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**CHILTERN**  
District Council



## **CDC Resources Overview Committee**

**Tuesday, 28th March, 2017 at 6.30 pm**

**Large & Small Committee Room, King George V House, King George V Road,  
Amersham**

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

1 Evacuation Procedures

2 Minutes (*Pages 5 - 8*)

To sign the Minutes of the meeting held on 31 January 2017.

3 Apologies for Absence

4 Declarations of Interest

5 28 Day Notices (*Pages 9 - 10*)

*Please note that the Amersham Multi-Storey Car Park Development Business Case item has been moved to the 21 June 2017 meeting of his Committee.*

*Appendix: CDC Cabinet 28 Day Notice (Pages 11 - 14)*

*Appendix: Joint Committee 28 Day Notice (Pages 15 - 16)*

6 Waste Customer Satisfaction & Street Cleaning (*Pages 17 - 22*)

7 Refreshed Joint Business Plan 2017-2020 (Pages 23 - 24)

The Committee are asked to consider and comment on the attached draft Cabinet report.

*Appendix 1: Joint Business Plan 2017-2020 (Pages 25 - 64)*

8 Performance Indicator Review 2017-18 (Pages 65 - 68)

The Committee are asked to consider and comment on the attached draft Cabinet report.

*Appendix A: Priority PIs (Pages 69 - 76)*

*Appendix B: Corporate Indicators (Pages 77 - 86)*

9 Quarter 3 Performance Reports 2016-17 (Pages 87 - 90)

The Committee are asked to consider and comment on the attached draft Cabinet report.

*Appendix A: Priority PIs Q3 (Pages 91 - 94)*

*Appendix B: Corporate Indicators Q3 (Pages 95 - 100)*

10 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.

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

**Membership: CDC Resources Overview Committee**

Councillors: N M Rose (Chairman)  
A J Garth  
A K Bacon  
C J Ford  
J L Gladwin  
M J Harrold  
C M Jones  
R J Jones  
J E MacBean (Vice-Chairman)  
D W Phillips  
M W Shaw  
D M Varley  
H M Wallace  
C J Wertheim

**Date of next meeting – Wednesday, 21 June 2017**

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**CHILTERN DISTRICT COUNCIL**

**MINUTES** of the Meeting of the  
**CDC RESOURCES OVERVIEW COMMITTEE**  
held on **31 JANUARY 2017**

**PRESENT:** Councillor N M Rose - Chairman  
" J E MacBean - Vice Chairman

Councillors: A J Garth  
A K Bacon  
C J Ford  
M J Harrold  
R J Jones  
M W Shaw  
D M Varley  
C J Wertheim

**APOLOGIES FOR ABSENCE** were received from Councillors S P Berry, J L Gladwin, C M Jones, D W Phillips and H M Wallace

**ALSO IN ATTENDANCE:** Councillors I A Darby and M J Stannard

**18 MINUTES**

The Minutes of the meeting held on 5 December 2016 were agreed and signed by the Chairman.

**19 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**20 28 DAY NOTICES**

The Committee reviewed the draft 28 Day Notices for forthcoming meetings of the Cabinet and the Chiltern & South Bucks Joint Committee to be held on 11 April. It was reported at the meeting that the Amersham Multi-Storey Car Park Development Business Case would now be considered by the Cabinet at the 4 April meeting rather than on 7 February. The business case would now be considered by the Resources Overview Committee at the next meeting on 28 March prior to the Cabinet meeting on 4 April due to changes to the project timetable. A report setting out how the project had developed over time would also be considered by the Cabinet on 7 February.

**RESOLVED:**

**That the draft 28 Day Notices be noted.**

## **21 REVENUE BUDGET 2017/2018**

The Committee were asked to comment on the Revenue Budget 2017/18 report that would be considered by the Cabinet on 7 February. The Cabinet would be asked to make recommendations to Council on 28 February regarding the Council's budget and council tax for 2017/18.

Members noted the borrowing costs shown at £98,000 in the 2017/18 Revenue Budget. These reflected the phasing of the Capital Programme projects which are planned to be financed by borrowing, which was subject to change in light of the business cases for those projects.

Whilst reviewing the Medium Term Financial Strategy the items listed as waste retender procurement costs and cost change were highlighted. It was noted that the procurement costs were the Council's share of the waste retender costs arising from the expiration of the current joint waste contract in 2020. These costs could be met from the earmarked reserve and were not for the current waste service contract. The item listed as costs change affecting 2017/18 was separate from retendering costs, and reflected increased costs arising from changes to indexation and increases to the number of properties in the district.

In response to questions regarding how the Council was addressing the need to implement savings in 2019/20 and onwards the Cabinet Member for Support Services was invited to address the Committee. Members were advised that there were many variables which impacted on the revenue budget for future years, and that further clarity on the Council's funding from the Government post 2019/20 was still required. The Council had however been looking at different savings options for a number of years and had already implemented changes that had helped push back the point at which significant additional savings were required. The Council was also continuing to explore more options that could be implemented prior to 2019/20.

### **RESOLVED:**

**That the report be noted and that the comments of the Resources Overview Committee be forwarded to the Cabinet.**

## **22 CAPITAL PROGRAMME AND REPAIRS & RENEWALS PROGRAMME 2017/2018**

Members were asked to comment on a report that the Cabinet would consider on 7 February and were asked to recommend to Council for approval. This set out the Capital Programme, which identified Council projects by Portfolio

Area, and the Repairs & Renewals Programme, that outlined planned maintenance for the Council's assets, both for the period 2017/18 to 2020/21. The Capital Strategy described how the Council would use and manage its capital resources to progress key Council priorities.

Members noted the new significant projects which included the Amersham Multi-Storey Car Park and Redevelopment of Chiltern Pools Leisure Centre. Whilst reviewing the repairs and renewals programme the costs of maintenance for King George V House (KGVH), the Council offices, and replacement IT equipment/alterations were highlighted. The maintenance for KGVH related mainly to roof and window repairs which were anticipated due to the age of the building. It was also clarified that the IT costs did not relate to issues with Updata, the Council external communications provider.

### **RESOLVED:**

**That the report be noted and the comments of the Resources Overview Committee be forwarded to the Cabinet.**

## **23 ANNUAL TREASURY MANAGEMENT STRATEGY 2017/18**

The Committee were asked to advise the Cabinet to recommend that the Annual Investment Strategy, which set out how the Council managed its money, be approved and adopted by the Council. A key change was the move from being a debt free Council to borrowing from the Public Loans Board to progress key capital projects. There may also be a short term period where the Council had a cash surplus which would be invested in line with the Investment Strategy.

In light of the Council's change in approach to borrowing to progress key significant capital projects the Committee requested that Treasury Management refresher training be provided for Members. It was suggested that a joint training session be provided for both CDC & SBDC Members.

In response to a question it was confirmed that the quarterly Treasury Management update reports set out the return on the Council's investments, and the comparison with SBDC was included, which showed that there was now little difference between both Councils in terms of investment return.

Regarding the proposed capital projects relating to the Amersham Multi-Storey Car Park and the Redevelopment of Chiltern Pools Leisure Centre it was noted that the business cases for both projects were still subject to the approval from the Cabinet before any borrowing would be undertaken.

### **RESOLVED:**

1. That the report be noted.
2. That treasury management refresher training be provided to Members.
3. That the Cabinet be advised to recommend to the Council that the Treasury Management Strategy, including its appendices, listed below, be recommended to the Council for approval.

- 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

## **24 SERVICE PLAN SUMMARIES 2017/2018**

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

Thanks were expressed to Sarah Woods, Performance and Policy Officer, who would be leaving the Council that month.

The £25 charge for the cremation of a still born baby was questioned, and it was suggested that this be waived. Officers would seek clarification on whether the charge was required in legislation.

It was suggested that the financial Key Decision threshold for CDC and SBDC be harmonised. This was set in the Constitution for each Council, and the CDC threshold was currently being reviewed by the Governance & Electoral Arrangements Committee as part of their work of looking at the Council's Constitution.

### **RESOLVED:**

**That the report be noted, and the comments of the Resources Overview Committee be forwarded to the Cabinet.**

**The meeting ended at 7.25 pm**



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

## 1. Report

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

Please note that the Amersham Multi-Storey Car Park Development Business Case will be considered at the 21 June 2017 meeting of this Committee.

### RECOMMENDATIONS

The Cabinet is asked to note the 28 Day Notices for the meetings of the Cabinet (4 April 2017) and the Joint Committee (11 April 2017).

<b>Background Papers:</b>	None
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**28 Day Notice**

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

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

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

<b>Leader (Councillor Isobel Darby)</b>					
Key Decision (Y/N) <sup>1</sup>	Report Title & Summary <sup>2</sup>	Consultation <sup>3</sup>	Decision Maker & Date	Private Report (Y/N) and Reason Private <sup>4</sup>	Lead Officer <sup>5</sup>
No	<b>Joint Business Plan Refresh:</b> to consider the Joint Business Plan for 2017	Resources 28 Mar 17  Services 21 Mar 17	Cabinet <b>4 April 17</b>	No	Sarah Woods  Email: <a href="mailto:swoods@chiltern.gov.uk">swoods@chiltern.gov.uk</a>
No	<b>Performance Indicator Review 2017-18:</b> to review the Performance Indicators for 2017-18	Resources 28 Mar 17  Services 21 Mar 17	Cabinet <b>4 April 17</b>	No	Sarah Woods  Email: <a href="mailto:swoods@chiltern.gov.uk">swoods@chiltern.gov.uk</a>
No	<b>Quarter 3 Performance Reports 2016-17:</b> to consider the performance reports for quarter 3	Resources 28 Mar 17  Services 21 Mar 17	Cabinet <b>4 April 17</b>	No	Sarah Woods  Email: <a href="mailto:swoods@chiltern.gov.uk">swoods@chiltern.gov.uk</a>
<b>Support Services - Deputy Leader (Councillor Mike Stannard)</b>					
Key Decision (Y/N) <sup>1</sup>	Report Title & Summary <sup>2</sup>	Consultation <sup>3</sup>	Decision Maker & Date	Private Report (Y/N) and Reason Private <sup>4</sup>	Lead Officer <sup>5</sup>
<b>Sustainable Development (Councillor Peter Martin)</b>					
Key Decision (Y/N) <sup>1</sup>	Report Title & Summary <sup>2</sup>	Consultation <sup>3</sup>	Decision Maker & Date	Private Report (Y/N) and Reason Private <sup>4</sup>	Lead Officer <sup>5</sup>
Yes	<b>HS2 Update:</b> to set out the parliamentary stage of the Bill, next steps going forward, programme of events for 2017, and the resources and budgetary implications. The report will also recommend the consultation process for consent approval (Schedule 17) applications received from HS2.		Cabinet <b>4 April 17</b>	Yes (Paragraphs 3 & 5)	Ifath Nawaz  Email: <a href="mailto:inawaz@chiltern.gov.uk">inawaz@chiltern.gov.uk</a>

<b>Environment (Councillor – Mike Smith)</b>					
Key Decision (Y/N) <sup>1</sup>	Report Title & Summary <sup>2</sup>	Consultation <sup>3</sup>	Decision Maker & Date	Private Report (Y/N) and Reason Private <sup>4</sup>	Lead Officer <sup>5</sup>
Yes	<b>Parking Improvements at King George V House:</b> To agree the creation of additional parking spaces		Cabinet <b>4 April 17</b>	Yes (Paragraph 3)	Louise Dove Email: ldove@chiltern.gov.uk
Yes	<b>Chiltern Car Park Review – Responses to Objections:</b> Consideration to objections raised in respect of proposed amendments to Off Street Parking Places Order		Cabinet <b>4 April 17</b>	No	Julie Rushton Email: jrushton@chiltern.gov.uk
Yes	<b>New Aylesbury Crematorium:</b> to receive minutes of the Chilterns Crematorium Joint Committee and agree funding for the project	CCJC 15 Feb 17	Cabinet <b>4 April 17</b>	Yes (Paragraph 3)	Chris Marchant Email: cmarchant@chiltern.gov.uk
No	<b>Chesham Flood Alleviation Scheme:</b> to receive an update on options provided by the Environment Agency		Cabinet <b>4 April 17</b>	Yes (Paragraph 5)	Ben Coakley Bcoakley@chiltern.gov.uk
Yes	<b>Amersham Multi-Storey Car Park Development Business Case:</b> To consider the business case	Resources 21 June 17	Cabinet <b>27 June 17</b>	Yes (Paragraph 3)	Chris Marchant Email: cmarchant@chiltern.gov.uk
Yes	<b>Mill Meadow:</b> Update on the bridge repairs		Cabinet <b>27 June 17</b>	Yes (Paragraph 3)	Louise Dove Email: ldove@chiltern.gov.uk
Yes	<b>Snells Wood:</b> to consider a report on the provision of extra car park capacity		Cabinet <b>27 June 17</b>	Yes (Paragraph 3)	David Stowe Email: dstowe@chiltern.gov.uk

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

<b>Community, Health &amp; Housing (Councillor Graham Harris)</b>					
Key Decision (Y/N) <sup>1</sup>	Report Title & Summary <sup>2</sup>	Consultation <sup>3</sup>	Decision Maker & Date	Private Report (Y/N) and Reason Private <sup>4</sup>	Lead Officer <sup>5</sup>
Yes	<b>Local Authority Lottery:</b> To propose that the Council enters in to agreement with Gatherwell to undertake a local authority lottery operated by both Chiltern and South Bucks District Councils		Cabinet <b>4 April 17</b>	No	Martin Holt  Email: mholt@chiltern.gov.uk
Yes	<b>Chiltern's Community &amp; Wellbeing Plan 2017-2020:</b> To adopt the new Chiltern Community & Wellbeing Plan	Services 21 March 17	Cabinet <b>4 April 17</b>	No	Paul Nanji  Email: pnanji@chiltern.gov.uk
No	<b>Revitalisation Group - Update Report:</b> To update key outcomes of the local Revitalisation Groups (2016/17) and agree Capital Grants Awards		Cabinet <b>27 June 17</b>	No	Paul Nanji  Email: pnanji@chiltern.gov.uk
Yes	<b>Regulators Code for shared services:</b> To consider the shared service regulators enforcement code	Services 14 June 17	Cabinet <b>27 June 17</b>	No	Ian Snudden  Email: isnudden@chiltern.gov.uk
Yes	<b>Homelessness Strategy:</b> To consider a joint Homelessness Strategy	Services 14 June 17	Cabinet <b>27 June 17</b>	No	Michael Veryard  Email: mveryard@chiltern.gov.uk
No	<b>Chiltern District Council Strategic Housing Framework 2014-15:</b> To receive an update on affordable housing delivery and to consider the Council's draft Strategic Housing Framework 2014-15	Services 14 June 17	Cabinet <b>27 June 17</b>	No	Michael Veryard  Email: mveryard@chiltern.gov.uk
No	<b>Sustainability and Carbon Reduction Strategy:</b> The development and implementation of an updated joint strategy for South Bucks DC and Chiltern DC, building on existing activities and opportunities		Cabinet <b>27 June 17</b>	No	Joanna Faul  Email: jfaul@chiltern.gov.uk

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

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

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

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

**CHILTERN & SOUTH BUCKS JOINT COMMITTEE (JC)**

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





<b>SUBJECT:</b>	<i>Waste Services – Customer satisfaction &amp; street cleansing update</i>
<b>REPORT OF:</b>	<i>Cllr Mike Smith</i>
<b>RESPONSIBLE OFFICER</b>	<i>Chris Marchant</i>
<b>REPORT AUTHOR</b>	<i>Sally Gordon, 01494 586868, sgordon@chiltern.gov.uk</i>
<b>WARD/S AFFECTED</b>	<i>All</i>

## 1. Purpose of Report

To provide Resources Overview Committee with details of the results of the latest customer satisfaction survey and to also provide information on the street cleansing performance, as requested by committee.

### RECOMMENDATION

**This report is for information as requested by the Resources Overview Committee. The Committee is therefore asked to note the report.**

## 2. Executive Summary

Resources Committee requested information on the latest customer satisfaction survey results for the Chiltern District. Serco provide a six monthly tracker survey for the joint waste contract, which is a random telephone survey of 100 residents in the Chiltern District and 100 residents in the Wycombe District. The following results are from the latest tracker survey undertaken by Serco in November 2016 and specific results for Chiltern are provided against the following services:

- Street cleansing – 78.1% satisfaction rate
- Refuse collections – 89.6% satisfaction rate
- Recycling collection – 88.3% satisfaction
- Food recycling – 75.9% satisfaction rate
- Garden waste - 85.3% satisfaction rate

Where overall combined satisfaction rates are provided, these relate to the combined satisfaction rates for the joint waste contract (both Chiltern & Wycombe).

## 3. Reasons for Recommendations

No recommendations are sought; this report is for information purposes as requested.

## 4. Content of Report

### 4.1 Methodology of customer satisfaction surveys

Serco use an independent third party to carry out six monthly tracker surveys on each of their contracts, to obtain data on customer satisfaction levels with waste and cleansing services. Responses are obtained from a sample size of 200 residents within the Chiltern and Wycombe districts (100 per district) and this is the standard sample size that Serco use across all of their contracts where customer satisfaction is not linked to key outcome targets. Each telephone interview lasts approximately 8 minutes and residents are contacted using Random Digit Dialling (RDD). This information is then screened to ensure the interviewees live in the Chiltern & Wycombe catchment area.

RDD ensures inclusion of residents who are ex-directory. If the sample is limited to those in published telephone directories, it will be skewed towards older adults and those who have not moved home for many years. The results are then weighted to reflect the local population profile using census 2011 data. In addition, all numbers are screened against the Telephone Preference Services (TPS - [www.tpsonline.org.uk](http://www.tpsonline.org.uk)).

To provide some context to the survey, we provide a waste collection service on behalf of 111,165 households (39,394 within the Chiltern District and 71,771 within the Wycombe District) and the contractor empties in excess of 300,000 containers per week. Therefore, the sample size in comparison is small. However, Serco provide this service as part of the contract offer and Chiltern and Wycombe are not directly charged for the service.

### Autumn results 2016

The latest survey was carried out in November 2016 and the results for Chiltern District Council are set out below. Please note that the overall combined satisfaction rates apply to the combined results from Chiltern and Wycombe (the joint waste contract). Where results do not add up to 100%, this is because they do not include 'Don't know'.

<b>Satisfaction with street cleansing service</b>	
Satisfied	78.1%
Dissatisfied	15.9%
Reasons for dissatisfaction	7 reported untidy streets 2 reported leaves not swept 2 reported pot holes & roads not maintained
Overall combined satisfaction rates compared with last survey	Increased by 4.8%

<b>Satisfaction with refuse collection</b>	
Satisfied	89.6%
Dissatisfied	10.4%
Reasons for dissatisfaction	5 reported missed collections 2 reported collections not taking place at a set time 5 reported issues with bin replacement
Overall combined satisfaction rates compared with last survey	Increased by 2.6%

<b>Satisfaction with recycling service</b>	
Satisfied	88.3%
Dissatisfied	7%
Reasons for dissatisfaction	4 reported bins not put back in right place 3 reported contractor showing lack of care with bins 2 reported rubbish spilt at collection
Participation in the recycling collection	85.3%
Reasons for not participating	4 did not know there was a service
Since new recycling service, do you recycle more?	54.4% recycle more 2.8% recycle less 32.5% recycle the same amount 10.4% do not know
Overall combined satisfaction rates compared with last survey	Decreased by 3.2%

<b>Satisfaction with food recycling collection</b>	
Satisfied	75.9%
Dissatisfied	24%
Reasons for dissatisfaction	3 reported contractor showing lack of care with bins 4 reporting bins not put back in right place 1 reported missed collection
Participation in the food recycling collection	75.9%
Reasons for not participating	7 do not have a bin 6 do not have much food waste 3 say its smelly 1 lives in a flat
Overall combined satisfaction rates compared with last survey	Increased by 2%

<b>Satisfaction with garden waste collection</b>	
Satisfied	85.3%
Dissatisfied	3.8%
Reasons for dissatisfaction	1 reported not enough room in the bin
Participation in the chargeable garden waste collection	42.9%
Reasons for not participating	8 do not have a garden 6 take garden waste to the tip 6 do not have much garden waste
Overall combined satisfaction rates compared with last survey	Decreased by 7.2%

The tracker survey results are discussed with Serco at contract meetings and focus is placed on any areas of concern.

## 5. Street Cleansing update

Our contractor, Serco, operates a combination of scheduled cleansing operations for dealing with litter picking, sweeping and litter bin emptying, in addition to reactive works to deal with highway spillages, fly tipping, dog fouling, litter problems, removal of dead animals, graffiti and fly posting.

Our contract with Serco requires them to maintain acceptable levels of cleansing across all streets, with agreed response times for restoring streets back to acceptable levels depending on the location and severity of the problem.

Serco are contracted to carry out street cleansing at the frequencies necessary to ensure that acceptable standards are achieved and maintained. The Contractor will therefore be required to provide flexible and responsive programming to respond to changing needs. For instance, if a location experiences regular problems with litter, this will be removed more frequently as required.

Litter bin emptying is carried out from twice daily to weekly depending on the location, however, again, more frequent emptying will be specified if required.

In terms of litter picking and litter bin emptying, compared to the last year, to date, Serco cleansing operatives have collected 121 tonnes of paper and 29 tonnes of cans and plastics, which have subsequently been processed for recycling.

During the leafing season additional resources are used to deal with scheduled leaf clearance operations, in addition to request to deal with problem areas and safety concerns from slippery footpaths. During the recent leafing season, in the period up to December 2016, Serco cleared 885 tonnes of leaves across the whole contract area (Chiltern & Wycombe) which roughly equates to the weight of approximately 885 family cars.

The following summary provides an overview of the re-active cleansing that has been carried out within the Chiltern district between April and December:

<b>Cleansing Requests CDC</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Grand Total</b>
Collect Dead Animal	18	10	16	13	12	5	11	14	6	105
Collect Fly Tip	51	46	52	36	48	65	65	52	45	460
Collect litter & debris	19	7	3	5	1	9	18	8	12	82
Cover Spillage		2	1			1			1	5
Excessive Leaf Fall							2	16	15	33
Litter Bin Overflowing	43	17	9	18	12	19	21	10	17	166
Sweep Area	30	6	15	16	7	15	37	33	26	185
<b>Grand Total</b>	<b>161</b>	<b>88</b>	<b>96</b>	<b>88</b>	<b>80</b>	<b>114</b>	<b>154</b>	<b>133</b>	<b>122</b>	<b>1036</b>

**6. Consultation**

Not applicable

**7. Options**

Report provided for information purposes

**7. Corporate Implications**

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

*3.1 Financial – no implications*

*3.2 Legal – Under The Environmental Protection Act, 1990, local authorities have a statutory duty under the Environmental Protection Act (EPA) 1990 to ensure public spaces and highways are kept free from litter and refuse as far as is reasonably practicably (as detailed in the Code of Practice on Litter & Refuse (Nov 2006)).*

**8. Links to Council Policy Objectives**

This work supports the corporate objective to 'strive to conserve the environment and promote sustainability', supporting 'Chiltern residents to reduce waste and increase recycling'.

**9. Next Step**

No decision proposed

<b>Background Papers:</b>	None other than those referred to in the report
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<b>SUBJECT:</b>	<i>Refreshed Joint Business Plan 2017 - 2020</i>
<b>REPORT OF:</b>	<i>Councillor Isobel Darby (CDC) and Councillor Ralph Bagge (SBDC)</i>
<b>RESPONSIBLE OFFICER</b>	<i>Bob Smith, Chief Executive</i>
<b>REPORT AUTHOR</b>	<i>Rachel Prance, Manager Joint Communications, Performance and Policy, 01494 732 903, <a href="mailto:rprance@chiltern.gov.uk">rprance@chiltern.gov.uk</a>, <a href="mailto:Rachel.prance@southbucks.gov.uk">Rachel.prance@southbucks.gov.uk</a>, 01895 837204</i>
<b>WARD/S AFFECTED</b>	<i>All</i>

## 1. Purpose of Report

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

### RECOMMENDATIONS

- 1. That Cabinet approve the refreshed business 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

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training plans set out for each member of staff in their annual performance appraisal. They have been updated to reflect 2017/18 Service Plans.

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

**5. Consultation**

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

**6. Options**

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

**7. Corporate Implications**

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

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

3.3 *Risks issues – The Joint Business Plan includes strategic risks. Business planning helps to alleviate risk through ensuring each service unit is aware of how their work fits into the work of the Councils and is closely linked to the needs of the community. Equalities – An integrated impact assessment, including equalities, was conducted on the Joint Business Plan and showed no adverse impacts.*

3.4 *Others – None.*

**8. Links to Council Policy Objectives**

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

**9. Next Step**

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

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



**CHILTERN**  
District Council



**SOUTH BUCKS**  
District Council

V 4.0 Approved xxx 2017

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**Foreword:**

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

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

The Joint Sustainable Community Strategy 2016-2026 sets out the long-term aspirations and vision of the communities in Chiltern and South Bucks. Our joint aims and priorities are informed by this vision.



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



**Ralph Bagge**  
Leader of South Bucks  
District Council



**Isobel Darby**  
Leader of Chiltern  
District Council

## **Vision for the Chiltern and South Bucks areas by 2026:**

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

Chiltern and South Bucks Districts to be places with:

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

The Joint Sustainable Community Strategy is available on the Chiltern District Council and South Bucks District Council websites.

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

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

## The Councils' areas of focus:

Chiltern and South Bucks District Councils have each published a summary outlining our respective priorities, goals and promises for 2017 - 2020. These appear overleaf. Both Councils share the same overarching three objectives; however the agreed priorities and actions being taken to deliver them have been tailored to reflect what the people of each District tell us is important.

Our shared three headline objectives are:

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

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

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

The latest SCS was published in August 2016 and sets out the way forward for Chiltern and South Bucks to 2026. All public bodies in the districts, together with the voluntary, community and business sector representatives, have collectively agreed to work together to deliver this Strategy. The five themes for delivery of the SCS are as follows:

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

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

# Chiltern District Council

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

## Our Priorities, goals and promises 2017 - 2020

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

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

### We will work towards safe, healthy and cohesive communities

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

### We will strive to conserve the environment and promote sustainability

- 1. Conserve the environment**
  - Protect the important Green Belt through the planning process whilst balancing the need for housing
  - Work to minimise the impact of HS2 on our local communities and environment
  - Conserve our valuable Heritage including the AONB and Conservation Areas
- 2. Promote sustainability**
  - Support Chiltern residents to reduce waste and increase recycling
  - Promote a healthy, sustainable and safe built environment
  - Put in place a new Joint Local Plan with South Bucks District Council to help meet local development needs
  - Promote energy efficiency across the Council's operations



**CHILTERN**  
District Council

# South Bucks District Council

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

## Our Priorities, goals and promises 2017 - 2020

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

#### 1. Provide great value services

- Optimise the effectiveness of our resources and assets
- Reduce costs through the shared services programme with Chiltern District Council
- Better use ICT to drive through savings whilst providing more flexible service delivery
- Make the very best use of all our assets

#### 2. Listen to our customers

- Consult with you on key issues and respond to results
- Communicate widely and embrace social media
- Develop a customer experience strategy to ensure convenient and timely access to services

#### 3. Provide excellent services

- Continue to deliver outstanding services
- Attract, retain and develop dedicated staff

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

#### 1. Improve community safety

- Work with our key partners to help safeguard children and vulnerable adults and prevent them becoming victims of crime
- Work with partners to reduce crime, fear of crime and antisocial behaviour

#### 2. Promote healthier communities

- Address the needs of the elderly and those who are vulnerable
- Work with communities affected by the closure of services to deliver them in alternative ways
- Develop a comprehensive range of measures to improve air quality and actively target pollution hotspots
- Work with our partners to prevent or relieve homelessness whenever possible

#### 3. Promote local communities

- Support the voluntary sector and promote volunteering
- Engage with Parish and Town Councils and local neighbourhoods
- Work with the local MP, voluntary and community groups through the Cohesion and Inequalities Forum to help inform the South Bucks Community & Wellbeing Plan
- Work to support the economy through enabling development of more affordable homes and implement the economic development strategy
- Provide increased off street parking in Beaconsfield and Gerrards Cross to meet future needs

### We will strive to conserve the environment and promote sustainability

#### 1. Conserve the environment

- Conserve the Green Belt through the planning process
- Safeguard our heritage for future generations
- Seek to minimise the impact on environments and communities caused by HS2 in partnership with other councils
- Work with partners to secure the provision of the Beaconsfield relief road
- Develop a master plan for the Ivers to address current issues with excessive HGV movements and other environmental issues including working with partners to secure provision of a relief road

#### 2. Promote Sustainability

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



## **Our values:**

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

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

### **Customer focused**

Around here we all:

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

### **Collaborative**

Around here we all:

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

### **Committed**

Around here we all:

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

### **Challenging**

Around here we all:

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

### **Courteous**

Around here we all:

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



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

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

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

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

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

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

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

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

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

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

### **How our organisations are changing:**

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

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

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

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

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

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

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

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

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

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

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

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

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



- Explore alternative service delivery models including local authority companies

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

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

### Roles and Responsibilities:

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

The Chief Executive has responsibility for corporate functions such as human resources, policy, performance and communications. The Director of Resources has responsibility for business support, electoral and democratic services, finance, legal and customer services. The Director of Services has responsibility for services relating to sustainable development, environment and healthy communities. Services falling under each of the Directors' remit are listed below. Our joint Heads of Service lead the following services run by the councils:

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

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

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

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

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

## Performance Management

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

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

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

## Strategic Risks

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

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

## Appendix A

### Key facts about the Districts: Chiltern

#### Spatial:

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

#### Demographic:

- Regularly ranks within the top 20 of the Halifax Quality of Life survey.
- The population was recorded as 94,545. More than 19%<sup>1</sup> are aged 65 or more, projected to grow to more than 27% of the population by 2026.
- 8.51%<sup>1</sup> of the total population in Chiltern are from a Black or Asian Ethnic Minority Population, compared to the England average of 14.3%<sup>1</sup>.
- 2%<sup>1</sup> of the population were of the Muslim faith, with 1%<sup>1</sup> of the Hindu faith.
- 7.3%<sup>1</sup> of households are lone parent households.
- In the overall Index of Multiple Deprivation<sup>2</sup> (IMD) 2015 results, one Lower Super Output Area<sup>3</sup> (LSOAs) in Ridgeway fell within the most 31% to 40% deprived areas in England. Thirty-one out of the total fifty-seven LSOAs fell within the 10% least deprived areas.
- 52.5% of residents have a degree or equivalent qualification, against the national average of 27% (ONS 2013), with higher than national average salaries.
- More than 40% of homes are detached and rank highest in the country for numbers of rooms (6.4) and bedrooms (3.2) compared to all other local authorities.
- Crime rates have been reducing over recent years so that the rate of serious acquisitive crime per 1,000 residents was, in 2015-16 3.46. There is still a very real fear of crime.
- Just over one in ten households live in fuel poverty.
- Health is generally good<sup>4</sup>, with life expectancy significantly higher than the England average. Deprivation, poverty, violent crime, long term unemployment, smoking rates, teenage pregnancy, obesity in adults, diabetes, and hospital stays for adults relating to alcohol harm are all significantly lower than the England average<sup>4</sup>.
- Early deaths from cancer and numbers killed or seriously injured on the roads are just better than the England average<sup>4</sup>. Incidences of malignant melanoma and hip fractures in the over 65s are higher than the England average, as is increasing and higher risk drinking in adults<sup>4</sup>.
- There are about 1,500 children living in poverty, however there is a significantly higher pass-rate for GCSE 5A\* - C than the England average<sup>5</sup>. In year 6 (age 10-11), 15.3% are obese – the England average is 19.2%

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<sup>1</sup> Census data 2011

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

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

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

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

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

## **Economic:**

- Just over 6%<sup>6</sup> of employees in Chiltern own their own businesses – higher than the rest of Buckinghamshire and the national average of 4.1%.
- There were 5,830<sup>6</sup> businesses in the district, with more than 90% being micro-businesses (employing fewer than 10 people), ranking first nationally for this size band.
- The most significant sector is Professional, Scientific & Technical at just under a quarter of all businesses the next highest being Information and Communication at around one tenth of all businesses<sup>6</sup>.
- The Job Seekers Allowance claimant count in December 2016 was 360 people - the 40<sup>th</sup> lowest out of 380 local authority areas. The highest percentage of claimants fell in the 18 to 24 age group at around the 1.4% mark<sup>6</sup>.
- Private rents are high at £1,439 per month, with average house prices £544,369 against the UK average of £217,928 (Land Registry, September 2016).
- Chiltern's carbon footprint ranks 78<sup>th</sup><sup>7</sup> out of 405 UK local authority areas. However, this hides high domestic energy usage, ranking 183<sup>rd</sup>.

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

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

## Appendix B

### Key facts about the Districts: South Bucks

#### Spatial:

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

#### Demographic:

- Regularly ranks within the top 20 of the Halifax Quality of Life survey.
- The population was recorded as 69,120. More than 19.4%<sup>8</sup> are aged 65 or more, and this is projected to grow to more than 28% of the population by 2026.
- 15.7%<sup>8</sup> of the total population in South Bucks are from a Black or Asian Ethnic Minority Population, against only 6.6% in 2001 and the 2011 England average of 14.3%<sup>8</sup>. This includes the 7th highest concentration of people of Sikh religion in England at 4.7%<sup>8</sup> with those of Muslim and Hindu religion each totalling 2.5%<sup>8</sup> of the population.
- 4.5%<sup>8</sup> of households are lone parent households and 0.4%<sup>8</sup> of households is from the Gypsy and Traveller communities, the 7th highest in all of England.
- In the overall IMD<sup>9</sup> 2015 results, two Lower Super Output Areas<sup>10</sup> (LSOAs) in South Bucks fell within the most 51% to 60% deprived areas in England. These were LSOAs in Burnham Church and Beeches and Wexham and Fulmer. None fell within the 40% most deprived areas and 12 out of the total of 40 LSOAs fell within the 10% least deprived areas.
- More than 40% of homes are detached<sup>8</sup> and rank highest in the country for numbers of rooms (6.4) and bedrooms (3.2) compared to all other local authorities<sup>8</sup>. South Bucks ranks in the top 5%<sup>8</sup> of authorities for the prevalence of caravans, mobile homes and other temporary structures as a proportion of all housing.
- 41.3%<sup>8</sup> of residents have a degree or equivalent qualification, against the national average of 27% (ONS 2013), with higher than national average salaries.
- South Bucks carbon footprint ranks 203 out of 405 UK local authority areas (first place has the lowest emissions). Usage is broken down to Domestic, Industrial and Transport sectors, and it is the Transport sector which has the highest emission levels, ranking 353 out of 406 UK areas<sup>11</sup>.
- Crime rates have been reducing over recent years so that the rate of serious acquisitive crime per 1,000 residents was, in 2015-16 8.83. There is still a very real fear of crime.
- Health is generally good, with life expectancy significantly higher than the England average. Deprivation, poverty, violent crime, long term unemployment, smoking rates, teenage pregnancy, obesity in adults, diabetes, and hospital stays for adults relating to alcohol harm are all significantly lower than the England average<sup>12</sup>.

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<sup>8</sup> Census data 2011

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

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

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

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

- Numbers killed or seriously injured<sup>13</sup> on the roads are considerably higher than the England average.
- Incidences of malignant melanoma and hip fractures in the over 65s are higher than the England average<sup>12</sup>.
- Increasing and higher risk drinking in adults is also higher than average, and only just lower than the England average for healthy eating and physically active adults. Obesity in children and alcohol-specific hospital stays for the under 18's are only just lower than the England average and continue to be a cause for concern<sup>12</sup>.
- There are about 1,200 children living in poverty, however there is a significantly higher pass-rate for GCSE 5A\* - C than the England average<sup>12</sup>.
- In year 6 (age 10-11), 17.5% of children are obese – the England average is 19.2% (2011/12 data)<sup>12</sup>.
- There is a strong voluntary and community sector with greater than average volunteering levels, good local engagement and some local community activities. The Community Right to Bid, which came into force at the end of July 2012, has already resulted in two local pubs being listed on the Assets of Community Value register in Denham and Iver.
- Turnout for elections is consistently higher than the national average for District, County and General Elections.

## **Economic:**

- Just over 6% of employees in South Bucks own their own businesses – higher than the rest of Buckinghamshire and the national average of 4.1%<sup>14</sup>.
- There were 4,955 businesses in the district. (Bucks Business First, 2012)
- The most significant sector is Professional, Scientific & Technical at just under a quarter of all businesses, the next highest being Construction at around one tenth of all businesses<sup>13</sup>.
- The Job Seekers Allowance claimant count in December 2016 was 300 people the 40<sup>th</sup> lowest out of 380 local authority areas. The highest percentage of claimants fell in the 18 to 24 age group at around the 1.4% mark<sup>13</sup>.
- Mean average private rents are the most expensive outside London at £1,628 per month. Average house prices are £629,428 against the UK average of £217,928 (Land Registry, September 2016), making South Bucks the most expensive area outside of Greater London.
- Just over one in ten households live in fuel poverty, though this masks huge variations across the district<sup>15</sup>.

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

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

<sup>15</sup> 2010 Department of Energy and Climate Change

## Appendix C

### What District Councils do

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

**Parish Councils** are responsible for such things as:

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

**District Councils** are responsible for services such as:

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

**County Councils** are responsible for services such as:

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



## Appendix D: Strategic risks register:

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

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

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

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

## Appendix E: Joint Performance Management Framework

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

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

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

### What is performance and improvement all about?

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

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

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

With effective performance and improvement management:

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

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

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

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

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

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

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

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

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

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



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

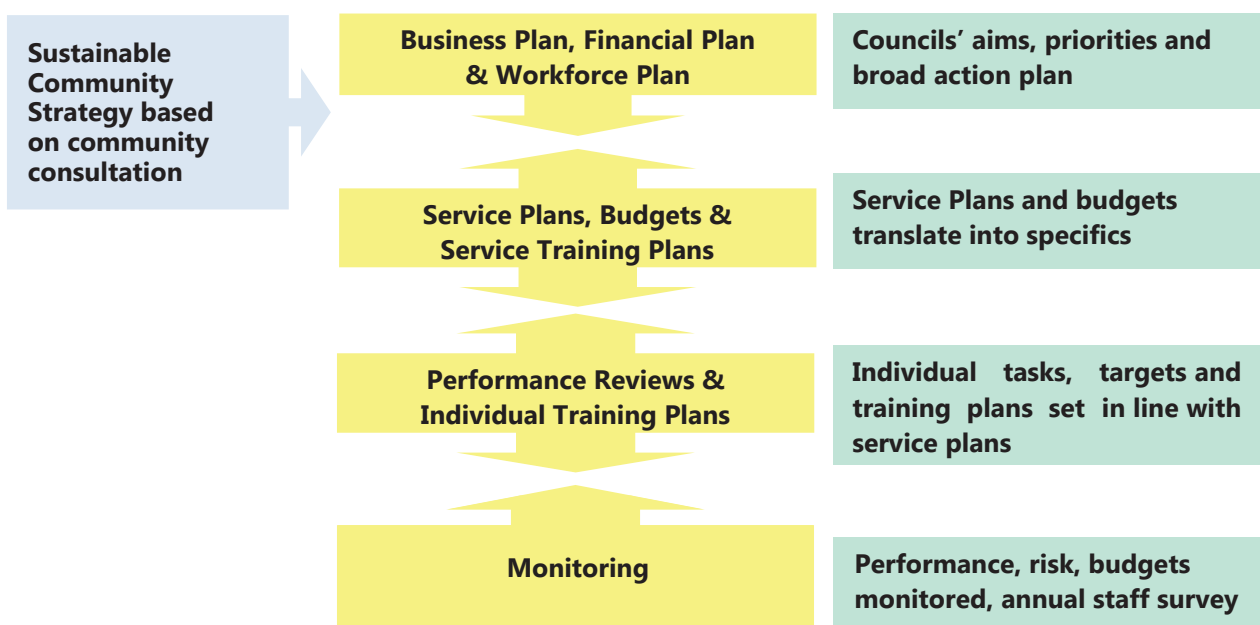
Members agree a clear vision of what each Council aims to achieve. This enables Members and managers to lead service improvements and allocate resources in line with each Council’s aims and priorities. The Joint Business Plan sets out what the Councils aim to achieve in the short to medium term, it contains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

members and interested members of the public, and is supplemented by a one-page aims and objectives flyer for publication.

The Joint Business Plan links with and is complementary to, the Joint Sustainable Community Strategy which is prepared by the Chiltern and South Bucks Strategic Partnership (JSP). The JSP is made up of local authorities, parishes, health, the police and representatives from the education, business, youth, faith and voluntary sectors. The Joint Sustainable Community Strategy covers broader issues than just the services covered by the Councils. We consult widely on the strategy to get partners and residents' views and buy-in. This ensures the Joint Sustainable Community Strategy is focused on what is important for local people. The Joint Sustainable Community Strategy is currently under review by the JSP and will be published in Summer 2016. It sets out the way forward for Chiltern and South Bucks to 2026.

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

### Chiltern and South Bucks District Councils' Corporate Framework



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



Service plans and budgets are based directly on the Councils' Joint Business Plan and provide a route map to outcomes prioritised by the community. The **Service Planning Workbook** sets out the Councils' joint approach to developing comprehensive service plans. Managers are encouraged to involve all staff in the preparation of service plans and identifying areas for improvement. Service plans identify achievements, customer needs, equalities, sustainability and value for money improvements, set performance targets and actions as well as reviewing key areas of risk. They are scrutinised by the relevant Director and the Policy and Performance team and form the basis of staff performance reviews and training plans.

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

### Staff motivated to achieve stretching goals and targets

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

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

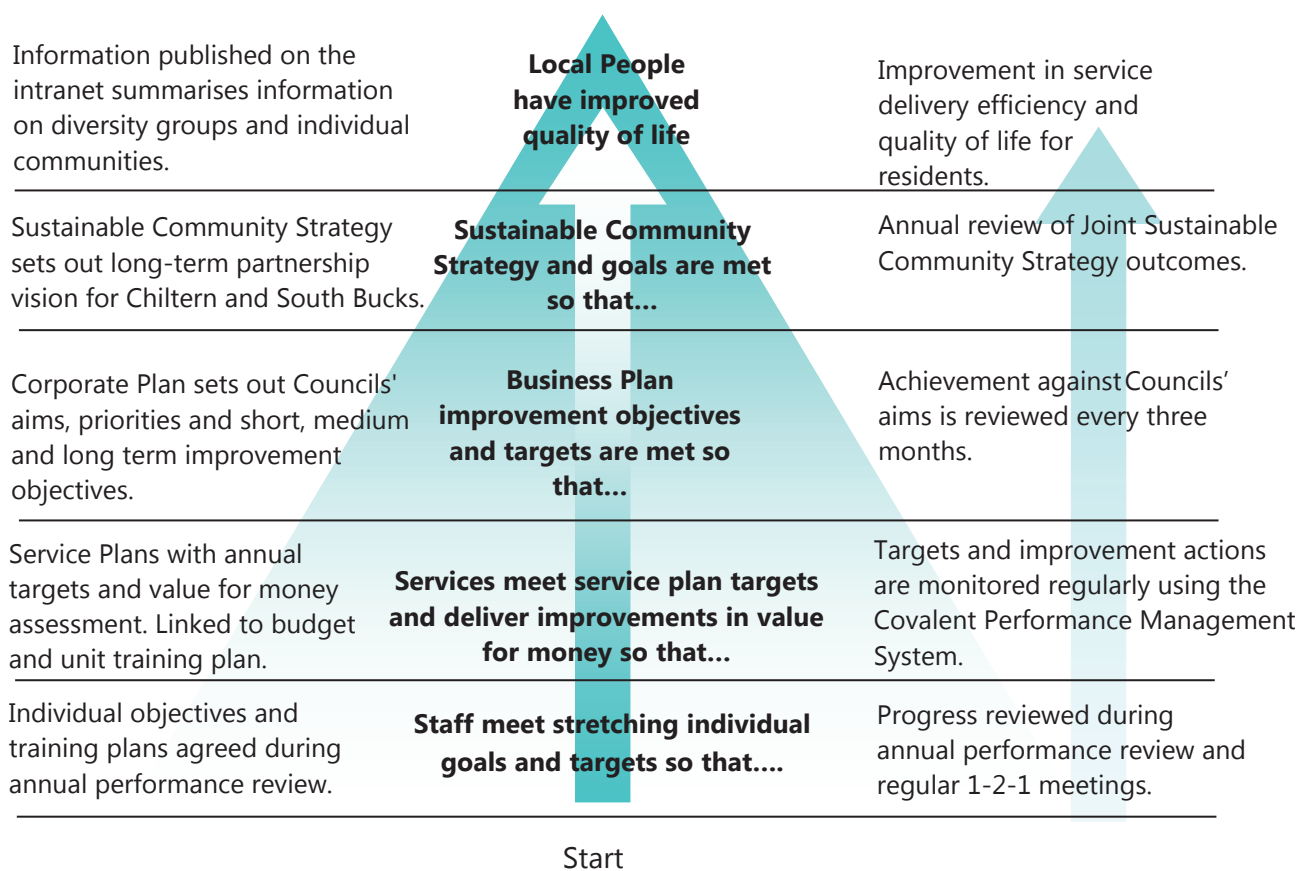
**Performance measurement** ensures goals and targets are met. Performance measures and indicators focus on the **outcomes** you are trying to achieve and describe how well a service is performing against these outcomes. They also help identify good practice, areas for improvement and opportunities to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

## A Clear Vision

## Path to Improvement

## Performance Measurement

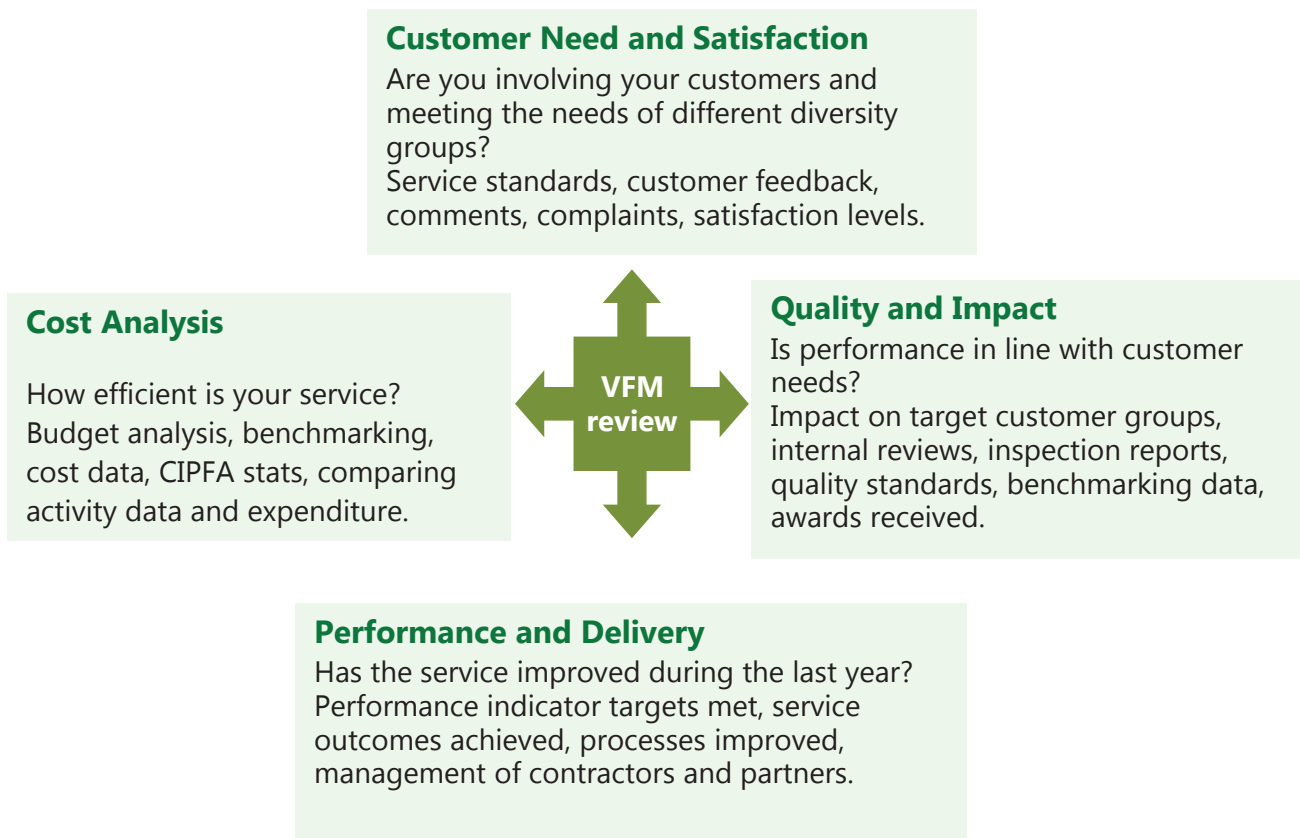
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### Service managers leading value for money improvements in customer satisfaction, cost, process improvement and improved outcomes for local people

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

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



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

## Timely, high-quality information which informs decision making

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

These include:

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

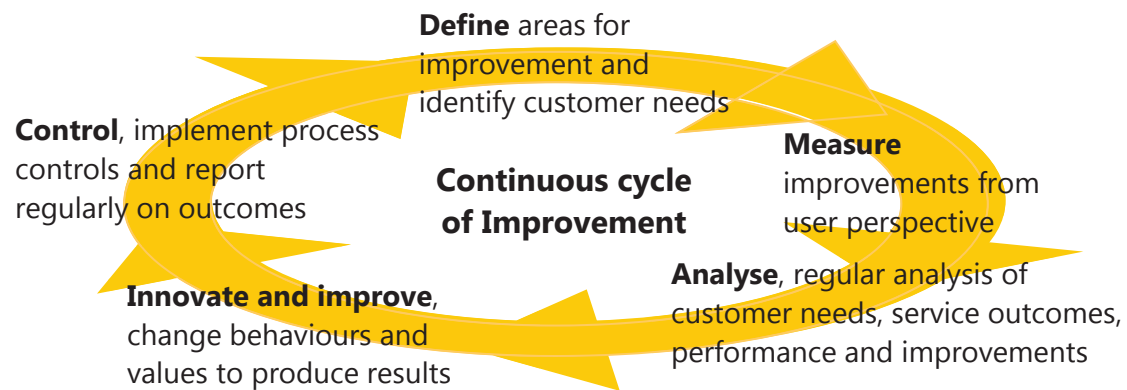
Much more **quantitative information** is available to officers at their desktops. This has enabled both Councils to establish corporate approaches in areas including equalities, sustainability, project management and risk and has helped services have a better understanding of the diverse needs of different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

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

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

## A culture of innovation and continuous improvement

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



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

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

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

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



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

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format such as large print please ask us



**CHILTERN**  
District Council



**SOUTH BUCKS**  
District Council



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

## 1. Purpose of Report

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

### RECOMMENDATION

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

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

**Appendix A PI Review - Priority PIs 2017-18 - CDC - provides proposals for reporting priority indicators during 2017/18 with future targets.**

**Appendix B PI Review – Corporate Indicators 2017-18 - CDC- provides proposals for reporting Corporate PIs during 2017/18 with future targets.**

## 2. Reasons for Recommendations

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

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

Each service unit has been asked to identify 2 to 3 indicators which would be strong and meaningful measures of overall performance, avoiding duplication where they are regularly

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reported via PAG updates. An exception is Finance, as full reporting is included in the monthly budget packs for each Council so no further PIs were deemed necessary.

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

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

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

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

### **3. Consultation**

*Not Applicable*

### **4. Options**

*Not applicable*

### **7. Corporate Implications**

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

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

**Legal** –None identified.

**Risks issues** – None identified

**8. Links to Council Policy Objectives**

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

**9. Next Step**

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

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

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

Code	Title	Latest result Dec 2016	Target 2016/17 (YTD)	Target 2017/18	Target 2018/19	Target 2019/20	Comment
Leader's - Cllr. Isobel Darby							
<del>CdHR1</del>	<del>Working days lost due to sickness absence</del>	7.85	10				Deleted. It is being suggested that this becomes a joint PI.
<del>CdHR14</del>	<del>Working days lost due to short term sickness absence (upto 20 working days)</del>	4.72	5				Deleted. It is being suggested that this becomes a joint PI.
<del>CdHR15</del>	<del>Working days lost due to long term sickness absence (more than 20 working days)</del>	3.13	3				Deleted. It is being suggested that this becomes a joint PI.
Page 69 JtHR1	Working days lost due to sickness absence	New PI	New PI	10	8	8	New PI. Suggested at management team meeting that it was logical having staff sickness as a joint PI, instead of separate ones for CDC and SBDC. The majority of staff are now within a shared service, therefore it makes the data more meaningful.
JtHR14	Working days lost due to short term sickness absence (upto 20 working days)	New PI	New PI	5	5	5	New PI. Suggested at management team meeting that it was logical having staff sickness as a joint PI, instead of separate ones for CDC and SBDC. The majority of staff are now within a shared service, therefore it makes the data more meaningful.

Code	Title	Latest result Dec 2016	Target 2016/17 (YTD)	Target 2017/18	Target 2018/19	Target 2019/20	Comment
JtHR15	Working days lost due to long term sickness absence (more than 20 working days)	New PI	New PI	5	3	3	New PI. Suggested at management team meeting that it was logical having staff sickness as a joint PI, instead of separate ones for CDC and SBDC. The majority of staff are now within a shared service, therefore it makes the data more meaningful.
Community, Health and Housing - Cllr. Graham Harris							
CdCmSf1	Percentage reduction in burglaries from dwellings year on year for Chiltern (quarterly)	14.70%	Data Only	Data only	Data only	Data only	No change
Page 70 CdHS1	Number of applicants with/expecting children who have been in B & B accommodation for longer than 6 weeks (snapshot figure at end of month)	0	0	0	0	0	No change
CdHS8	Number of households living in temporary accommodation (snapshot at the end of the month)	35	30	38	38	38	The target has increased from 30 to 38 as this is a more realistic target
Sustainable Development - Cllr. Peter Martin							

Code	Title	Latest result Dec 2016	Target 2016/17 (YTD)	Target 2017/18	Target 2018/19	Target 2019/20	Comment
CdSD10	Processing of planning applications: minor applications processed within 8 weeks (cumulative)	85.23%	75.00%	75.00%	75.00%	75.00%	No change
CdSD11	Processing of planning applications: other applications processed within 8 weeks (cumulative)	93.42%	90.00%	85.00%	85.00%	85.00%	Target has been reduced from 90% to 85%.
Page 71 CdSD31	<del>Special measures: speed of processing of major applications – minimum percentage of decisions on major applications which are made within 13 weeks or timescale agreed with the applicant; for assessment in October/November 2018 (cumulative)</del>	100.00%	51.00%				This PI has been deleted. It has been superseded by the new PIs and is no longer relevant.

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



Code	Title	Latest result Dec 2016	Target 2016/17 (YTD)	Target 2017/18	Target 2018/19	Target 2019/20	Comment
New2CDC - retrospective	2017 non-majors speed of planning decisions – special measures 2 year assessment period ending Sep 16 (cumulative, monthly)	New PI	New PI	65.00%	65.00%	65.00%	NEW PI. The ‘speed of decisions’ criteria measures how many non-major applications are determined within either the statutory time limit or within any other agreed extended time limit, as a % of the total non-major applications determined. October 2014 to September 2016 is the assessment period. 65% or more is the target to avoid possible designation into ‘special measures’.
Page 73 New3CDC - priority	2018 Majors speed of planning decisions – special measures 2 year assessment ending September 2017 (cumulative, monthly)	New PI	New PI	60.00%	60.00%	60.00%	NEW PI. The ‘speed of decisions’ criteria measures how many major applications are determined within either the statutory time limit or within any other agreed extended time limit, as a % of the total major applications determined. October 2015 to September 2017 is the assessment period. 60% or more is the target to avoid possible designation into ‘special measures’.

Code	Title	Latest result Dec 2016	Target 2016/17 (YTD)	Target 2017/18	Target 2018/19	Target 2019/20	Comment
New4CDC - priority	2018 Non-Majors speed of planning decisions – special measures 2 year assessment ending September 2017 (cumulative, monthly)	New PI	New PI	70.00%	70.00%	70.00%	NEW PI. The 'speed of decisions' criteria measures how many non-major applications are determined within either the statutory time limit or within any other agreed extended time limit, as a % of the total non-major applications determined. October 2015 to September 2017 is the assessment period. 70% or more is the target to avoid possible designation into 'special measures'
Page 74 New7CDC Priority	2018 Majors quality of planning decisions – special measures 2 year and 9 month assessment period ending December 2017 (cumulative, monthly)	New PI	New PI	9.99%	9.99%	9.99%	NEW PI. The 'quality of decision' criteria measures how many major applications that have been determined are subsequently overturned and allowed on appeal, as a % of the total major applications determined. April 2015 to March 2017 is the assessment period for applications determined and April 2015 to December 2017 is the assessment period to check if any applications determined in above period are allowed. Less than 10% is the target to avoid possible designation into 'special measures'

Code	Title	Latest result Dec 2016	Target 2016/17 (YTD)	Target 2017/18	Target 2018/19	Target 2019/20	Comment
New8CDC Priority  Page 75	2018 non-majors quality of planning decisions – special measures 2 year and 9 month assessment period ending December 2017 (cumulative, monthly)	New PI	New PI	9.99%	9.99%	9.99%	The 'quality of decision' criteria measures how many non-major applications that have been determined are subsequently overturned and allowed on appeal, as a % of the total non-major applications determined. April 2015 to March 2017 is the assessment period for applications determined and April 2015 to December 2017 is the assessment period to check if any applications determined in above period are allowed. Less than 10% is the target to avoid possible designation into 'Special Measures'
	Environment - Cllr. Mike Smith						
CdWR3	Percentage of household waste sent for reuse, recycling and composting (cumulative)	51.09%	58.00%	59.00%	59.00%	59.00%	The target has changed from 58% to 59%
Customer Services - Cllr. Fred Wilson							
CdRB1	Speed of processing - new HB/CTS claims (cumulative)	18.12	18	18	18	18	Target remains the same, but the name of the PI has slightly changed. CTB stood for Council Tax Benefit. This was abolished in 2014 and replaced by a local Council Tax Support scheme (CTS)


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

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

Note: Excludes Priority Performance Indicators - see Appendix A

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


Appendix B - CDC Corporate Performance Indicators - PI Review

<b>KEY</b>  This PI is below target								
PI code	Name	Latest Update - Dec 2016	Annual target 2016/17	Annual target 2017/18	Annual target 2018/19	Annual target 2019/20	Responsible officer	
CdCmSf2 (C)	Percentage reduction in violent offences against a person, rolling year on year	-12.60%	data only	Data only	Data only	Data only	Martin Holt	No change
CdHS2 (C)	Number of affordable homes delivered by (i) new build (ii) vacancies generated by local authority scheme (iii) acquisition of existing properties for social housing (cumulative)	24	33	33	33	33	Martin Holt	No change
Page 78 CdHS3i (C)	Average Length of stay in B & B temporary accommodation for all households (snapshot at end of quarter)	7	10	12	12	12	Martin Holt	Target increased to 12.
CdHS4 (C)	Number of private sector dwellings vacant for more than 6 months and returned to occupation following local authority intervention	28 (2015/16 value)	40	28	28	28	Martin Holt	Target reduced to 28.

Appendix B - CDC Corporate Performance Indicators - PI Review

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

Appendix B - CDC Corporate Performance Indicators - PI Review

<b>KEY</b>  This PI is below target								
PI code	Name	Latest Update - Dec 2016	Annual target 2016/17	Annual target 2017/18	Annual target 2018/19	Annual target 2019/20	Responsible officer	
CdPP1	Net additional homes provided		145				Peter Beckford	Deleted
CdSD7 (C)	Percentage of planning applicants who are satisfied or very satisfied with the planning service (cumulative)	86.20%	80%	80%	80%	80%	Peter Beckford	No change
CdSD8 (C)	Planning appeals allowed (cumulative)	53.33%	35%	35%	35%	35%	Peter Beckford	No change
CdSD12 (C)	Percentage of new enforcement cases where an initial site visit for an urgent priority case is undertaken within the timescale set out in the Enforcement Policy (cumulative)	100% (June 2016 value)	100%	100%	100%	100%	Peter Beckford	No change
CdSD32 (C)	% of new enforcement cases where an initial site visit for a high priority case is undertaken within the timescale set out in the Enforcement Policy (Cumulative, monthly)	100% (June 2016 value)	100%	100%	100%	100%	Peter Beckford	No change



Appendix B - CDC Corporate Performance Indicators - PI Review

<b>KEY</b> <input checked="" type="checkbox"/> This PI is below target								
PI code	Name	Latest Update - Dec 2016	Annual target 2016/17	Annual target 2017/18	Annual target 2018/19	Annual target 2019/20	Responsible officer	
New5CD C  Page 81  New6CD C	2019 Majors speed of planning decisions – special measures 2 year assessment period ending September 2018 (cumulative, monthly)	New PI	New PI	60%	60%	60%	Peter Beckford	NEW PI. The 'speed of decisions' criteria measures how many major applications are determined within either the statutory time limit or within any other agreed extended time limit, as a % of the total major applications determined. October 2016 to September 2018 is the assessment period. 60% or more is target to avoid possible designation into 'special measures'
	2019 non-majors speed of planning decisions – special measures 2 year assessment period ending September 2018.	New PI	New PI	70%	70%	70%	Peter Beckford	NEW PI. The 'speed of decisions' criteria measures how many non-major applications are determined within either the statutory time limit or within any other agreed extended time limit, as a % of the total non-major applications determined. October 2016 to September 2018 is the assessment period. 70% or more is target to avoid possible designation into 'special measures'.

Appendix B - CDC Corporate Performance Indicators - PI Review

<b>KEY</b> <input checked="" type="checkbox"/> This PI is below target								
PI code	Name	Latest Update - Dec 2016	Annual target 2016/17	Annual target 2017/18	Annual target 2018/19	Annual target 2019/20	Responsible officer	
New9CD C Page 82	2019 majors quality of planning decisions – special measures 2 year and 9 month assessment period ending December 2018 (cumulative, monthly)	New PI	New PI	9.99%	9.99%	9.99%	Peter Beckford	NEW PI. The 'quality of decision' criteria measures how many major applications that have been determined are subsequently overturned and allowed on appeal, as a % of the total major applications determined. April 2016 to March 2018 is the assessment period for applications determined and April 2016 to December 2018 is the assessment period to check if any applications determined in above period are allowed. Less than 10% is target to avoid possible designation into 'special

Appendix B - CDC Corporate Performance Indicators - PI Review

<span style="background-color: #cccccc;">KEY</span> <span style="color: red;">✘</span> This PI is below target								
PI code	Name	Latest Update - Dec 2016	Annual target 2016/17	Annual target 2017/18	Annual target 2018/19	Annual target 2019/20	Responsible officer	
New10CD C  Page 83	2019 non-majors quality of planning decisions – special measures 2 year and 9 month assessment period ending December 2018 (cumulative, monthly)	New PI	New PI	9.99%	9.99%	9.99%	Peter Beckford	NEW PI. The 'quality of decision' criteria measures how many non-major applications that have been determined are subsequently overturned and allowed on appeal, as a % of the total non-major applications determined. April 2016 to March 2018 is the assessment period for applications determined and April 2016 to December 2018 is the assessment period to check if any applications determined in above period are allowed. Less than 10% is the target to avoid possible designation ito 'special measures'.
<b>Environment - Cllr. Mike Smith</b>								
CdSE1 (C)	Cumulative CO2 reduction from local authority operations from base year of 2008/09	22% (2015/16 value)	11.70%	12.00%	12.00%	12%	Martin Holt	Target increased to 12%
CdSE2 (C)	Planning to adapt to climate change (5 levels of performance 0=low 5= high)		4				Martin Holt	Due to its complexities (based on former National Indicator) this indicator is deleted, pending the development of the SBDC & CDC "intelligent green plan" which will incorporate a new updated range of measures and activities to tackle climate change.

Appendix B

Appendix B - CDC Corporate Performance Indicators - PI Review

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

Appendix B - CDC Corporate Performance Indicators - PI Review

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



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

### 1. Purpose of Report

The purpose of this report is to outline the performance of Council services against performance indicators and service objectives during Q3 Oct-December 2016-17.

#### RECOMMENDATION

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

### 2. Executive Summary

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

Portfolio	No of PIs	PI on target ●	PI slightly below target ●	PI off target ●	Unkn own / Data only
Leader	5	3	1	0	1
Community, health & housing	13	6	1	1	5
Sustainable development	11	9	0	1	1
Environment	5	1	2	0	2
Support services	5	2	1	1	1
Customer services	5	4	0	0	1
Total PIs	<b>44</b>	<b>25</b>	<b>5</b>	<b>3</b>	<b>11</b>

### 3. Reasons for Recommendations

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

3.2 Two detailed performance tables accompany this report:

- **Appendix A – Priority performance indicators Q3 2016-17**
- **Appendix B – Quarterly corporate performance indicators Q3 2016-17**

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

- 4.1 Of the 11 unknown PIs, three are provided for information only; seven are not reported this quarter and one is a new PI which is awaiting the target to be set.
- 4.2 Of the three off-target PIs, one was a priority PI.
- 4.3 **Community Health and Housing:** the PI below target relates to the number of households living in temporary accommodation. Due to the demand for temporary accommodation from homeless households and the limited turnover of social housing tenancies to provide "move-on" opportunities.
- 4.4 **Sustainable Development:** the PI which is off target relates to the number of planning appeals allowed. Due to how this indicator has been revised to allow for all appeal types.
- 4.5 **Support Services:** Percentage of calls to ICT helpdesk resolved within agreed timescales was off target. This was due to the new shared service starting with 4 vacant posts and 3 members of staff off on long term sickness. During this period, the project saw the councils 2 networks converge into one, as well as delivering on projects of strategic importance. This unique situation will not reoccur.

#### **5. Consultation**

Not applicable.

#### **6. Options**

Not applicable.

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

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

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

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

Objective 1 - Efficient and effective customer focused services

Objective 2 - Safe, healthy and cohesive communities

Objective 3 - Conserve the environment and promote sustainability



**9. Next Step**

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

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

Code	Title	2015/16 Actual	2015/16 Target	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Target 2016/17 (YTD)	Traffic Light	Latest Note
<b>Leader's</b>																		
CdHR1	Working days lost due to sickness absence	7.95	11	7.56	6.84	7.2	7.02	7.56	7.66	7.92	7.92	7.85				10		These figures are now calculated the same way as SBDC and in accordance with the Office of National Statistics not making the adjustment for part time workers. 122 for December + 1025 (April - November) = 1147 (info taken from Workforce (iTrent for November & December)) / 194.83 (average FTE figure) = 5.89/9*12 =7.85.
CdHR14	Working days lost due to short term sickness absence (upto 20 working days)	New PI	New PI	6.12	4.92	4.96	4.71	5.16	5.1	4.99	4.73	4.72				5		78 days for December + 612 (April to November) = 690 (taken from Workforce (iTrent for November & December)) / 194.83 (average FTE) = 3.54 / 9 * 12 = 4.72
CdHR15	Working days lost due to long term sickness absence (more than 20 working days)	New PI	New PI	1.44	1.92	2.2	2.31	2.38	2.56	2.93	3.2	3.13				3		44 days for December + 413 (April to November) = 457 (Taken from Workforce (iTrent for November & December)) / 194.83 (average FTE) = 2.35 / 9 * 12 = 3.13 This equates to two officers.
<b>Community, Health and Housing</b>																		
CdCmSf1	Percentage reduction in burglaries from dwellings year on year for Chiltern (quarterly)	-19.20%	data only			18.90%			7.20%			14.70%				Data Only	n/a	Chiltern continues to see a decrease in burglary dwelling offences. 128 offences compared to the previous year of 150 offences (between April - December)
CdHS1	Number of applicants with/expecting children who have been in B & B accommodation for longer than 6 weeks (snapshot figure at end of month)	0	0	1	0	2	0	0	0	0	0	0				0		A working group is in place to explore the options for increasing the provision of affordable housing.

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Appendix A

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

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Appendix A

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



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

Note: Excludes Priority Performance Indicators - see Appendix A

KEY <input checked="" type="checkbox"/> This PI is below target <input type="checkbox"/> This PI is slightly below target <input checked="" type="checkbox"/> This PI is on target																			
PI code	Name	2015/16 Value	Annual target 2015/16	Apr-16 value	May-16 value	Jun-16 value	Jul-16 value	Aug-16 value	Sep-16 value	Oct-16 value	Nov-16 value	Dec-16 value	Jan-17 value	Feb-17 value	Mar-17 value	Annual target 2016/17	Traffic light (latest actual)	Responsible officer	Latest notes
<b>Leader's portfolio</b>																			
CdCP1 (C)	Number of unique visitors to the main website (by period)	330,946	data only	29,100	30,819	29,738	26,311	28,482	28,297	32,645	32,742	29,873				data only	n/a	Rachel Prance	
CdHR2 (C)	Voluntary leavers as a % of workforce (extrapolated for the year)	18.62%	8%			10.70%			8.80%			9.15%				16%	<input checked="" type="checkbox"/>	Judy Benson	6 leavers in quarter 3 plus 10 leavers for Q1 + Q2 = 16 / average headcount of 229.56(%)= Extrapolated, this equates to 21 for the full year, 9.15% (21/229.56%)
<b>Community, health and housing</b>																			
CdCL1 (C)	Customer satisfaction rating at the Chiltern leisure facilities	59.00%	65.00%	annual PI												65.00%	?	Martin Holt	
CdCL2 (C)	Total participation in physical activities delivered through the GLL community engagement plan (by period)	6,268	6,000 (1,500)			4,876			4,882			5,980				6,600	<input checked="" type="checkbox"/>	Martin Holt	
CdCL3 (C)	Total number of users at all leisure centres (by period)	915,382	875,000 (218750)			238,015			238,195			230,597				900,000	<input checked="" type="checkbox"/>	Martin Holt	
CdCmSf2 (C)	Percentage reduction in violent offences against a person, rolling year on year	-53.90%	data only			-39.6%			-25.90%			-12.60%				data only	n/a	Martin Holt	Chiltern continues to see an increase in violence against a person offences. There are no obvious spikes or trends and they are not linked to the night-time economy.
CdHS2 (C)	Number of affordable homes delivered by (i) new build (ii) vacancies generated by local authority scheme (iii) acquisition of existing properties for social housing (cumulative)	22	33 (16.50)			13			13			24				33	<input checked="" type="checkbox"/>	Martin Holt	This figure comprises (i) 13 new homes for rent in the Lincoln Park development in Amersham (Hightown), 4 new homes for rent in Lindo Close, Chesham (Hightown) and 7 new homes for rent in the Donkey Field redevelopment in Little Chalfont (Hightown), (ii) 0 and (iii) 0

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KEY		This PI is below target	This PI is slightly below target	This PI is on target													Traffic light (latest actual)	Responsible officer	Latest notes	
PI code	Name	2015/16 Value	Annual target 2015/16	Apr-16 value	May-16 value	Jun-16 value	Jul-16 value	Aug-16 value	Sep-16 value	Oct-16 value	Nov-16 value	Dec-16 value	Jan-17 value	Feb-17 value	Mar-17 value	Annual target 2016/17				
CdHS31 (C)	Average Length of stay in B & B temporary accommodation for all households (snapshot at end of quarter)	12	5			7			7			7				10		Martin Holt	Average stay of placements that ended in Quarter 3 (Oct 2016 to Dec 2016) was 7 weeks - The total placements that ended during the quarter comprised 8 families (274 days) and 1 single/couple (168 days). The overall average was significantly inflated by one long term stay (168 days) that ended during the quarter. If we exclude this placement, the average stay of the remaining households was 5 weeks.	
CdHS4 (C)	Number of private sector dwellings vacant for more than 6 months and returned to occupation following local authority intervention	28	40	annual PI													40	?	Martin Holt	
CdG2 (C)	Percentage of food premises (risk rating A to C) that are broadly compliant (snapshot quarterly)	96.00%	91%			96.50%			96.71%			91.35%				96%		Martin Holt	Over the last year there have been issues with Unifom. This means that the PIs have been calculated using the the FSA website data, which includes premises rated A - E. The issues with the uniform have now been resolved and the figures for this quarter have been calculated using data for A - C rated premises. As a result the outcome is lower than what has been reported for previous quarters.	
				annual PI													89%	?	Martin Holt	
JtL13 (C)	Percentage of customers satisfied with the licensing service received (annual)	61.80%	89%	annual PI													89%	?	Martin Holt	
JtL15 (C)	Percentages of licences received and issued/renewed within statutory or policy deadlines (cumulative)	98.40%	97%			96.30%			99.70%			97.80%				97%		Martin Holt	12 out of 541 not dealt with within policy or legislative timescales.	
<b>Sustainable development</b>																				
JtBC1 (C)	Applications checked within 10 working days (cumulative)	92.70%	85%	85.90%	93.10%	93.40%	96.30%	99.10%	98.30%	98.30%	95.30%	95.90%				92%		Peter Beckford		
JtBC4 (C)	Customer satisfaction with the building control service (cumulative)	92.70%	94%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	98.30%	97.00%				92%		Peter Beckford		
CdPP1 (C)	Net additional homes provided		133	annual PI													145	?	Peter Beckford	
CdSD7 (C)	Percentage of planning applicants who are satisfied or very satisfied with the planning service (cumulative)	77.00%	80%			87.50%			82.60%			86.20%				80%		Peter Beckford		



<b>KEY</b>		<input checked="" type="checkbox"/> This PI is below target	<input type="checkbox"/> This PI is slightly below target	<input checked="" type="checkbox"/> This PI is on target																
PI code	Name	2015/16 Value	Annual target 2015/16	Apr-16 value	May-16 value	Jun-16 value	Jul-16 value	Aug-16 value	Sep-16 value	Oct-16 value	Nov-16 value	Dec-16 value	Jan-17 value	Feb-17 value	Mar-17 value	Annual target 2016/17	Traffic light (latest actual)	Responsible officer	Latest notes	
CdSD8 (C)	Planning appeals allowed (cumulative)	39.76%	35%			55.00%			53.33%			53.33%				35%	<input checked="" type="checkbox"/>	Peter Beckford	31 of 64 appeals decided, allowed or part allowed  Note: How this indicator is calculated has been revised. The new criteria includes, all appeal types. Appeals against · Refusal of planning permission, · Imposition of conditions · Non-determination · Enforcement notices All applications that have development types that are reported to the Government on the PS2 return and PS1, questions 6 and 7 and all appeals against enforcement	
CdSD12 (C)	Percentage of new enforcement cases where an initial site visit for an urgent priority case is undertaken within the timescale set out in the Enforcement Policy (cumulative)	100.00%	30%	100.00%	100.00%	100.00%										100%	<input checked="" type="checkbox"/>	Peter Beckford		
CdSD32 (C)	% of new enforcement cases where an initial site visit for a high priority case is undertaken within the timescale set out in the Enforcement Policy (Cumulative, monthly)	New PI	New PI	100.00%	100.00%	100.00%										100%	<input checked="" type="checkbox"/>	Peter Beckford		
<b>Environment</b>																				
CdSE1 (C)	Cumulative CO2 reduction from local authority operations from base year of 2008/09	22.00%	9.10%	annual PI													11.70%	?	Martin Holt	Reported annually. Cumulative Figure against baseline
CdSE2 (C)	Planning to adapt to climate change (5 levels of performance 0=low 5= high)	3	4	annual PI													4	?	Martin Holt	Reported annually.

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

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

