chiltern & South Bucks	31,614	77,902	40.6	-	62,547	50.5	-
Bucks TV LEP	147,772	254,976	58.0	39 of 39	204,517	72.3	36 of 39
South East	3,383,500	3,906,068	84.9	11 of 11	3,722,701	90.9	10 of 11

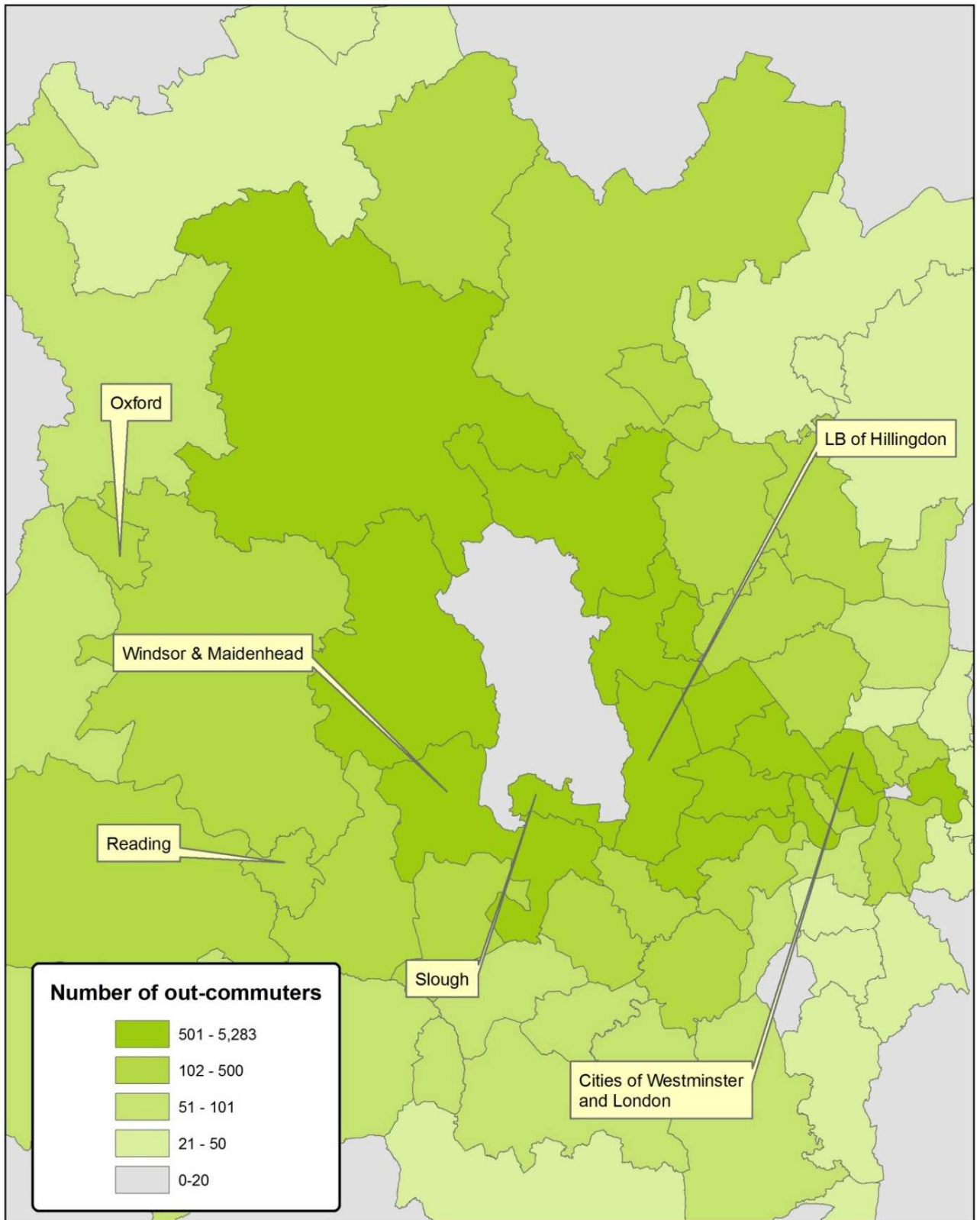
Source: Origin-Destination, Census 2011, ONS, 2014

- 2.8.3 Hillingdon, Wycombe and Westminster and the City of London are the most common workplaces outside the districts, providing work for 5,282, 5,046 and 4,949 Chiltern and South Bucks residents respectively, ahead of Slough (4,356), Windsor and Maidenhead (2,330), Ealing (1,434) and Aylesbury Vale (1,271). In total, 18,437 Chiltern and South Bucks residents work in London (23.7% of all employed residents), with residents aged 35-49 making up almost 44.7% (8,242) of that total.
- 2.8.4 Living and working in the districts is least common for residents aged 25-34, followed by those aged 35-49. In both cohorts, less than 40% employed residents work in the districts, with 3,417 (30.0%) and 8,242 (30.4%) respectively commuting to London. For those aged 50-64, the share living and working is 48.8%, rising to 65.3 and 65.9% for those aged 65-74 and over 75 respectively.
- 2.8.5 Overall, 67.4% of those that live and work in Chiltern and South Bucks, excluding those that work from home, travel to work by car, with 19.0% walking, 2.1% taking the bus (2,342) and 1.3% travelling by train. For employed residents working outside Chiltern and South Bucks 70.8% travel to work by car, with 13.4% taking the train and 7.4% taking the Underground. Moving people out of their cars, for example through green travel planning, would address concerns relating to congestion and reduce demand for parking with commercial premises.
- 2.8.6 In 2001, 62,268 people worked in Chiltern and South Bucks, while 73,137 employed people lived in the districts, with 34,419 people living and working there. By 2011, the number of people working in the districts had risen 0.4% while the number of employed residents had risen 6.5%. While the share of workers living locally fell slightly from 55.3 to 50.5%, the share of employed residents working in the districts had fallen from 47.1 to 40.6%.

Table 13: Place of work and residence for Chiltern and South Bucks' residents and workers, 2011

Place of work of residents			Place of residence of workers		
Local authority	No.	%	Local authority	No.	%
Chiltern & South Bucks	24,457	31.1	Chiltern & South Bucks	31,614	50.5
Chiltern	19,411	24.7	Chiltern	20,391	32.6
South Bucks	6,849	8.7	South Bucks	11,223	17.9
Hillingdon	5,283	6.7	Hillingdon	2,563	4.1
Wycombe	5,046	6.4	Wycombe	6,652	10.6
Westminster, City of London	4,949	6.3	Westminster, City of London	194	0.3
Slough	4,356	5.5	Slough	3,947	6.3
Windsor and Maidenhead	2,330	3.0	Windsor and Maidenhead	1,889	3.0
Ealing	1,434	1.8	Ealing	759	1.2
Aylesbury Vale	1,271	1.6	Aylesbury Vale	2,611	4.2
Dacorum	1,138	1.4	Dacorum	1,559	2.5
Camden	1,041	1.3	Camden	144	0.2
Hounslow	1,034	1.3	Hounslow	400	0.6
Three Rivers	975	1.2	Three Rivers	998	1.6
Hammersmith and Fulham	620	0.8	Hammersmith and Fulham	165	0.3
Watford	607	0.8	Watford	448	0.7
Brent	583	0.7	Brent	315	0.5
Tower Hamlets	580	0.7	Tower Hamlets	59	0.1
Harrow	544	0.7	Harrow	541	0.9
Islington	450	0.6	Islington	81	0.1
Bracknell Forest	394	0.5	Bracknell Forest	398	0.6
Southwark	391	0.5	Southwark	51	0.1
Wokingham	354	0.5	Wokingham	414	0.7
Runnymede	352	0.4	Runnymede	143	0.2
Spelthorne	347	0.4	Spelthorne	198	0.3
Kensington and Chelsea	336	0.4	Kensington and Chelsea	94	0.2
Reading	302	0.4	Reading	201	0.3
South Oxfordshire	276	0.4	South Oxfordshire	443	0.7
Milton Keynes	261	0.3	Milton Keynes	142	0.2
St Albans	245	0.3	St Albans	268	0.4
Hertsmere	220	0.3	Hertsmere	171	0.3
Lambeth	211	0.3	Lambeth	88	0.1
Barnet	200	0.3	Barnet	212	0.3
Oxford	194	0.2	Oxford	83	0.1
Welwyn Hatfield	189	0.2	Welwyn Hatfield	84	0.1
Richmond upon Thames	179	0.2	Richmond upon Thames	222	0.4
West Berkshire	143	0.2	West Berkshire	100	0.2
Central Bedfordshire	126	0.2	Central Bedfordshire	298	0.5
Luton	123	0.2	Luton	179	0.3
Elmbridge	118	0.2	Elmbridge	114	0.2
Hackney	105	0.1	Hackney	68	0.1
Total	78,631	100.0		62,547	100.0

Source: Origin-Destination, Census 2011, ONS, 2014



Place of work of Chiltern and South Bucks' out-commuters, 2011

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28 November 2014

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2.9 Deprivation

2.9.1 Deprivation is low across Chiltern and South Bucks. On the 2015 index of multiple deprivation Chiltern is the third least deprived local authority district of all 326 in England with South Bucks ranking 25th. At the ward level, only two wards rank among the most deprived half of England on the index of multiple deprivation, Wexham and Iver Heath in South Bucks and Ridgeway in Chiltern.

Table 14: Deprivation by ward (100=least deprived in England)

	Index of multiple deprivation	Income	Employment	Education, skills and training	Health deprivation	Crime	Barriers to housing and services	Living environment	
Chiltern	Seer Green	100.0	98.6	98.1	99.1	99.9	82.6	97.4	98.2
	Austenwood	99.9	99.9	99.8	99.9	99.9	87.7	66.9	98.9
	Chesham Bois and Weedon Hill	99.9	99.8	99.8	99.9	99.9	93.4	61.0	98.2
	Great Missenden	99.8	93.9	97.2	98.4	99.6	74.1	82.9	88.0
	Amersham Common	98.5	93.8	89.4	96.1	96.7	77.9	63.2	95.0
	Chalfont St Giles	98.3	94.8	95.7	94.6	99.8	75.0	49.6	95.3
	Little Missenden	96.7	94.8	97.1	99.0	97.8	73.3	18.6	98.5
	Prestwood and Heath End	96.1	91.5	91.5	87.4	98.1	56.7	75.2	98.4
	Penn and Coleshill	95.8	99.4	99.6	98.3	99.9	81.4	13.6	95.3
	Holmer Green	95.3	87.9	91.2	78.6	90.9	57.6	64.3	98.7
	Central	95.2	85.4	82.8	84.9	89.3	48.1	97.0	89.8
	Amersham Town	94.9	86.1	89.7	93.9	98.6	76.3	26.4	89.8
	Little Chalfont	94.1	73.5	71.9	89.1	98.3	75.0	87.5	97.5
	Chalfont Common	94.0	90.5	72.0	96.0	84.4	49.3	87.5	98.7
	Hilltop and Townsend	93.2	87.0	86.1	82.8	95.0	63.5	69.9	75.0
	Gold Hill	92.6	68.1	69.3	81.0	98.1	37.2	94.7	95.8
	Ballinger, South Heath and Chartridge	87.4	99.4	97.8	97.1	99.7	76.7	6.8	53.6
	Amersham-on-the-Hill	82.3	53.2	60.0	86.7	88.7	43.9	87.1	93.2
	Ashley Green, Latimer and Chenies	79.2	95.2	95.2	92.9	99.1	60.1	7.0	39.9
	Cholesbury, The Lee and Bellingdon	77.3	99.1	96.5	97.9	99.9	65.9	3.8	37.3
	Asheridge Vale and Lowndes	73.6	59.2	57.5	61.2	87.1	39.4	60.6	97.4
	Newtown	73.4	53.8	54.4	50.3	87.5	59.2	84.0	77.5
	St Mary's and Waterside	51.0	38.3	35.9	39.5	81.5	34.0	48.7	76.5
	Vale	50.2	28.5	36.1	30.7	87.2	15.7	95.6	88.6
Ridgeway	37.9	17.2	24.2	13.1	75.6	41.7	90.0	99.1	
South Bucks	Gerrards Cross North	98.6	97.4	96.3	99.9	98.9	52.6	66.6	63.7
	Beaconsfield North	97.9	94.7	96.5	97.9	97.2	49.0	68.5	81.7
	Beaconsfield West	93.7	87.2	90.1	75.9	97.6	38.0	84.1	78.5
	Farnham Royal	93.5	80.2	92.9	90.8	97.6	31.0	70.7	88.0
	Gerrards Cross South	92.1	88.7	99.3	99.2	99.7	87.1	9.7	87.4
	Gerrards Cross East and Denham South West	83.9	74.9	93.2	69.2	99.5	76.6	13.7	72.3
	Beaconsfield South	83.0	72.1	80.1	80.9	97.3	22.1	48.1	86.9
	Stoke Poges	82.1	84.4	81.4	82.3	93.6	29.5	37.4	83.7
	Denham North	76.9	52.1	61.9	62.4	64.9	68.4	64.0	92.7
	Dorney and Burnham South	74.1	95.1	94.7	82.8	92.7	2.6	26.2	59.5
	Taplow	73.4	98.4	98.7	93.8	97.6	13.8	11.5	27.1
	Iver Heath	72.0	65.2	80.4	48.3	84.9	45.3	35.3	62.1
	Burnham Church	69.7	64.2	67.4	74.4	80.0	8.5	73.6	77.1
	Denham South	69.6	79.1	85.9	59.8	95.7	24.9	14.0	65.0
	Burnham Lent Rise	67.1	55.1	54.3	43.4	76.7	32.9	85.5	62.9
	Iver Village and Richings Park	64.8	60.9	71.5	47.2	80.2	21.1	56.5	57.0
	Hedgerley and Fulmer	64.7	71.5	83.7	83.1	88.6	13.2	13.5	49.5
	Burnham Beeches	63.5	94.2	84.6	89.8	99.2	4.9	10.3	43.5
Wexham and Iver West	40.5	60.6	65.7	34.2	89.7	4.2	10.7	50.6	

Source: Indices of deprivation, DCLG, 2015

2.9.2 While the performance of Chiltern and South Bucks is comparatively strong on the education, skills and training domain of the indices of deprivation, the districts were both placed in the *weak education, strong adulthood* quadrant of the 2016 Social Mobility Index, so that “those from disadvantaged backgrounds do relatively badly at school but a strong labour market or low housing costs may help them convert this into good outcomes as an adult or, alternatively, be symptomatic of significant inequalities between rich and poor”. Given the very high housing costs and the discrepancy between earnings of residents and workers in Chiltern and South Bucks, it is more likely that this performance indicates significant inequalities among the districts’ community. This is reflected by the districts’ score on the education sub-domains of the indices of deprivation where only 12 of the 97 lower level output areas in Chiltern and South Bucks rank among England’s most deprived half on the adult sub-domain that rises to 22 on the children’s domain.¹⁴

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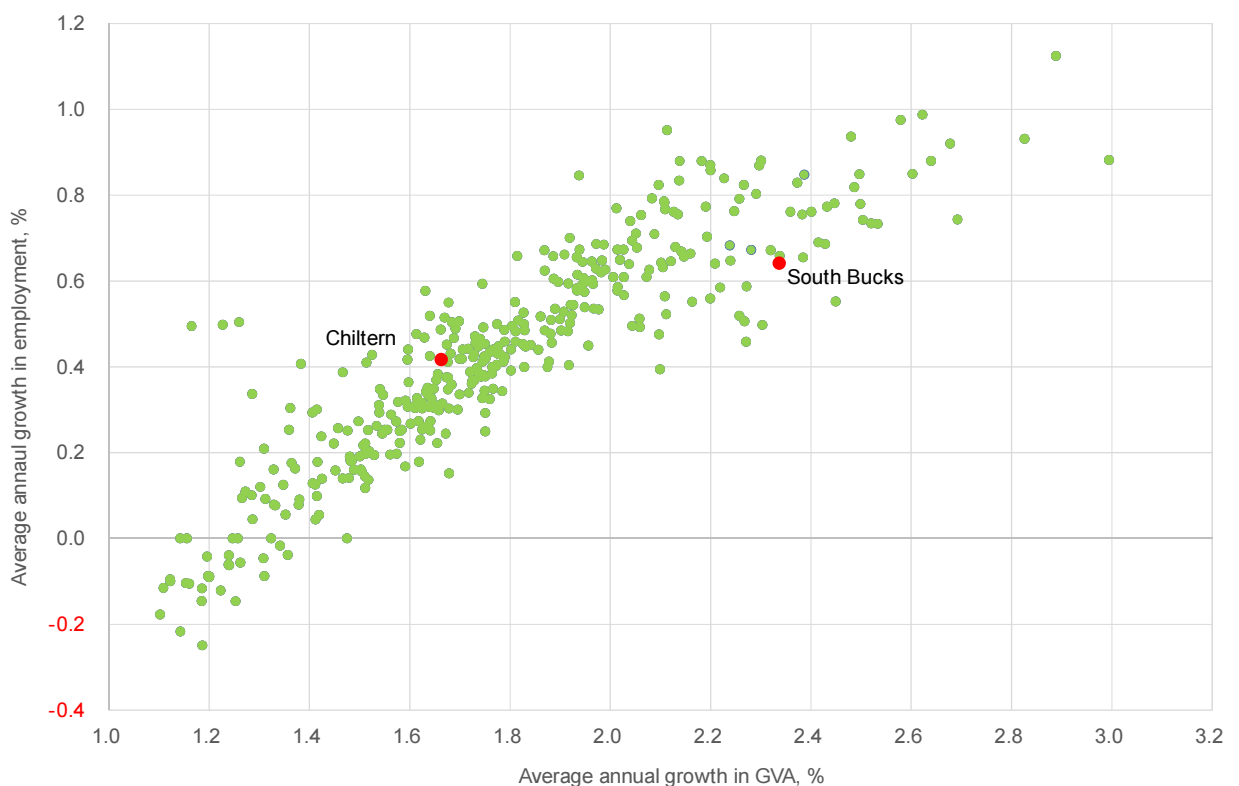
¹⁴ See section 2.5.6 of the Indices of Deprivation Research Report for an explanation of sub-domains: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/464597/English_Indices_of_Deprivation_2015_-_Research_Report.pdf

2.10 Forecasts and projections

2.10.1 From 2016 to 2026 employment in Chiltern and South Bucks is forecast to increase by 0.5% per annum, with output rising 2.0% per annum. However, the two districts are expected to experience different trajectories, so that while in 2016 they ranked 45th and 46th among the 380 local authority districts in Great Britain for GVA per job, by 2026 South Bucks is forecast to rank 36th compared to Chiltern's 54th.

2.10.2 Following vote in favour of leaving the European Union in the June's referendum, economic forecasts have been downgraded. Experian's Local Market Forecast © now expects employment growth in the districts from 2016-2016 to lead to 600 fewer jobs, a reduction in growth from to 4,800 to 4,200 additional jobs.

Chart 5: Annual growth in employment and GVA 2016-2026 by local authority, %



Source: Experian, Local Markets Forecast ©, September 2016

2.10.3 The main reason for the divergence is the forecast rate of growth is the difference in the districts' industrial structures, with South Bucks having the greater share of output in the sectors with the strongest forecast performance. In 2014, professional and other private services made up 43.0% of the South Bucks economy but only 36.0% of Chiltern's, with construction accounting for 7.6 and 6.6% respectively, so that while the sectors' rates of growth were high in both districts South Bucks saw the greatest cumulative impact. Conversely, manufacturing made up 10.0% of the Chiltern economy but only 3.5% of South Bucks' and is forecast to have one of the lowest output growth rates of any sector (0.1% per annum in South Bucks and -0.1% in Chiltern).

2.10.4 Accompanying this change in industrial structure will be changes in occupational structure. Data for Buckinghamshire, from UKCES's *Working Futures* (2016) project that the county will be employing fewer people in administrative, sales and process plant and machine operative occupations but more in all other occupations classes, notably in managerial, professional and caring occupations, with expansion demand projected to be greatest for corporate managers and directors, business and public service associate professionals and caring personal service occupations, which includes teaching assistants, nursery nurses and care workers and home carers.

Chart 6: Projected occupational change in Buckinghamshire, 2014-24



Source: UKCES, 2016

2.10.5 Skills shortage vacancies in Buckinghamshire in 2015 were most prevalent in skilled trade occupations (i.e. SOC 5) where the number of jobs in projected to fall in the coming years. In 2015, these roles accounted for 21% of skills shortage vacancies, ahead of elementary (19%) professional (18%) and associate professional (16%) occupations. Across the Buckinghamshire labour market 27% of skills gaps (i.e. staff not being fully proficient) are caused by not being able to recruit staff with the required skills, the 12th highest share among the 39 Local Enterprise Partnerships.

2.10.6 The Chiltern and South Bucks economy offers highly skilled, well-paid work at a jobs density above the national and county levels despite marked out-commuting. The area's high productivity is delivered by growing numbers of pre-dominantly small firms operating in national growth sectors. The districts' residents are highly qualified and highly entrepreneurial contributing to the districts' unemployment rate being among the lowest in the country.

2.10.7 Although generally prosperous, not all residents benefit from the success of the district and there is a geography of unemployment and deprivation, with some local concentrations. However, the strength of the economy, combined with its proximity and ease of access to London and the location in the Chiltern Hills Area of Outstanding Natural Beauty, contribute to Chiltern and South Bucks having some of the most expensive, and least affordable, housing in the country. The high cost of housing may deter new recruits from moving to the area, while the small firm size reduces employment opportunities, so that while the success of local schools mean very many young people go to university, the numbers starting their careers in Chiltern and South Bucks is very much lower, frustrating attempts to align labour supply and demand.

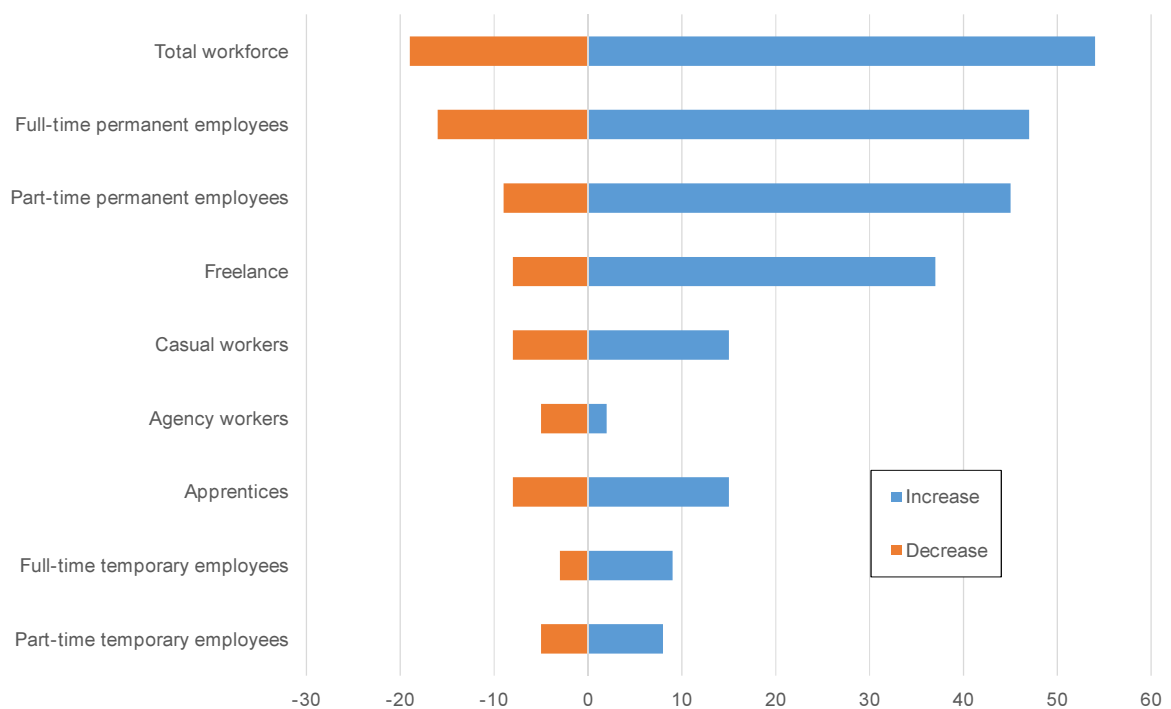
The policy challenges arising from the economic assessment are:

- Addressing localised unemployment and deprivation
- Improving poor housing affordability
- Supporting the industrial structure of the economy
- Supporting small businesses and the self employed
- Maintaining the supply of commercial property
- Provision of skills appropriate to local demand, particularly in growth sectors

3.0 Business sentiment

- 3.0.1 Chiltern and South Bucks is a great place to run a business. Only 8.3% of businesses are dissatisfied with the districts as a business location. Of the 30.7% of businesses in the districts that were looking to relocate in the next two years, 28.8% wanted to stay in the districts, with a further 22.7% wishing to stay in Buckinghamshire.
- 3.0.2 Businesses in Chiltern and South Bucks are ambitious, with almost three quarters (72.1%) planning to increase turnover in the next year, including a quarter (25.0%) planning to increase turnover by at least 20%. Of those companies looking to increase turnover most rapidly, 92.6% are expecting to increase staffing levels.
- 3.0.3 The districts have a small firm economy, being skewed towards the smallest micro businesses. More than a fifth of those working in Chiltern and South Bucks at the 2011 Census worked from home. The electronic survey reflected that orientation with 45.3% of respondents being home-based, 36.3% in rented commercial premises and 18.4% being owner occupiers.
- 3.0.4 More than two thirds of home-based businesses (68.6%) are expecting to increase turnover next year, with 30% expecting to recruit additional staff in the next year, rising to 92% of those planning turnover growth in the next year.

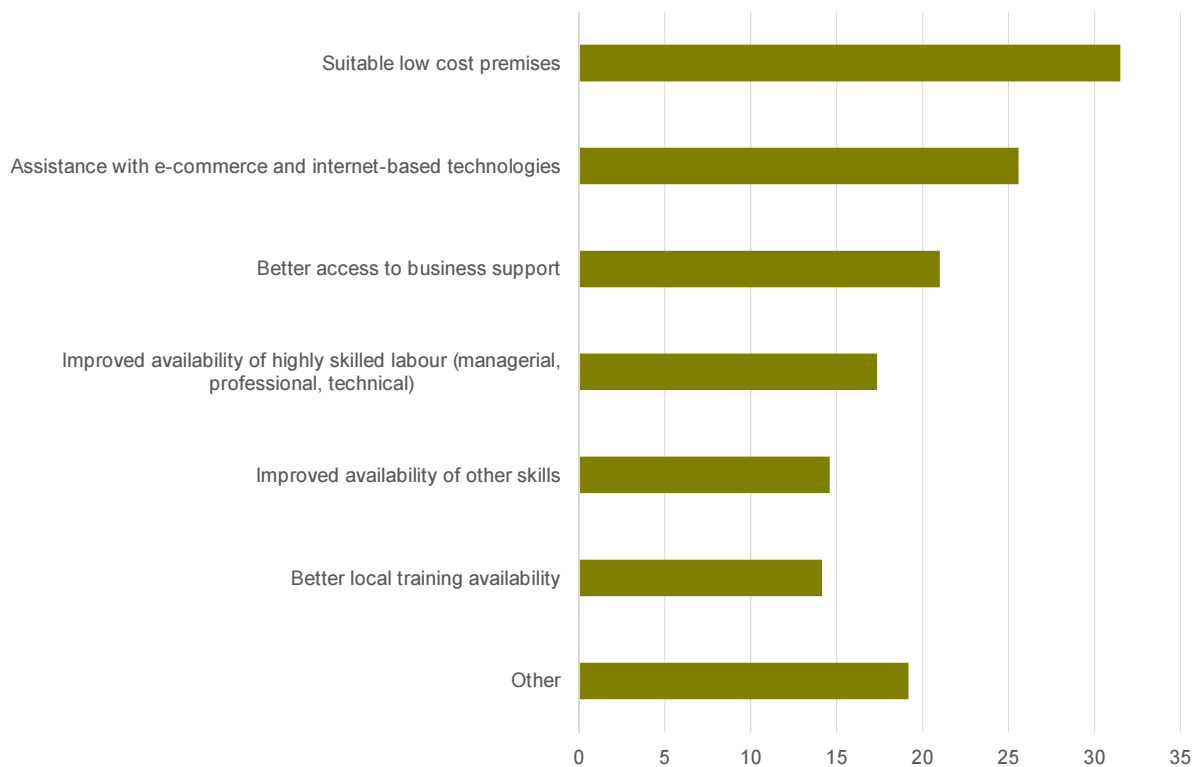
Chart 7: Change in numbers of staff by type in the last year



Source: Chiltern and South Bucks Survey, 2016

- 3.0.5 A shortage of suitable commercial property impacts on the success of 1 in 6 businesses in Chiltern and South Bucks (16.4%), rising to more than one in three businesses looking to relocate.
- 3.0.6 Businesses expecting to relocate in the next two years were more likely to be moving to change some aspect of their business than because their lease was coming to an end. The most common reason for seeking to relocate was to secure more car parking, to find larger premises and to find cheaper accommodation. An approaching end of lease was cited in 16.7% of cases.
- 3.0.7 The factors that would be significantly beneficial to business by district are presented below. In both Chiltern and South Bucks suitable low cost premises were most commonly cited ahead of assistance with e-commerce, better access to business support and the availability improved availability of skills, with higher skills more commonly cited than other skills.

Chart 8: Factors that would be beneficial to business



Source: Chiltern and South Bucks Survey, 2016

- 3.0.8 The importance of sufficient broadband speeds has long been acknowledged by Government. The 2016 Autumn Statement has allocated £740 from the new National Productivity Investment Fund to support the market to roll out full-fibre connections and future 5G communications, having previously argued in 2015’s Plan for Productivity that “there are still too many businesses hampered by slow connections”, pledging to “ensure superfast broadband (at least 24MBPS) is available to 95% of UK households and businesses by 2017”. In Chiltern and South

Bucks more than a third of businesses do not have broadband speeds over 24MBPS. While three quarters of businesses in the districts are satisfied with their broadband speeds more than one in 20 businesses with superfast broadband find their speeds insufficient, rising to more than 1 in 5 overall.

Table 15: Broadband speed

	Slow (0-2MBPs)	Standard (2-24MBPs)	Superfast
Chiltern	15.3	48.7	36.0
South Bucks	16.3	41.9	41.8
Buckinghamshire	15.0	42.2	42.9

Source: Buckinghamshire Business Survey, 2016

Table 16: Is broadband speed sufficient by connection speed?

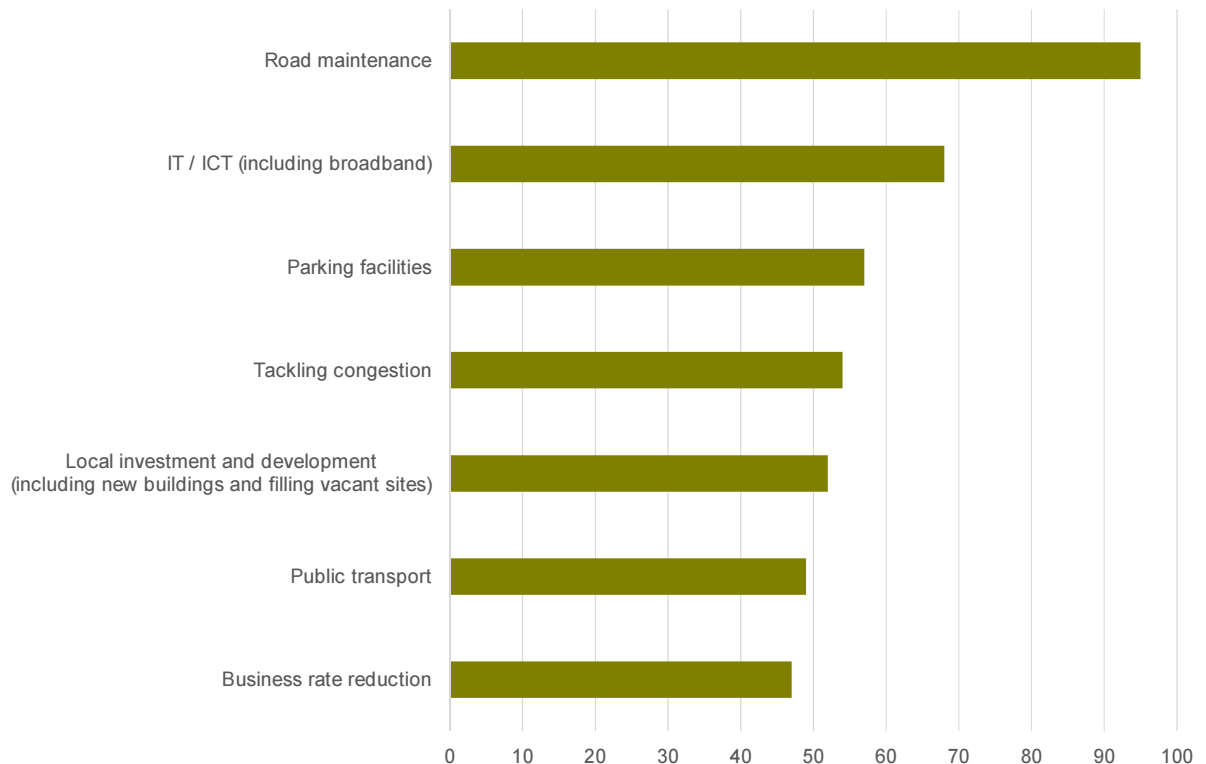
	No broadband		Broadband		Superfast		Don't know		All	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Buckinghamshire	22.1	77.9	77.0	23.0	92.7	7.3	84.4	15.6	75.4	24.6
Chiltern	25.7	74.3	80.4	19.6	91.9	8.1	92.0	8.0	76.2	23.8
South Bucks	31.1	68.9	80.9	19.1	93.6	6.4	78.9	21.1	78.0	22.0

Source: Buckinghamshire Business Survey, 2016

- 3.0.9 Where businesses are looking to relocate in the next two years, almost one in five gave the need to find faster broadband as a reason for moving.
- 3.0.10 On Business rates, although almost half of survey respondents made business rate reduction a priority for business investment, the 2016 Buckinghamshire Business Survey found that when given two statements 58.6% of businesses in Chiltern and South Bucks preferred "The council should provide value for money services, whilst retaining and improving services for my business and local area, even if this means that there are small increases in business rates", with only 24.6% favouring "business rates should be kept to a minimum, even if this means that less services are provided for my business and the local area, cutting front line services for my business and local people".

3.0.11 The priorities of businesses in Chiltern and South Bucks for public investment are set out below in chart 9.

Chart 9: Businesses priorities for public investment (% of respondents)



Source: Chiltern and South Bucks Survey, 2016

3.0.12 The advantages of trading in Chiltern and South Bucks are reflected by the satisfaction its businesses report with it as a location and their desire to remain and grow in the districts. However, the mix and availability of commercial property and access to broadband continue to present challenges. Although local government support for continued broadband rollout is ongoing, investment in ICT including broadband ranks behind only road maintenance as businesses' priority for public investment. Businesses are already highlighting a shortage of suitable commercial premises across the districts, with this situation likely to be exacerbated by the loss of office space, including through permitted development rights, set out in section 2.7 and the recruitment and growth ambitions of Chiltern and South Bucks businesses, particularly those currently home-based.

3.0.13 The policy priorities arising from engagement with business are:

- public investment in ICT including broadband
- addressing the shortage of suitable commercial premises for the districts' small and home-based businesses to grow in to premises
- facilitating recruitment to small businesses

4.0 Policy Environment

4.0.1 The importance of the economy is highlighted in a range of local strategies and plans, including planning documents and the Chiltern and South Bucks Joint Business Plan¹⁵ (2016-2020) which sets out the vision that by 2026 the districts will be: “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”. While 2016’s Joint Community Strategy¹⁶ set out the following challenges for the economy:

- Supporting the local economy to continue to thrive and provide local jobs for local people
- Identifying workforce skills and technological resources for tomorrow’s economy and encouraging their development
- Sustainable delivery of new homes, of the right type to meet residents’ needs, and with the necessary supporting infrastructure
- Understanding and managing the impact of growth in the north of Buckinghamshire on infrastructure

4.0.2 These challenges are reflected in the strategic priorities to 2020 identified in Buckinghamshire Thames Valley Local Enterprise Partnership’s refreshed Strategic Economic Plan 2016-31)¹⁷:

- **Business Growth and Innovation:** strengthening the local growth hub; accelerating innovation in ambitious, growth orientated companies and priority sectors (including life science, the information economy and the creative industries); encouraging investment in key research infrastructure; providing a sustainable source of funding for business growth; enhancing entrepreneurship programmes in the skills system; encouraging peer to peer learning; markedly growing Buckinghamshire’s export performance; and promoting business resource efficiency and resilience.
- **Skills and Talent:** delivering STEAM (science, technology, engineering, arts and mathematics) inspiration activities for pre-secondary school age children and delivering business-school challenges in STEAM; encouraging business incubation in FE and HE to stimulate youth enterprise and graduate enterprise; establish enhanced workplace based qualifications; improve

¹⁵ <http://www.southbucks.gov.uk/CHttpHandler.ashx?id=3820&p=0>

¹⁶ <http://www.southbucks.gov.uk/CHttpHandler.ashx?id=4989&p=0>

¹⁷ <http://www.buckstvllep.co.uk/uploads/downloads/SEP%20refresh-1.pdf>

systems to aggregate employer skills needs; and help establish new partnerships to deliver undergraduate provision in areas of skill shortages.

- **Connectivity:** making major transport infrastructure fit for economic purpose; supporting the work of the National Infrastructure Commission; recognising the importance of corridors across Buckinghamshire and into *England's Economic Heartland*; improving digital connectivity; and fixing utility constraints
- **Town Centre Regeneration:** supporting the delivery of new housing and business space; ensuring employment growth develops linked to the scale and location of planned future housing growth; stimulating sustainable, vibrant and liveable urban centres; and ensuring main urban centres include sufficient high quality green and blue infrastructure.

4.0.3 At the national level, Theresa May's cabinet reshuffle removed some of the political uncertainty about the UK's exit from the EU announcing in her first speech as Conservative Party leader that there would be no second EU referendum and then creating Cabinet posts in her reshuffle that reflected the intention for the UK to leave the EU. The UK's four principles and 12 priorities for negotiation have subsequently been set out¹⁸ including certainly, control of immigration, free trade with European markets and new trade agreements with other countries, ensuring Britain remains one of the best places in the world for science and innovation and delivering a "smooth, orderly Brexit".

4.0.4 Despite the demise of the Department for Business, Innovation and Skills, the reshuffle hinted at policy consistency for the economic development agenda by creating a Department for Business, Enterprise and Industrial Strategy, led by Greg Clark, who has set out role of the new department as being "delivering a comprehensive industrial strategy, leading government's relationship with business, furthering our world-class science base, delivering affordable, clean energy and tackling climate change".

4.0.5 The UK had an industrial strategy since 2012 providing a focus on 11 sectors which in turn produced their own sector specific industrial strategies. By 2016, then Business Secretary Sajid Javid¹⁹ promised that the "closed shop" approach of the

¹⁸ <https://www.gov.uk/government/speeches/the-governments-negotiating-objectives-for-exiting-the-eu-pm-speech>

¹⁹ <https://www.gov.uk/government/speeches/manufacturing-doing-what-works>

2012 industrial strategy was to be replaced with an “open door”, so that although the Government would still support the 11 sectors of the original strategy “Britain’s business leaders deserve a strategy as wide-ranging as the economy you serve so well. A strategy of deeds, not words”, before citing cuts in Corporation Tax (since accelerated), raised investment allowances and lowering the threshold for small business exemption from National Insurance. As noted in section 2.1, Chiltern and South Bucks perform well in the current industrial strategy sectors and may need to prepare for a less targeted approach to intervention.

- 4.0.6 In January 2017, the industrial strategy Green Paper was published²⁰ with the objective to “improve living standards and economic growth by increasing productivity and driving growth across the whole country”. The Green Paper identifies *ten pillars* that reinforce each other to drive growth, arguing “an economy with more innovative start-ups will require more highly skilled people, more venture capital, and better digital infrastructure”.
- 4.0.7 From 2010 employment in the UK has steadily risen, reaching first an absolute all-time high, subsequently reaching a record share of the working age population. However, productivity growth has been much slower, so that while total output (GDP) joins employment at a record high, GDP per capita (constant prices) is almost unchanged since the pre-recession high in Q4 2007.
- 4.0.8 Accordingly the emphasis in central Government economic plans has shifted from “achieving strong, sustainable and balanced growth that is more evenly shared across the country and between industries” in 2011’s Plan for Growth to acknowledging that compared to employment “productivity is the more essential ingredient” in 2015’s *Plan for Productivity* that focused on raising the UK’s performance and closing the gap in productivity between the UK and the other G7 economies and retained in the Industrial Strategy Green Paper. The Plan for Productivity contained two sections:
- **Long-term investment**, which stresses the role of investment in raising productivity through investing in equipment and physical infrastructure but also the development of human and intellectual capital.
 - **Dynamic economy**, concerning the matching of skills, technology and machine to their best use. The section includes lessening the constraints placed on the economy by the “delay and inflexibility” of the planning

²⁰ <https://www.gov.uk/government/consultations/building-our-industrial-strategy>

system, raising exports and making sure it is “easy to start a business, that the best new businesses can scale up rapidly, and they can fulfil their long term potential”

- 4.0.9 However, the Plan for Productivity also stated “cities are the driving force of the economy” before going on to note “it is important that all areas of the economy contribute to, and benefit from, productivity growth”. Launched with *Fixing the Foundations* was the Government’s 10 point plan for raising rural productivity²¹.
- 4.0.10 The 2016 Autumn Statement²² retained the emphasis on productivity, most notably through the launch of the National Productivity Investment Fund. However the emphasis on major cities is less explicit, despite retaining a focus on regional rebalancing and retaining references to the *Northern Powerhouse* and *Midlands Engine* and offering larger per capita allocations to areas outside the Greater South East from the Local Growth Fund.
- 4.0.11 The Industrial Strategy Green Paper includes *cultivating world leading sectors* and *driving growth across the whole country* among its ten pillars. While the Green Paper further reduces the emphasis on cities noting challenges extend to towns and rural areas reflecting on connectivity, skills, R&D expenditure and local institutional leadership, it retains a sector focus with Chiltern and South Bucks’ strength featuring prominently. Reviews of the UK’s creative and life science industries are to be launched ahead of *sector deals*, drafted by businesses to “enhance their competitiveness as a sector”.
- 4.0.12 The Autumn Statement also offered further business rate relief, while moving to local business rate retention remains an objective for Government. The motivation to build the districts’ business rate base may depend on the details of 100% business rate retention and the extent to which that relates to retention within the sector rather than within the billing authority. However, the Industrial Strategy’s support for businesses focuses on scale ups, suggesting measures to improve access to finance, to ensure the uptake of new technology and digital processes and to build networks.

²¹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/454866/10-point-plan-rural-productivity-pb14335.pdf

²² https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/571559/autumn_statement_2016_web.pdf

5.0 SWOT

5.1 Strengths

- 5.1.1 Chiltern and South Bucks has one of the most productive economies in the country, where highly qualified workers are well remunerated for working in growing sectors. The districts combine good quality of life and low deprivation with excellent communications with ready access to national road and rail services.
- 5.1.2 The districts enjoy very high levels of entrepreneurship combined with large, well known employers that make a significant contribution to the growth sectors identified by the Government and the Buckinghamshire Thames Valley Local Enterprise Partnership.
- 5.1.3 Chiltern and South Bucks have proved themselves to be comparatively resilient economies, exhibiting some of the highest levels of growth seen in the UK since 2008's recession in output, business population and employment.

5.2 Weaknesses

- 5.2.1 The gap between residence and work place based earnings is large, albeit closing, causing local inequality and contributing to the comparative shortage of young people in the local economy. The economy is skewed towards very small firms reducing the availability of employee jobs and towards service jobs in the private sector increasing exposure to market downturns in those parts of the economy.
- 5.2.2 Despite the prosperity of Chiltern and South Bucks housing affordability is among the lowest in the country and worsening. Population rises are expected to outstrip housing supply.
- 5.2.3 Commercial property across the districts is ageing and does not neatly map to demand, particularly for small and start-up businesses, while commercial rents may be too low to either support speculative development or dissuade changes of use for existing commercial stock to residential, threatening economic vibrancy. There is a lack of land with development potential for period to 2036.

5.3 Opportunities

- 5.3.1 If HS2 goes ahead the project will provide contracting and service opportunities for local businesses during the construction phase. The construction of Crossrail and the third runway at Heathrow offer both short and long term opportunities as the local economic geography changes.

- 5.3.2 The Government's Industrial Strategy Green Paper shows continued support for sectors with a strong footprint in the districts.
- 5.3.3 The new joint Local Plan offers an opportunity to bring forward sites for employment generating use and safeguard the economic vibrancy of the districts.
- 5.3.4 The districts have a strong and established tourism offer, particularly for the Chilterns; however the potential exists to convert day trips into longer stays giving additional exposure to the wider sector.

5.4 Threats

- 5.4.1 The high and rising cost of residential property may become a disincentive to companies to locate in the districts, frustrating attempts of local businesses to recruit. For commercial property, the conversion of floorspace to residential uses further erodes the choice of premises available in the districts. Recruitment difficulties may be compounded by the loss of large numbers of the highest achieving young people after Key Stage 5 combined with high levels of education deprivation for young people across the districts.
- 5.4.2 A lack of good quality, mid-sized commercial premises prevent expanding businesses from remaining in the districts.
- 5.4.3 The loss of employment space in town centres reduces the space available to businesses and allows retail expenditure to leak out of the centres and potentially out of the districts entirely.
- 5.4.4 Poor public transport and slow broadband speeds frustrate the development of the rural economy.

Strengths	Weaknesses
Productivity Skilled workforce Communications Industrial structure skewed to growth sectors Low deprivation Natural environment Resilience Business support infrastructure	Unbalanced industrial structure Lack of young people / ageing population Significant inequality Housing affordability Quality and choice of commercial property Price of commercial property
Opportunities	Threats
HS2 contracting Heathrow third runway – housing displaced business and future economic geography New Local Plan Strong presence in growth sectors Priorities set out in the Industrial Strategy Green Paper	Diminishing employment floor space Cost of living high and rising Low value added to young people in deprived areas Labour market shortages Broadband coverage and speeds

6.0 Strategic Economic Objectives and Action Plan

6.0.1 The Chiltern and South Bucks Economic Development Strategy share the vision of the districts' Joint Business Plan, that by 2026 the districts will be "prosperous and diverse economies that encourage local employers and small businesses". Through achieving this the Councils can "protect the areas' economy for the future and achieve a better balance between the jobs available and the people to fill them", while also addressing the Joint Community Plan aspiration of "supporting the local economy to continue to thrive and provide local jobs for local people".

The actions are split by the following strategic objectives:

- 1) Connectivity
- 2) Enterprise and business growth
- 3) Space for business
- 4) Skills and employability
- 5) Tourism and town centres
- 6) Monitoring and review

6.1 Connectivity

6.1.1 As well as helping to raise productivity, digital technology enables new ways of working, relieving pressure on employment space. Road and rail connectivity improves the economic geography of Chiltern and South Bucks. Investment in ICT including broadband was named as the top priority for investment by more businesses than any other issue in the Economic Development Strategy Survey, while across Chiltern and South Bucks more than a third of businesses do not have broadband speeds over 24MBPS.

- Broadband investment: continued investment in broadband with a focus on business and residential premises

- Wireless / 5G investment: ensure essential outdoor mobile services – such as basic talk, text and data - are available throughout the districts²³
- Transport: lobbying for enhancement and maintenance of the strategic road network
- Support the improvement of north-south connectivity within Buckinghamshire to provide access to the opportunities for economic growth associated with housing growth and planned infrastructure improvements (including East West Rail and the Oxford Cambridge Expressway)²⁴

6.2 Enterprise and business growth

6.2.1 Chiltern and South Bucks are among the most entrepreneurial places in the country delivering high productivity. However, the districts have a comparatively high share of home based businesses and the shares of business stock with five or more employees are among the lowest in Great Britain. Growing businesses to become employers and relocate to commercial premises can help Chiltern and South Bucks businesses *scale up*²⁵.

- Business support: provision / promotion of business support activities to help businesses and aspiring businesses to grow and prosper. To include networking, training and signposting
- Incubation space: provision / promotion of incubation space for growing businesses
- Ensure public sector procurement opportunities are made available to local businesses
- Promote sectors where Chiltern and South Bucks have strengths in nationally significant sectors to ensure the districts are not overlooked as the Industrial Strategy develops and associated resources can be used to benefit the local economy

²³ See National Infrastructure Commission, Connected Future (2016) on 5G telecommunication technology https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/577906/CONNECTED_FUTURE_ACCESSIBLE.pdf

²⁴ See for example paragraph 3.16 of the 2016 Autumn Statement: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/571559/autumn_statement_2016_web.pdf

²⁵ For a comparison of *Initial Scaling* and *Stepping Up* see ERC's Growth Dashboard (2016): <http://www.enterpriseresearch.ac.uk/wp-content/uploads/2016/11/ERC-UK-Local-Growth-Dashboard-FINAL.pdf> and see Theresa May's 2016 speech to CBI for the importance of Scale Ups: <https://www.gov.uk/government/speeches/cbi-annual-conference-2016-prime-ministers-speech>

- Promote / provide finance for businesses, particularly those with high growth potential
- Maintain dialogue with large employers

6.3 Space for business

6.3.1 Employment floorspace in Chiltern and South Bucks does not match demand and is under pressure from conversion to residential use. In the six years to 2015/16, South Bucks' employment floorspace fell by 16,000m² (2.6%), including a 13,000m² (8.4%) fall in office space, both among the largest falls across the UK. The districts must be able to meet the demand of small businesses and provide opportunities for them to grow and move into suitable, high quality space.

- Planning for a portfolio of premises to meet the current and future needs of businesses by size and sector, including changes brought about by the advance of the *digital* industries and facilitating the co-location of complementary small scale commercial activity
- Provide or plan for smaller office units of up to 400m²
- Promote or bring forward prestigious offices for head office functions and to attract businesses displaced by Heathrow expansion
- Promote the efficient use of employment land and buildings, enabling new ways of working, supporting the use of new technologies and promoting developments that build on the strengths of the local economy.
- Promote / provide inward investment to make the most of the local connectivity, to supplement enterprise driven employment growth and widen the range of jobs available locally
- Promotion of live work units
- Protect the natural environment and landscape to support those businesses that rely upon it and help attract business investment

6.4 Skills and employability

6.4.1 While Chiltern and South Bucks residents have some of highest levels of educational attainment in the country and, as part of Buckinghamshire, see the highest share of young people attend Russell Group universities after Key Stage 5, education deprivation for young people persists in parts of the district. Businesses report recruitment difficulties.

- Provide / support services that forge links between employers and educators, in order to enable young people to become more work ready through greater employer involvement and to ensure they gain the right skills for the local growth sectors
- Provide / support services that directly connect local businesses and young people in work experience and apprenticeship opportunities, as well as full and part-time employment
- Promotion of apprenticeships and vocational routes to employment
- Promotion of youth enterprise as a route into employment
- Provision / support schemes to help older workers remain economically active

6.5 Tourism and town centres

6.5.1 Although Chiltern and South Bucks already attract significant numbers of visitors, day trips are comparatively rarely converted into overnight stays. Longer stays generate markedly higher spending helping to raise employment in the sector. Town centres must continue to be vibrant and liveable places to maintain the quality of life offered by Chiltern and South Bucks and ensure their attractiveness as destinations and places to live are maintained.

- Promotion / support for tourism uses in rural areas to help convert day visits to overnight stays, with the associated uplift in local spending.
- Enhance the competitiveness and vitality of town centres so they continue and develop as places of employment and commerce with a varied retail offer complementing their leisure and recreation and cultural offers
- Support for tourism businesses to recruit and grow, providing jobs well aligned with local labour supply.

6.6 Monitoring and review

6.6.1 Ongoing measurement of the economy's performance against the strategic objectives. Including metrics such as claimant count and job openings, jobs density, growth in employment floorspace, educational attainment, business rates collected and planning permissions for housing and commercial development.

- Progress against these strategic objectives to be periodically measured and presented for discussion.

DRAFT

ECONOMIC DEVELOPMENT STRATEGY – ACTION PLAN

No.	Description of Objective (extracts from the Economic Development Strategy document)	Action
6.1 Connectivity		
a	Broadband investment: continued investment in broadband with a focus on business and residential premises	<ul style="list-style-type: none"> • Joint Local Plan to consider inclusion of a policy to support broadband connection for new developments and the Infrastructure Delivery Schedule to consider broadband infrastructure requirements, delivery and funding. Scope to also consider funding opportunities through CIL if introduced and subject to other funding requirements. • Support Connected Counties Broadband project with officer attendance at Buckinghamshire Digital Infrastructure Group to ensure Digital requirements for Chiltern and South Bucks are prioritised at all levels within BT and BDUK incl: <ol style="list-style-type: none"> 1) options for gain share and claw back funding to support phases 2 and 3 of BDUK Programme 2) options for the delivery of the final 5% • Highlight the availability of superfast broadband, telecommunications and mobile connectivity across the districts.
b	Wireless / 5G investment: ensure essential outdoor mobile services – such as basic talk, text and data - are available throughout the districts	<ul style="list-style-type: none"> • Following the evaluation of the town centre Virgin media Super-Fast WiFi pilot in Chesham, officers will discuss with Virgin media the potential for further promotion and development of the scheme. • Through the Buckinghamshire Digital Infrastructure Group press Government for open source mapping of talk and digital connectivity throughout Bucks by end of 2017

No.	Description of Objective (extracts from the Economic Development Strategy document)	Action
		<ul style="list-style-type: none"> • Identify opportunities to develop Town Centre wireless connectivity for all Chiltern and South Bucks town centre locations, building on Chesham pilot project. • Through engagement with Buckinghamshire Business First (BBF) encourage involvement of Chiltern and South Bucks app developers/ businesses to engage with 5G Test bed facility at Westcott
c	Transport: lobbying for enhancement and maintenance of the strategic road network	<p>Through membership of BTVLEP continue to press:</p> <ul style="list-style-type: none"> • The DfT for National Co-ordination of Major Infrastructure Investment at Iver . • For Delivery of £6.05m Local Growth Funding secured for A355 Improvement Scheme in Beaconsfield and also parts of Chiltern District. • Support for transport infrastructure funding/delivery to deliver highway improvements and to enable growth in the emerging Joint Local Plan/Infrastructure Delivery Schedule.
d	Support the improvement of north-south connectivity within Buckinghamshire to provide access to the opportunities for economic growth associated with housing growth and planned infrastructure improvements (including East West Rail and the Oxford Cambridge Expressway)	<ul style="list-style-type: none"> • Include relevant proposals and policies in the Joint Local Plan/Infrastructure Delivery Schedule and promote through Duty to Co-operate and other meetings (e.g. BPG) and involvement in other plans such as Local Transport Plans and adjacent local plans. • Support Bucks CC North South Strategic Review & Modelling to consider strategic improvements on A413 and to ensure strategic routes in the Chiltern / South Bucks area are incorporated into BCC Strategic Infrastructure Plan and England’s Economic Heartland Investment Programme.

No.	Description of Objective (extracts from the Economic Development Strategy document)	Action
		<ul style="list-style-type: none"> Seek to ensure transport mitigations and opportunities connected to Heathrow expansion affecting the districts are taken into account and where possible delivered.
6.2 Enterprise and business growth		
a	<p>Business support: provision / promotion of business support activities to help businesses and aspiring businesses to grow and prosper. To include networking, training and signposting</p>	<ul style="list-style-type: none"> Ensure Buckinghamshire Business First Growth Hub Services and events provided continue to be promoted via Chiltern and South Bucks DC Networks BBF Growth Hub to be invited to present to Annual Business Forum. Maintain register of business start-up and incubation facilities in the Chiltern and South Bucks Area. Retain presence on Growth Hub Planning group 2017/18. Partner with Bucks Business First and other stakeholders to ensure maximum leverage of additional funding to meet the priorities of Chiltern and South Bucks businesses and the local economy. By 31 March 2018, provide a summary of growth businesses (scale ups) in the Districts. <p>Chiltern and South Bucks will further develop the provision of business advice and support to enable improved regulatory compliance to reduce the burdens on business. This will include;</p> <ul style="list-style-type: none"> training and coaching to businesses on food and health and safety,

No.	Description of Objective (extracts from the Economic Development Strategy document)	Action
		<ul style="list-style-type: none"> • supporting business achieve higher ratings on the National Food Hygiene Rating system, • improving business access to the Primary Authority scheme • Assisting businesses at risk of flooding to develop their Business Continuity Plans or mitigate the risks. • Work with businesses to assess navigate the complexity of regulatory services to provide business advice and assistance when seeking to develop and grow. <p>Work with partners to liaise with local employers to:</p> <ul style="list-style-type: none"> • Identify if employers are facing challenges in recruitment to due to problems in potential staff obtaining or retaining accommodation in Chiltern and South Bucks, • Develop package of housing advice and support that employers can use to assist staff in securing accommodation. • Identify opportunities to work in partnership with employers to bring forward initiatives to secure affordable accommodation for staff. • Promote small business rate relief and other government relief schemes available to new and existing non domestic rates payers. • Provision of information on business rates and reliefs for new businesses – ensure website includes information and signposting for new businesses. • Explore opportunities to engage with business groups and raise awareness of business rate issues.

No.	Description of Objective (extracts from the Economic Development Strategy document)	Action
		<ul style="list-style-type: none"> • Raise awareness of discretionary rate relief policy where discretionary rate relief/hardship relief can be applied for if the new business is considered to generate positive economic impact in the community in terms of employment etc. • Council website to be updated to ensure information is readily accessible, with clear sign posting to other advisory and support services.
b	Incubation space: provision / promotion of incubation space for growing businesses	<ul style="list-style-type: none"> • Include proposals and policies in the Joint Local Plan including exploring scope for the provision of an Innovation Centre and consider development enabling opportunities to deliver investment and support external funding bids. • Liaise with commercial developers using council powers wherever possible to ensure appropriate sites are protected and developed for new business incubation opportunities. • Consider use of CDC/SBDC owned premises and other public buildings in the districts as small business incubation and hatchery facilities. • Promote commercial incubation and hatchery facilities currently available within the districts. • Explore the potential to develop a creative hub for small business in Chesham involving local artists and designers.. • Identify opportunities to award discretionary rate relief in these cases.
c	Ensure public sector procurement opportunities are made available to local	<ul style="list-style-type: none"> • Promote opportunities for local business.

No.	Description of Objective (extracts from the Economic Development Strategy document)	Action
	businesses	<p><u>For Contracts with an Estimated Spend of over £25k</u></p> <ul style="list-style-type: none"> • The CDC / SBDC Contract Procedure Rules already require these tender opportunities to be advertised on the National free 'Contacts Finder' Website https://www.gov.uk/contracts-finder • This permits anyone, be it local, national or international, to register an interest in these tender opportunities. • We will review the CDC / SBDC websites to ensure the 'Doing Business with the Council' page http://www.chiltern.gov.uk/business is easy to find and cross references to the Contracts Finder Website. <p><u>For Contracts with an Estimated Spend of under £25k</u></p> <ul style="list-style-type: none"> • Ensure Contract Opportunities from National Infrastructure Projects including HS2 & Heathrow Expansion are promoted to Chiltern and South Bucks Districts via local opportunities workshops and Buckinghamshire Business First. • We will consider amending the CDC / SBDC Contracts Procedure Rules to require officers to actively consider local suppliers who would be able to meet our requirements and if so, include at least one local supplier when seeking quotations where possible. (The Business Directory available at www.bbf.uk.com will be useful in this regard).
d	Promote sectors where Chiltern and South Bucks have strengths in nationally significant sectors to ensure the districts are not overlooked as the Industrial Strategy develops	<ul style="list-style-type: none"> • Ensure the Joint Local Plan provides the right planning policy framework to support key sector development. • Participate in the BTVLEP Industrial Strategy Think Tank event on 30 March 2017.

No.	Description of Objective (extracts from the Economic Development Strategy document)	Action
	and associated resources can be used to benefit the local economy	
e	Promote / provide finance for businesses, particularly those with high growth potential	<ul style="list-style-type: none"> • Promote the support available from the BBF Growth Hub which will signpost to known sources of funding including Start Up loans, Crowd Funding and the Business Bank. • Continue to deliver over £1M in financial support to households through grants and loan funding, enabling local traders to deliver, improve, maintain or repair properties
f	Maintain dialogue with large employers	<ul style="list-style-type: none"> • Seek to engage with local employers through the preparation, monitoring and review of the Joint Local Plan and other planning policy related documents. • Develop a business support feedback mechanism and central repository for all SBDC/CDC Officer and Member Discussions with major employers in the district. • Support employers through the Chamber of Trades or through business focus groups. • Support business think tank events and Business Leaders Dinners organised by BTVLEP / BBF in the Chiltern and South Bucks Area.
6.3 Space for business		
a	Planning for a portfolio of premises to meet the current and future needs of businesses by size and sector, including changes brought about by the advance of the <i>digital</i> industries	<ul style="list-style-type: none"> • Ensure the Joint Local Plan provides the right planning policy framework and proposals. • In reviewing the Councils' Asset Management Plans in future consider how the

No.	Description of Objective (extracts from the Economic Development Strategy document)	Action
	and facilitating the co-location of complementary small scale commercial activity	Councils' can support the aspirations contained within the economic development strategy.
b	Provide or plan for smaller office units of up to 400m ²	<ul style="list-style-type: none"> • Ensure the Joint Local Plan provides the right planning policy framework and proposals. • Review of Councils' use of office space with a view to making available that which is surplus to requirements.
c	Promote or bring forward prestigious offices for head office functions and to attract businesses displaced by Heathrow expansion.	<ul style="list-style-type: none"> • Ensure the Joint Local Plan provides the right planning policy framework and proposals. • Consider awards of discretionary rate relief to encourage re- location because of local positive impact • Support Inward Investment activity carried out by BTVLEP and BBF
d	Promote the efficient use of employment land and buildings, enabling new ways of working, supporting the use of new technologies and promoting developments that build on the strengths of the local economy.	<ul style="list-style-type: none"> • Ensure the Joint Local Plan provides the right planning policy framework. • Support partner Digital and Innovation programmes of work
e	Promote / provide inward investment to make the most of the local connectivity, to supplement enterprise driven employment growth and widen the range of jobs available locally	<ul style="list-style-type: none"> • Promotion of inward investment to be supported by Joint Local Plan objectives and policies/proposals where relevant. • Engage with Partner Inward Invest activity. • Develop Chiltern and South Bucks propositions .

No.	Description of Objective (extracts from the Economic Development Strategy document)	Action
		<ul style="list-style-type: none"> • Promote through the LEP, Bucks Advantage and BBF . • Support the Revitalisation Groups to undertake local visitor strategies to enable improved opportunities for the local high street and tourist centres.
f	Promotion of Live work units	<ul style="list-style-type: none"> • Consider appropriate opportunities/policy through the Joint Local Plan.
g	Protect the natural environment and landscape to support those businesses that rely upon it and help attract business investment	<ul style="list-style-type: none"> • Core Joint Local Plan objective, delivered through Sustainability Appraisal, Habitat Regulation Assessment, evidence base documents, plan policies and proposals and Infrastructure Delivery Schedule. • Support community groups to invest and protect the important open spaces in the district. • Invest in the delivery of the Open Spaces Strategy to enable quality access at low cost. • Remediate contaminated land through the planning process. • Improve access to the open spaces through improving cycle ways and supporting green travel. • Explore the opportunities to invest in the leisure infrastructure enabling improved access to leisure. • Support the work of the NEP –Natural Environment Partnership. • Work with stakeholders to minimise damage caused by major infrastructure projects.

No.	Description of Objective (extracts from the Economic Development Strategy document)	Action
		<ul style="list-style-type: none"> • Promote the Leader Programme providing grant funding to rural based businesses. • Promote the LEP's EAFRD grant funding programme for businesses in food processing, rural business development, and rural tourism infrastructure.
6.4 Skills and employability		
a	Provide/support services that forge links between employers and educators, in order to enable young people to become more work ready through greater employer involvement and to ensure they gain the right skills for the local growth sectors.	<ul style="list-style-type: none"> • Work with the BTVLEP's Skills Hub and their programme to support educators and employers link up through their programme called Opps in Bucks which seeks to bring together the two stakeholders so that employer engagement needs are met through work experience, careers talks, apprenticeship opportunities, part time paid for work, etc. • Work with Council leisure providers to maximise the number of apprentices employed and trained through their coaching programme. • Seek funding opportunities to support the Young Entrepreneur Project to enable participants to be better prepared to establish their own small businesses.
b	Provide/support services that directly connect local businesses and young people in work experience and apprenticeship opportunities, as well as full and part-time employment	<ul style="list-style-type: none"> • Consider appropriate measures in the Local Plan to promote local employment and Apprenticeship training opportunities linked to development. • Work with the BTVLEP's Skills Hub and their programme to support young people into their first jobs through their new website offerings called Opps in Bucks and Wannabe. The latter being specifically designed to promote work opportunities whether they are paid for, work experience or apprenticeships at all levels. • Work with Council leisure providers to maximise the number of apprentices

No.	Description of Objective (extracts from the Economic Development Strategy document)	Action
		employed and trained through its coaching programme.
c	Promotion of apprenticeships and vacation routes to employment	<ul style="list-style-type: none"> • To work with the BTVLEP’s Skills Hub to develop the Apprenticeship Strategy for the county and to work with them to promote apprenticeships and to support the apprenticeship levy for those employers who are required to pay it. • Work with Council leisure providers to maximise the number of apprentices employed and trained through its coaching programme.
d	Promotion of youth enterprise as a route into employment	<ul style="list-style-type: none"> • Seek funding opportunities to support the Young Entrepreneur Project to enable participants to be better prepared to establish their own small businesses. • Work with the BTVLEP’s Skills Hub with the on-going coordination and roll out of the county’s Enterprise Adviser network which is currently working with 37/38 of the county’s schools.
e	Provision/support schemes to help older workers remain economically active	<ul style="list-style-type: none"> • Through BBF and the Skills Hub encourage apprenticeship levy paying employers to promote apprenticeships to their older workers. • Work with the voluntary sector to enable opportunities for older workers to learn new skills or to maintain current skills. • Supporting older workers to remain fit and healthy through the exercise referral, outreach and club sports programme with Council leisure providers.
6.5 Tourism and town centres		
a	Promotion / support for tourism uses in rural areas to help convert day visits to overnight	<ul style="list-style-type: none"> • Ensure the Joint Local Plan provides the right planning policy framework.

No.	Description of Objective (extracts from the Economic Development Strategy document)	Action
	stays, with the associated uplift in local spending	<ul style="list-style-type: none"> • Develop a Heritage Strategy and conservation area appraisal/actions to protect, enhance and support awareness and interpretation of important heritage assets and areas. • Actively engage with and promote Visit Buckinghamshire which is the Destination Management organisation for Buckinghamshire which has a strong emphasis on Market Towns, Food and Drink and historic landscape. • Promote BBF's LEADER grant funding programme and EAFRD grants for rural businesses in the tourism sector – both grant programmes delivering job outcomes. • Support Visit Buckinghamshire to develop a new tourism strategy for the county. • Work with local business and community organisations to develop a range of festivals including; educational, young people, literacy, food, and music festivals in the district. • Support pubs and local venues to widen their offer to support food sales through the delivery of business advice and assistance. • Develop Tourism page on website with links to other sources of local information.
b	Enhance the competitiveness and vitality of town centres so they continue and develop as places of employment and commerce with a varied retail offer complementing their leisure and recreation and cultural offers	<ul style="list-style-type: none"> • Ensure the Joint Local Plan provides the right planning policy framework and proposals including a review of town centre boundaries and primary/secondary shopping frontages and consideration of funding opportunities linked to development to support public realm and other town centre enhancements. • Develop a Heritage Strategy and conservation area appraisal/actions to protect,

No.	Description of Objective (extracts from the Economic Development Strategy document)	Action
		<p>enhance and support awareness and interpretation of important town centre heritage assets.</p> <ul style="list-style-type: none"> • Support the revitalisations groups deliver on the community plan actions, small business Saturday, Christmas lighting events, improving local information and infrastructure.
c	Support for tourism businesses to recruit and grow, providing jobs well aligned with local labour supply.	<ul style="list-style-type: none"> • Identify the potential skill shortages arising from the impact of Brexit and work with local employers and educators to deliver training to younger and older people (nationally 80% of hospitality workers are from migrant labour) • Promote BBF's LEADER grant funding programme and EAFRD grants for rural businesses in the tourism sector – both grant programmes delivering job outcomes. • Promote the support from BTVLEP Skills Hub to attract young recruits – apprentices / work experience. • Promote BBF's new 'Virtual Adviser tool which helps to diagnose a business's skills gaps and enables brokerage to appropriate support.
6.6 Monitoring and review		
a	Progress against these strategic objectives to be periodically measured and presented for discussion	<ul style="list-style-type: none"> • Joint Local Plan elements to be included where relevant in the Authority's Monitoring Reports. • Actions identified to be incorporated into annual service plans, and progress monitored and reviewed to determine impact.

Item 7.3

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

Document is Restricted

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

1. Purpose of Report

RECOMMENDATION to Council

That the Chiltern Community and Wellbeing Plan 2017 – 2020 be approved by Council as part of the Budget and Policy Framework and as a replacement for the Community Cohesion Plan.

The attached plan has taken into account the advice of the Portfolio Holder and has been considered by the PAG and the Services Overview Committee. It has been agreed by Cabinet.

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 entitled '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 updated six aims 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 have been 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. Corporate Implications

5.1 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.

5.2 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.

5.3 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.

6. 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.

7. Next Steps

Once the Plan has been approved by Council it 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.

Background Papers:	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

Table of Contents

1. Foreword
2. Executive Summary
3. Building on Strong Foundations
4. Vision, Values and Strategic Aims
 - 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.
5. Conclusion
6. Appendix A

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 Leisure Facilities Strategy
- Chiltern & South Bucks Sustainable Community Strategy
- Chiltern & South Bucks Community Safety Partnership Plan
- Draft Chiltern & South Bucks Economic Development Strategy
- 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

Classification: OFFICIAL

Principal Leisure & Communities Officer, Chiltern District Council, King George V Road, Amersham, Bucks HP6 5AW. Tel: 01494 732110 or email community@chiltern.gov.uk

This document is available on our website at www.chiltern.gov.uk/communityandwellbeingplan (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
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 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 £5 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 visits per year to 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 and falls prevention.
11. Invested in, promoted and supported the 'Simply Walks' programme to operate in Chiltern helping to provide 13 health walks in the district attracting over 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](#).
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. Provided grants and loans to help vulnerable people maintain their home, invest in security and undertake disabled adaptations.
17. Raised the standards of food producers and retailers through training, advice and information as well as introducing the National Food Hygiene Rating Scheme that provides customers with information on the level of food hygiene compliance.
18. Supported communities in their desire to minimise the impact of HS2 and protect their local environment.
19. Assisted communities to mitigate the impact of surface water and river flooding in the district.

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 revitalisation groups support this approach. Each is managed and led by residents who care passionately about their community. They cover most of the district including Great Missenden, Prestwood, Chalfont St Peter, Chesham, Chalfont St Giles, Little Chalfont, Amersham on the Hill and Amersham Old Town, each having an action plan covering the next three years.

www.chiltern.gov.uk/communityledplanning

Successful projects already being delivered by the community include: the establishment of community libraries and youth clubs, 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 newsletters and websites.

Future objectives

1. To build community infrastructure and resilience through the towns and parishes, revitalisation groups, community associations and voluntary organisations.
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 action plans.
2. Co-ordinate local community activity to help reduce crime and the fear of crime and address environmental issues with appropriate solutions.
3. Support the CCG community engagement strategy and 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 and support young people to access volunteering opportunities.
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, Street Associations and Good Neighbour Schemes to help build resilient 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.

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/continuation of community based transport schemes.
5. Update the older people's service guides for Amersham, Chalfont, and Chesham.

6. Address the loneliness experienced by some care home residents by encouraging local neighbourhood residents, schools, youth clubs and voluntary groups to engage with care homes.
7. Support Chiltern Citizen Advice Bureau to extend its support for older people in GP surgeries across the District.
8. Operate regular community safety awareness events to improve home security, reduce scams and doorstep crime, and reduce the fear of crime amongst elderly residents.
9. 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.
10. Promote and develop Community Impact Bucks pub lunch clubs.
11. Support the development of dementia-friendly communities and promote the Safe Place scheme.
12. 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.
13. Promote activities taking place for older people at the BETTER Leisure Centres e.g. swimming, badminton, short tennis, table tennis and aerobics.
14. Support BETTER to deliver the Healthwise programme which is the GP referral scheme offering exercise, weight management and falls prevention programmes.
15. Provide Safeguarding Adults training to Chiltern District Council staff and signpost the voluntary sector to external training provision.
16. 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 supporting residents seeking homelessness assistance, the Council has enabled families, in priority need, to manage the impact of benefit reductions and support individuals to secure employment advice and assistance and 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 free to access 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 and the various community outreach activities provided by GLL BETTER are vital in helping to achieve the objective of the Bucks Physical Activity Strategy, namely to remain physically active throughout life.

The 2016 Leisure Facilities Strategy identified opportunities to invest with the community to;

1. Develop and improve facilities that encourage active lifestyles for all CDC residents and contribute to generating an increase in the level of regular participation in sport and physical activity.
2. Provide high quality indoor sports facilities that enable residents to take part in sport and physical activity in fit for purpose venues that meet individual and community sporting need.
3. Enable and support other providers e.g., schools, trusts, charities, voluntary sports clubs and commercial operators to develop new, and expand existing facilities.
4. Improve the effectiveness of pathways and progression routes for residents into participation, performance and excellence.

Future objectives

1. To support communities at risk of deprivation, identify their needs and improve access to services including leisure, 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 activity through improving access to low cost leisure initiatives.
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. Further develop 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 over 1,000 adults per annum to become more active from 2017 to 2020.
3. Invest in Chiltern's leisure facilities to enable more than 1 million visits per annum.
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 27,000 walk participants from April 2017 to April 2020 (9,000 pa) as well as supporting other community walk initiatives.

6. During 2017/2018 enable 250 residents who have suffered a coronary or stroke medical condition to complete the BETTER Health-wise exercise referral programme.
7. Deliver the 2016 Leisure Facilities Strategy by supporting community involvement in leisure development and increasing the opportunities for physical activity.
8. Support Community and Workplace health activities e.g. health and wellbeing fairs, dementia awareness events, promoting healthy lifestyles.
9. 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.
10. Assisting communities to deliver against the Open Space Strategy - play areas, playing pitches, nature parks & outdoor education.
11. 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).
12. Support voluntary run sports, leisure & culture groups including community associations and their activity programmes, libraries, youth clubs, older persons clubs.
13. 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.
14. Maintain the Safe Place Scheme in Amersham, Chalfont St Peter, Chesham, Great Missenden, Little Chalfont, and Prestwood.
15. Support the delivery of Bucks County Council's Prevention Matters scheme.
16. 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.

17. Build an effective Local Air Quality partnership to review and enhance the air quality action plan improving air quality and reducing NOx and CO2 emissions within the district.
18. Provide housing advice and assistance to prevent homelessness or maintain decent housing standards or support households to access disability adaptations.
19. Improve safeguarding of the general public by enforcing regulatory controls to protect the environment and human health.
20. 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 through different promotional packages and campaigns.
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. Increase opportunities for young people to volunteer and learn new skills by supporting schemes such as the National Citizen Service.
10. 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.
11. Promote the existence of local safeguarding training including Prevent to adults working with and for young people.
12. Through our Community Safety team, help prevent child sexual exploitation, drug and alcohol abuse, bike theft and all forms of abuse via mobile phones, social media and the internet.
13. Deliver the Community Card Scheme in primary schools encouraging health and wellbeing, community integration, cyber safety and money management.
14. Ongoing training of taxi-drivers in relation to safeguarding and the prevention of child sexual exploitation.
15. 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.

The Draft Economic Development Strategy for Chiltern and South Bucks sets out the councils' economic development priorities for 2017-2026. Some of the actions it includes that influence this plan are as follows:

Connectivity : continued investment in broadband for business premises as well as wireless and mobile services.

Enterprise and business growth: promotion of business support provision including networking, training and signposting. Maintain dialogue with large employers.

Skills and employability: support services that forge links between employers and education as well as encouraging work experience and apprenticeships. Promotion of youth enterprise as a route to employment as well as helping older workers remain economically active.

Tourism and town centres: support tourism initiatives to convert day visits to overnight stays as well as helping town centres to maintain their vitality.

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 and different sizes of business. 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"*. Such growth will enable more skilled job opportunities, protect the area's existing economic and environmental qualities and encourage 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 and the comparative shortage of young people in the local economy. 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. To support the market towns by identifying a local vision to identify their needs and aspirations including revitalisation of the high streets and the development of tourism.
2. To improve access to learning, skills development and work experience in order to meet the needs of the local economy.
3. To promote the development and growth of local businesses by signposting them to specialist business support including advice on scaling up.
4. Chiltern District Council to act as the local energy efficiency champion for the area celebrating and promoting best practice throughout the district.
5. 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. Support the delivery of the Chiltern and South Bucks Economic Development Strategy which has the vision of creating a District with “prosperous and diverse economies that encourage local employers and small businesses”.
3. 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.
4. Promote creative small businesses to improve visibility and growth.
5. Work with Parish Councils, business associations and community groups to convert tourist day visits to overnight stays.
6. Support the development of broadband and mobile technologies as they are introduced into the District.
7. Reduce carbon emissions from Chiltern District Council’s operations by 4% by 2020.
8. 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.
9. Work with the Local Enterprise Partnership to develop joint procurement procedures which can support local employment opportunities, raise environmental standards and protect the environment.
10. Promote and support schemes to enable homeless and key workers secure housing they can afford (including the private rented sector).
11. 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.
12. Provide opportunities for local businesses to access food safety, licensing, and health and safety courses targeted to their needs.
13. 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.

14. 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.

15. Ensure that national infrastructure projects (HS2, Crossrail, Western Rail Link to Heathrow, Heathrow Expansion, M4 Smart Motorways etc.) are managed sustainably and enhance local economies.

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' to help facilitate 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, BETTER 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.

SUBJECT:	High Speed 2 – Members Information Group – Terms of Reference
REPORT OF:	Isobel Darby
RESPONSIBLE OFFICER	Bob Smith, Chief Executive
REPORT AUTHOR	Ben Robinson, brobinson@chiltern.gov.uk Imran Nawaz, Imran.nawaz@chiltern.gov.uk
WARD/S AFFECTED	All

1. Purpose of Report

This report follows the report to Cabinet dated 4th April 2017 in which Members agreed to the approach to handling Schedule 17 submission/approvals. This included the creation of a Members Information Group to allow Officers to provide regular updates on Schedule 17 submissions and provide an opportunity for Members to ask questions.

This report sets out the Terms of Reference for the HS2 Members Information Group.

RECOMMENDATIONS

1. That Council agree the Terms of Reference for the HS2 Members Information Group as set out in this report.
2. That the relevant Cabinet Portfolio Holder nominates and appoints the permanent Members of the MIG.

2. Schedule 17 Process

The Cabinet report dated 4th April 2017 set out the options for the Council's approach in dealing with the Schedule 17 submissions. This report acknowledged that the Council's ability to object to the HS2 proposals are limited by the grounds set out in Schedule 17. It was also noted that meeting the 8 week statutory period for Schedule 17 submissions will be challenging and there will be limited time to allow for the alteration of proposals during this process. It was therefore agreed that all decisions relating to Schedule 17 submissions would be delegated to the Head of Sustainable Development and/or Interim Development Control Manager.

Notwithstanding the above, it was also acknowledged that there is an extremely high level of public interest relating to the HS2 project and that it is important to ensure Members are kept fully informed of Schedule 17 submissions and approvals. With this, Officers put forward 3 options for member engagement in the abovementioned report, of which Option 2 was selected as the preferred option by members.

Option 2 provides an opportunity for members to be updated and informed during the process and encourages the public to approach HS2 directly with any questions/complaints. As part of this preferred Option 2, it was agreed to create a Members Information Group to allow Officers to provide regular updates on Schedule 17 submissions/approvals and to provide an opportunity for Members to ask questions of officers.

In order to progress the creation of the Members Information Group, Officers have drafted the following Terms of Reference to be agreed and adopted:

1	The High Speed 2 Members Information Group (MIG) will comprise of 3 permanent members with a Chairman and deputy who will Chair meetings when held at their respective authorities. Those members of the wards through which the HS2 scheme runs through will also be invited to attend the meetings and will notify the Chairman of their intention to attend and speak at the meetings.
2	The purpose of the MIG is to provide regular updates on Schedule 17 submissions/approvals and to provide an opportunity for Members to ask questions of officers. The MIG will also provide an opportunity for officers to provide updates on other HS2 matters.
3	The quorum of the MIG will be 2 members.
4	The MIG does not have any decision making powers and is set up to receive details of applications received and the approach being adopted.
5	Members of the MIG will be appointed by the respective Council's relevant Cabinet Portfolio Holder each year who will advise the Democratic Services Team of their appointments and any changes thereto, including changes made to membership during the Municipal Year.
6	The MIG will meet in the absence of the press and the public, but will be open to any elected member from CDC and SBDC to attend to observe at their respective Council. Any non-MIG Members may also speak and take part in discussions with the permission of the Chairman.
7	The MIG will meet as and when required (usually every 4-6 weeks) as far as this is reasonably practical.
8	The agenda/information sheet for meetings will be made available in advance of the meeting to MIG members at each Council by email or via Democratic Services.
9	Agenda/information sheets relating to the MIG will not be made available to the press and public unless authorised by officers in consultation with the MIG.

The determination of members of the Group will be determined at Full Council after the agreement of the Terms of Reference set out above.

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