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CHILTERN
District Council



CDC Services Overview Committee

Tuesday, 21st 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 Apologies for Absence
- 3 Declarations of Interest
- 4 Presentation on Economic Development Strategy
To receive a presentation from Rupert Waters.
- 5 Economic Development Strategy Report (*Pages 5 - 14*)
Appendix: Economic Development Strategy (Pages 15 - 60)
- 6 Minutes (*Pages 61 - 64*)
To sign the Minutes of the meeting held on 24 January 2017.
- 7 28 Day Notice (*Pages 65 - 66*)
Appendix: CDC Cabinet 28 Day Notice (Pages 67 - 72)
Appendix: Joint Committee 28 Day Notice (Pages 73 - 76)

- 8 Refreshed Joint Business Plan 2017-2020 (*Pages 77 - 78*)
Appendix 1: Joint Business Plan 2017-2020 (Pages 79 - 118)

- 9 Performance Indicator Review 2017-18 (*Pages 119 - 122*)
Appendix A: Priority PIs (Pages 123 - 130)
Appendix B: Corporate Indicators (Pages 131 - 140)

- 10 Quarter 3 Performance Reports 2016-17 (*Pages 141 - 144*)
Appendix A: Priority PIs Q3 (Pages 145 - 148)
Appendix B: Corporate Indicators Q3 (Pages 149 - 154)

- 11 Update on Recycling Performance and Recycling Quality (*Pages 155 - 160*)

- 12 Community and Wellbeing Plan 2017-2020 (*Pages 161 - 164*)
Appendix: Proposed Chiltern Community and Wellbeing Plan 2017 - 2020 (Pages 165 - 198)

- 13 Exclusion of the Public (if required)

To resolve that under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following item(s) of business on the grounds that it involves the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Act.

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 Services Overview Committee

Councillors: J A Burton (Chairman)
L M Smith
D J Bray
E A Culverhouse
M Flys
A S Hardie
C J Jackson
P M Jones
S A Patel
C J Rouse
J J Rush
M W Titterington
N I Varley (Vice-Chairman)
E A Walsh

Date of next meeting – Wednesday, 14 June 2017

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

1. Purpose of Report

- 1.1 To consider The Economic Development Strategy for Chiltern and South Bucks Councils' 2017-2026 (attached as Appendix 1) and note the proposed initial actions to deliver the economic objectives contained in the strategy.

Background to recommendation

At its meeting on 7th February 2017 Cabinet resolved that the Economic Development Strategy for Chiltern and South Bucks Councils 2017 to 2026 be agreed for consultation with the Services Overview Committee, who would also receive the initial action plan.

In addition due to links with the emerging Local Plan, the strategy was also referred to the Joint Planning Policy Member Reference Group for consideration at its meeting on 8th March. A verbal update will be given on any matters arising from that meeting.

As this is a joint strategy, the document will also need to be approved by South Bucks District Council (SBDC) and its Overview and Scrutiny Committee considers the Strategy on 20th March 2017, Again officer will give a verbal update on any matters arising.

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

RECOMMENDATION

That Committee note the proposed Economic Development Strategy for Chiltern and South Bucks Councils 2017-2026, agree any comments it may wish to make in response to the consultation and note the initial action plan.

Executive Summary

- 2.1 The Economic Development Strategy for Chiltern and South Bucks sets out the two Councils' economic development priorities for 2017–2026, presents the economic opportunities for the districts as well as their strengths, weaknesses and the threats they face.
- 2.2 The Economic Development Strategy considers the Councils' roles in shaping economic growth that is appropriate and beneficial for the two districts, residents and businesses while ensuring that the local economy remains competitive and can continue to be largely self-managing but directed to serve the needs of the community.

- 2.3 The Chiltern and South Bucks Economic Development Strategy shares the vision of the districts' Joint Business Plan, that by 2026 the districts will continue to be "prosperous and diverse economies that encourage local employers and small businesses". It also addresses the Joint Sustainable Community Strategy aspiration of "supporting the local economy to continue to thrive and provide local jobs for local people".
- 2.4 The Councils' emerging joint Local Plan is seeking to plan to meet the needs for employment and local businesses to 2036 within the context of a step change in housing delivery, increasing needs for jobs, a highly-constrained area with limited space for employment development and challenges of competing land uses, viability, supply and infrastructure needs. The Chiltern and South Bucks Economic Development Strategy will form part of the evidence base for the Local Plan and could be an important part of the evidence base to support delivery of the plan objectives and proposals.

3. Reasons for Recommendations

- 3.1 The adoption of a strategy to reinforce the commitment and work towards achieving the vision contained in the Chiltern and South Bucks Joint Business Plan (2015-2020) and Joint Sustainable Community Strategy 2013-2026 as well as the recommendations of the Councils' 2014 Peer review and to support the emerging Local Plan is recommended.

4. Background

- 4.1 In November 2014, the LGA peer review recommended that the two Councils should consider their roles in shaping economic growth "so that growth is appropriate and beneficial for the two districts, their residents and businesses" and "ensure that the region remains competitive and can continue to be largely self-managing, but directed to serve the needs of the community".
- 4.2 Although this is the first Economic Development Strategy for Chiltern and South Bucks Councils, the importance of the local economy is highlighted in a range of strategies and plans, including the emerging local plan and the Chiltern and South Bucks Joint Business Plan (2015-2020). This sets out the vision that by 2026 the two districts will be: "prosperous and diverse economies that encourage local employers and small businesses so we can protect the areas' economy for the future and achieve a better balance between the jobs available and the people to fill them".
- 4.3 While the Joint Sustainable Community Strategy 2013-2026 sets out the following challenges for the economy:
- Supporting the local economy to continue to thrive and provide local jobs for local people;
 - Identifying workforce skills and technological resources for tomorrow's economy and encouraging their development;
 - Sustainable delivery of new homes, of the right type to meet residents' needs, and with the necessary supporting infrastructure;
 - Understanding and managing the impact of growth in the north of Buckinghamshire on infrastructure.

5. Content of Report

- 5.1 A great deal of data has been interrogated to help inform the strategy, this includes: the current state of the local economy and projected growth, the industrial and occupational structure, the labour market, educational attainment, enterprise and business survival, earnings, demography, availability and affordability of residential and commercial property, in and out commuting, deprivation, as well as in-depth analysis of forecasts and projections relating to the above.
- 5.2 Consideration was also given to the local, regional and national policy environment.
- 5.3 Online, telephone and focus group consultation was carried out to establish local business sentiment with 219 business' participating in the online survey and 266 businesses participating in the telephone consultation.
- 5.4 As a consequence the Strengths and Weaknesses of; Opportunities and Threats to the local economy were identified (SWOT) and Six Strategic Economic Objectives shaped through consultation identified in response.

5.5 SWOT

5.5.1 Strengths

Chiltern and South Bucks have one of the most productive economies in the country, where highly qualified workers are well remunerated for working in growing sectors. The districts combine good quality of life and low deprivation with excellent communications with ready access to national road and rail services.

The districts enjoy very high levels of entrepreneurship combined with large, well known employers that make a significant contribution to the growth sectors identified by the Government and the Buckinghamshire Thames Valley Local Enterprise Partnership. Chiltern and South Bucks have proved themselves to be comparatively resilient economies, exhibiting some of the highest levels of growth seen in the UK since 2008's recession in output, business population and employment.

5.5.2 Weaknesses

The gap between residence and work place based earnings is large, albeit closing, causing local inequality and contributing to the comparative shortage of young people in the local economy. The economy is skewed towards very small firms reducing the availability of employee jobs and towards service jobs in the private sector increasing exposure to market downturns in those parts of the economy.

Despite the prosperity of Chiltern and South Bucks housing affordability is among the lowest in the country and worsening. Population rises are expected to outstrip housing supply.

Commercial property across the districts is ageing and does not neatly map to demand particularly for small and start-up businesses, while commercial rents may be too low to either support speculative development or dissuade changes of use for existing commercial stock to

residential, threatening economic vibrancy. There is a lack of land with development potential for period to 2036.

5.5.3 Opportunities

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

The Government's emerging Industrial Strategy may favour sectors with a strong footprint in the districts.

The new joint Local Plan and Green Belt review offers an opportunity to bring forward sites for employment generating use and safeguard the economic vibrancy of the districts.

The districts have a strong and established tourism offer, particularly for the Chilterns; however the potential exists to convert day trips into longer stays giving additional exposure to the wider sector.

5.5.4 Threats

The high and rising cost of residential property may become a disincentive to companies to locate in the districts, frustrating attempts of local businesses to recruit. For commercial property, the conversion of floor space to residential uses further erodes the choice of premises available in the districts. Recruitment difficulties may be compounded by the loss of large numbers of the highest achieving young people after Key Stage 5 combined with high levels of education deprivation for young people across the districts.

A lack of good quality, mid-sized commercial premises prevent expanding businesses from remaining in the districts.

The loss of employment space in town centres reduces the space available to businesses and allows retail expenditure to leak out the centres and out of the districts entirely.

Poor public transport and slow broadband speeds frustrate the development of the rural economy.

6. Six Strategic Economic Objectives

6.1 Connectivity

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

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

- Wireless / 5G investment: ensure essential outdoor mobile services – such as basic talk, text and data - are available throughout the districts¹
- Transport: lobbying for enhancement and maintenance of the strategic road network
- Support the improvement of north-south connectivity within Buckinghamshire to provide access to the opportunities for economic growth associated with housing growth and planned infrastructure improvements (including East West Rail and the Oxford Cambridge Expressway)²

6.2 Enterprise and business growth

Chiltern and South Bucks are among the most entrepreneurial places in the country delivering high productivity. However, the districts have a comparatively high share of home based businesses and the shares of business stock with five or more employees are among the lowest in Great Britain. Growing businesses to become employers and relocate to commercial premises can help Chiltern and South Bucks businesses *scale up*³.

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

6.3 Space for business

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

¹ See National Infrastructure Commission, Connected Future (2016) on 5G telecommunication technology https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/577906/CONNECTED_FUTURE_ACCESSIBLE.pdf

² See for example paragraph 3.16 of the 2016 Autumn Statement: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/571559/autumn_statement_2016_web.pdf

³ For a comparison of *Initial Scaling* and *Stepping Up* see ERC's Growth Dashboard (2016): <http://www.enterpriseresearch.ac.uk/wp-content/uploads/2016/11/ERC-UK-Local-Growth-Dashboard-FINAL.pdf> and see Theresa May's 2016 speech to CBI for the importance of Scale Ups: <https://www.gov.uk/government/speeches/cbi-annual-conference-2016-prime-ministers-speech>

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

6.4 Skills and employability

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

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

6.5 Tourism and town centres

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

- Promotion / support for tourism uses in rural areas to help convert day visits to overnight stays, with the associated uplift in local spending.

- Enhance the competitiveness and vitality of town centres so they continue and develop as places of employment and commerce with a varied retail offer complementing their leisure and recreation and cultural offers
- Support for tourism businesses to recruit and grow, providing jobs well aligned with local labour supply.

6.6 Monitoring and review

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

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

7. Consultation

7.1 Consultation with business and other key stakeholders is imperative in the development of a credible economic strategy. In addition to internal consultation with officers and councillors, a cross section of the business community and representative organisations from across Chiltern and South Bucks were consulted through on line and telephone surveys, as well as more interactive focus group and face to face consultations with partners including Bucks Business First, Buckinghamshire Thames Valley Local Enterprise Partnership and Chiltern Chamber of Commerce contributing.

8. Options

8.1 The adoption of a Strategy to reinforce the commitment and work towards achieving the vision contained in the Chiltern and South Bucks Joint Business Plan (2015-2020) and Joint Sustainable Community Strategy 2013-2026 as well as the recommendations of the Councils' 2014 Peer review and to support the emerging Local Plan is recommended.

9. Corporate Implications

Financial

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

Legal

Economic Development activities are not a "statutory duty" of Chiltern or South Bucks Councils; however, within the Local Government Act 2000 all local councils were given legal powers to allow them to safeguard the "economic, social and environmental well-being" of their local areas. This was superseded by the General power of Competence; a power available to local

authorities in England to do “anything that individuals generally may do”. It was provided for in the Localism Act 2011. It was brought into force for local authorities on 18 February 2012.

The Strategy would support the preparation and delivery of the employment/economic objectives of the Local Plan, the preparation of which is a statutory requirement.

The Strategy will form part of the Council’s formal Budget and Policy Framework, reinforcing the Chiltern and South Bucks Joint Business Plan (2015-2020) and Joint Sustainable Community Strategy 2013-2026. As such, consultation with the Overview and Scrutiny Committee is required under the Council’s Constitution. The Strategy will need to be reconsidered by Cabinet before firm proposals are recommended to full Council for adoption.

Risk Assessment

Minimal risk as the Councils are committed to supporting business as set out in the existing Chiltern and South Bucks Joint Business Plan (2015-2020). The Strategy could also de-risk to a degree the soundness of the Local Plan as to meet the test of soundness the Council will need to be able to demonstrate that it can be deliverable.

10. Links to Council Policy Objectives

- 10.1 Prosperous and diverse economies that encourage local employers and small businesses so we can protect the areas’ economy for the future and achieve a better balance between the jobs available and the people to fill them;
- 10.2 High quality education and lifelong learning which improves people’s lives, enabling them to make well-informed decisions and play their full part in the community;
- 10.3 A wide range of high quality housing, including a good supply of affordable homes to help meet community needs and maintain our services and communities;
- 10.4 Effective and targeted transport solutions, including a well-maintained transport infrastructure with improved north-south and east-west links;

11. Next Steps

- 11.1 Following the consultation with this committee, the final draft strategy will be reconsidered by the Cabinet for recommendation to Council. After Council approval, it is the intention to present the adopted strategy and action plan to the Joint Strategic Partnership, share with other key partners and consider in the service planning process, with progress against objectives reviewed annually.

Background Papers:	<ul style="list-style-type: none"> • LGA peer Review 2014 • Emerging Local Plan documents and evidence base http://www.chiltern.gov.uk/planning/localplan2014-2036 • Chiltern & South Bucks Economy Survey, 2016
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- Buckinghamshire Business Survey, 2016
- Chiltern and South Bucks Joint Business Plan (2015-2026)
<http://www.chiltern.gov.uk/CHttpHandler.ashx?id=3820&p=0>
- Joint Community Strategy 2013
<http://www.chiltern.gov.uk/CHttpHandler.ashx?id=3250&p=0>
- HalifaxQualityofLifeSurvey2016
<http://static.halifax.co.uk/assets/pdf/mortgages/pdf/161217-Halifax-Quality-of-Life%202016-FINAL.pdf>
- National Infrastructure Commission, Connected Future (2016) on 5G telecommunication technology
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/577906/CONNECTED_FUTURE_ACCESSIBLE.pdf
- paragraph 3.16 of the 2016 Autumn Statement:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/571559/autumn_statement_2016_web.pdf
- IDBR, ONS, 2016, DWP, 2016, Business Demography, 2016, MYPE, ONS, 2016, APS, ONS, 2016, ASHE, 2016
- Regional Accounts, ONS, 2016, Experian Local Market Forecasts ©, September 2016, APS, ONS, 2016, DWP, 2016, Business Demography, 2016, Companies House, 2016, ASHE, 2016
- BRES, ONS, 2016
- SNPP, ONS, 2016
- Business Demography, ONS, 2016
- Census 2011, ONS, 2014
- Origin-Destination, Census 2011, ONS, 2014
- Indices of deprivation, DCLG, 2015
- https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/464597/English_Indices_of_Deprivation_2015_-_Research_Report.pdf
- ERC's Growth Dashboard (2016):
<http://www.enterpriseresearch.ac.uk/wp-content/uploads/2016/11/ERC-UK-Local-Growth-Dashboard-FINAL.pdf>

	<ul style="list-style-type: none">• Theresa May's 2016 speech to CBI for the importance of Scale Ups: https://www.gov.uk/government/speeches/cbi-annual-conference-2016-prime-ministers-speech https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/32457/11-1429-strategy-for-uk-life-sciences.pdf• Business Secretary Sajid Javid speech https://www.gov.uk/government/speeches/manufacturing-doing-what-works "Fixing the Foundations" the Government's 10 point plan for raising rural productivity https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/454866/10-point-plan-rural-productivity-pb14335.pdf Page 25 Chancellors Autumn Statement https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/571559/autumn_statement_2016_web.pdf
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Chiltern and South Bucks Economic Development Strategy
January 2017

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



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1.0 Introduction

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

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

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

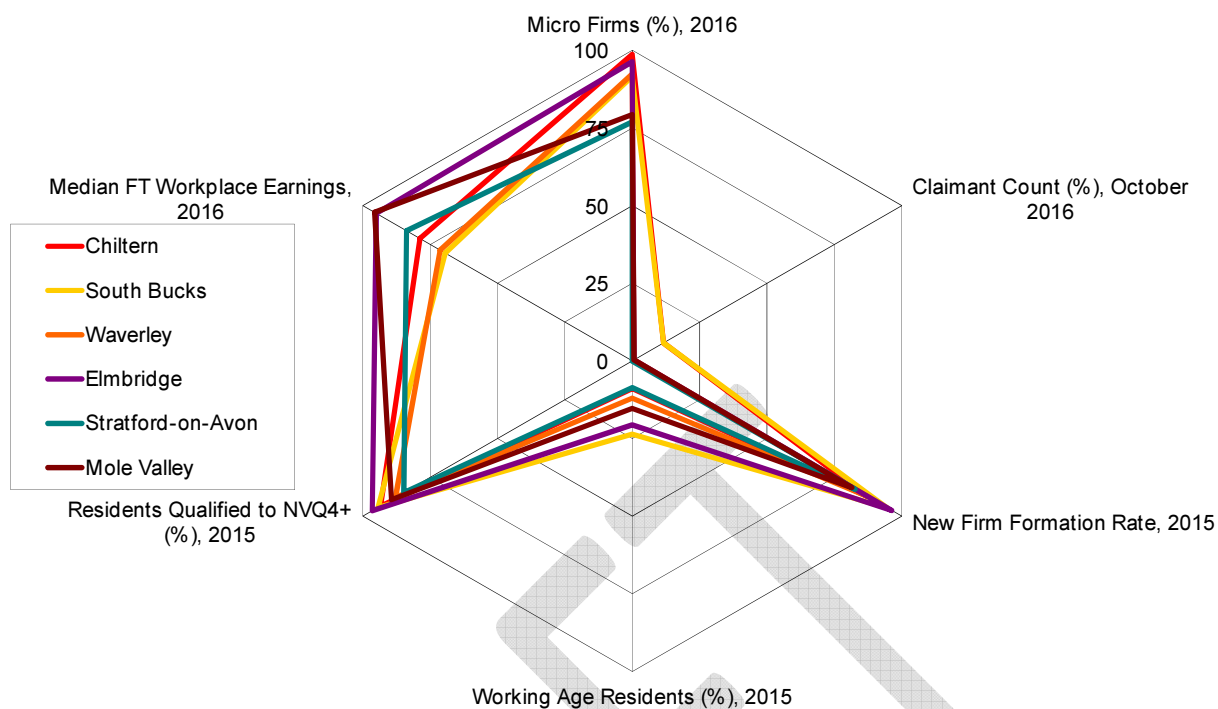
³ According to the Chiltern & South Bucks economy survey undertaken for this strategy.

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

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

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

Chart 1: Chiltern & South Bucks' nearest neighbours



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

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

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

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

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

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



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

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

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

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

1.0.13 Although this is the first economic development strategy for Chiltern and South Bucks, the importance of the economy is highlighted in a range of strategies and plans, including the emerging local plan and the Chiltern and South Bucks Joint Business Plan⁷ (2015-2026) which sets out the vision that by 2026 the districts will be: "prosperous and diverse economies that encourage local employers and small businesses so we can protect the areas' economy for the future and achieve a better balance between the jobs available and the people to fill them". 2016's Joint Community Strategy⁸ set out the following challenges for the economy:

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

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

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

2.0 The Chiltern and South Bucks economy

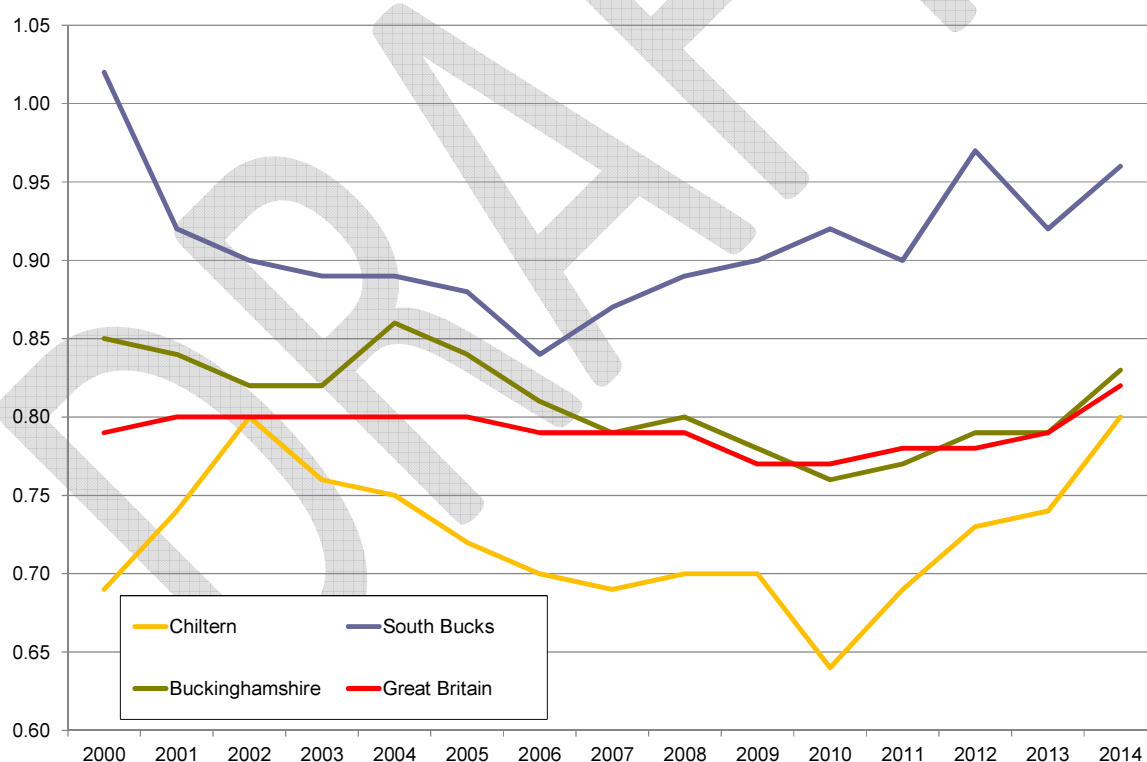
2.0.1 Chiltern and South Bucks provide 71,000 jobs in 10,945 businesses in an economy worth £4.7bn. At £66,200, the districts' GVA per job is well above the national level and among the highest in the UK outside London.

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

2.1 Industrial and occupational structure

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

Chart 3: Jobs density over time



Source: ONS, 2016

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

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

Table 1: Business population by number of employees, 2016

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

Source: IDBR, ONS, 2016

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

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

Table 2: Business population by broad industry group, 2016

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

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

Source: IDBR, ONS, 2016

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

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

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

Source: BRES, ONS, 2016

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

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

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

Source: Census 2011, ONS, 2014

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

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

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

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

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

2.2 Labour market

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

Table 5: Labour market summary, year to Q2 2016

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

Source: APS, ONS, 2016

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

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

2.3 Educational attainment

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

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

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

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

Source: APS, ONS, 2016

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

2.4 Enterprise and business survival

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

Table 7: Business births and deaths, 2015

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

Source: Business Demography, ONS, 2016

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

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

2.5 Earnings

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

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

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

Source: ASHE, ONS, 2016

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

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

¹³ 2015 data used for South Bucks.

2.6 Demography

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

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

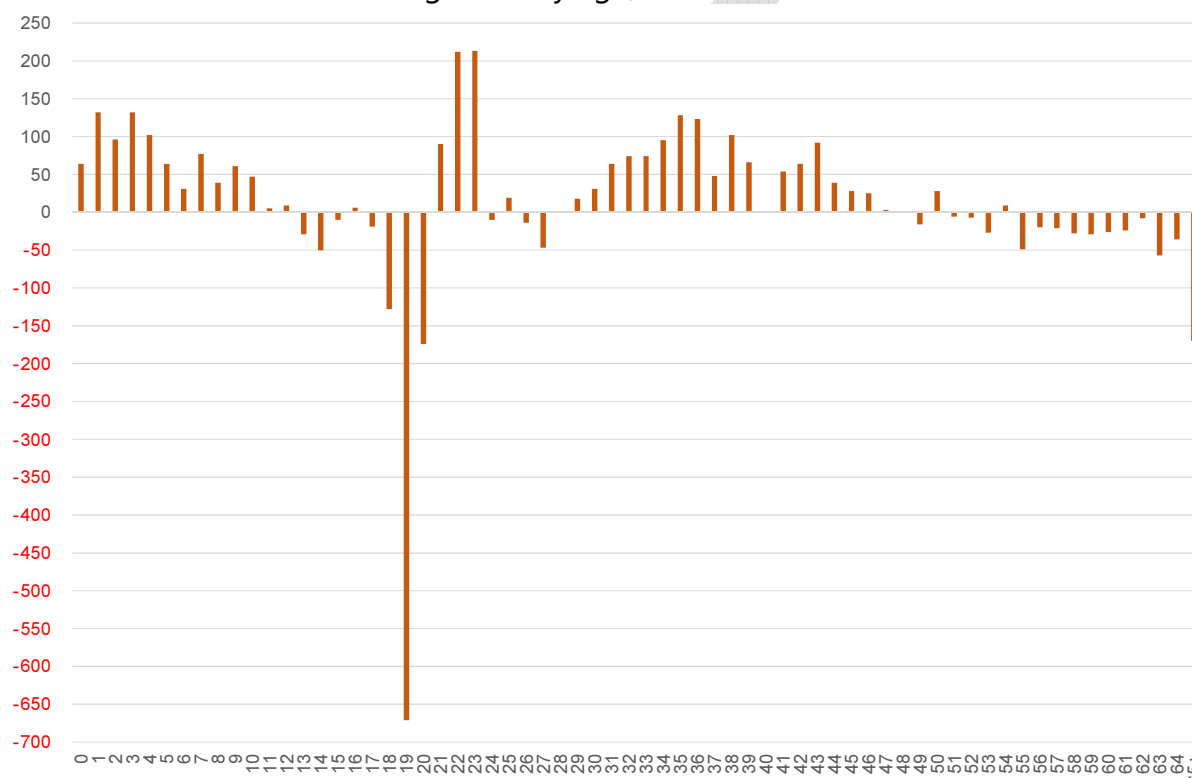
	2014	2026	2031	2014-26			2014-2031		
				No.	%	Rank	No.	%	Rank
Chiltern & South Bucks	162,484	174,815	179,649	12,331	7.6	-	17,165	10.6	-
Chiltern	93,972	98,480	100,518	4,508	4.8	249	6,546	7.0	242
South Bucks	68,512	76,335	79,131	7,823	11.4	80	10,619	15.5	81
Aylesbury Vale	184,560	213,556	222,888	28,996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

Source: SNPP, ONS, 2016

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

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

Chart 4: Balance of internal migration by age, 2015



Source: MYPE, ONS, 2016

2.7 Residential and commercial property

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

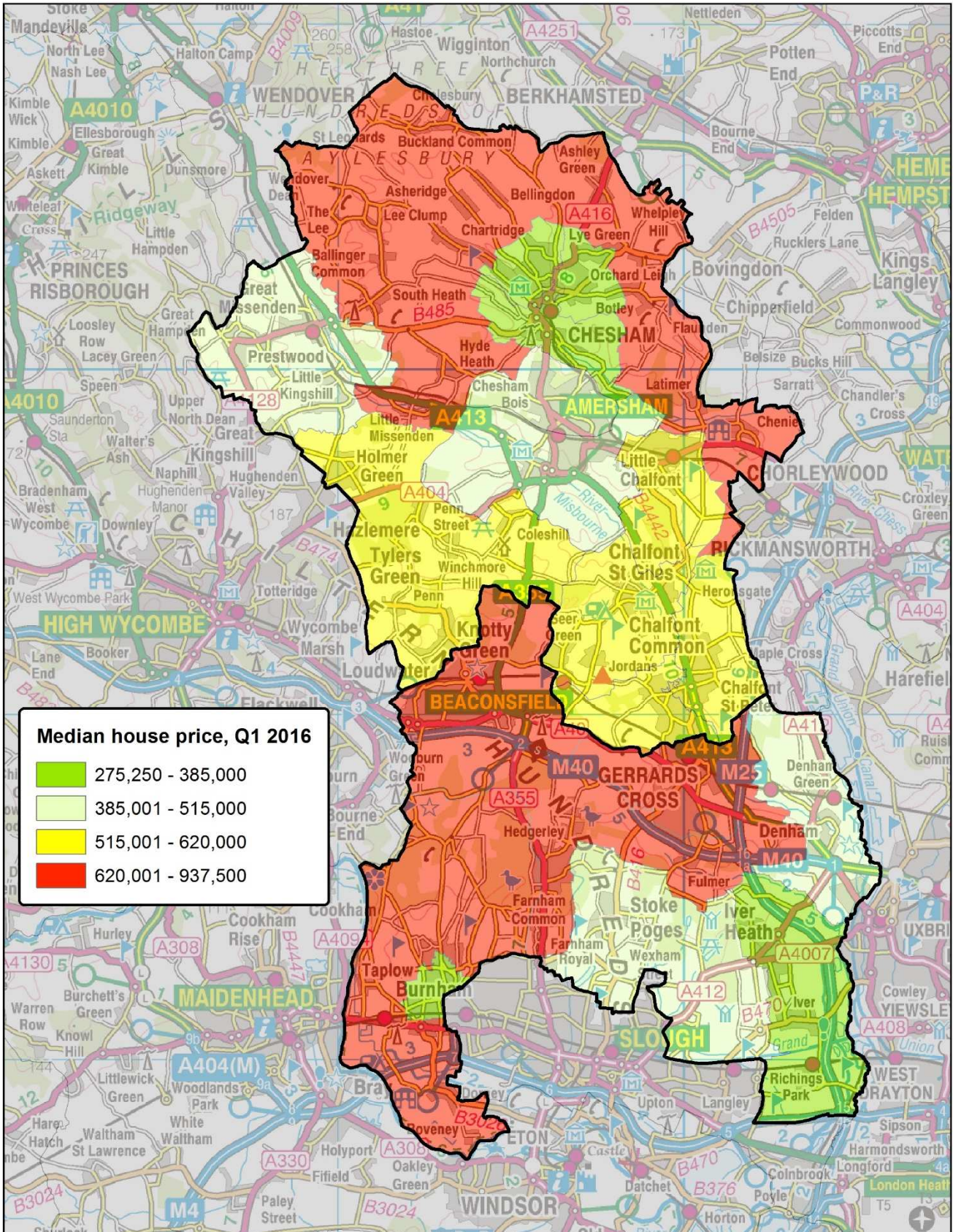
2.7.2 In the year to Q3 2016, just 190 dwellings were completed in Chiltern and South Bucks, representing 0.3% of stock, only a half of the 0.6% achieved across England and well below the 1.3% of Aylesbury Vale. By 2026, the number of households in Chiltern and South Bucks will have risen by 5,342 (8.1%)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

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

Table 10: Private rents, year ending September 2016

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

Source: Valuation Office Agency, 2016



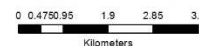
Median house price, Q1 2016	
	275,250 - 385,000
	385,001 - 515,000
	515,001 - 620,000
	620,001 - 937,500

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

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 28 November 2016



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

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

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

Source: Valuation Office Agency, 2016

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

Box 1: Land supply in Chiltern and South Bucks

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

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

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

Chiltern Employment Land Needs Assessment (2013)

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

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

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

Buckinghamshire Housing and economic development needs assessment update, October 2016

2.8 Commuting

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

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

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

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

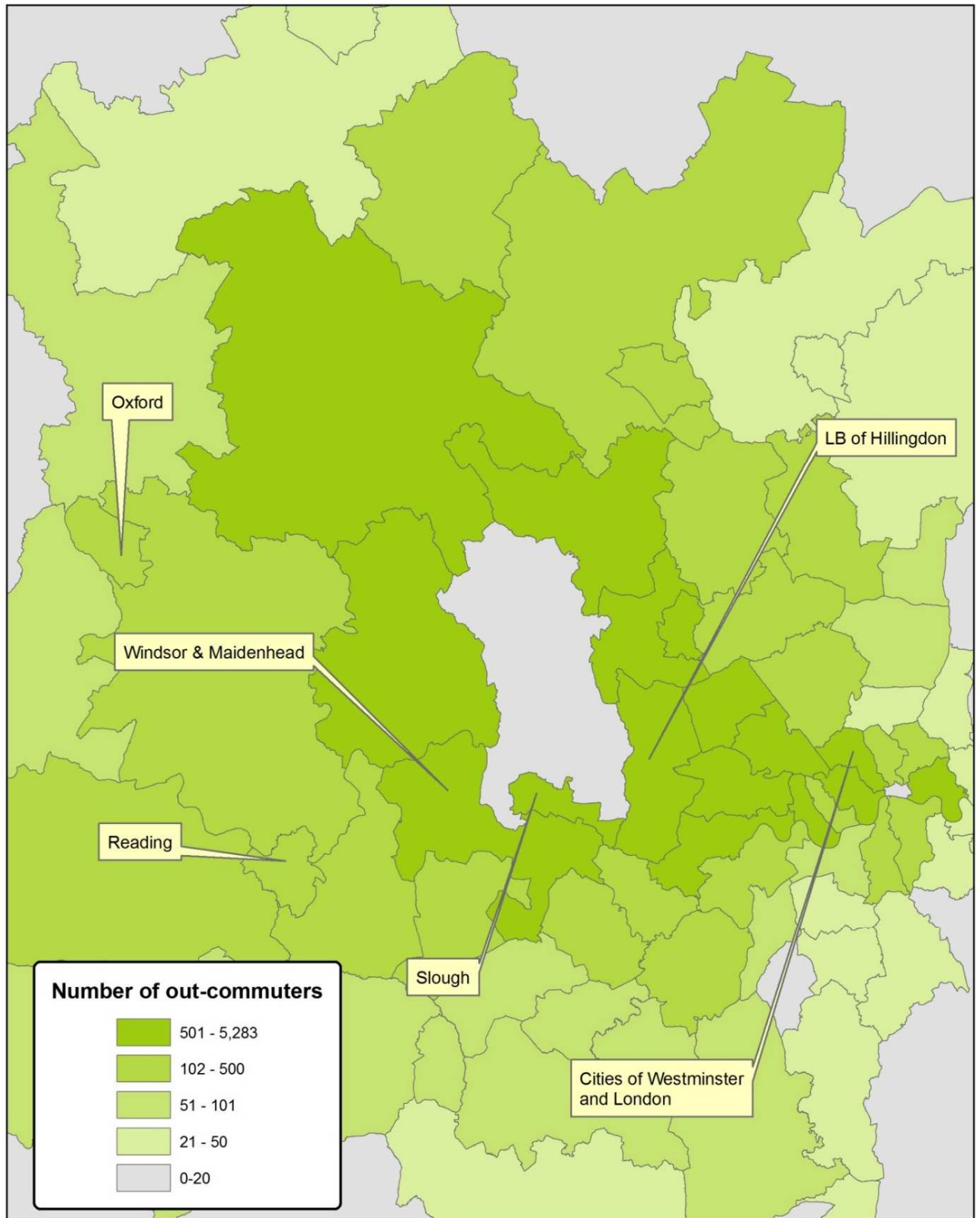
Source: Origin-Destination, Census 2011, ONS, 2014

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

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

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

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



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

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Produced by BBF
28 November 2014

Scale: 1:500,000 at A4



2.9 Deprivation

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

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

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

Source: Indices of deprivation, DCLG, 2015

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

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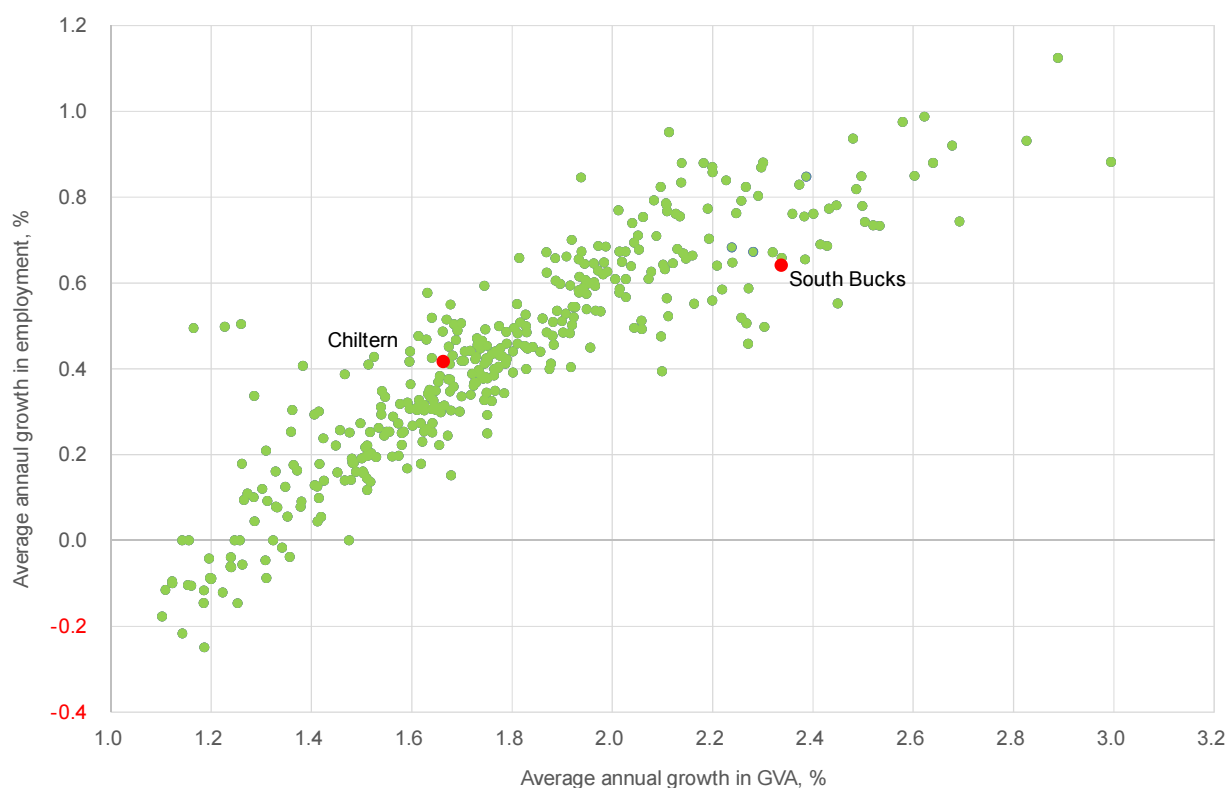
¹⁴ See section 2.5.6 of the Indices of Deprivation Research Report for an explanation of sub-domains: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/464597/English_Indices_of_Deprivation_2015_-_Research_Report.pdf

2.10 Forecasts and projections

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

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

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

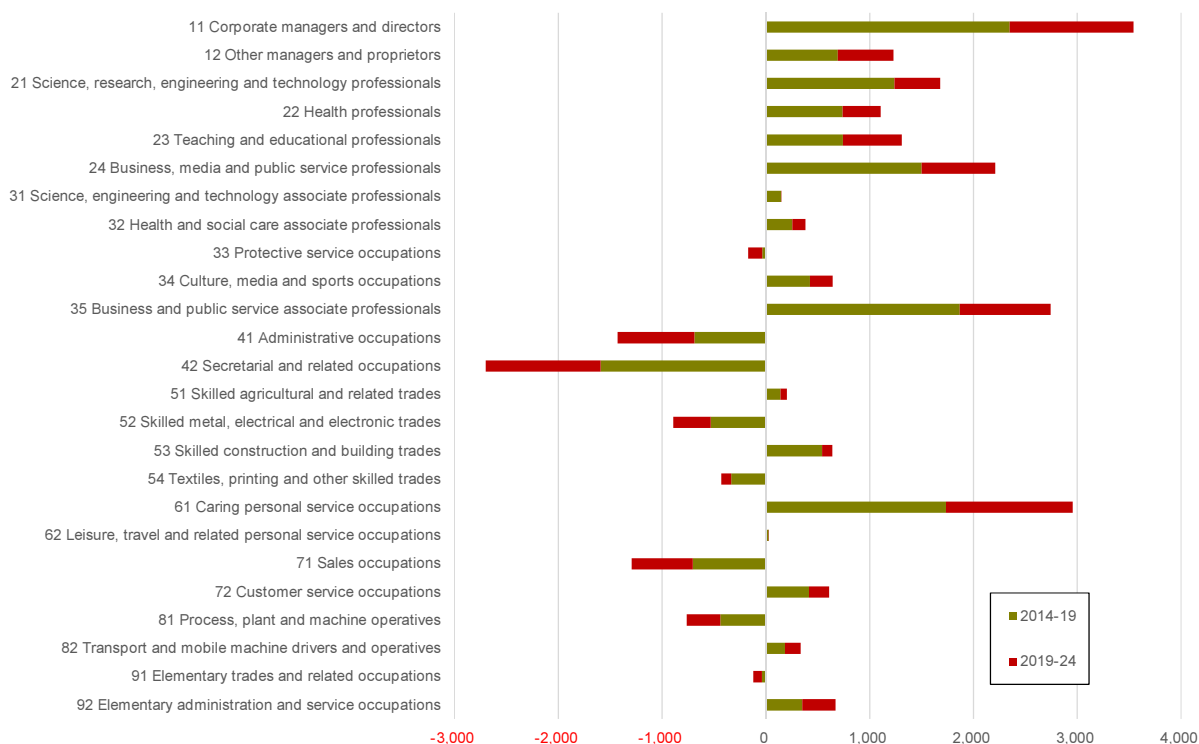


Source: Experian, Local Markets Forecast ©, September 2016

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

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

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



Source: UKCES, 2016

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

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

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

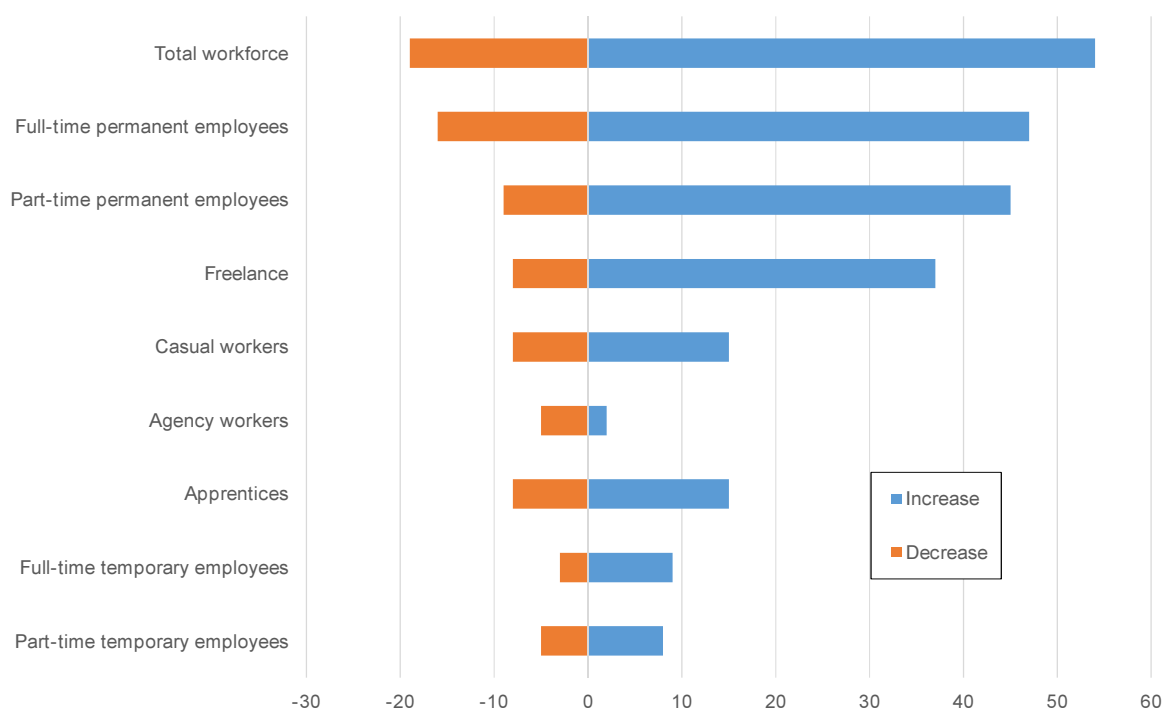
The policy challenges arising from the economic assessment are:

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

3.0 Business sentiment

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

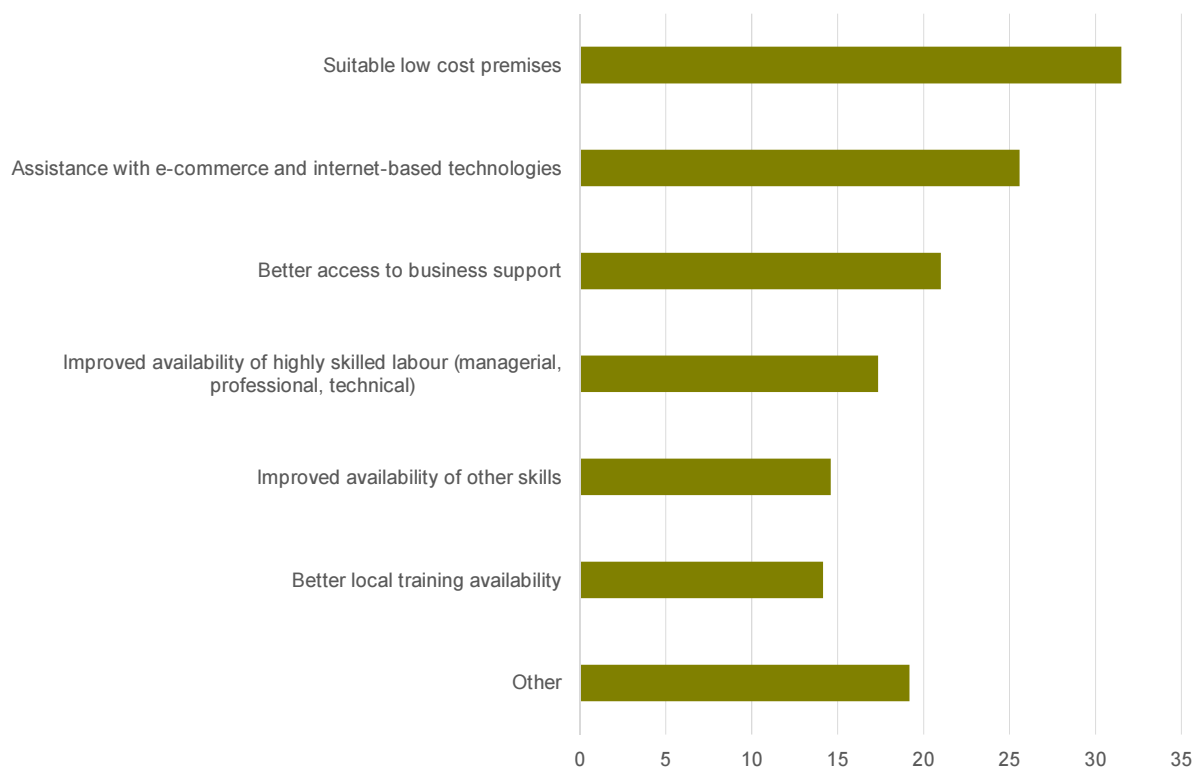
Chart 7: Change in numbers of staff by type in the last year



Source: Chiltern and South Bucks Survey, 2016

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

Chart 8: Factors that would be beneficial to business



Source: Chiltern and South Bucks Survey, 2016

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

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

Table 15: Broadband speed

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

Source: Buckinghamshire Business Survey, 2016

Table 16: Is broadband speed sufficient by connection speed?

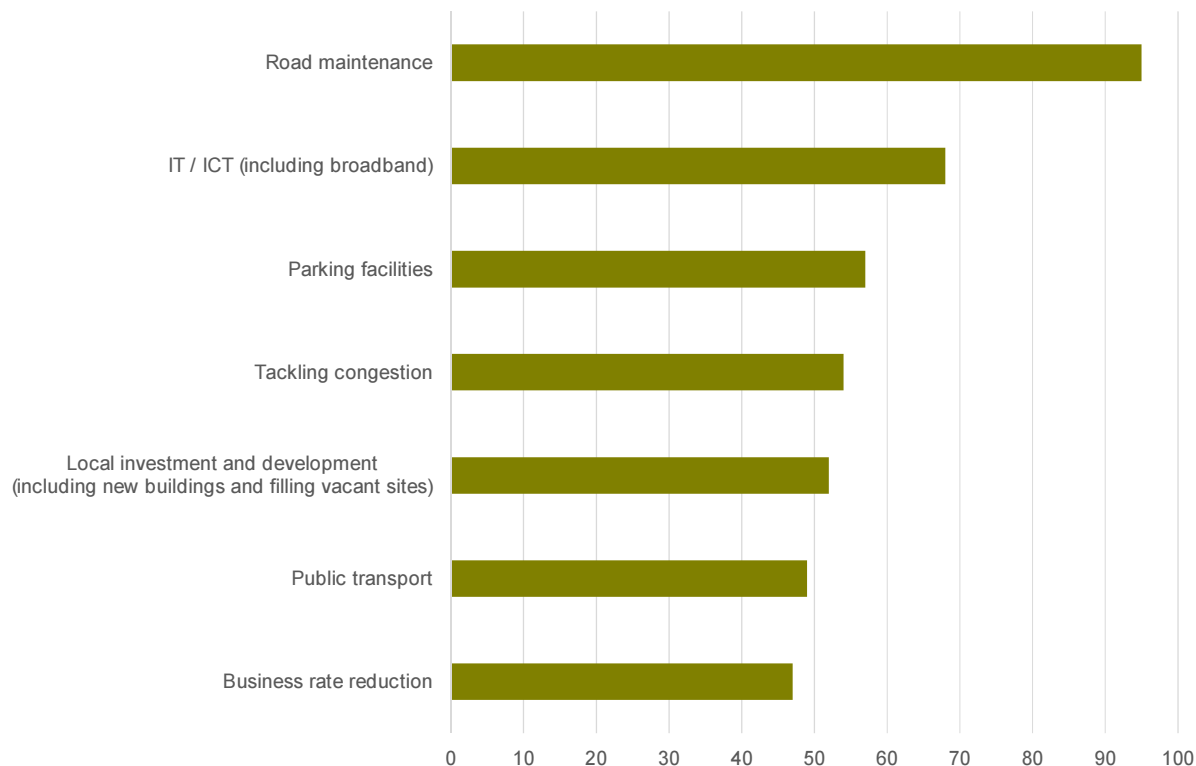
	No broadband		Broadband		Superfast		Don't know		All	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Buckinghamshire	22.1	77.9	77.0	23.0	92.7	7.3	84.4	15.6	75.4	24.6
Chiltern	25.7	74.3	80.4	19.6	91.9	8.1	92.0	8.0	76.2	23.8
South Bucks	31.1	68.9	80.9	19.1	93.6	6.4	78.9	21.1	78.0	22.0

Source: Buckinghamshire Business Survey, 2016

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

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

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



Source: Chiltern and South Bucks Survey, 2016

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

3.0.13 The policy priorities arising from engagement with business are:

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

4.0 Policy Environment

4.0.1 The importance of the economy is highlighted in a range of local strategies and plans, including planning documents and the Chiltern and South Bucks Joint Business Plan¹⁵ (2016-2020) which sets out the vision that by 2026 the districts will be: “prosperous and diverse economies that encourage local employers and small businesses so we can protect the areas’ economy for the future and achieve a better balance between the jobs available and the people to fill them”. While 2016’s Joint Community Strategy¹⁶ set out the following challenges for the economy:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

5.0 SWOT

5.1 Strengths

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

5.2 Weaknesses

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

5.3 Opportunities

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

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

5.4 Threats

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

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

6.0 Strategic Economic Objectives and Action Plan

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

The actions are split by the following strategic objectives:

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

6.1 Connectivity

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

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

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

6.2 Enterprise and business growth

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

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

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

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

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

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

6.3 Space for business

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

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

6.4 Skills and employability

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

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

6.5 Tourism and town centres

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

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

6.6 Monitoring and review

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

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

DRAFT

CHILTERN DISTRICT COUNCIL

MINUTES of the Meeting of the
CDC SERVICES OVERVIEW COMMITTEE
held on **24 JANUARY 2017**

PRESENT: Councillor J A Burton - Chairman
" N I Varley - Vice Chairman

Councillors: L M Smith
D J Bray
E A Culverhouse
M Flys
A S Hardie
C J Jackson
P M Jones
S A Patel
C J Rouse
J J Rush
E A Walsh

APOLOGIES FOR ABSENCE were received from Councillor M W Titterington

ALSO IN ATTENDANCE: Councillors J Cook, I A Darby, J E MacBean and M J Stannard

23 MINUTES

The Minutes of the meeting held on 29 November 2016 were agreed as a correct record and were signed by the Chairman.

24 DECLARATIONS OF INTEREST

There were no declarations of interest.

25 28 DAY NOTICE

The Committee were advised that the Homelessness Strategy report and the Strategic Housing Framework report due to come to the 21 March Services meeting would now be brought a later meeting.

It was advised that there would be an additional report from the Waste team to this Committee and Chiltern & Wycombe Joint Waste Collection Committee in March. The report would cover Serco's improvement plan and the introduction of 360 degree cameras on waste collection vehicles.

The Economic Development Strategy being considered by Cabinet in February would be made available to Members in the form of a presentation of the main findings in March 2017.

Note 1: Councillor E Culverhouse entered the meeting at 6.40 pm

RESOLVED:

- 1. That the 28 Day Notice for the Cabinet meeting on 4 April 2017 be noted.**
- 2. That the next Waste Performance report would be considered at the next meeting.**

26 SERVICE PLAN SUMMARIES 2017/2018

The Shared Service Plan Summaries were considered by the meeting. It was noted that the business case for Planning Services had been approved and the shared service reviews would be complete in 2017.

With regard to the aims and objectives of Community & Leisure, it was requested that the wording of the first item "Enable the Council to safeguard vulnerable adults and children and young people" be extended to include the Council's work with other agencies. It was agreed that there was already a focus on partnership working.

Under the achievements and outcomes during 2016/17 for Planning Policy, it was agreed to add Chalfont St Giles among the neighbourhood areas supported for a Neighbourhood Plan.

Key Performance Indicators for Freedom of Information requests showed a response rate of only 71% compared to current levels of 90% and an explanation was requested. This information would be reported back at a later date.

Councillors considered that the number of "unique" visitors to the website was high in comparison to the number of residents in the district. It was requested that a definition of "unique" be circulated to Members of the Committee.

With regard to Homelessness strategy, it was asked whether the Council was engaging with faith groups to assist with provision. It was advised that this was done in addition to groups such as Housing Interaction Trust charity and the Citizens Advice Bureau.

The Chairman drew the attention of the Committee to the key achievements and outcomes during 2016/17 for Revenues and Benefits. A study had been commissioned to identify empty homes in the district generating a potential new homes bonus of £1.6 million for Chiltern and £1.3 million for South Bucks District Council.

RESOLVED –

That the Service Plan Summaries be noted.

Note 2: Councillor Stannard entered the meeting at 6.45 pm and Councillor I Darby at 6.50 pm.

27 EXCLUSION OF THE PUBLIC

RESOLVED –

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

Paragraph 1 – Information relating to any individual

Paragraph 2 – Information which is likely to reveal the identity of an individual

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

Paragraph 4 – Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority

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

Paragraph 6 – Information which reveals that the authority proposes:
(a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
(b) to make an order or direction under any enactment

Paragraph 7 – Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime

28 CHILTERN POOLS FEASIBILITY STUDY

There had been a good response to the public consultation with over two and a half thousand replies being received. The consultation ran from 5 November to 12 December 2016 and sought opinion on the need for a new facility and on what should be included in that facility. The general profile of respondents was in line with the profile of residents in the district including the difficult to reach under 16 age group.

Overall there was a positive and clear mandate to proceed, with agreement for mixed facilities in a leisure hub. There was 90% in agreement that there should be continuity of service during the building phase. Many challenges were identified that would have to be addressed in the new scheme:

1. Historic Barns. They were well thought of by the community and needed to be accommodated.
2. A link to the outdoor play provision.
3. Parking needs. No scheme would be accepted without adequate parking provision.
4. Gateway club and other community centre users to be consulted with to meet their concerns.
5. All stakeholders need to be incorporated into any plan.
6. Impact of the outlook on houses in Chiltern Avenue.

It was agreed that it was too early to recommend one of the options in the report and the Committee welcomed a further feasibility study with cost/benefit analysis.

RESOLVED:

That the recommendations contained in the draft Cabinet report be endorsed by the Services Overview Committee and that the comments of the Committee be forwarded to the Cabinet.

The meeting ended at 7.32 pm

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

1. Report

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

RECOMMENDATIONS

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

Background Papers:	None
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28 Day Notice

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

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

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

Leader (Councillor Isobel Darby)					
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date	Private Report (Y/N) and Reason Private ⁴	Lead Officer ⁵
No	Joint Business Plan Refresh: to consider the Joint Business Plan for 2017	Resources 28 Mar 17 Services 21 Mar 17	Cabinet 4 April 17	No	Sarah Woods Email: swoods@chiltern.gov.uk
No	Performance Indicator Review 2017-18: to review the Performance Indicators for 2017-18	Resources 28 Mar 17 Services 21 Mar 17	Cabinet 4 April 17	No	Sarah Woods Email: swoods@chiltern.gov.uk
No	Quarter 3 Performance Reports 2016-17: to consider the performance reports for quarter 3	Resources 28 Mar 17 Services 21 Mar 17	Cabinet 4 April 17	No	Sarah Woods Email: swoods@chiltern.gov.uk
Support Services - Deputy Leader (Councillor Mike Stannard)					
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date	Private Report (Y/N) and Reason Private ⁴	Lead Officer ⁵
Sustainable Development (Councillor Peter Martin)					
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date	Private Report (Y/N) and Reason Private ⁴	Lead Officer ⁵
Yes	HS2 Update: 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.	SDPAG 14 Mar 17	Cabinet 4 April 17	Yes (Paragraphs 3 & 5)	Ifath Nawaz Email: inawaz@chiltern.gov.uk

Environment (Councillor – Mike Smith)					
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date	Private Report (Y/N) and Reason Private ⁴	Lead Officer ⁵
Yes	Parking Improvements at King George V House: To agree the creation of additional parking spaces	CAMG 8 March 17	Cabinet 4 April 17	Yes (Paragraph 3)	Louise Dove Email: ldove@chiltern.gov.uk
Yes	Chiltern Car Park Review – Responses to Objections: Consideration to objections raised in respect of proposed amendments to Off Street Parking Places Order		Cabinet 4 April 17	No	Julie Rushton Email: jrushton@chiltern.gov.uk
Yes	New Aylesbury Crematorium: to receive minutes of the Chilterns Crematorium Joint Committee and agree funding for the project	CCJC 15 Feb 17	Cabinet 4 April 17	Yes (Paragraph 3)	Chris Marchant Email: cmarchant@chiltern.gov.uk
No	Chesham Flood Alleviation Scheme: to receive an update on options provided by the Environment Agency	CAMG 8 March 17	Cabinet 4 April 17	Yes (Paragraph 5)	Ben Coakley Bcoakley@chiltern.gov.uk
Yes	Amersham Multi-Storey Car Park Development Business Case: To consider the business case	CAMG TBC June 17 Resources 21 June 17	Cabinet 27 June 17	Yes (Paragraph 3)	Chris Marchant Email: cmarchant@chiltern.gov.uk
Yes	Mill Meadow: Update on the bridge repairs	CAMG TBC June 17	Cabinet 27 June 17	Yes (Paragraph 3)	Louise Dove Email: ldove@chiltern.gov.uk
Yes	Snells Wood: to consider a report on the provision of extra car park capacity	CAMG TBC June 17	Cabinet 27 June 17	Yes (Paragraph 3)	David Stowe Email: dstowe@chiltern.gov.uk

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

Community, Health & Housing (Councillor Graham Harris)					
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date	Private Report (Y/N) and Reason Private ⁴	Lead Officer ⁵
Yes	Local Authority Lottery: 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	CHHPAG 27 Oct 16	Cabinet 4 April 17	No	Martin Holt Email: mholt@chiltern.gov.uk
Yes	Chiltern's Community & Wellbeing Plan 2017-2020: To adopt the new Chiltern Community & Wellbeing Plan	CHHPAG 30 January 17 Services 21 March 17	Cabinet 4 April 17	No	Paul Nanji Email: pnanji@chiltern.gov.uk
No	Revitalisation Group - Update Report: To update key outcomes of the local Revitalisation Groups (2016/17) and agree Capital Grants Awards	CHHPAG 20 June 17	Cabinet 27 June 17	No	Paul Nanji Email: pnanji@chiltern.gov.uk
Yes	Regulators Code for shared services: To consider the shared service regulators enforcement code	Services 14 June 17	Cabinet 27 June 17	No	Ian Snudden Email: isnudden@chiltern.gov.uk
Yes	Homelessness Strategy: To consider a joint Homelessness Strategy	CHHPAG 20 June 17 Services 14 June 17	Cabinet 27 June 17	No	Michael Veryard Email: mveryard@chiltern.gov.uk
No	Chiltern District Council Strategic Housing Framework 2014-15: To receive an update on affordable housing delivery and to consider the Council's draft Strategic Housing Framework 2014-15	CHHPAG 20 June 17 Services 14 June 17	Cabinet 27 June 17	No	Michael Veryard Email: mveryard@chiltern.gov.uk
No	Sustainability and Carbon Reduction Strategy: The development and implementation of an updated joint strategy for South Bucks DC and Chiltern DC, building on existing activities and opportunities	CHHPAG 20 June 17	Cabinet 27 June 17	No	Joanna Faul Email: jfaul@chiltern.gov.uk

Community, Health & Housing (Councillor Graham Harris)					
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date	Private Report (Y/N) and Reason Private ⁴	Lead Officer ⁵
No	Home Energy Conservation Act Progress Report: 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	CHHPAG 20 June 17	Cabinet 27 June 17	No	Louise Quinn Email:jfaul@chiltern.gov.uk
Yes	Chiltern Pools: To present the detailed study and agree the next stage, including releasing additional funds and the appointment of design team	Services 14 June 17	Cabinet 27 June 17	Yes (Para 3)	Martin Holt Email: mholt@chiltern.gov.uk
No	Food & Health & Safety Business Plans: to agree the plans	CHHPAG 20 June 17	Cabinet 27 June 17	No	Ian Snudden Email: isnudden@chiltern.gov.uk

- 1 The Council's Constitution defines a 'Key' Decision as any decision taken in relation to a function that is the responsibility of the Cabinet and which is likely to:-
- result in expenditure (or the making of savings) over £30,000 and / or
 - have a significant impact on the community in two (or more) district wards.

and

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

As a matter of good practice, this Notice also includes other items – in addition to Key Decisions – that are to be considered by the Cabinet. This additional information is provided to inform local residents of all matters being considered.

- 2 Each item considered will have a report; appendices will be included (as appropriate). Regulation 9(1g) allows that other documents relevant to the item may be submitted to the decision-maker. Subject to prohibition or restriction on their disclosure, this information will be published on the Council website – www.chiltern.gov.uk/democracy – usually 5 working-days before the date of the meeting. Paper copies may be requested (charges will apply) using the contact details below.
- 3 In order to support the work of the Cabinet and to enhance decision-making, reports are often presented to other meetings for comment before going to the Cabinet. As such, this Notice also includes information on which meeting (if any) will also consider the report, and on what date.
- 4 The public can be excluded for an item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act 1972. The relevant paragraph numbers and descriptions are as follows:

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

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

Should you wish to make any representations in relation to any of the items being considered in private, you can do so – in writing – using the contact details below. Any representations received, together with any response from the Council, will be published on the Notice (the 'Agenda') issued no less than 5 working-

days before the meeting. This will be available on the Council website – www.chiltern.gov.uk/democracy

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

- 5 The lead officer is usually the report author, and their contact details are provided in this column. The officer's email address is a standard format: first initial followed by their surname e.g. Bob Smith = bsmith@chiltern.gov.uk

DRAFT

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

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

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

CHILTERN & SOUTH BUCKS JOINT COMMITTEE (JC)

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

No	Customer Experience Strategy: To agree vision, principles, draft strategy and next steps		JC 11 April 17	No	Nicola Ellis nellis@chiltern.gov.uk nicola.ellis@southbucks.gov.uk
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DRAFT

Classification: OFFICIAL

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

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

South Bucks District Council: L Sullivan; T Egleton; R Bagge; N Naylor; P Kelly

A Key Decision is defined as:

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

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

Chiltern District Council

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

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

South Bucks District Council

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

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

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Paragraph 5	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings
Paragraph 6	Information which reveals that the authority proposes: (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment
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Should you wish to make any representations in relation to any of the items being considered in private, you can do so – in writing – using the contact details below. Any representations received, together with any response from the Council, will be published on the Notice (the 'Agenda') issued no less than 5 working-days before the meeting. This will be available on the Council website – [Chiltern District Council](#) & [South Bucks District Council](#)

Contact:

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

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

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

1. Purpose of Report

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

RECOMMENDATIONS

- 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 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.

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



CHILTERN
District Council



SOUTH BUCKS
District Council

V 4.0 Approved xxx 2017

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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

www.southbucks.gov.uk

The Councils' areas of focus:

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

Our shared three headline objectives are:

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

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

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

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

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

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

Chiltern District Council

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

Our Priorities, goals and promises 2017 - 2020

We will deliver cost effective, customer focused services

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

We will work towards safe, healthy and cohesive communities

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

We will strive to conserve the environment and promote sustainability

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



CHILTERN
District Council

South Bucks District Council

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

Our Priorities, goals and promises 2017 - 2020

We will deliver cost effective, customer focused services

1. Provide great value services

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

2. Listen to our customers

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

3. Provide excellent services

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

We will work towards safer and healthier local communities

1. Improve community safety

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

2. Promote healthier communities

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

3. Promote local communities

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

We will strive to conserve the environment and promote sustainability

1. Conserve the environment

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

2. Promote Sustainability

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



Our values:

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

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

Customer focused

Around here we all:

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

Collaborative

Around here we all:

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

Committed

Around here we all:

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

Challenging

Around here we all:

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

Courteous

Around here we all:

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

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

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

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

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

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

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

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

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

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

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

How our organisations are changing:

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

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

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

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

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

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

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

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

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

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

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

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

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

- Explore alternative service delivery models including local authority companies

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

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

Roles and Responsibilities:

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

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

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

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

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

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

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

Performance Management

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

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

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

Strategic Risks

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

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

Appendix A

Key facts about the Districts: Chiltern

Spatial:

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

Demographic:

- Regularly ranks within the top 20 of the Halifax Quality of Life survey.
- The population was recorded as 94,545. More than 19%¹ are aged 65 or more, projected to grow to more than 27% of the population by 2026.
- 8.51%¹ of the total population in Chiltern are from a Black or Asian Ethnic Minority Population, compared to the England average of 14.3%¹.
- 2%¹ of the population were of the Muslim faith, with 1%¹ of the Hindu faith.
- 7.3%¹ of households are lone parent households.
- In the overall Index of Multiple Deprivation² (IMD) 2015 results, one Lower Super Output Area³ (LSOAs) in Ridgeway fell within the most 31% to 40% deprived areas in England. Thirty-one out of the total fifty-seven LSOAs fell within the 10% least deprived areas.
- 52.5% of residents have a degree or equivalent qualification, against the national average of 27% (ONS 2013), with higher than national average salaries.
- More than 40% of homes are detached and rank highest in the country for numbers of rooms (6.4) and bedrooms (3.2) compared to all other local authorities.
- Crime rates have been reducing over recent years so that the rate of serious acquisitive crime per 1,000 residents was, in 2015-16 3.46. There is still a very real fear of crime.
- Just over one in ten households live in fuel poverty.
- Health is generally good⁴, with life expectancy significantly higher than the England average. Deprivation, poverty, violent crime, long term unemployment, smoking rates, teenage pregnancy, obesity in adults, diabetes, and hospital stays for adults relating to alcohol harm are all significantly lower than the England average⁴.
- Early deaths from cancer and numbers killed or seriously injured on the roads are just better than the England average⁴. Incidences of malignant melanoma and hip fractures in the over 65s are higher than the England average, as is increasing and higher risk drinking in adults⁴.
- There are about 1,500 children living in poverty, however there is a significantly higher pass-rate for GCSE 5A* - C than the England average⁵. In year 6 (age 10-11), 15.3% are obese – the England average is 19.2%

¹ Census data 2011

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

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

⁴ Public Health England Chiltern Health Profile 2013

⁵ Public Health England Chiltern Health Profile 2013

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

Economic:

- Just over 6%⁶ of employees in Chiltern own their own businesses – higher than the rest of Buckinghamshire and the national average of 4.1%.
- There were 5,830⁶ businesses in the district, with more than 90% being micro-businesses (employing fewer than 10 people), ranking first nationally for this size band.
- The most significant sector is Professional, Scientific & Technical at just under a quarter of all businesses the next highest being Information and Communication at around one tenth of all businesses⁶.
- The Job Seekers Allowance claimant count in December 2016 was 360 people - the 40th lowest out of 380 local authority areas. The highest percentage of claimants fell in the 18 to 24 age group at around the 1.4% mark⁶.
- Private rents are high at £1,439 per month, with average house prices £544,369 against the UK average of £217,928 (Land Registry, September 2016).
- Chiltern's carbon footprint ranks 78th⁷ out of 405 UK local authority areas. However, this hides high domestic energy usage, ranking 183rd.

⁶ Bucks Business First Data 2012

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

Appendix B

Key facts about the Districts: South Bucks

Spatial:

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

Demographic:

- Regularly ranks within the top 20 of the Halifax Quality of Life survey.
- The population was recorded as 69,120. More than 19.4%⁸ are aged 65 or more, and this is projected to grow to more than 28% of the population by 2026.
- 15.7%⁸ of the total population in South Bucks are from a Black or Asian Ethnic Minority Population, against only 6.6% in 2001 and the 2011 England average of 14.3%⁸. This includes the 7th highest concentration of people of Sikh religion in England at 4.7%⁸ with those of Muslim and Hindu religion each totalling 2.5%⁸ of the population.
- 4.5%⁸ of households are lone parent households and 0.4%⁸ of households is from the Gypsy and Traveller communities, the 7th highest in all of England.
- In the overall IMD⁹ 2015 results, two Lower Super Output Areas¹⁰ (LSOAs) in South Bucks fell within the most 51% to 60% deprived areas in England. These were LSOAs in Burnham Church and Beeches and Wexham and Fulmer. None fell within the 40% most deprived areas and 12 out of the total of 40 LSOAs fell within the 10% least deprived areas.
- More than 40% of homes are detached⁸ and rank highest in the country for numbers of rooms (6.4) and bedrooms (3.2) compared to all other local authorities⁸. South Bucks ranks in the top 5%⁸ of authorities for the prevalence of caravans, mobile homes and other temporary structures as a proportion of all housing.
- 41.3%⁸ of residents have a degree or equivalent qualification, against the national average of 27% (ONS 2013), with higher than national average salaries.
- South Bucks carbon footprint ranks 203 out of 405 UK local authority areas (first place has the lowest emissions). Usage is broken down to Domestic, Industrial and Transport sectors, and it is the Transport sector which has the highest emission levels, ranking 353 out of 406 UK areas¹¹.
- Crime rates have been reducing over recent years so that the rate of serious acquisitive crime per 1,000 residents was, in 2015-16 8.83. There is still a very real fear of crime.
- Health is generally good, with life expectancy significantly higher than the England average. Deprivation, poverty, violent crime, long term unemployment, smoking rates, teenage pregnancy, obesity in adults, diabetes, and hospital stays for adults relating to alcohol harm are all significantly lower than the England average¹².

⁸ Census data 2011

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

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

¹¹ 2010 Department of Energy and Climate Change

¹² Public Health England South Bucks Health Profile 2013

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

Economic:

- Just over 6% of employees in South Bucks own their own businesses – higher than the rest of Buckinghamshire and the national average of 4.1%¹⁴.
- There were 4,955 businesses in the district. (Bucks Business First, 2012)
- The most significant sector is Professional, Scientific & Technical at just under a quarter of all businesses, the next highest being Construction at around one tenth of all businesses¹³.
- The Job Seekers Allowance claimant count in December 2016 was 300 people the 40th lowest out of 380 local authority areas. The highest percentage of claimants fell in the 18 to 24 age group at around the 1.4% mark¹³.
- Mean average private rents are the most expensive outside London at £1,628 per month. Average house prices are £629,428 against the UK average of £217,928 (Land Registry, September 2016), making South Bucks the most expensive area outside of Greater London.
- Just over one in ten households live in fuel poverty, though this masks huge variations across the district¹⁵.

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

¹⁴ Bucks Business First Data

¹⁵ 2010 Department of Energy and Climate Change

Appendix C

What District Councils do

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

Parish Councils are responsible for such things as:

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

District Councils are responsible for services such as:

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

County Councils are responsible for services such as:

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

Appendix D: Strategic risks register:

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

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

Ref	Risk Description	Trigger	Control
9	<p>New Legislative Changes</p> <p>Failure to reasonably comply leads to financial costs and reputational damage 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>Affordable Housing 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>Major Infrastructure Projects Impacts.</p> <p>Detrimental impact on local communities and environment. Costs to authorities in defending local area from worst impacts</p>	<p>HS2 construction etc 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>Demographic Changes</p> <p>Service delivery not flexible enough to cope with changes in demographics in the medium term, leading to service gaps and increased dissatisfaction levels</p>	<p>Declining service satisfaction 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>Property/ Asset Management</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>Economic Viability</p> <p>Local employment and business activity declines</p>	<p>Local labour shortages, skills issues for employers.</p> <p>Ending of small business rate relief scheme.</p> <p>Decline in town centre high streets vitality</p> <p>Increase in empty business rates</p> <p>Lack of confidence among local business groups</p> <p>Fall in fees & charges income</p>	<p>Good liaison arrangements with local businesses</p> <p>Monitor key indicators of the local economy</p> <p>Take advantage of opportunities.</p> <p>Adjust fees & charges if necessary</p>

Appendix E: Joint Performance Management Framework

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

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

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

What is performance and improvement all about?

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

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

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

With effective performance and improvement management:

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

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

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

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

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

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

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

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

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

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



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

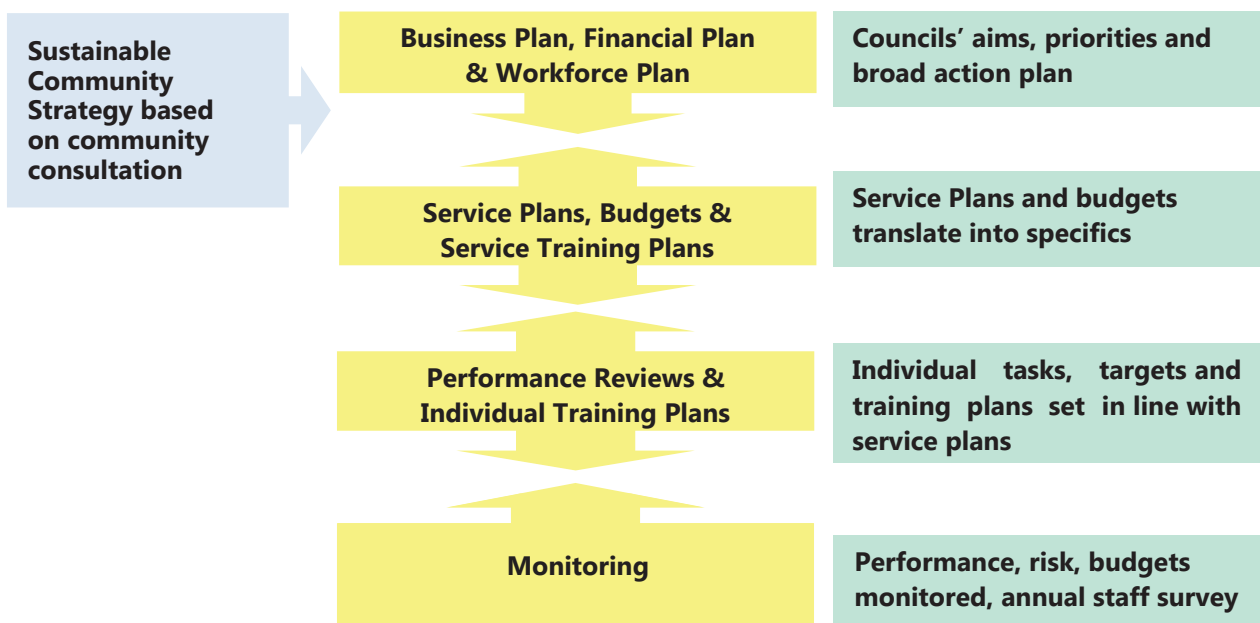
Members agree a clear vision of what each Council aims to achieve. This enables Members and managers to lead service improvements and allocate resources in line with each Council’s aims and priorities. The Joint Business Plan sets out what the Councils aim to achieve in the short to medium term, it contains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

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

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

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

Chiltern and South Bucks District Councils' Corporate Framework



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

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

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

Staff motivated to achieve stretching goals and targets

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

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

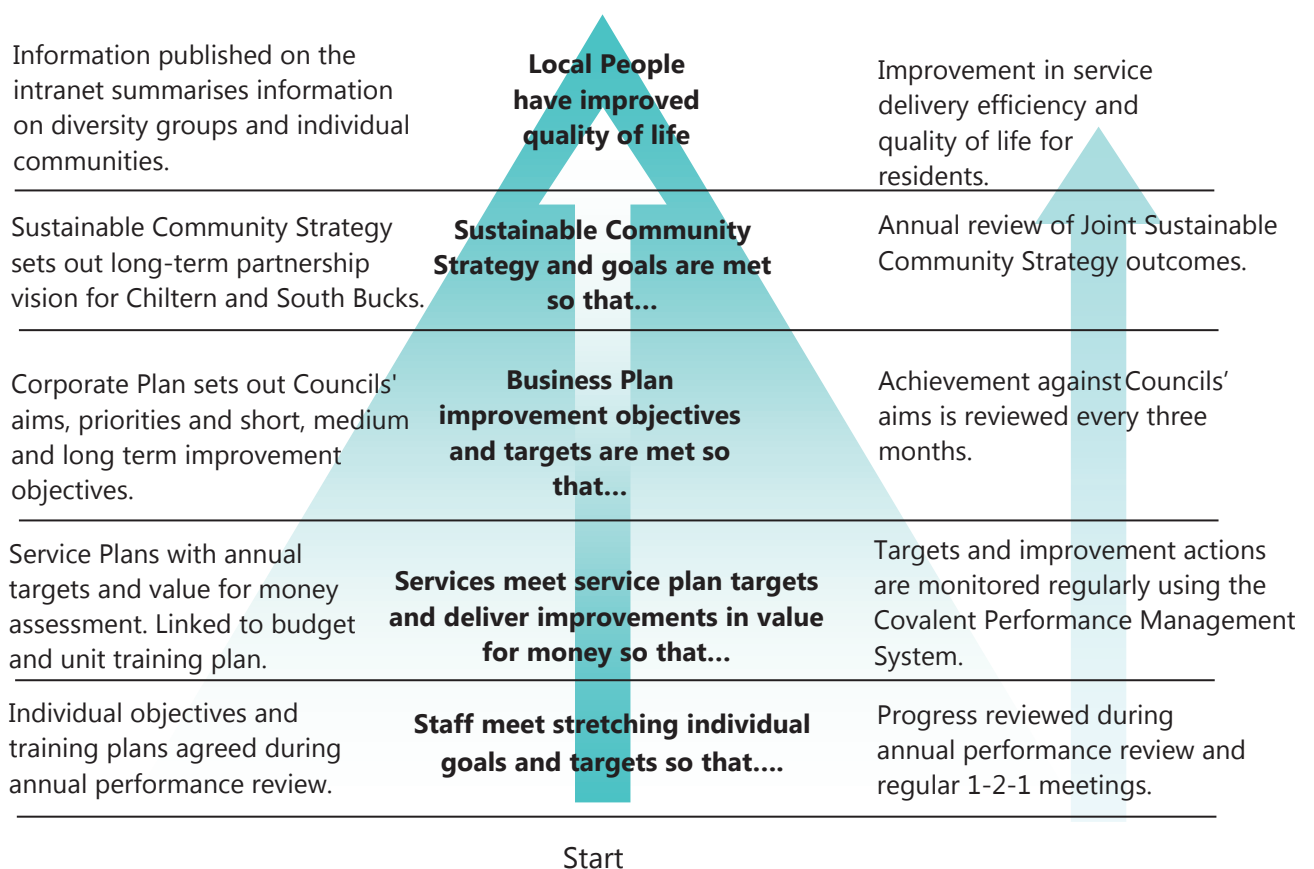
Performance measurement ensures goals and targets are met. Performance measures and indicators focus on the **outcomes** you are trying to achieve and describe how well a service is performing against these outcomes. They also help identify good practice, areas for improvement and opportunities to learn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

A Clear Vision

Path to Improvement

Performance Measurement

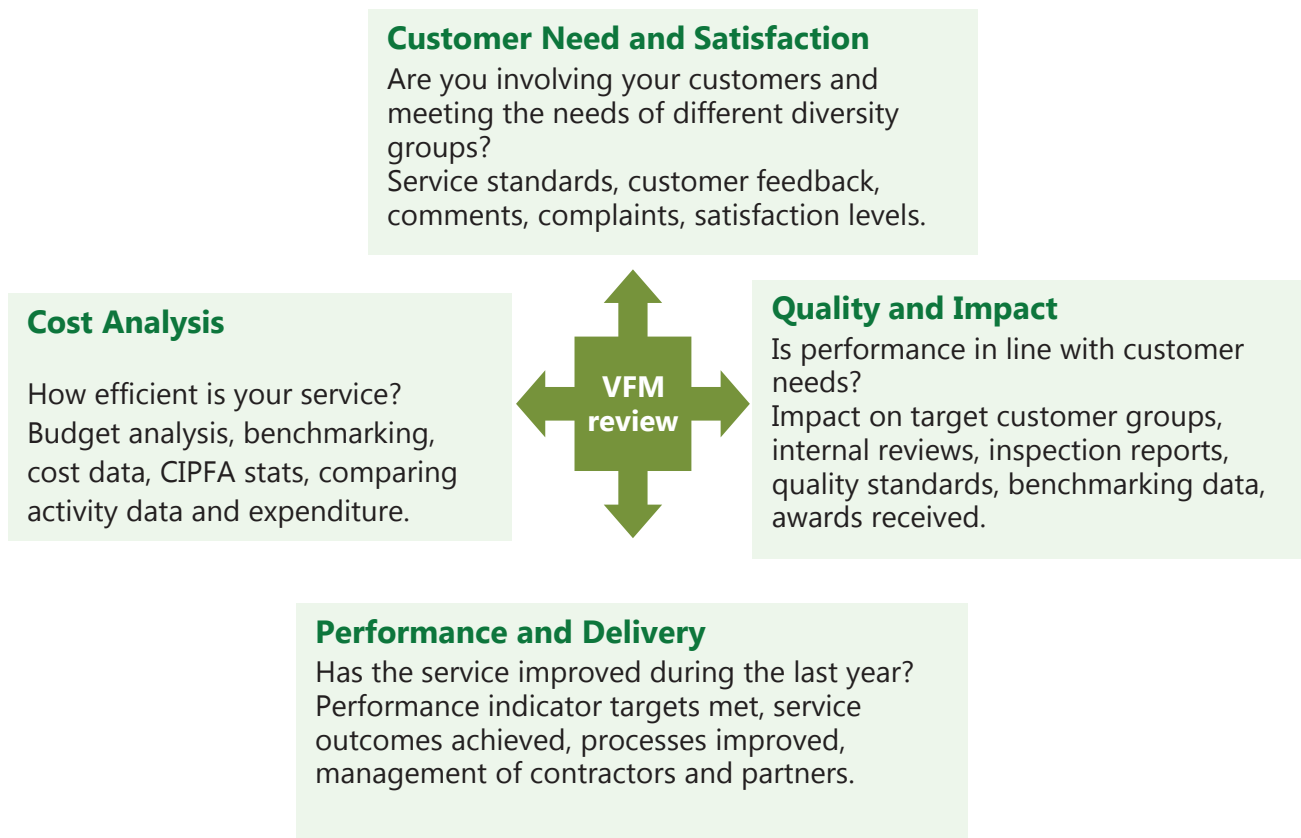
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Service managers leading value for money improvements in customer satisfaction, cost, process improvement and improved outcomes for local people

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

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



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

Timely, high-quality information which informs decision making

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

These include:

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

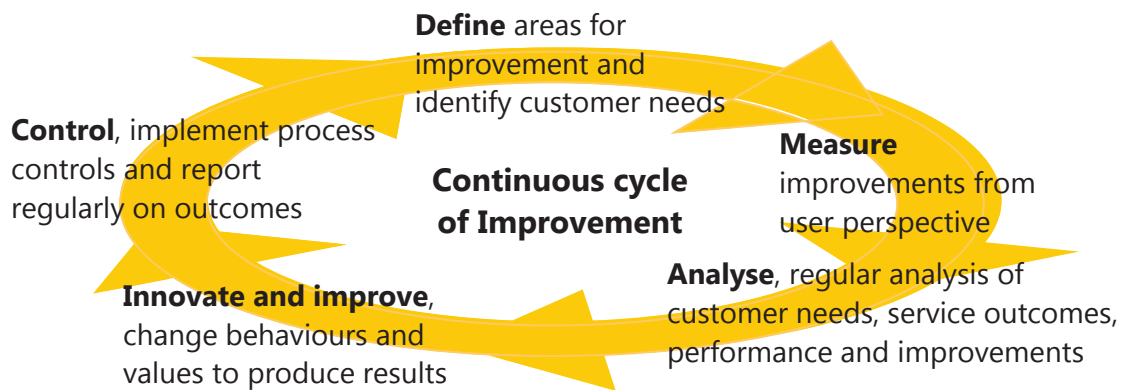
Much more **quantitative information** is available to officers at their desktops. This has enabled both Councils to establish corporate approaches in areas including equalities, sustainability, project management and risk and has helped services have a better understanding of the diverse needs of different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

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

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

A culture of innovation and continuous improvement

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



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

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

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

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



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

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format such as large print please ask us



CHILTERN
District Council



SOUTH BUCKS
District Council

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

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>Background Papers:</p>	<p>Appendix A PI Review - Priority PIs 2017-18 - CDC - provides proposals for reporting priority indicators during 2017/18 with future targets.</p> <p>Appendix 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							
CdHR1	Working days lost due to sickness absence	7.85	10				Deleted. It is being suggested that this becomes a joint PI.
CdHR14	Working days lost due to short term sickness absence (upto 20 working days)	4.72	5				Deleted. It is being suggested that this becomes a joint PI.
CdHR15	Working days lost due to long term sickness absence (more than 20 working days)	3.13	3				Deleted. It is being suggested that this becomes a joint PI.
Page 153 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 124 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%.
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)	100.00%	51.00%				This PI has been deleted. It has been superseded by the new PIs and is no longer relevant.

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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 127 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 128 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 129	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

Appendix B - CDC Corporate Performance Indicators - PI Review

Note: Excludes Priority Performance Indicators - see Appendix A

KEY <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	
Leader's portfolio - Cllr. Isobel Darby								
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
Community, health and housing - Cllr. Graham Harris								
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

KEY  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 102 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

KEY ✘ 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.
Page 133 JtLI3 (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
Sustainable development - Cllr. Peter Martin								
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

KEY  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

KEY <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	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'
New6CD C	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'.

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Appendix B - CDC Corporate Performance Indicators - PI Review

KEY <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 136	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

KEY ✘ 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 137	2019 non-majors quality of planning decisions – special measures 2 year and 9 month assessment period ending December 2018 (cumulative, monthly)	New PI	New PI	9.99%	9.99%	9.99%	Peter Beckford	NEW PI. The 'quality of decision' criteria measures how many non-major applications that have been determined are subsequently overturned and allowed on appeal, as a % of the total non-major applications determined. April 2016 to March 2018 is the assessment period for applications determined and April 2016 to December 2018 is the assessment period to check if any applications determined in above period are allowed. Less than 10% is the target to avoid possible designation into 'special measures'.
Environment - Cllr. Mike Smith								
CdSE1 (C)	Cumulative CO2 reduction from local authority operations from base year of 2008/09	22% (2015/16 value)	11.70%	12.00%	12.00%	12%	Martin Holt	Target increased to 12%
CdSE2 (C)	Planning to adapt to climate change (5 levels of performance 0=low 5= high)		4				Martin Holt	Due to its complexities (based on former National Indicator) this indicator is deleted, pending the development of the SBDC & CDC "intelligent green plan" which will incorporate a new updated range of measures and activities to tackle climate change.

Appendix B - CDC Corporate Performance Indicators - PI Review

KEY <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
Support services - Cllr. Mike Stannard								
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
Customer services - Cllr. Fred Wilson								

Appendix B - CDC Corporate Performance Indicators - PI Review

KEY <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

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

1. Purpose of Report

The purpose of this report is to outline the performance of Council services against performance indicators and service objectives during 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	44	25	5	3	11

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.

Background Papers:	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
Leader's																		
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.
Community, Health and Housing																		
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
Leader's portfolio																			
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%)
Community, health and housing																			
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	
CdHSf2 (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: <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
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	<input checked="" type="checkbox"/>	Martin Holt	Average stay of placements that ended in Quarter 3 (Oct 2016 to Dec 2016) was 7 weeks - The total placements that ended during the quarter comprised 8 families (274 days) and 1 single/couple (168 days). The overall average was significantly inflated by one long term stay (168 days) that ended during the quarter. If we exclude this placement, the average stay of the remaining households was 5 weeks.
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		
CdHS2 (C)	Percentage of food premises (risk rating A to C) that are broadly compliant (snapshot quarterly)	96.00%	91%			96.50%			96.71%			91.35%				96%	<input type="checkbox"/>	Martin Holt	Over the last year there have been issues with Unifom. This means that the PIs have been calculated using the the FSA website data, which includes premises rated A - E. The issues with the uniform have now been resolved and the figures for this quarter have been calculated using data for A - C rated premises. As a result the outcome is lower than what has been reported for previous quarters.
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%	<input checked="" type="checkbox"/>	Martin Holt	12 out of 541 not dealt with within policy or legislative timescales.
Sustainable development																			
JtBC1 (C)	Applications checked within 10 working days (cumulative)	92.70%	85%	85.90%	93.10%	93.40%	96.30%	99.10%	98.30%	98.30%	95.30%	95.90%				92%	<input checked="" type="checkbox"/>	Peter Beckford	
JtBC4 (C)	Customer satisfaction with the building control service (cumulative)	92.70%	94%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	98.30%	97.00%				92%	<input checked="" type="checkbox"/>	Peter Beckford	
CdPP1 (C)	Net additional homes provided		133	annual PI											145	?	Peter Beckford		
CdSD7 (C)	Percentage of planning applicants who are satisfied or very satisfied with the planning service (cumulative)	77.00%	80%			87.50%			82.60%			86.20%				80%	<input checked="" type="checkbox"/>	Peter Beckford	

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Appendix B

KEY:		<input checked="" type="checkbox"/> This PI is below target	<input type="checkbox"/> This PI is slightly below target	<input checked="" type="checkbox"/> This PI is on target																
PI code	Name	2015/16 Value	Annual target 2015/16	Apr-16 value	May-16 value	Jun-16 value	Jul-16 value	Aug-16 value	Sep-16 value	Oct-16 value	Nov-16 value	Dec-16 value	Jan-17 value	Feb-17 value	Mar-17 value	Annual target 2016/17	Traffic light (latest actual)	Responsible officer	Latest notes	
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		
Environment																				
CdSE1 (C)	Cumulative CO2 reduction from local authority operations from base year of 2008/09	22.00%	9.10%	annual PI													11.70%	?	Martin Holt	Reported annually. Cumulative Figure against baseline
CdSE2 (C)	Planning to adapt to climate change (5 levels of performance 0=low 5= high)	3	4	annual PI													4	?	Martin Holt	Reported annually.

KEY: <input checked="" type="checkbox"/> This PI is below target <input type="checkbox"/> This PI is slightly below target <input checked="" type="checkbox"/> This PI is on target																			
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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	
Support services																			
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.

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Appendix B

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CdLD2 (C)	The percentage response to the annual canvass	94.00%	94%	annual PI												94%	?	Joanna Swift	Reported annually.
Customer services																			
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.

SUBJECT:	<i>Update on recycling performance and recycling quality</i>
REPORT OF:	<i>Cllr Mike Smith</i>
RESPONSIBLE OFFICER	<i>Chris Marchant</i>
REPORT AUTHOR	<i>Sally Gordon, 01494 586868, sgordon@chiltern.gov.uk</i>
WARD/S AFFECTED	<i>All</i>

1. Purpose of Report

To provide Services Overview Committee with an update on the latest recycling performance and planned activities to increase the recycling rate and to improve the quality of material collected.

RECOMMENDATION

This report is for information.

2. Executive Summary

A report was taken to Services Overview Committee in October 2016, which provided an overview of the recycling performance of the Joint Waste Contract, within the context of recycling targets, national recycling trends, light weighting of packaging materials and the quality of the material collected. Committee asked to be provided with an update on the recycling performance going forward, which is the purpose of this report.

As reported in October, the annual recycling rate for 2015/16 was 52.56%.

For 2016/17, validated figures are so far available for the period between April and November and during this period, the recycling rate is 53.57%.

A variety of communication activities are planned to increase recycling rates and to improve the quality of material collected. This will include a county wide campaign, funded by DCLG, to increase participation in food recycling and the recycling service, in addition to on-going planned waste communications.

3. Reasons for Recommendations

This report is for information, no recommendation required.

4. Content of Report

A report was taken to Services Overview Committee in October 2016, to provide an overview of the recycling performance of the Joint Waste Contract, within the context of recycling targets, national recycling trends, light weighting of packaging materials and the quality of the material collected. Committee asked for an update on the recycling performance, which is the purpose of this report.

As reported in October, the annual recycling rate for 2015/16 was 52.56%.

For 2016/17, validated figures are so far available for the period between April and November. Figure 1 indicates the monthly recycling rate during this period but the cumulative recycling rate at November was 53.57%.

Figure 1

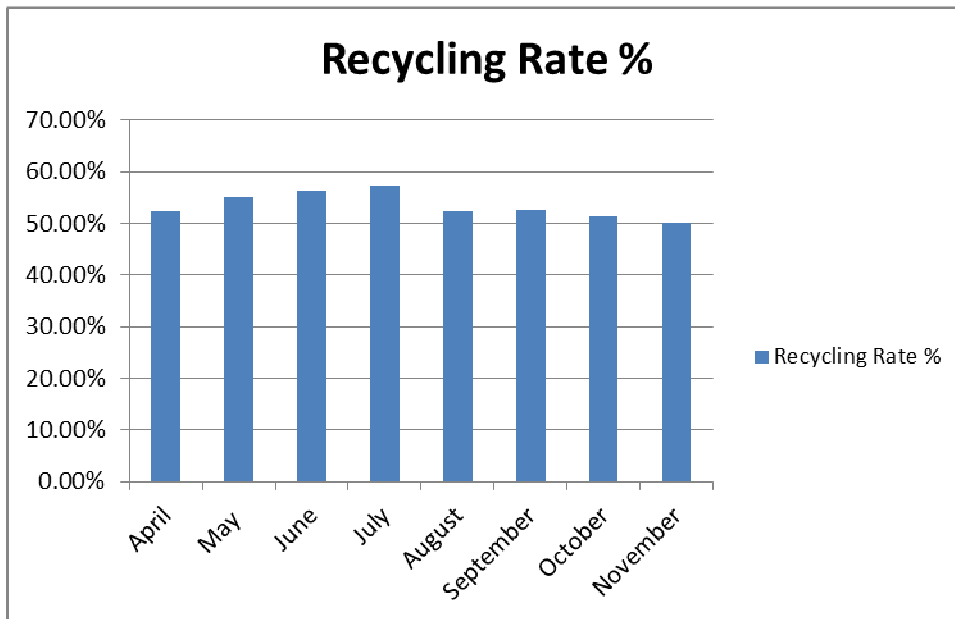


Figure 1 clearly illustrates the seasonal impact on the recycling rate; garden waste arisings will impact on the overall recycling rate and if a season is dry or wet, this will affect the weight of garden waste collected. Table 1, below, provides information on the tonnages of specific waste streams and illustrates the higher tonnages of garden waste collected during May, June and July. From August onwards, garden waste tonnages were reduced which impacted on the overall recycling rate.

		April	May	June	July	August	September	October	November
Tonnes	Residual Waste	3936.944	3916.116	4234.372	3772.146	3833.487	4227.2	3844.821	3972.515
	Compostable	2107.266	2947.478	3546.84	2973.17	2344.54	2472.89	2202.22	2156.28
	Recycling	2226.028	1857.15	1893.371	2095.255	1871.481	2172.188	1855.58	1805.466
	Reuse	0.2765	12.0325	10.465	10.465	5.043	19.7435	15.889	10.768
	Divert from LF/EFW	4333.571	4816.661	5450.676	5078.89	4221.064	4664.822	4073.689	3972.514
	Total	8270.515	8732.776	9685.048	8851.036	8054.551	8892.021	7918.51	7945.029

Table 2 below provides the same data as a percentage:

		April	May	June	July	August	September	October	November
Recycling Rate by Month	Residual Waste	47.60%	44.84%	43.72%	42.62%	47.59%	47.54%	48.55%	50.00%
	Compostable	25.48%	33.75%	36.62%	33.59%	29.11%	27.81%	27.81%	27.14%
	Recycling	26.92%	21.27%	19.55%	23.67%	23.24%	24.43%	23.43%	22.72%
	Reuse	0.00%	0.14%	0.11%	0.12%	0.06%	0.22%	0.20%	0.14%

TOTAL Recycling Rate (NI191)	52.40%	55.16%	56.28%	57.38%	52.41%	52.46%	51.45%	50.00%
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To recap, the cumulative recycling rate to November is 53.7%.

However, what is also interesting is that the overall kgs waste per household is generally reducing, which includes the total domestic waste collected by household. This is illustrated in Figure 2. While recycling rates have reduced over recent months, so has the overall level of waste produced by our residents. This relationship can be partly explained by the continued light weighting of packaging materials.

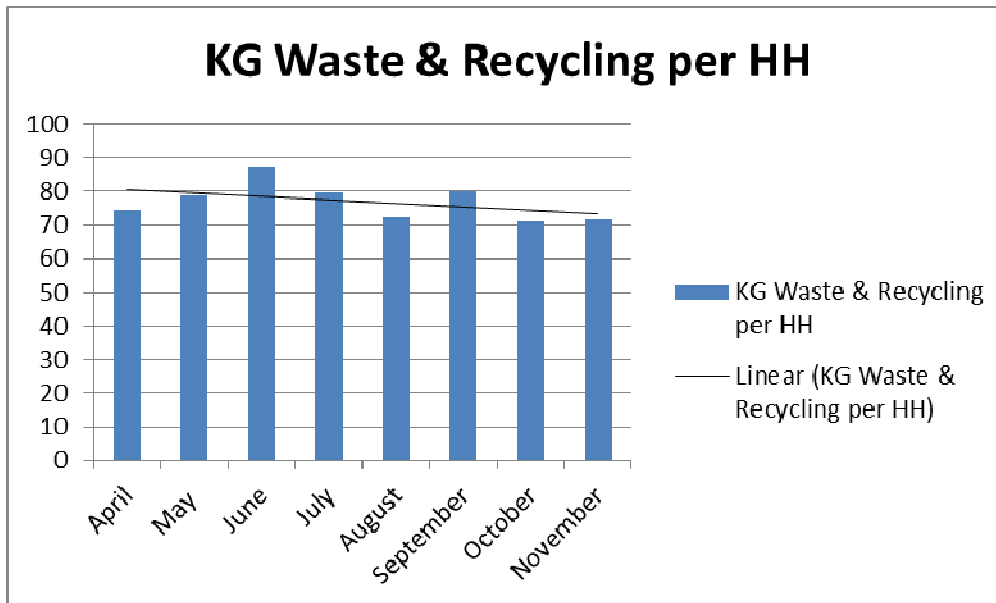


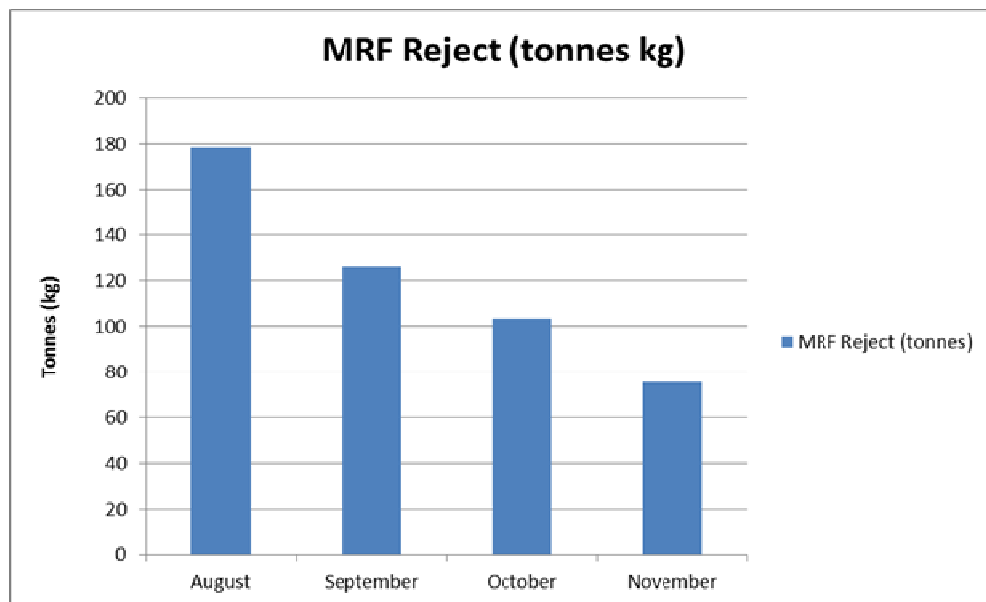
Figure 2

In terms of factors affecting recycling rates, as outlined in the October report, recycling rates are affected by a variety of factors, including:

- Seasonal impacts
- Light weighting of packaging
- Reduced paper consumption
- More rigorous controls on sorting facilities (MRFs) for measuring contamination rates

It is anticipated that due to the more rigorous MRF controls on measuring recycling rates, the 2016/17 reject rates applied to our recycling will increase as compared with 2015/16. However, Figure 3 illustrates that over recent months, the amount of recyclables rejected at the MRF have in fact reduced. The Waste Team will continue to monitor this.

Figure 3



National performance

The national recycling rate for 2015/16 has now been validated by DEFRA and has decreased from 44.8% in 2014 to 43.9%. This is the first time the national recycling rate has been lower than 44% since 2011 and a 4% fall in 'organic recycling' figures and a 1.1% decrease in recycling figures represent the reason for the reduced rate.

Activities

The October report outlined that actions would be undertaken to:

- Understand our waste streams
- Manage performance expectations
- Undertake further communication campaigns

As illustrated in this report, the Waste Team are examining recycling rates and seasonal performance and a more realistic recycling target has been set for 2017/18, of 53%.

Communication activities

Regarding communication campaigns, a county wide campaign to promote participation in the food recycling scheme and recycling service is due to commence in 2017. Work took place in February to monitor current participation levels in the weekly food recycling collections and mixed recycling scheme and this will be followed by a range of communication activities to promote these services. The communication strategy for this project is still being developed but, based on best practice elsewhere, it is anticipated that the activities undertaken will result in an increase of food waste collected, a reduction of food waste from residual waste collections and a potential increase in mixed recycling yields.

On-going/planned communications

In terms of advising residents on which waste streams go into which bins, the annual collection calendar was provided to all residents in October which contained clear and visual information on this. This information is also provided on the website. In addition to this, we are producing new

bin stickers which have a strong visual focus, allowing anyone to clearly understand what can and what cannot go into each bin. The stickers have been designed so that they can be used on household bins and bulk bins at flats. The stickers were designed using customer feedback, and focus upon the common items which should be recycled as well as common items which cannot be recycled. Stickers will be issued across all new bulk bin stores, and will be issued upon request or where deemed necessary to householders. Please be aware that only the mixed recycling sticker has been signed off, and the colours are subject to change on the other two.

What goes in my general waste bin?

✓ YES place these items in your general waste bin

✗ NO DO NOT place these items in your general waste bin

What goes in my mixed recycling bin?

✓ YES only these items should be placed in your mixed recycling bin

✗ NO DO NOT place these items in your mixed recycling bin

What goes in my paper and cardboard recycling container

✓ YES place these items in your paper and cardboard recycling container

✗ NO DO NOT place these items in your paper and cardboard recycling container

In addition to these activities, the Waste Team is also currently developing an A to Z of Waste and Recycling which will be published on the websites when completed. This will enable residents to establish whether their items should be reused, recycled, taken to the HRC or disposed of as general rubbish.

5. Consultation
Not Applicable

6. Options
Options for delivering the DCLG funded campaign will be shared with Cabinet Members in March 2017.

7. Corporate Implications

Reports must include specific comments addressing the following implications;

3.1 *Financial – District Councils receive recycling credits for materials that are collected for recycling, providing the material is not rejected due to low quality. Recycling credits are used to offset waste costs. Working to encourage higher levels of recycling of an appropriate quality will continue to underpin those costs. The CDC budget for recycling credits represents £424k.*

3.2 *Legal – The Environmental Protection Act, 1990, sets waste collection authorities (District Councils) a duty to collect waste. The Waste Framework for England & Wales has set national recycling targets of 50% by 2020.*

8. Links to Council Policy Objectives

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

Next Step

To carry out the activities described in this report.

Background Papers:	It is a legal requirement that we make available any background papers relied on to prepare the report and should be listed at the end of the report (copies of Part 1 background papers for executive decisions must be provided to Democratic Services)
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Background papers:

Report to Services Overview Committee: *Review of the recycling performance of the Joint Waste Service, 18th October 2016*

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

1. Purpose of Report

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

RECOMMENDATIONS

- 1. That Member's note and endorse the proposed Chiltern Community and Wellbeing Plan 2017 – 2020.**

2. Reasons for Recommendations

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

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

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

3. Content of Report

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

The key aims previously endorsed by the PAG are;

- Aim 1 - Facilitating community participation, engagement and action, through established and new community networks, to develop sustainable communities.

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

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

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

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

4. Consultation

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

5. Options

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

Option 2 – to consider an alternative approach.

6. Corporate Implications

6.1 Financial

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

6.2 Environmental

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

6.3 Equalities

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

7. Links to Council Policy Objectives

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

8. Next Steps

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

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

Background Papers:	None other than those referred to in the report
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CHILTERN
District Council

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



Foreword

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

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

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



Councillor Isobel Darby
Leader of Chiltern District Council

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 - Aim 3 - Improving the health and well-being of the population and reducing health inequalities.
 - Aim 4 - Providing an environment for young people to enjoy, stay safe, be healthy, active, make a positive contribution and achieve economic well-being.
 - Aim 5 - Helping to stimulate and support a vibrant local economy whilst protecting the environment.
 - Aim 6 - Encourage collective working to promote and support the rich and diverse wealth of cultural heritage in Chiltern.
5. Conclusion
6. Appendix A

Executive Summary

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

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

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

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

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

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

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

Classification: OFFICIAL

community@chiltern.gov.uk

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

Building on Strong Foundations

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

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

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

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

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

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

Key achievements

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

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

Aim 1

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

Summary

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

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

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

Future objectives

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

Key actions for 2017 to 2020

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

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

Aim 2

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

Summary

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

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

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

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

Future objectives

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

Key actions for 2017 to 2020

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

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

Aim 3

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

Summary

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

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

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

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

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

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

Future objectives

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

Key actions for 2017 to 2020

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

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

Aim 4

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

Summary

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

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

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

Future objectives

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

Key actions for 2017 to 2020

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

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

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

Aim 5

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

Summary

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

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

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

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

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

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

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

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

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

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

Future objectives

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

Key actions for 2017 to 2020

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

health and safety courses targeted to their needs.

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

Aim 6

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

Summary

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

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

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

Future objectives

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

Key actions for 2017 to 2020

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

Conclusion

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

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

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

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

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

Appendix A

Community profile

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

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

Countryside of national importance

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

Changing Demography

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

Our impact on the environment

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

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

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

Chiltern's communities

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

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

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

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

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

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

Health, Wellbeing and deprivation

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

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

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

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

Wealth, economy, skills and affordability

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

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

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

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

Transport, infrastructure & accessible services

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

Residents' priorities

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

