





## **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 meetings held on:  
*9 February 2016* (5 - 12)  
*22 March 2016* (13 - 14)
3. **Forward Plan of Executive Decisions**  
To note the 28 Day Notice of decisions to be taken by:SBDC Cabinet. (15 - 20)  
A. LEADER'S REPORTS
4. **Refreshed Joint Business Plan 2016-2020** (21 - 22)  
*Appendix* (23 - 64)
5. **Performance Indicator Review** (65 - 66)  
*Appendix A* (67 - 70)  
*Appendix B* (71 - 78)  
B. REPORTS OF THE PORTFOLIO HOLDERS
6. **Environment**  
To note the minutes of the meeting of the PAG held on 1 March 2016 (79 - 80)
7. **Healthy Communities**  
To note the minutes of the meeting of the PAG held on 25 February 2016. (81 - 84)
8. **Resources**  
*(a) To consider the recommendations of the Portfolio Holder set out in paragraph 33 of the minutes of the meeting held on 3 March 2016 relating to Station Road Gerrards Cross Car Oarking*  
*(b) To consider the recommendations in the report on Beaconsfield Car Park attached in Part 2*  
*(c) To note the Minutes of the meeting held on 3 March 2016* (85 - 88)
9. **Sustainable Development**  
To consider the recommendation in the following report:

- (a) *HS2 Update - Report attached in Part 2*  
(b) *To note the minutes of the meeting of the PAG held on 10 March 2016* (89 - 92)

10. **Chiltern and South Bucks Joint Committee**

To consider and agree any recommendations arising from the minutes of the meeting of the Chiltern and South Bucks Joint Committee held 29 February 2016. (93 - 96)

D. REPORTS OF OFFICERS

11. **Performance Management Quarterly Report Quarter 3**

To consider report of the Acting Chief Executive. (97 - 98)

*Appendix A* (99 - 100)

*Appendix B* (101 - 104)

12. **Any other business which the Leader decides is urgent**

13. **Exclusion of Public**

The Leader to move the following resolution:-

“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”

14. **Resources**

To consider the recommendations of the Portfolio Holder in the report on Beaconsfield Car Park referred to in item 8(b) above. (105 - 114)

15. **Sustainable Development**

To consider the recommendation in the attached report on HS2 referred to in item 9(a) above. (115 - 122)

16. **The South Buckinghamshire Golf Course**

*(a) To consider the following reports and the recommendations of the Members Advisory Panel as set out in paragraphs 18 and 19 of the minutes of the meeting of the Advisory Panel held on 22 February 2016*

*(i) Development of the Academy Site* (123 - 130)

*(ii) Farnham Park Playing Fields* (131 - 134)

*(b) To receive the minutes of the meeting of The South Buckinghamshire Members Advisory Panel held on 22 February 2016* (135 - 138)

The next meeting is due to take place on Tuesday, 24 May 2016

**PUBLICATION: 22 FEBRUARY 2015**  
**DEADLINE FOR CALL-IN: 1 MARCH**

**CABINET**

**Meeting - 9 February 2016**

Present: Mr Bagge, Mr Naylor, Mr Egleton, Mrs Sullivan and Mr Kelly

**42. MINUTES**

The minutes of the meeting of the Cabinet held on 17 December 2015 were confirmed and signed by the Leader.

**43. FORWARD PLAN OF EXECUTIVE DECISIONS**

Circulated at the meeting was an updated 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.

**44. BUDGET AND COUNCIL TAX REPORT 2016/17**

The Cabinet received a report on the Council's Budget Proposals and Council Tax for 2016/2017 containing the following sections:

Section A	Financial Context and Base Budget position
Section B	Investment Income and Grants
Section C	Budget Requirement and Council Tax Issues
Section D	Medium Term Financial Strategy Update
Section E	Advice of Director of Resources

The report also attached the following appendices:

- Appendix A – Chief Financial Officer Report
- Appendix B – Budget Sensitivity Analysis 2016/17
- Appendix C – Farnham Park Trust Budgets

Circulated at the meeting were details of the Final Local Government Settlement 2016/17 published by the Government on 8 February 2016. The significant changes from the December Provisional Settlement affecting district councils are:

- The additional tariff (Negative RSG) is removed for 2017/18 and 2018/19. It is still intended to be a feature of the 2019/20 funding.
- A Transition Grant in 2016/17 and 2017/18 to ease the pace of RSG reduction
- The ceiling for council tax increases for all districts is raised to £5.

The implication for South Bucks from the changes in grant funding are as follows and replaces the table in paragraph 5.4 of the report:

	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Business Rate Baseline	11925	12024	12260	12620	13030
Business Rate Tariff	-	-	-11230	-11560	-11930
	10	11			
	92	01			
	1	2			
Baseline Need	1004	1012	1030	1060	1100
Revenue Support Grant (RSG)	871	436	57	-	-
Settlement Funding Assessment	1875	1448	1087	1060	1100
Transition Grant	-	80	80	-	-
Additional Tariff Payment	-	-	-	-	-414
Total	1875	1528	1167	1060	686
Year on Year Change (£k)		-347	-361	-107	-374
Year on Year Change (%)		-18%	-24%	-9%	-35%

The impact on the Medium Term Financial Forecast is shown in the following table (which supersedes the table in 5.20 of the report) which assumes a £5 per annum increase in the council tax for 2016/17 followed by 1.995 increases over the period to 2019/20.

	2015/16 £k	2016/17 £k	2017/18 £k	2018/19 £k	2019/20
Net Expenditure	8,104	8,238	8,086	8,230	8,640
<b>Funding</b>					
Use of Reserves (incl LDF)	224	181	98	98	168
Investment Income	400	430	350	250	250
Revenue Support Grant	919	436	57	0	0
Transition Grant	-	80	80	-	-
Additional Tariff	-	-	-	-	-414
New Homes Grant	1,330	1,479	1,108	1,041	814
Retained Business Rates	928	1,510	1,530	1,710	2,530
Council Tax	4,303	4,729	4,900	5,060	5,180
Band D C/Tax	£143	£148	£151	£154	£157
Surplus(+)	-	+607	+37	-71	-112

After noting the approach to investment, including the Government consultation on changing the New Homes Grant system as set out in Section B and being advised that the report to Council will incorporate the implications of the Final Settlement the Cabinet as well as the decisions of preceptors.

#### **RECOMMENDED to Council that the**

- 1. Revenue budget for 2016/17 as summarised in the table in para 5.14 with the addition to General Reserves increased by £80k to £558K be approved.**

2. following use of earmarked reserves for 2016/17 be agreed:
  - a) Local Development Plan, £163,500
  - b) Transformation Reserve, £18,040
3. budget requirement of £8,234k which will result in a District council tax of £148.00 for a Band D property be agreed.
4. level of fees and charges for 2016/17 already considered by Portfolio Holders as part of the information underpinning their budgets be agreed.
5. advice of the Director of Resources (Appendix A) be noted.
6. Members allowances scheme for 2016/17 be updated in line with the change of officers pay, prior to a review of the scheme during 2016.
7. comments in the report on the Council's financial position in respect of the years following 2016/17 as amended above be noted.
8. revenue and capital budgets for 2016/17 for the Farnham Park Trust as summarised in Appendix C be agreed.

**AND**

**RESOLVED that**

9. This report be made available to all Members of the Council in advance of the Council Tax setting meeting on 23rd February, and a final report be produced for the Council meeting incorporating the information from preceptors, the implications of the Final Local Government Settlement 2016 and the final decisions of the Cabinet on the budget.

#### 45. **CAPITAL PROGRAMME 2016/17 - 2019/20**

The Cabinet considered a report setting out in Appendix A the Capital Programme for 2016/17 – 2019/20.

The Capital Programme is financed from three sources, grants, capital receipts, and revenue reserves/contributions and a table in the report showed the proposed funding of the programme. A further table indicated the impact on capital resources and with capital receipts declining to £3.127m in year 2019/20 the Cabinet agreed that there was a need not only to keep the Capital Programme under review but also to ensure that the resources available are invested in projects that generate income/produce savings.

After indicating their support for the capital schemes set out in Appendix A, the Cabinet

**RECOMMENDED** to Council that the Capital Programme for 2016/17- 2019/20 as set out in Appendix A be approved.

#### 46. **SERVICE PLAN SUMMARIES**

The Cabinet received a report attaching a summary of the service plans produced by service areas within the Council.

**RESOLVED** that the service plans be noted.

#### 47. **ENVIRONMENT**

The Cabinet received the Part I minutes of the Environment Policy Advisory Group held on 8 December 2015.

**RESOLVED** that the minutes of the Environment Policy Advisory Group held on 8 December 2015 be noted.

48. **RESOURCES**

The Cabinet received a copy of the report considered by the Resources PAG on 10 December 2015 setting out the Treasury Management Strategy 2016/17. The Cabinet noted that the level of cash available for investment in the future would be influenced by capital projects undertaken.

Having considered the recommendation of the Portfolio Holder, the Cabinet

**RECOMMENDED** to Council that the Treasury Management Strategy 2016/17 be adopted.  
**And**

**RESOLVED** that the minutes of the Resources Advisory Group held on 10 December 2015 be noted.

49. **HEALTHY COMMUNITIES**

The Cabinet received the minutes of the Healthy Communities Policy Advisory Group held on 3 December 2015.

**RESOLVED** that the minutes of the Healthy Communities Policy Advisory Group held on 3 December 2015 be noted.

50. **SUSTAINABLE DEVELOPMENT**

The Cabinet received the minutes of the Sustainable Policy Advisory Group held on 26 November 2015.

**RESOLVED** that the minutes of the Sustainable Policy Advisory Group held on 26 November 2015 be noted.

51. **CHILTERN AND SOUTH BUCKS JOINT COMMITTEE**

The Cabinet received for information the minutes of the meetings of the Chiltern and South Bucks Joint Committee held on 26 October and 16 November 2015.

After noting that the list of those present at the meeting on 16 November 2015 would be amended to include Mr Naylor, Mrs Darby, Mr Harris, Mr Stannard, Mr Wilson and Mr Martin.

**RESOLVED** that the minutes be noted.

52. **COUNCIL TAX SUPPORT SCHEME 2016/17**

The Cabinet considered a report setting out a proposal for the Council Tax Support Scheme for 2016/17 to remain unchanged other than the annual uprating of premiums, allowances, non-dependant deductions and any changes to the national pension age scheme that need to be reflected in the Council's scheme.

After noting that there have been relatively few queries or complaints about the current scheme the Cabinet

**RECOMMENDED** to Council that the Council Tax Support Scheme for 2016/17 remains unchanged other than for the annual uprating.



53. **CHILDREN AND YOUNG PEOPLE AND VULNERABLE PERSON SAFEGUARDING POLICIES.**

A recent review of safeguarding procedures had highlighted the need to update the existing safeguarding policies operating in both Chiltern and South Bucks District Councils to reflect recent changes to legislation and to provide guidance to staff on the Council's roles and responsibilities in this area.

The Cabinet accordingly considered a report (which had also been considered by the Personnel Committee) requesting that;

- SBDC and CDC adopt the Buckinghamshire Multi- agency policy and procedures for safeguarding vulnerable adults.
- both Councils adopt the joint Chiltern and South Bucks Child Protection Policy

In setting out the reasons for the request, the report explained that both Councils are partners on the Buckinghamshire Safeguarding Childrens Board (BSCB) and Buckinghamshire Safeguarding Adults Board (BSAB). Whilst not delivering services directly to young people the Councils support and facilitate services used by young people. Both Councils directly deliver services involving children, young people and vulnerable persons and staff have a duty to report any concerns.

The Councils' Safeguarding responsibilities include reporting abuse, neglect, trafficking, radicalisation, and exploitation and closely link to the Councils' responsibilities under the Crime and Disorder legislation.

The Buckinghamshire Multi- agency and the joint Chiltern and South Bucks Child Protection Policies provide clear guidance as to the standards of governance, training, reporting and assistance required to safeguard children, young people and vulnerable persons. The Policies had been written to reflect the roles of both Councils and to identify the training and reporting structures required. They had also been designed to reduce risk to the Councils by, for example, setting out clear responsibilities and reporting lines.

Following adoption of the policies, staff and members would receive appropriate training on their responsibilities and on how to identify safeguarding concerns, the duty to report and opportunities to mainstream the safeguarding responsibility into their everyday activity.

Following endorsement of the Policies and the proposed delegation of responsibility the Cabinet

**RECOMMENDED to Council that**

1. the current Buckinghamshire Multi- agency policy and procedures for safeguarding vulnerable adults as set out in Appendix 1 of the report be adopted.
2. the joint Chiltern and South Bucks Child Protection Policy as set out in Appendix 2 be adopted
3. Authority be delegated to the Acting Chief Executive, in consultation with the Leader of the Council, to adopt revisions to the Buckinghamshire Multi- agency policy and procedures and the Chiltern and South Bucks Child Protection Policy following legislative changes or decisions by either the adult or children and young people Safeguarding Boards.

**54. PERFORMANCE MANAGEMENT QUARTERLY REPORT QUARTER 2**

The Cabinet considered a report outlining the performance of Council services against performance indicators and service objectives during April – September 2015.

The Cabinet particularly noted the six off target PIs as set out paragraphs 4.3 and 4.4 of the report.

**RESOLVED** that the report be noted.

**55. 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 “

The paragraph number is given after each heading.

**56. CAPSWOOD OFFICES**

Paragraphs 3 and 4 - Information relating to the financial or business affairs of any particular person and relating to consultations/negotiations in connection with a labour relations matter.

Following the report considered at the Resources PAG on 10 December 2015 the Cabinet considered a report providing further details of the proposal for the space planning and possible sub-leasing of space at Capswood, together with costs.

Implementation of shared service reviews, with a net staff movement to Amersham created surplus space at Capswood, and the report set out a proposal to carry out a phased movement of staff from Capswood 1 to Capswood 2, culminating in the ground floor and first floor of Capswood 1 being refurbished and sublet. Consolidating staff within Capswood would improve the working environment for staff.

The report went on to identify the cost of the refurbishment phases with paragraph 4.9 providing a breakdown of potential savings and income for the ground floor and first floor of Capswood 1.

A project manager would be required to implement the project, at an estimated cost of £25,000. Paragraph 5.7 set out the total cost of the project. The Cabinet noted that the cost of decanting and refurbishing the upper floor of Capswood 1 totalled £117K and not £107k as stated in the report.

The report also identified the potential risks of the project, with paragraph 5.7 setting out the cost and savings of mothballing the first floor of Capswood 1 if it were not sublet.

After supporting the proposal the Cabinet

**RESOLVED that**

1. the strategic objective of vacating Capswood 1 in order to efficiently use the Council's assets for service delivery be agreed.
2. capital expenditure of £117,000 be agreed to decant and refurbish the upper floor of Capswood 1.

3. authority be delegated to the Head of Environment to negotiate leases for Capswood 1, and report back to the Resources PAG on progress.

57. **USE OF COMMUTED SUMS TO ENABLE AFFORDABLE HOUSING ON A SECTION 106 SITE**

Paragraphs, 3 and 4 - information relating to the financial or business affairs of any particular person/information relating to any consultations or negotiations.

The Cabinet considered a report setting out a proposal to allocate a sum from uncommitted commuted sums budget to Catalyst Homes Ltd to facilitate the delivery of 12 affordable rented unites at the ex SGT Car Dealership site Corner of Institute Road (and Station Road) Taplow. Members asked for some additional information on the sizes and mix of the units.

After noting the benefits, which included reducing bed and breakfast pressures on the Council the Cabinet

**RESOLVED** that funding in the sum indicated in the report be awarded to Catalyst Homes Ltd to enable the delivery of 12 affordable rented units at the Ex SGT Car Dealership site, Corner of Institute Road (and Station Road), Taplow, SL6 0NT.

58. **SUSTAINABLE DEVELOPMENT (PARTII)**

The Cabinet received the Part II minutes of the meeting of the Sustainable Development PAG on 26 November 2015 which contained a recommendation from the Portfolio Holder following an update the PAG had received on HS2.

Having considered the recommendation of the Portfolio Holder the Cabinet

**RESOLVED** that

1. approval be given to continue the on-going negotiations with HS2 Ltd in partnership with Buckinghamshire County Council, in connection with Additional Provision 2 – Heathrow Express Depot in Langley and Additional Provision 4 which affects the Colne Valley, Beaconsfield and makes amendments to the Langley depot proposal.
2. the position on assurances being sought from the promoter on the Langley Depot be noted
3. the previously approved budget be increased to cover the outturn and a reimbursement to the Chiltern District Council HS2 team for costs incurred on behalf of South Bucks be met from the Major Infrastructure Projects reserve.
4. authority be delegated to the Acting Chief Executive, in consultation with the Leader and Head of Legal and Democratic Services, to approve
  - i) any further negotiations and settlements reached with HS2 leading up to the Select Committee hearings; and
  - ii) expenditure on any further rapid or unexpected developments relating to the petitioning points being presented to the Select Committee.

The meeting terminated at 6.47 pm

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**DATE OF PUBLICATION: 24 MARCH 2016**  
**DEADLINE FOR CALL-IN: MIDNIGHT 4 APRIL 2016**

**CABINET**

**Meeting - 22 March 2016**

Present Mr Bagge, Mr Naylor, Mr Egleton, Mrs Sullivan and Mr Kelly

**59. DECLARATIONS OF INTEREST**

Councillor Bagge declared a personal interest being a member and Chairman of Stoke Poges Parish Council which had challenged the Secretary State's decision.

Councillor Egleton was advised that although he was the County Council member for Stoke Poges and a member of the District Council's Planning Committee which had agreed to challenge the Secretary of State's decision this did not create a disclosable interest under the code of conduct

**60. PIONEER HOUSE, HOLLYBUSH HILL, STOKE POGES**

The Planning Committee on 9 March 2015 agreed to seek permission to challenge the Secretary of State's to grant prior approval for permitted development for a state funded school under Part 3 Class K of Schedule 2 of the Town and Country Planning (General Permitted Development) (Amendment) (England) Order 2013 at Pioneer House, Hollybush Hill, Stoke Poges following re-determination of the previous Secretary of State's decision of 17 September 2014.

Following this decision the Cabinet considered a report seeking approval to use the Council's General Reserves to meet the expenditure which would be incurred in challenging the Secretary of State's redetermination decision to grant approval as set out in a letter dated 18 February a copy of which was attached as an Appendix. The deadline for issuing court proceedings was 31 March – hence the need for an urgent decision

The report, after explaining the background and the grounds on which the Council could challenge the Secretary of State's decision went on to set out the following options :

- Do not support a challenge under section 288 of the Town and County Planning Act 1990
- Support a challenge under section 288 of the Town and County Planning Act 1990 as recommended by the Planning Committee

In connection with the second option, the Cabinet's attention was drawn to the advice received from Counsel, circulated as a confidential appendix, on the soundness of the Secretary of State's decision,. The Cabinet was particularly asked to note the conclusion in Counsel's advice that, in respect of both external and internal noise, the Decision Letter from

the Secretary of State discloses arguable errors in law and therefore it is open to the Council to challenge pursuant to Section 288.

The Cabinet also noted the following points:

1. The first stage in a challenge was to seek leave to appeal. If successful a High Court hearing would be held to decide whether the decision of the Secretary of State should be quashed.
2. The costs for a leave to appeal were in the region of £10k
3. If leave to appeal were granted and the challenge proceeds to a full hearing the Council's costs were likely to be in the region of £20-£30K. The costs would escalate significantly if the challenge were unsuccessful as the Council could be faced with meeting the legal costs incurred by the Secretary of State.
4. As the costs had not been budgeted for or contained within existing budgets for planning appeals they would need to be met from the Council's General Reserves
5. The reputational and financial risks to the Council regardless of which option is pursued.
6. The Council has the power under Section 222 of the Local Government Act 1972 to take legal proceedings where it considers this is expedient for the promotion of the interests of the inhabitants of the District.

During the discussion that ensued members highlighted the important principle that was at stake in terms of the Council's role to protect the amenities of residents. In accordance with this role the Planning Committee had refused prior approval for a state funded school and following an appeal process the Inspector's recommendation was also to refuse approval on noise grounds. However the Secretary of State chose to disregard the recommendation, a decision which was quashed following a challenge by the Council and Stoke Poges Parish Council. Whilst the redetermination decision of the Secretary of State to grant approval accepted the Inspector's findings in relation to noise it failed properly to deal with the Inspector's findings on the harm to local residents from internal and external noise.

Mindful of the need to ensure the decision was legally sound and having regard to Counsel's advice that the Secretary of State's re determination decision discloses arguable errors of law, the Cabinet agreed that it was expedient to support a challenge to the Secretary of State's decision and accordingly

**RESOLVED** that approval be given to use the Council's General Reserves Council to challenge the Secretary of State's decision to grant prior approval for permitted development for a state funded school at Pioneer House, Hollybush Hill, Stoke Poges under Section 288 of the Town and Country Planning Act 1990.

61. **EXCLUSION OF PUBLIC**

"That under Section 100(A)(4) of the Local Government Act 1972 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 Paragraph 5 of Part 1 of Schedule 12A to the Act."

62. **PIONEER HOUSE, HOLLYBUSH HILL, STOKE POGES**

The Cabinet had regard to Counsel's advice whilst discussing the issues under paragraph 61 above.

The meeting terminated at 6.14 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 BAGGE					
Key Decision (Y/N) <sup>1</sup>	Report Title & Summary <sup>2</sup>	Consultation - How & When <sup>3</sup>	Decision Maker & Date <sup>4</sup>	Private report (Y/N) and reason private <sup>5</sup>	Lead Officer
N	<b>Performance Indicator Review 2016/17</b> To introduce proposed changes.		Cabinet: 20.04.2016	N	Rachel Prance  Email: RPrance@chiltern.gov.uk
N	<b>Performance Monitoring</b> To receive Q3 Monitoring report.	Overview and Scrutiny 14.03.2016	Cabinet 20.04.2016	N	Rachel Prance  Email: RPrance@chiltern.gov.uk
N	<b>Refresh of the Joint Business Plan 2016-2020</b> To consider a number of changes to the Plan		Cabinet 20.04.2016 Council: 10 May 2016	N	Rachel Prance  Email: RPrance@chiltern.gov.uk

SUSTAINABLE DEVELOPMENT PAG - COUNCILLOR NAYLOR					
Key Decision (Y/N) <sup>1</sup>	Report Title & Summary <sup>2</sup>	Consultation - How & When <sup>3</sup>	Decision Maker & Date <sup>4</sup>	Private report (Y/N) and reason private <sup>5</sup>	Lead Officer
N	<b>Joint CDC/SBDC Local Plan</b> To receive an update on progress	Sustainable Development PAG: 10.03.2016	For information	N	Graham Winwright  Graham.Winwright@southbucks.gov.uk
Y	<b>HS2</b> Update on recent HS2 issues including financial.	Sustainable Development PAG: 10.03.2016	Cabinet 20.04.2016	Y (Para 3)	Jane Griffin  Email: Jane.Griffin@southbucks.gov.uk

N	<b>Development of The Academy, The South Buckinghamshire Golf Course</b>  To consider allocating financial resources for procurement	The South Buckinghamshire hire Members Advisory Panel 22.02.2016	Cabinet: 20.04.2015	N	Mark Young  Email  Mark.Young@southbucks.gov.uk
N	<b>Farnham Park Playing Fields.</b> To consider granting a new lease to Slough Town Youth Academy	The South Buckinghamshire hire Members Advisory Panel 22.02.2016	Cabinet: 20.04.2015	N	Mark Young  Email  Mark.Young@southbucks.gov.uk

**HEALTHY COMMUNITIES PAG - COUNCILLOR KELLY**

Key Decision (Y/N) <sup>1</sup>	Report Title & Summary <sup>2</sup>	Consultation - How & When <sup>3</sup>	Decision Maker & Date <sup>4</sup>	Private report (Y/N) and reason private <sup>5</sup>	Lead Officer
N	<b>Healthy Communities Update</b> To receive an update on activities.	Healthy Communities PAG: 13.06.2015	For Information	N	Martin Holt  Email: Martin Holt@southbucks.gov.uk
N	<b>Joint Housing Strategy Framework</b> Consider the adoption of a joint Housing Strategy between South Bucks DC and Chiltern DC and agree the key themes and objectives it should contain.	Healthy Communities PAG: 13.06.2016	Cabinet: 05.07.2016	N	Michael Veryard  Email: mveryard@chilterngov.uk
N	<b>Joint Homelessness Strategy</b> Consider the adoption of a joint Homelessness Strategy between South Bucks DC and Chiltern DC and agree the key themes and objectives it should contain.	Healthy Communities PAG: 13.06.2016	Cabinet: 05.07.2016	N	Michael Veryard  Email: mveryard@chilterngov.uk
N	<b>Joint Private Sector Housing Strategy</b> Consider the adoption of a joint Private Sector Housing Strategy between South Bucks DC and Chiltern DC (setting out policies to improve and maintain housing conditions in the private sector) and agree the key themes and objectives it should contain.	Healthy Communities PAG: 13.06.2016	Cabinet: 05.07.2016	N	Michael Veryard  Email: mveryard@chilterngov.uk



N	<b>Joint Housing Financial Assistance Policy</b> Consider the adoption of a joint Housing Financial Assistance Policy between South Bucks DC and Chiltern DC (setting down the criteria for grants and loans to support adaptations, repairs and improvements) and agree the key themes and objectives it should contain.	Healthy Communities PAG: 13.06.2016	Cabinet: 05.07.2016	N	Michael Veryard  Email: mveryard@chilterngov.uk
N	<b>Subscriptions &amp; Donations 2016-17</b> Grant applications to the Subscriptions & Donations fund.	Healthy Communities PAG: 25.02.2016	Cabinet Portfolio Holder 25.02.2016	N	Claire Speirs  Email: claire.speirs@SouthBucks.gov.uk
N	<b>Beacon Centre Request for Structural Survey.</b>	Healthy Communities PAG: 25.02.2016	Cabinet Portfolio Holder 25.02.2016	N	Claire Speirs  Email: claire.speirs@SouthBucks.gov.uk

**ENVIRONMENT PAG - COUNCILLOR SULLIVAN**

Key Decision (Y/N) <sup>1</sup>	Report Title & Summary <sup>2</sup>	Consultation - How & When <sup>3</sup>	Decision Maker & Date <sup>4</sup>	Private report (Y/N) and reason private <sup>5</sup>	Lead Officer
Y	<b>Beaconsfield Common Land - Policy for Control of Use of Common Land</b> To agree a policy for use of the Common Land.	Environment PAG: 07.06.2016	Cabinet: 05.07.2016	N	Simon Gray  Email: Simon.Gray@southbucks.gov.uk
N	<b>Assets for Community Value</b> To consider updating procedures	Environment PAG: 07.06.2016	Cabinet: 05.07.2016	N	Simon Gray  Email: Simon.Gray@southbucks.gov.uk
N	<b>Street Naming and Numbering</b> To consider updating procedures	Environment PAG: 07.06.2016	Cabinet: 05.07.2016	N	Simon Gray  Email: Simon.Gray@southbucks.gov.uk

**RESOURCES PAG - COUNCILLOR EGLETON**

Key Decision (Y/N) <sup>1</sup>	Report Title & Summary <sup>2</sup>	Consultation - How & When <sup>3</sup>	Decision Maker & Date <sup>4</sup>	Private report (Y/N) and reason private <sup>5</sup>	Lead Officer
Y	<b>Plant Maintenance Contract</b> To update on progress.	Resources PAG: 16.06.2016	Cabinet: 05.07.2016	Y (Para 3)	Chris Marchant  Email:

					Chris.Marchant@Southbucks.gov.uk
N	<b>Gerrards Cross</b> To consider car parking arrangements.	Resources PAG: 03.03.2016	Cabinet: 20.04.2016	N	Chris Marchant  Email: Chris.Marchant@Southbucks.gov.uk
Y	<b>Beaconsfield</b> To consider car parking arrangements.	Resources PAG: 03.03.2016	Cabinet: 20.04.2016	Y (Para 3)	Chris Marchant  Email: Chris.Marchant@Southbucks.gov.
Y	<b>Capswood Offices</b> To consider subleasing arrangements	Resources PAG: 16.07.2016	Cabinet: 05.07.2016	Y (Para 3)	Chris Marchant  Email: Chris.Marchant@Southbucks.gov
N	<b>Discretionary Rate Relief</b> To consider two applications	Resources PAG: 03.03.2016	Cabinet Portfolio Holder: 03.03.2016	Y (Para 3)	Neil Berry  Email: neil.berry@southbucks.gov.uk

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

### 2. 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-spider2.southbucks.gov.uk/democracy/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 by whom the Decision will be taken and the date the Decision is due to be taken.

### 5. Private Report and Reason Private

Classification: OFFICIAL

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](mailto: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.

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<b>SUBJECT:</b>	Refreshed Joint Business Plan 2016 - 2020
<b>REPORT OF:</b>	Leader of the Council – Councillor Isobel Darby Leader of the Council – Councillor Ralph Bagge
<b>RESPONSIBLE OFFICER</b>	Bob Smith, Acting Chief Executive
<b>REPORT AUTHOR</b>	Rachel Prance, Principal Officer for Communications, Performance and Policy, 01494 732903, <a href="mailto:rprance@chiltern.gov.uk">rprance@chiltern.gov.uk</a> / 01895 837204 <a href="mailto:rachel.prance@southbucks.gov.uk">rachel.prance@southbucks.gov.uk</a>
<b>WARD/S AFFECTED</b>	All

### 1. Purpose of Report

To seek approval for the refreshed Joint Business Plan 2016 – 2020.

### RECOMMENDATION

That the refreshed business plan be submitted to Council for approval.

### 2. Executive Summary

This report seeks approval for the following document attached as Appendix A: Refreshed Joint Business Plan 2016/20

### 3. Reasons for Recommendations

The Joint Business Plan Aims, Priorities and Objectives replaced the former Chiltern Aims and Objectives document and South Bucks Corporate Plan during 2014/15. The Joint Business Plan is reviewed every year to reflect the changing needs of the locality and the communities that live and work within Chiltern and South Bucks and the service planning process.

### 4. Content of Report

- 4.1 The Joint Business Plan links to the Sustainable Community Strategy (currently being reviewed ), 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 Councils are included in the Joint Business Plan.
- 4.2 The refresh normally takes place in April each year, however last year's refresh was undertaken in October 2015 due to the elections and the need for the recently elected Councils' priorities to be reflected.
- 4.3 The aims and objectives remain the same this year. The aims and objectives can be viewed on pages six and seven of the refreshed Joint Business Plan.
- 4.4 The actions being delivered to support each aim and objective appear on the left hand side columns in sections five and six of the Joint Business Plan, contained in Appendix A. These link to improvement actions contained within the individual service plans, which in turn link to staff objectives and training plans set out for each

member of staff in their annual performance appraisal. They have been updated to reflect 2016/17 Service Plans.

4.5 Section 7 (How our organisation is changing – referring to Stronger in Partnership) and appendix B (Strategic Risks) of the Joint Business Plan have been updated and the remainder of the document sense checked to bring it up to date.

4.6 The proposed refreshed Joint Business Plan 2016 -2020 is attached as Appendix A.

**5. Consultation**

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

**6. Options**

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

**7. Corporate Implications**

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

7.2 Legal – No legal implications have been identified

7.3 Risks issues – The Joint Business Plan includes strategic risks. Business planning helps to alleviate risk through ensuring each service unit is aware of how their work fits into the work of the 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.

7.4 Others - None

**8. Links to Council Policy Objectives**

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

**9. Next Step**

The Joint Business Plan will be updated again next spring to reflect the new service plans for 2017/18 and their actions supporting the aims and objectives.

<b>Background</b>	Not applicable.
<b>Papers:</b>	

# Chiltern District Council and South Bucks District Council Joint Business Plan 2016 – 2020 Stronger in Partnership



**Chiltern**  
District Council



**South Bucks**  
District Council

V 3.0 April 2016

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## Foreword:

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

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

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



**Bob Smith**  
Acting Chief Executive,  
Chiltern and South Bucks  
District Councils.



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



**Isobel Darby**  
Leader of Chiltern  
District Council

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

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

Chiltern and South Bucks Districts to be places with:

- Prosperous and diverse economies that encourage local employers and small businesses so we can protect the areas' economy for the future and achieve a better balance between the jobs available and the people to fill them;
- High quality education and lifelong learning which improves people's lives, enabling them to make well-informed decisions and play their full part in the community;
- A wide range of high quality housing, including a good supply of affordable homes to help meet community needs and maintain our services and communities;
- Beautiful, green countryside, high quality open spaces, attractive, distinctive and vibrant towns and villages, where our heritage is protected and improved;
- Sustainable environments where people take pride in their community and embrace low carbon living;
- Effective and targeted transport solutions, including a well-maintained transport infrastructure with improved north-south and east-west links;
- Lower levels of crime and anti-social behaviour, where the police are an active presence within the community and people can live safely, being knowledgeable about how to prevent crime;
- Wide ranges 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.

The Joint Community Strategy is available as follows:

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

## The Councils' areas of focus:

Chiltern and South Bucks District Councils have each published a summary outlining our respective priorities, goals and promises for 2016 - 2020. These appear overleaf (dates to be changed on them next two pages to 2016-2020). Both Councils share the same overarching three objectives; however the agreed priorities and actions being taken to deliver them have been tailored to reflect what the people of each District tell us is important.

Our shared three headline objectives are:

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

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

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

The latest SCS was published in 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.

***\*The SCS is currently under review with members of the Joint Strategic Partnership.***

# Chiltern District Council

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

**Our Priorities, goals and promises 2015 - 2020**

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

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

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

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

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

- 1. Conserve the environment**
  - Protect the Green Belt through the planning process and the Local Plan
  - Work to minimise the impact of HS2 (should it proceed) on our local community and environment
  - Conserve our valuable Heritage including the AONB and Conservation Areas
- 2. Promote sustainability**
  - Support Chiltern residents to reduce waste and increase recycling
  - Promote a healthy, sustainable and safe built environment
  - Put in place a new Joint Local Plan with South Bucks District Council by March 2017 to help meet local development needs
  - Promote energy efficiency across the Council's operations



**Chiltern**  
District Council

# South Bucks District Council

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

## Our Priorities, goals and promises 2015 - 2020

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

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

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

- 1. Improve community safety**
  - Work with our key partners to help safeguard children and vulnerable adults and prevent them becoming victims of crime
  - Work with partners to reduce crime, fear of crime and antisocial behaviour
- 2. Promote healthier communities**
  - Address the needs of the elderly and those who are vulnerable
  - Work with communities affected by the closure of services to deliver them in alternative ways
- 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 enabling development of more affordable homes and the introduction of an economic plan
  - Provide increased off street parking in Beaconsfield and Gerrards Cross to meet future needs

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

- 1. Conserve the environment**
  - Conserve the Green Belt through the planning process
  - Safeguard our heritage for future generations
  - Seek to minimise the impact on environments and communities caused by HS2 in partnership with other councils
  - Work with partners to secure the provision of the Beaconsfield relief road
  - Develop a master plan for lver to address current issues with excessive HGV movements and other environmental issues including working with partners to secure provision of a relief road
- 2. Promote sustainability**
  - Support South Bucks people to reduce waste and increase recycling
  - Produce a new Joint Local Plan with Chiltern District Council by March 2017 to help meet local development needs
  - 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

## 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.
- NB – we are currently working on the Councils' values and behaviours – this work has only just started but will be fed into the next refresh of the Joint Business Plan.

## Delivering our Aims and Objectives:

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

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

<b>Aim 1: Delivering cost effective, customer focused services</b>	
	<p>(now referred to as Stronger in Partnership) can be developed to ensure further efficiency and integration, including robust overview and scrutiny, service transformation and potential income generation</p>
	<ul style="list-style-type: none"> <li>• Maximise the potential of the Councils' property assets, including best use of Council offices by aligning the disposal programme with the capital programme and investment plan, maximising car parking, and ensure well-managed services</li> </ul>
	<ul style="list-style-type: none"> <li>• Maximise revenue collection and recovery e.g. via fraud prevention, business rate retention scheme, recovery of overpaid benefits, business rates and council tax collection</li> </ul>
	<ul style="list-style-type: none"> <li>• Review the use of office accommodation to further release space for alternative use</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop an appropriate planned maintenance programme for the Councils' property assets</li> </ul>
	<ul style="list-style-type: none"> <li>• Find more efficient ways of working.</li> </ul>
	<ul style="list-style-type: none"> <li>• Implement new Discretionary Rate Relief Policy (CDC)</li> </ul>
Customer focus: delivering efficient, customer focused and accessible services at an affordable cost	<ul style="list-style-type: none"> <li>• Develop and implement a robust and effective complaints and compliments monitoring system to help deliver customer-driven improvements</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop the customer strategy and implement a related work programme</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop and implement a comprehensive website strategy, to support the transformation of all Council services and improved online services</li> </ul>
	<ul style="list-style-type: none"> <li>• Invest in improved ICT infrastructure and packages on an invest to save basis</li> </ul>
	<ul style="list-style-type: none"> <li>• Encourage new ways of working with improved mobile working, touch down space and more flexible ways of working</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop new commissioning models of delivering services</li> </ul>
	<ul style="list-style-type: none"> <li>• Maximise cemetery income and ensure well managed services (SBDC)</li> </ul>
	<ul style="list-style-type: none"> <li>• Progress second crematorium site (CDC)</li> </ul>

<b>Aim 2: Working towards safe and healthier local communities</b>	
Objective:	We will:
Improve community safety	<ul style="list-style-type: none"> <li>• Reduce serious acquisitive crime and violent behaviour in our communities</li> </ul>
	<ul style="list-style-type: none"> <li>• Reduce anti-social behaviour in our communities</li> </ul>
	<ul style="list-style-type: none"> <li>• Promote community integration</li> </ul>
	<ul style="list-style-type: none"> <li>• Continued multi-agency analysis of trends to help target hotspot areas, adjusting for seasonality</li> </ul>
	<ul style="list-style-type: none"> <li>• Reduce the fear of crime and perception of anti-social behaviour by effective communications</li> </ul>
	<ul style="list-style-type: none"> <li>• Support activities for young people which build capacity and prevent crime and anti-social behaviour</li> </ul>
Promote healthier communities	<ul style="list-style-type: none"> <li>• Participate in the development of the next phase of the Local Transport Plan to influence outcomes to improve traffic management and road safety</li> </ul>
	<ul style="list-style-type: none"> <li>• Support the Health and Well-being Board by attending meetings regularly, with representation at Member level</li> </ul>
	<ul style="list-style-type: none"> <li>• Assist in signposting any initiatives instigated by the Board</li> </ul>
	<ul style="list-style-type: none"> <li>• Promote good health through representation on the Buckinghamshire Health and Wellbeing Board</li> </ul>
	<ul style="list-style-type: none"> <li>• Run at least one health fair per year</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop and implement an individual Community Wellbeing Plan for each Council to support the Joint Strategic Community Strategy.</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop a healthy eating strategy</li> </ul>
	<ul style="list-style-type: none"> <li>• Promote Joint Working through the Healthy Community Partnership and Clinical Commissioning Group to tackle health inequality and improve outcomes</li> </ul>
	<ul style="list-style-type: none"> <li>• Provide high quality, cost-effective leisure provision for older people</li> </ul>
	<ul style="list-style-type: none"> <li>• Deliver outreach sports and physical activities in areas of anti-social behaviour and social isolation</li> </ul>
	<ul style="list-style-type: none"> <li>• Design and implement a robust housing strategy</li> </ul>
	<ul style="list-style-type: none"> <li>• Provide high quality, cost effective leisure provision for young people</li> </ul>



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

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

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

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

Aim 3: Striving to conserve the environment and promote sustainability	
	<ul style="list-style-type: none"> <li>• Monitor air pollution and raise alerts or invoke emergency plan if required</li> </ul>
	<ul style="list-style-type: none"> <li>• Feed into Buckinghamshire County Council's Local Transport Plan to influence reduction in road traffic pollution</li> </ul>
	<ul style="list-style-type: none"> <li>• Implement and monitor a Sustainable Construction &amp; Renewable Energy SPD</li> </ul>
	<ul style="list-style-type: none"> <li>• Educate on and enforce Building Control regulations on insulation for new building work</li> </ul>
	<ul style="list-style-type: none"> <li>• Promote government initiatives to help residents and businesses access the means to reduce their energy usage through improved insulation</li> </ul>
	<ul style="list-style-type: none"> <li>• Monitor waste collection service, maximising greater recycling opportunities (SBDC)</li> </ul>
	<ul style="list-style-type: none"> <li>• Monitor WDC / CDC waste service, encouraging the highest possible levels of recycling (CDC)</li> </ul>

## 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"> <li>• Streamline both Constitutions to improve decision-making and reduce double handling</li> <li>• Harmonise policies and procedures where possible</li> <li>• Clarify the scope of Policy Advisory Groups, improve overview and scrutiny procedures and provide greater management support</li> <li>• Develop a unified position on future local government structures</li> <li>• Review joint governance structures, including the extension of joint committee functions</li> <li>• Improve communications relating to the shared services programme</li> </ul>
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"> <li>• Ensure that staff are trained in all relevant aspects of safeguarding of children and vulnerable people</li> <li>• Participate in the county-wide Safeguarding Board meetings and their sub committees as relevant to the Councils' functions</li> </ul>
Staff: appreciating the expertise and dedication of our staff and the importance of their	<ul style="list-style-type: none"> <li>• Implement harmonised Terms and Conditions between Chiltern and South Bucks staff, and ensure pay and workforce strategies are aligned</li> </ul>

Value	We will:
motivation, morale and development	with current and future challenges <ul style="list-style-type: none"> <li>• Support the training of professional staff in areas of staff shortages</li> <li>• Implement joint performance management framework</li> <li>• Ensure the senior management team is more visible to staff and communicate a clear vision for the councils</li> <li>• Deliver better communications and develop an organisational development strategy towards both councils operating as one team, including establishing succession planning arrangements to support the future partnership</li> <li>• Maintain the Bronze standard of Investors in People accreditation, moving to joint accreditation between Chiltern and South Bucks</li> <li>• Support the training of modern apprentices and young people</li> </ul>
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"> <li>• 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</li> <li>• Define the scope, priorities and critical path for future partnership working, including the Joint Strategic Partnership</li> <li>• Cabinets will work more closely together to support shared services, partnership working and transformation of services</li> </ul>

## How our organisations are changing:

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

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

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

## Appendix

At the time of going to print, 16 service reviews have been completed with three more to complete (democratic services, waste client and planning development control/management). It is anticipated that all reviews will be completed by Autumn 2016. To date phase 1 and phase 2 of the shared working partnership have realised annual savings of £1.5m, with more to come, whilst maintaining and enhancing service quality and improving service resilience. .

As we move towards completion of phase 2 the Councils' have stated that over the next four year we will:

- Complete the shared review programme
- Transfer all staff onto harmonised terms and conditions

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

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

To achieve our ambitions the Councils will be undergoing a cultural change programme and putting in place an Organisational Development strategy to ensure:

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

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

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

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

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

- Explore alternative service delivery models including local authority companies

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

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

## Roles and Responsibilities:

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

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

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

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

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

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

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





## Performance Management

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

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

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

## Strategic Risks

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

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

## Appendix A

### Key facts about the Districts: Chiltern

#### Spatial:

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

#### Demographic:

- Regularly ranks within the top 20 of the Halifax Quality of Life survey.
- The population was recorded as 92,635<sup>1</sup>. More than 19%<sup>1</sup> are aged 65 or more, projected to grow to more than 27% of the population by 2026.
- 8.51%<sup>1</sup> of the total population in Chiltern are from a Black or Asian Ethnic Minority Population, compared to the England average of 14.3%<sup>1</sup>.
- 2%<sup>1</sup> of the population were of the Muslim faith, with 1%<sup>1</sup> of the Hindu faith.
- 7.3%<sup>1</sup> of households are lone parent households.
- In the overall Index of Multiple Deprivation<sup>2</sup> (IMD) 2010 results, two Lower Super Output Areas<sup>3</sup> (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 good<sup>4</sup>, with life expectancy significantly higher than the England average. Deprivation, poverty, violent crime, long term unemployment, smoking rates, teenage pregnancy, obesity in adults, diabetes, and hospital stays for adults relating to alcohol harm are all significantly lower than the England average<sup>4</sup>.
- Early deaths from cancer and numbers killed or seriously injured on the roads are just better than the England average<sup>4</sup>. Incidences of malignant melanoma and hip fractures in the over 65's continuing to be higher than the England average, as is increasing and higher risk drinking in adults<sup>4</sup>.
- There are about 1,500 children living in poverty, however there is a significantly higher pass-rate for GCSE 5A\* - C than the England average<sup>5</sup>.

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<sup>1</sup> Census data 2011

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

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

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

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

## Appendix

In year 6 (age 10-11), 15.3% are obese – the England average is 19.2%<sup>5</sup>.

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

### **Economic:**

- Just over 6%<sup>6</sup> of employees in Chiltern own their own businesses – higher than the rest of Buckinghamshire and the national average of 4.1%.
- There were 5,830<sup>6</sup> businesses in the district, with more than 90% being micro-businesses (employing fewer than 10 people), ranking first nationally for this size band.
- The most significant sector is Professional, Scientific & Technical at just under a quarter of all businesses the next highest being Information and Communication at around one tenth of all businesses<sup>6</sup>.
- The Job Seekers Allowance claimant count in December 2014 was 378 people - the 32<sup>nd</sup> lowest out of 380 local authority areas. The highest percentage of claimants fell in the 18 to 24 age group at around the 1.2% mark<sup>6</sup>.
- 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 78th<sup>7</sup> out of 405 UK local authority areas. However, this hides high domestic energy usage, ranking 183rd.

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<sup>6</sup> Bucks Business First data, 2012

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

## Appendix B

### Key facts about the Districts: South Bucks

#### Spatial:

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

#### Demographic:

- Regularly ranks within the top 20 of the Halifax Quality of Life survey.
- The population was recorded as 66,867<sup>8</sup>. More than 19.4%<sup>8</sup> are aged 65 or more, and this is projected to grow to more than 28% of the population by 2026.
- 15.7%<sup>8</sup> of the total population in South Bucks are from a Black or Asian Ethnic Minority Population, against only 6.6% in 2001 and the 2011 England average of 14.3%<sup>8</sup>. This includes the 7th highest concentration of people of Sikh religion in England at 4.7%<sup>8</sup> with those of Muslim and Hindu religion each totalling 2.5%<sup>8</sup> of the population.
- 4.5%<sup>8</sup> of households are lone parent households and 0.4%<sup>8</sup> of households is from the Gypsy and Traveller communities, the 7th highest in all of England.
- In the overall IMD<sup>9</sup> 2010 results, four Lower Super Output Areas<sup>10</sup> (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 detached<sup>8</sup> and rank highest in the country for numbers of rooms (6.4) and bedrooms (3.2) compared to all other local authorities<sup>8</sup>. South Bucks ranks in the top 5%<sup>8</sup> of authorities for the prevalence of caravans, mobile homes and other temporary structures as a proportion of all housing.
- 41.3%<sup>8</sup> of residents have a degree or equivalent qualification, against the national average of 27% (ONS 2013), with higher than national average salaries.
- South Bucks carbon footprint ranks 203 out of 405 UK local authority areas (first place has the lowest emissions). Usage is broken down to Domestic, Industrial and Transport sectors, and it is the Transport sector which has the highest emission levels, ranking 353 out of 406 UK areas<sup>11</sup>.
- Crime rates have been reducing over recent years so that the rate of serious acquisitive crime per 1,000 residents was, in 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, teenage pregnancy, obesity in adults, diabetes, and hospital stays for adults relating to alcohol harm are all significantly lower than the England average<sup>12</sup>.

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<sup>8</sup> Census data, 2011

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

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

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

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

## Appendix

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

### **Economic:**

- Just over 6% of employees in South Bucks own their own businesses – higher than the rest of Buckinghamshire and the national average of 4.1%<sup>14</sup>.
- There were 4,955 businesses in the district. (Bucks Business First, 2012)
- The most significant sector is Professional, Scientific & Technical at just under a quarter of all businesses, the next highest being Construction at around one tenth of all businesses<sup>13</sup>.
- The Job Seekers Allowance claimant count in December 2014 was 269 people the 32<sup>nd</sup> lowest out of 380 local authority areas. The highest percentage of claimants fell in the 18 to 24 age group at around the 1% mark<sup>13</sup>.
- 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 district<sup>15</sup>.

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

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

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

## Appendix C

### What District Councils do

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

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

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

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

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

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

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

## Appendix D: Strategic risks register:

Ref	Risk Description	Trigger	Control
1	<p><b>Joint Working</b></p> <p>Friction develops between two authorities that stalls progress and affects service delivery.</p>	<p>Diverging Council priorities</p> <p>Weakening of officer member relationships</p> <p>Approach from a third authority to join arrangements stalls programme, creates uncertainty.</p> <p>Unitary debate fires up, diverting resources from implementing the Chiltern and South Bucks programme.</p>	<p>Governance in place – Joint Committee, JAIC.</p> <p>Joint senior management team.</p> <p>Programme documentation and programme management resources.</p> <p>Plan for service reviews, business cases presented.</p> <p>Member involvement in joint working in line with member expectations</p> <p>Communication plan for members, staff, external partners</p>
2	<p><b>Transformation and Management of Change</b></p> <p>No acceptance of change to ways of working and service delivery by officers and members prevents achievement of council aims. Progress inhibited by capacity issues and lack of finance; programme loses momentum.</p>	<p>Projects to change service delivery or join services stall, or are cancelled.</p> <p>Lack of skills and capacity to help staff and Members cope with change.</p> <p>Service delivery and standards slip.</p> <p>Staff and Members disengaged from programme.</p>	<ul style="list-style-type: none"> <li>. Senior members and managers show commitment to change.</li> <li>. Case for changes clearly made and communicated.</li> <li>. Build on success, in order to establish confidence to change.</li> <li>. Prioritise programme of change, and ensure it is adequately resourced.</li> <li>. Develop change management approach, and organisational development plan.</li> </ul>
3	<p><b>Financial Stability</b></p> <p>Authorities forced into short term reactive measures to</p> <p>a) reduced Government funding,</p> <p>b) unavoidable cost increases.</p> <p>Reputational risk from decision that have to be taken.</p> <p>Reduced financial capacity to manage transformation.</p>	<p>Significantly higher reductions in Government funding than anticipated</p> <p>Significant reductions in come base</p> <p>Unforeseen significant cost increases</p> <p>Reserves decline to near prudent minimum level</p> <p>Medium term financial strategies have to be substantially revised</p>	<p>Review of MTFSS.</p> <p>Clear service priorities.</p> <p>Analysis of Government spending plans, bought in where necessary.</p> <p>Savings programmes agreed and monitored.</p> <p>Annual review of cost base</p> <p>Strategies for use of reserves.</p>
4	<p><b>Workforce Issues</b></p> <p>High turnover, low morale, lack of succession planning,</p>	<p>Loss of key staff</p> <p>Increased sickness</p> <p>Poor and declining customer satisfaction</p>	<p>Organisational development and workforce planning.</p> <p>Monitoring of key personnel statistics.</p>



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

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

Ref	Risk Description	Trigger	Control
14	<p><b>Economic Viability</b></p> <p>Local employment and business activity declines.</p>	<p>Local labour shortages, skills issues for employers</p> <p>Ending of small business rate relief scheme.</p> <p>Decline in town centre high streets vitality.</p> <p>Increase in empty business rates.</p> <p>Lack of confidence among local business groups.</p>	<p>Good liaison arrangements with local businesses.</p> <p>Monitor key indicators of the local economy.</p> <p>Take advance of opportunities offered by Local Enterprise Partnership.</p>
15	<p><b>HS2 Construction</b></p>	<p>The construction of the HS2 rail line will present a risk in the future in terms of resources required for pre application planning advice, environmental health and community engagement.</p> <p>We are awaiting a schedule of timings from HS2 but this may not be forthcoming so resources and timescales are uncertain at this stage.</p>	<p>The formation of a central team across the Bucks Councils is being considered as all areas would be competing for the same specialised resources; better to have a joint team.</p>

## Appendix E: Joint Performance Management Framework

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

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

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

### What is performance and improvement all about?

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

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

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

With effective performance and improvement management:

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

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

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

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

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

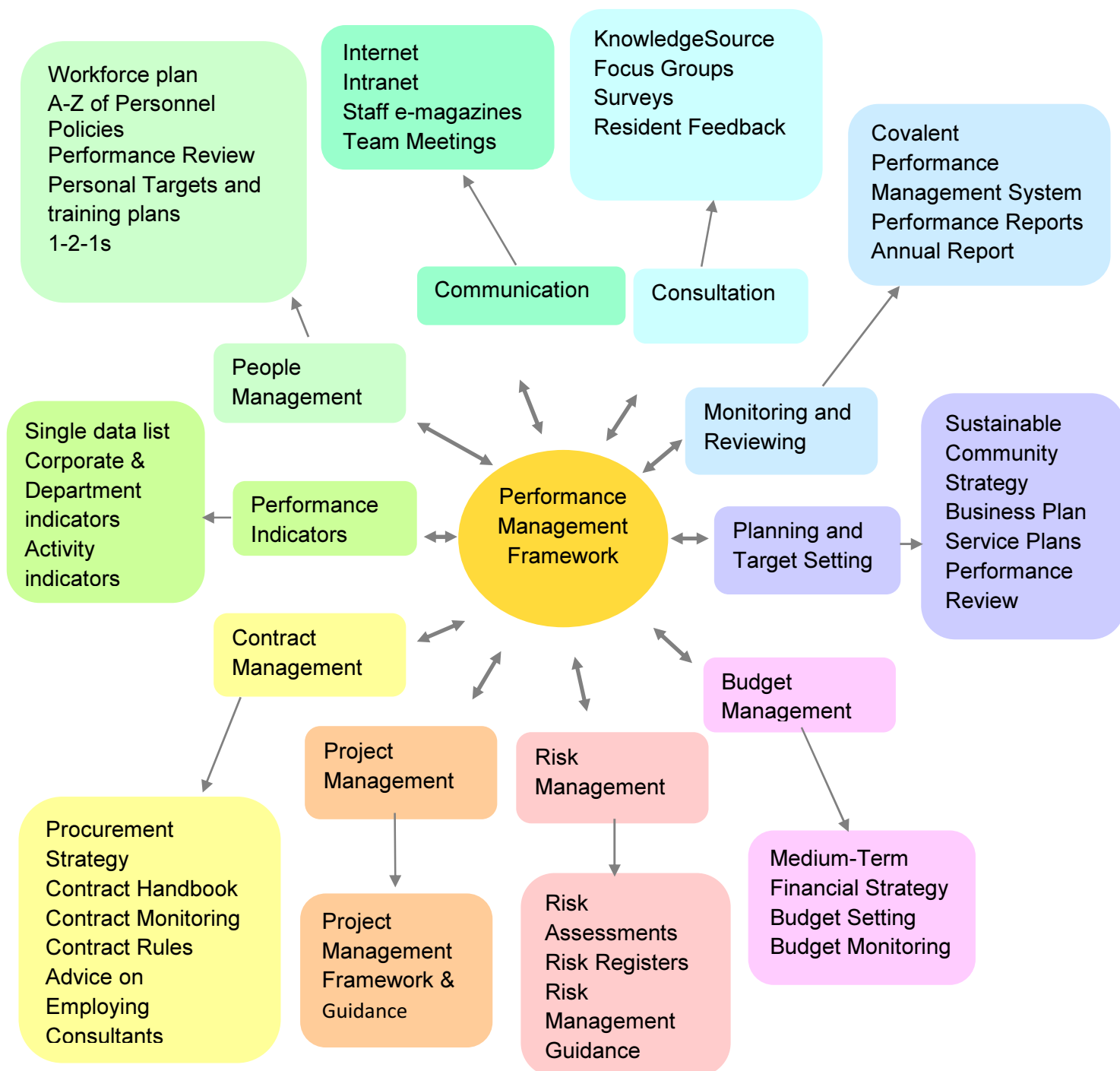
- ◆ Community – are we delivering priorities important to local people?
- ◆ Partnerships – are we contributing to our full potential?
- ◆ What corporate priorities should we focus on?
- ◆ Are we providing value for money?
- ◆ Are we maintaining high quality services and improving them where possible?
- ◆ 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**

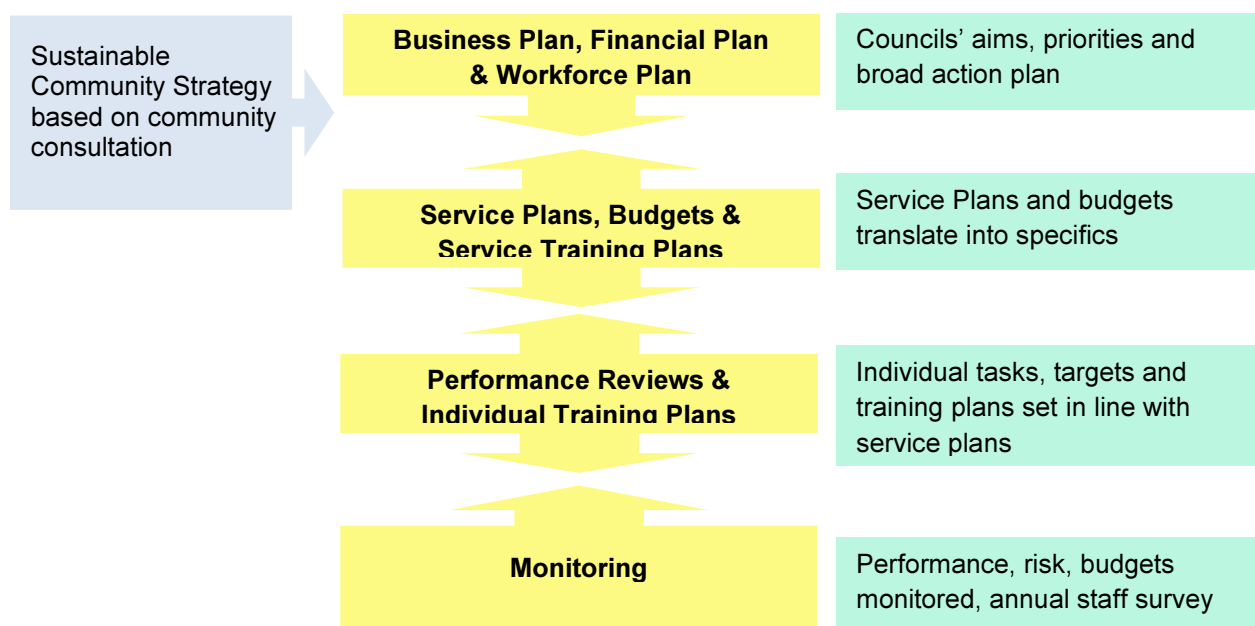
Members agree a clear vision of what each Council aims to achieve. This enables Members and managers to lead service improvements and allocate resources in line with each Council’s aims and priorities. The Joint Business Plan sets out what the Councils aim to achieve in the short to medium term, it contains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

The achievement of both Councils' priorities is 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.

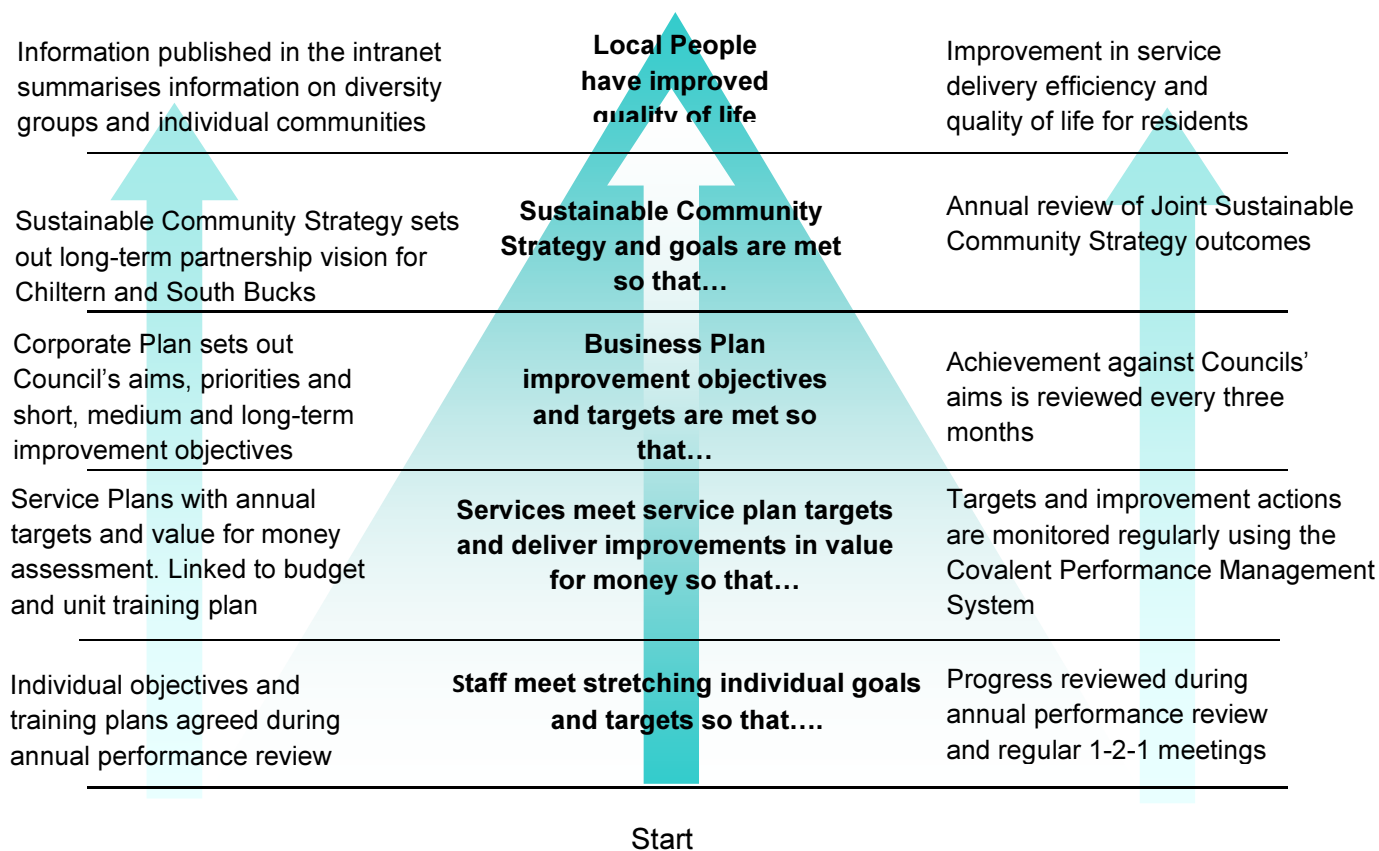


**A Clear Vision**

**Path to Improvement**

**Performance Measurement**

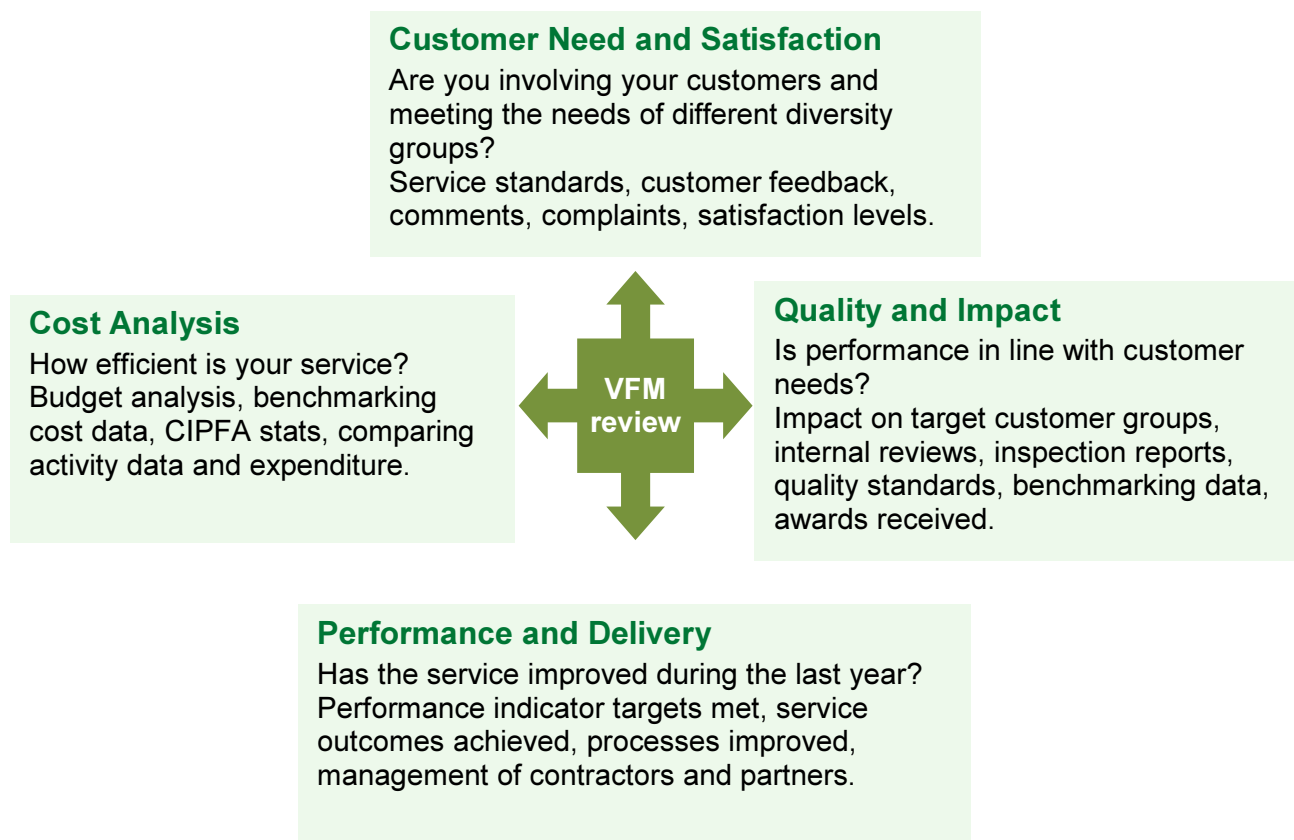
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**Service managers leading value for money improvements in customer satisfaction, cost, process improvement and improved outcomes for local people**

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

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



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

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

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

These include:

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

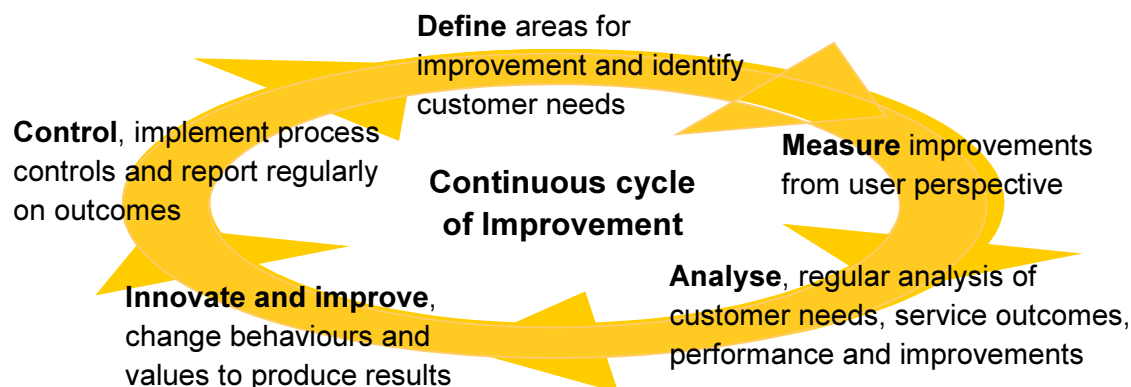
Much more **quantitative information** is available to officers at their desktops. This has enabled both Councils to establish corporate approaches in areas including equalities, sustainability, project management and risk and has helped services have a better understanding of the diverse needs of different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

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

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

**A culture of innovation and continuous improvement**

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



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

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

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

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

How does it all fit together?

	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March
<b>Joint Sustainable Community Strategy</b>			Annual Report and review of JSP									
<b>Joint Business Plan</b>	Refreshed business plan approved and initial discussions of future direction		Members review priorities if required		New priorities feed into service planning and business plan						Business plan updated with service plan actions	
<b>Medium-Term Financial Strategy (SBDC)</b>	Initial discussions of future direction linked to future Corporate priorities				Members agree draft MTFS						MTFS finalised	
<b>Joint Service Plans</b>				Service plan workbooks reviewed		Draft Service Plans produced					Service Plans finalised and PI targets set	
<b>Budget Setting</b>						Draft Budgets		PAGS discuss budgets			Budgets finalised	Council tax set
<b>Budget Monitoring</b>	Monthly monitoring of all budgets and efficiency savings/targets.											
<b>Performance Review Process</b>	Ongoing review of individual actions, regular 1-2-1 and team meetings										Annual Performance Review	
<b>Performance and Risk Monitoring</b>	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 PIs	High priority Review
<b>Annual Report</b>	Annual review of performance		Publish Annual Report									



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Prepared by the  
Joint Communications, Performance and Policy team  
April 2016

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



**Chiltern**  
District Council



**South Bucks**  
District Council



<b>SUBJECT:</b>	<i>PI Review 2016/17</i>
<b>REPORT OF:</b>	<i>Leader of the Council – Councillor Ralph Bagge</i>
<b>RESPONSIBLE OFFICER</b>	<i>Acting Chief Executive – Bob Smith</i>
<b>REPORT AUTHOR</b>	<i>Rachel Prance (01494 732903) Sarah Woods (01494 586 800)</i>
<b>WARD/S AFFECTED</b>	<i>All</i>

## 1. Purpose of Report

The purpose of this report is to provide an update on the outcomes of the Performance Indicator (PI) review for 2016/2017 and to seek approval for the proposed changes to reporting.

### RECOMMENDATION

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

The following appendices are attached to this report.

**Appendix A** PI Review - Priority PIs 2016-17 - SBDC - provides proposals for reporting priority indicators during 2016/17 with future targets.

**Appendix B** PI Review – Corporate Indicators 2016-17 - SBDC- provides proposals for reporting Corporate PIs during 2016/17 with future targets.

## 2. Reasons for Recommendations

Currently, 11 priority indicators are reported on a monthly basis, within the monthly budget pack. A further 50 activity indicators (data only – no targets) are also reported monthly.

The quarterly performance report includes 33 corporate indicators (formerly selected by MT and Cabinet), as well as the 11 priority indicators. A total of 44 performance indicators are reported quarterly.

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

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

If approved, for 2015/16 there will be 12 priority PIs and 29 additional corporate PIs – a total of 41.

**3. Consultation**  
*Not Applicable*

**4. Options**  
*Not applicable*

**7. Corporate Implications**

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

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

**Legal** –None identified.

**Risks issues** – None identified

**8. Links to Council Policy Objectives**

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

**9. Next Step**

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

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

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

Code	Description	Latest result Dec 15	Target 2015/16 (YTD)	Target 2016/17	Target 2017/18	Target 2018/19	Comment
<b>Leader's portfolio - Cllr. Bagge</b>							
SbHR1	Working days lost due to sickness absence	14.87	11	11	9	9	CIPD reports 8.7 days for 2015 average level of public sector sickness absence. In reviewing the 2016/17 figure which in 2015/16 we put down as 10 days, we have considered current sickness days as at Jan 16 ie 14.68. Also throughout 2015/16 we have consistently failed this KPI. The reason for this is that we have had over 10 long term sickness absences. As at Feb 16 we currently have 3 on long term sick plus 2 employees that are intermittently back at work and then sick (over a protracted period of time). So we either leave at 11 or lower it to 10 which is what we were striving to achieve. We have kept it at 11. Long term sickness is a continuing issue at SBDC which skews the sickness absence figures considerably given we are a small employer and it is difficult to manage down as all have been genuine long term sickness absences.
NEW PI	Working days lost due to short term sickness absence (less than 20 days)	New PI	New PI	5	4.5	4	New KPI SBDC short term sickness reported 5.72 days for 15/16 this is indicative figure only because in 15/16 only overall sickness was reported as a KPI. Target set going forward takes account of this and the fact that national data broken down to short & long term is sketchy and no easily comparable. New HR shared service will focus on sickness absence data and we want a downward trend.
NEW PI	Working days lost due to long term sickness absence (more than 20 days)	New PI	New PI	10	9	8	New KPI SBDC long term sickness reported 10.51 days for 15/16 this is indicative figure only because in 15/16 only overall sickness was reported as a KPI. Target set going forward takes account of this and the fact that national data broken down to short & long term is sketchy and not easily comparable. New HR shared service will focus on sickness absence data and we want a downward trend.
<b>Resources - Cllr. Egleton</b>							
SbRB1	Speed of processing - new HB/CTB claims	17	19	19	19	19	No change

Appendix

Code	Description	Latest result Dec 15	Target 2015/16 (YTD)	Target 2016/17	Target 2017/18	Target 2018/19	Comment
SbRB2	Speed of processing - changes of circumstances for HB/CTB claims	7.8	8	8	8	8	No change
SbRB3	Percentage of Council Tax collected	85.80%	98.00%	98.00%	98.00%	98.00%	No change
SbRB4	Percentage of non-domestic rates collected	83.50%	98.80%	98.80%	98.80%	98.80%	No change
<b>Healthy Communities - Cllr. Kelly</b>							
SbCmSf 2	Percentage reduction in violent offences against a person, year on year (quarterly)	-21.70%	Data Only	Data Only	Data Only	Data Only	No change
SbHS1	Number of applicants with/expecting children who have been in B & B accommodation for longer than 6 weeks (snapshot figure at end of month)	10	0	0	0	0	This is a statutory PI. The target reflects the average stay during 2015/16

Appendix

Code	Description	Latest result Dec 15	Target 2015/16 (YTD)	Target 2016/17	Target 2017/18	Target 2018/19	Comment
SbHS8	Number of households living in temporary accommodation (snapshot at the end of the month)	58	15	45	40	35	New target for 2016/17 of 45. The average for 2015/16 was 46
Sustainable Development - Cllr. Naylor							
SbSD2	Special measures: speed of processing major applications, for assessment in Oct/Nov 2016 (cumulative)	94.87%	51.00%	51.00%	51.00%	51.00%	No change
SbSD5	Special measures: quality of major applications, for assessment in Oct/Nov 2016 (cumulative)	1.85%	19.00%	9.90%	9.90%	9.90%	Target changed to 9.90% based on government recommendations.
Environment - Cllr. Sullivan							

Code	Description	Latest result Dec 15	Target 2015/16 (YTD)	Target 2016/17	Target 2017/18	Target 2018/19	Comment
SbWR4	Percentage of relevant assessed land and highways within the district having deposits of litter and detritus that fall below the acceptable level.	6.00%	t.b.a.	12.00%	12.00%	12.00%	Delete PI. This is only measured locally and therefore no meaningful comparison is possible. This currently takes a significant amount of work to calculate and is a very lengthy process (around a week of work). Furthermore, the information gathered is arbitrary and subjective which means the results are not meaningful.

Appendix

**Appendix B -Corporate Performance Indicators - 2016-17 - SBDC PI REVIEW**

Note: Excludes Priority Performance Indicators - see Appendix A

PI code	Name	Latest update Dec-15 value	Annual target 2015/16	Annual target 2016/17	Target 2017/18	Target 2018/19	Responsible officer	Comments
<b>Leader's Portfolio - Cllr. Bagge</b>								
SbCP1 (C)	Number of unique visitors to the main website (by period)	19,281	data only	data only	data only	data only	Rachel Prance	No change
SbHR2 (C)	Voluntary leavers as a percentage of workforce (extrapolated for year)	12.74%	8%	16%	16%	16%	Judy Benson	SbHR2 (C) Turnover has significantly increased this year HAY predicts 16% figure moving forward over next few years. We need to increase for 2016/17 and future years to HAY's predicted figure. The employment market is now far more fluid since the economic upturn. The Hay Group is a global management consulting firm with 86 offices in 49 countries. It specialises in transforming organisations, providing professional services relating to people strategy. They regularly publish HR advice on predicted trends relating to all aspects of People Management.
<b>Resources - Cllr. Egleton</b>								
SbBS1 (C)	Availability of ICT systems to staff from 7.30 am to 6.30 pm (by period)	99-90%	99-50%	99-50%	99-50%	99-50%	Sim-Dixen	This PI will be deleted as Steria are no longer in place. This will be replaced by a new joint PI for Chiltern and South Bucks.

Classification: OFFICIAL  
Appendix B - SBDC 2016-17 - PI Review

PI code	Name	Latest update Dec-15 value	Annual target 2015/16	Annual target 2016/17	Target 2017/18	Target 2018/19	Responsible officer	Comments
SbBS2 (C)	<del>Percentage of calls resolved within SLA period (by period)</del>	92-70%	95%	95%	95%	95%	Sim Dixon	This PI will be deleted as Steria are no longer in place. This will be replaced by a new joint PI for Chiltern and South Bucks.
NEW PI - Joint CDC and SBDC	Availability of ICT systems to staff from 7.30 am to 6.30 pm (by period)	NEW PI	NEW PI	99.50%	99.50%	99.50%	Sim Dixon	New PI. Due to move from Steria to Service Desk that records both SBDC and CDC.
NEW PI - Joint CDC and SBDC	Percentage of calls resolved within SLA period (by period)	NEW PI	NEW PI	95%	95%	95%	Sim Dixon	New PI. Due to move from Steria to Service Desk that records both SBDC and CDC.
SbBS3 (C)	Percentage of responses to FOI requests sent within 20 working days (by month)	tba	90%	90%	90%	90%	Sim Dixon	No change
SbCS1 (C)	Number of complaints received (cumulative)	1	80	80	80	80	Nicola Ellis	Target set at 80. This target will be reviewed when the Customer Services team review their complaints process.
SbLD2 (C)	Percentage of canvass forms returned	Annual - 2014/15 98%	90%	94%	94%	94%	Joanna Swift	Target changed to 94% for consistency.



Classification: OFFICIAL  
Appendix B - SBDC 2016-17 - PI Review

PI code	Name	Latest update Dec-15 value	Annual target 2015/16	Annual target 2016/17	Target 2017/18	Target 2018/19	Responsible officer	Comments
SbLD3 (C)	Percentage of standard searches carried out within 5 working days by period quarterly	99.80%	97%	100%	100%	100%	Joanna Swift	Changed PI name from 'Standard searches carried out within 5 working days (cumulative)' to 'percentage of standard searches carried out within 5 working days by period quarterly' for consistency. Target changed to 100% for consistency.
JtLD1 (C)	Client satisfaction with the shared legal service. Percentage satisfied or very satisfied.	6 monthly - Sept 2015 90%	94%	96%	98%	98%	Joanna Swift	No change
JtPF1 (C)	Percentage of faults fixed within SLA period (for implementation when new joint contract starts towards end of 2016)	n/a	t.b.a.	t.b.a.	t.b.a.	t.b.a.	Chris Marchant	Delete PI. This PI was introduced to measure new facilities management contract. There is no need to report on this. There are lots of controls within the contract
Healthy communities - Cllr. Kelly								
SbCL1a (C)	Customer satisfaction rating at the Beacon Centre.	Annual - 2014/15 92.46%	81%	82%	82%	82%	Martin Holt	No change
SbCL1b (C)	Customer satisfaction rating at the Evreham Centre.	Annual - 2014/15 81.3%	78%	78%	82%	82%	Martin Holt	No change

PI code	Name	Latest update Dec-15 value	Annual target 2015/16	Annual target 2016/17	Target 2017/18	Target 2018/19	Responsible officer	Comments
SbCL1c (C)	Satisfaction rating at the Farnham Park Golf Trust	Annual (figure due to be updated April 2016)	77%	77%	77%	77%	Mark Young	No change
JtLI3 (C)	Percentage of customers satisfied with the service received (Licensing) - (annual)	Annual - 2014/15 67%	89%	89%	89%	89%	Martin Holt	Move to a departmental PI, no longer to be reported as a corporate PI.
PatLI5 (C)	Percentages of licences received and issued/renewed within statutory or policy deadlines (cumulative quarterly)	98.10%	97%	97%	97%	97%	Martin Holt	No change
SbCmSf 1 (C)	Percentage reduction in burglaries from dwelling, rolling year on year (quarterly)	10.70%	data only	data only	data only	data only	Martin Holt	No change
SbCmSf 3 (C)	Percentage reduction in theft from vehicle, rolling year on year (quarterly)	17-80%	data only	data only	data only	data only	Martin Holt	This PI was introduced due to high numbers of thefts from vehicles. Thefts have reduced and therefore this no longer needs to be reported as a corporate PI.
SbEH2 (C)	Percentage of food premises (risk rating A to C) that are broadly compliant (snapshot quarterly)	93%	88%	89%	90%	91%	Martin Holt	No change

Classification: OFFICIAL  
Appendix B - SBDC 2016-17 - PI Review

PI code	Name	Latest update Dec-15 value	Annual target 2015/16	Annual target 2016/17	Target 2017/18	Target 2018/19	Responsible officer	Comments
NEW PI - Joint CDC and SBDC	Percentage of improved food premises with a Food Hygiene Rating Score that have become broadly compliant (annually)	NEW PI	NEW PI	data only	data only	data only	Martin Holt	New PI. Baseline: Total number of x premises are below FHR of 3 at 1st April 2016 Improvement; % Number of food premises that have improved above FHR of 3 by year end
SbEH3 (C)	Percentage customer satisfaction- responses rating the service as- satisfied or very satisfied- (environmental health)	75%	75%	75%	75%	75%	Martin Holt	Delete PI. A new monitoring system will be developed which will be an annual report
SbHS2 (C)	Number of affordable homes delivered by (i) new build (ii) vacancies generated by local authority scheme (iii) acquisition of existing properties for social housing (cumulative)	1	22 (5.5)	22	22	22	Martin Holt	The target is set in the local plan and is realistic. However over a longer period this target has been reached by averaging over a number of years.
SbHS3i (C)	Average Length of stay in B & B temporary accommodation for all households (snapshot at end of period)	24.00	4	10	8	6	Martin Holt	No change

PI code	Name	Latest update Dec-15 value	Annual target 2015/16	Annual target 2016/17	Target 2017/18	Target 2018/19	Responsible officer	Comments
SbHS4 (C)	Number of private sector dwellings vacant for more than 6 months and returned to occupation following local authority intervention	Annual - 2014/15-0	45	45	45	45	Martin Holt	PI to be deleted. No longer required by government. Monitored at an operational level
SbHS9 (C)	Bucks Home Choice rolling year on year percentage change in number of applicants (quarterly)	21.00%	data-only	data-only	data-only	data-only	Martin Holt	PI to be deleted. This is monitored at an operational level
Sustainable development - Cllr. Naylor								
SbBC1 (C)	Applications checked within 10 working days	91.08%	85%	92%	92%	92%	Peter Beckford	No change
SbBC4 (C)	Customer satisfaction with the building control service. (cumulative)	93.33%	94%	92%	92%	92%	Peter Beckford	Target set at 92% as reflects the recruitment and retention package target.
SbPP1 (C)	Net additional homes provided	Annual - 2014/15 139	199	203	253	253	Peter Beckford	No change
SbSD7 (C)	Percentage of planning applicants who are satisfied or very satisfied with the planning service	92.80%	80%	80%	80%	80%	Peter Beckford	No change
SbSD8 (C)	Planning appeals allowed.	28.60%	30%	35%	35%	35%	Peter Beckford	No change

PI code	Name	Latest update Dec-15 value	Annual target 2015/16	Annual target 2016/17	Target 2017/18	Target 2018/19	Responsible officer	Comments
SbSD10 (C)	Processing of planning applications: minor applications (cumulative)	98.47%	92%	90%	90%	90%	Peter Beckford	No change
SbSD11 (C)	Processing of planning applications: other applications (cumulative)	98.21%	95%	90%	90%	90%	Peter Beckford	No change
SbSD12 (C)	Percentage of new enforcement allegations where an initial site visit is undertaken within 20 days (the timescales set out in the Enforcement Policy and Procedure) (snapshot)	81.00%	50%	70%	70%	70%	Peter Beckford	No change
Environment - Cllr. Sullivan								
SbWR1 (C)	Household refuse collections, number of containers missed per month (calculated by P&C team on weekly basis)	90	125	100	100	100	Chris Marchant	No change
SbWR3 (C)	Percentage of household waste sent for reuse, recycling and composting (cumulative)	53.82%	50%	53%	55%	56%	Chris Marchant	No change

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## ENVIRONMENT POLICY ADVISORY GROUP

### Meeting - 1 March 2016

Present: Mrs Sullivan (Chairman)  
Mr Bradford, Miss Hazell and Mr D Smith

Apologies for absence: Mr Harding and Mr Read

#### 1. MINUTES

The minutes of the meeting of the PAG held on 8 December were received.

#### 2. REPORTS FROM MEMBERS

None received.

#### 3. CURRENT ISSUES

None.

#### 4. DECC COMMUNITIES FUND PROJECT

The PAG received a report updating Members on energy efficiency and fuel poverty within South Bucks, and were asked to consider the next steps.

The report informed the PAG that in March 2014 South Bucks District Council and 14 other local authorities won £2,574,991 from the Department for Energy and Climate Change (DECC) to retrofit solid wall insulation (SWI). The purpose was to generate interest in the Green Deal programme and to create the local infrastructure necessary to deliver improvements, with SBDC being appointed 'Accountable Body' for the partnership - responsible for financial probity / risk, and overall decision-making.

It was noted by the PAG that following altered priorities and direction from Central Government, the Project has now re-focused activity to reduce fuel poverty via energy efficiency methods such as cavity wall insulation, underfloor heating etc. These are measures that are already popular with residents, and as such, forecasts predict that the project is likely to surpass its goal of installing energy efficiency measures in 586 dwellings.

As of December 2015 there were:

- 566 Green Deal Assessments / EPC's completed
- 311 sign ups
- 299 completed SWI installations
- 8 finance packages provided through the Green Deal Investment Bank.

Furthermore, the Project Board has demonstrated effective partnership working across 15 local authorities, having delivered significant reductions in household energy usage, alongside savings to the wider health and social care economy, and reductions in CO2 emissions.

The PAG were informed that by 31 March offers for grants will cease, with installations, audits, evidence-gathering and other documentation to conclude by September 2016. In order to continue to provide fuel poverty measures, several LA's are looking at alternative ways to fund this, including the Bucks Affordable Warmth Network, managed by Chiltern

District Council. The AWN is seeking further Energy Company Obligation payments from companies including E.ON, with such funding being able to aid with the installation of capital measures. Members suggested ways to further aid exposure of the scheme, with officers agreeing to look into these.

It was therefore **RESOLVED that** the report be noted.

**5. CLEAN FOR THE QUEEN**

Members received a verbal update regarding the Clean for The Queen Initiative, taking place over the weekend of the 4<sup>th</sup> – 6th March, prior to the celebrations of Queen Elizabeth II's 90<sup>th</sup> birthday. Members noted that this was a nationwide initiative that would also aid in improving the condition of the district, and could be undertaken by community groups, schools, and the Council's own staff. Members were further informed that equipment, including purple sacks, litter pickers and high-visibility vests had already been sourced and could be lent to groups, subject to availability.

**6. ANY OTHER BUSINESS**

Following questions from members concerning untidiness caused by residents placing food loosely within food bins, the Head of Environment clarified to the PAG that SBDC would be undertaking targeted recycling campaigns.

**7. CURRENT ISSUES (PART II)**

None.

The meeting terminated at 6.35 pm



**HEALTHY COMMUNITIES POLICY ADVISORY GROUP**

**Meeting - 25 February 2016**

Present: Mr Kelly (Chairman)  
Mr Bastiman, Dr Matthews, Mr Pepler and Mr Walters MBE

Apologies for absence: Mr Anthony

**36. COMMUNITY SAFETY ACCREDITATION SCHEME PRESENTATION**

The PAG received a PowerPoint presentation from Superintendent Hitch regarding the Community Safety Accreditation Scheme (CSAS), through which persons working in community safety type roles undertake training to aid the police in tackling low-level crime and disorder.

The CSAS permits these persons to be given targeted police powers to cope with instances such as anti-social behaviour, disorder and nuisance. The 'Accredited Persons' (APs) can also act to inform the police of issues within the local community, including littering, underage drinking and graffiti.

The presentation further detailed to the PAG the incidents that APs would be able to deal with, alongside their Accredited Powers, which included Fixed Penalty Notices (FPNs), and gave examples of Police forces who had already implemented the scheme, and the differences in their implementation of it.

During a question and answer session members indicated that there were a number of areas (e.g. dog fouling, obtaining names and addresses, drinking in designated places) where participation in the Scheme and use of targeted powers would be of benefit to the Council and residents.

Following the advice of the PAG, which supported the Scheme in principle, the Portfolio Holder asked for a further report detailing how the Scheme could be developed in SBDC and the costs.

**37. MINUTES**

The minutes of the PAG held on 3 December were agreed.

**38. REPORTS FROM MEMBERS**

Mr Pepler circulated at the meeting a report of the meeting of the Bucks Healthcare Trust he had attended on 25 November 2015.

**39. HEALTHY COMMUNITIES UPDATE REPORT**

The PAG received a report providing an update on issues falling within the Healthy Communities Portfolio.

During the discussion the PAG particularly noted the following:

- Shared Housing Service: The intention to submit a report to a future meeting of the PAG on housing following the Member Workshop on 3 February 2016.

- Affordable Housing: The decision to allocate £235K from the commuted sums to facilitate the provision of 12 affordable rented properties on the STG site, Taplow.
- Licensing: The intention to submit a report to Licensing Committee on 23 March 2016 on a draft taxi and private hire policy.
- Environmental Health: following a question regarding the Food Hygiene Scoring system Members were advised that premises are assessed and if found to be poor are subject to support and assistance or enforcement action. Following a poor rating a premises owner may request a repeat Food Hygiene Scoring after 3 months
- Community Safety: Whilst South Bucks remains a very safe place with low levels of crime there had been an increase in crime for the rolling 12 month period with burglary dwelling crimes up 7% and non-dwelling crimes up 8%. Thefts from vehicles were however down 9%.

#### 40. BEACON CENTRE SURVEY REQUEST

The PAG received and considered a report seeking authority to carry out a mechanical, electrical and structural survey at the Beacon Sports Centre and Theatre.

The last survey of the Beacon Centre was carried out in June 2006, and as South Bucks District Council was responsible for the external maintenance of the Beacon Centre, a survey would enable staff from GLL and SBDC to develop a joint maintenance plan.

The survey would also facilitate future capital budget preparation for any maintenance works, thereby reducing unexpected maintenance issues. The estimated cost for carrying out the necessary structural survey is between £20k and £30k, Tenders would be sought by the Property and Contracts team in accordance with the Council's Contract Procedure Rules.

Having considered the advice of the PAG, which supported the proposal, the Portfolio Holder has **AGREED in accordance with the Scheme of Delegation to Cabinet Portfolio Holders**, that a mechanical, electrical and structural survey of the Beacon Sports Centre and Theatre be carried out at an estimated cost of £30k - to be met from the capital budget.

#### 41. SUBSCRIPTIONS & DONATIONS TO COMMUNITY ORGANISATIONS FOR 2016-17

Councillor Walters declared a personal interest in this matter – being a representative on Padstones – but had left the meeting by the time the report was considered by the PAG.

Councillor Pepler declared an interest in this matter, being a trustee of the Burnham Youth Centre.

The PAG considered a report detailing the requests for subscriptions and donations received from community organisations for financial year 2016-17, alongside the sums requested.

The proposed budget for Subscription and Donations in 2016/2017 is £31,680, and with £8,708 having already been designated for the Bucks Infrastructure Contract (approved by members on 3<sup>rd</sup> March 2015), £22,972 remained for allocation to the voluntary and community sector organisations. The amount requested from the Subscriptions and Donations budget totalled £64,841.98 from 18 applicants. The funding recommended in the report, having regard to the Council's funding criteria and priorities, totalled 22,850.

Members of the PAG noted that the application from each community organisation had been reviewed, and that the recommended levels of funding were based on how the application met the funding criteria, how it benefitted the community, and whether it met the Council's priorities, in conjunction with the strategy recommended by the PAG as set out in paragraph 4.2. In accordance with practice, funding is awarded ahead of the financial year in order that the community and voluntary groups can plan for a full year of service.

During the discussion the PAG asked that in future the comments of members should be included in the report without attributing names.

Following the advice of the PAG, which supported the recommendations in the report, the Portfolio Holder has agreed **in accordance with the Scheme of Delegation to Cabinet Portfolio Holders** that grant payments be made to the following community organisations in financial year 2016-17 in the sum stated:

Organisation	Amount £
Adviza (Time to Talk)	2,000
Alexander Devine Children's Hospice	1,200
Bucks Mind	1,200
Bucks Vision	800
Burnham Youth Centre	750
Carers Bucks	1,300
Chiltern MS Centre	1,000
Dorney Youth Club	500
Garvin Avenue Over 65 Club	100
Mona Lisa Arts & Media	500
Padstones	6,000
Relate	500
Wycombe Women's Association	7,000

42. **REPORTS FOR NOTING**

None.

The meeting terminated at 6.46 pm

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**RESOURCES POLICY ADVISORY GROUP**

**Meeting - 3 March 2016**

Present:

Mr Chhokar, Mr Hogan, Mr Hollis, Mrs Jordan, Mr Sangster and, Mr Egleton

Also Present:

Mr Anthony

**29. MINUTES**

The minutes of the meeting of the Policy Advisory Group (PAG) held on 10 December 2015 were received.

**30. TREASURY MANAGEMENT REPORT QUARTER 3**

The PAG received a report on the Treasury Management Strategy 2015/16.to December 2015.

The report explained that the treasury management activities of the Council were exclusively in relation to investment of reserves; as a debt-free authority, South Bucks District Council did not undertake borrowing.

There were no changes in the base rate in the quarter, with the rate having remained at 0.5% since March 2009. The total of loans over one year duration outstanding at the end of the quarter was £20,000,000 as detailed in the table in paragraph 3.3 of the report which also contained tables with information relating to:

- Corporate bond
- Interest rate exposures
- Principal sums invested for periods longer than 364 days/

Following a question from a member the Director of Resources explained why cash flow in the final quarter fluctuated with income from Council Tax declining as the arrangements for paying by instalments came to end whilst demand on expenditure continues. The Director of Resources went on to explain that arranging loans to mature during the last quarter of the year was planned as the income was used to compensate for this reduction in cash flow. It was agreed that update reports during 2016/17 would include charts showing cash-flow projections.

**RESOLVED** that the report be noted.

**31. EXEMPT INFORMATION**

“That under Section 100(A)(4) of the Local Government Act 1972 following item of business is not for publication to the press or public on the grounds that it involves the likely disclosure of exempt information as defined in Part 1 of Schedule 12A to the Act.”

**32. CAR PARKING IN GERRARDS CROSS AND BEACONSFIELD**

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

The overall aim for Council car parks is:

- Provide parking for both short and long stay users.
- Provide a balance between short and long stay users in some car parks using a structured payment system.
- Provide a number of car parks for short stay only to ensure parking is available for shoppers / visitors.
- To dissuade commuter parking in order to accommodate users of our towns and villages.
- To offer a percentage discount for season ticket users to aid local businesses.
- Provide the appropriate number of disabled car parking spaces free of charge.
- To ensure the sustainability of certain local retail centres.

To address the immediate parking problems in Gerrards Cross and Beaconsfield the PAG considered a report setting out six options for changing the existing tariffs and parking restrictions in these two locations having regard to the aims set out above

During the discussion the PAG as a whole recognised the need to make changes to respond to the problems. However whilst some members expressed a preference for option 6 others favoured options 5 and 6 or a combination of both. PAG members also recognised there was a need for a review of the tariff structure which further balanced the needs of shoppers/commuters/local businesses and workers/ local residents. It was accepted that it would not be prudent to consider options that would materially reduce the Council's income.

Responding to the comments made, the Portfolio Holder asked for a further more comprehensive report to be submitted to the PAG which not only developed the preferred options in terms of the action required to implement them including costs and the public consultation required but which also put them into a wider context by addressing the different needs referred to above which could include implementing a scheme for residents' off street parking. The report should also include any proposal in respect of charges and increasing charging periods at any other Council car parks so that an overall set of proposals can be agreed and taken forward as a whole rather than in a piecemeal manner.

### 33. STATION ROAD , GERRARDS CROSS CAR PARK

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

The Council is the freehold owner of the "pay and display" car park at Station Road, Gerrards Cross. The car park currently contains 122 spaces and with usage increasing over recent years the PAG considered a report setting out a proposal to increase the capacity at Station Road Car Park, Gerrards Cross.

During the discussion the PAG as a whole recognised the need to increase the capacity. However, a number of members felt that the business case set out in Appendix E had not been proven, particularly having regard to the capital resources required and the projected timescale to recoup the initial investment. They also questioned why progressing the proposal through a design and build contract accessed through a procurement framework arrangement was preferred to a joint venture procurement process where any development would include residential development on top of the car park.

One member did however feel that, although the investment required was significant, the business case was viable bearing in mind the return in annual income over the duration of the life of the car park which could be up to 40 years. The member also felt it was important

for the Council to submit a planning application as this would provide a brief for whichever procurement process was pursued

Responding to the discussion the Director of Resources drew members' attention to the points made in paragraph 6.18 which made clear that a Joint Venture approach would involve a public procurement process based on the Council setting out what its objectives are with the need to follow a tender process which would be much longer than that under a framework arrangement. It would however be retained as an option. The Head of Environment emphasised that the figure quoted for the capital investment was an estimate only which would be refined as the project developed.

The Portfolio Holder, in noting that there was a recognition amongst PAG members of the need to increase the capacity at the car-park, felt that it was important to establish with planning any issues, including those that could pertain to a joint venture approach. The project needed to be progressed in accordance with the project support referred to in the report so that the brief, costs and preferred procurement route could be established for a further report back to the PAG. To expedite the project the Portfolio Holder requested that the Project Manager be appointed as a matter of urgency.

The Portfolio Holder accordingly

**RECOMMENDED** to Cabinet that

1. Authority be given to submit a planning application at a cost of £5,500.
2. The expenditure incurred to date of £50k be noted and agreement be given to incur further expenditure of £65k to support project management for the duration of the project.

#### 34. BEACONSFIELD CAR PARKING

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

A car park capacity study undertaken in March 2014 for Beaconsfield concluded that additional off street car parking would be required by 2033 and the PAG considered a report setting out potential redevelopment options at four sites in Beaconsfield together with the costs for progressing these options in the following two stages:

- Stage 1 - Concept design and pre planning consultation
- Stage 2 – Stage 2 – Full Planning Application.

The report also identified the tender process and possible procurement options including a joint venture and arrangements for project planning. Paragraph 9 of the report addressed the resources implications of progressing the project and its impact on the Council's capital reserves. The PAG also noted that the proposal would be discussed with Beaconsfield Town Council.

The PAG, in supporting the principle of the proposal, noted that a further more detailed report would be submitted to a future meeting setting out options for proceeding.

Having considered the comments of the PAG the Portfolio Holder has

**RECOMMENDED** to Cabinet that

1. Expenditure of up to £80k be agreed to progress options for the Beaconsfield car parks and adjacent Council owned sites up to and including pre planning

consultation.

2. A further report be submitted to a future meeting of the PAG setting out options and costs.
3. Agreement be given to further expenditure of up to £65k for the duration of the project for client project management support

### 35. CAPSWOOD OFFICES - UPDATE

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

Following the decision of Cabinet approving expenditure of £117k the PAG noted that the work to decant and refurbish the upper floor was progressing

### 36. DISCRETIONARY RATE RELIEF APPLICATION

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

The PAG received a report setting out the applications that had been received from the following organisations for Discretionary Rate Relief.

- Gerrards Cross Community Association
- Action for Children

After considering the applications against the criteria, the PAG supported the recommendations (which were consistent with current policy and past decisions on similar applications) in the report with Mrs Jordan asking for a dissent from the recommendation relating to Action for Children to be recorded

Having considered the advice of the PAG the Portfolio Holder has agreed in accordance with the authority delegated to him under the Scheme of Delegation to Cabinet Portfolio Holders that

1. Discretionary rate relief be granted to Gerrards Cross Community Association until 31 March 2017 in line with that currently awarded in respect of their other premises in East Common.
2. No award be made to Action for Children in respect of Beaconsfield Children's Centre as the charity operates on a national basis with substantial income.

The meeting terminated at 7.45 pm



SUSTAINABLE DEVELOPMENT POLICY ADVISORY GROUP

Meeting - 10 March 2016

Present: Mr Naylor (Chairman)  
Mrs Gibbs, Mrs Lowen-Cooper and Mr Samson

Also Present:

Apologies for absence:

31. **MINUTES**

The minutes of the PAG held on 26 November 2015 were agreed.

32. **REPORT FROM MEMBERS**

None.

33. **CURRENT ISSUES**

None.

34. **BUILDERS PARTNERSHIP SCHEME REPORT**

The PAG received a report regarding the Proposed Builders Partnership Scheme, seeking authority to establish a pilot scheme to offer Building Control customers within South Bucks access to information concerning builders carrying out business in a legitimate manner.

The PAG were informed that this would be a particularly beneficial scheme as residents frequently ask the advice of Building Control staff in regards to suitable builders. Additionally, partnership schemes have already been established with various contractors including architects and engineers, and the proposed Builders Partnership Scheme would seek to further complement this. As this is a pilot scheme, the PAG were assured that if authority be granted, the initial term would be for 2 years (commencing April 2016), with a review of the operation occurring after one year.

After questions from Members, the PAG were assured that for the pilot period, entry to the scheme would be by invitation from Building Control, and by submission of Appendix A - the application form.

Following the ensuing discussion, and after consultation with the Members of the PAG, the Portfolio holder:

**RESOLVED that** a Builders Partnership Scheme be implemented in South Bucks for an initial 2 year period, with a review after one year of operation.

35. **GUIDANCE NOTE ON BASEMENT DEVELOPMENTS**

Members of the PAG, at the request of the Portfolio Holder, received a draft guidance note regarding basement developments for South Bucks, prior to the document being considered at Planning Committee on the 13<sup>th</sup> April, and were asked to provide feedback on its contents.

The Officer in attendance advised the PAG that no additional requirements were included in the draft document, and that additional measures would need to be adopted in the Local Plan, or within supplementary planning documents.

During the discussion, Members aired the view that there needed to be clarification where Planning and Building Control issues overlap.

The Portfolio Holder thanked Members of the PAG for their feedback.

#### 36. BUILDING CONTROL UPDATE

The PAG received an update of the development of the shared Building Control service, detailing the progress of the 2 years since its inception, alongside the aims for the service's future direction.

It was brought to Member's attention that market share remains the same as when the service was introduced; with paragraph 3.6 of the report further detailing that checking applications within 10 working days had improved from 63% in April 2014 to 91.5% in January 2016. The time taken to deal with applications in April 2014 averaged 10.7 days, which has now decreased to 3.75 days. This was further reflected in point 3.8 of the report, with customer satisfaction at 92.6% from 84.6% at the start of the service.

During the ensuing discussion, Members and the Portfolio Holder suggested that it may be beneficial for Councillors to attend the same seminars as Officers, which Officers took into consideration. Additionally, a Member inquired into whether Officers would be happy to permit Planning Committee Members a chance to shadow them for a day, as this would prove valuable in understanding the Building Control issues presented within South Bucks.

**RESOLVED** that the PAG note the report.

#### 37. JOINT CDC/SBDC LOCAL PLAN UPDATE

The Portfolio Holder updated the PAG as to the progress of the Joint Local Plan. The PAG noted that the consultation period for the Regulation 18 Issues and Options ends at 5pm on Monday 14 March. The Local Plan presentation had been given within 6 local areas, with audiences spanning 40 to 450 people.

Officers relayed to the PAG that there had been vast interest in the process, and that with a few days still left for consultation, there had so far been circa 1,900 responses, with more expected in the final days.

#### 38. ANY OTHER BUSINESS

None.

#### 39. EXEMPT INFORMATION

"That under Section 100(A)(4) of the Local Government Act 1972 following item of business is not for publication to the press or public on the grounds that it involves the likely disclosure of exempt information as defined in Part 1 of Schedule 12A to the Act."

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

#### 40. CURRENT ISSUES (PART II)

None.

#### 41. HS2

The PAG received a report summarising the HS2 Project thus far, setting out that the Parliamentary process had reached its conclusion and précis the reports of the Select Committee: the PAG were pleased to note that the Department of Transport had endorsed all of the Select Committee's recommendations for South Bucks. It was also explained to Members by the Officer in attendance that Schedule 16 referred to within the report had now been renamed as Schedule 17.

Members of the PAG noted that South Bucks would be required to pay an estimated £15k to cover the costs of a planning consultant and Chiltern District Council for the use of their HS2 team until the end of July to cover the cost of the ongoing SLA negotiations., Officers may be required to bring the subject back to the June PAG if this sum is considered insufficient to cover predicted costs until the end of 2016.

The report further detailed to Members that the Local Context Report from HS2 is due within the next month, and will contain additional detail, including the number of applications, and funding details.

After the ensuing discussion and questions and answers from Members, the PAG noted:

- 1) The progress made with regard to the Colne Valley Regional Park Panel;
- 2) The position on assurances received from HS2 on the Colne Valley and the HEX Langley Depot;
- 3) The ongoing negotiations with HS2 to agree a Service Level Agreement to cover future resources in dealing with Schedule 17 (of the HS2 Hybrid Bill) applications (and Section 61 applications of the Control of Pollution Act) and that the Acting Chief Executive in consultation with the Leader and Head of Legal and Democratic Services be authorised to approve any future settlement.
- 4) The latest position on expenditure and agree an £15K increase in line with proposals within the report.

The meeting terminated at 7.16 pm

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**CHILTERN DISTRICT COUNCIL  
SOUTH BUCKS DISTRICT COUNCIL**

**MINUTES of the Meeting of the  
CHILTERN AND SOUTH BUCKS JOINT COMMITTEE  
held on 29 FEBRUARY 2016**

**PRESENT:**

Councillor	I A Darby	Chiltern District Council	- Chairman
	R Bagge	South Bucks District Council (In the Chair for items 1 – 5)	
Councillors:	T Egleton	South Bucks District Council	
	N Naylor	South Bucks District Council	
	L Sullivan	South Bucks District Council	
	P E C Martin	Chiltern District Council	
	M R Smith	Chiltern District Council	
	F S Wilson	Chiltern District Council	

**APOLOGIES FOR ABSENCE** were received from Councillors P Kelly (South Bucks District Council), G K Harris (Chiltern District Council) and M J Stannard (Chiltern District Council).

**47 MINUTES**

The minutes of the meeting of the Joint Committee held on 16 November 2015 were agreed by the Committee and signed by the Chairman as a correct record.

**48 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**49 JOINT WORKING - PHASE 3 STRONGER IN PARTNERSHIP**

The Joint Committee received a report setting out phase 3, the next stage of the joint working partnership. Members were asked to comment on the proposed next stage of joint working and endorse the proposals. The joint working programme would be regularly brought back to the Joint Committee at future meetings to enable Members to monitor progress.

The Joint Committee supported the next stage of joint working proposed in the report. Members recognised that this would be a critical phase of joint working. Ensuring that the necessary IT infrastructure was in place was considered essential as staff needed to be able to access information in order for phase 3 to be implemented successfully. It was suggested that the organisational structure may need to be reviewed once this phase had been implemented.

It was recognised that Members, as well as staff, would need to adapt to the cultural change of phase 3. Flexible working was highlighted in particular, and

it was felt important that informal communication between officers and Members continued. The joint working that had been delivered meant that many Members had already experienced new ways of working and interacting with officers. In response to a question it was clarified that changes to management style and the values and behaviours of the organisation were an example of the type of cultural change required.

Member engagement was considered an important factor in successfully delivering the next phase of joint working. It was important that Members understood what phase 3 was about and were reminded about the reasons for implementing shared services. As such, it was suggested that Members receive a presentation from the Chief Executive setting out what phase 3 was, the associated risks/challenges, and providing specific examples of organisational change. It was also suggested that a Member sounding board may be useful for gaining Member insight on proposals, and that the Councils could look at what other organisations have done to see what has worked well and what hasn't.

### **RESOLVED –**

- 1. That the development of an integrated programme of service transformation initiatives, as detailed in the report, be endorsed.**
- 2. That regular progress update reports be provided to future meetings of the Chiltern & South Bucks Joint Committee.**
- 3. That Member briefing sessions be held to outline the phase 3 proposals.**

*Note 1: Councillor I Darby entered the meeting at 6.15 pm.*

## **50 MOBILE WORKING PROGRAMME**

The Joint Committee received a report requesting Members to agree a programme scoping document on mobile working. This would be a key work stream for the next phase of joint working and would aim to enable staff to deliver services from any location in a reliable, agile and efficient manner.

Members supported the proposed mobile working programme and during the discussion the following key points were made:

It was important to record evidence of successful organisational change so that the benefits of this could be recorded and communicated effectively. It would also be important to ensure that mobile working did not erode the team ethos in each service area. Misunderstanding what mobile working was seeking to achieve was highlighted as a key risk that would need to be managed carefully through good communication.

Although it was recognised that the mobile working programme could deliver improved productivity it would be important to set out a clear vision of what mobile working was seeking to achieve. It was recognised that mobile working would require a different type of management style and that mobile working

would be applied differently in each section to reflect individual service needs. Environmental Health and Building Control would be the first service areas to pilot mobile working.

In response to a question it was confirmed that £125k of funding had been set aside for progressing the programme to date. Each service area would have different requirements and resources would therefore be identified throughout the programme as required. Additional investment may be required as the programme progressed and any proposals from service areas would need to be put forward in a business case.

**RESOLVED –**

- 1. That the Mobile Working Programme, as described in Appendix A, be endorsed as a key element of the next phase of joint working.**
- 2. That regular progress update reports be provided to future meetings of the Chiltern & South Bucks Joint Committee.**

**51 JOINT DATA PROTECTION AND CONFIDENTIALITY POLICY**

The Joint Committee considered the proposed joint data protection and confidentiality policy that would replace existing policies in place at both Councils.

**RESOLVED –**

**That the Chiltern and South Bucks Joint Data Protection and Confidentiality Policy be adopted.**

**52 EXCLUSION OF THE PUBLIC**

**RESOLVED –**

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

**53 WASTE SERVICE REVIEW**

*Paragraph 1 – Information relating to any individual*

*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*

The Joint Committee received a report setting out the results of a waste team service review that had taken place as part of Chiltern and South Bucks

District Councils' programme of shared service reviews in close liaison with the Cabinet Member for Environment at Wycombe District Council. The report detailed the conclusion of the review which was based on the objectives for shared service programmes: cost savings and income; improved resilience, capacity and service quality.

**RECOMMENDED –**

- i) That the case for a shared waste service is proven and that both Councils should proceed to establish a shared joint waste service with Wycombe District Council;**
- ii) That staff in the respective waste services be shared to work across the three local authority areas.**

**AND RESOLVED –**

- iii) That the shared waste service be implemented, as described in Appendix 1 Sections 4.13 of the report which proposes that the team is located at both Capswood and at King George V House.**
- iv) That the cost sharing arrangements set out in the Appendix 1 Section 4 of the report be agreed.**
- v) That the high level implementation plan (Appendix 4) be agreed as the basis for reviewing progress in line with delegations and responsibilities decided for the implementation phase of the service review.**
- vi) Note that the proposed shared service does anticipate some limited savings but these can only be confirmed once the restructured new posts have been graded, and that this is taken into account in the Authorities' respective financial plans.**
- vii) That the CDC and WDC Contender IT waste management system be expanded to include the requirements of SBDC (Appendix 4 paragraph 4.19) and that the Director of Resources, in consultation with the SBDC Cabinet portfolio-holder for Environmental Services, be authorised to begin negotiations with Contender Systems Ltd.**

**The meeting ended at 7.00 pm**



<b>SUBJECT:</b>	<i>South Bucks District Council Performance Report – Q3 2015-16</i>
<b>REPORT OF:</b>	<i>Leader of the Council – Councillor Ralph Bagge</i>
<b>RESPONSIBLE OFFICER</b>	<i>Acting Chief Executive – Bob Smith</i>
<b>REPORT AUTHOR</b>	<i>Rachel Prance (01494 732903) Sarah Woods (01494 586 800)</i>
<b>WARD/S AFFECTED</b>	<i>Report applies to whole district</i>

### 1. Purpose of Report

The purpose of this report is to outline the performance of Council services against performance indicators and service objectives during September to December 2015.

### RECOMMENDATION

Cabinet is asked to note this report.

### 2. Executive Summary

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

Portfolio	No of PIs	PI on target ✓	PI slightly below target □	PI off target ✗	Unkn own/ Data only
Leader's	3	0	0	2	1
Resources	12	8	2	0	2
Healthy communities	16	3	0	4	9
Deputy Leader/ Sustainable development	10	8	1	0	1
Environment	3	2	0	0	1
<b>Total PIs</b>	<b>44</b>	<b>21</b>	<b>3</b>	<b>6</b>	<b>14</b>

### 3. Reasons for Recommendations

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

3.2 Two detailed performance tables accompany this report:

- **Appendix A – Priority indicators 2015-16**
- **Appendix B – Quarterly corporate performance indicators 2015-16.**

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

4.1 Of the six off-target PIs, three are priority PIs. Please refer to the appendices for full details.

4.2 Of the 15 unknown PIs, five are provided for information only, eight are not reported this quarter and two are new PIs for this year where the target has not yet been set.

4.3 **Leader's**: voluntary leavers as a percentage of the workforce and working days lost due to sickness were off target, the latter mainly due to long-term sick absence. Personnel Committee are kept fully informed.

4.4 **Healthy communities**: all four of the off-target PIs relate to housing, please refer to the appendices to view individual reasons. Three are linked to the national increase in demand for temporary accommodation, which a government briefing paper states<sup>1</sup> is 11% nationally year on year at March 2015, with a further 3% increase by June 2015, the biggest single area impacted being London.

**5. Consultation**

Not applicable.

**6. Options**

Not applicable.

**7. Corporate Implications**

7.1 Financial - Performance Management assists in identifying value for money.

7.2 Legal – None specific to this report.

7.3 Crime and Disorder, Environmental Issues, ICT, Partnership, Procurement, Social Inclusion, Sustainability – reports on aspects of performance in these areas.

**8. Links to Council Policy Objectives**

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

Objective 1 - Efficient and effective customer focused services

Objective 2 - Safe, healthy and cohesive communities

Objective 3 - Conserve the environment and promote sustainability

**9. Next Step**

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

<b>Background</b>	N/A
<b>Papers:</b>	

<sup>1</sup> (<http://researchbriefings.files.parliament.uk/documents/SN02110/SN02110.pdf>)

Appendix A - Priority PIs 2015-16 Q3 - SBDC

Code	Description	Actual 2014/15	Target 2014/15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Target 2015/16 (YTD)	Traffic Light	Latest Note
<b>Leader's portfolio</b>																		
SbHR1	Working days lost due to sickness absence	14.49	12	16.44	14.34	14.28	14.61	14.93	14.86	15.51	15.2	14.87				11	<input checked="" type="checkbox"/>	Sickness figures have increased due to some officers being on long term sick due to surgery or acute illnesses. Management Team are aware of the situation, active attendance management in place. Regular reports go to Personnel Committee. (info taken from Tensor)119.03 (average FTE figure) = 11.15/9*12 = 14.87
<b>Resources</b>																		
SbRB1	Speed of processing - new HB/CTB claims	20.3	19	15.9	17.7	17.2	17.2	16.8	17	17.4	17	17				19	<input checked="" type="checkbox"/>	
SbRB2	Speed of processing - changes of circumstances for HB/CTB claims	8.3	8	7	7.9	7.9	7.9	7.9	7.9	8	7.9	7.8				8	<input checked="" type="checkbox"/>	
SbRB3	Percentage of Council Tax collected	97.90%	98.00%	11.70%	21.10%	30.50%	39.70%	48.70%	58.10%	67.50%	76.80%	85.80%				98% (57.20%)	<input checked="" type="checkbox"/>	
SbRB4	Percentage of non-domestic rates collected	98.80%	98.80%	14.10%	20.70%	30.30%	38.70%	47.90%	56.30%	65.90%	74.70%	83.50%				98.8% (57.60%)	<input checked="" type="checkbox"/>	
<b>Health Communities</b>																		
SbCmSf 2	Percentage reduction in violent offences against a person, year on year (quarterly)	-7.53%	Data Only			-7%			-17%			-21.70%				Data Only	n/a	South Bucks has seen an increase in violence against a person, year on year. Thames Valley Police say that this is due to a change in recording standards, introduced in April 2015.
SbHS1	Number of applicants with/expecting children who have been in B & B accommodation for longer than 6 weeks (snapshot figure at end of month)	9	0	8	4	5	6	9	11	14	15	10				0	<input checked="" type="checkbox"/>	The increase is due to a rise in demand for temporary accommodation, reflecting national trends. Of the ten reported, four have been moved into temporary accommodation. Officers are continuing efforts to move on applicants as soon as possible but the availability of social housing tenancies continues to be very limited and is making this challenging.

Code	Description	Actual 2014/15	Target 2014/15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Target 2015/16 (YTD)	Traffic Light	Latest Note
SbHS8	Number of households living in temporary accommodation (snapshot at the end of the month)	39	30	44	43	51	51	51	55	53	57	58				15	<input checked="" type="checkbox"/>	The demands for homelessness assistance are high and temporary accommodation continues to be high. Officers have been successful in moving some households on from temporary accommodation over recent weeks but the demands mean that these households are quickly being replaced by new applicants. Consequently, the overall numbers on temporary accommodation are not seeing any significant change at present.
Sustainable Development																		
SbSD2	Special measures: speed of processing major applications, for assessment in Oct/Nov 2016 (cumulative)	87.20%	41.00%	92.00%	92.31%	92.59%	93.10%	93.55%	94.29%	94.44%	94.74%	94.87%				51.00%	<input checked="" type="checkbox"/>	Review period is 1st July 2014 - 30th June 2016. 37 out of 39 major applications during this period processed within time. If performance falls below 51% at the end of the monitoring period, the Council will be placed into special measures.
SbSD5	Special measures: quality of major applications, for assessment in Oct/Nov 2016 (cumulative)	2.70%	19.00%	2.50%	2.44%	2.38%	2.27%	2.17%	2.00%	1.96%	1.89%	1.85%				19.00%	<input checked="" type="checkbox"/>	Period for major applications determined is: 1st January 2014 - 31st December 2016. Period for appeals overturned against the applications determined in this period is to 30th September 2016. 54 major applications determined so far with 1 overturned on appeal. This was a Committee refusal made contrary to the officer's recommendation. A decision on 1 further appeal is outstanding. If performance falls above 19%, the Council will be placed into special measures.
Environment																		
SbWR4	Percentage of relevant assessed land and highways within the district having deposits of litter and detritus that fall below the acceptable level.	New PI	New PI			8.00%			15.00%			6.00%				t.b.a.	n/a	The result for quarter one is different to future quarters as the PI was in the design stage during collection and a smaller sample was selected. In Q3 266 inspections took place. 6% were below standard due to parked cars and Autumn leaves.

**Appendix B - SBDC Quarterly Corporate Performance Indicator Report - (Quarter 3 - 2015-16)**

Note: Excludes Priority Performance Indicators - see Appendix A

PI code	Name	2014/15 Value	Annual target 2014/15	This PI is on target												Traffic light (latest actual)	Responsible officer	Latest notes	
				Apr-15 value	May-15 value	Jun-15 value	Jul-15 value	Aug-15 value	Sep-15 value	Oct-15 value	Nov-15 value	Dec-15 value	Jan-16 value	Feb-16 value	Mar-16 value				Annual target 2015/16
<b>Leader's Portfolio</b>																			
SbCP1 (C)	Number of unique visitors to the main website (by period)	207574	data only	21,997	26,378	19,827	20228	19567	20,193	18,055	19,921	19,281				n/a	Rachel Prance		
SbHR2 (C)	Voluntary leavers as a percentage of workforce (extrapolated for year)	13%	8%			17.91%			11.94%			12.74%				✗	Judy Benson	13 leavers / 136 average headcount * 100 = 9.56/9*12 =12.74%.	
<b>Resources</b>																			
SbBS1 (C)	Availability of ICT systems to staff from 7.30 am to 6.30 pm (by period)	new PI	99.50%			99.90%			99.90%			99.90%				✓	Sim Dixon		
SbBS2 (C)	Percentage of calls to Steria resolved within SLA period (by period)	new PI	95%	100.00%	100.00%	100.00%	97.80%	92.70%	95.80%	92.70%	92.70%	92.70%				☐	Sim Dixon		
SbBS3 (C)	Percentage of responses to FOI requests sent within 20 working days (by month)	88%	90%	95%	93%	100%	100%	61%	98%	93%	77%	tba				✓	Sim Dixon	Due to deadlines for processing, this will always be reported one month in arrears.	
SbCS1 (C)	Number of complaints received (cumulative)	42	80	4	8	9	12	18	20	3	4	1				✓	Nicola Ellis		
SbLD2 (C)	Percentage of canvass forms returned	98.00%	90%						annual PI							?	Joanna Swift	Reported annually.	
SbLD3 (C)	Standard searches carried out within 5 working days (cumulative)	97.10%	96%	100%	100%	100%	100%	100%	99.80%	99.80%	99.80%	99.80%				✓	Joanna Swift		
JtLD1 (C)	Client satisfaction with the shared service. Percentage satisfied or very satisfied.	100%	96%						90.00%			6 monthly				☐	Joanna Swift	Work pressures caused delay dealing with a specific case, causing satisfaction to dip.	
JtPF1 (C)	Percentage of faults fixed within SLA period (for implementation when new joint contract starts towards end of 2016)	new PI	new PI			n/a			n/a			n/a				n/a	Chris Marchant	New PI for when the new plant maintenance contract is implemented.	
<b>Healthy communities</b>																			
SbCL1a (C)	Customer satisfaction rating at the Beacon Centre.	92%	81%						annual PI							?	Martin Holt	Reported annually.	
SbCL1b (C)	Customer satisfaction rating at the Eyreham Centre.	81%	82%						annual PI								?	Martin Holt	Reported annually.
SbCL1c (C)	Satisfaction rating at the Farnham Park Golf Trust	N/A	77%						annual PI								?	Martin Holt	Reported annually.

Appendix

KEY	This PI is below target		This PI is slightly below target												This PI is on target		Annual target 2015/16	Traffic light (latest actual)	Responsible officer	Latest notes
	PI code	Name	2014/15 Value	Annual target 2014/15	Apr-15 value	May-15 value	Jun-15 value	Jul-15 value	Aug-15 value	Sep-15 value	Oct-15 value	Nov-15 value	Dec-15 value	Jan-16 value	Feb-16 value	Mar-16 value				
JLL13 (C)	Percentage of customers satisfied with the service received (Licencing) - (annual)	67%	89%														89%	?	Martin Holt	Reported annually.
JLL15 (C)	Percentages of licences received and issued/renewed within statutory or policy deadlines (cumulative quarterly)	98.10%	95%			83.20%			97.70%			98.10%					97%	✓	Martin Holt	158 out of 161 completed online.
SbCmSf 1 (C)	Percentage reduction in burglaries from dwelling, rolling year on year (quarterly)	36.00%	data only			35.10%			24.40%			10.70%					data only	n/a	Martin Holt	Burglaries have decreased by 10% compared to the previous 12 months. From 234 to 209.
SbCmSf 3 (C)	Percentage reduction in theft from vehicle, rolling year on year (quarterly)	36.00%	data only			27.70%			25.70%			17.80%					data only	n/a	Martin Holt	South Bucks continues to see a reduction in theft from motor vehicles. 3% this year compared to 482 in 2014.
SbEH2 (C)	Percentage of food premises (risk rating A to C) that are broadly compliant (snapshot quarterly)	90%	89%			91%			94%			93%					88%	✓	Martin Holt	Total food premises 553, broadly compliant is 518. Source: local EH database.
SbEH3 (C)	Percentage customer satisfaction responses rating the service as satisfied or very satisfied (environmental health)	75%	75%			75%			75%			75%					75%	✓	Martin Holt	Estimated based on previously collected data, due to system problem which is under investigation.
SbHS2 (C)	Number of affordable homes delivered by (i) new build (ii) vacancies generated by local authority scheme (iii) acquisition of existing properties for social housing (cumulative)	23	22			0			0			1					22 (5.5)	✗	Martin Holt	(i) 0 New Build (ii) 0 vacancies generated (iii) 1 acquisition. Registered providers (including L & Q) are reviewing business plans following Government policy announcements.
SbHS3i (C)	Average Length of stay in B & B temporary accommodation for all households (snapshot at end of period)	9.90	4			10.80			6.90			24.00					4	✗	Martin Holt	This result reflects the lack of vacancies available in the affordable housing stock and the shortage of emergency accommodation required to meet demand. One applicant was housed 259 days as a result of delays in the provision of accommodation from LQ who evicted the previous tenant.

KEY	This PI is slightly below target												This PI is on target												Traffic light (latest actual)	Responsible officer	Latest notes
	PI code	Name	2014/15 Value	Annual target 2014/15	Apr-15 value	May-15 value	Jun-15 value	Jul-15 value	Aug-15 value	Sep-15 value	Oct-15 value	Nov-15 value	Dec-15 value	Jan-16 value	Feb-16 value	Mar-16 value	Annual target 2015/16										
SbH54 (C)	Number of private sector dwellings vacant for more than 6 months and returned to occupation following local authority intervention	0.00	15														15	?	Martin Holt	Reported annually.							
SbH59 (C)	Bucks Home Choice - rolling year on year percentage change in number of applicants (quarterly)	new PI	data only			20.00%			48.00%			21.00%					data only	n/a	Martin Holt	Number of "live" applications (i.e. accepted as qualifying for the scheme and able to bid for vacancies) at end of December 2015 was 406. This is an increase of 21% on the position at the end of December 2014 (86 applicants). The increase is indicative of the increase in numbers of person seeking affordable accommodation and unable to access the private rented sector.							
Sustainable development																											
SbBC1 (C)	Applications checked within 10 working days	83.64%	82%	79.00%	86.30%	83.05%	84.20%	88.20%	88.30%	89.12%	90.44%	91.08%					85%	✓	Peter Beckford								
SbBC4 (C)	Customer satisfaction with the building control service. (cumulative)	95.16%	93%	94.00%	94.44%	91.23%	91.90%	92.00%	92.70%	94.25%	93.85%	93.33%					94%	⚠	Peter Beckford	Demanding target. Performance only slightly off target.							
SbPP1 (C)	Net additional homes provided	139	63														199	?	Peter Beckford	Reported annually.							
annual PI																											
SbSD7 (C)	Percentage of planning applicants who are satisfied or very satisfied with the planning service	91%	80%	95.60%	92.30%	91.30%	92.70%	93.64%	91.54%	92.40%	92.20%	92.80%					80%	✓	Peter Beckford								
SbSD8 (C)	Planning appeals allowed.	40.30%	30%	25.00%	14.30%	23.10%	29.20%	29.00%	27.80%	27.80%	28.90%	28.60%					30%	✓	Peter Beckford								
SbSD10 (C)	Processing of planning applications: minor applications (cumulative)	94.75%	92%	100%	100%	100%	100.00%	98.60%	98.36%	98.07%	98.25%	98.47%					92%	✓	Peter Beckford	258 out of 262 applications received were processed on time.							
SbSD11 (C)	Processing of planning applications: other applications (cumulative)	98.72%	95%	97.80%	98.82%	98.88%	98.68%	98.22%	98.31%	98.04%	98.06%	98.21%					95%	✓	Peter Beckford	713 out of 726 were processed on time.							
SbSD12 (C)	Percentage of new enforcement allegations where an initial site visit is undertaken within 20 days (the timescales set out in the Enforcement Policy and Procedure) (snapshot)	92.17%	50%			84.31%			87.50%			81.00%					50%	✓	Peter Beckford	57 new allegations, 48 within timescale, still have some days to go before time limit expires.							

PI code	Name	<input checked="" type="checkbox"/> This PI is on target <input type="checkbox"/> This PI is slightly below target <input checked="" type="checkbox"/> This PI is below target												Latest notes				
		2014/15 Value	Annual target 2014/15	Apr-15 value	May-15 value	Jun-15 value	Jul-15 value	Aug-15 value	Sep-15 value	Oct-15 value	Nov-15 value	Dec-15 value	Jan-16 value		Feb-16 value	Mar-16 value	Annual target 2015/16	Traffic light (latest actual)
<b>Environment</b>																		
SbWR1 (C)	Household refuse collections, number of containers missed per month (calculated by P&C team on weekly basis)	155	75	72	69	118	130	84	106	93	73	90				125	<input checked="" type="checkbox"/>	Chris Marchant
SbWR3 (C)	Percentage of household waste sent for reuse, recycling and composting (cumulative)	51.91%	40%	51.58%	54.87%	55.54%	54.12%	55.59%	52.55%	54.00%	53.48%	53.82%				50%	<input checked="" type="checkbox"/>	Chris Marchant



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