

Declarations of Interest

Any Member attending the meeting is reminded of the requirement to declare if he/she has a personal interest in any item of business, as defined in the Code of Conduct. If that interest is a prejudicial interest as defined in the Code the Member should also withdraw from the meeting.

A G E N D A

(Pages)

1. **Apologies for Absence**
2. **Minutes**
To confirm the minutes of the meeting held on 8 April 2014. **(1 - 8)**
A. LEADER'S REPORTS
3. **Forward Plan of Executive Decisions**
To note the 28 Day Notice of decisions to be taken by: **(9 - 22)**
Appendix A – SBDC Cabinet
Appendix B – Chiltern and South Bucks Joint Committee
4. **Budget and Medium Term Financial Strategy**
To note report of the Leader. **(23 - 26)**
Appendix A **(27 - 34)**
Appendix B **(35 - 40)**
B. REPORTS OF THE PORTFOLIO HOLDERS
5. **Community**
 - A To note the minutes of the meeting of the PAG held on 17 June 2014 and consider the Portfolio Holder's recommendations as set out in: **(41 - 46)**
 - Minute 3 - South Bucks District Council Year 2 Plan of the Inspiring a Generation Legacy Programme;
 - Minute 4 - Anti –Social Behaviour Crime and Policing Act 2014;
 - Minute 7 - The Laurels at Farnham Park Playing Fields;
 - Minute 8 - Farnham park Charitable Trust Progress Report.
 - B. To note the minutes of the Virtual Meeting of the PAG held on 1 July 2014 and consider the Portfolio Holder's recommendation as set out in:
 - Minute 9 - Subscriptions and Donations Grants- The Chiltern's Dial-a-Ride
 - Minute 10 - Community Development Grants - Bucks Army Cadet League HQ

6. Environment

To note the minutes of the meeting of the PAG held on 18 June 2014 and consider the Portfolio Holder's recommendations as set out in: **(47 - 50)**

- Minute 3 - Beaconsfield Old Town Common Land – Parking and Common land Swap Proposals and Tarmac Repairs;
- Minute 4 - Christmas Free Parking;
- Minute 5 - Burnham School Car Parking Plan;
- Minute 6 - Flats Service Review Report;
- Minute 7 - Garden Waste Renewals;
- Minute 8 - Grounds Maintenance Contract Future;
- Minute 9 - Waste Collection Service Update;

7. Resources

To note the minutes of the meeting of the PAG held on 26 June 2014 and consider the Portfolio Holder's recommendations as set out in: **(51 - 54)**

- Minute 5 - Land by East Lodge, Manor House, Stoke Poges

8. Health and Housing

To note the minutes of the meeting of the PAG held on 24 June 2014 and consider the Portfolio Holder's recommendations as set out in: **(55 - 58)**

- Minute 3 - Anti – Social Behaviour Crime and Policing Act 2014
- Minute 4 - Flooding Update
- Minute 6 - Greenhouse Gas Report 2013/14
- Minute 10 - Leasing Scheme to Provide Temporary Accommodation

9. Sustainable Development

To note the minutes of the meeting of the PAG held on 12 June 2014 and consider the Portfolio Holder's recommendations as set out in: **(59 - 60)**

- Minute 3 - Townscape Character Assessment
- Minute 5 - Definition of Key Shopping area for Development Management Purposes

C. REPORTS ON PARTNERSHIP WORKING

10. Chiltern and South Bucks Joint Committee

To note the minutes of the meeting of the Chiltern and South Bucks Joint Committee held on 2 April 2014. **(61 - 64)**

D. REPORTS OF OFFICERS'

11. Joint Business Plan Report 2014-19

To consider report of the Chief Executive. **(65 - 66)**

Appendix A **(67 - 68)**
Appendix B **(69 - 106)**

12. **Joint Waste Strategy Review**
- To consider report of Director of Services. (107 - 108)
- Appendix - Presentation Slides* (109 - 114)
13. **Draft Annual Report 2014**
- To consider report of the Chief Executive. (115 - 148)
14. **Members Allowances 2013/14**
- To consider the report of the Director of Resources. (149 - 150)
15. **Any other business which the Leader decides is urgent**

The next meeting is due to take place on Tuesday, 14 October 2014

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Date of Publication: 15 April 2014
Deadline for Call-in: Midnight 24 April 2014

CABINET

Meeting - 8 April 2014

Present: Mr Reed, Mrs Cranmer, Mr Naylor, Mr D Smith and Mrs Woolveridge

Apologies for absence: Mr Busby

52. MINUTES

The minutes of the meeting of the Cabinet held on 10 February 2014. were confirmed and signed by the Deputy Leader.

53. FORWARD PLAN OF EXECUTIVE DECISIONS

The Cabinet received a copy of the 28 day Notice prepared in accordance with Regulation 9 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 setting out the key (and non-key) decisions the Cabinet was intending to make at public and private meetings.

The Cabinet also received a copy of the 28 day Notice setting out the key (and non-key) decisions the Chiltern and South Bucks Joint Committee were intending to make at public and private meetings.

RESOLVED that the 28 day Notices be noted.

54. AUDIO SYSTEM

The Cabinet considered a report setting out a proposal to replace the audio system used in the Council Chamber at an estimated cost of £24k based on 19 microphones.

Whilst supporting the proposal the Cabinet felt that the Resources Portfolio Holder should be involved in the whole procurement process and not just at the award of contract stage and that the cost should be limited to a maximum of £24k.

RESOLVED that

1. Authority be given to undertake a procurement exercise for a new audio system based on 19 microphones with the cost of up to a maximum of £24k being met from the capital programme.
2. Authority be delegated to the Director of Services, in consultation with the Resources Portfolio Holder, to commence and complete the procurement exercise including awarding the contract.

55. COMMUNITY

The Cabinet received the Part I minutes of the Community Policy Advisory Group held on 4 March 2014 and the following were the subject of a recommendation from the Portfolio Holder:

Minute 47 - Community Safety Partnership Strategy 2014 - 17 and Potential Partnership Merger

The PAG had been invited to comment on (a) the new Community Safety Partnership (CSP) for 2014-17 and Action plan and (b) a proposal to merge the South Bucks CSP and the Chiltern CSP.

After noting the process that would need to be followed to achieve the proposed merger and considering the advice of the Portfolio Holder the Cabinet

RESOLVED that

1. The Community Safety Partnership Strategy 2014-17 and Action Plan be endorsed.
2. The proposal to merge the South Bucks CSP and Chiltern CSP be supported.

Minute 49 - Subscriptions and Donations

The PAG had considered a number of applications for funding from the Subscription and Donation Fund which totalled £31,680 in 2014/15. A sum of £8,752.62 had been designated to the Bucks Infrastructure Contract leaving a balance of £22,927.38 for allocation.

The PAG had also considered a proposal for any funds remaining in the budget, once further applications had been processed, to be transferred to the Chairman's Fund.

After considering the advice of the Portfolio Holder the Cabinet

RESOLVED that

1. donations and subscriptions be awarded to the following organisations in the sum stated:

Organisation	Amount £
Headway South Bucks	500
Bucks Vision, South East Division	500
Chiltern Citizen Advice Bureau	1500
Madelene Paton Luncheon Club (Denham)	100
Garvin Avenue Over 65's Club	100
Carers Springboard (Gerrards Cross)	100
Wycombe Women's Aid	7000
Berkshire East and South Bucks Women's Aid	1000
Child Bereavement Trust	500
Alzheimer's Society	500
Padstones (Burnham)	6,200
Relate (Mid Thames and Buckinghamshire)	750
Total allocated	£18,750

2. any funds remaining in the Subscriptions and Donations budget, after further invitations for applications have been issued, be transferred to the Chairman's Fund.

Minute 51 - Static CCTV Equipment

The PAG had considered a report identifying the options that were currently being considered for the use/removal of the equipment after 1 April 2014, and also seeking views on a proposal for signs to be erected by all the Council's CCTV indicating that the cameras are no longer in use.

Having considered the advice of the Portfolio Holder the Cabinet

RESOLVED that the CCTV equipment remain in place beyond April 2014 pending a review of the options and signs be erected to indicate that the cameras are no longer in use.

After noting that the Portfolio Holder was still to speak to the Chairman on the issue raised in Minute 48 - Chairman's Fund Arrangements - the Cabinet further

RESOLVED that the minutes of the meeting of the Community PAG held on 4 March 2014 be noted.

56. ENVIRONMENT

The Cabinet received the Part I minutes of the Environment Policy Advisory Group held on 19 March 2014 and the following were the subject of a recommendation from the Portfolio Holder:

Minute 29 - Car Parking Survey Results

Following the decision of the Cabinet In November 2013 that a study should be carried out at an estimated cost of £25,000 to design possible solutions by expanding provision at one or more of the Council's car parks, the PAG had received a report and a presentation from Yes Engineering on the results of the survey of car parking capacity for Beaconsfield and Gerrards Cross.

The PAG were asked to advise the Portfolio Holder on whether to recommend to Cabinet that a design study should now be carried out with a view to providing further off street car park spaces in the District.

After considering the advice of the Portfolio Holder the Cabinet

RESOLVED that a design study be carried out with a view to providing further off street car parking spaces in the District.

Minute 30 - Littleworth Common New Higher Level Stewardship Application

The PAG had considered a proposal to re-apply to Natural England for funding under the Higher Level Stewardship for Littleworth Common for the 10 years from 2014/15.

In connection with the risks the Cabinet noted that every effort was being made to secure the owner's counter- signature to the application.

After considering the advice of the Portfolio Holder the Cabinet:

RESOLVED that authority be delegated to the Head of Environment, in consultation with the Portfolio Holder, to prepare and submit a new application for the Higher Level Stewardship funding from Natural England in respect of Littleworth Common for the 10 years from 2014/15.

In connection with Minute 32 - Update on Waste Roll Out - the Cabinet asked for their thanks to be communicated to the staff concerned for their efforts in ensuring that the roll out was completed successfully and smoothly.

RESOLVED that the Part I minutes of the meeting of the Environment PAG held on 19 March 2014 be noted.

57. HEALTH AND HOUSING

A.The Cabinet received the Part I minutes of the Health and Housing Policy Advisory Group held on 19 March 2014 and the following were the subject of a recommendation from the Portfolio Holder:

Minute 37 - Proposed Anti Dog Fouling Awareness Campaign

The PAG had considered a proposal to carry out a project aimed at raising awareness of the antisocial nature of dog fouling and encouraging dog walkers to behave responsibly. The project, the estimated cost of which was £3000 which would be met from existing budgets, would be developed along the lines of the successful initiative in Chiltern District Council in 2013.

After considering the advice of the Portfolio Holder the Cabinet:

RESOLVED that the Anti-Dog Fouling Awareness Campaign be supported at a cost of £3000 to be met from the existing community safety budget.

Minute 40 - Signing of Declaration on Tobacco Control

The PAG had received a report explaining that the Health and Wellbeing Board has asked that all the local authorities in Buckinghamshire to consider signing the Local Government Declaration on Tobacco Control. In signing this declaration the Council would be sending a message out to its local communities regarding its commitment to improving local public health for all of its residents.

After considering the advice of the Portfolio Holder the Cabinet

RECOMMENDED to Council that the Local Government Declaration on Tobacco Control be signed.

Minute 46 - Stoke Poges Memorial Gardens - Contract Extension

The PAG had received a report seeking authority to extend the current contract with Gavin Jones Ltd for grounds maintenance at Stoke Poges Memorial Gardens for a further three years from December.

After considering the advice of the Portfolio Holder the Cabinet

RESOLVED that

1. The contract with Gavin Jones for grounds maintenance at Stoke Poges Memorial Gardens be renewed for a further three years from December 2014.
2. Authority be delegated to the Director of Services to agree any necessary legal documentation.

And further

RESOLVED that the Part I minutes of the meeting of the Health and Housing PAG held on 6 March be noted.

B.The Cabinet received the minutes of the virtual meeting of the Health and Housing PAG held on 25 March 2014 and the following was the subject of a recommendation from the Portfolio Holder:

Minute 48 - Pest and Dog Control Services - Extension

The PAG had considered a proposal to extend the pest control, dog control and stray dog contract with SDK Environmental, due to expire on 31 March 2014, until 31 October 2014 pending completion of the framework tender for pest and dog control..

After considering the advice of the Portfolio Holder the Cabinet

RESOLVED that the service provided by SDK be extended until 31 October 2014 pending completion of the framework tender.

And further

RESOLVED that the minutes of the virtual meeting of the Health and Housing PAG held on 25 March 2014 be noted.

C.Green Deal Communities Application

The Cabinet received a report which the Chairman of Overview and Scrutiny Committee had agreed in accordance with Regulation 11 of the Local Authorities (Executive Arrangements) (Meetings and

Access to Information) (England) Regulations 2012 should be considered as a matter of urgency as a decision could not be reasonably delayed, setting out the progress of the application made to the Department of Energy and Climate Change for funding of £2m to help drive forward Green Deal initiatives.

The Cabinet was very pleased to note that the bid, made in partnership with 15 other local authorities that form the Green Deal Together partnership with the National Energy Foundation, had been successful with the award of £2,574,991 which included a sum for additional support for installer training. The Council was one of only 24 local authorities to be offered a share of the £88m made available by DECC.

The success of the bid would enable the Council to lead the Consortium and the Green Deal Communities Project and also enable hard to treat properties to access energy efficiency improvements. The project would be delivered across the partnership by a Consultancy and Energy Management Company and the report sought authority to commence the procurement exercise.

After agreeing that the success of the bid demonstrated that, despite the changes the Council is going through, there were opportunities which if exploited, would deliver community leadership the Cabinet

RESOLVED that

1. The Council's role as lead responsibility for the Green Deal Communities project be confirmed and authority be delegated to the Head of Health and Housing to enter into agreement with DECC and the other partners to the award of funding.
2. Agreement be given to the procurement of the Consultancy and Energy Management Company to deliver the project on behalf of the Partnership.

58. RESOURCES

The Cabinet received the Part I minutes of the Resources Advisory Group held on 20 March 2014 and the following were the subject of a recommendation from the Portfolio Holder:

Minute 47 - Additional Interview Room

The PAG had received a further report demonstrating the need for and the actual cost of, the additional interview room

After considering the advice of the Portfolio Holder the Cabinet:

RESOLVED that an additional interview room be constructed at Capswood at a cost of £6,000.

Minute 48 - Car Parking Survey Results

Following the decision of the Cabinet In November 2013 that a study should be carried out at an estimated cost of £25,000 to design possible solutions by expanding provision at one or more of the Council's car parks, the PAG had received a report on the results of the survey of car parking capacity for Beaconsfield and Gerrards Cross.

The PAG were asked to advise the Portfolio Holder on whether to recommend to Cabinet that a design study should now be carried out with a view to providing further off street car park spaces in the District.

After considering the advice of the Portfolio Holder the Cabinet:

RESOLVED that a design study be carried out with a view to providing further off street car parking spaces in the District.

And further

RESOLVED that the Part I minutes of the meeting of the Resources PAG held on 13 March 2014 be noted

59. SUSTAINABLE DEVELOPMENT

The Cabinet received the Part I minutes of the Sustainable Policy Advisory Group held on 13 March 2014 and the following were the subject of a recommendation from the Portfolio Holder:

Minute 27 - Development Management Guidance Note for Burnham Beeches

South Bucks, City of London (owners of the publically accessible part of the Beeches), Natural England and Environment Agency have been working together to produce evidence based planning policy to be included in the forthcoming Development Management Local Plan (DMLP). The City of London and South Bucks have jointly funded two evidence based studies: a visitors' survey and hydrology. A Development Management Guidance Note for Burnham Beeches stemming directly from the hydrology report had been developed and the PAG received a report seeking comments on this Guidance which should be treated as interim guidance until the DMLP is adopted.

After considering the advice of the Portfolio Holder the Cabinet

RESOLVED that the new Guidance Note for Burnham Beeches be approved for Development Management purposes

Minute 28 - Duty to Cooperate and Planning for Strategic Cross Boundary Matters

The PAG received a report on the Duty to Cooperate and Planning for Strategic Cross Boundary Matters which was created in the Localism Act 2011, It places a legal duty on local planning authorities, county councils and specified public bodies to engage constructively, actively and on an ongoing basis to maximise the effectiveness of local plan preparation relating to strategic cross-boundary matters.

The report set out a number of recommendations in relation to this new duty, and after considering the advice of the Portfolio Holder the Cabinet

RESOLVED that authority be delegated to the Head of Sustainable Development to respond, in consultation with the Portfolio Holder for Sustainable Development, to requests from other local planning authorities for input to their local plans/evidence base, and to provide comments to the Mayor of London on the London Plan.
And further

RESOLVED that the Part I minutes of the meeting of the Sustainable PAG held on 13 March 2014 noted,

60. CHILTERN AND SOUTH BUCKS JOINT COMMITTEE

The Cabinet received for information the minutes of the meeting of the Chiltern and South Bucks Joint Committee held on 4 February 2014.

RESOLVED the minutes of the meeting of the Chiltern and South Bucks Joint Committee held on 4 February 2014 be noted.-

61. PERFORMANCE INDICATOR REVIEW FOR 2014-15

The Cabinet considered a report providing information on, and proposing amendments to, the Corporate and Priority Performance Indicators and targets for 2014 -15 as set out in appendices A and B

RESOLVED that

1. The Priority Indicator set (see Appendix A) and future performance targets for the next three years be approved.
2. The Corporate Performance Indicators (Appendix B) and future performance targets for the next 3 years be approved.

62. DISCRETIONARY RATE RELIEF AND LOCAL COUNCIL TAX DISCOUNTS

The Cabinet received a report seeking approval to the criteria for additional discounts and reliefs in respect of flooding, retail relief, new build relief and reoccupation relief as recommended in guidance provided by Department of Communities and Local Government. The report also sought authority to be delegated to the Head of Customer Services to administer these reliefs and discounts where the relevant criteria are met.

After noting the number of applications that might be received a discussion ensued on the most appropriate mechanism for involving members in the issue and following a suggestion it was agreed that reports on the awards made should be submitted to the Resources PAG biannually.

RESOLVED that

1. The following recommendations to grant Discretionary Rate Relief under section 47 of LGFA 88 be approved in the following circumstances:
 - 100% relief is granted to properties affected by flooding for a period of three months in accordance with the criteria in paragraph 4 of the report;
 - Relief of up to £1000 is granted to retail properties that meet the criteria in paragraphs 5.3 to 5.6 of the report subject to an application being received;
 - Unoccupied new build properties are granted relief to enable exemption from unoccupied property rates for a period of up to 18 months in accordance with the criteria in paragraphs 6.1 to 6.4 of the report; and
 - 50% relief is awarded for new occupations of previously empty retail properties in accordance with criteria recommended by Central Government.
2. Authority be delegated to the Head of Customer Services to award Discretionary Rates Relief where the application meets the criteria as approved above.
3. The criteria applicable to award a Council Tax discount under S13A of the Local Government Finance Act 1992 to properties affected by flooding be approved
4. Authority be delegated to the Head of Customer Services to award discounts where the application meets the approved criteria.
5. Reports setting out the action taken by the Head of Customer Services arising from the authority delegated in 2 and 4 above be submitted to the Resources PAG biannually.

63. HUMAN RESOURCES PLAN SUMMARIES 2014-15

The Cabinet received

After asking for the column "Portfolio Reporting to" to be amended to reflect the correct Portfolio Holder, the Cabinet

RESOLVED that the Human Resources Service Plan 2014-15 be noted.

64. EXCLUSION OF PUBLIC

"that under Section 100A(4) of the Local Government Act 1974 the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A to the Act "

65. COMMUNITY

The Cabinet received the Part II minutes of the meeting of the Community PAG held on 4 March 2014 and after considering the advice of the Portfolio Holder agreed the recommendation to grant a new lease as set out in minute 53.

66. RESOURCES

The Cabinet received the Part II minutes of the meeting of the Resources PAG and agreed the recommendations set out in the following Minutes:

- 52 Bath Road Depot
- 54 Boat Yard Mill Lane, Taplow
- 55 Application for Discretionary Rate Relief

The meeting terminated at 7.15 pm



South Bucks District Council

SOUTH BUCKS DISTRICT COUNCIL FORWARD PLAN / 28 DAY NOTICE

LOCAL AUTHORITIES (EXECUTIVE ARRANGEMENTS) (MEETINGS AND ACCESS TO INFORMATION (ENGLAND) REGULATIONS 2012

This notice, published in accordance with Regulation 9 of the above Regulations, sets out the key decisions (and non-key decisions) that the Council's Cabinet intends to make at public or private meetings to be held within the next 28 days and beyond.

A further notice - called the Agenda - setting out the items to be considered at the Cabinet (in public and private) will be available no less than 5 working days before the meeting at

<http://www.sbdc-spider.southbucks.gov.uk/uuCoverPage.aspx?bcr=1>

Leader (Councillor A Busby)						
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation - How & When ³	Decision Maker & Date ⁴	Private report (Y/N) and reason private ⁵	Lead Officer ⁶	First Notified ⁷
N	Joint Business Plan Report - 2014-19 This report introduces the Council's Joint Business Plan with Chiltern District Council, 2014-19.		Cabinet: 15.07.2014	N	Chief Executive	12.05.2014
N	Annual Performance Report 2013-14 This report introduces the Council's Annual Performance Report for 2013-14.	Cabinet: 15.07.2014	For information	N	Chief Executive	12.05.2014
N	Q1 and Q2 Performance Reports 2014-15 These reports monitor performance against pre-agreed targets and seek approval for any proposed changes to targets.		Cabinet: 25.11.2014	N	Chief Executive	12.05.2014
Y	Budget 2015/16 and Later Years The report provides members with an update on the budget position for 2015/16 in order for the Cabinet to agree a draft budget to be the basis of budget reports to PAGs and Overview & Scrutiny Committee.		Cabinet: 25.11.2014	Y part of the report to be private - Schedule 12A part 1 para (3)	Director of Resources	12.05.2014

Leader (Councillor A Busby)

Agenda Item 3						
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation - How & When ³	Decision Maker & Date ⁴	Private report (Y/N) and reason private ⁵	Lead Officer ⁶	First Notified ⁷
Y	Budget and Council Tax 2015/16 To set the Council's budget and Council Tax for 2015/16.	Community PAG: 04.12.2014 Environment PAG: 03.12.2014 Health and Housing PAG: 10.12.2014 Resources PAG: 11.12.2014 Sustainable Development PAG: 27.11.2014	Cabinet: 09.02.2015 Council: 24.02.2015	Y part of the report to be private - Schedule 12A part 1 para (3)	Director of Resources	12.05.2014

Deputy Leader, Cabinet Member - Sustainable Development (Councillor R Reed)

Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation - How & When ³	Decision Maker & Date ⁴	Private report (Y/N) and reason private ⁵	Lead Officer ⁶	First Notified ⁷
Y	Wilton Park Supplementary Planning Document The report seeks approval of the Wilton Park Supplementary Planning Document.	Sustainable Development PAG: 17.12.2013 (draft for consultation) Sustainable Development PAG: 04.09.2014 (final document post consultation)	Portfolio Holder: 17.12.2013 (to endorse draft for consultation) Cabinet: 14.10.2014 (to approve final document post consultation)	N	Head of Sustainable Development	01.05.2013
N	Duty to Co-operate Regular update on the Council's legal duty to co-operate with other local planning authorities on strategic cross boundary matters.	Sustainable Development PAG: 12.06.2014	For information	N	Head of Sustainable Development	12.05.2014
Y	Townscape Character Assessment A summary of the content of the South Bucks Townscape Character Study Part 2 with a	Sustainable Development PAG: 12.06.2014	Cabinet: 15.07.2014	N	Head of Sustainable Development	12.05.2014

Deputy Leader, Cabinet Member - Sustainable Development (Councillor R Reed)

Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation - How & When ³	Decision Maker & Date ⁴	Private report (Y/N) and reason private ⁵	Agenda Item 3	
					Lead Officer ⁶	First Notified ⁷
	recommendation that it be used for making development management decisions.					
N	Accommodating the needs of the Travelling Community in South Bucks: Draft Issues and Options and Call for Sites Public Consultation Sets out the outcome of a Gypsy and Travellers' Accommodation Needs Assessment and outlines a series of options for identifying possible sites. Report on summary of responses received to the public consultation.	Sustainable Development PAG: 13.03.2014 and 12.06.2014 (to receive for information a summary of responses received to the public consultation)	Portfolio Holder for Sustainable Development: 13.03.2014 (to endorse draft for consultation)	N	Head of Sustainable Development	10.02.2014
Y	Definition of key shopping areas for Development Management Purposes Following permitted development changes, outside the defined key shopping areas buildings can change use to residential. This report defines key shopping areas where change of use to residential without permission will be exempted.	Sustainable Development PAG: 12.06.2014	Cabinet: 15.07.2014	N	Head of Sustainable Development	12.05.2014

Cabinet Member - Community (Councillor A Cranmer)

Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation - How & When ³	Decision Maker & Date ⁴	Private report (Y/N) and reason private ⁵	Agenda Item 3	
					Lead Officer ⁶	First Notified ⁷
Y	All Weather Area To update Members on the possible letting and capital investment in the All Weather Area and to consider, if necessary, any expressions of interest received.	Community PAG: 17.09.2014 Resources PAG: 11.09.2014	Cabinet: 14.10.2014	Y Schedule 12A part 1 para (3)	Head of Environment	01.08.2013
Y	Community Development & Village Hall Grant To consider applications for grant funding.	Community PAG: 17.06.2014	Cabinet 15.07.2014	N	Head of Community	12.05.2014

Cabinet Member - Community (Councillor A Cranmer)

Agenda Item 3

Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation - How & When ³	Decision Maker & Date ⁴	Private report (Y/N) and reason private ⁵	Lead Officer⁶	First Notified⁷
Y	The Laurels at Farnham Park Playing Fields - To consider possible future use of this building.	Community PAG: 03.12.2013 17.06.2014	Cabinet 15.07.2014	N	Head of Environment	22.10.2013
Y	Subscriptions and Donations To consider applications for funding.	Community PAG: 17.06.2014	Cabinet 15.07.2014	N	Head of Community	12.05.2014
N	Olympic Legacy: Year 2 Plan Year 2 of the Olympic Legacy Plan presented to Cabinet for approval.	Community PAG: 17.06.2014	Cabinet 15.07.2014	N	Head of Community	12.05.2014
Y	ASB powers To inform members of the new ASB powers and to seek additions to the delegation of powers to officers.	Community PAG: 17.06.2014 Health and Housing PAG: 24.06.2014	Cabinet 15.07.2014	N	Head of Health and Housing	28.05.2014
Y	Farnham Park Charitable Trust Progress Report Update on what has been happening at the facilities over the last 3 months and plans for the future	Community PAG: 17.06.2014	Cabinet 15.07.2014	Y Schedule 12A part 1 para (3)	Head of Community	23.05.2014 (updated 10.06.2014)

Cabinet Member - Environment (Councillor N Naylor)

Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation - How & When ³	Decision Maker & Date ⁴	Private report (Y/N) and reason private ⁵	Lead Officer⁶	First Notified⁷
Y	Beaconsfield Old Town Common Land - parking and land swap To consider the outcome of the public consultation and agree the next steps.	Environment PAG: 18.06.2014	Cabinet 15.07.2014	N	Head of Environment	22.10.2013
Y	Grounds Maintenance Contract To consider whether to retender or extend the existing contract.	Environment PAG: 18.06.2014	Cabinet 15.07.2014	Y Schedule 12A part 1 para (3)	Head of Environment	22.10.2013
Y	Burnham School Car Parking Plan To consider whether to allow free parking for parents dropping off and picking up children from St Peter's School, Burnham	Environment PAG: 18.06.2014	Cabinet 15.07.2014	N	Head of Environment	12.05.2014

Cabinet Member - Environment (Councillor N Naylor)

Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation - How & When ³	Decision Maker & Date ⁴	Private report (Y/N) and reason private ⁵	Agenda Item 3	
					Lead Officer ⁶	First Notified ⁷
Y	Beaconsfield Common Land London End North Side Tarmac Repairs Decision required whether to re-surface large area of car park area on London End, Beaconsfield	Environment PAG: 18.06.2014	Cabinet 15.07.2014	N	Head of Environment	12.05.2014
Y	Waste Collection in Flats - Review and Policy To present the schedule and policy for the service review and collection policy for waste and recycling in flats	Environment PAG: 18.06.2014	Cabinet 15.07.2014	N	Head of Environment	12.05.2014
Y	Garden Waste Renewals To agree a policy on how to handle garden waste renewals.	Environment PAG: 18.06.2014	Cabinet 15.07.2014	N	Head of Environment	12.05.2014 (updated 16.06.2014)
Y	Christmas Free Parking To decide whether to offer free parking at the Council's car parks on two Saturdays in December 2014.	Environment PAG: 18.06.2014	Cabinet 15.07.2014	N	Head of Environment	13.05.2014
N	Waste Collection Service Update General Update on roll out	Environment PAG: 18.06.2014	For Information	N	Head of Environment	12.05.2014
Y	Waste Strategy for Bucks Agreement of new drafted strategy	Environment PAG: 18.06.2014	Cabinet 15.07.2014	N	Head of Environment	16.06.2014

Cabinet Member - Resources (Councillor D Smith)

Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation - How & When ³	Decision Maker & Date ⁴	Private report (Y/N) and reason private ⁵	Lead Officer ⁶	First Notified ⁷
N	Station Road Car Park Lease discussions.	Resources PAG: 26.06.2014	Cabinet: 15.07.2014	Y Schedule 12A part 1 para (3)	Head of Environment	18.02.2014
N	Treasury Management - Annual Report 2013/14 To report the performance of the Council's investment portfolio for 2013/14	Resources PAG: 26.06.2014	For information	N	Director of Resources	14.04.2014

Cabinet Member - Resources (Councillor D Smith)

Agenda Item 3						
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation - How & When ³	Decision Maker & Date ⁴	Private report (Y/N) and reason private ⁵	Lead Officer ⁶	First Notified ⁷
Y	Taplow Boat Yard Update and way forward.	Resources PAG: 26.06.2014	Cabinet: 15.07.2014	Y Schedule 12A part 1 para (3)	Head of Environment	12.05.2014
N	East Lodge Term of new lease.	Resources PAG: 26.06.2014	Cabinet: 15.07.2014	Y Schedule 12A part 1 para (3)	Head of Environment	11.06.2014
Y	Bath Road Depot To report back on Tender exercise and to consider options for the depot's future use.	Resources PAG: 11.09.2014	Cabinet: 14.10.2014	Y Schedule 12A part 1 para (3)	Head of Environment	01.05.2013
Y	Council contracts To consider the outcome of the joint procurement process for a joint plant maintenance contract with Chiltern.	Resources PAG: 11.09.2014	Cabinet: TBA	Y Schedule 12A part 1 para (3)	Head of Environment	01.08.2013

Cabinet Member - Health and Housing (Councillor J Woolveridge)

Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation - How & When ³	Decision Maker & Date ⁴	Private report (Y/N) and reason private ⁵	Lead Officer ⁶	First Notified ⁷
Y	Housing Strategy To approve a Housing Strategy.	Health & Housing PAG: 25.09.2014 Health & Housing PAG: 10.12.2014 Overview and Scrutiny: 26.01.2015	Cabinet: 14.10.2014 (to agree draft for consultation) Cabinet: 09.02.2015 (to recommend approval of the strategy) Council: 24.02.2015 (to approve the strategy)	N	Head of Health and Housing	05.02.2013
Y	Homelessness Strategy 2014-2019 To agree a homelessness strategy for 2014-2019.	Health & Housing PAG: 25.09.2014 Health & Housing PAG: 10.12.2014 Overview and Scrutiny: 26.01.2015	Cabinet: 14.10.2014 (to agree draft for consultation) Cabinet: 09.02.2015 (to recommend approval of the strategy)	N	Head of Health and Housing	06.11.2013

Cabinet Member - Health and Housing (Councillor J Woolveridge)

Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation - How & When ³	Decision Maker & Date ⁴	Private report (Y/N) and reason private ⁵	Agenda Item 3	
					Lead Officer ⁶	First Notified ⁷
			Council: 24.02.2015 (to approve the strategy)			
N	Housing Services Update Information item to update members on the current position of several housing initiatives.	Health and Housing PAG: 24.06.2014	For information	N	Head of Health and Housing	12.05.2014
N	Environmental Health Improvement Plan Information item to update Members on the current position of the Environmental Health Improvement Plan.	Health and Housing PAG: 24.06.2014	For information	N	Head of Health and Housing	12.05.2014
Y	Leasing Scheme to provide Temporary Accommodation Proposal to enable 6 houses to be used as Temporary Accommodation through a Housing Association Leasing Scheme	Health and Housing PAG: 06.03.2014 24.06.2014	Cabinet: 15.07.2014	Y Schedule 12A part 1 para (1)	Head of Health and Housing	07.02.2014
Y	Flood Update To agree changes to the Housing Financial Assistance Policy to enable householders and businesses impacted by flooding to access assistance through the Governments Flood Repair and Renewal and Business Support schemes.	Health and Housing PAG: 24.06.2014	Cabinet: 15.07.2014	N	Head of Health and Housing	28.05.2014
Y	Greenhouse Gas Report 2013/14 The report sets out the extent of Council's greenhouse gas emissions and any reductions for 2014/15.	Health and Housing PAG: 24.06.2014	Cabinet: 15.07.2014	N	Head of Health and Housing	12.05.2014
Y	Invest to Save - Mid-Term Energy Investment Saving Opportunities The report advises on the annual cost saving opportunities to the Council, directly resulting from upfront energy reduction investment	Health and Housing PAG: 25.09.2014 Environment PAG: 10.09.2014 Resources PAG:	Cabinet: 14.10.2014	N	Head of Health and Housing	12.05.2014

Agenda Item 3						
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation - How & When ³	Decision Maker & Date ⁴	Private report (Y/N) and reason private ⁵	Lead Officer ⁶	First Notified ⁷
		11.09.2014				

1. Key Decision

The Regulations explains a “key decision” as an executive decision which is likely:-

- (a) to result in the local authority incurring expenditure which is, or the making of savings which are significant having regard to the relevant authority’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 relevant authority.

With regard to (a) Paragraph 6.2 of the Council’s Executive Procedure Rules defines a key as a decision which has income or expenditure effect of £5,000 or more where the sum has not already been budgeted.

2. Report Title and Summary

A summary and title of a report is listed in this column. Reports that will be considered at a meeting will be available 5 working dates before the meeting at <http://www.sbdc-spider.southbucks.gov.uk/uuCoverPage.aspx?bcr=1>

3. Consultation - How and When

This column shows the process of consultation, which takes place prior to Cabinet.

To support the role of the Portfolio Holders, Policy Advisory Groups (PAGs) have been set up to provide advice and guidance. A report is submitted to the PAG for its consideration, following which the minutes of the PAG are submitted to Cabinet. Cabinet considers the advice of the Portfolio Holder and the PAG when making a decision. The dates of PAGs are shown on the following notice. Whilst meetings of the PAGs are not open to the public the agenda papers and reports (except those subject to prohibition or restriction) are published on the Council’s website.

4. Decision Maker & Date

This column shows who the Decision will be taken by and the date of when the Decision is due to be taken.

5. Private Report and Reason Private

Members of the public are welcome to attend meetings of the Cabinet, however 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 1, subject to the qualifications and interpretations in Parts 2 and 3, of Schedule 12A to the Local Government Act 1972 (as amended)

The relevant paragraphs are listed in the table below:

Paragraph	
1.	Information relating to any individual.
2.	Information which is likely to reveal the identity of any individual.
3.	Information relating to the financial or business affairs of any particular person (including the authority holding that information).
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.
5.	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
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.
7.	Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Making Representation

If you wish to make representations about why a meeting should not take place in private then submit your representations at least 10 clear working days before the meeting to Democratic and Electoral Services, South Bucks District Council, Capswood, Oxford Road, Uxbridge, UB9 4LH - email democraticservices@southbucks.gov.uk. so that they can be included in this further notice along with a statement of response to the representations as required under Regulation 5.

6. Officer Contact

This column confirms who the lead officer is for each item.

7. First Notified

This column shows the date the item was first published on the Forward Plan.

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28-DAY NOTICE – FORWARD PLAN

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

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

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

CHILTERN & SOUTH BUCKS JOINT COMMITTEE (JC)

Meeting: 16 July 2014 (Room 6, 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
Yes	Business Case for a Shared Community Service: to consider the business case for a shared community service		JC 16 July	Yes (Paragraph 3)	Director of Services CDC: 01494 732178 SBDC: 01895 837258
Yes	Business Case for a Shared Planning Policy Service: to consider the business case for a shared Planning Policy service		JC 16 July	Yes (Paragraph 3)	Director of Services CDC: 01494 732178 SBDC: 01895 837258
No	Programme Report Update on the programme activities, risks and finances.		JC 16 July	No	Jim Burness CDC: 01494 732905 SBDC: 01895 837217
No	Shared IT Highlight Report Update on the shared IT programme activities, risks and finances.		JC 16 July	No	Jim Burness CDC: 01494 732905 SBDC: 01895 837217

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

Chiltern District Council: Councillor Mrs Darby (Leader), Councillor M Stannard (Deputy Leader), Councillor G Harris, Councillor P Hudson, Councillor P E C Martin and Councillor F Wilson.

South Bucks District Council: Councillor A Busby (Leader); Councillor R Reed (Deputy Leader), Councillor A Cranmer, Councillor N Naylor, Councillor D Smith and Councillor J Woolveridge

A Key Decision is defined as:

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

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

Chiltern District Council

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

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

South Bucks District Council

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

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

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

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

of a document contains or may contain confidential information.

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

Contact:

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

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

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SUBJECT:	Budget and Medium Term Financial Strategy
REPORT OF:	Leader of the Council

1. Purpose of Report

- 1.1. The report provides members with an initial review of the Council's Medium Term Financial Strategy (MTFS) together with an outline of the budget process for 2015/16.

2. Links to Council Policies & Plans

- 2.1 The Council's code of corporate governance highlights the importance of having in place clearly documented processes for policy development, review and implementation, decision making, and monitoring and control. Following from this is the requirement for sound financial management, being able to demonstrate resources are aligned to the corporate priorities of the Council, and that any material risks are assessed. The prudent use of resources is one of the authority's management principles and having a medium term financial strategy is a key element in demonstrating this principle.

3. Information

- 3.1 This report sets out to provide the background and context to the budget process for 2015/16 that essentially is now starting. The budget and consequential council tax set are the final outcomes of a process that will run until next February and will involve consideration of the issues facing the Council in 2015/16, but also as importantly the medium term position to 2017/18 and beyond which is then reflected in the Medium Term Financial Strategy.
- 3.2 The report has a number of sections:
- Key Issues
 - Strategic risks
 - Budget Process for 2015/16

Key Issues

- 3.3 There are a number of other issues that will influence the Council's budgets in future years.
- 3.4 The most significant issue affecting the Council's finances in the medium term is the continued reduction in funding from Central Government. It is known that funding will continue to reduce until 2016/17 at the earliest. Whether this to some degree is offset by additional income arising from major developments in the District in the next two or three years is uncertain at this stage.
- 3.5 Waste and recycling services are a significant element of the Council's expenditure and therefore the cost of new collection and recycling options open to residents, and the cost relationship with Bucks CC in respect of disposal and recycling costs can have a material impact on the financial position.

- 3.6 The state of the local economy has an impact on the Council's finances in a number of ways. The level of activity in the local construction sector will influence the level of planning and building control fees.
- 3.7 The employment market will impact on the number of claimants for benefits and housing support. These services are also affected by Government changes related to welfare reform, in terms of financial support provided and also the way in which services are accessed (i.e. the move to Universal Credit).
- 3.11 Finally the progress of joint working between Chiltern and South Bucks is an important element of both Councils' strategies for dealing with reduced Government funding.
- 3.12 These issues all will influence the Medium Term Financial Strategy that will emerge from the coming budget process. The current Medium Term Financial Strategy is appended for information (Appendix A).

Strategic Risks

- 3.12 In framing the budget strategy it is important to be aware of the key strategic risks facing the authority, and these are set out in Appendix B.

Summary

- 3.13 The reduction in Government funding in the coming years will continue to be a significant factor in shaping the Council's budgets for the next two to three years.
- 3.14 In addition to the Spending Review there are a number of significant issues that will impact on the budget, especially in the area of waste and recycling services.
- 3.15 There will be a need to identify ways to reduce net expenditure, and whilst the joint working with Chiltern will be an important aspect, other options will also need to be explored, and the main income streams reviewed.

4. Resource and Wider Policy Implications

- 4.1 The key dates in the budget process for 2015/16 are as follows.

Cabinet advised of outturn for 2013/14 and the major issues that will influence the MTFS	15 th July 2014
Preparation of Draft Budget	August - November
Cabinet considers updated financial information and draft 2015/16 budget.	25 th November 2014
Portfolio Holders consider draft budgets for 2015/16 with their PAGs.	November - December 2014
Resources PAG considers Treasury Management Strategy for 2015/16	11 th December 2014
Expected Provisional Finance Settlement	w/c 15 th December 2014
O&S Cmm considers Cabinet's draft budget and the key financial issues in the budget for 2015/16.	26 th January 2015

Cabinet makes final recommendations on budget and council tax to Council	9 th February 2015
Council sets council tax for 2015/16	24 th February 2015

- 4.2 The current main financial risk facing the Council for 2015/16 and beyond is the impact of reduction in funding from central government, and how to respond to the reduction and manage the consequential changes and impacts.

5. Recommendation

The Cabinet is recommended to note the report

Portfolio Holder	Cllr Adrian Busby email: Cllr.adrian.busby@southbucks.gov.uk
Officer Contact:	Jim Burness Director of Resources jim.burness@southbucks.gov.uk
Background Papers:	None

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SOUTH BUCKS DC FINANCIAL STRATEGY 2015/16 - 2017/18

Purpose

The financial strategy for the authority is intended to provide a stable financial environment for the Council to progress its Corporate Plan aims over a time period of three to five years.

Principles

The key principles underpinning the strategy are:

- The matching of expenditure and income in the medium term
- Aligning new expenditure to Corporate Plan priorities and to continue to provide value for money
- Having in place sound financial processes to control and monitor expenditure
- Awareness of the financial risks facing the authority and using this to inform the authority's level of financial reserves

Roles and Responsibilities

Members

Members have the responsibility for agreeing the key aims of the authority which will be reflected in the Corporate Plan. They also need to ensure that adequate resources are in place to support the preparation of the Corporate Plan and that the authority has a sound system for financial management and control.

Managers

Managers responsible for services or groups of services have the requirement to set out through their Service plans and budgets how they will progress the Council's aims in the areas under their control. They will be required to identify clearly the resource implications and any risks or dependencies associated with their Service plan. Value for money and efficiency will feature in their service planning as guided by the authority's policy on value for money. If required by the Council's overall financial position managers will be required to identify savings options, but these should aim to minimise as far as possible the impact on the Council's key priorities. They will also follow the authority's procedures for financial management and control.

s151 Officer

The designated s151 officer¹ has the responsibility to ensure members and officers are provided with the appropriate financial advice and information to support their service and financial planning, and this includes identifying the key financial risks facing the authority. The post also is responsible for ensuring adequate financial systems and controls are in place to manage the authority's financial affairs.

¹ s151 Officer is a statutory post, and acts as the senior financial adviser for the authority and has responsibilities for financial control and governance. For SBDC the Director of Resources is the s151 officer.

Key Elements of the Strategy

- Financial and service planning are integrated and are driven by the Corporate Plan that has been developed by a process of consultation with members and key stakeholders.
- Current expenditure, activity levels and performance are kept under review and monitored regularly by officers and members.
- The key drivers affecting the Corporate Plan are identified and monitored. These may be drivers from Central Government or from local communities. The Knowledge source database and performance indicator data specifically need to be assessed to identify any issues arising that will affect Service plans.
- Specific consideration will be given to capital investment issues, including where appropriate undertaking return on investment assessments. The authority's Capital Strategy defines in specific terms the authority's approach to capital investment.
- Targets will be set for investment income, and reflected in the authority's Treasury Management Strategy which is reviewed annually.
- Value for money for major services will be examined in line with the Council's procedure for reviewing this topic.
- The financial risks and dependencies associated with delivering Service plans will be identified and reported as part of the budget process. The financial risks will also be incorporated into the in year monitoring processes referred to previously. In addition the Council will keep under review through its risk management policy the strategic risks facing the authority.
- Service plans and budgets will be subject to formal member consultation and scrutiny, initially through PAGs but also with O&S Committee. Consultations on the Council's plans will also be undertaken if appropriate with other stakeholders such as parishes and other members of the Chiltern & South Bucks Partnership.
- The Corporate Plan, Service plans and the accompanying budget will be communicated appropriately to staff and stakeholders.
- A sound system of financial management will be in place as evidenced by the authority's:
 - Financial regulations and standing orders
 - Audit Plan
 - Risk Management Strategy
 - Procurement Strategy and Contract Standing Orders

The effectiveness of these arrangements will be reported upon as part of the annual Statement of Assurance that form part of the authority's published financial statements.

Detail Policies & Procedures Supporting Financial Strategy

The Financial Strategy is supported by a range of existing policies and procedures. These are available in their own right, and therefore are not repeated in this document. They can be grouped into a number of categories reflecting the main policy and resource inputs to the strategy, how finances are managed and controlled to deliver the strategy, and outputs of the strategy. Appended to this Strategy are diagrammatic representations of the main elements of the processes of financial planning and budgeting, and of financial governance.

Communications

Internal

As a general principle the intention is to consult and inform internal stakeholders as far as possible and in an appropriate way.

Briefings or presentations to members on key corporate plan and financial issues
Guidance made available to managers on service and financial planning
Information made available to staff on outcomes of Corporate Plan and Budget via means such as intranet.

External

Information publicly available as part of the Annual Report, setting out the key points of the Corporate Plan and main Service Plan issues.

Information publicly available on website outlining main features of the budget set for the year.

It is important that the Council managed public expectations about what it can deliver within the limitations of resources and legislative frameworks.

Review of the Strategy

The principles and key elements of the Strategy should not change significantly from year to year, other than to adjust for any new supporting policies or strategies that may have been developed.

The Strategy has been reviewed in the light of the substantial reduction in government funding over the 2013 Spending Review² period, and the certainty that reductions will continue into the next spending review period.

A further review will need to be undertaken in 2015 following the outcome of the 2015 local and national elections, and in the light of the developing joint working programme with Chiltern DC.

The Current Medium Term Financial Strategy

The Council's medium term financial strategy which underpins the specific decisions taken on the annual budget, sets out show how the Council's corporate aims can be progressed within the likely level of resources available to the Council.

There are a number of known issues that will affect the medium term financial strategy, and which will have to be managed within the resources available. The key ones are.

Government Funding

Central Government funding will continue to reduce in the coming years, as the Government has made it clear that reductions will continue beyond the end of the current spending review period. Whether this to some degree is offset by additional income arising from major developments in the District in the next two or three years is uncertain at this stage, but will need to be kept under review, but in any event is unlikely to materialise before 2016/17 at the earliest.

² The Spending Review 2013 published in the June of 2013, is where the Government sets out the spending plans and control totals for public expenditure for the period 2014/15 - 2016/17.

For South Bucks the reduction in formula grant has been partially offset in cash terms by funding it has received via the New Homes Bonus³. The Council currently receives in total £1,082k from this source, and this may increase in future years, but it is unlikely to offset the reduction in formula grant funding. It is also important to realise that NHB funding is awarded for a period of six years, therefore the risk exists of it starting to fall out from 2017/18 onwards.

Changes to the Welfare System

The changes to the welfare system, primarily the move to Universal Credit⁴ for a number of current individual benefits, are likely to have material implications for the authority. These include:

- Changes to the services the authority is required to deliver, which for South Bucks would have implications for the service contract with Northgate.
- Impact on caseloads as the changes come into effect over time.
- Potential implications on the local supply of affordable housing, and also on the ability of some local people to access housing with consequential implications for the housing service.

Issues arising from the local and national economy

The health of the economy has an impact on a number of the Council's major income streams, e.g. planning and building control fees. In the last year these income streams have stabilised after a period of decline, but it is too early to say whether there will be any material increases in the medium term. Also with the Government's desire to encourage development it is unlikely that there will be any changes in the system for determining planning fees in the near future.

The largest single income stream is car parking, which in South Bucks has held up well in recent years. There is potential for expanding capacity in certain key areas, and the introduction of any on street parking enforcement schemes could have a beneficial effect on car parking income.

The forecast for interest rates is more positive than recent years and the likelihood is for modest increases starting to arise from the end of 2015. However the Bank of England has indicated it does not see there being a rapid rise in rates, nor do they foresee rates returning to their pre-recession levels. Also in the last year the Council's level of cash reserves has declined by about £7m, primarily due to capital expenditure on waste and recycling services. Therefore investment income is likely at best to stabilise but is unlikely to show any material increase.

Waste Services

Waste services are the single largest service of the Council in terms of cost. The service has undergone a number of changes in the last year, including the introduction of charging for green waste collection. Variations in this income or changes in the financial arrangements with the disposal authority (Bucks CC) could have material financial implications for the authority.

³ New Homes Bonus is a grant paid to authorities based on the net increase in council tax properties as assessed on an annual basis. The payment per net additional property is based on the national average band D council tax. The grant is cumulative on a five year rolling basis.

⁴ Universal Credit is the Government's programme to consolidate most welfare benefits and tax credits into a single system of assessment and payment. The implementation commenced on a phased basis from October 2013.

The Maintenance of the Council's Assets and the Capital Programme

The Council has a number of property assets that are either key to service delivery, or to income generation. If these assets are to be retained to perform these functions then there an appropriate level of investment needs to be undertaken to maintain them, and this expenditure forms a significant element of the Council's capital programme. .

In addition to property assets the Council also has to maintain a degree of investment in its ICT infrastructure and major business applications.

The maintenance of assets and systems are two of the three main elements of the capital programme. The third element is housing improvement grants and the provisions of affordable housing using external resources secured for this purpose.

Historically the Council's capital programme has mainly been funded by grants and capital receipts. In the future with limited scope to generate new receipts the authority may be faced with either providing some funding for capital maintenance from revenue or reducing the level of capital receipts retained for interest generation.

The Approach to the Challenges.

The Council's response to the challenges will be along the following lines.

- Income opportunities will be maximised, particularly in the areas of planning and licensing fees, and car parking. Car parking will involve consideration of expanding capacity. Levels of activity need to be carefully monitored and forecasted.
- Contract costs will be kept under review and options to reduce costs will be considered. Large new contracts will include annual contract review arrangements to identify cost reduction options.
- Staffing costs will need to be carefully controlled.
- The joint working project with Chiltern DC will lead to a programme of service reviews that overall should lead to financial benefits. These reviews may involve significantly reconsidering how services are provided as a means to achieve savings.
- Review means of service delivery in order to reduce costs.
- There will be an open minded and pragmatic approach to any wider shared services, but any arrangements would be on a clear "contractual" basis to deliver defined benefits.
- To keep under review the level of discretionary expenditure in terms of discretionary services, and service level in excess of statutory minimums
- Capital resources may be applied to improve the Council's revenue position through funding expenditure that will either reduce costs or increase income.

Maintaining financial stability is very important. Specifically having an appropriate level of general reserves is vital in order to cope with the inevitable one off issues that can arise as a result of factors outside of the Council's control, or which cannot be accurately assessed as part of the annual budget process.

The Council has a specific policy around reserves which covers how the minimum level of general reserves will be assessed, and also what are the authority's earmarked reserves.

The Medium Term Financial Strategy however will set a planned minimum level of reserves that will be retained over the period of the Strategy. This will mean that any support to the council tax from reserves will be limited to maintaining the planned minimum level. The planned minimum level of general reserves will be £1.0m. At the end of 2013/14 general reserves were £1.7m.

In addition to the general reserve, the Council also maintains earmarked reserves to act as an initial buffer against changes in the net business rate income retained by the Council (£400k), and also to help fund restructuring and transformation (£347k).

A forecast of the Council's financial position in broad terms to 2018 is appended, based on:

- Savings already being delivered, or planned to come into effect during 2015/16.
- The known or forecast effects of reduction in resources overall from formula and specific grants and business rate retention.
- No additional costs arising from the expenditure pressure issues outlined in the document, including revenue support for the capital programme.
- No material change in the level of investment income
- Council tax yield to remain broadly stable, and no increase in council tax assumed. It is not assumed that if the council tax is frozen for 2015/16 that the authority will receive a further council tax freeze grant, however this will be known by Christmas when the Local Authority Financial Settlement is announced.
- No use of general reserves.

The revenue forecast shows that arising from funding reductions alone there is a widening financial gap to be addressed over the coming years. There are also a number of issues that may result in additional expenditure, the main ones are:

- Changes to the welfare system
- Waste services
- The maintenance of key assets

The capital programme forecast similarly shows that the current level of the expenditure would continue to reduce cash available for investment purposes, unless new receipts are generated.

Over the course of the coming year the Council will need to develop a programme to respond to these challenges whilst maintain the Council's sound financial base.

Revenue Financial Forecast

	2014/15	2015/16	2016/17	2017/18
	£k	£k	£k	£k
Base Net Service Budget	8,569	8,629	8,769	9,069
Cost Changes	-	200	300	200
Savings	-	-526	-711	-711
Addition to Reserves	141	-	-	-
Forecast Base Expenditure	8,710	8,303	8,358	8,558
Funding				
New Homes Bonus	1,082	1,082	1,082	1,082
Investment Income	550	550	550	550
Use of Earmarked Reserves	92	104	-	-
Government Formula Grant / Net business Rate Income	2,146	1,830	1,610	1,417
Other Grants	270	-	-	-
Council Tax Freeze Grant	47	47	-	-
Council Tax Income	4,523	4,537	4,550	4,560
Forecast Funding	8,710	8,150	7,792	7,609
Forecast Funding Gap	-	153	566	949

Notes

1. Cost changes assume no substantial increase in inflation affecting major contracts, or significant annual increases in employee pay. No assumption is made about any changes to employer pension contribution rates over the period, but allowance is made for the increase in employers NI contributions from April 2016. 2015/16 expenditure includes estimate of cost of District elections which are funded from reserves.
2. The reduction in Government grant/business rate is based on funding reducing in total by approximately 60% by 2016/17, and likely to continue to reduce after that.
3. No additional NHB is assumed, announcements of this funding stream are made annually in December.
4. Savings are essentially the SBDC share of the joint working with CDC plus fallout of one of costs of new waste service
5. The growth in council tax income from increases the tax base, no increase in council tax assumed.

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APPENDIX B

STRATEGIC RISK REGISTER

Ref	Risk Description	Trigger	Control	Council Aim	Officer Resp	Member Resp	Scores Raw / Mitigate
1	<p><u>Joint working</u> Friction develops between two authorities that stalls progress and affects service delivery</p>	<ul style="list-style-type: none"> Member relationships weaken due to different views on the programme, its progress, or the future direction of joint working after 2014. Failure to generate sufficient joint working opportunities Failure to deliver sufficient savings from programme. Diverging Council priorities Weakening of officer member relationships Approach from a third authority to join arrangement stalls programme, creates uncertainty 	<ul style="list-style-type: none"> Governance in place - Joint Cmm, JAIC Joint senior management team Programme documentation and programme management resources Plan for service reviews, business cases presented Member involvement in joint working in line with member expectations Communication plan for members, staff, external partners External approaches to join the joint working carefully considered at a political level and impact on programme assessed. 	ALL	M/T	CAB	12 / 8
2	<p><u>Transformation and Management of Change</u> No acceptance of change to ways of working and service delivery by officers and members prevents achievement of council aims. Progress inhibited by capacity issues, and programme loses momentum</p>	<ul style="list-style-type: none"> Projects to change service deliver, join services etc stall or are cancelled. Lack of skills and capacity to help staff and members cope with change. Service delivery and standards slip Staff and members disengaged from change programme 	<ul style="list-style-type: none"> Senior members and managers show commitment to change. Case for changes clearly made and communicated. Build on success, in order to establish confidence to change. Prioritise programme of change, and ensure it is adequately resourced. Develop change management approach, and organisational development plan 	ALL	M/T	CAB	16 / 9

Ref	Risk Description	Trigger	Control	Council Aim	Officer Resp	Member Resp	Scores Raw / Mitigate
3	<p><u>Financial Stability</u> Authorities forced into short term reactive measures to a) reduced Govt funding, b) unavoidable cost increases. Reputational risk from decision that have to be taken. Reduced financial capacity to manage transformation</p>	<ul style="list-style-type: none"> Significantly higher reductions in govt funding than anticipated Significant reductions in income base Unforeseen significant cost increases Reserves decline to near prudent minimum level. Medium Term financial Strategies have to be substantially revised. 	<ul style="list-style-type: none"> Review of MTFs Clear service priorities Analysis of Govt spending plans, bought in where necessary Savings programmes agreed and monitored Annual review of cost base Strategies for use of reserves 	ALL	M/T	CAB	16 / 9
4	<p><u>Workforce Issues</u> High turnover, low morale, lack of succession planning, skills gaps etc affect services. Reduced staffing capacity to manage transformation.</p>	<ul style="list-style-type: none"> Loss of key staff Increased sickness Declining customer satisfaction Increased use of temporary staff to fill gaps Inability to take forward change. 	<ul style="list-style-type: none"> Organisational development and Workforce planning Good staff communications processes Training and development strategies in place, resourced and monitored. 	ALL	M/T	CAB	12 / 9
5	<p><u>Waste & Environmental Services</u> Impact of changes to disposal arrangement by BCC increase costs. Impact on cost or performance arising from forced operational changes to BIFFA contract</p>	<ul style="list-style-type: none"> Costs of changes to SBDC collection arrangements not sustainable BCC funding towards collection/recycling reduces BCC disposal arrangements increase costs 	<ul style="list-style-type: none"> Governance in place for joint contract. Have adequate in-house knowledge of cost share model. Co-ordinated approach by both Council's on JWC and with BCC Effective contract monitoring and good relationships with contractors Good communications with residents. 	SB2, SB6	BS	NN	12 / 9
6	<p><u>Joint/Partnership working</u> Due to reduced resources and capacity partnership working diminishes and benefits are lost.</p>	<ul style="list-style-type: none"> Winding up of joint working groups Lack of capacity to engage on joint working Loss of key posts/personnel. 	<ul style="list-style-type: none"> Co-ordinate and streamline representation on partnership groups Monitor impact of changes 	SB3, SB4, SB5	M/T	CAB	6 / 4

Ref	Risk Description	Trigger	Control	Council Aim	Officer Resp	Member Resp	Scores Raw / Mitigate
7	<p><u>Business Continuity</u> Material service interruption or degradation, possibly combined with loss of data leading to costs and reputational damage</p>	<ul style="list-style-type: none"> BCC/Police cuts having knock on effects for districts. Loss of accommodation, or access to accommodation. Loss of ICT Loss of staff (e.g. flu epidemic) 	<ul style="list-style-type: none"> arising from partner cut backs Identify key partnerships to support 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. 	SB6	JB	DS	9 / 6
8	<p><u>Information Management & Security</u> Loss of data, or inappropriate disclosure of sensitive data leads to financial costs and reputational damage. Inefficient service processes due to difficulty in using/retrieving data</p>	<ul style="list-style-type: none"> 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 Fol processing performance leading to ICO action. 	<ul style="list-style-type: none"> Policies and procedures in place overseen by joint IG group. 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 any service review process. 	SB6	JB	DS	9 / 6
9	<p><u>New Legislative Changes</u> Failure to reasonably comply leads to financial costs and reputational damage. Substantial changes in Govt policies or direction, possibly linked to outcome of May 2015 General Election</p>	<ul style="list-style-type: none"> 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 Planning changes affect income base and causes dissatisfaction 	<ul style="list-style-type: none"> Corporate capacity to identify and analyse forthcoming legislative changes affecting the Councils. Analyse and produce action plans for Welfare Reform changes. 	ALL	M/T	CAB	12 / 8

Ref	Risk Description	Trigger	Control	Council Aim	Officer Resp	Member Resp	Scores Raw / Mitigate
10	<u>Affordable Housing</u> Increase in temporary accommodation numbers, migration of young people and families out of area affecting sustainability of communities.	<ul style="list-style-type: none"> Material sustained rise in temporary accommodation numbers and costs. Shortage of supply of affordable housing sites/schemes. Issues with Local Plan over delivery of new housing units. 	<ul style="list-style-type: none"> Use of professional or local authority network groups to gain and share knowledge. Housing strategies in place and regularly reviewed Good relationships between housing and planning services. Resources identified to support housing schemes 	SB1, SB2, SB4, SB5	BS	JW	9 / 9
11	<u>Major Infrastructure Projects</u> Detrimental impact on local communities and environment. Costs to authorities in defending local area from worst impacts	<ul style="list-style-type: none"> HS2 on going action etc Outcome of aviation review Impact of Pinewood development Major new planning applications, e.g Wilton Park 	<ul style="list-style-type: none"> 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 	SB2 SB4	M/T	AB	20 / 15
12	<u>Demographic Changes</u> Service delivery not flexible enough to cope with changes in demographics in the medium term, leading to service gaps and increased dissatisfaction levels.	<ul style="list-style-type: none"> Declining service satisfaction. Increase in reactive changes or interventions. Resources not matching needs. Increased social isolation. Weakening community cohesion. 	<ul style="list-style-type: none"> Corporate analysis of Census and related data Incorporate Census data into service planning Communicate key messages to members 	SB1, SB3, SB4, SB5	M/T	CAB	6 / 3
13	<u>Property/Asset Management</u> Inefficient use of assets increase costs and reduce service usage and satisfaction	<ul style="list-style-type: none"> Rise in unplanned maintenance Loss of use of facilities Unnecessary costs of holding assets 	<ul style="list-style-type: none"> Asset Management Plans in place and reviewed Professional advice used where appropriate 	SB2, SB6	BS	DS	9 / 6

Ref	Risk Description	Trigger	Control	Council Aim	Officer Resp	Member Resp	Scores Raw / Mitigate
14	<u>Economic Viability</u> Local employment and business activity declines	<ul style="list-style-type: none"> • Slow down or decline in London economy. • Ending of small business rate relief scheme. • Decline in town centre high streets vitality • Increase in empty business rates • Lack of confidence among local business groups 	<ul style="list-style-type: none"> • Resources in place to support AMPs • Good liaison arrangements with local businesses • Monitor key indicators of the local economy • Take advantage of opportunities offered by LEP. 	SB1	M/T	RR	3 / 2

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COMMUNITY POLICY ADVISORY GROUP

Meeting - 17 June 2014

Present: Mrs Cranmer, Mr Brown, Miss Hazell and Mrs Holloway

Apologies for absence: Mr Kelly, Mr Sandy and Mr Walters

1. MINUTES

The minutes of the meeting of the PAG held on 4 March 2014 were received.

In connection with minute 47, the PAG noted that the proposed merger of the South Bucks Community Safety Partnership (CSP) and the Chiltern CSP had now been agreed by the Police Crime Commission for the Thames Valley.

The PAG also noted that the signs referred to in minute 51 - Static CCTV Equipment - have now been erected.

2. COMMUNITY SAFETY UPDATE

The PAG noted that because of the new way the Police were now recording crime figures it had not been possible to obtain the latest crime figures. However the crime figures for the year ending March 2014 were available and they showed an overall reduction of 2% in all crime. The figures also showed:

- Burglaries down by 1%
- Thefts from vehicle up by 7%
- Violence against the person up by 9%

Following an explanation on how the police divided domestic abuse into recordable crime and non-recordable incidents the Community Safety Manager said that she would endeavour to obtain more detailed information relating to non-recordable incidents.

3. SOUTH BUCKS DISTRICT COUNCIL YEAR 2 PLAN OF THE INSPIRING A GENERATION LEGACY PROGRAMME

The PAG received a report which set out the Year 2 action plan of the Inspiring a Generation Legacy Programme (IGLP) for South Bucks (2013 - 2016) which builds on the success of the Olympics and Paralympics.

The PAG noted that the proposed plan was divided into the following areas:

- Community engagement
- Increased sports participation
- Sports club support
- Volunteering
- Elite athlete programme

Following the positive comments of the PAG, the Portfolio Holder **AGREED to RECOMMEND** to Cabinet that:

1. the proposed Year 2 Plan of the South Bucks District Council 2012 Inspiring a Generation Legacy Programme be approved.
2. authority be delegated to the Director of Services, in consultation with the Portfolio Holder, to make any minor changes to the Programme during the year.

4. ANTI-SOCIAL BEHAVIOUR CRIME AND POLICING ACT 2014

The PAG received a report which informed Members of the incoming Anti-Social Behaviour (ASB) powers and the likely implications for the Council, the Community Safety Partnership and South Bucks residents.

In providing an overview of the new powers the report explained the following:

- Community Trigger (Anti-Social Behaviour Review);
- Community Remedy;
- Criminal Behaviour Orders;
- Injunctions to Prevent Nuisance and Annoyance;
- Closure Notice and Orders;
- Community Protection Orders;
- Public Space Protection Orders; and
- Police Dispersal Powers

An appendix to the report outlined the key issues that would need to be taken into consideration in implementing the new powers which came with enforceable penalties as explained in the report which went on to identify the delegations that would need to be made to officers to ensure the powers were enforced.

The report concluded by referring to the need to develop a publicity strategy to support implementation and to provide training to staff as well as members, especially those on Licensing Committee.

Having considered the advice of the PAG, which welcomed the new powers and supported the proposals in the report, the Portfolio Holder **AGREED** to **RECOMMEND** to Cabinet that authority to exercise the Council's functions and enforcement powers under the Anti-Social, Crime and Policing Act (whether as part of joint arrangements or otherwise) be delegated to the Head of Health and Housing, including but not restricted to:-

- a) appointment of authorised officers
- b) in consultation with the Head of Legal and Democratic Services, securing injunctions to prevent nuisance and annoyance
- c) the issue of closure notices and securing of closure orders
- d) the issue of community protection notices
- e) the implementation of public space protection orders.

5. EXEMPT INFORMATION

Members noted that the following items contained information which was not available to the press and public for the reasons under each Minute heading.

6. MINUTES

(Schedule 12A Part 1 Para (3) - because of information relating to the financial and business affairs of any particular individual.)

The PAG received the minutes of the PAG held on 24 March 2014.

7. THE LAURELS AT FARNHAM PARK PLAYING FIELDS

(Schedule 12A Part 1 Para (3) - because of information relating to the financial and business affairs of any particular individual.)

The PAG received a report which set out a number of options regarding the possible future use of The Laurels at Farnham Park Playing Fields.

Having considered the advice of the PAG, which was supportive of option 3, the Portfolio Holder **AGREED** to **RECOMMEND** to Cabinet that

1. option 3, as set out in the report, be approved as the preferred option
2. authority to decide whether to accept the offer and agree the terms of the lease in line with the valuers recommendation be delegated to the Director of Services in consultation with the Portfolio Holder and the Head of Legal and Democratic Services.

8. FARNHAM PARK CHARITABLE TRUST PROGRESS REPORT

(Schedule 12A Part 1 Para (3) - because of information relating to the financial and business affairs of any particular individual.)

The PAG received a report which updated Members on the Farnham Park Sports Fields (Charitable Trust) and the activities which it is responsible for at Farnham Park Playing Fields and The South Buckinghamshire Golf Course. The report also set out a Flexible Membership package and a proposal to delegate authority to the General Manager to carry out a number of operational activities.

Having considered the advice of the PAG, which was supportive of the proposals, the Portfolio Holder **AGREED** to **RECOMMEND** to Cabinet that

1. the new Flexible Membership package and fees as set out in the report be approved
2. order to enable the General Manager to respond effectively to market and trading conditions/demands authority be given to deal with the day to day running and operation of The South Buckinghamshire, including introducing new memberships, running campaigns, and changing prices etc. as necessary, in consultation with the Director of Services.

The meeting terminated at 7.12 pm

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COMMUNITY POLICY ADVISORY GROUP

Meeting - 1 July 2014

Members of the PAG were invited to comment via email.

Comments received via email: Mr Brown, Mr Kelly, Mr Sandy and Mr Walters.

9. SUBSCRIPTIONS AND DONATIONS GRANTS- THE CHILTERN'S DIAL-A-RIDE

The PAG was invited to consider an application from The Chiltern's Dial-A-Ride (CDAR) for a grant of £2000 from the Subscriptions and Donations Budget for 2014/15 of which £4177 remained unallocated.

Following CDAR's decision in 2011 to withdraw providing a service to the District the Council no longer financially assisted the organisation. In 2012 CDAR reinstated a service focussing on South Bucks residents who live close to Chiltern District and the report explained that the increase in the charge for a round trip from £7 to £9 had resulted in the number of trips decreasing from 75 to 25 per month. The PAG noted that grants from SBDC and BCC would enable CDAR to provide a subsidy and charge £7 for round trips which was likely to encourage members to start using the service again.

Having considered the comments of the PAG, the majority of which were in support of the application, the Portfolio Holder **AGREED** to **RECOMMEND** to Cabinet that a grant of £2000 be made to The Chiltern's Dial-A-Ride from the Subscriptions and Donations budget for 2014/15.

10. COMMUNITY DEVELOPMENT GRANTS - BUCKS ARMY CADET LEAGUE HQ

The PAG was invited to comment on an application from the Bucks Army Cadet League HQ for funding of £1150 from the Community Development Grants Budget 2014/15 of £15k as a contribution towards the £3600 they require to purchase new tents.

Having considered the comments of the PAG, which was supportive of the application, the Portfolio Holder **AGREED** to **RECOMMEND** to Cabinet that a capital grant of £1150 be awarded to Bucks Army Cadet League HQ from the Capital Grants Budget 2014/15 as a contribution towards the cost of purchasing new tents.

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ENVIRONMENT POLICY ADVISORY GROUP

Meeting - 18 June 2014

Present: Mr Naylor (Chairman)
Mr Bradford, Miss Hazell, Mrs Plant, Mrs Royston and Mr Walters

1. MINUTES

The minutes of the meeting of the PAG held on 19 March 2014 were received.

2. REPORTS FROM MEMBERS

None received.

3. BEACONSFIELD OLD TOWN COMMON LAND - PARKING AND PROPOSED COMMON LAND SWAP PROPOSALS AND TARMAC REPAIRS

The PAG received a report and a presentation by RTA Associates on the results of the consultation for the proposed parking and land swap on Beaconsfield Common Land. The PAG noted the following:

- Residents, shops and businesses within a 500m. radius of the Ends were consulted;
- A consultation pack was prepared and around 1600 were distributed.
- A public drop in session was arranged at the Fitzwilliams Centre on 19 February between 2 p.m. and 8 p.m. Invitation to the event was included in the consultation packs;
- 905 responses received (assumed 295 of these were from one respondent therefore not included in analysis);
- Residents had a fairly balance view - supportive of limited waiting but not charges;
- Business had a consistently negative view on all aspects of the consultation;
- Small number of shops responded - most of them were positive;
- Overall the consultation produced a negative response

In the discussion which followed, it was noted that there were three distinct users with very different issues. The PAG were of the opinion that the consultation results had shown that there was no clear mandate to progress with the introduction of limited parking controls and swapping of part of the common land to an adjacent grassed area. The Council wanted to offer something overall for Beaconsfield, but had not succeeded.

The report also sought funding for urgent tarmac repairs on the common land due to the poor state of the existing car park surfacing on the northern side of London End. The PAG supported the proposal that funding of £45,000 be added to the capital programme for the urgent repairs.

Having considered the advice of the PAG, the Portfolio Holder **AGREED** to **RECOMMEND** to Cabinet that

1. as the outcome of the consultation was that there was no clear mandate to progress with the introduction of limited parking controls and swapping of part of the common land to an adjacent grassed area, no further action be taken and the common land be continued to be managed by the Council within current constraints
2. funding of £45,000 be added to the capital programme for urgent tarmac repairs on the common land.

4. CHRISTMAS FREE PARKING

The PAG considered a report as whether to offer free parking at the Council's car parks on two Saturdays in December 2014 in order to encourage the use of local shops within the District. The report also set out a proposal for the matter to be dealt with under delegated authority in future years.

It was noted that whilst there were no figures for assessing the benefit to local traders of having a free Saturday, the cost to the Council of arranging free days would be negligible. The PAG were of the opinion that the two most suitable Saturdays to have free parking on would be 13 and 20 December 2014.

Having considered the advice of the PAG, who were in support of the proposals, the Portfolio Holder **AGREED** to **RECOMMEND** to Cabinet that

1. approval be given to allow free parking in the Council's car parks on 13 and 20 December (two Saturdays) in December 2014.
2. authority be delegated to the Head of Environment in consultation with the Portfolio Holder to allow free parking for two Saturdays in subsequent years in December in the Council's car parks.

5. BURNHAM SCHOOL CAR PARKING PLAN

The PAG considered a report seeking authority to allow free parking at Summers Road car park for parents dropping off and picking up children from St Peters School in Burnham.

In order to alleviate congestion around the school, the Headteacher of St Peters School has requested that parents be allowed to park free of charge in the Council's Summers Road Car Park during peak times for a trial period of six months.

It was estimated that the loss of income to the Council from allowing free parking during those times would be modest. Furthermore, the school was prepared to deal with the administration of permits for the proposed scheme so there would be no other direct costs to the Council.

The PAG supported the proposal to review the scheme before the end of the 6 month trial period.

Having considered the advice of the PAG, which supported the proposals, the Portfolio Holder **AGREED** to **RECOMMEND** to Cabinet that

1. a trial scheme be introduced to allow free parking at Summers Road car park for parents of children at St Peter's School.
2. authority be delegated to the Head of Environment, in consultation with the Portfolio Holder, to agree the details of the scheme.

6. FLATS SERVICE REVIEW REPORT

The PAG received a report on the proposed service review for flats. The aim of the review was to provide residents with an improved service and thereby increase the amount of recycling collected and resident participation in flats by bringing collection services in line with the rest of the district.

Approximately 3000 properties across 200 sites have remained on either a weekly black sack or weekly bulk collection due to being unsuitable for the standard food waste collection service. As every block of flats differs in terms of building features, management structures and types of residents, it would be counterproductive to offer one 'blanket' service to all flats.

The PAG noted the proposed collection methods as set out in section 5 of the report and appendix B which depicted what the flats waste and recycling collection service could look like depending on the best solution for each site. With regard to the ongoing provision of liners to flats in order to

maximise participation and the amount of food waste collected, it was proposed that this be reviewed following the rollout.

Due to the number of properties to be reviewed and the complexities involved in flats collections, additional staffing resources would be required. The PAG were therefore asked to advise the Portfolio Holder on whether to recommend to Cabinet an extension of the Recycling Assistant post for a further six months.

In the discussion which followed, Members expressed their thanks to officers for all their hard work in implementing the effective new waste and recycling service.

Having considered the advice of the PAG, which was supportive of the proposals, the Portfolio Holder **AGREED** to **RECOMMEND** to Cabinet that

1. an additional £13,994 Revenue budget to fund a six month extension of the Recycling Assistant Post be approved.
2. the ongoing provision of liners to flats in order to maximise participation and the amount of food waste collected be reviewed following the rollout.

7. GARDEN WASTE RENEWALS

The PAG received a report which asked Members to advise the Portfolio Holder on the internal policy of how garden waste renewals should be handled for 2015/16 and beyond for the subscription based garden waste collection scheme which started on 31st March 2014.

The report set out two possible options:

- Option 1: a resident's renewal date to be 12 months after their first payment is received; or
 Option 2: the renewal date for all residents to be the first day of the new financial year.

In supporting option 2, the PAG noted a number of key considerations as set out in section 3.2 of the report, including the implications of a sliding scale of charges and the potential early renewal discount reduction. Members were in support of the proposal to delegate authority to the Director of Services, in consultation with the Portfolio Holder, to agree a further early bird discount scheme.

During the discussion the PAG stressed the importance of encouraging more residents to take up the garden waste collection scheme, especially those residents whose black bins often have garden waste in them. It was noted that that officers would be going out with the crews to check garden waste and educate residents.

Having considered the advice of the PAG, the Portfolio Holder **AGREED** to **RECOMMEND** to Cabinet that

1. option 2 be agreed and the key considerations as set out in the report be noted.
2. authority be delegated to the Director of Services, in consultation with the Portfolio Holder, to agree a further early bird discount scheme for early renewal at the agreed reduced price.

8. GROUNDS MAINTENANCE CONTRACT FUTURE

The PAG received a report seeking agreement to extend the joint grounds maintenance contract with Wycombe and Chiltern District Council.

The Council already operated a joint contract with John O'Connor (Grounds Maintenance). The contract was for an initial term of five years from 1 April 2010 and could jointly be extended for up to 3 years. The numerous advantages of a joint contract were listed in paragraph 4.1 of the report. It was noted that the approach would not pre-judge the outcomes of the management service review which would take place later this year.

The PAG were advised that Bucks County Council were currently looking into possibility of devolving grass cutting to parishes. No extension could be made to the joint grounds maintenance contract until Bucks County Council has made a decision. The PAG were therefore asked to advise the Portfolio Holder on whether to recommend to Cabinet that delegated authority be given to Director of Services in consultation with the Portfolio Holder, to agree the length of the extension of the contract once Bucks County Council have made their decision regarding devolving grass cutting to parishes.

In the discussion which followed, the PAG indicated its support for the delegation.

Having considered the advice of the PAG, the Portfolio Holder **AGREED** to **RECOMMEND** to Cabinet that authority be delegated to the Director of Services in consultation with the Portfolio Holder to agree the length of the extension of the contract.

9. WASTE COLLECTION SERVICE UPDATE

The PAG received a report providing an update on the progression of the new refuse and recycling collection service in relation to several issues including:

- Paper Sort Facility and UPM Contract;
- Dropmore Road Depot;
- Food Waste;
- Recycling;
- Refuse;
- Garden Waste; and
- Publicity

The PAG was pleased to note that, although officers have been very busy and stretched, the service was proceeding as planned and was producing the projected diversion rate. The average diversion rate for waste collection from households was 56.4% as opposed to the previous rate before the scheme was rolled out of around 30%. Based upon national performance in 12/13 (latest confirmed figures) this would put the Council in the top 30 out of 352 Councils which was a significant step change.

The PAG also received a presentation from the Head of Environment on the new Joint Waste Strategy 2014-20 produced by the Waste Partnership for Buckinghamshire. The PAG were advised that a new joint strategy was required as the old strategy was out of date and no longer fit for purpose. The PAG noted the various aspects of the new joint strategy including the objectives, delivery plan and key targets.

Having considered the advice of the PAG, which supported the Joint Waste Strategy the Portfolio Holder **AGREED** to **RECOMMEND** to Cabinet that the Joint Waste Strategy 2014-20 be adopted.

The meeting terminated at 7.45 pm

RESOURCES POLICY ADVISORY GROUP

Meeting - 26 June 2014

Present: Mr D Smith, Mr Anthony, Mr Chhokar and Mr Kelly

Also Present: Mr Bagge

1. MINUTES

The minutes of the meeting of the Policy Advisory Group held on 20 March 2014 were received.

2. TREASURY MANAGEMENT ANNUAL REPORT 2013/14

The Council's Treasury Management function is a key element to the Financial Strategy which in turns feeds into the use of Resources, one of the Council's Management Principles, and the PAG considered a report setting out the Treasury Management performance of the Council for 2013/14.

The report, after providing a reminder of the new matrix for in house investments as approved by members as part of the Treasury Management Strategy 2013/14, set out:

- A summary of movements in the year;
- A summary of the Council's holdings of callable and fixed deposits as at 31 March 2014;
- Investments of short term cash with a duration of less than one year at 31 March 2014;
- in the first quarter of 2013/14; and
- The current market value of the Stoke Poges Memorial Gardens Fund.

The reduction in cash reserves over the year reflected the significant amount of capital expenditure during the year.

As part of the strategy for 2013/14 Members expressed an interest for officers to search the corporate bond market in order to achieve the alternative of investing up to £5 million within the utilities, telecommunications and pharmaceuticals sectors. Members noted there were few bonds during the year that met the Council's investment criteria and nothing with an effective interest rate calculation that has been particularly appealing.

On investment returns the PAG noted there had been an underachievement of £197,000 from the budget during 2013/14 which was slightly higher than the £175,000 declared in the February budget monitoring report - this was a result of the current very low interest rate environment. Taking into account interest rates forecasts and the reduced level of cash reserves the investment income figure for 2014/15 had been reduced to £550,000.

Members discussed information sent to all local authorities by the Local Government Association inviting authorities to subscribe to the Municipal Bonds Agency that they are setting up. From a purely investment perspective Members did not feel the proposal was attractive, and were all of the view that the Council should not take up the invitation.

RESOLVED that the investment performance for 2013/14 be noted.

3. **EXEMPT INFORMATION**

Members noted that the following items contained exempt information which was not available to the press and public.

4. **MINUTES**

(Schedule 12A part 1 (paras 3) - information relating to the financial or business affairs of any particular individual)

The Part II minutes of the meeting held on 20 March 2014 were received.

5. **LAND BY EAST LODGE, MANOR HOUSE, STOKE POGES**

(Schedule 12A part 1 (paras 3) - information relating to the financial or business affairs of any particular individual)

Following the decision made by the Cabinet on 19 November 2013, the PAG considered a report setting out the discussion held with the current owner and the offer they had made in respect of the period of the lease.

Having considered the comments of the PAG the Portfolio Holder has **AGREED** to **RECOMMEND** to Cabinet

1. the revised terms and conditions as set out in the report, in that a lease be granted for 99 years.
2. Authority be delegated to the Director of Services in consultation with the Portfolio Holder to agree any minor amendments to the terms and conditions.

6. **DROPMORE ROAD DEPOT UPDATE REPORT**

(Schedule 12A part 1 (paras 3 and 4) - because of information relating to the financial or business affairs of any particular person (including the authority holding that information).

The PAG received an update on the project to develop the Council's Depot on Dropmore Road.

Members were reminded that planning permission to develop the Dropmore Road Site was granted on 26 March 2013 and the redevelopment contract was awarded to McBains Cooper Quantity Surveyors and Borrás Construction by Cabinet on 16 October 2012. The practical Completion had been achieved on the 24 January 2014. The contract now enters into a 12 month defects liability period which ends on the 24 January 2015.

The report went on to detail actual costs to date and noted an under spend of the original capital figure.

RESOLVED that the report be noted.

7. PROPERTY INVESTMENT

(Schedule 12A part 1 (paras 3) - information relating to the financial or business affairs of any particular individual)

The PAG received a presentation from the Council's property advisers, Kempton Carr Croft on the topic of investing in commercial property. The main elements of the presentation covered:

- The types of commercial property, the key features, advantages and disadvantages;
- The sizes of potential investments;
- The risks and rewards from the various types of investments;
- The investment criteria that could be applied.

It was noted that Councils are no longer restricted to acquiring assets within their locality, which for South Bucks makes this issue a more realistic proposition. Members were advised that acquiring property in the Council's name would be capital expenditure, and would need to be assessed alongside other competing demands for capital.

Members also noted that property investments are illiquid compared to treasury management investments, and also can have risks around depreciation of asset values.

Owing property would mean that the Council would need to manage the property, it was considered that there would be capacity to do this in-house following the service review of Property & Facilities. It was noted that the Council does already have some asset that are held for investment purposes which have historically yielded good returns. Members were of the view that these should be reviewed periodically to see if their yields justified their retention, or whether they should be disposed of and the funds reinvested.

An issue that would have to be addressed was the speed of decision making usually required when acquiring commercial property, as the normal Council processes in most cases would be too long and a disincentive to vendors. If a more streamlined process was to be agreed by the Council there would need to be strong governance and control arrangements in place including a formal business case with risk assessments.

Members were of the view that it may be worth considering applying a modest element of the Council's resources in this way subject to meeting criteria that would be agreed.

RESOLVED that officers be asked to prepare a report for the PAG setting out:

- The delegations and governance that would need to be agreed by the Council to enable speedy decision making on this subject.
- The format of a business case that would need to be prepared to support any decision.
- The criteria that would apply to search for suitable investment opportunities.

The meeting terminated at 7.48 pm

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HEALTH & HOUSING POLICY ADVISORY GROUP

Meeting - 24 June 2014

Present: Mrs Woolveridge (Chairman)
Dr A Dhillon, Dr Matthews, Mr Pepler and Dr. Pope

Apologies for absence: Mrs Simmonds

1. MINUTES

To receive the minutes of the meetings of the Policy Advisory Group held on 6 March and 25 March 2014.

2. REPORTS FROM MEMBERS

The PAG received outside body reports from

- Cllr Woolveridge - L&Q Shires Neighbourhood Committee
- Mr Pepler - Buckinghamshire Healthcare Trust
- Mrs Cranmer - Padstones
- Mr Martin Holt, Head of Housing, on behalf of Mrs Woolveridge - Healthy Communities Partnership and
- Green Deal Together

The PAG also received verbal updates on the following:

- Dr Matthews - Health & Adult Social Care Select Committee: Heatherwood and Wexham Park Hospitals Foundation Trust

3. ANTI-SOCIAL BEHAVIOUR CRIME AND POLICING ACT 2014

The PAG received a report which informed Members of the incoming Anti-Social Behaviour (ASB) powers and the likely implications for the Council, the Community Safety Partnership and South Bucks residents.

In providing an overview of the new powers the report explained the following:

- Community Trigger (Anti-Social Behaviour Review);
- Community Remedy;
- Criminal Behaviour Orders;
- Injunctions to Prevent Nuisance and Annoyance;
- Closure Notice and Orders;
- Community Protection Orders;
- Public Space Protection Orders; and
- Police Dispersal Powers

An appendix to the report outlined the key issues that would need to be taken into consideration in implementing the new powers which came with enforceable penalties as explained in the report which went on to identify the delegations that would need to be made to officers to ensure the powers were enforced.

It was also noted, when implementing the new powers officers would take due regard of government guidance as and when provided.

The report concluded by referring to the need to develop a publicity strategy to support implementation and to provide training to staff.

Having considered the advice of the PAG, which welcomed the new powers and supported the proposals in the report, the Portfolio Holder **AGREED** to **RECOMMEND** to Cabinet that authority to exercise the Council's functions and enforcement powers under the Anti-Social, Crime and Policing Act (whether as part of joint arrangements or otherwise) be delegated to the Head of Health and Housing, including but not restricted to:-

- a) appointment of authorised officers
- b) in consultation with the Head of Legal and Democratic Services, securing injunctions to prevent nuisance and annoyance
- c) the issue of closure notices and securing of closure orders
- d) the issue of community protection notices
- e) the implementation of public space protection orders.

4. FLOODING UPDATE

The PAG considered a report seeking changes to the Housing Financial Assistance Policy to enable householders and businesses impacted by flooding to access assistance through the Government's Flood Repair and Renewal and Business Support.

Flooding in South Bucks District occurred as a result of a period of intense rainfall which lasted from 30 December 2013 until approximately 21 February 2014. Whilst the number of properties flooded in South Bucks was limited, the impact to the authority in terms of resources was significant. Sandbags and flood sacks were provided to several locations and assistance was provided to several businesses impacted by flooding or surcharging sewers.

The Government has announced various schemes to support residents and businesses impacted by flooding, including the creation of a Repair and Renewal Grant and a Business Support Scheme. The Repair and Renewal Grant will enable homeowners and businesses whose properties have been flooded to access up to £5,000 to pay for measures to improve a property's ability to withstand future flooding. The grant would require the Council to vary the current Housing Assistance Policy to enable businesses and homeowners to access up to £5,000 for the flood resistant measures.

Additionally the Government would provide money to support small and medium sized businesses in flood affected areas that have been affected by flooding and have suffered a significant loss of trade. South Bucks would be seeking to secure funding from the Department of Business Innovation and Skills (BIS) to offer the Business Support Scheme.

Having considered the advice of the PAG, which was supportive of the proposals, the Portfolio Holder **AGREED** to **RECOMMEND** to Cabinet that the amendments to the Housing Financial Assistance Policy as detailed in Appendix 1 of the report be approved to enable the Repair and Renewal Grant to be provided to businesses and homeowners

5. INTRODUCTION OF DOG CONTROLS AT BURNHAM BEECHES

The PAG received an information report on the introduction of a Dog Control Order by the Corporation of London at Burnham Beeches.

The Corporation of London are in the process of introducing a Dog Control Order for Burnham Beeches, and have recently commenced a formal public consultation, which closes on 14 July, with the intention of enacting the Order during 2014.

The report explained the proposed controls to be imposed as follows:

Schedule 1. Failure to remove dog faeces. This Schedule will apply to the whole of Burnham Beeches under the ownership of the Corporation of London.

Schedule 2. Failure to keep a dog on a lead in an area so designated. This Schedule will apply to maximum 130 hectares of Burnham Beeches under the ownership of the Corporation of London and includes a maximum lead length of 5m.

Schedule 3. Failure to put and keep a dog on a lead when directed to do so by an authorised officer. This Schedule will apply to a minimum of 90 hectares of Burnham Beeches under the ownership of the Corporation of London.

Schedule 4. Permitting a dog to enter land from which dogs are excluded. This Schedule will apply to the existing small, fenced area (approx. 250m²) around the Beeches Café.

Schedule 5. Taking more than a specified number of dogs on to the land. The proposal for this Schedule is that a maximum number of 4 dogs will be specified.

RESOLVED that the report be noted.

6. GREENHOUSE GAS REPORT 2013/14

The PAG received a report which sought members views on the draft Greenhouse Gas Report for submission to Department of Energy and Climate Change (DECC). The report also highlighted the Councils recent energy and cost savings and Reduction Targets.

The Greenhouse Gas Report is produced annually, and follows a prescribed format. The report must be submitted to DECC by 31st July and posted on the Council's website. The fourth draft Greenhouse Gas Report has been produced and was attached as appendix A to the report.

Overall carbon emissions have continued to reduce with an approximate average reduction of 4.6% year on year. This was slightly under the expected 5% year on year emissions reduction target set by the Council during 2013/14. Whilst the Council has not met the target for 2013/14, given the forthcoming energy savings measures, the likelihood was that the Council would meet the rolling target for 2014/15.

A further report would be produced for the September PAG on how further energy saving measures would assist with continuing cost reductions.

Having considered the advice of the PAG, which was supportive of the proposals, the Portfolio Holder **AGREED** to **RECOMMEND** to Cabinet that the DRAFT Greenhouse Gas Report along with continuing the 5% year on year reduction target within the Report at Appendix A, prior to the report being presented to DECC and uploaded on to the Council's website be endorsed.

7. HOUSING SERVICES UPDATE

The PAG noted the following updates with regard to Housing Services

- Shared Housing Service which commenced on 1st April 2014 with Michael Veryard taking on the post of Housing Manager;
- Bucks Home Choice;
- Homelessness;
- Private Sector Housing and Disabled Facilities Grants;
- Affordable Housing ;
- Housing Related Support (Supporting People) contracts;
- Assurance Review of Homelessness and Housing Allocations (tiaa).

RESOLVED that the report be noted.

8. ENVIRONMENTAL HEALTH UPDATE

The PAG received a report providing an update on Environment Health. The PAG were pleased to note of that 10 of the aims were on target.

RESOLVED that the report be noted.

9. EXEMPT INFORMATION

Members noted that the following item contained exempt information which was not available to the press and public for the reasons given under each minute heading.

10. LEASING SCHEME TO PROVIDE TEMPORARY ACCOMMODATION

(Schedule 12A part 1 (paras 3 and 4) - because of information relating to the financial or business affairs of any particular person (including the authority holding that information.)

When the PAG considered a leasing scheme to provide temporary accommodation at its meeting on 6th March 2014 it was minuted:

“The initiative would be subject to a further report to Health and Housing PAG, which would contain a detailed proposal and would seek recommendation to Cabinet for a decision to go ahead”.

However, as officers worked with Thames Valley Police (TVP) and Bucks Housing Association (BHA) to progress the scheme, it was established that BHA would need to enter into a lease with TVP by the beginning of June 2014 in order that the Association could have the minimum 12 month lease period that it required to make the scheme viable. Otherwise, BHA would have to withdraw and the scheme could not proceed.

In view of the urgency of the situation and the potential benefits identified for the Council, the Director of Services used the powers delegated to him to enter into an agreement for the provision of temporary accommodation with BHA in partnership with TVP.

The scheme will run as a pilot for an initial period of 12 months, to assess its effectiveness in supporting the Council in fulfilling its temporary accommodation duties.

The PAG noted the progress and implementation of the scheme to return six vacant properties back into use as temporary accommodation for homeless households and were in support of the action taken by the Director of Services to enter into the “Agreement for the Provision of Temporary Accommodation” with Bucks Housing Association.

RECOMMENDED to Cabinet that the action taken by the Director of Services to enter into the “Agreement for the Provision of Temporary Accommodation” with Bucks Housing Association be endorsed.

The meeting terminated at 7.23 pm

SUSTAINABLE DEVELOPMENT POLICY ADVISORY GROUP

Meeting - 12 June 2014

Present: Mr Reed (Chairman)
Mr Bagge and Mr Samson

Also Present: Mrs Sullivan and Mrs Woolveridge

Apologies for absence: Mr D Dhillon, Mr Lidgate and The Earl of Stockton

1. MINUTES

The minutes of the meeting of the PAG held on 13 March 2014 were received.

2. DUTY TO CO-OPERATE

In accordance with the commitment given by the Portfolio Holder at the meeting on 13 March 2014 the PAG received a report setting out the interactions that have taken place in relation to the “duty to cooperate”.

3. TOWNSCAPE CHARACTER ASSESSMENT

The PAG considered a report setting out the outcome of an assessment of the townscape settlements in South Bucks carried out by consultancy firm Tibbalds.

The Townscape Character Assessment (TCA) outlines the ways in which each of the eleven main settlements in South Bucks have developed, the main points of their character and an indication of their potential for change. It goes on to identify 12 different character typologies such as “woodland roads”, “open plan suburban” and “park edge”. There are elements of many different typologies in each settlement. Each typology is analysed in detail and comments are set out about townscape, built form, hard and soft landscape and vegetation and boundary treatments. Two of the most important elements of each analysis include identification of threats to character and a series of recommendations. The report went on to show how such an analysis would be carried out in respect of woodland roads.

Although the Townscape Character Assessment (TCA) will not have undergone testing by local plan inspector, the PAG concurred that the quality of the TCA, together with its status as an independently produced report prepared by experts in the field, provided a very good context for making decisions.

The PAG therefore supported the proposal that the TCA should be adopted and used as Interim Planning Guidance (IPG). Whilst the IPG would not constitute a Supplementary Planning Document as part of the Local Development Framework, it would be a material consideration when determining planning applications.

Having received the advice of the PAG the Portfolio Holder **AGREED** to **RECOMMEND** to the Cabinet that the South Bucks Townscape Character Study Part 2, February 2014 prepared by Tibbalds on behalf of the Council be adopted as interim planning guidance

4. ACCOMMODATING THE NEEDS OF THE TRAVELLING COMMUNITY IN SOUTH BUCKS: FEED BACK ON ISSUES AND OPTIONS AND CALL FOR SITES PUBLIC CONSULTATION

The PAG considered a report setting out the results of the public consultation on the Issues and Options and Call for Sites Paper which is the first stage in the preparation of the Gypsy and Travellers Plan. The paper set out to provide an understanding of Gypsy and Traveller communities

and the accommodation needs of Gypsies, Travellers and Travelling Showpeople in the ten year period from 2013 to 2023. The paper also explored a series of options of how the Council could accommodate the future growth of the Gypsy and Traveller population.

A total of 32 responses had been received amounting to 177 individual issues and the report identified the key issues raised in relation to the ten questions in the paper and the five sites submitted to the Council through the Call for Sites form.

The report went on to explain how the Council had worked closely with neighbouring authorities in accordance with the duty to cooperate and set out a timetable culminating in the Gypsies and Travellers Plan being adopted by the Council in December 2015.

In response to a question the Portfolio Holder agreed that it would be difficult to avoid providing sites in the Green Belt mindful that it represented 87% of the District and confirmed that discussions would continue with neighbouring authorities to encourage them to provide sites in their areas.

5. DEFINITION OF KEY SHOPPING AREAS FOR DEVELOPMENT MANAGEMENT PURPOSES

Following changes to permitted development rules which came into effect on 6 April 2014 allowing a change of use to residential from shops provided the shop was not larger than 150 sq. m, the PAG considered a report setting out a proposal that the following District and Local centres as defined in the Core Strategy and Proposals Map be categorised as “Key Shopping Areas” for the purpose of interpreting the new legislation:

- *District centres - Beaconsfield New Town and Gerrards Cross*
- *Local centres - Beaconsfield Old Town, Burnham, Farnham Common, Iver Village and Denham Green*

The report went on to explain why Neighbourhood Centres had been excluded from the interpretation pending the preparation of more guidance in the Development Management Local Plan.

The PAG noted that the change of use to residential through the Prior Approval process would be subject to close scrutiny in terms of the potential impact on the sustainability of the relevant shopping area.

After receiving the advice of the PAG which supported the proposal the Portfolio Holder **AGREED** to **RECOMMEND** to Cabinet that new definition for Shopping Areas be adopted for development management purposes

The meeting terminated at 6.42 pm

CHILTERN AND SOUTH BUCKS JOINT COMMITTEE

Meeting - 2 April 2014

Present: Mr Rose (Chairman)
Mr Busby, Mrs Cranmer, Mrs Darby, Mr Harris, Mr Martin, Mr Naylor,
Mr Reed, Mr Stannard, Mrs Woolveridge and Mr D Smith

Apologies for absence: Mr M Smith

35. MINUTES

The minutes of the meeting of the Joint Committee held on 4 February 2014 were agreed by the Committee and signed by the Chairman as a correct record.

36. DECLARATIONS OF INTEREST

There were no declarations of interest.

37. PROGRAMME OF REPORT

The Joint Committee received the latest programme report detailing the progress on milestones and future activities, the latest budget position including cumulative savings, joint projects outside of service reviews and risks for the programme.

It was noted that service reviews for six service areas had now been completed and signed off. Shared services for Building Control, Licensing, Housing and Community Safety had also been implemented. At the next meeting, the Joint Committee would receive reports on the reviews of Planning Policy, Property and Facilities, and Community and Leisure.

There was a discussion regarding the reference in the report to the completion of the harmonisation of terms and conditions of employment. Members were disappointed that this had not been concluded by 1 April. It was noted that the report had been written prior to the meeting of the Joint Appointments and Implementation Committee (JAIC) when it had been reported that Management had submitted an improved offer to UNISON, and were now seeking to reach agreement on this improved offer. The Chief Executive had also been given delegated authority, in consultation with the Joint Chairmen of the JAIC, to enter into the detail of formal negotiations with UNISON and move forward to implementation. The Committee felt strongly that an agreement needed to be reached as a matter of urgency. In response to a question, the Chief Executive confirmed that it was their intention to conclude implementation by 1 May, as had been confirmed at the meeting of the JAIC held on 24 March.

RESOLVED -

That the report be noted.

38. INFORMATION ITEM: ICT HIGHLIGHT REPORT

The Joint Committee received the latest shared IT highlight report detailing progress, including tasks completed, on the following shared projects during the period 27 January 2014 - 21 March 2014:

- Idox Uniform and DMS
- WEB
- Telephony / United Communications

RESOLVED -

That the report be noted.

39. INFORMATION ITEM: PEER REVIEW/CHALLENGE

The Committee received a report providing a summary of the Local Government Association Corporate Peer Challenge Process which would take place across Chiltern and South Bucks Councils later in the year. This would provide an opportunity to pause and reflect on the partnership between both Councils on what had been achieved so far and consider the future. The report set out the dates of the peer challenge, team make-up and roles, onsite activity and feedback.

RESOLVED -

That the report and the dates set aside for the Local Government Association Corporate Peer Challenge be noted.

40. EXCLUSION OF PUBLIC

RESOLVED -

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

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

41. LEGAL SHARED SERVICE REVIEW

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

The Joint Committee received a report setting out the results of a shared service review of legal services. The report detailed the business case and the conclusion of which was that the rationale for a joint service had been proven and should be established. The proposed joint service would deliver greater resilience, improved service quality, and increase capacity, in addition to reducing costs.

In response to a question it was confirmed that administrative processes such as Tree Preservation Orders and Freedom of Information (FOI) requests were already dealt with by internal clients at South Bucks, rather than by the legal team, and that this arrangement would be implemented at Chiltern.

It was noted that the flexible legal service could reduce costs for internal clients by taking on work currently provided by external legal resources. The associated internal costs would however need to be funded from each project. There would also be an opportunity to take on work from external clients which provided an opportunity to generate additional income, although this was difficult to quantify at this stage.

Following a discussion regarding the proposed cost sharing arrangements it was agreed that a review would be carried out after the 15 month initial period of the shared legal services, using information from the case management system. The Joint Committee then

RECOMMENDED -

- 1. That the case for a joint legal service is proven, and that both Councils should proceed to establish a joint legal service.**
- 2. That staff in the respective legal services can be shared to work across the two local authority areas.**

AND RESOLVED -

That if the decision taken in respect of Recommendation 1 is to proceed to establish a joint legal service, then

3. That the joint legal service to be implemented should be as described in Sections 4 and 5 of the report which proposes co-location of the service at Capswood.
4. That the cost sharing arrangements set out in the financial benefits section 6 of the report be agreed and that after the initial period the percentage cost split will be reviewed having regard to actual legal costs incurred by the respective Councils as recorded in the proposed new case management and time-recording system, and that this would be the basis for cost sharing going forward.
5. That the high level implementation plan (appendix 5) be agreed as the basis for reviewing progress in line with delegations and responsibilities decided for the implementation phase of the service review.
6. That it be noted that the proposed shared service generates potential full year savings in 2015/16 of £5,146 (1.2%) rising to £26,889 (6.1%) by 2017/18 and that these are taken into account in the Authorities' respective financial plans.
7. That the purchase of an electronic case management and time-recording system for the shared legal service be agreed, and that the Director of Resources be authorised, in consultation with the respective Cabinet portfolio-holders for Legal Services, to accept the most economically advantageous quotation.

The meeting terminated at 6.25 pm

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SUBJECT:	Joint Business Plan 2014 - 2019
REPORT OF:	Alan Goodrum, Chief Executive

1. Purpose of Report

This report seeks Cabinet approval for the draft Joint Business Plan 2014-2019 and one page Aims and Objectives summary document.

2. Links to Council Policy Objectives

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

3. Background

- 3.1 South Bucks District Council has previously published a Corporate Plan, the aims, priorities and objectives of which were updated annually to reflect the changing needs of the locality and the communities that live and work within South Bucks.
- 3.2 The Corporate Plan was in alignment with the Sustainable Community Strategy, which sets out the vision for the District to 2026 and is based on extensive consultation with residents, local community groups and partner organisations. Those aspects of the Sustainable Community Strategy that are the responsibility of the District Council are included in the Corporate Plan.
- 3.3 Local Authorities are moving away from having a Corporate Plan, towards having a business plan. This was as a result of a KPMG report published in 2011, outlining what a future brilliant local authority will look like. The executive summary includes: "Frame a commercial business plan for the council and deploy a new operating model to deliver it;" with the full section recommending a 3 to 5 year business plan focusing on residents and customer base segmentation, performance targets, the relationship between inputs, outputs and measurable outcome targets. It also suggests that the Business Plan either includes or has strong links to the Financial Plan.
- 3.4 The Business Plan underpins service planning, with each Service's Plan for the coming year detailing actions to be undertaken to help to deliver the Business Plan's aims, priorities and objectives. Appropriate actions from the service plans feed back into the Business Plan actions section.
- 3.5 With the annual refresh of the Corporate Plan, the opportunity was taken to bring the process in line with best practice guidance in the form of a Business Plan and to join it up across Chiltern and South Bucks Districts to support the shared services programme.

4. Discussion

5.

- 4.1 The Business Plan is attached as Appendix B. The vision, values, risks, key facts for each District and performance management framework are refreshed versions of what is in place today. Whilst the actions to deliver the objectives and values have been taken from the already approved 2014-15 Service Plans
- 4.2 New sections have been added to reflect the shared services programme, organisational changes and roles and responsibilities, as well as Appendix C, summarising what each Council tier is responsible for.

Agenda Item 11

- 4.3 The opportunity has been taken to move away from a strict observance of the five Sustainable Community Strategy themes towards three shared headline objectives: Delivering cost-effective, customer- focused services; Working towards safe and healthier local communities; Striving to conserve the environment and promote sustainability. Whilst these overarching objectives are shared, the agreed priorities and actions being taken to deliver them are tailored to reflect what the people of each District tell us is important.
- 4.4 The Joint Business Plan is complemented with a separate one page aims and objectives summary, attached as Appendix A. The intention is to send this one page summary out with Council Tax Notices after refreshing it early next year.

5. Resources, Risk and Other Implications

Resources - Within existing resources.

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.

Legal - No legal implications have been identified

Risks issues - The Joint Business Plan includes strategic risks. Business planning helps to alleviate risk through ensuring each service unit is aware of how their work fits into the work of the Council and is closely linked to the needs of the community.

Equalities - An Integrated Impact Assessment, including Equalities, was conducted on the joint Business Plan and showed no adverse impacts.

6. Recommendation

Cabinet are asked to consider the draft Joint Business Plan 2014-19 and approve delegated authority to the Chief Executive and Leader to carry out any necessary alterations/corrections to the document prior to publication.

Officer Contact:	Alan Goodrum, Chief Executive alan.goodrum@southbucks.gov.uk Tel: 01895 837363
Background Papers	None

South Bucks District Council

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

Our Priorities, goals and promises 2014 - 2019

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
- Find more efficient ways of working, including reduced democratic costs through lower numbers of Members

2. Listen to our customers

- Consult with you on key issues and respond to results
- Develop our new web site, making information easier to find

3. Provide excellent services

- Agree a vision for outstanding service delivery
- Attract, retain and develop dedicated staff

We will work towards safer and healthier local communities.

1. Improve community safety

- Work with partners to reduce crime, fear of crime and antisocial behaviour
- Work with young people at risk of becoming involved with crime

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 way
- Work with Buckinghamshire County Council to influence the next phase of the local transport plan

3. Promote local communities

- Support the voluntary sector and promote volunteering
- Engage with Parish and Town Councils and local neighbourhoods
- Work with the local MP, voluntary and community groups through the Cohesion and Inequalities Forum to develop and deliver a local action plan, enhancing community life
- Work to support the economy through affordable homes and the introduction of an economic plan

We will strive to conserve the environment and promote sustainability.

1. Conserve the environment

- Conserve the Green Belt through the planning process
- Challenge the Airports Commission's proposed increased airport capacity for Heathrow
- Safeguard our heritage for future generations
- Seek to minimise the impact on environments and communities caused by HS2 in partnership with other councils

2. Promote sustainability

- Support South Bucks people to increase recycling and reduce waste through the new waste programme launched in March 2014
- Complete the Local Development Plan documents
- Promote a healthy, sustainable and safe built environment
- Promote energy efficiency in the Council's operations
- Support South Bucks people to reduce their carbon emissions
- Support the roll out of broadband to enable more working from home



South Bucks
District Council

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Chiltern and South Bucks District Councils Joint Business Plan 2014 - 2019



V1.7 16th May 2014 - Final



Chiltern
District Council



South Bucks
District Council

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2. Introduction:

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

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

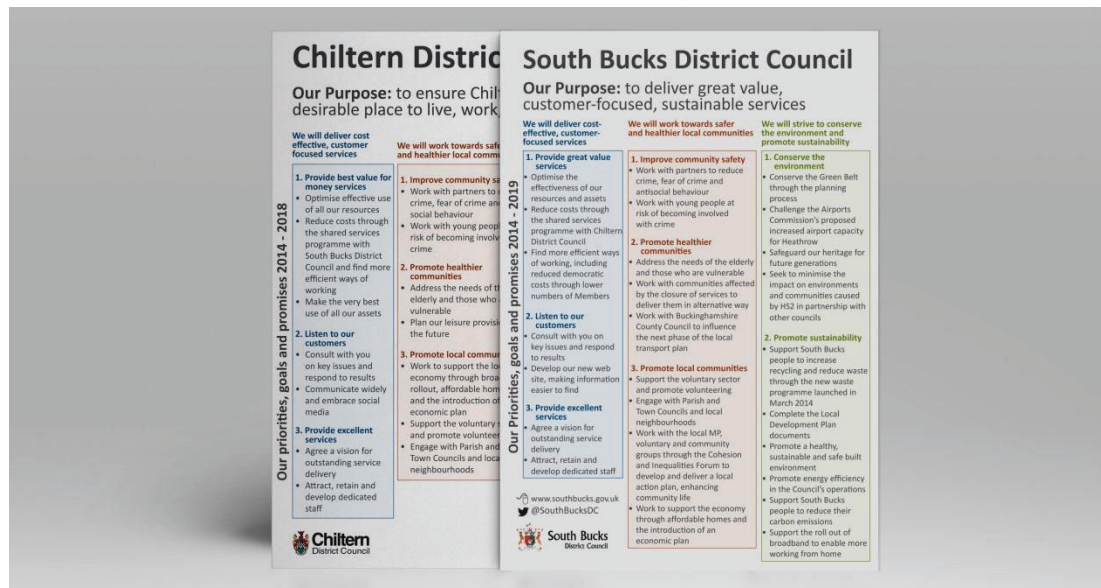
The Joint Sustainable Community Strategy 2013-2026, was produced by the Chiltern and South Bucks Strategic Partnership (LSP) and sets out the long-term aspirations and vision of the community in Chiltern and South Bucks. Our joint aims and priorities are informed by this vision.

3. Vision for the Chiltern and South Bucks areas by 2026:

Chiltern and South Bucks Districts to be places with:

- A prosperous and diverse economy that encourages 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;
- A sustainable environment 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;
- A place with a 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 full and independent lives;
- High-quality services and facilities help people from all sections of the community, particularly the young, elderly and disadvantaged, to live independent and fulfilling lives;
- Equality of opportunity and fair access to services.

4. The Councils' areas of focus:



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

Our shared three headline objectives are:

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

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

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

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

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

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

5. Our values:

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

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

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

6. Delivering our Aims and Objectives:

Note that the actions listed below which are shaded green highlight shared actions for both Councils.

Aim 1: Delivering cost effective, customer focused services	
Objective:	We will:
Delivering cost -effective services which offer value for money	<ul style="list-style-type: none"> • Have a robust and sustainable Medium Term Financial Strategy which resources the Councils' Objectives and recognises key financial pressures, risks and constraints (SBDC)
	<ul style="list-style-type: none"> • Ensure an appropriate balance between achieving a savings programme and service quality and resilience
	<ul style="list-style-type: none"> • Complete the programme of service review as scheduled, set up shared services and ensure savings are delivered
	<ul style="list-style-type: none"> • Take further opportunities to streamline processes, standards and service delivery to maximise efficiency and effectiveness
	<ul style="list-style-type: none"> • Develop phase 3 shared management arrangements to ensure further efficiency and integration
	<ul style="list-style-type: none"> • Maximise the potential of the Councils'

Aim 1: Delivering cost effective, customer focused services	
	property assets by aligning the disposal programme with the capital programme and investment plan
	<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"> Review Discretionary Rate Relief Policy
	<ul style="list-style-type: none"> Reduce the democratic costs of both authorities through reduced numbers of Members (SBDC)
Customer focus: Delivering efficient, customer focused and accessible services at an affordable cost	<ul style="list-style-type: none"> Develop the customer strategy and implement a related work programme
	<ul style="list-style-type: none"> Develop the web sites 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"> Encourage new ways of working with improved mobile working, touch down space 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"> Maximise cemetery income and ensure well managed services (SBDC)
	<ul style="list-style-type: none"> Progress second crematorium site (CDC)

Aim 2: Working towards safe and healthier local communities	
Objective:	We will:
<ul style="list-style-type: none"> Work to reduce crime of all types, including identifying and tackling root causes of crime and developing measures to minimise opportunities for crime and anti-social behaviours 	<ul style="list-style-type: none"> Reduce serious acquisitive crime and violent behaviour in our communities Reduce anti-social behaviour in our communities
<ul style="list-style-type: none"> Increase public confidence by reducing the fear of crime through education, responsible reporting, community involvement, cleaning up environmental impacts of crime such as graffiti and fly-tipping and encouraging strong community links 	<ul style="list-style-type: none"> Promote community integration Continued analysis of trends to help target hotspot areas, adjusting for seasonality
<ul style="list-style-type: none"> Take action to safeguard vulnerable adults and young people 	<ul style="list-style-type: none"> Reduce the fear of crime and perception of anti-social behaviour by effective communications Support activities for young people which build capacity and prevent crime and anti-social behaviour
<ul style="list-style-type: none"> Encourage Bucks County Council to improve traffic management and road safety 	<ul style="list-style-type: none"> Participate in the development of the next phase of the Local Transport Plan to influence outcomes
<ul style="list-style-type: none"> Support the Health and Well-being Board and other partners in improving health and well-being of residents 	<ul style="list-style-type: none"> Attend meetings regularly, with representation at Member level Assist in signposting any initiatives instigated by the Board
<ul style="list-style-type: none"> Promote healthy lifestyles, including reducing obesity across all ages, improving well-being and mental health, reducing the numbers of smokers and those who drink every evening and working to maintain health and safety standards in schools, workplaces and food outlets 	<ul style="list-style-type: none"> Promote good health through representation on the Buckinghamshire Health and Wellbeing Board Work with partners on the Chesham Wellbeing project to provide innovative lower cost solutions to supporting local people (CDC) Run at least one health fair per year Develop a healthy eating strategy
<ul style="list-style-type: none"> Improve health outcomes for people in the lowest 20% of household incomes, by promoting ill-health prevention and self-care 	<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"> Improve the Quality of Life for an Ageing Population by helping older people to stay in their homes for longer, securing the provision of more purpose built accommodation and support care, encouraging healthier lifestyles 	<ul style="list-style-type: none"> Provide high quality, cost-effective leisure provision Deliver outreach sports and physical activities in areas of anti-social behaviour and social isolation

Aim 2: Working towards safe and healthier local communities	
<ul style="list-style-type: none"> • Improve the Quality of Life for Children and Young People by promoting healthy activities and working to close the educational gap between the most advantaged and disadvantaged young people 	<ul style="list-style-type: none"> • Provide high quality, cost effective leisure provision • Investigate options for Chiltern pools in accordance with local need (CDC) • Deliver outreach sports and physical activities in areas of anti-social behaviour and social isolation
<ul style="list-style-type: none"> • Work more closely with relevant agencies to support those at risk of homelessness and to improve the health outcomes of those who are homeless, including finding appropriate accommodation for those with special needs 	<ul style="list-style-type: none"> • Agree and implement a new Bucks Home Choice policy to reduce waiting lists • Revise and update homelessness strategy using information on customer needs and available resources
<ul style="list-style-type: none"> • Work with parishes, towns and communities to seek to develop locally tailored and delivered services and to reduce social isolation, particularly in rural areas 	<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"> • Support a thriving community and voluntary sector to enable active local communities through: <ul style="list-style-type: none"> ○ Developing responsive activities and services that support the needs of all the community and encourage those who need it to access support ○ Supporting, encouraging and enabling community participation and volunteering 	<ul style="list-style-type: none"> • Build community capacity through supporting opportunities for volunteering and community participation • Support the community cohesion forum and implement the community cohesion plan (SBDC) • Support the voluntary sector organisations with advice, assistance, funding and other, non-financial support
<ul style="list-style-type: none"> • Improve support for good relations within and between communities, including new ethnic groups as the nature of migration changes 	<ul style="list-style-type: none"> • Facilitate an improved framework for neighbourhood engagement and revitalisation
<ul style="list-style-type: none"> • Monitor funding cuts and changes in service provision to minimise the possible adverse impact on cohesion and inequalities. 	<ul style="list-style-type: none"> • Work with communities affected by the closure of services to deliver them in an alternative way

Aim 2: Working towards safe and healthier local communities	
<ul style="list-style-type: none"> Work towards reducing inequalities due to difficulties in accessing services, ensuring information about all services (statutory, community and voluntary) is well publicised and encourage those who need it to access support 	<ul style="list-style-type: none"> Reduce isolation in the community through engagement with older people and action groups Address the transport needs of the elderly and disabled by working with community transport organisations Work with the South Bucks and Chiltern Disability/Access Groups to enable accessible services Provide newsworthy and timely press releases and respond quickly to press enquiries Host media briefings for major service changes/developments Launch a new web site for SBDC
<ul style="list-style-type: none"> Work with those affected by Welfare reforms and changes to Universal Credit to manage the impacts on their lives 	<ul style="list-style-type: none"> Support and raise awareness of emerging Credit Unions

Aim 3: Striving to conserve the environment and promote sustainability	
Objective:	We will:
<ul style="list-style-type: none"> Conserve our Green Belt and avoid inappropriate development 	<ul style="list-style-type: none"> Manage development through the terms set out in Core Strategy Develop a Gypsies and Travellers' Plan (SBDC)
<ul style="list-style-type: none"> Protect and enhance the natural and built environment, in particular the Special Area of Conservation (SAC), the Area of Outstanding Natural Beauty (AONB) and our cultural, leisure and historical assets, promoting biodiversity 	<ul style="list-style-type: none"> Manage Green Belt development pressures via the Local Development Framework - Core Strategy Promote enjoyment through leisure, sport and recreational activities
<ul style="list-style-type: none"> Mitigate the impacts of national development and developments outside of the Districts, such as High Speed Rail 2, the expansion of airports and the planned increase in housing in the north of the county 	<ul style="list-style-type: none"> Continue to lead on the 51m Alliance's communications campaign (HS2) Work with the joint petitioning team to prepare for the petitioning process (HS2) 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

Aim 3: Striving to conserve the environment and promote sustainability	
<ul style="list-style-type: none"> • Maintain and enhance the Districts' assets critical to attracting inward investment such as attractive small settlements set within a high quality landscape and high educational achievement. 	<ul style="list-style-type: none"> • Work with landowners/prospective developers to secure high quality proposals for Wilton Park and Mill Lane Taplow (SBDC) • Develop a local economic development plan to: <ul style="list-style-type: none"> ○ Encourage small firms ○ Appropriate levels of business support ○ Facilitate the development of a local enterprise hub ○ Ensure appropriate levels of engagement with small businesses (CDC)
<ul style="list-style-type: none"> • Improve the vitality and viability of high streets and town and village centres and ensure that essential services are maintained 	<ul style="list-style-type: none"> • Support and encourage opportunities to improve the vitality of towns and villages • 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 a local economy which balances availability of labour with types and levels of employment, including developing skills required for the future 	<ul style="list-style-type: none"> • Support the Bucks Thames Valley LEP in attracting new economic investment in Buckinghamshire, ensure Chiltern and South Bucks residents are able to benefit and locally appropriate forms of economic activity are fostered and encouraged • Support Bucks Business First in the delivery of their Work and Skills Plan for Buckinghamshire
<ul style="list-style-type: none"> • Ensure local businesses and families know where to find support and advice, particularly when impacted by changes such as Welfare Reform, Government spending reviews and workplace-related legislation 	<ul style="list-style-type: none"> • Maintain focused monitoring of homelessness trends and provide feedback to Members and Management Team • Support those residents affected by Housing Benefit reforms in order to limit the impact on homelessness • Promote the take- up of business rate relief

Aim 3: Striving to conserve the environment and promote sustainability	
<ul style="list-style-type: none"> Support the delivery of more affordable housing of a type that meets the needs of local people entering the housing market, families with specialist needs and an ageing population 	<ul style="list-style-type: none"> Facilitate the provision of new affordable housing commensurate with Development Plan projections Replenish the stock of social and affordable rented property through a targeted programme of acquisition to enable re-letting Use the Councils' property assets for affordable housing where consistent with the Development Plan and supported by local communities Encourage towns and parishes to come forward with proposals for affordable housing and facilitate their implementation
<ul style="list-style-type: none"> Encourage the appropriate development of facilities to support the community, seeking to meet community needs whilst being sensitive to the environment 	<ul style="list-style-type: none"> Use maximum leverage on S106 monies to provide for the needs of local families Work with partners and support the roll out of high-speed broadband across the Districts
<ul style="list-style-type: none"> Keep public places clean, tidy and litter free, working together to tackle fly-tipping 	<ul style="list-style-type: none"> Provide an efficient and responsive street cleaning service Continue to provide access to graffiti removal kits Where possible, take legal action on fly-tipping
<ul style="list-style-type: none"> Minimise the effects of pollution of all kinds 	<ul style="list-style-type: none"> Support superfast broadband rollout to encourage home working Monitor air pollution and raise alerts or invoke emergency plan if required Roll out Green Deal Together to facilitate and encourage energy saving measures to reduce energy usage Feed into Buckinghamshire County Council's Local Transport Plan to influence reduction in road traffic pollution
<ul style="list-style-type: none"> Reduce waste and maximise recovery 	<ul style="list-style-type: none"> Roll out new waste collection system offering greater recycling opportunities (SBDC) Monitor WDC / CDC new waste service, encouraging the highest possible levels of recycling (CDC)

Aim 3: Striving to conserve the environment and promote sustainability	
<ul style="list-style-type: none"> Reduce energy use and carbon emissions across the Districts, including promoting the use of alternative fuels and forms of transport, improving the energy efficiency of buildings and reducing consumption 	<ul style="list-style-type: none"> Develop a Sustainable Construction & Renewable Energy SPD (CDC) Educate on and enforce Building Control regulations on insulation for new building work Launch “Green Deal Together” to help residents and businesses access the means to reduce their energy usage through improved insulation

7. Delivering our joint Values

Value	We will:
Governance and accountability: Always acting with integrity, transparency, responsibility and accountability for our decisions and actions and adhering to the principles of good governance as set out in each Council’s constitution	<ul style="list-style-type: none"> Streamline both Constitutions to improve decision-making and reduce double handling Harmonise policies and procedures where possible
Equality and diversity: Respecting the diversity, individuality and dignity of the people of Chiltern and South Bucks, promoting equality and fairness for all	<ul style="list-style-type: none"> Ensure that staff are trained in all relevant aspects of safeguarding of children and vulnerable people Participate in the county-wide Safeguarding Board meetings and their sub committees as relevant to the Councils’ functions
Staff: Appreciating the expertise and dedication of our staff and the importance of their motivation, morale and development	<ul style="list-style-type: none"> Implement harmonised Terms and Conditions between Chiltern and South Bucks, and ensure pay and workforce strategies are aligned with current and future challenges Support the training of professional staff in areas of staff shortages Maintain the standard of Investors in People accreditation, moving to joint accreditation between Chiltern and South Bucks Support the training of modern apprentices and young people
Working with others: Working flexibly, innovatively and collaboratively with partners where it benefits both Councils and the people of Chiltern and South Bucks	<ul style="list-style-type: none"> Seek to join relevant groups where there are benefits of doing so, including working with other local Councils to share information, gain improved understanding or to generate economies of scale.

8. How our organisation is changing:

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

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

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

By the end of the financial year 2013/14, seven service units had gone through the review with four shared services implemented during March and April 2014 and the other three due to be implemented by August 2014. The remaining eight services are planned for review by winter 2015. Annual savings of £0.5m have already been realised.

Underpinning this work, many of the Councils' individual policies, strategies and procedures are in the course of being reviewed so that, where feasible, joint policies, standards and strategies can be put in place. The ICT infrastructure is undergoing change to support the shared services, with a shared platform for each individual web site to reduce duplication, scheduled for April 2014 and a shared intranet platform being developed. Joint document management systems and telephony systems are also planned with many shared systems becoming less costly than when separate systems were in place.

As Council staff move into shared service areas, they will move onto a new contract of employment with harmonised terms and conditions. This means that all staff formerly employed by one of the Councils will, by the end of 2015, be on the same terms and conditions.

9. Roles and Responsibilities:

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

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

Effective from mid-July 2014, 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 Healthier Communities	Environmental Health, Community Safety, Housing, Licensing, Emergency Planning /H&S/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 set up the Farnham Park Golf Trust to oversee and manage the running of the golf club 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): Policy, Performance, Communications, Personnel, Strategic Finance.</p> <p>Deputy Leader (Cllr Mike Stannard): Business Transformation, ICT, Information Management including Freedom of Information requests and Data Protection, Legal and Democratic Services, Electoral Registration, Elections, Land Charges, Audit, Finance.</p> <p>Sustainable Development (Cllr Graham Harris): 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 Peter Martin): Property, Car Parks, Engineering services, Carbon Management, Waste Management.</p> <p>Community, Health and Housing (Cllr Peter Hudson): Community and Leisure, Environmental Health, Community Safety, Health and Safety, Licensing, Housing, Emergency Planning.</p>	<p>Council Leader (Cllr Adrian Busby): Policy, Performance, Communications, Personnel, Strategic Finance.</p> <p>Deputy Leader (Cllr Roger Reed): Planning, Enforcement, Building Control, Economic Development, Strategic Transportation issues, Landscape advice.</p> <p>Resources (Cllr Duncan Smith): 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.</p> <p>Environment (Cllr Nick Naylor) Property, Facilities and Asset Management, street naming, Engineering services, ground maintenance, operational transport issues, waste collection and street cleaning.</p> <p>Community (Cllr Anita Cranmer): Community development and cohesion, safeguarding, leisure, sports development and Farnham Park Trust.</p> <p>Health and Housing (Cllr Jennifer Woolveridge): Environmental Health, Community Safety, Housing, Licensing, Emergency Planning, Health and Safety, Business Continuity.</p>

10. 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 Business Plan, Financial Plan, Sustainable Community Strategy, Service Plans, staff appraisals and training plans with performance, risks and budget monitoring. This framework appears in full in Appendix E.

11. Strategic Risks

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

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

Appendix A

Key facts about the Districts: Chiltern

Spatial:

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

Demographic:

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

¹ Census data 2011

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

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

⁴ Public Health England Chiltern Health Profile 2013

Appendix B

- 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%⁵.
- There is a strong voluntary and community sector with greater than average volunteering levels, good local engagement and some local community activities. The Community Right to Bid, which came into force at the end of July 2012, has already resulted in a local pub being listed on the Assets of Community Value register in Great Missenden.
- Turnout for elections is consistently higher than the national average for District, County and General Elections.

Economic:

- Just over 6%⁶ of employees in Chiltern own their own businesses - higher than the rest of Buckinghamshire and the national average of 4.1%.
- There were 5,830⁶ businesses in the district, with more than 90% being micro-businesses (employing fewer than 10 people), ranking first nationally for this size band.
- The most significant sector is Professional, Scientific & Technical at just under a quarter of all businesses the next highest being Information and Communication at around one tenth of all businesses⁶.
- The Job Seekers Allowance claimant count in May 2013 was 883 people - the 49th lowest out of 380 local authority areas. The highest percentage of claimants fell in the 18 to 24 age group at around the 3% mark⁶.
- Private rents are high at £1,323 per month, with average house prices £415,000 against the England average of £239,000 (Land Registry, March 2013).
- Chiltern's carbon footprint ranks 78th⁷ out of 405 UK local authority areas. However, this hides high domestic energy usage, ranking 183rd.

⁵ Public Health England Chiltern Health Profile 2013

⁶ Bucks Business First data, 2012

⁷ 2010, Department of Energy and Climate Change

Appendix B

Key facts about the Districts: South Bucks

Spatial:

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

Demographic:

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

⁸ Census data, 2011

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

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

¹¹ 2010, Department of Energy and Climate Change

teenage pregnancy, obesity in adults, diabetes, and hospital stays for adults relating to alcohol harm are all significantly lower than the England average¹².

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

Economic:

- Just over 6% of employees in South Bucks own their own businesses - higher than the rest of Buckinghamshire and the national average of 4.1%¹³.
- 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 May 2013 was 568 people the 31st lowest out of 380 local authority areas. The highest percentage of claimants fell in the 18 to 24 age group at around the 3% mark¹³.
- Mean average private rents are the most expensive outside London and 11th nationally, at £1,573 per month. Average house prices are £550,000 against the England average of £239,000 (Land Registry, March 2013), making South Bucks the most expensive area outside of Greater London.
- Just over one in ten households live in fuel poverty, though this masks huge variations across the district¹⁴.

¹² Public Health England South Bucks Health Profile 2013

¹³ Bucks Business First Data

¹⁴ 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,
- open spaces,
- 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 the two authorities that stalls progress and affects service delivery.</p>	<ul style="list-style-type: none"> Member relationships weaken due to different views on the programme, its progress, or the future direction of joint working after 2014 Failure to generate sufficient joint working opportunities Failure to deliver sufficient savings from programme. Diverging Council priorities Weakening of officer member relationships Approach from a third authority to join arrangement stalls programme, creates uncertainty. 	<ul style="list-style-type: none"> Governance in place - Joint Committee, JAIC Joint senior management team Programme documentation and programme management resources Plan for service reviews, business cases presented Member involvement in joint working in line with member expectations Communication plan for members, staff, external partners External approaches to join the joint working carefully considered at a political level and impact on programme assessed.
2	<p>Transformation and Management of Change:</p> <p>No acceptance of change to ways of working and service delivery by officers and members prevents achievement of council aims. Progress inhibited by capacity issues.</p>	<ul style="list-style-type: none"> Projects to change service deliver, join services etc. stall or are cancelled Lack of skills and capacity to help staff and members cope with change Service delivery and standards slip Staff and members disengaged from change programme. 	<ul style="list-style-type: none"> Senior members and managers show commitment to change Case for changes clearly made and communicated Build on success, in order to establish confidence to change Prioritise programme of change, and ensure it is adequately resourced.
3	<p>Financial Stability:</p> <p>Authorities forced into short term reactive measures to a) reduced Government funding, b) unavoidable cost increases. Reputational risk from decision that have to be taken. Reduced financial</p>	<ul style="list-style-type: none"> Significantly higher reductions in government funding than anticipated Significant reductions in income base Unforeseen significant cost increases Reserves decline to near prudent minimum level. Medium Term financial Strategies have to be substantially revised. 	<ul style="list-style-type: none"> Review of MTFs. Clear service priorities Analysis of Government spending plans, bought in where necessary Savings programmes agreed and monitored Annual review of cost base Strategies for use of reserves.

Ref	Risk Description	Trigger	Control
	capacity to manage transformation.		
4	<p>Workforce Issues:</p> <p>High turnover, low morale, lack of succession planning, skills gaps etc. affect services. Reduced staffing capacity to manage transformation.</p>	<ul style="list-style-type: none"> • Loss of key staff • Increased sickness • Declining customer satisfaction • Increased use of temporary staff to fill gaps • Inability to take forward change. 	<ul style="list-style-type: none"> • Workforce planning • Good staff communications processes • Training and development strategies in place, resourced and monitored.
5	<p>Waste & Environmental Services:</p> <p>Both - Impact of changes to disposal arrangement by BCC increase costs.</p> <p>CDC - Failure or poor performance of joint waste contract.</p> <p>SBDC - Impact on cost or performance arising from forced operational changes to BIFFA contract.</p>	<ul style="list-style-type: none"> • Cost savings from CDC/WDC not delivered • Failure to use cost sharing model to forecast effect of changes • Poor performance of SERCO • Mismanagement of roll out of new service in CDC • Costs of changes to SBDC collection arrangements not sustainable • BCC funding towards collection/recycling reduces • BCC disposal arrangements increase costs. 	<ul style="list-style-type: none"> • Governance in place for joint contract • Have adequate in-house knowledge of cost share model • Co-ordinated approach by both councils on JWC and with BCC • Effective contract monitoring and good relationships with contractors • Good communications with residents.
6	<p>Joint/Partnership working:</p> <p>Due to reduced resources and capacity partnership working diminishes and benefits are lost.</p>	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Co-ordinate and streamline representation on partnership groups • Monitor impact of changes arising from partner cut backs • Identify key partnerships to support.
7	<p>Business Continuity:</p> <p>Material service interruption or degradation, possibly combined with loss of data, leading to costs and reputational damage.</p>	<ul style="list-style-type: none"> • Loss of accommodation, or access to accommodation • Loss of ICT • Loss of staff (e.g. flu epidemic). 	<ul style="list-style-type: none"> • 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.

Ref	Risk Description	Trigger	Control
8	<p>Information Management & Security:</p> <p>Loss or data, or inappropriate disclosure of sensitive data leads to financial costs and reputational damage.</p> <p>Inefficient service processes due to difficulty in using/retrieving data.</p>	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Policies and procedures in place • 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 any service review process.
9	<p>New Legislative Changes:</p> <p>Failure to reasonably comply leads to financial costs and reputational damage.</p> <p>Substantial changes in Government policies or direction, possibly linked to outcome of May 2015 General Election.</p>	<ul style="list-style-type: none"> • Welfare reform changes impact and cost more than anticipated, or coped with in the short term • Government drive for Transparency in Local Government accelerates increasing demand on resources • Planning changes affect income base and causes dissatisfaction with residents. 	<ul style="list-style-type: none"> • Corporate capacity to identify and analyse forthcoming legislative changes affecting the Councils • Analyse and produce action plans for Welfare Reform changes • Use of professional or local authority network groups to gain and share knowledge.
10	<p>Affordable Housing:</p> <p>Increase in temporary accommodation numbers, migration of young people and families out of area affecting sustainability of communities.</p>	<ul style="list-style-type: none"> • Material sustained rise in temporary accommodation numbers and costs • Shortage of supply of affordable housing sites/schemes • Issues with Local Plan over delivery of new housing units. 	<ul style="list-style-type: none"> • Housing strategies in place and regularly reviewed • Good relationships between housing and planning services • Resources identified to support housing schemes.
11	<p>Major Infrastructure Projects Impacts:</p> <p>Detrimental impact on local communities and environment. Costs to authorities in defending local area from worst</p>	<ul style="list-style-type: none"> • HS2 on-going legal action etc. • Outcome of aviation review • Outcome of Pinewood appeal if company is successful • Major new planning applications, e.g. Wilton 	<ul style="list-style-type: none"> • Impact assessments made formally or informally on major projects • Clear Council position on a particular proposal • Lobbying mechanisms identified • Member communications strategy in place

Ref	Risk Description	Trigger	Control
	impacts.	Park; Newlands Park.	<ul style="list-style-type: none"> • Communication strategies with residents on any major proposals • Resources identified to fund actions or responses.
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>	<ul style="list-style-type: none"> • Declining service satisfaction • Increase in reactive changes or interventions • Resources not matching needs • Increased social isolation • Weakening community cohesion. 	<ul style="list-style-type: none"> • Corporate analysis of Census and related data • Incorporate Census data into service planning • Communicate key messages to members.
13	<p>Property/Asset Management:</p> <p>Inefficient use of assets increase costs and reduce service usage and satisfaction.</p>	<ul style="list-style-type: none"> • Rise in unplanned maintenance • Loss of use of facilities • Unnecessary costs of holding assets. 	<ul style="list-style-type: none"> • Asset Management Plans in place and reviewed • Professional advice used where appropriate • Resources in place to support AMPs.
14	<p>Economic Viability:</p> <p>Local employment and business activity declines.</p>	<ul style="list-style-type: none"> • Slow down or decline in London economy • Ending of small business rate relief scheme • Decline in town centre high streets vitality • Increase in empty business rates • Lack of confidence among local business groups. 	<ul style="list-style-type: none"> • Good liaison arrangements with local businesses • Monitor key indicators of the local economy • Take advantage of opportunities offered by LEP.

(April 2014 edition.)

Appendix E: Joint Performance Management Framework

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

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

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

What is performance and improvement all about

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

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

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

With effective performance and improvement management:

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

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

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

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

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

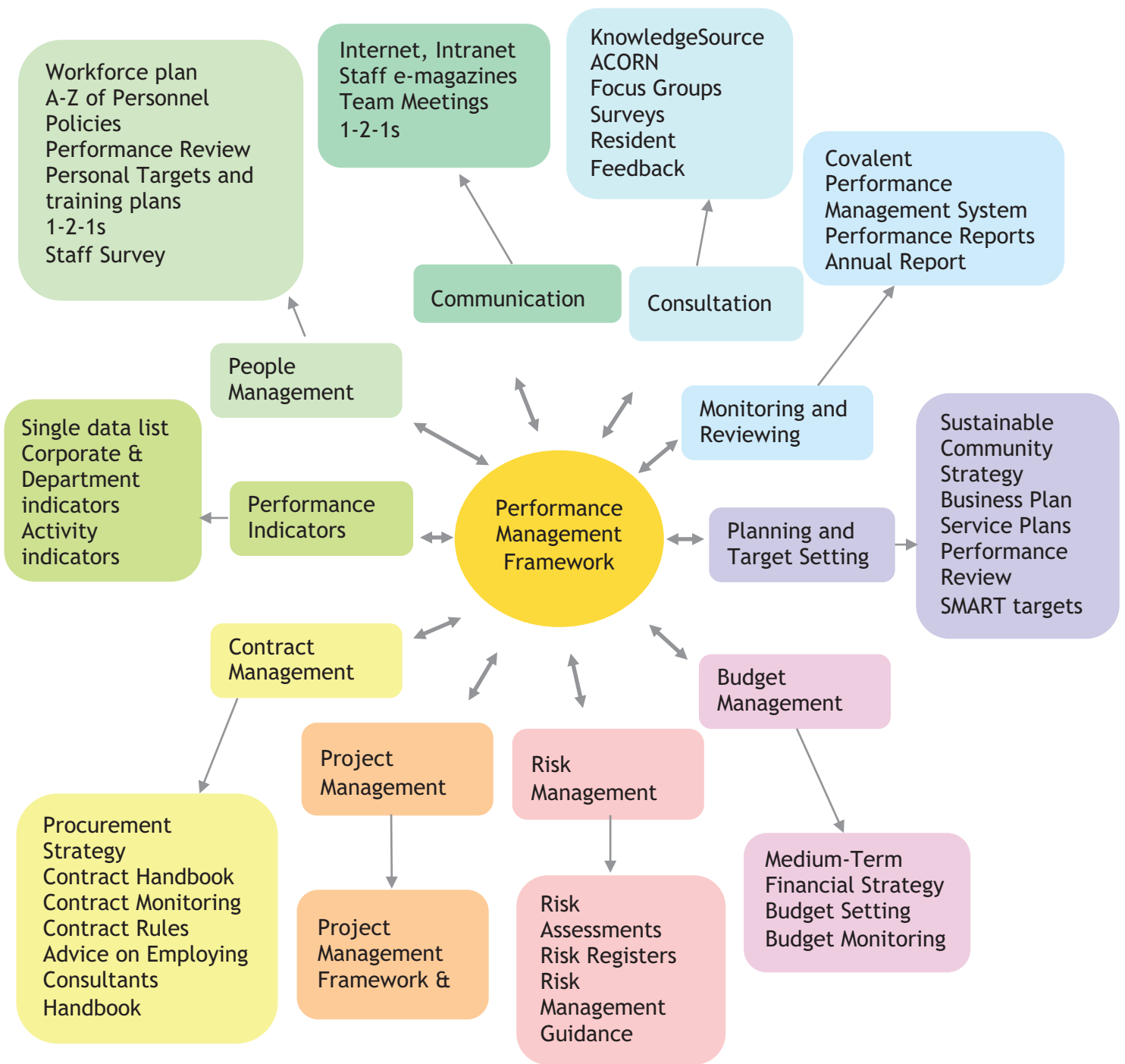
- ◆ Community - are we delivering priorities important to local people?
- ◆ Partnerships - are we contributing to our full potential?
- ◆ What corporate priorities should we focus on?
- ◆ Are we providing value for money?
- ◆ Are we maintaining high quality services and improving them where possible?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

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

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

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

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



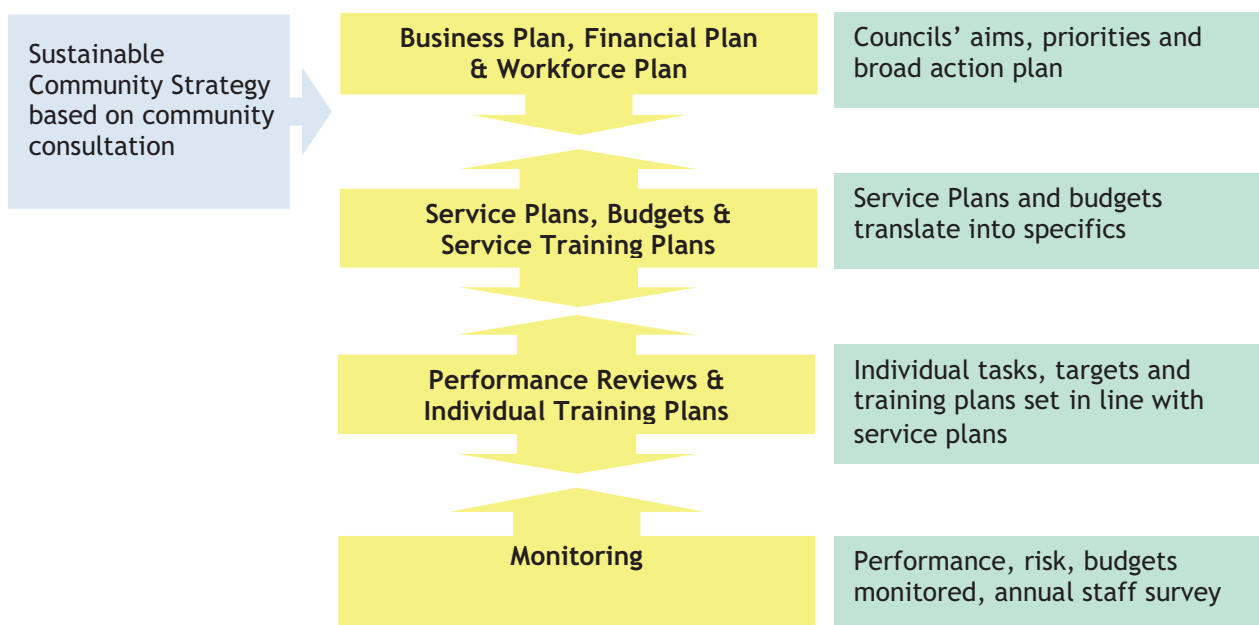
Clear, shared vision, based on Community aspirations, linked to the needs of all diversity groups

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

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

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

Chiltern and South Bucks District Councils' Corporate Framework



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

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

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

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

Staff motivated to achieve stretching goals and targets

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

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

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



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 Council is 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** - (South Bucks only, for Chiltern this information is held on the intranet) resource library 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.

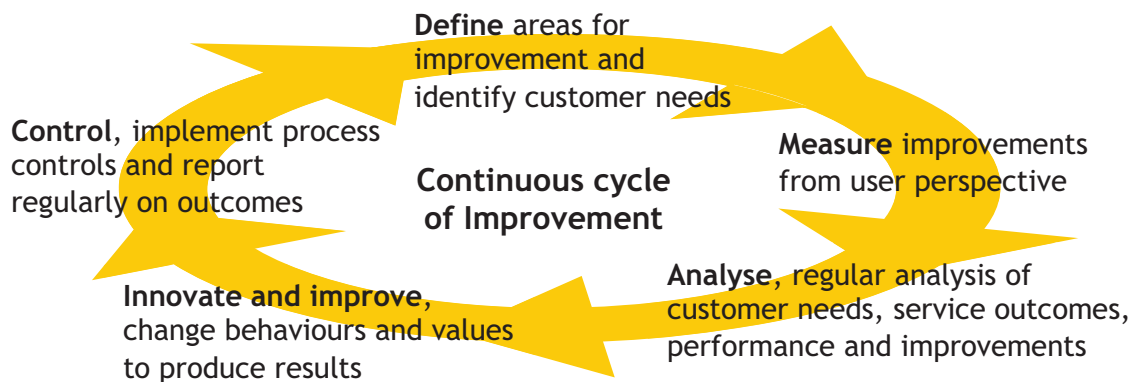
Much more **quantitative information** is available to officers at their desktops. This has enabled both Councils to establish corporate approaches in areas including equalities, sustainability, project management and risk and has helped services have a better understanding of the diverse needs of different 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, Performance and Resources Overview Committee (CDC) and Overview and Scrutiny Committee (SBDC). Priority performance indicators are monitored monthly and progress against all indicators and actions is monitored quarterly. **Risks** are reviewed quarterly by the Director of Resources and are reported to the Risk Management Group. The **Chief Executive** and **Leaders of each Council** are very active in championing performance improvements and closely scrutinise any performance issues. **Portfolio holders** take responsibility for performance of their portfolio areas and present updates at Cabinet. **Overview and Scrutiny Committee** (SBDC) challenge managers where services are under-performing and Portfolio Holders and Managers may be asked to attend meetings until performance has improved.

A culture of innovation and continuous improvement

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



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

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

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

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

How does it all fit together

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

Appendix B



For further information please contact

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Prepared by Policy, Performance and Communications
June 2014

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

SUBJECT:	Joint Waste Strategy Review
REPORT OF:	Officer Management Team - Director of Services
	Prepared by - Head of Environment

1. Purpose of Report

- 1.1 To update Members on the refresh of the Waste Partnership for Buckinghamshire's Joint Waste Strategy.

2. Links to Council Policy Objectives

- 2.1 This matter is related to the following local and national policy objectives:
- South Bucks Sustainable Community Strategy and Corporate Plan Key Theme - Sustainable Environment - protecting our heritage, protecting our future.
 - The current Joint Waste Management Strategy for Bucks policies, including "securing a long-term strategy for the management of wastes for which the member authorities are collectively responsible".
 - The Council's recycling/composting target of 60% by 2025 as part of the Joint Waste Management Strategy for Bucks. The national target of 45% by 2015 and 50% by 2020. There are no longer District specific targets.

3. Background & Discussion

- 3.1 The Buckinghamshire Joint Waste Committee have undertaken a review of our county-wide Joint Waste Strategy. This documents sets out the aims and objectives for both District and County Councils in terms of waste prevention, collection and disposal.
- 3.2 Waste is no longer viewed as waste, but as a resource from which maximum value should be derived. There has been a shift toward economic factors in the refreshed strategy, including generating combined income to the benefit of all partnership members.
- 3.3 There has been significant progress in the past five years in Buckinghamshire: a new 'Energy from Waste' plant has been commissioned and is underway, which will significantly reduce our reliance as a partnership on landfill. All District Councils have also rolled out new services with the intention of saving money and improving recycling.
- 3.4 The review process has been undertaken in full consultation with the Joint Waste Committee. Members have been heavily involved in the process and have shaped the document as it stands today. A 'critical friend' event was held, at which three partnerships from England presented their partnership's strategic approaches. A 'member workshop' was also held, where an external local government officer facilitated an open and honest discussion with members and officers.
- 3.5 The objectives of the strategy were set, in consultation with members, as:
- a) Communicating and delivering an excellent service to local residents and businesses
 - b) Taking a commercial approach to our business, to maximise income and provide value-for-money for residents
 - c) High environmental performance is a priority for our partnership
 - d) Effective education is fundamental to our approach
- 3.6 These objectives are supported by a plan, which states ambitions and actions to ensure adequate delivery of the four objectives in the 2014-2020 period.

Agenda Item 12

- 3.7 Key targets and monitoring indicators have also been set. We have set a minimum of 60% recycling, reuse or composting by 2020, and to reduce residual waste generated per household by 2020. We will also monitor food waste tonnages and landfill diversion, although members were clear that targets in these areas are not appropriate.
- 3.8 Finally, the strategy briefly sets out membership and governance arrangements for the partnership. Officer groups are defined, as are partnership support and the jointly-funded roles.
- 3.9 The Memorandum of Understanding has also undergone a refresh, and this document is referred to in the joint strategy as setting out the working principles and practices of the partnership.
- 3.10 The attached presentation provides further details on the strategy refresh and further detailed reports will be given as the refresh progresses.

4. Resource and Wider Policy Implications

- 4.1 South Bucks District Council makes a financial contribution to the Partnership in addition to supporting county wide campaigns and initiatives that requires Officer time and resources.

5. Summary

- 5.1 Cabinet to adopt the revised strategy.

Officer Contact:	Chris Marchant, 01895 837360 chris.marchant@southbucks.gov.uk
Background Papers:	None



BUCKS JOINT WASTE STRATEGY

Progress Report for Partnership

Background

- JMWMS out of date and not fit for purpose
- Partnership & industry has evolved
- Member involvement throughout refresh
- Critical friend event
- Member workshop
- Presentations to members at JWCs

Objectives

1. Communicating and delivering an excellent service to local residents and businesses
2. Taking a commercial approach to our business, to maximise income and provide value-for-money
3. High environmental performance is a priority for our partnership
4. Effective education is fundamental to our approach

Delivery Plan

- Indicates our ambitions for each objective
- Action plan for delivering each objective
- New focus on income-generation where possible
- Utilising existing national campaigns
- Influencing nationally – lobbying
- Greater emphasis on joint projects

Targets & Monitoring

- Still waiting for data for 2013/14 (June 2014 deadline)
- Does not affect the objectives/delivery plan
- Target: Joint recycling rate – 60% by 2020
- Target: Reduced residual waste per HH by 2020
- Monitoring: Food waste & Landfill (***not targets***)

Next Steps

- Each partnership Council to be advised of progress
- Complete targets and monitoring data
- Revised MoU to be completed
- Both MoU & Joint Strategy to be signed off by portfolio holders
- Reformatted by Communications Team - professional finish

SUBJECT:	Draft Annual Report 2014
REPORT OF:	Chief Executive

1. Purpose of Report

To present the draft Annual Report to Cabinet for review and approval.

2. Links to Council Policy Objectives

Effective performance monitoring underpins our progress towards our Council Aims and reflects our management principles, particularly “Delivering cost -effective services which offer value for money”. It is important that we are able to demonstrate a record of achievement, both in terms of quality of service and continuous improvement.

3. Background

Provisions in the Local Government and Public Involvement in Health Act 2007 removed the requirement for best value authorities to compile and publish an annual Best Value Performance Plan (BVPP). It was agreed by Council in 2008 that a shorter version of the BVPP be produced renamed ‘Annual Report’ and this would be completed on an annual basis. This has continued throughout the introduction and removal of the National Indicator set, since when a shorter, more focused list of performance indicators have been selected for monitoring and reporting purposes.

4. Proposal/Discussion

The Annual Report will be made available to all residents and our partners via our website. In addition a copy will be sent to all Parish Councils and local libraries. The Annual Report sets out:

- ◆ top level aims and priorities of the Council;
- ◆ a summary of the key achievements in the last year against each of the Council’s aims;
- ◆ future areas for improvement with key improvement changes we are planning to make;
- ◆ a financial summary of council resources and spending for 2013/14;
- ◆ outturn performance indicator data for 2013/14 with targets for the next three years;

It is important to keep local residents informed on the performance and financial standing of the Council.

5. Resources - Performance indicators are a useful tool to help monitor the progress the Council is making to improve service delivery.

Financial - Effective performance management links to budgeting and can assist the budgeting process.

Legal - None.

Risks issues - monitoring performance highlights where targets are being missed and areas of increasing risk to target achievement.

Others - No other relevant implications have been identified.

6. Recommendation

Cabinet are asked to approve the 2014 Annual Report for publication and to forward any amendments they wish to make to the Policy and Performance Team by 29th July 2014.

Officer Contact:	Laura Campbell, 01895 837236, laura.campbell@southbucks.gov.uk
Background Papers:	None

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Annual Report 2014

June 2014



South Bucks
District Council

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Contact details and Have your say

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 www.southbucks.gov.uk

 Monday to Wednesday—9am to 5:30pm
Thursday to Friday—9am to 5pm

Have your say

on our website by selecting consultations on the A-Z, email us at haveyoursay@southbucks.gov.uk or write to us at our freepost address:

Have your say, South Bucks District Council Freepost—SL9630, Capswood, Oxford Road, Denham, Uxbridge, UB9 4LH

We are interested in hearing your views

- ◆ Which services would you like the Council to protect?
- ◆ Do the services we provide continue to meet your needs?



Annual Report 2014

Last year, I wrote about how we are working with Chiltern District Council with a view to reducing our costs and improving service resilience. At the end of 2012 we had implemented a joint management team, saving £200,000 per year. 2012/13 brought the introduction of a joint senior management team generating further savings. By the end of the financial year 2013/14, seven service units had gone through a shared service review under our transformational project plan, with four shared services implemented during March and April 2014 and the other three due to be implemented by August 2014. The remaining eight services are planned for review by winter 2015. So far, we have generated annual savings of £660,000, with further savings of £200,000 to be implemented this year. This is a huge programme to ensure the quality of services offered is maintained or enhanced so we can deliver what is really valued by you whilst keeping costs (and therefore council tax) as low as possible.



As part of this programme, we are looking at how to make efficiencies such as rationalising attendance at meetings and developing shared strategies with Chiltern District Council to reduce workload. During 2013/14, the Chiltern Community Partnership and the South Bucks Partnership merged to generate cost savings and reduce duplication as well as aiming to build a stronger and more influential partnership for both Districts.

We continue to deliver on our Council Aims and Priorities and from February our new waste and recycling service was rolled out, enabling food and garden waste collections across the district as well as expanding household plastics and metal recycling. Garden waste recycling was introduced as an optional extra, so those who chose to can pay an additional fee for the service. This helps keep costs down and enables us to offer this service to those who need it.

Earlier this year, the new clubhouse opened at The South Buckinghamshire golf course. The official launch will be in July, but already customer feedback is positive. It has been built to ensure our precious energy and water resources are used effectively, which will keep running costs down.

For 2014/15, we continued to keep our portion of Council Tax at the 2010 level for the fourth year, as we realise how the current national financial situation impacts on many families and residents. This is despite the level of Government grant also remaining reduced. Additionally, we have contacted and worked with every one of our resident families affected by the Welfare Reform changes to support them through the transition.

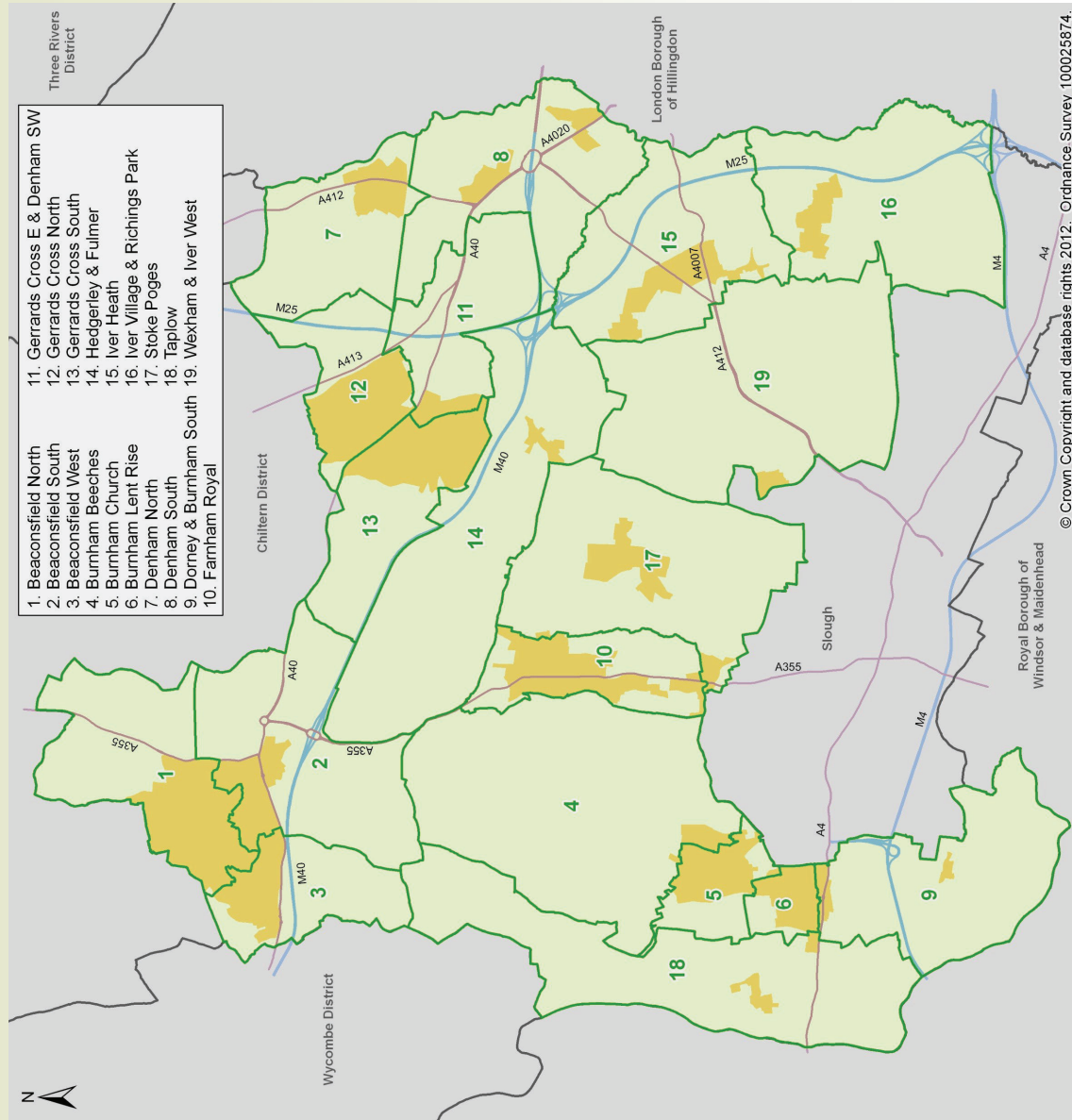
Finally, the Olympics 2012 may be over but have not been forgotten. As part of the legacy, our South Bucks schools won the 2013 Bucks Sports Award for the schools indoor rowing championships. Registrations for the 2014 event is up from 6 to 8 schools.

Please continue to let us know what you think the key issues are for our district and we will do our best to work with you to make a difference.

Adrian Busby

Leader, South Bucks District Council

A profile of South Bucks District



South Bucks is an attractive and popular district in which to live and work. It is relatively small at 141km², and lies within the Metropolitan Green Belt, with 87% of land designated as green belt.

The district contains over 20 small towns and villages, the largest of which are Beaconsfield, Burnham and Gerrards Cross. These towns have the best infrastructure and facilities. Most of the towns and villages have historic roots and these are preserved through the use of conservation areas and listed buildings.

The district is home to areas of outstanding natural beauty, including part of the Chilterns, Cliveden, the River Thames, Colne Valley Park and Burnham Beeches (designated a European Special Area of Conservation).

The larger towns of Maidenhead, Slough, High Wycombe and London (Hillingdon) border the district. These centres provide shopping facilities and services not available in the district, as well as many jobs for residents. In return, South Bucks provides open spaces which help meet the recreational needs of these larger centres.

2011 Census

The 2011 Census in England and Wales was undertaken by the Office for National Statistics. Census statistics help to provide up to date valuable information for public and private organisations to deliver services nationally and in the community. It provides a wide variety of information on housing and population that can be used by local authorities, other public bodies, businesses and voluntary organisations to develop policies and deliver tailored services in the community.

- The population of South Bucks based on the 2011 census results was 66,867, an increase of 7.9% from 2001, when it was 61,945.
- 12,951 people within South Bucks were aged 65 and over. This age group accounts for 19.4% of the population of South Bucks, higher than the England average of 16.4%.
- There were 26,514 households within South Bucks, an increase of 7% from 2001 when there were 24,781 households.
- There were 8,098 households with dependent children which accounted for 30.5% of all households in South Bucks.
- There were 1,195 lone parent households (where the lone parent is aged 16 to 74). This accounts for 4.5% of all households in South Bucks compared to 3.3% in 2001.
- 10,502 people fell within a Black & Minority Ethnic (BME) group in 2011, accounting for 15.7% of the population. This compares to 4,097 people in 2001, accounting for 6.6% of the population.
- There were 41,637 people in South Bucks who stated their religion as Christian accounting for 62.3% of the population. This has decreased from 46,815 people in 2001 (75.6% of the population).

- There were 9,300 people in South Bucks who stated that their day to day activities were limited due to long-term health problems or disability which accounts for 13.9% of the population of South Bucks.
- 6,893 people stated that they provided some form of unpaid care (10.4% of the population); this is slightly higher than the Buckinghamshire average of 9.8% and the England average of 10.3%.
- In South Bucks there is an average of 6.4 rooms per household and 3.2 bedrooms per household. South Bucks is ranked 1 out of 348 meaning it ranks the highest for the number of rooms and bedrooms per household compared to all other authorities in England.
- There were 2,711 households in South Bucks which had no cars or vans, accounting for 10.2% of all households.
- South Bucks has 2,966 households (11.2%) with 3 cars and 1,401 households (5.3%) with 4 cars and ranks highest for the number of households with 3 or 4 cars or vans, in England.
- 45.3% of the populations' method of travelling to work was by driving a car or van. 3,410 people (7.1%) travel to work either by train or via the underground, metro, light rail or tram which is an increase of 61% from 2001 (2,123 people).

More Census information is available on <http://www.ons.gov.uk/ons/guide-method/census/2011/index.html>

Source: Office for National Statistics licensed under the Open Government Licence v. 1.0

Joint Sustainable Community Strategy Vision (1)

The 2013-2026 Joint Sustainable Community Strategy was created by the Chiltern and South Bucks Strategic Partnership and sets out the long term aspirations and visions of the community in Chiltern and South Bucks. This strategy was created based on comprehensive consultation with local stakeholders, residents, the community and the voluntary sector. It sets out a vision for developing a sustainable community in Chiltern and South Bucks where people want to live and work now and in the future which is summarised below.

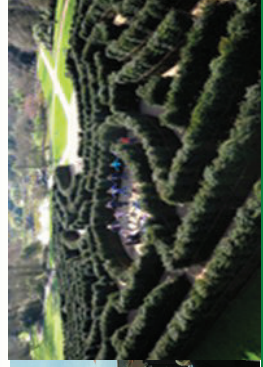
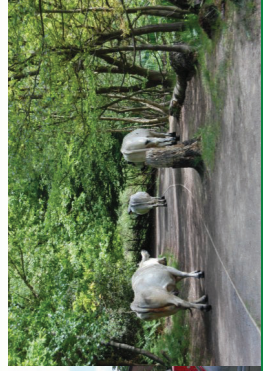
Chiltern and South Bucks will be places with:

- ◆ A prosperous and diverse economy that encourages local employers and small businesses so we can protect the area's 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;
- ◆ A sustainable environment where people take pride in their community and live low carbon lives;
- ◆ Lower levels of crime and anti-social behaviour, where the police are an active part of the community and people can live safe lives, being knowledgeable about how to prevent crime;



Joint Sustainable Community Strategy Vision (2)

- ◆ 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 part of the community and people can live safe lives, being knowledgeable about how to prevent crime;
- ◆ A place with a 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 full and independent lives;
- ◆ High quality services and facilities help people from all sections of the community, particularly the young, elderly and disadvantaged, to live independent and fulfilling lives;
- ◆ Equality of opportunity and fair access to services.



Our Aims

**Delivering cost effective,
customer-
focused services**



The council has three aims which are informed by the vision from the South Bucks Sustainable Community Strategy.

**Working towards safe and
healthier
communities**



**Striving to conserve the
environment and promote
sustainability**



Aim 1: Delivering cost effective, customer-focused services

Some of last year's achievements:

- ◆ The programme of joint working between Chiltern and South Bucks District Councils to improve service resilience and reduce financial costs continued, with annual savings of £0.5m already realised
- ◆ A shared internet platform enabled the rollout of our new web site, making self-service easier for South Bucks people
- ◆ Joint policies and strategies are being developed and implemented to support joint working, including joint service planning and business planning
- ◆ A local Council Tax Discount scheme was successfully introduced to replace the previous national Council Tax Benefit scheme
- ◆ A review of single person and empty property discounts for council tax was carried out, resulting in the reduction of 235 single person discounts that were no longer applicable, saving £94k, and 134 empty properties being reclassified as occupied, generating £32.5k in extra council tax income and additional Government funding of £1m over six years
- ◆ Those affected by welfare reform were contacted and supported through the change

Our priorities:

Provide great value services

- ◆ Optimise the effectiveness of our resources and assets
- ◆ Reduce costs through the shared services programme with Chiltern District Council
- ◆ Find more efficient ways of working, including reduced democratic costs through lower numbers of Members

Listen to our customers

- ◆ Consult with you on key issues and respond to results
- ◆ Develop our new web site, making information easier to find

Provide excellent services

- ◆ Agree a vision for outstanding service delivery
- ◆ Attract, retain and develop dedicated staff



This year we will:

- ◆ Have a robust and sustainable Medium Term Financial Strategy which recognises the Councils' Objectives and recognises key financial pressures, risks and constraints
- ◆ Ensure an appropriate balance between achieving a savings programme and service quality and resilience
- ◆ Develop phase 3 shared management arrangements to ensure further efficiency and integration
- ◆ Develop the customer strategy and implement a related work programme
- ◆ Develop new commissioning models of delivering services
- ◆ Develop the web sites to support the transformation of all Council services and improved online services

Aim 2: Working towards safe and healthier communities

Some of last year's achievements:

- ◆ Burglary, violent crime and antisocial behaviour continued to decrease year on year
- ◆ Projects were delivered in partnership with the Berkeley Foundation to support young carers and reduce anti-social behaviour
- ◆ New District Guide published for people moving into the area
- ◆ Two tailored health fairs were delivered in partnership with the access group, including dementia awareness and a tea dance
- ◆ A new clubhouse was built and opened at the South Buckinghamshire Golf club, improving the facilities for residents and generating energy savings
- ◆ The Sports Development Team worked with Baseball/Softball UK to deliver a 6-school (72 pupils) tournament at the Farnham Park Playing Fields, as well as working with Young Carers Bucks to provide a taster day for 40 children aged 6 - 12 years
- ◆ Through the Cohesion Forum, working with the food bank and South Buckinghamshire Community bank, to develop responsive support in South Bucks in response to community needs

Our priorities:

Improve community safety

- ◆ Work with partners to reduce crime, fear of crime and antisocial behaviour
- ◆ Work with young people at risk of becoming involved with crime

Promote healthier communities

- ◆ Address the needs of the vulnerable and elderly
- ◆ Work with communities affected by the closure of services to deliver them in alternative way

Promote local communities

- ◆ Support the voluntary sector and promote volunteering
- ◆ Engage with Parish and Town Councils and local neighbourhoods
- ◆ Work with the local MP, voluntary and community groups through the Cohesion and Inequalities Forum to develop and deliver a local action plan, enhancing community life



This year we will:

- ◆ Work with partners to reduce serious acquisitive crime and violent behaviour in our communities and to reduce anti-social behaviour
- ◆ Reduce the fear of crime through effective communications
- ◆ Get involved in the next phase of the Local Transport Plan to influence outcomes
- ◆ Promote Joint Working through the Healthy Community Partnership and Clinical Commissioning Group to tackle health inequality
- ◆ Reduce waiting lists through a new Bucks Home Choice policy to reduce waiting lists
- ◆ Facilitate an improved framework for neighbourhood engagement and revitalisation

Aim 3: Striving to conserve the environment and promote sustainability

Some of last year's achievements:

- ◆ A new waste and recycling service was rolled out across the district in February 2014, enabling more items to be recycled in response to residents' requests
- ◆ 20 roadshows were held between October 2013 - March 2014 to communicate the waste service changes
- ◆ Several local special planning documents (SPDs) were developed and signed off, including a statement of community involvement, Affordable Housing SPD, Mill Lane planning brief SPD and the Local Development Scheme
- ◆ A watching brief has been kept on aviation and consultations took place on the Gypsy and Traveller plan and Wilton Park planning brief
- ◆ Responded to the HS2 Environmental Impact Statement and to Air Traffic and Airport consultations
- ◆ The number of affordable housing was increased by returning properties to use, allocating commuted sums and supporting onsite development
- ◆ The Council remains one of the highest performing local authorities nationally in dealing with 'minor' and 'other' applications on time

Our priorities:

Conserve the environment

- ◆ Conserve the Green Belt through the planning process
- ◆ Challenge the proposed increased airport capacity for Heathrow
- ◆ Safeguard our heritage for future generations
- ◆ Seek to minimise the impact on environments and communities caused by HS2

Promote sustainability

- ◆ Support South Bucks people to increase recycling and reduce waste through the new waste programme
- ◆ Promote a healthy, sustainable and safe built environment
- ◆ Promote energy efficiency and support South Bucks people to reduce their carbon emissions
- ◆ Support the roll out of broadband



This year we will:

- ◆ Manage Green Belt development pressures via the Local Development Framework - Core Strategy
- ◆ 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
- ◆ Continue to lead on the 51m Alliance's communications campaign (against HS2)
- ◆ Support and encourage opportunities to improve the vitality of towns and villages
- ◆ Support Bucks Business First in the delivery of their Work and Skills Plan for Buckinghamshire
- ◆ Encourage towns and parishes to come forward with proposals for affordable housing and facilitate implementation

Here are some other key achievements...

Work has been done to enable a shared IT platform across Chiltern and South Bucks District Councils. This will reduce costs and improve resilience.

99% of residents responded to the annual canvas.

New joint Finance procedures were introduced across Chiltern and South Bucks with a new Procurement Strategy and new Contracts Procedure Rules.

Winner of the 2013 Bucks Sports Award (Legacy category) for our schools indoor rowing championships. Schools entering have risen from 6 in 2013 to 8 in 2014.

The Beacon Centre contract has been extended, which will see investment into the facility by the operator of over £90K and annual savings to the Council of circa £40K.

Improved regulatory compliance in Food premises – now 90% in South Bucks District

Evreham Sports Centre was refurbished.

Worked closely with Members, Management and UNISON to develop proposals on Harmonisation of Terms and Conditions of Employment across Chiltern and South Bucks Councils with a new joint Pay Spine.

£400,000 of housing assistance was delivered in the form of loans and grants to those in most need.

Financial Summary 2013/14

Our Finances

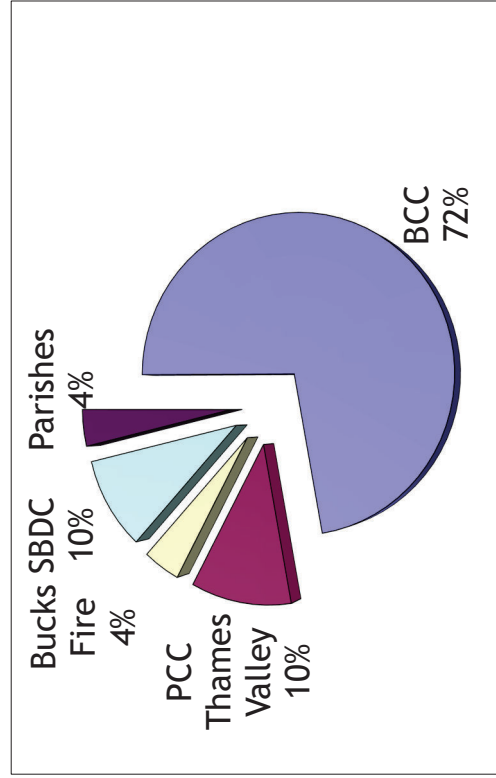
We want the Council's finances to be as clear and open as possible. This section explains how we have spent your money over the last year.

Council Tax and Business Rates

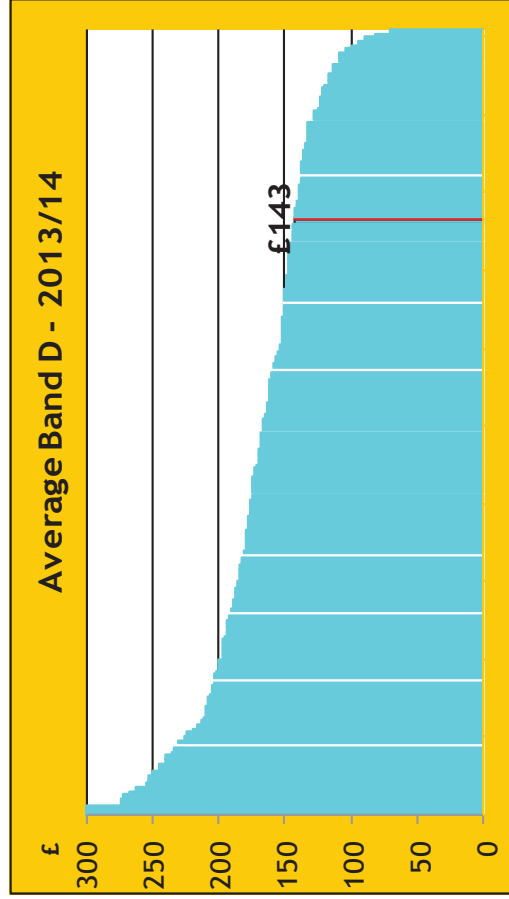
South Bucks District Council (SBDC) collects council tax on behalf of Buckinghamshire County Council (BCC), Police & Crime Commissioner for Thames Valley (PCC Thames Valley), Buckinghamshire and Milton Keynes Fire Authority, and local parish councils.

- ◆ Last year we raised a total of £46.9m in council tax on behalf of the above organisations, and collected 97.9% of the amounts due.
- ◆ We raised £29m in business rates and collected 98.8% of the amounts due. South Bucks share is 40% with Central Government receiving 50%, Bucks CC 9% and Bucks Fire 1%.

Where your Council Tax went to in 2013/14:



South Bucks has consistently set its element of council tax lower than average. In 2013/14 the South Bucks District Council Band D council tax was set at £143.00 for the year. This was amongst the lowest in the country as illustrated by the graph below (South Bucks shown as a red bar).



Last year the net cost of providing all the South Bucks District Council Services was £8.6m. This is net of all income from rents and fees & charges for services provided by the Council.

This was funded as follows:

- ◆ Central Government gave general grants totalling £2.2m,
- ◆ Non Domestic Ratepayers contributed £0.9m
- ◆ We earned £0.6m from interest and investment earnings, and
- ◆ Council taxpayers contributed £4.4m.

How have we spent our money?

The following table shows the cost of running council services between April 2013 and March 2014.

	Planned £'000	Actual £'000
Community Portfolio		
Community safety	192	182
Cultural and youth services	591	610
Community services	245	252
Elections and electoral registration	156	138
Other community services	10	4
	1,194	1,186
Environment Portfolio		
Refuse collection and recycling	1,711	1,674
District cleansing	1,162	1,199
Other environmental services	-341	-348
	2,532	2,525
Health & Housing Portfolio		
Environmental health	451	444
Housing	670	663
Licensing	92	103
Cemeteries	263	248
Other health & housing services	70	68
	1,546	1,526
Resources Portfolio		
Housing benefits and council tax support	359	303
Council tax and business rates collection	414	355
Support costs	850	861
Democratic processes	872	859
	2,495	2,378
Sustainable Development		
Planning & building control	1,768	1,841
	1,768	1,841
Other approved expenditure	310	265
Investment properties	-215	-224
Internal charge adjustments	-857	-881
Total Cost of Services	8,773	8,616

Capital Programme

In addition to income and expenditure for the day-to-day running of services, we have a capital programme for funding large projects. These projects are funded from capital receipts from the sale of surplus assets, Government grants and other contributions.

This was our capital expenditure in 2013/14:

- £ Housing Improvement Grants – £476k
- £ IT equipment and systems – £168k
- £ New waste & recycling service and vehicles – £2,228k
- £ Depot works—£992k
- £ Buildings and ground works – £55k
- £ Environmental Improvements – £16k
- £ Other – £21k

The largest element of the capital programme relates to the introduction of a new waste & recycling service, associated depot works and new vehicles.

Further Details

Further details about the Council's finances can be found in the Council's formal statement of accounts document which can be found on the Council's website at www.southbucks.gov.uk

What have we delivered in Partnership?

During the early part of 2013/14, Partners agreed membership for a new, merged Local Strategic Partnership and Steering Group, to generate cost savings and reduce duplication as well as aiming to build a stronger and more influential partnership for both Districts. The Chiltern and South Bucks Partnership brings together representatives from the community and voluntary sectors with all the public services operating within the District working on a wide variety of projects delivering outcomes across all of the Joint Sustainable Community Strategy priorities. A separate annual report is produced for the Chiltern and South Bucks Strategic Partnership but below is a brief overview of just some of the areas of work that have been undertaken during 2013/14.

Some of the projects undertaken in partnership

- ◆ Developed and refreshed the two separate Sustainable Community Strategies to produce a joint Chiltern and South Bucks Sustainable Community Strategy 2013 - 2026.
- ◆ Worked with the NHS Chiltern Clinical Commissioning Group to raise awareness among town and parish councils about social isolation among the elderly, and the importance of prevention.
- ◆ The Families First project, led by Bucks County Council, continued to identify and work with families with complex needs.

Other actions undertaken by the joint Partnership:

- ⇒ An Economy group was set up which includes representatives from large business corporations, local businesses, the education sector and the voluntary sector. The aim of this group is to advise the Partnership on key economic issues facing the districts and to identify resources and programmes needed to support the two economic communities.
- ⇒ Both districts are continuing to do more to ensure they are more environmentally friendly and trying to reduce the districts' carbon footprint by wasting less energy, reducing the amount of waste going to landfill and encouraging residents and businesses to recycle more.
- ⇒ Chiltern and South Bucks District Councils are both founding members of the Green Deal Together Community Interest Company within the Thames Valley, providing local, trusted advice, support and implementation of energy efficiencies to both homes and businesses across Chiltern and South Bucks.
- ⇒ Property marking kits are being distributed across both districts in areas which have been identified as vulnerable to burglaries. Three years of data has been used to identify hotspot areas of crime in both districts. This has enabled for a more targeted approach which means resources have been used more efficiently.
- ⇒ The Safe Places scheme is being rolled out across the districts. The scheme helps vulnerable people deal with any incident that takes place about in the community - for example, harassment, bullying or anti-social behaviour. Above all, the scheme aims to help vulnerable people lead independent lives and feel safe.

How have we performed?

Performance has been improved or maintained on 49% of corporate indicators where change can be measured. Where targets are set, 62% of indicators have met or exceeded their target, with 22% of indicators missing their target by more than 10%. Information on Corporate indicators can be found in the performance tables from Page 19.

Performance Management and Data Quality

Within the Council we have a strong Performance Management Framework to drive continuous improvement. Managers take responsibility for performance within their departments and use the Covalent performance management software to monitor performance indicators, improvement actions and risk registers. Regular monthly monitoring reports on priority indicators and quarterly reports are produced for all performance indicators, actions and risks. Targets for all indicators are reviewed annually to ensure they are challenging whilst still achievable.

Data quality is an important area for the council and there is a continued focus on improving and developing the quality of data within the Council. The Council has Data Quality Standards in place which are reviewed every two years. This highlights the importance of maintaining good data quality. All new starters are made aware of the data quality standards, and online information management training is actively undertaken and monitored.

Staffing and Resources:

Continued support to managers and staff with sick absence has led to a reduction in days lost due to short-term sickness and better support for those with health issues. Despite having good attendance management practices in place, working days lost due to sick absence were higher than the previous year, due to long term sick absence due to surgery or acute illnesses. Voluntary leavers have risen from the previous year and are approaching underneath the public sector turnover rate, though this is to be expected during a period of change through the shared services programme with Chiltern District Council. The number of complaints received by departments continues to remain low and within target. The return of canvass forms remain high for the council and the County Council elections in May 2013 ran smoothly.

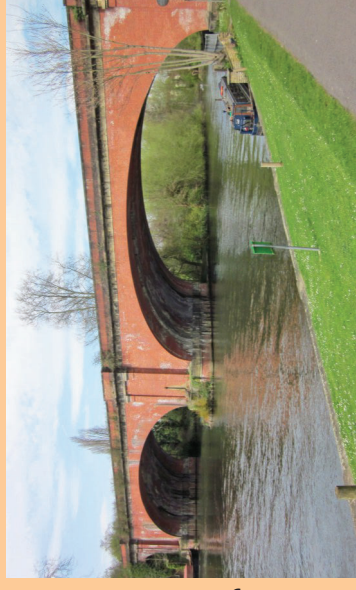
The percentage of council tax and non-domestic rates collected remained high and the speed of processing new housing benefit and council tax benefit claims improved on the previous year. Freedom of information (FOI) requests continued to increase, reaching a record 608, an increase of 38% on the previous year. Satisfaction with the internal legal client service remains high.



How have we performed?

Environment:

The amount of residual household waste per household is within target. The percentage of reuse, recycling and composting is just off target, but is expected to improve with the new waste and recycling service as it is better than last year, with only two months of the new waste collections included. The household refuse collections missed per month were well within target until February when the new waste service was introduced, resulting in the end of year figure failing to meet the target. This is expected to settle down by the end of quarter one of 2014/15.



The street cleanliness figures have all met their target for the year, however the number of flytipping incidents increased compared to last year and enforcement actions decreased, with 112 enforcement actions against fly tipping undertaken by South Bucks District Council Officers during 2013/14. 1,298 land charges searches were conducted, 99.9% within 5 days of receipt.

Sustainable Development:

Whilst building control applications checked within 10 working days went down to 94.5%, customer satisfaction with the service remains high at more than 95%.

Processing of 'major' and 'minor' applications within the set timescales improved year on year and are now just below target. Processing of 'other' applications to the targeted timescale remains on target but the percentage meeting the timescale has reduced slightly year on year to 96.55%. Planning appeals allowed is just under target at 32.9% and planning applicants satisfied or very satisfied with the service received has increased to over 91%.

The planning admin team continue to maintain high performance in processing and passing planning applications to case officers, taking an average of 3.54 days to do so against a target of 5 days. Regular progress monitoring meetings are in place to monitor enforcement where there is a breach of planning control.



The planning admin team continue to maintain high performance in processing and passing planning applications to case officers, taking an average of 3.54 days to do so against a target of 5 days. Regular progress monitoring meetings are in place to monitor enforcement where there is a breach of planning control.

How have we performed?

Community:

The rate of serious acquisitive crime remained steady in the District, after several years of falling, to a rate of 15.7 per 1,000 population. The Community Safety Partnership continue to deliver many projects in the district to raise awareness on crime prevention, for example how to secure your home from burglars campaign, “no doorstep selling” zones, a “don’t leave valuables in your car” campaign in pub car parks and “safe place” schemes. The County’s first Young Neighbourhood Watch scheme was launched in Burnham.



The number of young people taking part in art development programmes and sports development programmes remains high at over 2,500, and satisfaction rates with these events is above target at 92.98% satisfied. Satisfaction ratings with both the Beacon and Evreham Centres have increased, with over 50,000 attendances at the Evreham Centre and almost 78,000 attendances at the Beacon Centre over the last year. Following the opening of the new club house, the satisfaction rating of the South Buckinghamshire Golf Club has started to show an increase.

Health and Housing:

A further 25 affordable homes were delivered this year, including 12 new homes at Harvey House George Green, 7 acquisitions, 5 shared ownership properties and 1 cash incentive move. The number of households living in temporary accommodation at the end of year was above target at 36 households. This is reflected in the average length of stay in bed and breakfast accommodation which at 8.7 weeks is well above the 4 week target. Work is underway to reduce this. Homelessness was prevented for 20 households, with 3 households entering permanent accommodation via the Rent Deposit Scheme, below target. 100% of Disabled Facility Grant applications and Home Renovation Grant applications were processed within 15 working days.

The percentage of routine public requests that receive a response by the Environmental Health team remain high at 99%, with 98% of hackney carriage vehicle licences processed within 7 days together with 89% of drivers licences. Customer satisfaction for the licensing service remains high at 100% satisfied.



Performance Tables 2013/14

Key: Have we improved compared to 2012/13? =Better, =Worse, =Same, =Exceeded it, =Within 10%, =Missed it											
Code	Performance Indicator	2012/13 Value	Annual Target 2012/13	Current Performance			Future Targets			Latest Notes	
				Actual 2013/14	Target 2013/14	Have we improved ?	Are we on target?	2014/15	2015/16		2016/17
Leader's Portfolio											
BV12 (C)	Working days lost due to sickness absence	8.69	8.5	12.98	8.5	↓		12	11	10	Sickness figures have increased due to some long term sick due to surgery or acute illnesses.
CE10 (C)	Number of complaints received	50	100	56	80	↓		80	80	80	
ES1a (C)	% of canvass forms returned	99%	96%	99%	96%	↔		90%	90%	90%	
PT1 (C)	Voluntary leavers as a % of workforce	7.67%	6%	11.04%	8%	↓		8.00%	8.00%	8.00%	
Deputy Leader / Sustainable Development Portfolio											
BC1 (C)	Applications checked within 10 working days	98.37%	98%	94.50%	98%	↓		98%	98%	98%	
BC5 (C)	Customer satisfaction with the service	96.12%	94%	95.50%	94%	↓		94%	95%	95%	
BV10 6 (C)	New homes built on previously developed land	78.09%	80.00%	75.69%	80.00%	↓		80.00%	80.00%	80.00%	

Key: Have we improved compared to 2012/13? =Better, =Same, =Worse. / Are we on target? =Exceeded it, =Within 10%, =Missed it											
Code	Performance Indicator	2012/13 Value	Annual Target 2012/13	Current Performance			Future Targets			Latest Notes	
				Actual 2013/14	Target 2013/14	Have we improved ?	Are we on target?	2014/15	2015/16		2016/17
BV204 (C)	Planning appeals allowed	24.10%	30.00%	32.90%	30.00%			30.00%	30.00%	30.00%	
DM1 (C)	% of planning applicants who are satisfied or very satisfied with the service	88.70%	80%	91.70%	80%			80%	80%	80%	
DM2 (C)	% of new enforcement allegations where an initial site visit is undertaken within the timescales set out in the Enforcement Policy and Procedure	88	92	N/A	90			50	50	50	Performance information gathering is under review for reinstatement by quarter one of 2014/15
DM10 (C)	AV no days to process and pass planning applications to case officer	3.84	5	3.64	5			5	5	5	
NI 154 (C)	Net additional homes provided	226	74	144	74			63	56	49	
NI 157a (C)	Processing of planning applications: Major applications	68.42%	91.00%	78.95%	80.00%			80.00%	80.00%	80.00%	
NI 157b (C)	Processing of planning applications: Minor applications	87.79%	91.00%	90.49%	92.00%			90.00%	90.00%	90.00%	

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Code	Performance Indicator	2012/13 Value	Annual Target 2012/13	Current Performance			Future Targets			Latest Notes	
				Actual 2013/14	Target 2013/14	Have we improved ?	Are we on target?	2014/15	2015/16		2016/17
NI 157c (C)	Processing of planning applications: Other applications	98.11%	95.00%	96.55%	95.00%	↓	✓	95.00%	95.00%	95.00%	
NI 159 (C)	Supply of ready to develop housing sites	190.00%	100.00%	200.00%	100.00%	↑	✓	100%	100%	100%	
Resources Portfolio											
BV9 (C)	Percentage of Council Tax collected	98.30%	98.30%	97.90%	98.00%	↓	✓	98.00%	98.00%	98.00%	
BV10 (C)	Percentage of Non-domestic Rates Collected	99.00%	98.80%	98.80%	98.80%	↓	✓	98.80%	98.80%	98.80%	
BV76 d (C)	Housing Benefits Security number of prosecutions & sanctions	5.86	5	5.27	5	↓	✓	30 points	30 points	30 points	
BV78 a (C)	Speed of processing - new HB/CTB claims	20.1	19	16.9	19	↑	✓	19	19	19	
BV78 b (C)	Speed of processing - changes of circumstances for HB/CTB claims	8.5	8	7.9	8	↑	✓	8	8	8	

Key: Have we improved compared to 2012/13? \uparrow = Better, \leftrightarrow = Same, \downarrow = Worse, / Are we on target? \checkmark = Exceeded it, \square = Within 10%, \times = Missed it											
Code	Performance Indicator	2012/13 Value	Annual Target 2012/13	Current Performance			Future Targets			Latest Notes	
				Actual 2013/14	Target 2013/14	Have we improved ?	Are we on target?	2014/15	2015/16		2016/17
CIM1 (C)	% of responses to FOI requests sent within 20 working days	58%	90%	99%	90%	\uparrow	\checkmark	90%	90%	90%	
CP1b (C)	Website rating (SiteMorse) - PI for monitoring purposes only	104	150	247	125	\downarrow	\times	PI deleted going forward			The new website has improved content, effective 1st April 2014
LG1c (C)	Client satisfaction with the overall service	98.70%	96%	100%	96%	\uparrow	\checkmark	96%	98%	98%	
NI 181 (C)	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	10.1	12.5	9	12.5	\uparrow	\checkmark	12.5	12.5	12.5	
Environment Portfolio											
LC1 (C)	Standard searches carried out within 5 working days	95.30%	96%	99%	96%	\uparrow	\checkmark	97%	97%	97%	
NI 191 (C)	Residual household waste per household	546	575	511	570	\uparrow	\checkmark	565	565	555	

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Code	Performance Indicator	2012/13 Value	Annual Target 2012/13	Current Performance			Future Targets			Latest Notes	
				Actual 2013/14	Target 2013/14	Have we improved ?	Are we on target?	2014/15	2015/16		2016/17
NI 192 (C)	Percentage of household waste sent for reuse, recycling and composting	32.48%	34.50%	33.39%	35.00%	↑	✗	40.00%	40.00%	50%	New waste service should increase recycling.
NI 193 (C)	Percentage of municipal waste land filled	67.52%	65.50%	66.61%	65.00%	↑	✗	60.00%	60.00%	50%	New waste service should increase recycling.
NI 195a (C)	Street cleanliness indicator (Levels of Litter)	2.00%	3.00%	1.00%	3.00%	↑	✓	3.00%	3.00%	3.00%	
NI 195b (C)	Street cleanliness indicator (Levels of Detritus)	3.00%	5.00%	0.50%	5.00%	↑	✓	5.00%	5.00%	5.00%	
NI 195c (C)	Street cleanliness indicator (Levels of Graffiti)	0.00%	2.00%	0.00%	2.00%	↔	✓	2.00%	2.00%	2.00%	
NI 195d (C)	Street cleanliness indicator (Levels of Fly-posting)	0.00%	1.00%	0.00%	1.00%	↔	✓	1.00%	1.00%	1.00%	
NI 196 (C)	Improved street and environmental cleanliness - fly tipping	2	2	3	2	↓	✗	2	2	2	

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Code	Performance Indicator	2012/13 Value	Annual Target 2012/13	Current Performance			Future Targets			Latest Notes	
				Actual 2013/14	Target 2013/14	Have we improved ?	Are we on target?	2014/15	2015/16		2016/17
NI 197 (C)	Improved Local Biodiversity - proportion of Local Sites (Local Wildlife or Local Geological Site) where positive conservation management has been or is being implemented	50%	45%	50%	47%	↔	✓	49%	49%	49%	Information not updated during 2013/14. To be reviewed in the future by Bucks County Council.
PC03 (C)	Household refuse collections missed per month	56	75	95	75	↓	✗	75	75	75	Well below target until new waste service in February 2014
Community Portfolio											
C&YS 01a (C)	Number of young people taking part in art development programmes	2,374	1,800	1,804	1,800	↓	✓	PI deleted going forward			
C&YS 01s (C)	Number of young people taking part in sports development programmes	2,847	1,800	783	1,800	↓	✗	1,800	1,835	1,855	
C&YS 02 (C)	Customer satisfaction rating at the Beacon Centre.	78.45%	79%	80.04%	80%	↑	✓	81%	81%	82%	

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Code	Performance Indicator	2012/13 Value	Annual Target 2012/13	Current Performance			Future Targets			Latest Notes	
				Actual 2013/14	Target 2013/14	Have we improved ?	Are we on target?	2014/15	2015/16		2016/17
C&YS 03 (C)	Customer satisfaction rating at the Evreham Centre.	84.50%	82%	84.69%	82%	↑	✓	82%	78%	75%	
C&YS 04a (C)	Customer Satisfaction rating of arts events	90.85%	86%	92.98%	87%	↑	✓	PI deleted going forward			
C&YS 04s (C)	Customer Satisfaction rating of sports events	89.81%	86%	92.98%	87%	↑	✓	88%	88%	89%	
C&YS 05 (C)	Customer satisfaction rating at the South Buckinghamshire Golf Course	68.13%	75%	70.32%	76%	↑	☐	t.b.a.	t.b.a.	t.b.a.	Indicator moved to the Farnham Park Golf Trust
NI 15 (C)	Serious violent crime rate	2.79	Not set	2.82	2.73	↓	☐	PI deleted going forward			
CS2 (C)	Percentage reduction in violent offences against a person [from 2011/12 baseline 672]	New indicator replacing NI15									
NI 16 (C)	Serious acquisitive crime rate	15.63	16.12	15.7	15.32	↓	☐	PI deleted going forward			
NI 16a (C)	Domestic burglaries per 1,000 households	11.9	Not set	11.7	11.6	↑	✓	PI deleted going forward			

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Code	Performance Indicator	2012/13 Value	Annual Target 2012/13	Current Performance			Future Targets			Latest Notes
				Actual 2013/14	Target 2013/14	Have we improved ?	Are we on target?	2014/15	2015/16	
CS3 (C)	Percentage reduction in burglaries from dwellings [from 2011/12 baseline of 317]									
NI 16b (C)	Robberies per 1,000 Population	0.6	Not set	0.4	0.6			PI deleted going forward		
NI 16c (C)	Theft of vehicle incidents per 1000 population	1.5	Not set	1.2	1.5			PI deleted going forward		
NI 16d (C)	Theft from vehicle incidents per 1000 population	8.61	Not set	9.24	8.44			PI deleted going forward		
CS1 (C)	Percentage reduction in theft from motor vehicles									
Health and Housing Portfolio										
BV213 (C)	Preventing Homelessness - number of households where homelessness prevented	31	20	20	20			20	20	20
EH3 (C)	Routine public requests that received a response in 4 days.	99.45%	99.50%	99%	99.50%			99.50%	99.50%	99.50%
										Will be renamed JtHS5b (C)

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				Actual 2013/14	Target 2013/14	Have we improved ?	Are we on target?	2014/15	2015/16		2016/17
EH6 (C)	% Customer Satisfaction responses rating the service as satisfied or very satisfied	75%	75%	75%	↔	✓	75%	75%	75%		
Jt EH1 (C)	Percentage of food premises inspected when they were due		New indicator for 2014/15				98%	98%	98%		
Jt EH2 (C)	Percentage of food premises (Risk Rating A to C) that are broadly compliant		New indicator for 2014/15				89%	89%	89%		
HS1 (C)	Households receiving heating/insulation improvements (per quarter)	143	9	0	9	↓	✗	50	50	None delivered due to roll out of Green Deal. Will be renamed JtHS6b (C)	
HS2 (C)	% Grant applications processed within 15 working days	New for 2013/14	100%	98%	New	✓	PI deleted going forward				

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Code	Performance Indicator	2012/13 Value	Annual Target 2012/13	Current Performance			Future Targets			Latest Notes	
				Actual 2013/14	Target 2013/14	Have we improved?	Are we on target?	2014/15	2015/16		2016/17
HS8 (C)	Homeless households entering permanent accommodation via Rent Deposit scheme.	7	12	3	9	↓	✗	9	9	9	Benefit changes led to reluctance of private landlords to let to housing benefit claimants. Will be renamed JtHS7b (C)
HS9 (C)	Average length of stay (weeks) of ALL households in Bed & Breakfast accommodation (monthly rolling figures).	4.2	5	8.7	4	↓	✗	PI deleted going forward			Impacted by increase in homelessness applications during 2013/14.
JtHS1 b (C)	Number of applicants with/expecting children who have been in B & B accommodation for longer than 6 weeks (Snapshot figure)	New indicator replacing HS9									
JtHS2 b	Number of affordable homes delivered by (i) new build and (ii) vacancies generated by local authority scheme	New indicator replacing NI155									
								0	0	0	
								22	22	22	

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Code	Performance Indicator	2012/13 Value	Annual Target 2012/13	Current Performance			Future Targets			Latest Notes												
				Actual 2013/14	Target 2013/14	Have we improved?	Are we on target?	2014/15	2015/16		2016/17											
JtHS3 b	Average Length of stay in B & B temporary accommodation for (i) all households and (ii) households with/expecting children																					
JtHS4 b	Number of private sector dwellings vacant for more than 6 months and returned to occupation following local authority intervention																					
LI 08 (C)	% Hackney Carriage/private hire drivers licences received and renewed within 7 days	94%	98%	89%	98%					98%	98%	98%										Will be renamed JtLI1 (C)
LI 09 (C)	% Hackney Carriage/private hire vehicle licences received and renewed within 7 days	100%	98%	98%	98%					98%	98%	98%										Will be renamed JtLI2 (C)
LI 15 (C)	% of customers satisfied with the service received (Licensing)	100%	89%	100%	89%					89%	89%	89%										Will be renamed JtLI3 (C)

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Code	Performance Indicator	2012/13 Value	Current Performance				Future Targets			Latest Notes	
			Annual Target 2012/13	Actual 2013/14	Target 2013/14	Have we improved ?	Are we on target?	2014/15	2015/16		2016/17
Jt LI4 (C)	Percentage of all licensing applications which are completed online		New Indicator - quarterly								
NI 155 (C)	Number of affordable homes delivered (gross)	36	30	25	24	↓	✓	PI deleted going forward			Replaced by JtHS2b (C)
NI 156 (C)	Number of households living in temporary accommodation	11	15	36	15	↓	✗	30	15	15	Will be renamed JtHS8b (C)

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

Prepared by Policy & Performance
June 2014



South Bucks
District Council



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www.southbucks.gov.uk

SUBJECT:	Members' Allowances - 2013/14		
REPORT OF:	Officer Management Team-	Director of Resources	
	Prepared by	-	Democratic & Electoral Services Manager

1. Purpose of Report

- 1.1 To report the amounts of allowances paid to Members during the financial year 2013/2014; to comply with the statutory requirements for publicity and publication of the records of allowances paid.

2. Background

- 2.1 The appendix to this report sets out the amount of basic allowance, special responsibility allowance, travelling and subsistence allowance, together with co-optees allowance, which were paid to Members during the last financial year.
- 2.2 The total paid from the allowances budget £217,038.72, which compares to the full year original budget for allowances of £220,070.

3. Recommendation

- 3.1 It is **RECOMMENDED** that the report be noted and that the schedule of payments be published on the Councils website.

Officer Contact:	Kulvinder Tumber 01895 837225 e-mail: kully.tumber-southbucks.gov.uk
Background Papers:	None

MEMBERS ALLOWANCES FOR FINANCIAL YEAR 2013/14					
MEMBERS NAME	BASIC	SPECIAL	CO-OPTees	TRAVELLING	TOTAL
	ALLOWANCE	RESPONSIBILITY	ALLOWANCE	AND	
		ALLOWANCE		SUBSISTENCE	
	£	£		£	£
DG ANTHONY	4,182.00				4,182.00
RR BAGGE	4,182.00	2,871.00		172.15	7,225.15
MJ BRADFORD	4,182.00				4,182.00
K BROWN	4,182.00				4,182.00
EJ BURROWS	4,182.00				4,182.00
A J BUSBY	4,182.00	10,455.00			14,637.00
S CHHOKAR	4,182.00	3,097.69			7,279.69
D CLARK	4,182.00				4,182.00
AM CRANMER	4,182.00	4,599.00			8,781.00
MJ DENYER	4,182.00				4,182.00
AS DHILLON	4,182.00				4,182.00
BS DHILLON	4,182.00				4,182.00
T F EGLETON	4,182.00				4,182.00
P GRIFFIN	1,259.10				1,259.10
B J HARDING	4,182.00	693.00			4,875.00
PR HARDY	4,182.00	211.79			4,393.79
L K HAZELL	4,182.00	1,291.83			5,473.83
G F HOLLIS	4,182.00	693.00			4,875.00
D M HOLLOWAY	4,182.00				4,182.00
S W JONES	4,182.00				4,182.00
P KELLY	4,182.00			304.40	4,486.40
W G LIDGATE	4,182.00				4,182.00
J LOWEN-COOPER	4,182.00	472.20			4,654.20
WA MATTHEWS	4,182.00			415.00	4,597.00
NP NAYLOR	4,182.00	4,599.00			8,781.00
A J OXLEY	2,236.94	1,791.17			4,028.11
DR PEPLER	4,182.00				4,182.00
PC PLANT	4,182.00				4,182.00
RT POPE	4,182.00	1,026.00		27.20	5,235.20
RW REED	4,182.00	4,599.00			8,781.00
M B ROYSTON	4,182.00				4,182.00
AM SAMSON	4,182.00				4,182.00
G E S SANDY	4,182.00				4,182.00
JL SIMMONDS	4,182.00				4,182.00
DR SMITH	4,182.00	4,599.00			8,781.00
EARL OF STOCKTON	4,182.00				4,182.00
LK SULLIVAN	4,182.00				4,182.00
R VIGOR-HEDDERLY	4,182.00				4,182.00
J WALLIS	4,182.00				4,182.00
AM WALTERS	4,182.00	3,348.00		283.50	7,813.50
JM WOOLVERIDGE	4,182.00	4,599.00			8,781.00
Independent persons			200.00	96.75	296.75
TOTAL	166,594.04	48,945.68	200.00	1,299.00	217,038.72