

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**
To receive any apologies for absence.
2. **Minutes**
To confirm the minutes of the meeting held on 8 February 2017 **(7 - 18)**
3. **Declarations of Interest**
To receive any declarations of interest.
- A. LEADER'S REPORTS
4. **Forward Plan of Executive Decisions**
To receive the 28 Day Notice
Appendix 1 - Cabinet 28 Day Notice **(19 - 25)**
Appendix 2 - Joint Committee 28 Day Notice (Working Draft) **(26 - 28)**
5. **Economic Development Strategy** **(To Follow)**
Appendix 1 **(To Follow)**
Appendix 2 **(To Follow)**
6. **Quarter 3 Performance Report 2016-17** **(29 - 31)**
Appendix A **(32 - 34)**
Appendix B **(35 - 38)**
7. **Performance Indicator Review 2017-18** **(39 - 41)**
Appendix A **(42 - 48)**
Appendix B **(49 - 56)**
8. **Joint Business Plan Refresh 2017-20** **(57 - 58)**
Appendix 1 **(59 - 98)**

B. REPORTS OF THE PORTFOLIO HOLDERS

9. **Healthy Communities**

To note the minutes of the meeting of the PAG held on 23 February 2017 and consider the Portfolio Holder's recommendations on the following: (99 - 102)

- (a) **Motorway Air Quality Monitoring Station in South Bucks (Minute 82)** (103 - 105)

Appendix 1 (106)

- (b) **Community and Wellbeing Plan (Minute 83)** (107 - 110)

Appendix 1 (111 - 144)

- (c) **Buckinghamshire Armed Forces Covenant (Minute 84)** (145 - 147)

Appendix 1 (148 - 157)

Appendix 2 (158 - 170)

10. **Environment**

The meeting that was due to be held on 7 March 2017 was cancelled due to a lack of business.

11. **Resources**

To note the minutes of the meeting of the PAG held on 14 March 2017 and consider the Portfolio Holder's recommendations on the following: (171 - 173)

- (a) **South Bucks District Council Arrears Collection Project (Minute 79)**

See item 18 for part II appendix (174 - 180)

- (b) **Vacating Capswood (Minute 85) - Report in Part II**

See item 18 for part II report

12. **Sustainable Development**

To note the minutes of the meeting of the PAG held on 9 March 2017 and consider the Portfolio Holder's recommendations on the following: (181 - 183)

- (a) **Update on Heathrow and Response to National Policy Statement (Minute 62)** (184 - 187)

C. ADDITIONAL REPORTS OF THE PORTFOLIO HOLDERS

13. **Resources - Update on Station Road Car Park, Gerrards Cross** (To Follow)

14. **Healthy Communities - Flats at Grand Union House, Iver**

See item 17 for part II appendix (to follow)

(To Follow)

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

To consider any other business that the Leader deems urgent.

16. **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 "

- | | |
|-------------|--|
| Paragraph 1 | Information relating to any individual |
| Paragraph 2 | Information which is likely to reveal the identity of any individual. |
| Paragraph 3 | Information relating to the financial or business affairs of any particular persons (including the authority holding that information). |
| Paragraph 4 | Information relating to any consultation or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter raising between the authority or a Minister of the Crown employees of, or office holders under, the authority. |
| Paragraph 5 | Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings. |

17. **Healthy Communities - Part II**

(a) **Flats at Grand Union House, Iver- Part II Appendices**

*Appendices of the Flats at Grand Union House, Iver report to follow.
See agenda item 14.*

(To Follow)

18. **Resources Part II**

(a) **Vacating Capswood - Part II Report**

Vacating Capswood report which went to Resources PAG on 14 March 2017 is attached. See agenda item 11 for the minutes and recommendations.

(188 - 192)

(b) **South Bucks District Council Arrears Collection Project - Part II Appendix**

Appendix 1 of the South Bucks District Council Arrears Collection Project report which went to the Resources PAG on 14 March 2017 is attached. See agenda item 11 for the minutes and recommendations **(193 - 194)**

19. **Sustainable Development Part II**

To note the Part II minutes of the meeting of the PAG held on 9 March 2017 and consider the Portfolio Holder's recommendations on the following: **(195 - 197)**

(a) **HS2 Update (Minute 67)** **(198 - 214)**

The next meeting is due to take place on Wednesday, 28 June 2017

CABINET

Meeting - 8 February 2017

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

Apologies for absence: Mr Naylor

41. **MINUTES**

The minutes of the meeting of the Cabinet on 15 December 2016 were confirmed and signed by the Chairman.

42. **FORWARD PLAN OF EXECUTIVE DECISIONS**

The Cabinet received a copy of the 28 day Notice and Forward Plan 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 and Forward Plan be noted.

43. **REVENUE BUDGET AND COUNCIL TAX 2017/18**

Cabinet received a report which provided information affecting the Council's revenue budget for 2017/18 in order for the Cabinet to make recommendations to Council on 1st March regarding the Council's budget and council tax for 2017/18.

The report was divided into 5 Sections as follows:

- 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 - Pension Fund Revaluation 2016
- Appendix B - Updated Financial Projections
- Appendix C - Chief Financial Officer Report
- Appendix D - Budget Sensitivity Analysis
- Appendix E - Fees and charges for 2017/18
- Appendix F - Farnham Park Trust Budgets 2017/18

Section A of the report reminded the Cabinet of the approach they had agreed to budget making in the light of the funding position facing the Council in the coming years. The following table in this section showed the key figures for 2017/18:

	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Business Rate Baseline	11,701	11,925	12,024	11,712
Business Rate Tariff	-10,716	-10,921	-11,012	-10,680
Baseline Need	985	1,004	1,012	1,032
Revenue Support Grant	1,161	871	436	57
Settlement Funding Assessment	2,146	1,875	1,448	1,089
Year on Year Change (£k)		-271	-427	-359
Year on Year Change (%)		-13%	-23%	-25%

Section B explained that the Council's Treasury Management Strategy for 2017/18 aims to deliver investment income for 2017/18 of £200k. This was a significant reduction on historic figures due to the Council's strategic decision to undertake prudential borrowing from 2017/18 as part of the funding strategy for its Medium Term Financial Strategy.

Section C set out the amendments to the draft budget which had been made since the December Cabinet meeting and the overall effect of these changes was summarised in a table in paragraph 5.13 of the report. The Budget requirement of £7,782k would result in a council tax increase of £5 which was the maximum permitted for the Council by the Government. The draft budget proposed using reserves as follows:

- Local Development Plan, £26
- Transformation Reserve, £5k

In connection with Section D the Cabinet's attention was drawn to the key principles of the Medium Term Financial Strategy and the main changes made since the Strategy was approved in October which related to the financing implications for the Capital Programme and revisions to the New Homes Bonus funding arrangements. The table in paragraph 5.19 summarised the updated financial projection which showed the potential future funding gap for the Authority that needed to be addressed from 2018/19.

After considering the advice of the Director of Resources as set out in detail in Section E which also set out the key strategic risks facing the Council the Cabinet:

RECOMMEND to Council that the

- 1) Revenue budget for 2017/18 as summarised in the table in para 5.13 be approved.
- 2) following use of earmarked reserves for 2017/18 be agreed:
 - a) Local Development Plan, £268k
 - b) Transformation Reserve, £5k
- 3) a budget requirement of £7,782k, which will result in a District council tax of £153.00 for a Band D property be approved.
- 4) the level of fees and charges for 2017/18 as set out in Appendix E be confirmed.

- 5) the advice of the Director of Resources as set out in Appendix C be noted.
- 6) the comments in the report on the Council's financial position in respect of the years following 2017/18 and the updated Medium Term Forecast be noted.
- 7) the revenue and capital budgets for 2017/18 for the Farnham Park Trust as summarised in Appendix F be agreed.

And **RESOLVED** that this report be made available to all Members of the Council in advance of the Council Tax setting meeting on 1st March, and a final report be produced for the Council meeting incorporating the information from preceptors, and the final decisions of the Cabinet on the budget.

44. **ECONOMIC DEVELOPMENT STRATEGY**

The Cabinet were asked to consider and approve the most recent version of the Economic Development Strategy for Chiltern and South Bucks Councils 2017 to 2026 so that it could go on to formal consultation with the Council's Overview and Scrutiny Committee who would receive the more detailed action plan. The Strategy would also be considered by the Joint Planning Policy Member Reference Group due to links with the emerging Local Plan. Following the consultation, the final draft strategy would be reconsidered by the Cabinet for recommendation to Council.

It was noted that the draft strategy, which sets out the two Councils' economic development priorities for 2017–2026 and the economic opportunities for the Districts, had been produced in support of both Councils' joint business plan and that the document would also form part of the evidence base of the joint local plan.

The Cabinet were advised that as this was a joint strategy, the document would also need to be approved by Chiltern District Council, and would be considered by their Services Overview Committee.

The Cabinet praised the development of the strategy and thanked the Director of Services for the work carried out on the strategy so far. Members were particularly pleased to note that the issue of connectivity and fast broadband service were featured so heavily in the strategy.

RESOLVED that the Economic Development Strategy for Chiltern and South Bucks Councils 2017-2026 be approved for consultation with the Overview and Scrutiny Committee and also The Planning Policy Joint Member Reference Group due to links with the emerging Local Plan.

45. **APPLICATION TO ALLOCATE SECTION 106 FUNDING**

Cabinet considered an application to allocate up to £160,000 of the section 106 funding allocated for affordable housing delivery to L&Q, in support of the delivery of two x 3 bedroom properties for use as affordable accommodation.

L&Q had approached the Council with an opportunity to subsidise the conversion of 2 properties. The level of grant requested by LQ was £80K per unit, making a total request for £160K in return for nomination rights to two affordable rented 3 bedroom properties. There might be some flexibility on this dependent on whether HCA funding could be secured from a new allocation of grant for Affordable Rent confirmed by Government this month. However, it was doubtful that HCA grant could be secured for the first two properties in the delivery time frame.

Cabinet were advised that the Head of Healthy Communities had consulted with the Portfolio Holder for Healthy Communities who was in favour of supporting the proposal to subsidise the conversion of tenure to an affordable/social rented product due to the urgent need for affordable housing in South Bucks.

The Cabinet noted that L+Q had further advised that it might consider the conversion of tenure from a further 5 x three bedroom properties for use as affordable/social housing. This might require the allocation of an additional £400k from the existing section 106 funding, however funding for these properties was being sought from the Homes and Communities Agency. A further report would be presented to the Healthy Communities PAG should these properties require subsidy from the Council.

RESOLVED that the Head of Healthy Communities be authorised to negotiate with L&Q to offer between £55K and £80K per property to convert two 3x bedroom properties to a rented tenure. The grant to be subject to;

- a) a repayment clause should the properties be acquired by the tenant; and
- b) a clause to protect the future use of the property for affordable rental accommodation.

46. **QUARTER 2 PERFORMANCE REPORT 2016-17**

The Cabinet received a report outlining the performance of Council Services against indicators and service objectives during Quarter 2 of 2016-17.

The Cabinet noted that of the total 42 PIs, 7 were seen to be off-target (4 of these priority PI), with further detail of these within the two detailed performance tables accompanying the report:

- Appendix A – Priority indicators Q2 2016-17
- Appendix B – Quarterly corporate performance indicators Q2 2016-17

In the discussion which followed, the Cabinet noted the continuing issue of temporary accommodation.

With regards to long term sickness, the Cabinet were advised that the amount of long term sickness, whilst still an issue, was decreasing.

Following a query, Members were advised that the percentage of calls to ICT helpdesk resolved within the agreed timescale was off target due to an increase in queries logged from

the previous quarter coupled with staff being on annual leave over the summer holiday period. The situation was now improving and should continue to do so over the next year.

Cabinet were pleased to note that overall performance was holding up well through a period of change and were encouraged by the positive attitude staff were showing in adapting to change.

Members recognised that this was an exceptionally busy time for officers given the number of projects that the Council was working on and were pleased to note that this had not affected the overall performance of the day to day running of services.

The Cabinet discussed areas of progress, in particular mentioning the changes made by the Enforcement Team to improve the service. The Cabinet praised the team, and in particular the Interim Manager, for being systematic in stepping up to the challenges.

With regards to the escalation in anti social behaviour in the District, the Cabinet recognised the huge amount of work being done by the Community Safety Team in trying to reduce anti social behaviour in the District.

RESOLVED that the report be noted.

47. **SERVICE PLAN SUMMARIES 2017/18**

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

As well as looking at aims and achievements, services were asked to look at a range of areas including:

- Shared Services Programme
- Know your customer and equalities
- Performance indicators and risks
- Costs and cost comparison information.

RESOLVED that the report be noted.

48. **HEALTHY COMMUNITIES**

The Cabinet received the minutes of the Healthy Communities PAG held on 5 December 2016 and the following were the subject of a recommendation from the Portfolio Holder

1) Review of the Council's Community Development, Subs and Donations and Chairman's Community Fund Grants

Members considered a report on the review of the Council's Community Development, Subs and Donations and Chairman's Community Fund Grants.

The report proposed that in order to streamline and build community capacity the Community Development grants, Subs and Donations should be merged into one application process and that the Chairman's Fund and other funding opportunities should be publicised.

Having considered the advice of the Portfolio Holder, the Cabinet **RESOLVED** to

- a) merge the Community Development grants and the Subs and Donations fund to promote a grant scheme with a single application process. The criteria and scheme management to be the subject of a further report, but to follow the principles detailed in Appendix 3;
- b) continue to promote the Chairman's Fund, the criteria and scheme management to be the subject of a further report; and
- c) promote a range of funding opportunities to enable voluntary and community organisations access funding for their services, including; Crowd Funding, Trust Funding, and local authority lottery funding.

2) Local Authority Lottery

Cabinet considered the proposal that the South Bucks District and Chiltern District Councils run a local authority lottery and both councils commission Gatherwell to operate the local authority lottery on behalf of both Councils.

Having considered the advice of the Portfolio Holder, the Cabinet **RESOLVED** that subject to the agreement of Chiltern District Council that

- a) a local authority lottery in partnership with Chiltern District Council be established;
- b) Gatherwell be appointed as the external lottery manager (ELM) to run all or part of the lottery for a period of up to 5 years, subject to annual review; and
- c) the set up costs be taken from savings in the joint Community budget for 2016/17 and that the Head of Healthy Communities be authorised to submit the necessary application to the gambling commission.

3) Joint Private Sector Housing Strategy and Financial Assistance Policy

The Cabinet received a report which updated Members on the outcome of the consultation on the draft joint Private Sector Housing Strategy and associated policies covering financial assistance, Houses in Multiple Occupation and housing enforcement across South Bucks District Council and Chiltern District Council. The Cabinet were asked to consider the minor amendments made to the Strategy and Action Plan following the consultation for onward submission to Council.

Having considered the advice of the Portfolio Holder, the Cabinet noted the outcome of the consultation and **RESOLVED** to agree the minor amendments to the Strategy and Action Plan following the consultation for onward submission to Council.

And **RECOMMENDED** to Council that

- a) the Joint Private Sector Housing Strategy and Financial Assistance Policy be adopted; and
- b) delegated authority be given to the Head of Healthy Communities to make future minor amendments to the policies in consultation with the Portfolio Holder.

4) Chiltern District Council and South Bucks District Council Temporary Accommodation Framework

The Cabinet received a draft joint framework document setting down the principles and process for identifying, securing and allocating temporary accommodation to meet the Council's statutory duties under Part 7 of the Housing Act 1996.

Having noted that the Cabinet at Chiltern District Council had approved the framework at its meeting in December and having considered the advice of the Portfolio Holder, the Cabinet **RESOLVED** that

- a) the draft Temporary Accommodation Framework Document be noted; and
- b) the Head of Healthy Communities be authorised to publish and implement a finalised Temporary Accommodation Framework Document in consultation with the Portfolio Holder for Healthy Communities.

And further

RESOLVED that the minutes of the meeting of the PAG held on 5 December 2016 be noted.

49. ENVIRONMENT

The Cabinet received the minutes of the Environment PAG held on 6 December 2016 and the following were the subject of a recommendation from the Portfolio Holder

1) Garden Waste Collection Charges 2017-18

Cabinet received a report setting out the proposal to update the subscription arrangements and annual charge.

Having considered the advice of the Portfolio Holder, the Cabinet **RESOLVED** that a rolling programme of subscriptions at a charge of £38 be adopted by the garden waste service with immediate effect.

2) Waste Containers

Cabinet received a report setting out the proposal to introduce charges to developers for waste containers provided to new developments with immediate effect as set out in the fees and charges for 2017/18.

Having considered the advice of the Portfolio Holder, Cabinet **RESOLVED** that a charge to developers for waste containers for new properties be introduced at the rate of £92.50 per set.

And further

RESOLVED that the minutes of the meeting of the PAG held on 6 December 2016 be noted.

50. **RESOURCES**

The Cabinet received the minutes of the Resources PAG held on 8 December 2016 and 25 January 2017 and the following were the subject of a recommendation from the Portfolio Holder

1) Establishment of a Local Authority Trading Company

Cabinet received a report which set out the proposal that the Council ("SBDC") establishes a trading company, wholly owned by the Council, to enable the Council to take advantage of the powers to trade for profit introduced under the Local Government Act 2003 and the Localism Act 2011.

Having considered the advice of the Portfolio Holder, the Cabinet **RESOLVED** that

- 1) the establishment of a local authority trading vehicle to allow the Council to exercise the power to trade contained in the Local Government Act 2003 and the Localism Act 2011 to facilitate income generation be approved in principle;
- 2) the Interim Director of Services and Head of Legal and Democratic Services be authorised to engage suitable external experts to advise on the detail of the governance and funding arrangements of the proposed company and to assist in the preparation of a business case as referred to in the report;
- 3) budgetary provision of £25,000 be made to commission the work referred to in Recommendation 2 above, to be funded from general reserves; and
- 4) a further report on the business case and recommended governance and funding arrangements be brought back to the Cabinet at the first available opportunity.

2) Annual Treasury Management Strategy 2017/18

The Cabinet received a report on the Treasury Management Strategy for 2017/2018 and related policies and were asked to consider whether to recommend to Council that the strategy and associated policies be adopted.

Having considered the advice of the Portfolio Holder, the Cabinet **RECOMMENDED** to Council that the Treasury Management Strategy and the following appendices to the Annual Investment Strategy (Appendix 1) as listed below be approved:

- Appendix 1A - Annual Investment Strategy Policies
- Appendix 1B - Prudential Indicators including the borrowing limits
- Appendix 1C - the MRP method to be used in 2017/18.

3) Capital Programme 2017/18 - 2020/21

The Cabinet considered a report setting out the Capital Programme 2017/18 – 2020/21 and the Capital Strategy.

Having considered the advice of the Portfolio Holder, the Cabinet **RECOMMENDED** to Council that

- i) The Capital Programme for 2017/18 – 2020/21 as set out in Appendix A be approved;
- ii) The Capital Strategy as set out in Appendix B be approved; and
- iii) The implication for the Financial Strategy of the proposed programme be noted

4) Gerrards Cross Police Station

The Cabinet received a report, which detailed the indicative business case for the Council's purchase and development of the Gerrards Cross Police Station Site.

Having considered the advice of the Portfolio Holder, the Cabinet **RECOMMENDED** to Council to:

- a. make budgetary provision of £4,222,500 from the Capital Receipts Reserves to enable the continued purchase of the site and meet the associated expenditure required by the Council to meet its obligations in acquiring the site; and
- b. add £5.3M budgetary provision to the Capital Programme, which will result in additional borrowing to enable the site to be redeveloped for housing and to authorise the Head of Environment to draw down expenditure up to £800k from the Capital Programme to initiate the scope of works required to bring the site to development.

And **RESOLVED** that

- a. the Head of Environment be authorised to undertake the procurement process for the demolition of the current police station and ex-police houses on a phased basis, following the receipt of planning permission;
- b. a project manager and developer be appointed through the Scape framework agreement, to obtain detailed design and planning approval for housing on the Gerrards Cross Police station site and to provide the detailed business plan at an estimated cost of £800k. A further report to be presented on the detailed business plan before moving to the development phase;
- c. the Head of Healthy Communities be authorised to enter in to agreement with Buckinghamshire Housing Association to continue to manage the ex-police houses

for use as emergency accommodation for a 12 month period from; 1st June 2017, with the option to extend for further rolling 3 month periods; and

- d. the Head of Healthy Communities, in consultation with the Head of Environment, be authorised to spend £10k to develop a business plan and planning proposals for emergency accommodation to be delivered on Council owned land or through the acquisition of property in the district.

And further

RESOLVED that the minutes of the meeting of the PAG held on 8 December 2016 and 25 January 2017 be noted.

51. **SUSTAINABLE DEVELOPMENT**

The Cabinet received the minutes of the Sustainable Policy Advisory Group held on 22 November 2016.

RESOLVED that the minutes of the meeting of the PAG held on 22 November 2016 be noted.

52. **ANY OTHER BUSINESS WHICH THE LEADER DECIDES IS URGENT**

53. **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 ”

- Paragraph 1 Information relating to any individual
- Paragraph 2 Information which is likely to reveal the identity of any individual.
- Paragraph 3 Information relating to the financial or business affairs of any particular persons (including the authority holding that information).
- Paragraph 4 Information relating to any consultation or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter raising between the authority or a Minister of the Crown employees of, or office holders under, the authority.
- Paragraph 5 Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

54. **PART II RESOURCES**

The Cabinet received the Part II minutes of the Resources PAG held on 8 December 2016 and the following were the subject of a recommendation from the Portfolio Holder

1) Review of Discretionary Rate Relief

A report was received by the Cabinet detailing the option for reviewing the current Discretionary Rate Relief scheme.

Having considered the advice of the Portfolio Holder, the Cabinet **RESOLVED** that the policy as appended to the report be adopted and the decision-making protocol to be brought into line with Chiltern District Councils:

Up to £2,500 pa	Head of Service
£2,500 - £5,000 pa	Portfolio Holder and Head of Service
Over £5,000 pa	Cabinet

2) Bad Debt Write Off

To obtain member authorisation for the write-off of two outstanding debts.

Having considered the advice of the Portfolio Holder, the Cabinet **RESOLVED** that the two outstanding debts of £18,684.54 due to bankruptcy and £17,040.88 due to erroneous administration of the debt be written off.

3) Building Services, Maintenance, Cleaning and Associated Services at CDC and SBDC

Cabinet noted the outcome of a joint procurement process for the future provision of building plant maintenance and cleaning services for the main offices of Chiltern and South Bucks District Councils.

It was noted that Chiltern District Council had agreed to award the contract to Derwent FM at its meeting of Cabinet on 13 December 2016 subject to the agreement of South Bucks District Council.

Having considered the advice of the Portfolio Holder, Cabinet **RESOLVED** that the contract for providing building plant maintenance and cleaning services for Chiltern and South Bucks District Councils be awarded to Derwent FM.

And further

RESOLVED that the Part II minutes of the meeting of the PAG held on 8 December 2016 be noted.

55. **PART II SUSTAINABLE DEVELOPMENT**

The Cabinet received the Part II minutes of the Sustainable Development PAG held on 22 November 2016 and the following were the subject of a recommendation from the Portfolio Holder

High Speed 2 Update

The Cabinet received a report updating Members on:

- The Parliamentary Process Update
- SBDC Issues and Assurances
- Qualifying Authority status
- SLA Update resource implications and delegations
- Finance

Having considered the advice of the Portfolio Holder, the Cabinet noted

- 1) That the Council has signed the Planning Memorandum enabling the Council to become a "Qualifying Authority" for the purposes of the Bill and the Act subsequently;
- 2) The progress made on the Colne Valley Regional Park Panel;
- 3) The updated position on assurances received from HS2 on the Iver issues; and
- 4) The on-going negotiations with HS2 to agree a Service Level Agreement.

And **RESOLVED** that the Cabinet functions for the determination of any Schedule 17 Approvals under the Bill and Act after royal assent, be delegated to the Head of Sustainable Development and/or the Development Management Managers under Regulation 3 of the Local Authorities Arrangements for the Discharge of Functions Regulations 2012; and

RECOMMENDED to Council that these new delegations be updated accordingly in the Constitution.

And further

RESOLVED that the Part II minutes of the meeting of the PAG held on 22 November 2016 be noted.

The meeting terminated at 6.42pm



South Bucks

District Council

SOUTH BUCKS DISTRICT COUNCIL 28 DAY NOTICE

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

This notice, published in accordance with Regulation 9 and Regulation 5 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 (public and private) will be available no less than 5 working days before the meeting.

LEADER - COUNCILLOR BAGGE					
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date ⁴	Private report (Y/N) and reason private ⁵	Lead Officer
Y	Academy Redevelopment Tender To consider the outcome of the tender process for redevelopment of the Academy site and contract award.		Cabinet: 28.06.2017	Y (Para 3)	Jim Burness Email: Jim.Burness@southbucks.gov.uk
Y	Strategic Asset Management Review To receive report on progress.	Overview & Scrutiny Committee: 22.06.2017	Cabinet: 28.06.2017	Y (Para 3)	Anita Cacchioli Email: anita.cacchioli@southbucks.gov.uk
Y	Farnham Park Playing Fields Strategy To consider options for the future facilities provided at the Farnham Park Playing Fields.	South Bucks Members Advisory Panel: 20.09.2017	Cabinet: 25.10.2017	N	Jim Burness Email: Jim.Burness@southbucks.gov.uk
Y	Broad Band Investment To consider a report on broad band investment.		Cabinet: 28.06.2017	N	Anita Cacchioli Email: anita.cacchioli@southbucks.gov.uk
N	2016/17 Annual Performance Report To receive the Annual Performance Report	Overview & Scrutiny 22.06.17	Cabinet 28.06.2017	N	Ani Sultan Email: Aniqah.Sultan@SouthBucks.gov.uk

SUSTAINABLE DEVELOPMENT PAG – COUNCILLOR NAYLOR

Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date ⁴	Private report (Y/N) and reason private ⁵	Appendix Lead Officer
N	<p>Affordable Housing Small Site Thresholds</p> <p>To update the position in relation to use of Local Plan thresholds for requiring affordable housing from small development sites and evidence for this in the light of recent appeal decision.</p>	Sustainable Development PAG: 08.06.17	For Information	N	<p>Helen Harding Email: HHarding@chiltern.gov.uk</p>

HEALTHY COMMUNITIES PAG – COUNCILLOR KELLY

Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date ⁴	Private report (Y/N) and reason private ⁵	Lead Officer
N	<p>Funding request from Pop Goes the Choir</p> <p>To consider a request for funding from Pop Goes the Choir (PTGC) to perform at a Christmas market in France.</p>	Healthy Communities PAG: 13.06.2017	Cabinet: 28.06.2017	N	<p>Claire Speirs Email: claire.speirs@SouthBucks.gov.uk</p>
Y	<p>Review of Affordable Housing Payments (s106)</p> <p>To review the schemes delivered through the affordable housing payments and agree any changes</p>	Healthy Communities PAG: 13.06.2017	Cabinet: 28.06.2017		<p>Melissa Sparks</p>
Y	<p>Changes to HMO Licensing</p> <p>To review the implications of changes to legislative requirements</p>	Healthy Communities PAG: 13.06.2017	Cabinet: 28.06.2017	N	<p>Louise Quinn Email: LQuinn@chiltern.gov.uk</p>
Y	<p>New civil penalties in relation to housing enforcement</p> <p>To review the implications of changes to legislative requirements to impose civil penalties</p>	Healthy Communities PAG: 13.06.2017	Cabinet: 28.06.2017	N	<p>Louise Quinn Email: LQuinn@chiltern.gov.uk</p>
Y	<p>Replacement of theatre floor at Beacon Centre</p> <p>To consider the options for replacement of the Beacon Centre theatre floor and seating.</p>	Healthy Communities PAG: 13.06.2017	Cabinet: 28.06.2017	N	<p>Claire Speirs Email: claire.speirs@SouthBucks.gov.uk</p>

HEALTHY COMMUNITIES PAG – COUNCILLOR KELLY

Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date ⁴	Private report (Y/N) and reason private ⁵	Appendix Lead Officer
N	<p>Home Energy Conservation Act Progress Report Report seeking approval of the draft Progress Report under the Home Energy Conservation Act, setting out progress made since the last report in March 2015 and the actions to be taken over the next two years.</p>	<p>Healthy Communities PAG: 13.06.2017</p>	<p>Portoflio Holder for Healthy Communities 13.06.2017</p>	N	<p>Louise Quinn Email: LQuinn@chiltern.gov.uk</p>
Y	<p>Corporate Enforcement Policy To present for approval, the Corporate Enforcement Policy.</p>	<p>Healthy Communities PAG: 13.06.2017 Overview & Scrutiny: 22.06.2017</p>	<p>Cabinet: 28.06.2017 Council 19.07.2017</p>	N	<p>Ian Snudden Email: isnudden@chiltern.gov.uk"</p>
Y	<p>Shared Service Food and Health and Safety Service Plan 2017-18 and Enforcement Policy To present the food and health and safety service plan which outlines the scope of work done in relation to food and health and safety and for approval of the 2017/18 action plan.</p>	<p>Healthy Communities PAG: 13.06.2017 Overview & Scrutiny: 22.06.2017</p>	<p>Cabinet: 28.06.2017 Council 19.07.2017</p>	N	<p>Ian Snudden Email: isnudden@chiltern.gov.uk"</p>
Y	<p>Community Safety Accreditation Scheme To seek approval for the Community Safety Accreditation Scheme.</p>	<p>Healthy Communities PAG: 13.06.2017</p>	<p>Cabinet: 28.06.2017</p>	N	<p>Katie Galvin Email: KGalvin@chiltern.gov.uk</p>
N	<p>Community Safety Update Report To provide an update on the work of the community safety team</p>	<p>Healthy Communities PAG: 13.06.2017</p>	<p>For Information</p>	N	<p>Kate Galvin Email: KGalvin@chiltern.gov.uk</p>
Y	<p>Homelessness Strategy To establish the principles of the Homelessness Strategy</p>	<p>Healthy Communities PAG: 13.06.2017</p>	<p>Cabinet: 28.06.2017</p>	N	<p>Michael Veryard Email: mveryard@chiltern.gov.uk</p>

HEALTHY COMMUNITIES PAG – COUNCILLOR KELLY

Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date ⁴	Private report (Y/N) and reason private ⁵	Appendix Lead Officer
Y	Strategic Housing Framework: To establish the principles of the Strategic Housing Framework.	Healthy Communities PAG: 13.06.2017	Cabinet: 28.06.2017	N	Michael Veryard Email: mveryard@chiltern.gov.uk
N	SBDC Air Quality Update To update members as to the progress to determine the air quality arrangements in South Bucks.	Healthy Communities PAG: 13.06.2017	Portoflio Holder for Healthy Communities 30.11.2017	N	Ben Coakley Email: bcoakley@chiltern.gov.uk
Y	Public Spaces Protection Order To decide over the adoption of public spaces protection orders	Healthy Communities PAG: 13.06.2017	Cabinet: 28.06.2017	N	Caroline Saunders Email: CSaunders@chiltern.gov.uk
N	Green House Gas Report To update members as to the progress to determine the Green House Gas arrangements in Chiltern and South Bucks	Healthy Communities PAG: 30.11.2017	Portoflio Holder for Healthy Communities 30.11.2017	N	Ben Coakley Email: bcoakley@chiltern.gov.uk
N	Sustainability and Carbon Reduction Strategy : To approve the updated joint strategy for South Bucks DC and Chiltern DC, building on existing activities and opportunities for consultation.	Healthy Communities PAG: 30.11.2017	Portoflio Holder for Healthy Communities 30.11.2017	N	Ben Coakley Email: bcoakley@chiltern.gov.uk

ENVIRONMENT PAG – COUNCILLOR SULLIVAN

Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date ⁴	Private report (Y/N) and reason private ⁵	Lead Officer
N	Food Waste Campaign Update on education campaign.	Environment PAG: 06.06.2017	For information	N	Sally Gordon Email: SGordon@chiltern.gov.uk
N	Beaconsfield Common Land Updating Members on legal advice about Common Land Management.	Environment PAG: 06.06.2017	Environment Portfolio Holder: 06.06.2017	N	Simon Gray Email: SGray@chiltern.gov.uk

RESOURCES PAG – COUNCILLOR EGLETON

Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation ³	Decision Maker & Date ⁴	Private report (Y/N) and reason private ⁵	Lead Officer
N	Treasury Management Annual Report 2016/17 Annual Treasury Management Performance 2016/17	Resources PAG: 15.06.17	For Information	N	Helen O’Keeffe Email: HelenOKeeffe@chiltern.gov.uk
Y	Gerrards Cross Station Road Multistorey Car Park Project update and presentation of business case for approval of capital spend	Resources PAG 15.06.2017	Cabinet: 28.06.2017	Y (Para 3)	Linda Newell Email: LNewell@chiltern.gov.uk
N	Car Park Management Strategy To approve SBDC's strategy for all car park matters from supply and demand to car park enforcement to go out to consultation.	Resources PAG: 15.06.2017	Resources Portfolio Holder: 15.06.2017	N	Julie Rushton Email: JRushton@chiltern.gov.uk
Y	Establishment of a Local Authority Trading Company To consider a report on the business case and recommended governance and funding arrangements.	Resources PAG: 15.06.2017	Cabinet: 28.06.2017	N	Rodney Fincham Email: rodney.fincham@southbucks.gov.uk
Y	Stoke Park To consider lease changes	Resources PAG: 15.06.2017	Cabinet: 28.06.2017	Y (para 3)	Chris Marchant Email: Chris.Marchant@Southbucks.gov.uk
Y	Grounds Maintenance Tender New contract required for SBDC, CDC and Stoke Poges Memorial Gardens	Resources PAG: 15.06.2017	Cabinet: 28.06.2017	N	Kevin Kelly Email: KKelly@chiltern.gov.uk
Y	Car Park Management Strategy To approve SBDC's strategy for all car park matters from supply and demand to car park enforcement following	Overview and Scrutiny Committee: 16.10.2017	Cabinet: 25.10.2017 Council: 15.11.2017	N	Julie Rushton Email: JRushton@chiltern.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 £50,000 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

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. Appendix
5.	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6.	Information which reveals that the authority proposes – (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment.
7.	Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Making Representation

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

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

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

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

CHILTERN & SOUTH BUCKS JOINT COMMITTEE (JC)

Meeting: 7 June 2017 (CDC)					
Key Decision (Y/N) ¹	Report Title & Summary ²	Consultation How/When ³	Decision Maker & Date	Private Report (Y/N) and Reason Private ⁴	Contact Officer and Telephone Number
No	Chiltern & South Bucks Joint Committee Programme Update		JC 7 June 17	No	Jim Burness jburness@chiltern.gov.uk Jim.burness@southbucks.gov.uk
Yes	Shared Service Cost Splits: To review the costs splits that are used for shared services		JC 7 June 17	No	Rodney Fincham rfincham@chiltern.gov.uk Rodney.fincham@southbucks.gov.uk

Classification: OFFICIAL

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

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

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

A Key Decision is defined as:

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

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

Chiltern District Council

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

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

South Bucks District Council

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

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

Classification: OFFICIAL

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

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

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

Contact:

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

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

SUBJECT:	<i>South Bucks District Council Performance Report Q3 2016-17</i>
REPORT OF:	<i>Leader of the Council – Councillor Ralph Bagge</i>
RESPONSIBLE OFFICER	<i>Chief Executive – Bob Smith</i>
REPORT AUTHOR	<i>Rachel Prance (01494 732903)</i>
WARD/S AFFECTED	<i>Report applies to whole district</i>

1. Purpose of Report

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

RECOMMENDATION

Cabinet is asked to note the performance reports.

2. Executive Summary

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

Portfolio	No of PIs	PI on target □	PI slightly below target □	PI off target □	Unkn own/ Data only
Leader's	5	2	1	1	1
Resources	11	7	2	1	1
Healthy communities	13	2	0	4	7
Deputy Leader/ Sustainable development	11	10	0	0	1
Environment	2	2	0	0	0
Total PIs	42	23	3	6	10

3. Reasons for Recommendations

- 3.1 This reports factual performance against pre-agreed targets. Management Team, Cabinet 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 Q3 2016-17**
 - **Appendix B – Quarterly corporate performance indicators Q3 2016-17**

4. Key points to note this quarter:

- 4.1 Of the ten unknown PIs, three are provided for information only and seven are not reported this quarter.
- 4.2 Of the six off-target PIs, three are priority PIs. Please refer to the appendices for full details.
- 4.3 **Leader's:** working days lost due to long term sickness absence was off target. This relates to 8 cases since April, however, 6 have now returned to work.
- 4.4 **Healthy communities:** four of the off-target PIs relate to housing, please refer to the appendices to view individual reasons. These are linked to the national increase in demand for temporary accommodation and lack of affordable housing.
- 4.5 **Resources:** Percentage of calls to ICT helpdesk resolved within agreed timescales was off target. This was due to the new shared service starting with 4 vacant posts and 3 members of staff off on long term sickness. During this period, the project saw the councils 2 networks converge into one, as well as delivering on projects of strategic importance. This unique situation will not reoccur.

5. Consultation

Not applicable.

6. Options

Not applicable.

7. Corporate Implications

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

8. Links to Council Policy Objectives

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

Objective 1 - Efficient and effective customer focused services

Objective 2 - Safe, healthy and cohesive communities

Objective 3 - Conserve the environment and promote sustainability

9. Next Step

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

Background Papers:	N/A
---------------------------	-----

Appendix A - Priority PIs 2016-17 - SBDC

Code	Description	Actual 2015/16	Target 2015/16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Target 2016/17 (YTD)	Traffic Light	Latest Note	
Leader's portfolio																			
SbHR1	Working days lost due to sickness absence	14.86	12	14.4	13.2	14.12	13.92	13.22	13.28	12.89	12.09	11.25				10		Sickness figures are starting to decrease from April due to some officers who have been on long term sick due to surgery or acute illnesses returning to work or leaving the Council. Management Team are aware of the situation, active attendance management in place. 47.5 for December +976.31 (April to November)(info taken from Tensor (iTrent for November & December figures)) = 1023.81 / 121.36 (average FTE figure) = 8.44/9*12= 11.25 Figure for Chiltern = 7.85	
SbHR14	Working days lost due to short term sickness absence (upto 20 working days)	New PI	New PI	3.24	2.88	2.36	2.91	2.64	3.5	3.53	3.44	3.37				5		29.50 days for December + 277.21 (April - November) (taken from Tensor (iTrent for November & December)) = 306.71 / 121.36 (average FTE) = 2.53 / 9 * 12= 3.37	
SbHR15	Working days lost due to long term sickness absence (more than 20 working days)	New PI	New PI	11.04	10.26	11.72	10.98	10.56	9.76	9.36	8.64	7.87				3		18 Days for December + 698.10 (April - November) = 716.10 (taken from tensor (iTrent for November & December)) / 121.36 (average FTE) =5.90 / 9 * 12 = 7.87. This relates to 8 cases from April, 6 have now returned to work.	
Resources																			
SbRB1	Speed of processing - new HB/CTB claims (cumulative)	17.5	19	21.1	21.5	19.9	18.8	18.6	18.1	18	17.9	18.1				19			
SbRB2	Speed of processing - changes of circumstances for HB/CTB claims (cumulative)	6.9	8	9.5	8.9	8.8	8.5	8.2	8.3	8.7	8.5	8.4				8		Performance for December was improved with annual target still likely to be achieved	
SbRB3	Percentage of Council Tax collected (cumulative)	97.90%	98.00%	11.80%	21.10%	30.40%	39.50%	48.70%	57.90%	67.30%	76.50%	85.60%				98.00%			
SbRB4	Percentage of non-domestic rates collected (cumulative)	98.8% (57.60%)	98.80%	11.70%	20.60%	30.40%	39.50%	49.30%	58.50%	67.30%	76.40%	84.40%				98.80%			
Healthy Communities																			

Page 32

Appendix

Code	Description	Actual 2015/16	Target 2015/16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Target 2016/17 (YTD)	Traffic Light	Latest Note
SbCmSf2	Percentage reduction in violent offences against a person, year on year (quarterly)	-33.40%	Data Only			-40.60%			-36.20%			-16.80%				Data Only	n/a	South Bucks continues to see an increase in violence against a person offences. Through analysis they can see no obvious spikes or trends and have confirmed that they are not linked to the night-time economy.
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)	15	0	12	18	18	16	19	21	22	21	18				0	<input checked="" type="checkbox"/>	One of the households in this total has subsequently moved on to alternative self contained accommodation. Two of the households are currently being accommodated pending a review of the Council's decision on their application.
Page 33 SbHS8	Number of households living in temporary accommodation (snapshot at the end of the month)	66	30	66	67	68	65	63	64	63	64	62				45	<input checked="" type="checkbox"/>	The number of households in temporary accommodation has remained steady in the 10 months since February 2016 (the end of month snapshot has ranged from 62 to 68 households during this period). However, the level of demand for temporary accommodation and limited amount of social housing tenancies to support move-on has meant that we have been unable to secure any significant reduction in this total.
Sustainable Development																		
SbSD31	Special measures: speed of processing of major applications - minimum percentage of decisions on major applications which are made within 13 weeks or timescale agreed with the applicant; for assessment in October/November 2018 (cumulative)	New PI	New PI	N/A	N/A	N/A	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%					<input checked="" type="checkbox"/>	06/06

Code	Description	Actual 2015/16	Target 2015/16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Target 2016/17 (YTD)	Traffic Light	Latest Note
SbSD32	Special measures: quality of major applications - maximum percentage of major applications overturned on appeal; for assessment in October/November 2018	New PI	New PI	N/A	N/A	N/A	N/A	N/A	0.00%	0.00%	0.00%	0.00%				9.90%	<input checked="" type="checkbox"/>	Period for major applications determined is: 1st January 2016 - 31st December 2017. Period for appeals overturned against the applications determined in this period to 1 October 2016 to 30th September 2018. So far 12 major apps have been decided and no major appeals allowed in the relevant periods. We currently await the outcome of 2 major appeals

Appendix B - SBDC Quarterly Corporate Performance Indicator Report - (Q2 - 2016-17)

Note: Excludes Priority Performance Indicators - see Appendix A

KEY <input checked="" type="checkbox"/> This PI is below target <input type="checkbox"/> This PI is slightly below target <input checked="" type="checkbox"/> This PI is on target																			
PI code	Name	2015/16 Value	Annual target 2015/16	Apr-16 value	May-16 value	Jun-16 value	Jul-16 value	Aug-16 value	Sep-16 value	Oct-16 value	Nov-16 value	Dec-16 value	Jan-17 value	Feb-17 value	Mar-17 value	Annual target 2016/17	Traffic light (latest actual)	Responsible officer	Latest notes
Leader's Portfolio																			
SbCP1 (C)	Number of unique visitors to the main website (by period)	261,452	data only	22,428	25,897	25,149	21,624	22,176	22,112	22,800	22,185	22,183				data only	n/a	Rachel Prance	
SbHR2 (C)	Voluntary leavers as a percentage of workforce (extrapolated for year)	10.47%	8%			15.52%			15.58%			12.39%				16%	<input checked="" type="checkbox"/>	Judy Benson	12 leavers / 129.11 average headcount * 100 = 9.29/9*12 = 12.39%. This information is taken from reports run on iTrent.
Resources																			
JtBS1 (C)	Availability of ICT systems to staff from 8am to 6pm (by period quarterly)	99.89%	99.50%			99.80%			99.80%			99.40%				99.50%	<input type="checkbox"/>	Sim Dixon	
JtBS2 (C)	Percentage of calls to ICT helpdesk resolved within agreed timescales (by period quarterly)	n/a	95%			81.20%			81.00%			82.50%				95%	<input checked="" type="checkbox"/>	Sim Dixon	2016 has been an exceptional year. The shared Business Support service commenced on 01.01.2016. Within a structure of 18 posts, the new shared service started with 4 vacant posts and 3 members of staff on long term sick i.e. 40% undermanned. During this period, the project to converge the Councils 2 networks into 1, support for the shared service reviews and consolidation of core applications continued. The migration of all staff onto the shared network was particularly problematic due to the need to maintain the electronic identities of both authorities. It is to the credit of Business Support staff that they maintained a support level of 82.5% whilst still delivering on projects of strategic importance to the Councils. This unique situation will not reoccur.
SbBS3 (C)	Percentage of responses to FOI requests sent within 20 working days (by month)	88%	90%	93%	84%	88%	94%	100%	95%	96%						90%	<input checked="" type="checkbox"/>	Sim Dixon	
SbCS1 (C)	Number of complaints received (cumulative, quarterly)	75	80			17			48			64				80	<input checked="" type="checkbox"/>	Nicola Ellis	total for 3rd qtr = 28 excluding Environment figures as not submitted in time (October 10, November 8, December 10) no change from last month

Page 35

Appendix

KEY <input checked="" type="checkbox"/> This PI is below target <input type="checkbox"/> This PI is slightly below target <input checked="" type="checkbox"/> This PI is on target																			
PI code	Name	2015/16 Value	Annual target 2015/16	Apr-16 value	May-16 value	Jun-16 value	Jul-16 value	Aug-16 value	Sep-16 value	Oct-16 value	Nov-16 value	Dec-16 value	Jan-17 value	Feb-17 value	Mar-17 value	Annual target 2016/17	Traffic light (latest actual)	Responsible officer	Latest notes
SbLD2 (C)	Percentage of canvass forms returned	96.00%	90%	annual PI												90%	?	Joanna Swift	Reported annually.
SbLD3 (C)	Standard searches carried out within 5 working days (cumulative)	99.90%	97%	100%	100%	100%	100%	100%	100.00%	100.00%	100.00%	100.00%				100%	<input checked="" type="checkbox"/>	Joanna Swift	
JtLD1 (C)	Client satisfaction with the shared service. Percentage satisfied or very satisfied.	90.50%	94%	6 monthly					100.00%	6 monthly					96%	<input checked="" type="checkbox"/>	Joanna Swift		
Healthy communities																			
SbCL1a (C)	Customer satisfaction rating at the Beacon Centre.	82.46%	81%	annual PI												82%	?	Martin Holt	Reported annually.
SbCL1b (C)	Customer satisfaction rating at the Evreham Centre.	66.69%	78%	annual PI												78%	?	Martin Holt	Reported annually.
SbCL1c (C)	Satisfaction rating at the Farnham Park Golf Trust	n/a	77%	annual PI												77%	?	Martin Holt	
JtL3 (C)	Percentage of customers satisfied with the service received (Licensing) - (annual)	61.80%	89%	annual PI												89%	?	Martin Holt	Reported annually.
JtL5 (C)	Percentages of licences received and issued/renewed within statutory or policy deadlines (cumulative quarterly)	98.40%	97%			96.30%			99.70%			97.80%				97%	<input checked="" type="checkbox"/>	Martin Holt	12 out of 541 not dealt with within policy or legislative timescales.
SbCmSf 1 (C)	Percentage reduction in burglaries from dwelling, rolling year on year (quarterly)	-6.70%	data only			-20.00%			-36.60%			-43.60%				data only	n/a	Martin Holt	South Bucks continues to see an increase in burglary dwelling offences. The Police attribute the majority of these to cross-border criminals who are travelling around committing offences in each area a day at a time before moving on. They have invested in a cross-border analyst to help gather intelligence and share information with neighbouring forces.
SbEH2 (C)	Percentage of food premises (risk rating A to C) that are broadly compliant (snapshot quarterly)	96%	88%			96.28%			97.27%			92%				89%	<input checked="" type="checkbox"/>	Martin Holt	

KEY <input checked="" type="checkbox"/> This PI is below target <input type="checkbox"/> This PI is slightly below target <input checked="" type="checkbox"/> This PI is on target																			
PI code	Name	2015/16 Value	Annual target 2015/16	Apr-16 value	May-16 value	Jun-16 value	Jul-16 value	Aug-16 value	Sep-16 value	Oct-16 value	Nov-16 value	Dec-16 value	Jan-17 value	Feb-17 value	Mar-17 value	Annual target 2016/17	Traffic light (latest actual)	Responsible officer	Latest notes
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)	3	22			1			4			4				22	<input checked="" type="checkbox"/>	Martin Holt	This total comprises (i) 0 (ii) 0 and (iii) 3 acquisitions by L&Q and 1 acquisition using equity loan
SbHS3i (C)	Average Length of stay in B & B temporary accommodation for all households (snapshot at end of period)	12.00	4			16.00			22.00			20.00				10	<input checked="" type="checkbox"/>	Martin Holt	The overall average length of stay for B&B placements that ended in Quarter 3 (Oct to Dec 2016) was 20 weeks - this comprised placements that ended for 12 families (total combined stay of 1490 nights - Average stay 18 weeks) and 4 single persons/couples (total combined stay of 781 nights - Average stay 28 weeks). The length of average stay remains high due to the limited options to move on clients to alternative housing.
SbHS4 (C)	Number of private sector dwellings vacant for more than 6 months and returned to occupation following local authority intervention	0.00	15	annual PI											15	?	Martin Holt	Reported annually.	
Sustainable development																			
JtBC1 (C)	Applications checked within 10 working days (cumulative)	92.70%	85%	85.90%	93.10%	93.40%	96.30%	99.10%	98.30%	98.30%	95.30%	95.90%				92%	<input checked="" type="checkbox"/>	Peter Beckford	
JtBC4 (C)	Customer satisfaction with the building control service. (cumulative)	92.70%	94%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	98.30%	97.00%				92%	<input checked="" type="checkbox"/>	Peter Beckford	
SbPPP1 (C)	Net additional homes provided		199	annual PI											203	?	Peter Beckford	Reported annually.	
SbSD7 (C)	Percentage of planning applicants who are satisfied or very satisfied with the planning service	90.30%	80%	87.50%	92.50%	90.90%	90.00%	90.60%	91.40%	92.90%	93.10%	93.00%				80%	<input checked="" type="checkbox"/>	Peter Beckford	
SbSD8 (C)	Planning appeals allowed.	24.20%	30%	42.90%	44.40%	31.30%	25.00%	23.50%	23.70%	25.00%	29.40%	27.60%				35%	<input checked="" type="checkbox"/>	Peter Beckford	15/51
SbSD10 (C)	Processing of planning applications: minor applications (cumulative)	98.22%	92%	96.00%	97.92%	94.37%	95.33%	94.66%	94.64%	95.02%	95.78%	95.70%				90%	<input checked="" type="checkbox"/>	Peter Beckford	227/237

KEY <input checked="" type="checkbox"/> This PI is below target <input type="checkbox"/> This PI is slightly below target <input checked="" type="checkbox"/> This PI is on target																			
PI code	Name	2015/16 Value	Annual target 2015/16	Apr-16 value	May-16 value	Jun-16 value	Jul-16 value	Aug-16 value	Sep-16 value	Oct-16 value	Nov-16 value	Dec-16 value	Jan-17 value	Feb-17 value	Mar-17 value	Annual target 2016/17	Traffic light (latest actual)	Responsible officer	Latest notes
SbSD11 (C)	Processing of planning applications: other applications (cumulative)	97.88%	95%	97.47%	98.24%	96.25%	96.38%	96.59%	96.25%	96.68%	96.87%	96.73%				90%	<input checked="" type="checkbox"/>	Peter Beckford	618/638
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)	100.00%	50%			89.00%										70%	<input checked="" type="checkbox"/>	Peter Beckford	There is currently no Enforcement Manager in place and as such this will not be reported for this quarter.
SbSD33	Percentage of new enforcement cases where an initial site visit for a high-priority case is undertaken within the timescale (3 working days) set out in the enforcement and monitoring policy (Cumulative, monthly)	New PI	New PI	99.00%	99.00%	99.00%										98%	<input checked="" type="checkbox"/>	Peter Beckford	There is currently no Enforcement Manager in place and as such this will not be reported for this quarter.
Environment																			
SbWR1 (C)	Household refuse collections, number of containers missed per month (calculated by P&C team on weekly basis)	90	125	89	88	181	138	89	100	99	108	82				100	<input checked="" type="checkbox"/>	Chris Marchant	
SbWR3 (C)	Percentage of household waste sent for reuse, recycling and composting (cumulative)	52.82%	50%	50.46%	5.60%	54.88%	55.40%	55.03%	54.58%	54.26%	53.93%	52.75%				53%	<input checked="" type="checkbox"/>	Chris Marchant	

Page 38

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

1. Purpose of Report

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

The Policy and Performance team met with each of the Heads of Service (HoS) in order to undertake a detailed review of their PIs to determine whether changes were required for effective performance monitoring, with HoS recommendations included in the appendices to the report.

RECOMMENDATION to Cabinet

That, taking into account the views of the Overview and Scrutiny Committee, the following are approved for 2017/18:

- 1. Appendix A PI Review - Priority PIs 2017-18 - SBDC - provides proposals for reporting priority indicators during 2017/18 with future targets.**
- 2. Appendix B PI Review – Corporate Indicators 2017-18 - SBDC- provides proposals for reporting Corporate PIs during 2017/18 with future targets.**

2. Reasons for Recommendations

Currently, 12 priority indicators are reported on a monthly basis, included in the monthly budget pack. The quarterly performance report includes 30 corporate indicators (formerly selected by MT and Cabinet), alongside the 12 priority indicators. If the appendices are approved as is, there will be 17 priority PIs and 32 corporate PIs for 2017/18.

Each service unit had been invited to identify 2 or 3 indicators which would be indicative, meaningful measures of their overall performance, regularly reported via PAG updates. Finance is an exception to this, as full reporting is included in the monthly budget packs for each Council, therefore no further PIs were deemed necessary.

Service areas monitor any remaining PIs which are useful for day to day management of the service, reporting to PAGs/Committees as appropriate: these are departmental PIs, which are not included in the appendices. If any of these PI measures indicate possible issues, they will be highlighted to Management Team and - where the impact is medium to high - to the portfolio holder.

The Sustainable Development portfolio has a total of 10 new PIs, due to the introduction by Government of additional quantitative and qualitative targets for local planning authorities, concerning the handling of applications within the statutory time period (8/13 weeks or extension of time), and in terms of appeal performance. Previously these targets related only to major applications appeals, but will now also relate to non-major applications and appeals. Authorities who do not meet the targets could be designated as being in "special measures", which may result

in applicants submitting their applications to the planning Inspectorate (PINS) for determination, rather than having to submit through the local planning authority.

The new PIs will potentially impact on workloads in 2 ways:

- a) The need for more monitoring of a greater number of performance indicators, and
- b) The need to ensure that performance remains high in relation to these performance indicators.

Within the Healthy Communities Portfolio, the targets for the PIs SBHS1, SBHS8 and SBHS3i - which address homelessness - have increased. Due to the lack of alternative housing options, increasing targets is both more realistic and in-line with current figures.

3. Consultation

The report was taken to the Overview and Scrutiny Committee of the 20 March 2017, with the following suggestions made by Members for Cabinet to take into consideration:

Resources

- *JtBS1(C) - Availability of ICT systems to staff from 8am to 6pm (by period quarterly) – to increase the target to 99.9% to reflect the expectation that the systems should be available for this amount of time, previous figure equated to 2 days a quarter which was felt to be too high.*
Officers require further clarification as to how the Overview and Scrutiny Committee calculated the increased target of 99.9%, but agree to the increase until this information is available.

- *JtBS2(C) - Percentage of calls to ICT helpdesk resolved within agreed timescales – as the current target is not realistic, to increase the agreed timescale period for resolving calls rather than decrease the target of percentage of calls resolved.*

Officers are currently reviewing their SLA targets, and feel that it is appropriate for the target to remain at 95%.

- *SbCS1(C) - Number of complaints received (cumulative, quarterly) – to be 80 in 2017/18, then reduced to 75 in 2018/19 and then 70 in 2019/20 to make it a more ambitious target.*

Officers have so far been unavailable to comment on this suggestion.

Healthy Communities

- *SbCL1a(C) and SbCL1b(C) – Customer satisfaction rating at the Beacon Centre and Evreham Centre – to incrementally increase the satisfaction ratings for both these centres over the next three years to reflect the expectation for an improvement in customer satisfaction.*

Officers have agreed that this suggestion is acceptable.

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.

Background Papers:	<i>None.</i>
---------------------------	--------------

Appendix A - Priority PIs - SBDC - PI Review

Code	Description	Latest results - Dec 16	Target 2016/17 (YTD)	Target 2017/18	Target 2018/19	Target 2019/20	Comments
Leader's portfolio - Cllr. Ralph Bagge							
SbHR1	Working days lost due to sickness absence	11.25	10				Deleted. It is being suggested that this becomes a joint PI.
SbHR14	Working days lost due to short term sickness absence (upto 20 working days)	3.37	5				Deleted. It is being suggested that this becomes a joint PI.
Page 42 SbHR15	Working days lost due to long term sickness absence (more than 20 working days)	7.87	3				Deleted. It is being suggested that this becomes a joint PI.
JtHR1	Working days lost due to sickness absence	New PI	New PI	10	8	8	New PI. Suggested at management team meeting that it was logical having staff sickness as a joint PI, instead of separate ones for CDC and SBDC. The majority of staff are now within a shared service, therefore it makes the data more meaningful.
JtHR14	Working days lost due to short term sickness absence (upto 20 working days)	New PI	New PI	5	5	5	New PI. Suggested at management team meeting that it was logical having staff sickness as a joint PI, instead of separate ones for CDC and SBDC. The majority of staff are now within a shared service, therefore it makes the data more meaningful.

Code	Description	Latest results - Dec 16	Target 2016/17 (YTD)	Target 2017/18	Target 2018/19	Target 2019/20	Comments
JtHR15	Working days lost due to long term sickness absence (more than 20 working days)	New PI	New PI	5	3	3	New PI. Suggested at management team meeting that it was logical having staff sickness as a joint PI, instead of separate ones for CDC and SBDC. The majority of staff are now within a shared service, therefore it makes the data more meaningful.
Resources - Cllr. Trevor Egleton							
SbRB1	Speed of processing - new HB/CTS claims (cumulative)	18.1	19	19	19	19	No change
SbRB2	Speed of processing - changes of circumstances for HB/CTS claims (cumulative)	8.4	8	8	8	8	No change
SbRB3	Percentage of Council Tax collected (cumulative)	85.60%	98.00%	98.00%	98.00%	98.30%	2019/20 target increased to 98.3%
SbRB4	Percentage of non-domestic rates collected (cumulative)	84.40%	98.80%	98.80%	98.80%	98.90%	2019/20 target increased to 98.9%
Healthy Communities - Cllr. Paul Kelly							
SbCmSf2	Percentage reduction in violent offences against a person, year on year (quarterly)	-16.80%	Data Only	Data Only	Data Only	Data Only	No change

Code	Description	Latest results - Dec 16	Target 2016/17 (YTD)	Target 2017/18	Target 2018/19	Target 2019/20	Comments
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)	18	0	18	15	10	Target has increased as this is a more realistic target
P SbHS8	Number of households living in temporary accommodation (snapshot at the end of the month)	62	64	68	68	68	Target has increased to 68 as this is a more realistic target
Sustainable Development - Cllr. Nick Naylor							
SbSD31	Special measures: speed of processing of major applications – minimum percentage of decisions on major applications which are made within 13 weeks or timescale agreed with the applicant; for assessment in October/November 2018 (cumulative)	100.00%	51.00%				This PI has been deleted. It has been superseded by the new PIs and is no longer relevant.

Code	Description	Latest results - Dec 16	Target 2016/17 (YTD)	Target 2017/18	Target 2018/19	Target 2019/20	Comments
SbSD32	Special measures: quality of major applications – maximum percentage of major applications overturned on appeal; for assessment in October/November 2018	0.00%	9.90%				This PI has been deleted. It has been superseded by the new PIs and is no longer relevant.
Page 45 NEWPI – SBDC	Percentage of new enforcement allegations where an initial site visit for a low priority case is undertaken within 20 days (the timescales set out in the Enforcement Policy and Procedure) (Quarterly, snapshot)		85.00%	85.00%	85.00%	85.00%	NEW PI
New 1 SBDC Retrospective	2017 Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2016 (cumulative monthly)	New PI	50.00%	50.00%	50.00%	50.00%	The 'speed of decisions' criteria measures how many Major applications are determined within either the statutory time limit or within any other agreed extended time limit, as a % of the total Major applications determined. 'October 2014 to September 2016 is the assessment period. '50% or more is target to avoid possible designation into 'special measures'

Code	Description	Latest results - Dec 16	Target 2016/17 (YTD)	Target 2017/18	Target 2018/19	Target 2019/20	Comments
New 2 SBDC Retrospective	2018 Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2017 (cumulative monthly)	New PI	60.00%	60.00%	60.00%	60.00%	The 'speed of decisions' criteria measures how many Major applications are determined within either the statutory time limit or within any other agreed extended time limit, as a % of the total Major applications determined. 'October 2015 to September 2017 is the assessment period. '60% or more is target to avoid possible designation into 'special measures'
New 3 SBDC	2019 Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2018 (cumulative monthly)	New PI	60.00%	60.00%	60.00%	60.00%	The 'speed of decisions' criteria measures how many Major applications are determined within either the statutory time limit or within any other agreed extended time limit, as a % of the total Major applications determined. October 2016 to September 2018 is the assessment period. 60% or more is target to avoid possible designation into 'special measures'

Page 46

Code	Description	Latest results - Dec 16	Target 2016/17 (YTD)	Target 2017/18	Target 2018/19	Target 2019/20	Comments
New 4 SBDC	2017 Non-Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2016 (cumulative monthly)	New PI	65.00%	65.00%	65.00%	65.00%	The 'speed of decisions' criteria measures how many Non-Major applications are determined within either the statutory time limit or within any other agreed extended time limit, as a % of the total Non-Major applications determined. October 2014 to September 2016 is the assessment period. 65% or more is target to avoid possible designation into 'special measures'
New 7 SBDC	2018 Majors quality of planning decisions - special measures 2 year & 9 month assessment period ending Dec 2017 (cumulative monthly)	New PI	9.99%	9.99%	9.99%	9.99%	The 'quality of decision' criteria measures how many Major applications that have been determined are subsequently overturned and allowed on appeal, as a % of the total Major applications determined. April 2015 to March 2017 is the assessment period for applications determined and 'April 2015 to December 2017 is assessment period to check if any applications determined April 2015 to Mar 2017 are allowed at appeal. Less than 10% is target to avoid possible designation into 'special measures'

New 4 SBDC

Page 47

New 7 SBDC

Appendix

Code	Description	Latest results - Dec 16	Target 2016/17 (YTD)	Target 2017/18	Target 2018/19	Target 2019/20	Comments
New 8 SBDC Page 48	2019 Majors quality of planning decisions - special measures 2 year & 9 month assessment period ending Dec 2018 (cumulative monthly	New PI	9.99%	9.99%	9.99%	9.99%	The 'quality of decision' criteria measures how many Major applications that have been determined are subsequently overturned and allowed on appeal, as a % of the total Major applications determined. April 2016 to March 2018 is the assessment period for applications determined and April 2016 to December 2018 is assessment period to check if any applications determined April 2016 to Mar 2018 are allowed at appeal Less than 10% is target to avoid possible designation into 'special measures'

Appendix B - SBDC Corporate Performance Indicator Review

Note: Excludes Priority Performance Indicators - see Appendix A

KEY <input checked="" type="checkbox"/> This PI is below target								
PI code	Name	Latest update Dec 2016	Annual target 2016/17	Annual target 2017/18	Annual target 2018/19	Annual target 2019/20	Responsible officer	Comments
Leader's Portfolio - Cllr. Ralph Bagge								
SbCP1 (C)	Number of unique visitors to the main website (by period)	22,183	data only	Data only	Data only	Data only	Rachel Prance	No change
SbHR2 (C)	Voluntary leavers as a percentage of workforce (extrapolated for year)	12.39%	16%	16%	16%	16%	Judy Benson	No change
Resources - Cllr. Trevor Egleton								
JtBS1 (C)	Availability of ICT systems to staff from 8am to 6pm (by period quarterly)	99.40%	99.50%	99.50%	99.50%	99.50%	Sim Dixon	No change
JtBS2 (C)	Percentage of calls to ICT helpdesk resolved within agreed timescales (by period quarterly)	82.50%	95%	85%	85%	85%	Sim Dixon	Target changed to 85%. This is a more realistic target.
SbBS3 (C)	Percentage of responses to FOI requests sent within 20 working days (by month)	100%	90%	90%	90%	90%	Sim Dixon	No change
SbCS1 (C)	Number of complaints received (cumulative, quarterly)	64	80	80	80	80	Nicola Ellis	No change

Appendix

Appendix B - SBDC Corporate Performance Indicators - PI Review

KEY <input checked="" type="checkbox"/> This PI is below target								
PI code	Name	Latest update Dec 2016	Annual target 2016/17	Annual target 2017/18	Annual target 2018/19	Annual target 2019/20	Responsible officer	Comments
SbLD2 (C)	Percentage of canvass forms returned	96% (2015/16 value)	90%	94%	94%	94%	Joanna Swift	Target increased to 94%
SbLD3 (C)	Standard searches carried out within 5 working days (cumulative)	100.00%	100%	100%	100%	100%	Joanna Swift	No change
Page 50 SbLD1 (C)	Client satisfaction with the shared service. Percentage satisfied or very satisfied.	6 monthly	96%	98%	98%	98%	98%	Target increased to 98%
Healthy communities - Cllr. Paul Kelly								
SbCL1a (C)	Customer satisfaction rating at the Beacon Centre.	82.46% (2015/16 value)	82%	82%	82%	82%	Martin Holt	No change
SbCL1b (C)	Customer satisfaction rating at the Evreham Centre.	66.69% (2015/16 value)	78%	82%	82%	82%	Martin Holt	Target increased to 82%
SbCL1c (C)	Satisfaction rating at the Farnham Park Golf Trust		77%				Martin Holt	PI has been deleted. Due to the change in structure they have lost the post of marketing manager, so they have no one to carry out this work.
JtLI3 (C)	Percentage of customers satisfied with the service received (Licensing) - (annual)	61.80% (2015/16 value)	89%	89%	89%	89%	Martin Holt	No change

Appendix B - SBDC Corporate Performance Indicators - PI Review

KEY <input checked="" type="checkbox"/> This PI is below target								
PI code	Name	Latest update Dec 2016	Annual target 2016/17	Annual target 2017/18	Annual target 2018/19	Annual target 2019/20	Responsible officer	Comments
JtLI5 (C)	Percentages of licences received and issued/renewed within statutory or policy deadlines (cumulative quarterly)	97.80%	97%	97%	97%	97%	Martin Holt	No change
SbCmSf (C)	Percentage reduction in burglaries from dwelling, rolling year on year (quarterly)	-43.60%	data only	data only	data only	data only	Martin Holt	No change
SbEH2 (C)	Percentage of food premises (risk rating A to C) that are broadly compliant (snapshot quarterly)	92%	89%	90%	91%	93%	Martin Holt	Target increased.
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)	4	22	22	22	22	Martin Holt	No change
SbHS3i (C)	Average Length of stay in B & B temporary accommodation for all households (snapshot at end of period)	20	10	22	22	22	Martin Holt	Target increased to 22.


Appendix

Appendix B - SBDC Corporate Performance Indicators - PI Review

KEY <input checked="" type="checkbox"/> This PI is below target								
PI code	Name	Latest update Dec 2016	Annual target 2016/17	Annual target 2017/18	Annual target 2018/19	Annual target 2019/20	Responsible officer	Comments
SbHS4 (C)	Number of private sector dwellings vacant for more than 6 months and returned to occupation following local authority intervention	0 (2015/16 value)	15	15	15	15	Martin Holt	No change
Sustainable development - Cllr. Nick Naylor								
PBC1 (C)	Applications checked within 10 working days (cumulative)	95.90%	92%	92%	92%	92%	Peter Beckford	No change
JtBC4 (C)	Customer satisfaction with the building control service. (cumulative)	97.00%	92%	92%	92%	92%	Peter Beckford	No change
SbPP1- (C)	Net additional homes provided		203				Peter Beckford	Deleted
SbSD7 (C)	Percentage of planning applicants who are satisfied or very satisfied with the planning service	93.00%	80%	80%	80%	80%	Peter Beckford	No change
SbSD8 (C)	Planning appeals allowed.	27.60%	35%	35%	35%	35%	Peter Beckford	No change
SbSD10 (C)	Processing of planning applications: minor applications (cumulative)	95.70%	90%	85%	85%	85%	Peter Beckford	Target reduced to 85%

Appendix

Appendix B - SBDC Corporate Performance Indicators - PI Review

KEY  This PI is below target								
PI code	Name	Latest update Dec 2016	Annual target 2016/17	Annual target 2017/18	Annual target 2018/19	Annual target 2019/20	Responsible officer	Comments
SbSD11 (C)	Processing of planning applications: other applications (cumulative)	96.73%	90%	85%	85%	85%	Peter Beckford	Target reduced to 85%
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)	89% (June 2016 value)	70%	80%	80%	80%	Peter Beckford	Target increased to 80%
SbSD33 (C)	Percentage of new enforcement cases where an initial site visit for a high-priority case is undertaken within the timescale (3 working days) set out in the enforcement and monitoring policy (Cumulative, monthly)	99% (June 2016 value)	98%	98%	98%	98%	Peter Beckford	No change

Appendix B - SBDC Corporate Performance Indicators - PI Review

KEY <input checked="" type="checkbox"/> This PI is below target								
PI code	Name	Latest update Dec 2016	Annual target 2016/17	Annual target 2017/18	Annual target 2018/19	Annual target 2019/20	Responsible officer	Comments
New 5 SBDC Page 54	2018 Non-Majors speed of planning decisions - special measures 2 year assessment period ending Sep 2017 (cumulative monthly)	New PI	70%	70%	70%	70%	Peter Beckford	New PI. The 'speed of decisions' criteria measures how many Non-Major applications are determined within either the statutory time limit or within any other agreed extended time limit, as a % of the total Non-Major applications determined. October 2015 to September 2017 is the assessment period 70% or more is target to avoid possible designation into 'special measures'
New 6 SBDC	2019 Speed of decision for Non-Majors (cumulative)	New PI	70%	70%	70%	70%	Peter Beckford	New PI. The 'speed of decisions' criteria measures how many Non-Major applications are determined within either the statutory time limit or within any other agreed extended time limit, as a % of the total Non-Major applications determined. October 2016 to September 2018 is the assessment period. 70% or more is target to avoid possible designation into 'special measures'

Appendix

Appendix B - SBDC Corporate Performance Indicators - PI Review

KEY <input checked="" type="checkbox"/> This PI is below target								
PI code	Name	Latest update Dec 2016	Annual target 2016/17	Annual target 2017/18	Annual target 2018/19	Annual target 2019/20	Responsible officer	Comments
New 9 SBDC Page 55	2018 Non-Majors quality of planning decisions - special measures 2 year & 9 month assessment period ending Dec 2017 (cumulative monthly)	New PI	9.99%	9.99%	9.99%	9.99%	Peter Beckford	New PI. The 'quality of decision' criteria measures how many Non-Major applications that have been determined are subsequently overturned and allowed on appeal, as a % of the total Non-Major applications determined. April 2015 to March 2017 is the assessment period for applications determined and April 2015 to December 2017 is assessment period to check if any applications determined April 2015 to Mar 2017 are allowed at appeal. Less than 10% is target to avoid possible designation into 'special measures'

Appendix B - SBDC Corporate Performance Indicators - PI Review

KEY <input checked="" type="checkbox"/> This PI is below target								
PI code	Name	Latest update Dec 2016	Annual target 2016/17	Annual target 2017/18	Annual target 2018/19	Annual target 2019/20	Responsible officer	Comments
New 10 BDC Page 56	2019 Non-Majors quality of planning decisions - special measures 2 year & 9 month assessment period ending Dec 2018 (cumulative monthly)	New PI	9.99%	9.99%	9.99%	9.99%	Peter Beckford	New PI. The 'quality of decision' criteria measures how many Major applications that have been determined are subsequently overturned and allowed on appeal, as a % of the total Major applications determined. April 2016 to December 2018 is assessment period to check if any applications determined April 2016 to Mar 2018 are allowed at appeal Less than 10% is target to avoid possible designation into 'special measures'
	Environment - Cllr. Luisa Sullivan							
SbWR1 (C)	Household refuse collections, number of containers missed per month (calculated by P&C team on weekly basis)	82	100	100	100	100	Chris Marchant	No change
SbWR3 (C)	Percentage of household waste sent for reuse, recycling and composting (cumulative)	52.75%	53%	55%	56%	56%	Chris Marchant	Target increased.

Appendix

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

1. Purpose of Report

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

RECOMMENDATIONS

- 1. That Cabinet approve the refreshed business plan**

2. Executive Summary

This report seeks approval for the following document attached as Appendix A: Refreshed Joint Business Plan 2017-2020

3. Reasons for Recommendations

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

4. Content of Report

4.1 The Joint Business Plan links to the Sustainable Community Strategy, which sets out the vision for the districts to 2026 and is based on extensive consultation with residents, local community groups and partner organisations. Those aspects of the Sustainable Community Strategy that are the responsibility of the District Councils are included in the Joint Business Plan.

4.2 The refresh usually takes place in April each year.

4.3 The 'Our values' section has been updated to reflect the new values which are now in place.

4.4 The priorities, goals and promises on pages 6 and 7 have had a light refresh this year. Both now make reference to the economic development strategy. SBDC's aims and objectives now include improving air quality and tackling homelessness.

4.5 The actions being delivered to support each aim and objective appear on the right hand side columns on pages 9-15 of the Joint Business Plan. These link to improvement actions contained within the individual service plans, which in turn link to staff objectives and training plans set out for each member of staff in their annual performance appraisal. They have been updated to reflect 2017/18 Service Plans.

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

5. Consultation

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

6. Options

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

7. Corporate Implications

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

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

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

3.4 *Others – None.*

8. Links to Council Policy Objectives

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

9. Next Step

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

Background Papers:	Not applicable.
---------------------------	-----------------

Chiltern District Council and South Bucks District Council Joint Business Plan 2017 – 2020 Stronger in Partnership



CHILTERN
District Council



SOUTH BUCKS
District Council

V 4.0 Approved xxx 2017

Contents

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

Foreword:

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

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

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



Bob Smith
Chief Executive
Chiltern and South Bucks
District Councils



Ralph Bagge
Leader of South Bucks
District Council



Isobel Darby
Leader of Chiltern
District Council

Vision for the Chiltern and South Bucks areas by 2026:

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

Chiltern and South Bucks Districts to be places with:

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

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

www.chiltern.gov.uk

www.southbucks.gov.uk

The Councils' areas of focus:

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

Our shared three headline objectives are:

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

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

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

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

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

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

Chiltern District Council

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

Our Priorities, goals and promises 2017 - 2020

We will deliver cost effective, customer focused services

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

We will work towards safe, healthy and cohesive communities

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

We will strive to conserve the environment and promote sustainability

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



CHILTERN
District Council

South Bucks District Council

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

Our Priorities, goals and promises 2017 - 2020

We will deliver cost effective, customer focused services

1. Provide great value services

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

2. Listen to our customers

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

3. Provide excellent services

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

We will work towards safer and healthier local communities

1. Improve community safety

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

2. Promote healthier communities

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

3. Promote local communities

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

We will strive to conserve the environment and promote sustainability

1. Conserve the environment

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

2. Promote Sustainability

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



Our values:

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

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

Customer focused

Around here we all:

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

Collaborative

Around here we all:

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

Committed

Around here we all:

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

Challenging

Around here we all:

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

Courteous

Around here we all:

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

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

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

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

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

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

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

Aim 2: We will work towards safe and healthier local communities	
	<ul style="list-style-type: none"> • Implement service delivery for universal credit claims as part of universal support
	<ul style="list-style-type: none"> • Work to improve the worst performing food businesses
	<ul style="list-style-type: none"> • Support the community cohesion forum and continue to implement the community cohesion plan (SBDC)
Aim 3: We will strive to conserve the environment and promote sustainability	
Objective:	We will:
Conserve the environment	<ul style="list-style-type: none"> • Develop a Joint Local Plan and manage development through the terms set out in it
	<ul style="list-style-type: none"> • Manage Green Belt development pressures via the Joint Local Plan
	<ul style="list-style-type: none"> • Promote enjoyment through leisure, sport and recreational activities
	<ul style="list-style-type: none"> • Lead on the HS2 communications campaign and develop a community engagement strategy with HS2
	<ul style="list-style-type: none"> • Continue to pursue enhanced mitigation measures against the worst effects of HS2
	<ul style="list-style-type: none"> • Develop a joint HS2 project team to work together during the construction period to ensure economies of scale and best use of resources
	<ul style="list-style-type: none"> • Ensure full opportunity is taken to inform the scale and timing of any requirement for additional aviation capacity whilst minimising impact on both environments and communities
	<ul style="list-style-type: none"> • Improve energy efficiency in dwellings - address fuel poverty and affordable warmth through partnership actions
Promote sustainability	<ul style="list-style-type: none"> • Work with landowners/prospective developers to secure high quality proposals for development opportunity sites
	<ul style="list-style-type: none"> • Ensure appropriate levels of engagement with small businesses
	<ul style="list-style-type: none"> • Support the Bucks Thames Valley LEP in delivering economic growth
	<ul style="list-style-type: none"> • Support and encourage opportunities to improve the vitality of towns and villages

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

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

How our organisations are changing:

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

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

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

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

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

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

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

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

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

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

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

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

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

- Explore alternative service delivery models including local authority companies

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

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

Roles and Responsibilities:

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

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

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

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

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

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

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

Performance Management

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

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

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

Strategic Risks

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

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

Appendix A

Key facts about the Districts: Chiltern

Spatial:

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

Demographic:

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

¹ Census data 2011

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

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

⁴ Public Health England Chiltern Health Profile 2013

⁵ Public Health England Chiltern Health Profile 2013

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

Economic:

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

⁶ Bucks Business First Data 2012

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

Appendix B

Key facts about the Districts: South Bucks

Spatial:

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

Demographic:

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

⁸ Census data 2011

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

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

¹¹ 2010 Department of Energy and Climate Change

¹² Public Health England South Bucks Health Profile 2013

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

Economic:

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

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

¹⁴ Bucks Business First Data

¹⁵ 2010 Department of Energy and Climate Change

Appendix C

What District Councils do

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

Parish Councils are responsible for such things as:

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

District Councils are responsible for services such as:

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

County Councils are responsible for services such as:

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

Appendix D: Strategic risks register:

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

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

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

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

Appendix E: Joint Performance Management Framework

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

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

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

What is performance and improvement all about?

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

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

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

With effective performance and improvement management:

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

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

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

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

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

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

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

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

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

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



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

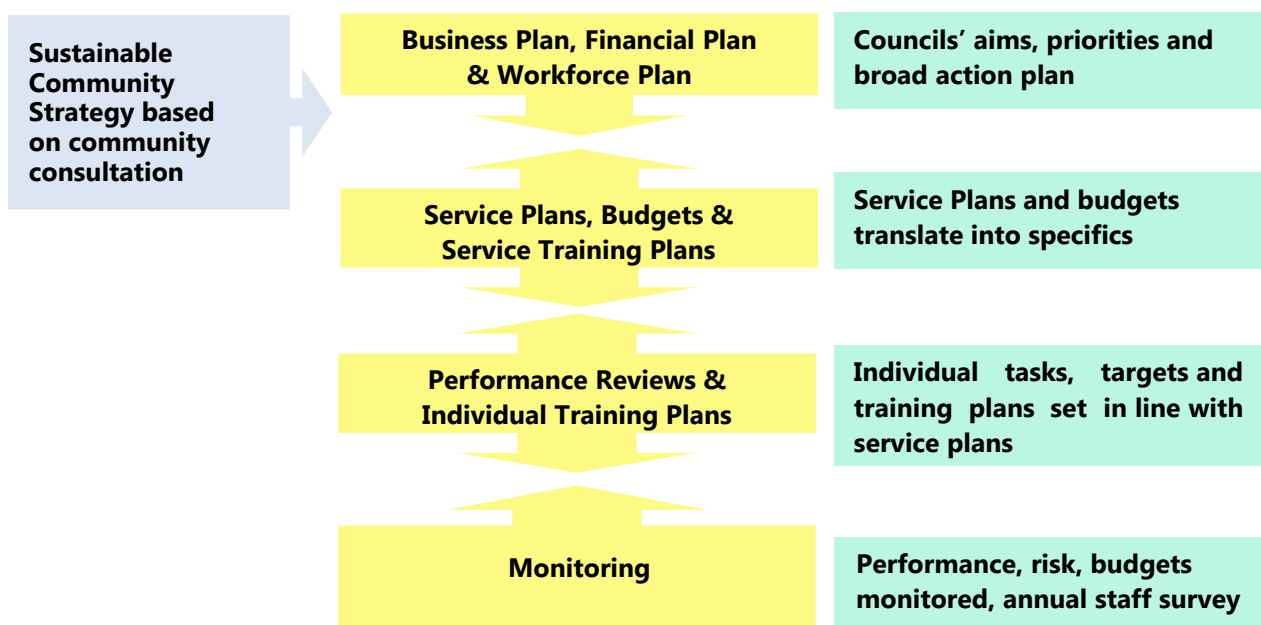
Members agree a clear vision of what each Council aims to achieve. This enables Members and managers to lead service improvements and allocate resources in line with each Council's aims and priorities. The Joint Business Plan sets out what the Councils aim to achieve in the short to medium term, it contains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

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

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

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

Chiltern and South Bucks District Councils' Corporate Framework



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

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

The achievement of both Councils' priorities is monitored through the joint **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 HR Policies** and the Councils' **Management Principles** are used to drive change and increase motivation. **Effective communication** of the Joint Sustainable Community Strategy Vision and Council aims and priorities takes place between partners, Members, management and staff, both upwards and downwards, to ensure objectives are understood. Regular Senior Managers' meetings provide a forum for discussing best practice and new initiatives.

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

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

A Clear Vision

Path to Improvement

Performance Measurement

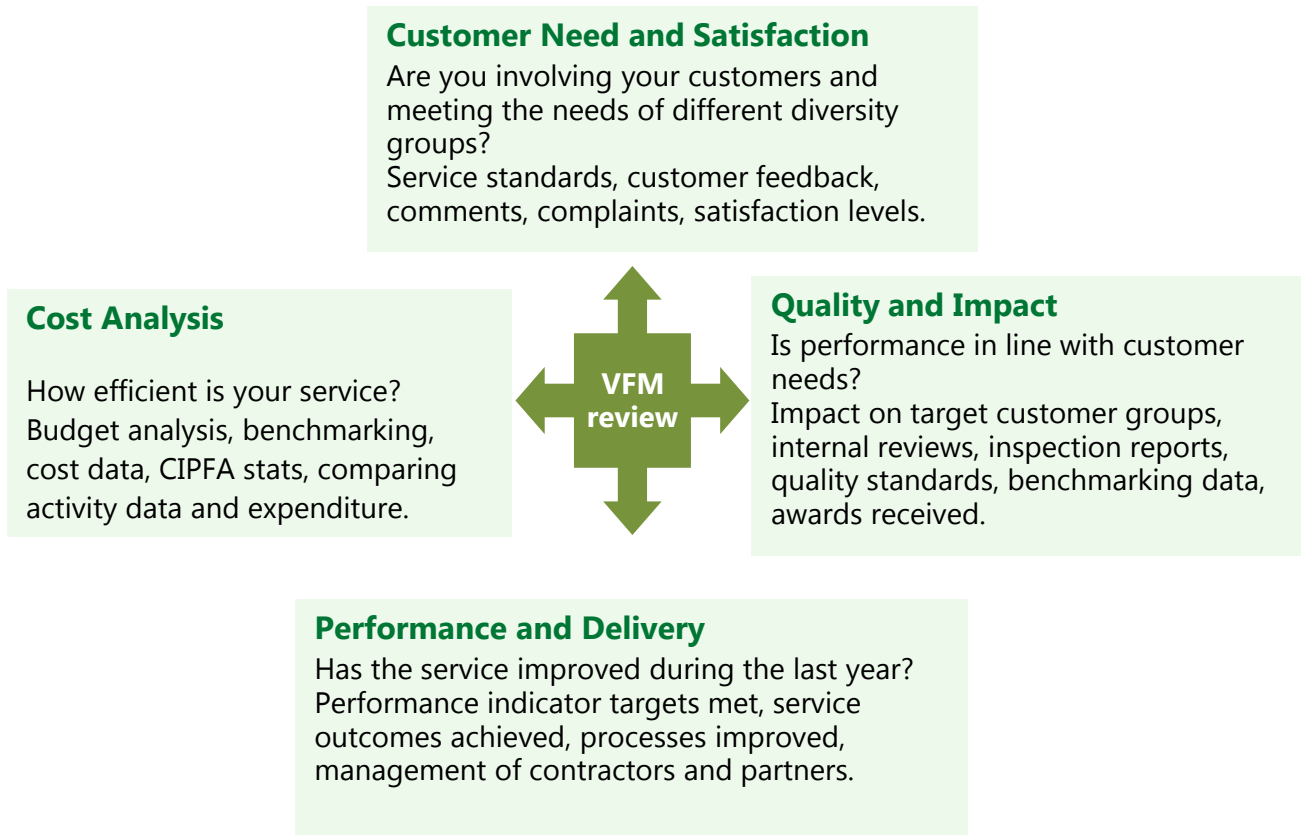
(read bottom to top)



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.

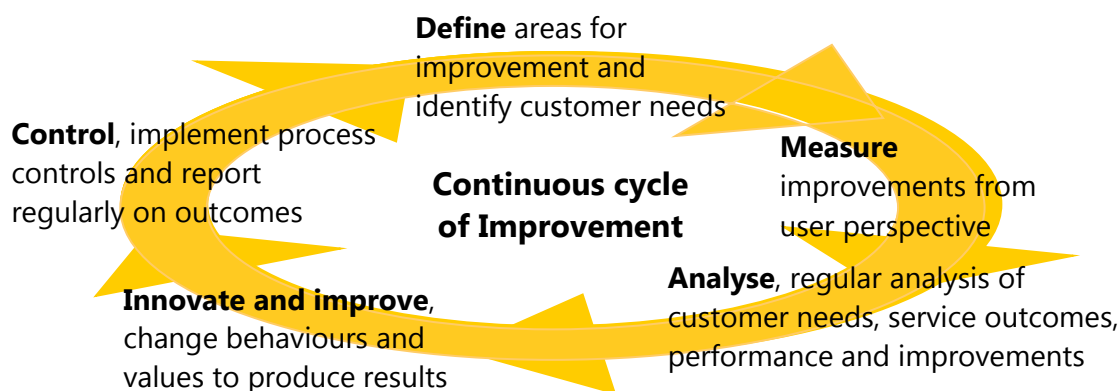
Much more **quantitative information** is available to officers at their desktops. This has enabled both Councils to establish corporate approaches in areas including equalities, sustainability, project management and risk and has helped services have a better understanding of the diverse needs of different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



Key officer contacts:

Rachel Prance

Manager, Joint Communications, Performance & Policy

rprance@chiltern.gov.uk or tel: 01494 732903

rachel.prance@southbucks.gov.uk or tel: 01895 837204

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

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



CHILTERN
District Council



SOUTH BUCKS
District Council

HEALTHY COMMUNITIES POLICY ADVISORY GROUP (SBDC)

Meeting - 23 February 2017

Present: Mr Kelly (Chairman)
Mr Anthony, Dr Matthews and Mr Pepler

Apologies for absence: Mr Bastiman and Mr Walters MBE

79. MINUTES

The minutes of the meeting held on the 5 December 2016 were confirmed.

80. REPORTS FROM MEMBERS

The reports from Dr. Matthews and Cllr. Pepler were received by the PAG with thanks.

81. HEALTHY COMMUNITIES UPDATE REPORT

The Members of the PAG received a verbal update from the Head of Healthy Communities.

Members were informed that the Workplace Health & Wellbeing event which ran from 23 January – 17 February had an extremely good response from Officers, and included events such as Boogie Bounce, Led Walks and Mindfulness sessions. Further to this, the workplace strategy will be developed with HR.

The Open Spaces Survey was seen to be currently running, with a target completion date of 31 March; the results of the survey will allow the identification of opportunities to improve open spaces within the District.

The audit for BSCS S11 had been submitted; training for this will continue, with activities such as Early Help and the extending of training to contractors, partners and communities to be made mainstream. In terms of safeguarding, managers had completed their Level 1 Adult Safeguarding training, and the child protection e-learning will continue to be rolled out to all teams associated with the safeguarding officer group.

As with previous updates, there are continued pressures on temporary accommodation, with the current number standing at 60, producing a knock-on effect on the Portfolio's budget. There was also an increase in the number of homelessness review requests for those the Council had deemed intentionally homeless.

Officers were exploring opportunities to reduce TA through the possibility of site development and acquisition including the possibility of acquiring a property in Iver.

Following the introduction of shared services some long term nuisance issues had now been resolved assisting the team reduce the number of repeat requests.

82. MOTORWAY AIR QUALITY MONITORING STATION IN SOUTH BUCKS

The Members of the PAG received a report proposing that the existing motorway continuous air quality monitor, situated close to the M25 in Gerrards Cross is decommissioned, allowing the Council to refocus on other hot spots in the District.

It was noted by Members that a review of the current automatic monitor had identified that:

- The current running costs stand at approximately £5,800 per year.
- The kit is over 15 years old, thus more likely to fail.
- The existing budget could be more effectively utilised in monitoring other hotspot areas.
- New base line data could be established to support the review & assessment process in other areas of the district such as Iver.

Officers clarified that closing the monitoring station would cost approximately £1000, with the possibility that the TEOM could be sold for approximately £500, but no buyer being identified at the time of this report. Officers were seen to have explored the possibility of Highways England taking over the running of the station; however they have confirmed they are not interested in doing so.

Further to discussion, the Portfolio Holder **RECOMMENDED** to Cabinet that:

- a. The current motorway air quality monitoring station be decommissioned.
- b. The existing allocated budget be retained to undertake enhanced monitoring/action in other hotspot areas as identified in the statutory review and assessment of air quality in the District.

83. SOUTH BUCKS COMMUNITY AND WELLBEING PLAN UPDATE REPORT

Members of the PAG received a report containing the South Bucks Community and Wellbeing Plan 2017-2020 as an Appendix. The report detailed how the Healthy Communities Portfolio will work with the community and alongside partners over the next 3 years.

Members were reminded that the former Community PAG agreed the following six aims at their meeting held on 4 December 2014:

- Facilitating community participation, engagement and action to develop sustainable communities
- Supporting services that improve opportunities for older people to live fuller, safer, more active and ultimately more fulfilling life styles
- Improving the health and well-being of the population and reducing health inequalities
- Providing an environment for young people to enjoy, stay safe, be healthy, make a positive contribution and achieve economic well-being
- Helping to stimulate and support a vibrant local economy
- Helping to support, promote and celebrate the rich and diverse wealth of cultural heritage in South Bucks.

Further to this, a workshop was held on 18 May 2016 with the Chiltern and South Bucks Strategic Partnership to review existing aims and the current underpinning projects, with further consultation undertaken with a range of community groups. The results of this will be delivered through the existing work programme for the Healthy Communities service area, with the aims updated in the South Bucks Community & Wellbeing Plan 2017-2020.

Discussion was had by Members regarding the importance of consultation with other projects such as the Local Plan, and the importance of accessing funding including s106, CIL, HS2 Wellbeing Fund and locally-accessed funding such as Lottery funding. Members wished to thank the team for their hard work.

Further to this, the Portfolio Holder **RECOMMENDED** to Cabinet that:

- The South Bucks Community and Wellbeing Plan 2017-2020 be approved for onward submission to Council, following the incorporation of any comments arising from the Overview and Scrutiny Committee.

84. **BUCKINGHAMSHIRE ARMED FORCES COVENANT**

Members of the PAG received a report detailing the continued support of the Buckinghamshire Armed Forces Covenant, and the associated 2016/17 Action Plan appended to the report.

Members were reminded that on the 5 July 2012, the Buckinghamshire Armed Forces Covenant was signed by groups including the County Council, all four district councils, NHS Buckinghamshire, Bucks Fire and Rescue and Thames Valley Police. The covenant aims to help reduce isolation, improve health and facilitate education and employment opportunities for armed forces staff and their families.

Members were pleased to note that since 2014 there have been community-led remembrance events across the District since 2014, including processions, services, exhibitions and intergenerational work with school and the armed forces charities including the Royal British Legion. In terms of commemoration of the First World War, Town & Parish Councils and Schools have been asked to inform the Council of their plans in order that they can be supported in delivering these commemorations.

Further to discussion, the Portfolio Holder **RECOMMENDED** to Cabinet the continued support of the Buckinghamshire Armed Forces Covenant and agrees the Buckinghamshire Armed Forces Covenant's associated 2016/17 action plan.

85. **COMMUNITY GRANTS CRITERIA**

The Members of the PAG received a report that considered the delivery of the South Bucks District Council Community Grants Programme through Heart of Bucks.

Members were pleased to note that the delivery of South Bucks District Council Community Grants Programme through Heart of Bucks would enable the grant funding to reach a larger audience within South Bucks by utilising Heart of Bucks' funding presence within the community. This would also enable additional resources to be available in South Bucks, via Heart of Bucks' match-funding of the community grant.

The process was shown to involve applicants applying for funding via a link on the SBDC website, with HOB managing the application process. Further to this, decisions are made by the HOB Grants Panel to which SBDC can nominate a representative – proposed as the Portfolio Holder for Healthy Communities. The Community Development Grants is intended to be an annual application each July, with an application launch of April each year. The initial award of funding by South Bucks District Council to the HOB administered Community Grant is proposed at £10k, to be matched by a donor.

Further to discussion, the Portfolio Holder in conjunction with the Head of Healthy Communities suggested that a fourth recommendation be added to allow for local knowledge to feed into the process, via the distribution of grants panel packs to the appropriate ward Member.

It was accordingly **RESOLVED** that:

- The South Bucks District Council Community Grants programme be delivered by Heart of Bucks, and match funded by a donor to increase the size of the funding pot available.

- The South Bucks District Council Community Grants Criteria be agreed as detailed in Appendix 1.
- The Portfolio Holder for Healthy Communities be nominated as the Council's representative on the Heart of Bucks decision-making panel.
- The full panel pack of grants be distributed to the appropriate ward Member, who could feed back to the Portfolio Holder.

86. COMMUNITY SAFETY UPDATE

The Members of the PAG were introduced to Inspector Brendan Murray, who verbally updated Members as to the trends and issues in Community Safety within South Bucks.

In terms of trends, the number of burglaries (dwellings) were seen to have increased, with a larger than usual peak. South Bucks was said to be unique for the Thames Valley area in terms of this, as the District tends to attract cross-border criminal, rather than those that are home-grown. This poses its own challenges in terms of identifying which groups are targeting the area. Over the last month, since the figures were collated for the report, the numbers have dropped remarkably. Cross-border force co-operation has been key in tackling this, including forces from Hertfordshire, Slough and the Metropolitan Police, with significant arrests having been made, and although not necessarily leading to prosecution, had been seen to act as a warning to those who may commit burglary. There had also been evidence of gangs using burglary as initiations.

Burglary among non-dwellings was seen to be fairly consistent year-on-year. The police are working with the Community Safety team to make people less vulnerable to burglaries, especially in rural areas where non-dwelling burglaries tend to be spontaneous. The increased visibility of police and community safety officers on the streets tends to lead to a decrease in these types of burglary.

Theft from motor vehicles has a tendency to fluctuate throughout the year, and can be opportunistic. In terms of predicting where these thefts will occur, this is nigh on impossible, with prevention being key. PCSOs were being instructed to educate builders and tradesmen who may have tools on show during the day. Members were informed that at this time of year it is mainly vans that are targeted.

Violence against a person was shown to be low in terms of figures, partly due to the low night-time economy of the district. When dealing with schools and children, there is recognition of a need to record what has previously gone unrecorded – data can now be recorded to maintain a record of issues, without action being taken. Child protection case conferences involve disclosure of or by children, which was also previously not recorded. These details are now recorded. When looking at child sexual exploitation, this is an area that previously went unrecorded – the authorities are hopeful that it is decreasing in numbers, but the change in recording proves difficult to demonstrate this.

The Members of the PAG thanked Brendan for his update.

The meeting terminated at 7.10 pm

SUBJECT:	<i>Motorway Air Quality Monitoring Station in South Bucks</i>
REPORT OF:	<i>Healthy Communities Portfolio Holder – Councillor Paul Kelly</i>
RESPONSIBLE OFFICER	<i>Ben Coakley – Environmental Health Manager</i>
REPORT AUTHOR	<i>Tracy Farrell - 01494 732756, tfarrell@chiltern.gov.uk</i>
WARD/S AFFECTED	<i>Denham, Iver Heath, Iver Village, Gerrards Cross.</i>

1. Purpose of Report

To propose that the existing motorway continuous air quality monitor situated close to the M25 in Gerrards Cross is decommissioned, allowing the Council to refocus on other hot spots in the District.

The PAG is asked to advise the Portfolio Holder on the following recommendation(s):

RECOMMENDATION to Cabinet:

- a. That the current motorway air quality monitoring station is decommissioned.
- b. That the existing allocated budget is retained to undertake enhanced monitoring / action in other hot spot areas as identified in the statutory review and assessment of air quality in the District.

Cabinet to consider the advice of the Portfolio Holder and any comments arising from the PAG.

2. Reasons for Recommendations

It is clear from the statutory guidance that local authorities should take the opportunity to review the effectiveness and suitability of its monitoring strategy over time. A review of the current automatic monitor has identified that:

- The current annual running costs are approximately £5,800 each year.
- The kit is now over 15 years old and more likely to fail.
- The current location is not optimal
- The Council has obtained useful detailed long term trend data since 2001 which will remain valid even if the station closed.
- The existing budget could be more effectively utilised in monitoring other hotspot areas.
- There is an opportunity to better engage and inform local residents
- It would also be an opportunity to consider the potential for PM_{2.5} monitoring in the district, which is now an indicator in the Public Health Outcomes Framework.
- New base line data could be established to support the review & assessment process in other areas of the district such as Iver.

3. Content of Report

This report seeks approval to decommission the existing motorway monitor. The location of the monitor can be seen in appendix 1.

There is no capital expenditure to continue its use, however, there are annual running costs and due to the age of the equipment, these will increase as equipment begins to fail and become more costly to repair, (and the parts may not be obtainable).

Although the station could potentially provide further useful data with regard to changes on the motorway in relation to new infrastructure projects in the District, there remain some practical issues with the existing site.

It is often difficult to position a monitor in the most optimum position and the station is some distance away from receptors and in a cutting. On cold, still days where pollution does not disperse and concentrations build up; the emissions will concentrate on the M25 and not in the surrounding areas. Although in the past few years the monitoring station has measured an annual mean slightly exceeding the NO₂ objective, under revised guidance, this should be linked to relevant exposure. The distance between the monitor and nearest receptor is far enough that the concentration of pollutants may have reduced to below the objective level by the time it reaches a relevant receptor.

As it is a motorway site, officers have explored the possibility of Highways England taking over the running of the station; however they have confirmed they are not interested in doing so.

Closing the monitoring station would cost approximately £1000. There is a possibility that the TEOM could be sold for approximately £500, however a buyer has not been identified at the time of writing this report.

The preferred choice is therefore to decommission the current site and redeploy the savings to look at other hot spot areas in the district.

Under the Environment Act 1995 all district authorities are obliged to review and assess air quality in line with the Government's air quality strategy. The Council needs to robustly demonstrate any existing problem locations and work through the air quality assessment process with a view to confirming the need for an Air Quality Management Area (AQMA) designation.

A 2016 detailed assessment in Iver has demonstrated that there *could* be exceedences where there is relevant exposure. Consequently more diffusion tubes have been added to the network. At least one year of monitoring data will be required before a decision could be made on the requirement to declare an AQMA.

A new roadside monitor would provide more precise data than a diffusion tube. Currently we are only measuring concentration as monthly means. The monitor would measure concentrations to at least 15 minute means. This would provide evidence of how concentrations vary throughout the day, week or month, which could inform future decisions (i.e. construction traffic times etc.).

The precise siting of any new continuous monitor would depend on a number of factors including space, (at least 1500cms x 1500cms x 750cms), and access to power.

A number of projects have been running nationally where research has been carried out using air pollution sensors and members of the public. Whilst Defra will not accept the declaration of an AQMA based on monitoring sensors alone they can be used to work with members of the public, workplaces and schools to illustrate what is otherwise an invisible phenomenon. Research work at Cambridge University and Colocation studies with Defra approved equipment has so far been positive.

Officers are also keen to consider measures that compliment the NICE guidance "Air pollution - outdoor air quality and health" through raising awareness and also those that can assist in demonstrating the impact of major infrastructure projects.

Examples of alternative monitors:

AQ Mesh. The AQ mesh can be used to monitor NO₂, NO, O₃, PM₁₀, PM_{2.5} and PM₁. It weighs 2kg and is attached to lampposts. The main advantages are its low purchase and running costs and manoeuvrability.

AirSensa. The AirSensa takes readings of key air pollutants (NO₂, NO, O₃, CO, PM_{10,2.5,1}), as well as relevant atmospheric conditions and noise levels. 10-second means are calculated and the data is transmitted and processed for calibration, removal of cross-interference, and interpretation, with the results available in near real-time (maximum 15-minute delay). This uses the same sensors as the AQ mesh but is even more portable. If installed in schools it comes with a teaching pack.

4. Options

- a. *To mothball the AQMS and leave in situ pending further review (would still require some maintenance)*
- b. To Decommission the AQMS and use the resultant savings to tackle other hotspot areas in the district.**
- c. *To continue with the existing arrangements of monitoring*

5. Corporate Implications

5.1 **Financial** - *Funding of the AQMS is already in the base budget.*

5.2 **Legal** - *Local authorities have a duty under section 83(1) of the 1995 Act to designate those areas where the air quality objectives are unlikely to be, or are not being, met as Air Quality Management Areas (AQMAs). These areas have to be designated officially by means of an 'Order'. The European Commission has formally launched infraction proceedings against the UK for breach of nitrogen dioxide limit values under the EU Air Quality Directive. Defra has recently reminded Local Authorities of the discretionary power in Part 2 of the Localism Act under which the Government could require responsible authorities to pay all or part of an infraction fine. The procedures are set out in a policy statement published by DCLG.*

5.3 **Environmental Issues and Sustainability** - *Air pollution is both an environmental and health issue*

6 Links to Council Policy Objectives

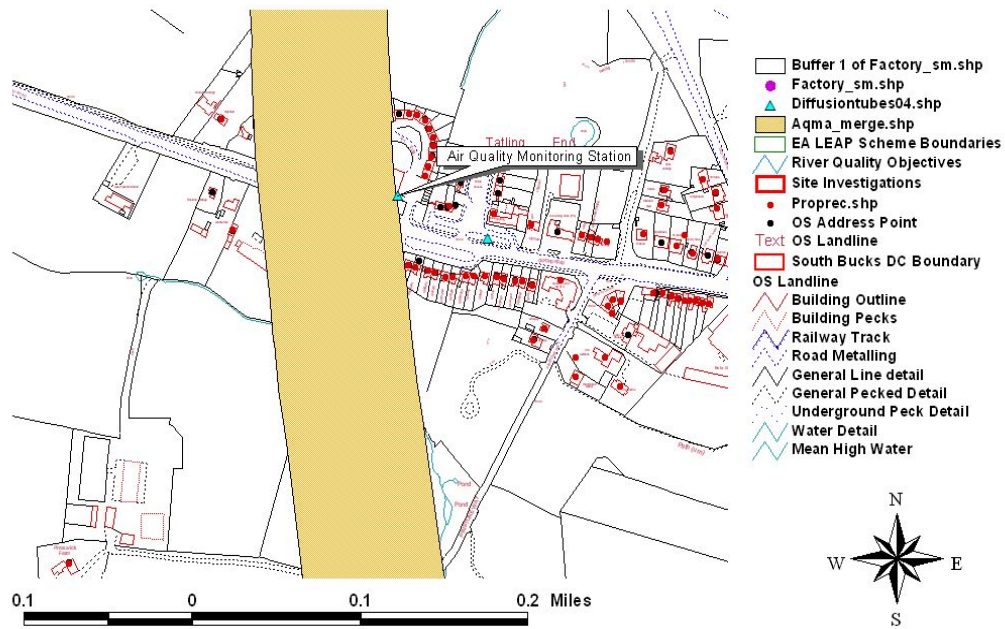
We will strive to conserve the environment and promote sustainability

- *Conserve the environment*
- *Promote sustainability*

List of Background Papers:

Environment Act 1995
South Bucks Progress Report 2015
Local Air Quality Management Technical Guidance (16) Defra
Local Air Quality Management Policy Guidance (16) Defra

Appendix 1: Motorway AQMS



SUBJECT:	<i>South Bucks Community and Wellbeing Plan Update Report</i>
REPORT OF:	<i>Councillor Paul Kelly – Cabinet Member for Community, Health & Housing</i>
RESPONSIBLE OFFICER	<i>Martin Holt – Head of Healthy Communities</i>
REPORT AUTHOR	<i>Christine Gardner/Paul Nanji 01895 837220 cgardner@chiltern.gov.uk</i>
WARD/S AFFECTED	<i>All</i>

1. Purpose of Report

RECOMMENDATION to Cabinet:

That the South Bucks Community and Wellbeing Plan 2017 – 2020 be approved for onward submission to Council.

Cabinet to consider the advice of the Portfolio Holder and any comments arising from the PAG and also that of the Overview and Scrutiny Committee.

2. Reasons for Recommendations

South Bucks’ new Community and Wellbeing Plan will help provide a clear vision as to how the Council in partnership with a range of agencies and local voluntary groups will support communities over the next three years. The plan is important as it builds and develops community infrastructure and directly supports the Council achieve its key strategic objectives in relation to improving health and wellbeing, enabling a vibrant local economy, protecting the local environment and reducing crime and disorder. This asset based approach to community development empowers community organisations and supports their development and growth to deliver improved services to local residents.

3. Content of Report

Context

The former Community PAG agreed the following six aims at their meeting held on the 4th December 2014. To help secure community buy-in the Council’s Community Team undertook extensive consultation with a range of key community stakeholders to refresh the six aims and ensure that the new plan is fit-for-purpose, covering the period 2017 – 2020.

The current six aims are as follows:

- Facilitating community participation, engagement and action, through established and new community networks, to develop sustainable communities
- Supporting services that improve opportunities for older people to live fuller, safer, more active and ultimately more fulfilling life styles and become more integrated into local communities

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

4. Consultation

On the 18th May 2016 a workshop was held with the Chiltern and South Bucks Strategic Partnership to review the existing aims and the current underpinning projects.

Further consultation was also undertaken with a range of community groups:

- South Bucks Parish and Town Councils were consulted by email through their Parish Clerks.
- Members of the South Bucks Cohesion and Inequalities Forum were consulted by email.
- Other community and voluntary sector groups were consulted by email ie. local youth groups, business, resident, and community associations.

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

1. Increase the capacity of the voluntary sector through training, "How-to guides", and volunteering initiatives and the promotion of CIB services i.e. Volunteering Hub, Funding Search and the Armed Forces Volunteering Hub.
2. Recognise the work of faith groups in supporting communities. For example. Lunch-clubs and social groups for older people to reduce social isolation and diversionary youth clubs for young people to provide a range of positive activities.
3. Reduce social isolation through increasing neighbourliness (including community transport) by the setting up of "Good Neighbour" schemes or the extension of Neighbourhood Watch responsibilities. Support Demetria-friendly communities.
4. Co-ordinated approach to the provision of information and support through community hubs, websites and hard-copy directories.
5. Provide "Prevent" training to communities and young people.

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

The feedback collated through the consultation process has enabled the first South Bucks Community and Wellbeing Plan to be developed (Appendix 1) and Members are asked to comment on this document ahead of the forthcoming Cabinet meeting scheduled on 25th April 2016.

5. Corporate Implications

5.1. Financial

There are no financial implications in developing the plan. Any emerging projects will be met from within the existing leisure and community budgets.

5.2 Environmental

The Communities Team supports various community projects either through advice, signposting or direct funding. Some of these projects will have an environmental impact such as gardening projects, shrub and litter clearance, nature parks and woodlands.

5.3 Equalities

The Community and Wellbeing Plan will support a diverse range of community groups including vulnerable elderly residents, young people and BME groups.

6. Links to Council Objectives

Work towards safer and healthier local communities:
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.

Promote Healthier Communities

- Address the needs of elderly and those who are vulnerable.
- Work with communities affected by the closure of services to deliver them in alternative ways.

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.

- Work to support the economy through enabling development of more affordable homes and the introduction of an economic plan.

7. Next Step

Members of the Healthy Communities PAG and the Overview and Scrutiny Committee endorsed the proposed draft Community and Wellbeing Plan subject to the inclusion of further projects including the Good Neighbours scheme and the positive work undertaken by faith groups across the District. These changes have now been made to the Community and Wellbeing Plan and following endorsement from Cabinet the new Community and Wellbeing Plan can be endorsed by Council.



SOUTH BUCKS
District Council

Helping Build a Better South Bucks Community & Wellbeing Plan 2017 - 2020



Foreword

The district council plays a huge role in protecting our quality of life and in ensuring everyone has opportunities to take responsibility for their own wellbeing. Our Community and Wellbeing Plan 'Helping Build a Better South Bucks', provides a clear vision of how South Bucks District Council will support communities over the next three years, working with other agencies and local voluntary groups. Empowering and supporting our diverse communities is at the heart of this plan, and there is no limit to what we can achieve when our communities are supported and encouraged to make a difference in addressing local priorities.

South Bucks has a long and proud tradition of strong, active and dynamic community groups. This plan builds on our strengths by supporting residents, businesses and voluntary groups to be directly involved in shaping their community. There have been some fantastic improvements to sports, play, environmental and community facilities as well as an ongoing growth and strengthening of community-run activities. The provision of Walking Football sessions in Burnham and Stoke Poges, Yoga in Denham, Pilates in Fulmer, Outdoor fitness in Wexham and Iver, have all proved immensely popular in keeping our communities healthy and reducing social isolation. The rollout of the "Safe Place Scheme" in Beaconsfield, Burnham, Farnham Common, Gerrards Cross, Iver, Iver Heath, Richings Park, and Stoke Poges has produced safe havens for our most vulnerable people. Promotion of the National Citizen Service in South Bucks has raised opportunities for young people to volunteer on local projects and learn new skills. The launch of a South Bucks-wide credit union helps to deter the use of loan sharks or payday lenders.

As evidenced throughout, this plan has been written to serve all of South Bucks, so your involvement and views are imperative to its success. As Leader of South Bucks District Council, I recognise the important role that the council plays, as a community leader. The six strategic aims detailed in this plan will improve the health and wellbeing of people in South Bucks, stimulate the local economy, keep our streets safe and ensure that South Bucks remains a great place to live.



Councillor Ralph Bagge

Leader of South Bucks District Council

Table of Contents

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

Executive Summary

South Bucks District Council's Community and Wellbeing Plan seeks to further develop resilient and independent community assets that play such an important role in providing local services and facilities. Working in partnership with local community groups, developing community assets is embedded throughout this plan and imperative to achieving its key aims and objectives.

Buckinghamshire's 2014 Joint Strategic Needs Assessment recognises how the wider determinants of health and wellbeing such as education, employment, and housing need to be considered and addressed to have a significant influence on improving health and well-being. These determinants have a significant impact in predicting the overall physical, mental health and wellbeing of communities as lifestyle choices influence risk to common medical conditions including heart disease, strokes, diabetes and depression.

South Bucks' new community and wellbeing plan '*Helping Build a Better South Bucks*' outlines the council's approach to help support and enable communities, towns and villages to better support these wider determinants. This is why this plan is closely aligned to and supports a range of key district and county-wide strategies (see below) which aim to make South Bucks a better place to live and work:

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

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

If you would like to know more information about this plan please contact South Bucks' Principal Leisure & Communities Officer, South Bucks District Council, Capswood, Oxford Road, Denham, Bucks UB9 4LH Tel: 01494 732110 or email: community@southbucks.gov.uk

Classification: OFFICIAL

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

Building on Strong Foundations

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

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

Strong and cohesive communities are a key ingredient in helping bring people together. 'Helping Build a Better South Bucks' supports South Bucks Council's key objective of working towards "*safer and healthier local communities*" as well as supporting the five strategic themes of the Chiltern and South Bucks Joint Sustainable Community Strategy.

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

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

The plan aims to build on the strong foundations of previous community

development interventions which, as evidenced below, have been instrumental in helping the community to deliver a broad range of successful local community projects.

Key achievements

1. The South Bucks District Council Chairman's Community and Volunteering Award ceremonies were held to celebrate and recognise the achievements of local volunteers.
2. Since 2014 over £119,500 has been awarded to local community groups, associations and charities, helping them to improve and develop local services and facilities. This has helped support a total of £4.1 million worth of projects being delivered to the community.
3. Supported the establishment of South Buckinghamshire Community Bank (M for Money) credit union in South Buckinghamshire.
4. Promotion of the National Citizen Service in South Bucks has raised opportunities for young people to volunteer on local projects and learn new skills. An annual professional visit by young people to South Bucks District Council provides an insight into Local Government and the world of work generally.
5. Implementation of the Active Bucks programme and the Council's outreach sports development programme in South Bucks through our partnership with Greenwich Leisure Limited (GLL), has led to the provision of walking football sessions in Burnham and Stoke Poges, yoga in Denham, outdoor fitness in Wexham and Iver, pilates in Fulmer and gardening in Stoke Poges memorial gardens.
6. GLL also provide the 50+ programme at the Beacon Centre in Beaconsfield which offers Short Mat Bowls, Badminton and Walking Football. The annual Club Games saw teams from South Bucks compete in Badminton, Table Tennis, Pickleball & Walking Football. Disabled customers are provided with a multi skills class for children from 5-13 with learning difficulties
7. GLL also deliver an annual inter-schools indoor rowing competition (13 schools, including 4 special schools); Young carers baseball festival hosted at Farnham Park with 25 young carers taking part; a women's-only session in

netball hosted at the Beacon Centre; a satellite Basketball sports club set up with the Beaconsfield School in partnership with South Bucks Comets and a Sports Club Forum hosted at Gerrards Cross Memorial Centre which attracted 20 clubs.

8. Through the GLL Health Wise initiative we have supported the 'Buckinghamshire Falls Prevention' programme which helps older people to improve their health and fitness through a programme of chair based exercise, pilates and walking.
9. We have invested in the South Bucks' leisure centres including the refurbishment of gyms, reception areas, exercise studios and changing rooms.
10. Invested in and promoted the 'Simply Walks' programme to operate in South Bucks helping to provide twenty health walks in the district attracting 7,400 visits per annum.
11. Raised £150,000 funding from the Big Lottery for a new club house at South Buckinghamshire Golf Club which now attracts over 36,000 rounds of golf per year, with the youngest player being just six and the oldest being in her early 90's! It is estimated that the average golfer will walk about five miles per round of golf. There are now two golf clubs based at the course (South Bucks Golf Club and Farnham Park Golf Club) with a combined membership of nearly 600 players, the majority of whom are over 60 years of age.
12. Farnham Park Playing Fields is home to a number of rugby and football teams, including Farnham Royals RFC, Phoenix Old Boys FC, Slough Town FC and a number of local football clubs. They are also home to Baseball Softball UK (BSUK) who now have four dedicated baseball/softball fields and will have a new clubhouse opening in 2017. Events have attracted over 500 players for weekend tournaments and International Softball matches involving the GB Softball team took place in 2015 and 2016.
13. The rolling out of the "Safe Place Scheme" in Beaconsfield, Burnham, Farnham Common, Gerrards Cross, Iver, Iver Heath, Richings Park, and Stoke Poges has produced safe havens for people feeling vulnerable.
14. In partnership with Thames Valley Police the council has supported "Have your Say" meetings in Burnham, Gerrards Cross and Iver Heath.

15. Launched the "Dementia-Friendly Communities" initiative in Burnham, Denham and Iver during 2015 and "Dementia training for Burnham Businesses" in October 2016.
16. Introduced the "Community Cards" scheme into South Bucks' schools encouraging school children to find out about their communities.
17. Undertaken a proactive approach to support communities at risk of inequalities helping to improve access to a range of services including; family support and intervention, domestic violence advice and assistance, homelessness prevention, debt and benefit advice and access to learning.
18. Provided grants and loans to help vulnerable people maintain their home, invest in security and undertake disabled adaptations.
19. Raised the standards of food producers and retailers through training, advice and information as well as introducing the National Food Hygiene Rating Scheme that provides customers with information on the level of food hygiene compliance.
20. Continued to support communities in their desire to minimise the impact of HS2, Crossrail and other national infrastructure projects proposed for the district in order to help protect the local environment and improve the quality of life.
21. Assisted communities to mitigate the impact of surface water and river flooding in the district.

Aim 1

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

Summary

Continuing to develop and improve the local community infrastructure is important so that communities are empowered to identify and communicate their local priorities and work *with* public services in ensuring their communities receive the services they need. In South Bucks District community engagement and participation is facilitated through working in partnership at a local level with Parish Councils, Resident Associations, Business Associations, faith groups and other community groups such as the Burnham Health Promotion Trust.

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

Future objectives

1. To build community infrastructure and resilience through the towns and parishes, community and business associations and voluntary organisations.
2. To provide support and assistance to individuals and groups to get involved in local decision-making by identifying local needs and solutions and in the delivery of projects benefiting the community.

3. To increase the number of volunteers in the community by promoting the benefits of volunteering, helping local groups access funding and providing essential training that will improve capacity and resilience in community organisations.

Key actions for 2017 to 2020

1. Build community infrastructure and resilience through working with the towns and parishes, community associations and community groups.
2. Promote opportunities for communities to become more involved in the prevention of crime, and or support environmental, heritage and wellbeing community events.
3. Support the CCG community engagement strategy and Buckinghamshire County Council's Local Area Forum (LAFs) priority themes joining up projects and initiatives to improve local services.
4. Work in partnership with Community Impact Bucks to improve volunteer recruitment and voluntary organisations' access to information, advice, support and training in fundraising, creating social enterprises and good governance.
5. Identify ways to recruit volunteers from the newly-retired marketplace and support young people to access volunteering opportunities.
6. Run an annual community awards event to celebrate the contribution of local volunteers across South Bucks.
7. Deliver the council's community grants scheme and support community organisations to deliver local initiatives that improve the quality of life for residents across the district.
8. Continue to support the local Citizen Advice Bureau service.
9. Support the Armed Services Community Covenant so that Service families are more integrated into the wider community.

10. Support the setting up of Neighbourhood Watch Schemes, Street Associations and Good Neighbour Schemes to help build resilient communities.

Aim 2

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

Summary

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

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

This plan advocates a more proactive and early intervention approach in supporting vulnerable older people. To address this South Bucks District Council is working in

conjunction with Bucks County Council's Prevention Matters Team and Community Impact Bucks to support a range of early intervention initiatives including, Men in Sheds, Active Bucks, Good Neighbour and Care Homes in the Community schemes. For example, Good Neighbour Schemes have recently been set up in Iver and Denham.

Future objectives

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

Key actions for 2017 to 2020

1. Support Older Persons' Action Groups to help provide opportunities for older people to socialise, access relevant information, advice and access appropriate services.
2. Support Bucks County Council Prevention Matters project which identifies those at risk of isolation and direct them to voluntary sector and statutory support.
3. Enable communities to get involved in volunteering, intergenerational activities, Street Associations and Good Neighbour Schemes in order to reduce social isolation.
4. Support the development/continuation of community based transport schemes.

5. Develop older people's service guides for the Beeches area, Beaconsfield, Gerrards Cross and Denham, Wexham and Iver.
6. Address the loneliness experienced by some care home residents by encouraging local neighbourhood residents, schools, youth clubs and voluntary groups to engage with care homes.
7. Support the local Citizen Advice Bureau to extend its outreach support across the District.
8. Operate regular community safety awareness events to improve home security, reduce scams and doorstep crime, and reduce the fear of crime amongst elderly residents.
9. Develop and support activities that encourage greater interaction between older and younger people, including events related to commemorating the Word Wars, local history projects, environmental initiatives, using Information Technology or addresses social isolation.
10. Promote and develop Community Impact Bucks Pub lunch clubs.
11. Support the development of Dementia-friendly communities and promote the Safe Place scheme.
12. Assist older people to access local community based activities through the GLL BETTER outreach programme eg. Tai Chi in Burnham Library, Walking Football in Burnham and Stoke Poges, promotion of their 50+ programme at the Beacon Leisure Centre (Short mat bowls, Badminton, Walking Football and Pickleball) as well as the annual Club Games for the Over 50s.
13. Support GLL BETTER to deliver the "Healthwise" programme which is the GP referral scheme offering exercise, weight management and falls prevention programmes.
14. Raise community awareness of the need to safeguard vulnerable adults and to report concerns as they arise, signposting the voluntary sector to suitable safeguarding training.
15. Address housing conditions and safe access to housing through the provision of disabled facility grants and assistance to tackle cold homes.

Aim 3

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

Summary

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

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

The council participates in the countywide work to reduce the incidence of fuel poverty ie. the inability to heat the home on a limited budget. Through the assistance provided by the National Energy Foundation and Citizens Advice Bureau, residents can access fuel pricing advice, benefits support or access to insulation and heating scheme as appropriate.

Beacon and Evreham leisure centres offer a wide range of facilities including sports halls, fitness suites, dance studio, MUGA and theatre attracting over 196,000 visits per year. Both younger and older people are encouraged through various schemes to increase access to exercise, helping to reduce the risk of obesity, heart disease,

mental illness and diabetes.

The 2017 – 2020 Chiltern and South Bucks Recreational and Open Space Strategy identifies the wealth of open space provision that is available to encourage residents to live more active life styles. Together with the towns and parishes, South Bucks District Council manages woodland and common land often used by ramblers and visitors to the area. Local walks, cycle routes and bridleways have been developed to maximise the use of these facilities, whilst at the same time helping to improve community participation and healthy living. These natural resources are vital in helping to achieve the objective of the new [Bucks Physical Activity Strategy](#), namely to remain physically active throughout life.

Future objectives

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

Key actions for 2017 to 2020

1. To support the Healthy Communities Partnership Board deliver its strategic priorities through Buckinghamshire Health & Well-being Strategy.
2. Support the implementation of Public Health's Active Bucks programme and encourage 1,000 adults become more active from 2016 to 2018.
3. By 2020 attract 220,000 annual visits in South Buck's leisure centre facilities.
4. Enable communities to become active and reduce the risk of social isolation by the provision of community events at Beacon and Evreham Leisure Centres, the Curzon Centre Beaconsfield and Wycombe Sports Centre.
5. Provision of The South Buckinghamshire Golf course and redevelopment of the original Golf Academy site into an open space leisure facility.
6. Provision of Farnham Park Playing Field – Softball and football pitches.
7. Support the Simply Walks initiative to attract 1000 additional walk participants from 2016 to 2018 as well as supporting other community walk initiatives.
8. From 2016-2018 enable 90 residents who have suffered a coronary or stroke medical condition to complete the GLL BETTER Health-wise exercise referral programme.
9. Undertake a South Bucks-wide leisure needs assessment to determine future indoor leisure needs between 2020 -2045
10. Use the key findings of the leisure needs assessment to develop a cohesive leisure facilities strategy identifying the key developments 2020-2045.
11. Support Community and Workplace health activities e.g. health and wellbeing fairs, dementia awareness events, promoting healthy lifestyles.
12. Manage the provision of a workplace health and wellbeing programme including physical activity and alternative therapies such as lunchtime walks, yoga, pilates, acupressure massage and reflexology.
13. Assisting communities to deliver against the Open Space strategy - Play areas, playing pitches nature parks & outdoor education

14. Providing advice and assistance to reduce debt and manage finances through the operation of the CAB and the promotion of the South Buckinghamshire Community Bank (part of the M for Money Credit Union).
15. Support voluntary run sports, leisure & culture groups including community associations and their activity programmes, libraries, youth clubs, older persons clubs.
16. Work in partnership with Thames Valley Police and other key partners to reduce crime and disorder and raise awareness of the risk of abuse in all its forms.
17. Maintain the 'Safe Place Scheme' in Beaconsfield, Holtspur, Burnham, Farnham Common, Gerrards Cross, Iver, Iver Heath and Richings Park.
18. Support the delivery of Bucks County Council's Prevention Matters scheme.
19. Support businesses improvement and growth through advice, coaching and publication of food hygiene ratings. Support businesses to provide nutritional menus through the "Eat Out Eat Well" scheme.
20. Build an effective Local Air Quality partnership to review and enhance the air quality action plan improving air quality and reducing NOx and CO2 emissions within the district.
21. Provide housing advice and assistance to prevent homelessness or maintain decent housing standards or support households to access disability adaptations.
22. Improve safeguarding of the general public by enforcing regulatory controls and the use of health impact assessment tools to better protect the environment and human health.
23. Organise one annual health and well-being fair to promote the broad range of local services that are available to older people within the community.

Aim 4

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

Summary

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

South Bucks District Council has provided support to educational establishments to access sports facilities through its contract with BETTER. The council also supports a diverse range of local groups who provide services to young people through the provision of project advice and funding. This includes the many youth clubs within South Bucks which provide a range of diversionary and intergenerational activities.

Many of the Council's services are targeted at the most disadvantaged communities ensuring assistance is delivered to those most in need. Running along targeted services are opportunities for all to benefit such as the opportunity for young people to access apprenticeship placements at the Council's Leisure Centres.

Future objectives

1. To work with young people to identify their needs and so develop appropriate activities that help them contribute to the community in which they live.
2. To work proactively with agencies including Action4Youth and Local Children and Young People Partnership Boards to improve access into leisure provision for children and young people who have additional and complex needs.

3. To celebrate and acknowledge the contribution children and young people make to their local community.
4. To stimulate and support intergenerational activities to create activities between younger and older people.

Key actions for 2017 to 2020

1. Utilise the Recreation and Open Space Strategy to support local community groups and parish councils improve play provision
2. Continue to provide junior courses at Evreham and Beacon Leisure Centres e.g. trampolining, football and basketball.
3. Through our partnership with BETTER provide activities for 16-25 year olds: e.g. dance, basketball, gym studio at Evreham and Beacon leisure centres as well as organising the inter-school rowing tournament. Also provide inclusive activities for children and young people with physical and learning difficulties.
4. Offer discounted community rates across South Bucks leisure centres for local clubs' junior sections through different promotional packages and campaigns.
5. Run discounted school holiday activity programmes in South Buck's leisure centres in partnership with BETTER.
6. Alert local youth clubs to new funding opportunities and provide project advice where required.
7. Host the South Bucks Community Awards ceremony in 2017 and 2019 including a category for young people.
8. Develop intergenerational projects for young and adult people so that they understand their differences, needs and aspirations, share their skills and develop a greater sense of community spirit.
9. In Partnership with BETTER, local secondary schools and other key educational establishments, expand apprenticeship opportunities for young people aged between 18 – 25 years.
10. Increase opportunities for young people to volunteer and learn new skills by supporting schemes such as the National Citizen Service.

11. Work in partnership with BETTER, Buckinghamshire and Milton Keynes Sports Partnership (LEAP), and other voluntary sector organisations to increase levels of physical activity of young people.
12. Promote the existence of local safeguarding training including Prevent to adults working with and for young people.
13. Through our Community Safety team, help prevent child sexual exploitation, drug and alcohol abuse, bike theft and all forms of abuse via mobile phones, social media and the internet.
14. Deliver the Community Card Scheme in primary schools encouraging health and wellbeing, community integration, cyber safety and money management.
15. Ongoing training of taxi-drivers in relation to safeguarding and the prevention of child sexual exploitation.

Aim 5

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

Summary

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

The district's location within the South East of England and close proximity to London makes it a popular place to live and work, resulting in great pressure to provide more housing and employment. The district is, however, predominately rural in character with 87% of the district being classified as Green Belt land. Its countryside setting forms the Green Belt around Greater London and includes several large areas of parkland: Colne Valley Regional Park, Black Park Country Park, Langley Park Country Park and Dorney Lakes. These areas are a natural asset to the district that contribute to people's quality of life but it also means that the supply of land for building on is severely constrained. A balance is therefore required that meets the social and economic needs of local residents whilst protecting the environment.

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

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

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

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

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

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

The economic vitality of localities is dependent on the provision of a variety of services and facilities. In addition the image of an area can be affected by issues such as crime or perceptions of crime together with its overall appearance. Through the planning system and work with its partners and local communities the council will seek to protect and enhance existing community facilities, support the role of retail outlets and promote high standards of design that minimise the risk of crime. With the majority of the district being rural in character, the Council has a responsibility to support the rural economy and will allow agricultural diversification where it benefits the local community, does not impact on the local quality of life and is not harmful to its rural setting.

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

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

South Bucks District Council works in partnership with voluntary and community organisations, towns and parishes, Buckinghamshire Strategic Tourism and Tourism South East, to promote the locality. Tourist information is made available from the Council's website, local and regional Tourist Information Centres such as Wycombe and Marlow but also from the village information centres in local libraries, pubs, restaurants and accommodation facilities in the district.

The protection of the distinct environment offered in South Bucks with its diverse market towns and small villages, means it is important to maintain the local economy

both in terms of local businesses and retailers.

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

Future objectives

1. To improve access to learning, skills development and work experience in order to meet the needs of the local economy.
2. To promote the development and growth of local businesses by signposting them to specialist business support including advice on scaling up.
3. South Bucks District Council to act as the local energy efficiency champion for the area celebrating and promoting best practice throughout the district.
4. To support sustainable development initiatives to protect and enhance the local environment and reduce the effects of climate change and national infrastructure projects.

Key actions for 2017 to 2020

1. Support the delivery of Chiltern and South Bucks joint Local Plan, a document that forms part of the South Bucks Development Framework that sets out the Council's broad planning policies for achieving sustainable development in the district up to 2036.
2. Support the delivery of the Chiltern and South Bucks Economic Development Strategy which has the vision of creating a District with "prosperous and diverse economies that encourage local employers and small businesses".
3. Promote local events and high street diversification that will encourage greater footfall in the district's high streets eg. Small Business Saturday / Chinese New Year / St George's Day/ pre-Christmas activities.
4. Work with Parish Councils, business associations and community groups to convert tourist day visits to overnight stays.

5. Support the development of broadband and mobile technologies as they are introduced into the District.
6. Reduce carbon emissions from South Bucks District Council's operations.
7. Actively promote the Flexible Loan scheme to householders and local traders helping support older people access low interest loans to undertake home repairs, adaptations and improve security.
8. Work with the Local Enterprise Partnership to develop joint procurement procedures which can support local employment opportunities, raise environmental standards and protect the environment.
9. Promote and support schemes to enable homeless and key workers secure housing they can afford (including the private rented sector).
10. Work to return empty homes to use, revitalise the areas of poorer housing and work wherever possible to return vacant employment sites or contaminated land sites to use.
11. Provide opportunities for local businesses to access food safety, licensing, and health and safety courses targeted to their needs.
12. Work in partnership to improve energy efficiency, identify and implement greener travel initiatives and identify ways in which we can live more sustainably within the District.
13. Work with partners and the community to reduce CO2 emissions and the impact of climate change.
14. Ensure that national infrastructure projects (HS2, Crossrail, Western Rail Link to Heathrow, Heathrow Expansion, M4 Smart Motorways etc.) are managed sustainably and enhance local economies.

Aim 6

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

Summary

South Bucks District has a rich heritage with its towns and villages steeped in history and tradition. This heritage is typified by the wide and varying range of distinctive festivals, fetes and fairs which contribute to defining South Bucks as both a unique and charming place to live. Examples of annual events include the Burnham Donkey Derby, the Beaconsfield Country Fayre, Gerrards Cross Fun Run, Iver Heath Apple Day and all the pre-Christmas celebrations that take place in the towns and villages.

In addition, there are one-off events that welcome the community to attend such as the "Celebration of Shri Jayanti" at the Anoopam mission as well as events at the Fulmer mosque. These local community festivals and fetes encourage and enable communities to come together, strengthening common understanding and foster a sense of pride within local towns and villages. The events also provide the council and other agencies with a perfect opportunity to promote and consult on policies and to publicise facilities and services.

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

Future objectives

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

Key actions for 2017 to 2020

1. Through the council's community grants programme support community groups to deliver festivals/ fetes that celebrate their area's local history and heritage.
2. Support community groups across South Bucks commemorate the World War I Centenary.
3. Enable communities to take ownership of their environment e.g. community managed foot paths and woodland, promoting "Walkers are welcome" routes.
4. Help to preserve the character of our landscapes and conservation areas by working in partnership with local conservation groups.
5. Assisting communities celebrate their heritage e.g. Eid and national day events as well as supporting countywide activities such as Bucks Art of Islam Festival.
6. Support "Beyond Difference" to help facilitate better understanding between the different religions in Chiltern and South Bucks.
7. Work with faith organisations to support community development.

Conclusion

'Helping Build a Better South Bucks' recognises that local people are the most valuable resource of South Bucks District and the importance of working in partnership with a range of organisations including Thames Valley Police, Buckinghamshire County Council, Chiltern Clinical Commissioning Group, BETTER and Parish/Town Councils.

We have been able to join up central government policy and in doing so maximise the resources and initiatives available for local communities. By working with the voluntary sector, the council continues to seek additional external resources and will increasingly look for opportunities to work in partnership encouraging joint delivery to sustain or improve services to the community.

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

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

This plan will continue to reflect and deliver the council's vision of delivering great value, customer-focused and sustainable services. We recognise that it cannot be a static document and that it will evolve as circumstances change and dictate. Therefore, this plan will formally be reviewed in 2020 with the action plans associated with the six strategic aims reviewed annually.

Appendix A

Community profile

South Bucks is relatively small at 141 square kilometres and lies within the Metropolitan Green Belt area, with 87% of the land designated as green belt. There are many small towns and villages, with the largest being Beaconsfield, Burnham and Gerrards Cross. These three towns have the best infrastructure and facilities. Most of the towns and villages have historical roots which are preserved through the use of conservation areas and listed buildings. The larger towns of High Wycombe, London (Hillingdon), Maidenhead and Slough border the District. These centres provide shopping facilities and services not available within the District as well as some jobs for residents. In return, South Bucks provides the open spaces which help meet the recreational needs of these larger centres. There are good links to London via the Chiltern Railway, M40 and M4.

Changing Demography

The population of South Bucks was recorded as 66,867 in the 2011 Census with the latest ONS estimates being 69,120. More than 19.4% were aged 65 or more, and this is projected to grow to more than 28% of the population by 2026. 15.7% of the total population in South Bucks were from a Black or Asian Ethnic Minority Population, against only 6.6% in 2001 and the 2011 England average of 14.3%. This includes the 7th highest concentration of people of Sikh religion in England at 4.7% with those of Muslim and Hindu religion each totalling 2.5% of the population. 4.5% of households are lone parent households and 0.4% of households are from the Gypsy and Traveller communities, the 7th highest in all of England.

Our impact on the environment

South Bucks's residents are keen recyclers. The recycling rate for the district rose to nearly 54% in 16/17 from 34% in 13/14 according to figures compiled by DEFRA. It has also been named as the most improved Local Authority in England for recycling in the latest DEFRA league tables.

The 2013 carbon footprint of South Bucks (latest available from Department of Energy and Climate Change) ranks 193 out of 405 UK local authority areas (first place has the lowest emissions), the equivalent to an average of almost 45,000 kilowatts per resident. 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. This is because South Bucks has a network of major roads with both the M25 and M40 running through it as well as being crossed by the M4.

Combined with several 'A' roads and the proximity to Greater London making it a busy part of the commuter belt, it will be a challenge to reduce the overall carbon footprint, requiring national initiatives to reduce overall emissions.

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

South Bucks' communities

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

There is a long history of conformist and non-conformist faith communities being active in South Bucks over the past 1,000 years which continues to this day. Currently there are many churches across the district, the Al Muhassin Mosque in Fulmer, the Annapam Mission for Hindus in Denham and Sikh temples in Slough and Southall used by South Bucks residents. People from all the faith communities make significant positive contributions to local life and wellbeing, often leading activities which support residents, engenders community spirit and creates a sense of personal responsibility. In particular many of them run a range of activities for young people inside and outside school, and many of the holiday schemes are church led.

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

South Bucks has a strong voluntary and community sector with greater than average volunteering levels. There is good local engagement and provision of local community activities. Results from the Buckinghamshire County Council Residents' Survey 2011 were that around 23% of respondents help in the community to give personal care, run or manage a youth group, or help out at a local day centre or library. 42% said they already helped out by doing a favour for a neighbour such as help with shopping, whilst 62% said they would be prepared to do so. 32% said they would consider volunteering. Things most likely to encourage volunteering were flexible hours and a low time commitment coupled with more information on what was available.

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

Health, Wellbeing and deprivation

South Bucks is undoubtedly a pleasant place to live and regularly ranks within the top 20 of the Halifax Quality of Life Survey. However, not everybody benefits as much as they should do, and there is much to be done to address the deprivation found in small pockets in the district.

In the overall IMD 2015 results, the three most deprived areas in the district were Wexham and Fulmer, Burnham Church and Beeches and Iver Village and Richings Park. The three least deprived areas were Beaconsfield North, Beaconsfield West and Gerrards Cross. Department of Health figures for 2012 showed 1,100 children in South Bucks living in poverty.

The 2014 Fuel Poverty figures, published in 2016 by the Department of Business, Energy and Industrial Strategy, show that South Bucks has 6.9% of households living in fuel poverty. This is measured by taking fuel costs and income into account.

Although the district's population is comparatively healthy with life expectancy significantly above the national average at 85.1 years for males and 89.8 years for females, there are differences in health between the most and least disadvantaged. The difference in life expectancy between the lowest and highest deprived areas is 6 years for females and 7.1 years for men and there is a significant burden of preventable disease. Mortality rates relating to heart disease and stroke have fallen and are better than the England average, with better than average adult 'healthy eating', smoking, alcohol-related harm and obesity rates. However, South Bucks is worse than average in relation to the incidence of malignant melanoma, increasing and higher risk drinking, winter deaths and physically active adults. South Bucks is above average for road injuries and deaths. The 2011 Census highlights that in South Bucks 6% have long-term health problems or disability that limits their day-to-day activities. Percentages vary across South Bucks from 3.4% in Gerrards Cross South Ward through to 12% in Denham North Ward. One in 10 residents provides some form of unpaid care for someone with an illness or disability.

Wealth, economy, skills and affordability

Buckinghamshire prides itself in being the entrepreneurial heart of Britain, with a significantly higher than average level of new business start-ups. Bucks Business First (BBF) reported in 2015, that 12.6% of working residents in South Bucks were self-employed. There were 5400 businesses in the district. The most significant sector is Professional, Scientific & Technical at just under a quarter of all businesses, with the next highest being Construction at around one tenth of all businesses. Only 6% of employees work in the public sector with South Bucks ranking the lowest overall

authority in this respect. South Bucks has a high proportion of businesses with large turnovers, with almost one in five having a turnover greater than £0.5 million.

Residents are highly qualified, with 53.8% having a degree or equivalent qualification, against the national average of 37.1%. This is reflected in the 2015 gross median full-time earnings of £34,305 for South Bucks against the England average of £26,800. 28% of residents both live and work in South Bucks (BBF, 2011). The next highest percentages of workers commute to Slough, Hillingdon and Wycombe. School performance is also strong with 75% of 15+ year olds achieving five or more GCSE results at grades A-C.

Unemployment is still relatively low but has been gradually rising since December 2015 with the Job Seekers Allowance claimant count for December 2016 being 300 people which is 17.8% up on last year.

More than 40% of homes in South Bucks are detached and rank highest in the country for numbers of rooms (6.4) and bedrooms (3.2) compared to all other local authorities. South Bucks ranks in the top 5% of authorities for the prevalence of caravans, mobile homes and other temporary structures as a proportion of all housing. In South Bucks, mean average private rents are the most expensive outside London and 11th overall, at £1,573 per month. With the average house price in the UK at £190,275 (Land Registry, March 2016), they averaged £650,659 in South Bucks, making South Bucks the most expensive area outside of Greater London. According to ONS figures South Bucks also saw the strongest growth of all areas in average house prices last year at 22.7%.

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

Transport, infrastructure & accessible services

The three main settlements in the district all have good rail and road links to London and many people commute to work in the London and city region. The bus links between the main urban areas are good but residents have expressed concern about the availability of public transport in the rural area and therefore the limited access to services. South Bucks has high car ownership and high levels of commuter flows in and out of the district. This puts pressure on the local road network and congestion

occurs, particularly during the morning and evening, on roads and junctions running close to capacity.

The most recent road traffic accident information relates to 2014, when there were 66 people Killed and Seriously Injured (KSI) in South Bucks. This reflects higher traffic levels in the South East, with South Bucks having more KSIs because of the motorways within the district.

Residents' priorities

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

SUBJECT:	<i>Buckinghamshire Armed Forces Covenant</i>
REPORT OF:	<i>Councillor Paul Kelly - Cabinet Member for Community, Health & Housing</i>
RESPONSIBLE OFFICER	<i>Martin Holt</i>
REPORT AUTHORS	<i>Paul Nanji 01494 732110 paul.nanji@SouthBucks.gov.uk and David Gardner</i>
WARD/S AFFECTED	<i>All</i>

1. Purpose of Report

The PAG is asked to advise the Portfolio Holder on the following recommendation(s):

RECOMMENDATION:

That Cabinet agrees to the continued support of the Buckinghamshire Armed Forces Covenant and agrees the Buckinghamshire Armed Forces Covenant's associated 2016/17 action plan.

Cabinet to consider the advice of the Portfolio Holder and any comments arising from the PAG.

2 Reasons for Recommendations

2.1 The Armed Forces Community Covenant plays an important role in bringing the wider community together with armed forces staff and their families, helping reduce isolation, improve health and facilitate education and employment opportunities. South Bucks District Council is a member of the Buckinghamshire Armed Forces Community Covenant group and works closely with the armed forces community supporting a range of projects including:

- Children of service personnel having access to schools and other community based social and sporting activities
- Improved employment opportunities by matching armed forces skills to their civilian counterparts and providing links between employers and ex-service personnel
- Improved understanding and awareness of historic conflicts that help bring together different generations and share knowledge

3 Background

3.1 The Armed Forces Community Covenant was published by government in May 2011 and whilst not a formal legal document its key principles have been enshrined in law through the 2011 Armed Forces Act. The legislation obliges the Defence Secretary to report annually on progress made by the government in honouring the covenant. It is a voluntary statement of mutual support between civilians and the armed forces within local communities that encourages mutual understanding and brings the two parties together.

Its aims are to:

- encourage local communities to support the armed forces community and to nurture understanding and awareness among the public of issues affecting the armed forces community
- recognise and remember the sacrifices made by the armed forces community;
- encourage activities which help to integrate the armed forces community into local life
- encourage the armed forces community to help and support the wider community, whether through participation in events and joint projects, or other forms of engagement;

3.2 Covenants in each community are specific to local needs. This is a scheme where one size does not fit all, and the nature of the support offered will be determined by both need and capacity. Every local authority in Great Britain has now signed a Covenant. Many local authorities including this council have an "Armed Forces Champion". The role of the Champion is to ensure that the local authority achieves its commitments to the armed forces community and that any challenges are resolved.

3.3 On the 5th July 2012 the Buckinghamshire Armed Forces Covenant (See Appendix 1) was signed by the County Council, all four district councils, NHS Buckinghamshire, the Clinical Commissioning Groups, Thames Valley Police, Bucks Fire and Rescue, Thames Valley Probation, Job Centre Plus, Community Impact Bucks, representatives of the Armed Forces Charities, representatives of local charities the business community and the armed forces community. All signatories agreed to work and act together to honour the Covenant.

4 Content of Report

4.1 Adopting the Buckinghamshire *Armed Forces Covenant formally* demonstrates the Council's support to strengthen links between the community and armed forces personnel, their families and veterans.

4.2 The 2016/2017 Buckinghamshire Armed Forces Covenant Action Plan (Appendix 2) details various projects and initiatives that South Bucks District Council in partnership with other stakeholders is supporting. These include the Council being an active representative at the covenant's forum group meetings and working collaboratively with member organisations to bring military personnel and their families closer to the communities they live within.

4.3 The county wide covenant working group meets regularly to update its action plan which has four key objectives: Recognise Remember, Integrate and Support. It has five work strands: health and wellbeing; education and children and young people; economy and skills; environment and communities; recognise and remember. Examples include helping organise a series of events to commemorate World War One battles and other significant events including, outbreak of war August 1st 2014, First day of conflict August 4th 2014, Gallipoli campaign April 2015, Battle of the Somme July 1st 2016, Battle of Jutland May 31st 2016, Passchendaele June 17th 2017 and Armistice Day November 11th 2018.

4.4 There have been community led remembrance events across the District since 2014 including processions, services, exhibitions and intergenerational work with schools and the armed forces charities including the Royal British Legion. Town & parish councils, community organisations

and schools intending to commemorate the First World War and requiring support are asked to let us know about their plans by contacting the Councils Joint Community and Leisure Team.

- 4.5 The Council also plays an active role in helping the armed forces communities access local services including housing services, benefits schemes youth clubs, community groups and many other key local services. The Council's HR Committee has agreed to advertise vacancies on the Jobs4reservists website and Career Transitions Partnership, where appropriate.
- 4.6 In recognition of its work the Council could achieve Bronze level status in the Defence Employer Recognition Scheme This scheme encompasses bronze, silver and gold awards for employer organisations that pledge, demonstrate or advocate support to defence and the armed forces community, aligning their values with the Armed Force Covenant.
- 4.7 In relation to social housing, ex-service personnel (i.e. those who served within the last 5 years) are exempted from the qualification requirements that apply to our housing waiting lists and are free to register.

5 Corporate Implications

5.1 . Financial

There are no additional resources associated with supporting the Buckinghamshire Armed Forces Covenant and all resulting projects will be achieved within current budgets.

5.2 Environmental

None

5.3 Equalities

Buckinghamshire *Armed Forces Covenant* directly supports a diverse range of community projects and proactively enables armed forces personnel and their families access local services.

6 Links to Council Objectives

- Work towards safe, healthy and cohesive communities

7 Next Steps

That, following the advice of the PAG to the Portfolio Holder, the Cabinet agrees to the continued support of the Buckinghamshire Armed Forces Covenant and agrees the Buckinghamshire Armed Forces Covenant's associated 2016/17 action plan.

APPENDIX 1



Community Covenant

AN ARMED FORCES COMMUNITY COVENANT

BETWEEN

Buckinghamshire County Council, the District Councils of Buckinghamshire, NHS Buckinghamshire, Clinical Commissioning Groups, Thames Valley Police, Bucks Fire, Thames Valley Probation, Community Impact Bucks, representatives of the Armed Forces Charities, representatives of Buckinghamshire based charities and the business community of Buckinghamshire

AND

The Armed Forces Community in Buckinghamshire

**We, the undersigned, agree to work and act together to
honour the Armed Forces Community Covenant**

5th July 2012

Signatories

<p>Cllr Marion Clayton Chairman Buckinghamshire County Council Armed Forces Champion</p>	<p>Brigadier Neil Baverstock OBE MA Signed on behalf of the Army</p>
<p>Martin Tett Leader Buckinghamshire County Council</p>	<p>Commodore Martin Atherton Signed on behalf of the Royal Navy</p>
<p>Group Captain Mark Heffron Signed on behalf of RAF High Wycombe</p>	<p>Group Captain Christina Elliot Signed on behalf of RAF Halton</p>
<p>Cllr John Warder Chairman Signed on behalf of: Chiltern District Council</p>	<p>Cllr Derek Isham Chairman Signed on behalf of: Aylesbury District Council</p>

<p>Cllr Wendy Mallen Chairman Signed on behalf of: Wycombe District Council</p>	<p>Cllr Alan Walters Chairman Signed on behalf of: South Bucks District Council</p>
<p>Fred Hucker Chair, NHS Buckinghamshire and Oxfordshire Cluster Signed on behalf of: NHS Buckinghamshire</p>	<p>David Hill Chief Executive Signed on behalf of: Milton Keynes Council</p>
<p>Oliver Wright Chief Inspector Signed on behalf of: Thames Valley Police</p>	<p>Dr Graham Jackson GP Chair of Aylesbury Vale Clinical Commissioning Group Signed on behalf of the Buckinghamshire Clinical Commissioning Groups</p>
<p>Sue Cooke Director for Bucks Signed on behalf of: Thames Valley Probation</p>	<p>Dennis O'Driscoll Area Manager for Buckinghamshire Signed on behalf of: Bucks Fire & Rescue</p>

Alex Pratt Chairman, Bucks Business First Signed on behalf of: The Business Community	Mike Barry Buckinghamshire County Chairman Signed on behalf of the Royal British Legion
John Stevens Branch Chairman Signed on behalf of: SSAFA Forces Help Buckinghamshire	Martine Bantick Customer Service Operations Manager Signed on behalf of Jobcentre Plus
Professor Peter Thomas MBE Chairman Signed on behalf of the Bucks & Milton Keynes Sports Board	Barry Clarke Vice Chairman Signed on behalf of: Community Impact Bucks
Ken Birkby	Richard Dickson

<p>Chairman Signed on behalf of: Action4Youth</p>	<p>Development Director Signed on behalf of Bucks Community Foundation</p>
---	--

Other Signatories

Classification: OFFICIAL

SECTION 1: PARTICIPANTS

This Armed Forces Community Covenant is made between:

The serving, reservists and former members of the Armed Forces and their families working and residing in Buckinghamshire

- And Buckinghamshire County Council
- And Aylesbury District Council
- And Chiltern District Council
- And South Bucks District Council
- And Wycombe District Council
- And Milton Keynes Council
- And NHS Buckinghamshire
- And Clinical Commissioning Groups
- And Thames Valley Police
- And Bucks Fire & Rescue
- And Thames Valley Probation
- And Buckinghamshire Business First
- And Jobcentre Plus
- And Royal British Legion
- And SSAFA Forces Help
- And Community Impact Bucks
- And Bucks & Milton Keynes Sports Board
- And Bucks Community Foundation
- And Action4Youth

Classification: OFFICIAL

SECTION 2: PRINCIPLES OF THE ARMED FORCES COMMUNITY COVENANT

2.1 The Armed Forces Community Covenant is a voluntary statement of mutual support between a civilian community and its local Armed Forces Community. It is intended to complement the Armed Forces Covenant, which outlines the moral obligation between the Nation, the Government and the Armed Forces, at the local level including the military charity sector.

2.2 The purpose of this Community Covenant is to encourage support for the Armed Forces Community working and residing in Buckinghamshire and to recognise and remember the sacrifices made by members of this Armed Forces Community, particularly those who have given the most. This includes in-Service and ex-Service personnel their families and widow(er)s in Buckinghamshire.

2.3 For Buckinghamshire County Council and partner organisations, the Community Covenant presents an opportunity to bring their knowledge, experience and expertise to bear on the provision of help and advice to members of the Armed Forces Community. It also presents an opportunity to build upon existing good work of other initiatives.

2.4 For the Armed Forces community, the Community Covenant encourages the integration of Service life into civilian life and encourages members of the Armed Forces to help their local community.

SECTION 3: OBJECTIVES AND GENERAL INTENTIONS

Aims of the Community Covenant

3.1 It aims to encourage all parties within a community to offer support to the local Armed Forces community and make it easier for Service personnel, families and veterans to access the help and support available from the MOD, from statutory providers and from the Charitable and Voluntary Sector. These organisations already work together in partnership at local level.

3.2 The scheme is intended to be a two-way arrangement and the Armed Forces community are encouraged to do as much as they can to support their community and promote activity which integrates the Service community into civilian life.

SECTION 4: ARMED FORCES COMMUNITY IN BUCKINGHAMSHIRE

Buckinghamshire has enduring links with the RAF with RAF High Wycombe and RAF Halton. It is also the home of the Defence School of Languages in Beaconsfield (DSL) and a significant reserve, primarily 7 Rifles as well as the Army Cadet Force, Air Training Corps and Sea Cadet Corps. There are also a substantial number of veterans and their families living throughout the County.

SECTION 5: MEASURES

The Community Covenant provides the opportunity to work more strategically and collaboratively with the armed forces community. This work will be driven through the Community Covenant action plan and monitored through the Bucks Network.

The action plan has been crafted around the six strategic themes of the Community Covenant and delivers measurable outcomes. The signatories of this covenant and their representatives agree to take a joint and collaborative approach to achieve the general aims identified in the Community Covenant action plan, as it changes to meet new priorities.

THE ARMED FORCES COVENANT

An Enduring Covenant Between

The People of the United Kingdom
Her Majesty's Government

– and –

All those who serve or have served in the
Armed Forces of the Crown

and their Families

The first duty of Government is the defence of the realm. Our Armed Forces fulfil that responsibility on behalf of the Government, sacrificing some civilian freedoms, facing danger and, sometimes, suffering serious injury or death as a result of their duty. Families also play a vital role in supporting the operational effectiveness of our Armed Forces. In return, the whole nation has a moral obligation to the members of the Naval Service, the Army and the Royal Air Force, together with their families. They deserve our respect and support, and fair treatment.

Those who serve in the Armed Forces, whether Regular or Reserve, those who have served in the past, and their families, should face no disadvantage compared to other citizens in the provision of public and commercial services. Special consideration is appropriate in some cases, especially for those who have given most such as the injured and the bereaved.

This obligation involves the whole of society: it includes voluntary and charitable bodies, private organisations, and the actions of individuals in supporting the Armed Forces. Recognising those who have performed military duty unites the country and demonstrates the value of their contribution.

This has no greater expression than in upholding this Covenant.

Appendix 2

Buckinghamshire Armed Forces Community Covenant 2016/17

The Context

Buckinghamshire's population is presently estimated at 517,000 and there are estimated to be 4,000 regular military personnel serving at the two RAF stations in the county¹. This has resulted in there being a concentration of residents with links to the armed forces in Halton (Aylesbury HP22 5PG), Naphill (High Wycombe HP14 4UE) and the surrounding areas.

BUCKINGHAMSHIRE COVENANT ACTION PLAN

- Armed Forces Community Covenant key objectives: RECOGNISE, REMEMBER, INTEGRATE and SUPPORT.
- Armed Forces community comprises serving personnel (both Regular and Reservist) and their dependents; and Veterans and their dependents.

Work Strand Themes:

1. Health and Wellbeing: page 2
2. Education and Children and Young People: page 4
3. Economy and Skills: page 11
4. Environment and Communities: page 12
5. Recognise and Remember: page 13

¹ "Buckinghamshire has always had strong links with the Armed Forces; the 2 RAF stations at Halton and Wycombe. There are 4000 regular military personnel serving at the stations in Buckinghamshire"
<https://www.buckscc.gov.uk/media/2844068/Armed-Forces-2-Year-Report.pdf>

HEALTH AND WELLBEING (No changes made)				
Ser (a)	Outcome (b)	Measure of Effect (c)	Responsibility (d)	Current Status (e)
H1	Identify and respond to opportunities to improve monitoring of veteran status in local health services and work to improve the understanding of the health and wellbeing needs of the service personnel population in Bucks including families, veterans and reservists.	<p>Armed Forces Health and Wellbeing Forum identifies key opportunities.</p> <p>Data from current services who are monitoring is analysed and incorporated into the JSNA.</p> <p>Work undertaken with the CCG's to explore the potential of increasing monitoring of veteran status in primary care</p>	BCC - Public Health NHS Bucks/Clinical Commissioning Groups/ Healthcare Providers	<p>Drug and alcohol services are already monitoring and have provided data.</p> <p>Some mental health services are already monitoring and Oxford Health are exploring the potential to expand this as part of a new IT programme.</p> <p>Meeting is being established between CCG's, Public Health and local Defence Medical Services to consider a pilot project in primary care.</p> <p>Exploring the possibility of identifying a GP practice that might pilot some activity – perhaps one of the ones close to the RAF stations.</p> <p>Look to widen the remit of the armed forces health and wellbeing forum to include more general wellbeing factors.</p>
H2	Ensure that opportunities to promote the health and wellbeing of military staff and their families are considered in multi-agency prevention work programmes and that RAF Medical and Welfare staff are supported as necessary with	Provision of appropriate community programmes such as smoking cessation and chlamydia screening is linked	BCC – Public Health CCG's Defence Medical Service RAF Welfare Services	<p>There are existing links on some programme e.g. chlamydia screening.</p> <p>Support and materials has been provided for healthy living events run for military personnel and their families.</p>

events and programmes
Continue to run health and
lifestyle events at the bases
based

to RAF stations as
required

RAF stations
report receiving
adequate support
when requested.

Relevant multi-
agency strategies
and action plans
make reference to
local armed forces.

EDUCATION, CHILDREN AND YOUNG PEOPLE (Updated for consideration)				
Ser (a)	Outcome (b)	Measure of Effect (c)	Responsibility (d)	Current Status (e)
ED1	To work with schools to maximise the value of the Service Pupil Premium by encouraging registration of Service children and promoting best practice in utilisation of SPP as part of Pupil Premium funding.	Schools report on the use of Pupil Premium on their website and a focus for all Ofsted Inspections. This is inclusive of the Service Pupil Premium, however there is no statutory obligation to report on SPP as a discrete strand of funding.	Bucks County Council/Armed Forces/Schools	<p>Eligibility for Pupil Premium</p> <p>Schools The Service Pupil Premium is provided by the Department for Education, to State maintained schools, Free schools and Academies in England who have children of Regular Armed Forces personnel among their pupil population (Reception to Year 11) to provide additional (mainly pastoral) support outside the school curriculum.</p> <p>Parents of these children are encouraged to ensure that the Head Teacher of their child(ren)'s school is made aware of their Service status prior to the Spring School Census which is conducted on the third Thursday in January each year so that the school becomes eligible to receive the additional funding.</p> <p>The Premium is currently £300 per Service pupil and is paid directly to schools.</p> <p>The information recorded by schools regarding Service status is protected and the data regarding individual children is not shared outside the school.</p> <p>For more information on eligibility please see: www.gov.uk/service-premium-information-for-schools</p>

				<p>Early Years settings</p> <p>BCC Early Years and Childcare Commissioning reviewed the support and use of funding available to all Early Years settings providers with Service children in 2016.</p> <p>BCC provides a non-statutory payment of 0.5% of the SPP to all Early Years settings providers with Service children. This will be reviewed annually.</p> <p><i>Jane Nichols at BCC is contact for this.</i></p> <p>Local actions</p> <ul style="list-style-type: none"> • Registering the child/children with the school as a Service pupil has been widely publicised to schools via School Bulletin and Governor Times, and to parents/carers via the BFIS web site, Twitter and posted on those Facebook groups that are Service related. • BCC employs School Liaison Officers covering Aylesbury Vale, Chiltern & South Bucks and Wycombe areas. The head teacher liaison groups they facilitate enable head teachers to share successful practice and policy and collaborate to address shared priorities. These groups have been used to disseminate information pertaining to schools with pupils qualifying for the SPP.
--	--	--	--	---

				<ul style="list-style-type: none"> Buckinghamshire Learning Trust (BLT) is commissioned by BCC to work with schools to improve outcomes for disadvantaged groups; this may include those qualifying for Service Pupil Premium. <p>Next steps:</p> <ul style="list-style-type: none"> BCC School Liaison Officers will encourage and facilitate the sharing of best practice and collaboration between schools with a SPP cohort. BCC will continue to promote awareness of the SPP to schools and families through Schools Bulletin and BFIS. <p>Eleanor Markland is BCC contact</p>
ED2	Develop access to youth opportunities across the community, including supporting the Army, Air, Sea and Combined Cadet Forces including the promotion of the Cadets Expansion Programme.	<p>Increase in Bucks schools participating.</p> <p>Continued support community events such as RAF Family Fun Day</p>	Bucks County Council, District Councils and schools	<p>There are currently two state schools in the county hosting a Combined Cadet Force: The Royal Grammar School, Wycombe Sir Thomas Fremantle School, Winslow</p> <p>This year BCC School Liaison Officers will meet with Lt Col L.J. Williams MBE TD, Chairman Joint service and youth committees for Buckinghamshire, to ensure headteachers in other secondary schools are aware of the opportunities offered through Army, Air, Sea and Combined Cadet Forces.</p> <p>Eleanor Markland is BCC contact</p>

				<p>Community Events</p> <p>A RAF Family Fun Day event was held at Walters Ash in June 2016. This event was attended by various teams from Bucks County Council, RAF Services and local business. The event was a great success with attendance figures over 3000 people. This was a 3 day event and raised £10,000. Plans are already underway for next year's event on 10th June 2017; the theme will be Down by the Seaside.</p> <p>Jo Atkins is BCC Contact</p>
ED3	Continue to support Service children in schools.		Bucks County Council, schools, and Dani Bowman RAF High Wycombe	<p>The Buckinghamshire Family Information Service (BFIS) has a web page dedicated to supporting Service parents. It contains information and advice specifically for Families in the Forces including links to partner organisations, charities and support groups, HIVE contact details, RAF Base information and information about Service Pupil Premium.</p> <p>https://www.bucksfamilyinfo.org/kb5/buckinghamshire/fsd/parent.page?parentchannel=8</p> <p>BCC Contact: familyinfo@buckscc.gov.uk</p> <p>'Scrapbot'</p> <p>Buckinghamshire Educational Psychology Service has developed an online digital scrapbook / diary for primary school children called "Scrapbot". This application has been developed through a successful funding bid for £17k from the MOD Education Support</p>

			<p>Fund around “My Story”. It aims to mitigate the effects of high mobility by promoting a sense of identity, self and successful adaptation to new and unfamiliar environments and educational settings.</p> <p>The pilot project will provide 12 months of free access to Buckinghamshire looked after children and children of military personnel. Schools with qualifying children on role have been contacted and the project has been promoted through the School Bulletin. Claire Olliffe is BCC contact.</p> <p>‘Girls On A Mission’ programme This is free six-week motivational training course for girls, for girls aged 16-24 years old, run by RAF Halton and the BCC Children’s Partnerships Team. It aimed to increase their physical and emotional health whilst having fun and making friends.</p> <p>The project was a great success and delivered a number of outcomes:</p> <ol style="list-style-type: none"> a. Young people improve their levels of physical health – 75% of young people reported their physical fitness levels had improved. b. The benefits of regular exercise are realised – 50% of participants. c. Behaviour change achieved – 83% changed their attitude towards physical fitness. d. Awareness of other sporting activities and clubs –
--	--	--	--

				<p>67%.</p> <p>e. Increased skills in the following:</p> <ul style="list-style-type: none"> i. self-confidence – 83% ii. communication – 75% iii. listening – 75% iv. contribution/participation – 67% v. commitment – 92% vi. teamwork – 58% <p>f. AQA Accreditations completed – 100%</p> <p>12 girls completed the pilot course and the project received Highly Commended in The Health & Wellbeing Award in the national Children & Young People Now Awards 2015.</p> <p>To view the full evaluation report please visit: http://www.buckschildrenstrust.org.uk/working-with-families/girls-on-a-mission/</p> <p>Further work being carried out for a course to be delivered in 2017.</p> <p>Jo Atkins is BCC contact.</p>
ED4	Buckinghamshire Armed Forces Early Help and Safeguarding Protocol	Protocol agreed and used.	Bucks County Council, Buckinghamshire Safeguarding Children Board, RAF High Wycombe, RAF	<p>The Buckinghamshire Armed Forces Early Help and Safeguarding Protocol</p> <p>The purpose of this document is to highlight the particular needs faced by Service families and identify the processes to ensure that they, and those who work with Service children, are aware of where they can</p>

			Halton, SSAFA	<p>access support in relation to Early Help and Safeguarding and have a clear understanding of the child protection processes to be followed.</p> <p>The Protocol was agreed. This has been widely shared and well received and endorsed by the Buckinghamshire Safeguarding Children Board.</p> <p>http://search3.openobjects.com/mediamanager/buckinghamshire/fsd/docs/service_children_protocol_v_final_28_jan_2015.pdf</p> <p>Partners have been asked to publish on their web sites.</p> <p>Family Resilience and Early Help</p> <p>The BCC Family Resilience team have a Lead Officer for Service Families whose role includes liaison with RAF bases and partners to ensure that service families are aware of the opportunities the team provides.</p> <p>BCC Contact: familyinfo@buckscc.gov.uk</p>
--	--	--	---------------	--

ECONOMY AND SKILLS (Update for consideration)				
Ser (a)	Outcome (b)	Measure of Effect (c)	Responsibility (d)	Current Status (e)
EC1	Promote the Corporate covenant in Buckinghamshire It will be important to continue to ensure that corporate covenant commitments match what local armed forces personnel and their families need.	More Bucks organisations achieve corporate covenant status.	Buckinghamshire Business First / Buckinghamshire County Council	Contact needed with local businesses. Event planned in new year with Business Community to promote the Covenant.
EC2	Continue the work that has started on specific support for spouses.	More spouses in work.	Buckinghamshire Business First/Armed Forces/Jobcentre Plus/Bucks New University	Update required
EC3	Investigate what support and activities could be offered to 16+ service children who may need assistance in skills and employment.	More 16+ children with better skills, and in work	Buckinghamshire Business First/Armed Forces/Jobcentre Plus	RAF stations to also ask their communities whether there are NEETs and would they like to come forward to be offered support. See BBF website http://www.bbf.uk.com/workforce-support/find-new-people/talent-pools Could stakeholders link this to their sites?

ENVIRONMENT AND COMMUNITIES (Update for consideration)				
Ser (a)	Outcome (b)	Measure of Effect (c)	Responsibility (d)	Current Status (e)
EN1	Continue to develop successful bids to the MOD community covenant fund to bring funding into Bucks to support local projects and initiatives.	No. of successful bids	Armed Forces/Partnership group	Further bids to be made
EN2	Find a solution to better support veterans who are homeless and support them back into independent lives	New housing options in place for veterans. Veterans receive more appropriate support.	Bucks County Council/District Councils/ Veterans charities	Local authorities in Bucks to discuss with veterans charities. District Council colleagues to input.
EN3	Communicate activities, projects and information that support the Armed Forces in Bucks including the work of the community covenant and should include: a. Review web pages on armed forces community covenant partner websites. b. Use GP waiting rooms, library, district, county council digi screens to promote events.	Web pages on partner web sites are up to date, providing relevant information and link effectively to each other	Partnership group/County Council/ District Councils	BCC, WDC and CDC websites all have links Yes - British Legion, Buckinghamshire Children and Young People's Partnership, South Central Ambulance Service (news item re co-responders) No –SSAFA, RAF High Wycombe, Halton, BBF We need to know what needs to be communicated so that the relevant places with screens can be contacted etc.

RECOGNISE AND REMEMBER (Update for consideration)				
Ser (a)	Outcome (b)	Measure of Effect (c)	Responsibility (d)	Current Status (e)
R1	Continue support for Armed Forces and Veterans Day - which is next on 17 th June 2017	A successful Armed Forces and Veterans Day planned and delivered – June 2017	All	Arrangements in progress
R2	Continued support for events including Remembrance Sunday	Events are successfully organised and supported	All	Remembrance Sunday 13 th November 2016
R3	Support the Maybe Magazine Project	Successful publication in winter 2016	All	In progress. Launch on 28 th October

RESOURCES POLICY ADVISORY GROUP (SBDC)**Meeting - 14 March 2017**

Present: Mr Egleton (Chairman)
Mr Chhokar, Mr Hogan and Mr Sangster

77. APOLOGIES FOR ABSENCE

There were no apologies for absence.

78. MINUTES

Apologies were noted for Councillor Chhokar for the Resources Policy Advisory Group (PAG) meeting 25 January 2017 and the minutes of the meeting were agreed.

79. SOUTH BUCKS DISTRICT COUNCIL ARREARS COLLECTION PROJECT

Items 3 and 10 (South Bucks District Council Arrears Collection Project - (Part II) Appendix 1) were discussed together. The Head of Customer Services updated the Group on the progress of the project to recover arrears of council tax, business rates and housing benefit overpayments. It was heard that the project derived from the Chiltern and South Bucks District Councils shared service review and was planned to commence June 2016, but due to software issues the project commenced in October 2016. There was a focus on housing benefit overpayments in which recovery action had generated an income of £36,000 to date and the outstanding debt had been reduced by £117,000, with further action to be taken. With regards to non-domestic rates, Members were informed that South Bucks District Council received 40% of the share of the projected amounts delivered, the government and preceptors benefitting from the balance. Certain cases requiring further recovery action had been referred to an enforcement agency on 14 March 2017. Six cases were recommended to Cabinet for write off as there was no prospect of recovery. In response to a question from Members concerning lessons learnt, it was heard that a review of housekeeping was needed and recovery action was to be taken at an earlier stage going forward, with all avenues of recovery exhausted, including charging orders. The PAG were pleased to note the progress made on arrear recovery.

Having considered the advice of the PAG, the Portfolio Holder **RESOLVED** that the progress of the South Bucks District Council Recovery Project be noted; and

RECOMMENDED to Cabinet:

to authorise the write off of specified non domestic rates with values over

£10,000 where all previous recovery attempts have failed and there are no further routes of recovery as set out in the confidential appendix.

Councillor R Sangster entered the meeting at 6.35pm

80. **TREASURY MANAGEMENT PERFORMANCE QUARTER 3 2016/17**

The Director of Resources informed Members that the treasury management performance for quarter 3 2016/17 was largely unchanged from the previous quarter and that the variations related to changes in pre-set payments and direct debits. Members heard that the budgeted income target will not be met.

RESOLVED

That the report be noted.

81. **ANY OTHER BUSINESS**

None.

82. **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))

83. **APPLICATION FOR HARDSHIP RELIEF 1**

The Members of the PAG considered the application for rate relief attached as Appendix A.

Having considered the advice of the PAG, the Portfolio Holder **RESOLVED** that the application for rate relief be refused.

84. **APPLICATION FOR HARDSHIP RELIEF 2**

The Members of the PAG considered the application for rate relief attached as Appendix A.

Having considered the advice of the PAG, the Portfolio Holder **RESOLVED** that the application for rate relief be refused.

85. **VACATING CAPSWOOD 1**

The purpose of the report was to seek Member's views on vacating the remainder of Capswood1 and the possibility of sub-leasing the space as part of the overall strategy to make the best use of office accommodation. The Group discussed the content of the report in detail, as well as the need for the Council to reduce the cost of its operations. It was heard that there had already been interest in the space. Members felt that in order for timescales to be met, officers needed to be reactive and a fourth recommendation to Cabinet was to be added to reflect this.

Having considered the advice of the PAG, the Portfolio Holder RECOMMENDED to Cabinet:

- (1) Capswood1 be vacated completely within 2017;**
- (2) to approve the expenditure of £20,000 to market the ground floor space, and the potential capital expenditure of £115,000 to decant and refurbish the ground floor of Capswood1;**
- (3) to delegate authority to the Head of Environment in consultation with the Portfolio Holder to negotiate a sub-lease for the ground floor of Capswood1 and to spend the £115,000 in point 2 above, subject to let being achieved; and**
- (4) to undertake the tender process for works and refurbishments as soon as practicable.**

The meeting terminated at 6.42 pm

SUBJECT:	<i>South Bucks District Council Arrears Collection Project</i>
REPORT OF:	<i>Cllr Trevor Egleton</i>
RESPONSIBLE OFFICER	<i>Mrs Nicola Ellis Head of Customer Services</i>
REPORT AUTHOR	<i>Richard Charters 01494 732272 rcharters@chiltern.gov.uk</i>
WARD/S AFFECTED	<i>All</i>

1. Purpose of Report

The purpose of this report is to update Members on the progress of the project to recover arrears of Council Tax, Business Rates and Housing Benefit overpayments

2. Recommendations

The PAG is asked to advise the Portfolio Holder on the following recommendation(s):

RECOMMENDATION to Cabinet

- **Members are requested to note the progress of the South Bucks District Council Recovery project**
- **To authorise the write off of specified non domestic rates with values over £10,000 where all previous recovery attempts have failed and there are no further routes of recovery as set out in the confidential appendix.**

Cabinet to consider the advice of the Portfolio Holder and any comments arising from the PAG.

3. Reasons for Recommendations

At the commencement of the project it was agreed that progress would be reported to members. Throughout the project there will be debts that are to be written off as we are unable to recover, under the financial procedure rules write offs over £10,000 are to be authorised by cabinet.

4. Content of Report

Recovery Project Update

4.1 On 1 May 2016 Chiltern District Council and South Bucks District Council became a joint Revenues and Benefits Service. As a result of the service review the amount of council tax, non domestic rates arrears and housing benefits overpayments outstanding at South Bucks District Council was highlighted as an area where the new service could act to improve recovery of these debts. This action would bring increased income to South Bucks District Council, Buckinghamshire County Council, Thames Valley Police Authority and Buckinghamshire & Milton Keynes Fire Service.

4.2 When the Joint Service Business case was submitted to Members on 16 November 2015 the following income was estimated to be achieved via the project:

South Bucks portion of income	£ Total over two years
South Bucks net income for Council Tax and Business Rates (minus costs)	26,806
South Bucks income from Housing Benefit overpayments	71,290
Total income for South Bucks from Council Tax, Business Rates and Housing Benefit overpayments	98,096

4.3 At the commencement of the project protocols were set up to determine what proportion of the debt outstanding would become the Joint Service's responsibility and what proportion would remain the responsibility of Northgate Public Services. It was agreed that all debts outstanding up to 31 October 2015 would become the responsibility of the Joint Revenues Service.

4.4 Following this decision, all accounts that fell into this criteria were required to be separately coded on the Academy Software system used by Northgate to ensure there was a clear distinction for Officers to establish their lines of responsibility. This was a difficult and complex procedure that did take several months to set up properly. The result of this separation of debts established the following starting point of arrears outstanding for the Shared Service to collect.

Debt	Total Debt Outstanding	Total Number of payers with Debt Outstanding
Council Tax	£2,554,126.85	1611
Non Domestic Rates	£843,773.12	90
Housing Benefit Overpayments	£1,378,046.52	1481

Housing Benefits Overpayments

4.5 Initially the Recovery Project has focused on the collection of the overpayments of housing benefits. The collection of these debts generates the highest percentage of income to South Bucks DC.

4.6 Housing Benefit overpayments arise when a customer fails to tell us about a change of circumstances that reduces their benefit prior to a payment being made., They are the most difficult debt to recover due to the low incomes and vulnerabilities of the people that are being recovered from and the lack of enforcement powers available to recover the debts. For housing benefit overpayments Enforcement Agents do not have the power of enforcement

unless a county court judgement is obtained which is expensive and requires a high amount of staff/legal resource to initiate.

4.7 All overpayments were reviewed, resulting in arrangements being set up to recover a significant number of cases via deduction from the benefit claimants on going benefit entitlement. To date this recovery action has generated an income of approximately **£36,000** and arrangements have been set up which we estimate will bring in approximately **£4500** per month.

4.8 The review of all overpayments has also resulted in the correct allocation of other payments which has led to an overall reduction of outstanding overpayments from the initial starting balance total of £1,378,000 to £1,261,000.

In total the debt outstanding from the starting balance has reduced down by £117,000.

The next course of action for the outstanding cases is to again refer to Enforcement Agents who would act as collecting agents for the debt. However it is accepted that at the end of the project there will still be amounts outstanding that are being collected from on going benefit and outstanding amounts where recovery is not deemed likely will be written off.

Non Domestic Rates

4.9 On 17 October 2016 ninety three non domestic rates cases totalling £406,378.53 have been passed to Enforcement Agents to collect. Nineteen cases totalling £25,156.05 have been written off by the Head of Service in line with the Financial Procedure Rules as unable to collect due to the reasons of, unable to trace, small amounts and deceased payers.

4.10 Six cases totalling £125,858 are submitted in the confidential section of this report for approval for write off by Cabinet as each of the company or person's debt is over the value of £10,000. The reasons for write off are either the companies have been dissolved by Companies House so there are no means to recover the debt or the persons have absconded and despite tracing efforts no forwarding address has been found.

4.11 Eighty five cases totalling £286,380.54 still require further tracing and recovery action or have been referred back to Northgate Public Services for amendment/ reduction in liability or further recovery action.

In total the debt outstanding from the starting balance has reduced down by £85,784.

To date we have received approximately **£34,000** in payments from the Enforcement Agent.

Council Tax Recovery

4.12 Due to the high volume of individual Council Tax debts the following actions have been taken:

- With effect from 9 January 2017 the Joint Revenues Service has commenced passing over all appropriate council tax accounts to Enforcement Agents to collect, to date £1,463,066 in debt has been passed over to recover.
- Credit checks been taken to establish forwarding addresses prior to enforcement action for these accounts to ensure higher potential success rates and to reduce complaints from occupants of properties.
- This recovery action follows a statutory procedure in which the Enforcement Agent is required to write to the Council Tax payer confirming the amount of debt owed, the date the liability orders were granted and the financial year for which the liability relates. The council tax payer is given a minimum seven days to respond to this Notice otherwise enforcement action may commence.
- Debts totalling £1,091,060 have either been referred back to Northgate PLC for them to initiate court action or further recovery, amend/reduce the council tax liability or are still awaiting transfer to Enforcement Agents to collect.

In total the debt outstanding from the starting balance has reduced down by £93,637.83.

Given the fact that these debts have only recently been referred to the Enforcement Agents on a weekly basis from 9 January 2017 it is anticipated that the income recovery will increase substantially over the coming six months. Over the last four weeks we have received approximately **£6500** from the Enforcement Agents as well as payments direct from customers. We are unable to quantify these at the present time as we are awaiting a bespoke system report.

4.13 Over the past fortnight contact from customers has increased dramatically and we have been making arrangements with customers to clear their debt. When cases are returned from the Enforcement Agents as unable to collect the following actions will be available to take depending on each individual circumstance;

- Attachment to earnings order
- Attachment to benefits order
- Special arrangement.
- Committal to prison
- Bankruptcy
- Write off

Costs of collection

4.14 The Revenues Service has not employed any additional resource to fund this project, but has seconded Chiltern District Council staff onto the project. The total number of hours spent and chargeable rate of this project to date are broken down in as follows:

Officer	Hours spent on project to date	Total cost £
Revenues Operations Manager	55 hours	£1480

Service Development Manager	15 hours	£334
Senior Income Management Officer	55 hours	£899
Income Management Officers	260 hours	£3497
Total		£6210

Other costs in relation to the project are broken down as follows:

Expenditure item	Cost	Total
One off cost Academy software training	£1175 for 6 officers	£1175
Experian credit checks	£1.00 each	£400
One off cost Additional software licenses	£408.00 each for three licences	£1224
Scripts to code outstanding debts		£1900
Total		£4699

4.15 The Enforcement Agents do charge South Bucks District VAT on the debts that they collect, but there is no direct cost to the Council as this is paid in fees by the council tax/business rates debtors. If the debt is unable to be collected by the Enforcement Agent no fees are charged to the Council. By employing Enforcement Agents it does keep the South Bucks District Council costs of collection to a minimum because they are fulfil the administration role of the Council by, taking payments, agreeing arrangements and writing to the debtors in relation to the debts outstanding.

Continuation of Project

4.16 The key areas that that Recovery Project will concentrate on over the next six months are;

- 1) Passing the remaining outstanding housing benefit overpayments to Enforcement Agents to collect.
- 2) Dealing with correspondence and taking further recovery options in respect of council tax and non domestic rates cases.

South Bucks District Council Write off requests

4.17 In accordance with the financial procedures rules Members are requested to consider the write off of six non domestic rates debts that have a balance outstanding of over £10,000 each as set out in the schedule in the confidential appendix. These cases have been picked up by the Joint Revenues Service during the review of outstanding business rates accounts.

5. Consultation

Not applicable

6. Options

To continue with the recovery project in order to maximise the amount of income to South Bucks District Council and other precepting authorities in accordance with the recommendations above.

Write off of debts- There are no further options available other than to write off the debts listed due to the fact that the companies in question no longer exist and the debtors cannot be traced.

7. Corporate Implications

7.1 The continuation of the Shared Service recovery project will maximise the highest possible income for South Bucks District Council and the other precepting authorities and will also highlight any debts that are irrecoverable in order that they be written off at a future stage in order to reduce the high level of arrears outstanding in respect of Council Tax, non domestic rates and housing benefit overpayments.

7.2 In respect of the write off requests the debts described are irrecoverable. However 50% of these amounts will be offset against payments to the non domestic rate pool. There will be a 40% loss of revenue to South Bucks District Council and 10% to Buckinghamshire County Council and Buckinghamshire and Milton Keynes Fire Authority.
The cost to the Council will be £50,343.04. However there is a provision for this in the accounts.

8. Links to Council Policy Objectives

This report relates to the Council's aim to deliver cost effective customer focused services and to optimise the best use of all resources.

By continuing with the Shared Service recovery project income will be maximised and arrears reduced.

By writing these debts off time will not be wasted pursuing debtors and companies for which there is no possibility of payment.

9. Next Steps

To continue with the pursuit of all outstanding council tax, non domestic rates and housing benefit overpayments.

As a result of the proposed decision the non domestic rate debts outstanding of £125,858 would be written off and the outstanding balance on the account reduced to £zero. The amount written off would be included in future Government returns in order that the Central non domestic Rate pool shared its 50% share of the financial loss.

SUSTAINABLE DEVELOPMENT POLICY ADVISORY GROUP (SBDC)

Meeting - 9 March 2017

Present: Mr Naylor (Chairman)
Mr Sandy

Also Present: Mr Bagge

Apologies for absence: Mrs Gibbs, Mrs Lowen-Cooper and Mr Samson

59. MINUTES

The minutes of the meeting held on 22 November 2016 were confirmed.

60. REPORT FROM MEMBERS

Cllr. Naylor informed the members of the PAG that he had attended a meeting of the Heathrow Airport Consultative Committee.

61. CURRENT ISSUES

None.

62. UPDATE ON HEATHROW AND RESPONSE TO NATIONAL POLICY STATEMENT

Members of the PAG received a report containing updates relating to Heathrow and National Policy Statement.

Members noted that the Heathrow Strategic Planning Group – a consortium of local authorities affected by Heathrow expansion- were holding monthly meetings to discuss the way forward following the Government’s decision to expand Heathrow. It was explained that Heathrow were no longer hosting the meeting, with hosting duties given over to the member local authorities, and South Bucks to host in March.

It was seen by Members that the transport sub-group had met to discuss the challenge set down by government that there should be no net increase in traffic to the airport. Members understood that all members of the Group would jointly sign up to a SLA (service level agreement) with Heathrow, and would instruct consultants when necessary to test and validate any evidence produced by HAL (Heathrow Airport Ltd). By doing this, the member local authorities will be able to utilize the work commissioned by HAL on matters including traffic modelling, noise and air quality, which will contribute towards research regarding surface access proposals.

Members of the PAG noted that the Draft National Policy Statement (NPS) containing information on new runway capacity and infrastructure at airports in the South East of England was published in early February for a 16 week consultation. There is to be an

exhibition held in Gerrards Cross on 11 March as part of the consultation, with Iver residents being bussed in by the DfT.

The draft NPS identifies specific impacts and addresses what is expected in terms of mitigation – many of these affect South Bucks, with some being the responsibility of the County Council. As such, the suggestion is that both authorities will draft a joint response, with the deadline for this being 25 May 2017.

The separate Consultation on Airspace runs to the same timetable. The policy is to reduce stacking, lower emissions and lessen noise for local communities. There would also be an Independent Commission on Civil Aviation noise.

It was noted that the next meeting with HAL was scheduled for 15 March, with Officers from BCC attending – amongst the agenda items would be further discussion on a memorandum of understanding. Discussion was had among Members in relation to air quality and noise, with all agreeing that to stay within these parameters, airlines would be reliant on changes in technology and flight paths.

Having taken into account the opinion of the PAG, the Portfolio Holder **RECOMMENDED** to Cabinet that:

1. The progress on the Heathrow Strategic Planning Group (HSPG) and recommended future funding arrangements be noted.
2. The progress and suggested content of the draft response to Departments of Transport on the Draft Airports National Policy Statement be noted, and recommendation of approval of the final response by Cabinet at its meeting on 25th April with subsequent amendments if necessary delegated to the Chief Executive and Leader.

63. **ANY OTHER BUSINESS**

None.

64. **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))

65. **MINUTES (PART II)**

The Part II minutes of the meeting held on 22 November 2016 were confirmed.

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

None.

67. **HS2 UPDATE**

The meeting terminated at 6.44 pm

SUBJECT:	<i>Update on Heathrow and response to National Policy Statement</i>
REPORT OF:	<i>Cllr Nick Naylor</i>
RESPONSIBLE OFFICER	<i>Peter Beckford</i>
REPORT AUTHOR	<i>Jane Griffin, 018950837315, jane.griffin@southbucks.gov.uk</i>
WARD/S AFFECTED	<i>All</i>

1. Purpose of Report

South Bucks District Council is a member of the Heathrow Strategic Planning Group (HSPG) – a consortium of local authorities affected by Heathrow. This paper updates Members on the latest activity. The DfT has produced a draft Airports National Policy Statement for consultation. Bucks County Council and South Bucks District Council will produce a joint response covering all relevant issues.

The PAG is asked to advise the Portfolio Holder on the following recommendation(s):

RECOMMENDATION to Cabinet:

- 1. To note progress on the Heathrow Strategic Planning Group (HSPG) and recommend future funding arrangements.**
- 2. To note progress and suggested content of the draft response to Department of Transport on the Draft Airports National Policy Statement, and to recommend approval of the final response by Cabinet at its meeting on 25th April with subsequent amendments if necessary delegated to the Chief Executive and the Leader.**

Cabinet to consider the advice of the Portfolio Holder and any comments arising from the PAG.

2. Reasons for Recommendations

The items to note and the recommendations brings members up to date on the implications that Heathrow Expansion will have on residents and the work of the Council.

3. Heathrow Strategic Planning Group (HSPG)

3.1– In meetings in January and February the group met to discuss the way forward following the government’s decision to expand Heathrow. The Planning Inspectorate provided a presentation on the Development Consent Order process. Authorities which are directly affected are ‘host authorities’ – these are identified as Hillingdon and Slough. Authorities who are affected and border the host authorities are ‘neighbouring’ authorities. At this stage it is not yet known what South Bucks status is as Heathrow Airport Ltd. has yet to confirm what is and is not in the red line for the DCO. HAL are proposing diverting the River Colne and providing flood mitigation within the District (specifically either side of the

M25 and to the east of Old Slade Lane within Iver) but it is not yet known if this makes us a host authority. We hope to get confirmation of this before the SDPAG meeting.

3.2 The transport sub- group has also met to discuss the challenge set down by the government that there should be *no net increase* in traffic to the airport. This is a challenge for Heathrow in terms of the predicted increase in the labour force, passengers and a doubling in freight capacity. New surface access proposals such as Western Rail Link to Heathrow, Crossrail, improvements to the Piccadilly Line and potentially Southern Rail Access will assist in this aim. New bus services will also be needed and a congestion charge has also been discussed. It is considered that the increase in freight will pose a particular challenge.

3.3 **It was agreed that all members of the Group would jointly sign up to a Service Level Agreement (SLA) with Heathrow.** The Group as a whole will commission consultants where necessary to challenge and verify evidence produced by HAL. All costs including internal staff costs will be paid for by HAL. This is a practical way forward so that individual authorities do not need to seek external advice on various matters such as traffic modelling, noise and air quality which are common to all and where there is a limited pool of external consultants who are not conflicted. HAL have also promised to be open about all their information and data sets except where commercial confidentiality would be compromised. However, the running of the Group has incurred costs particularly for LB Hounslow which has hosted the Group over the last year and the Summit before Christmas. They have asked for a contribution of £988 to cover their costs over the past year. It is likely that we will need to make further annual payments of a similar amount. All future monthly meetings will be held at one of the member local authorities (in the past HAL has hosted the meetings but this is no longer considered appropriate for this to continue, although HAL will be asked to attend the meetings to update on the DCO progress). South Bucks will host the meeting in March.

4. National Policy Statement

4.1 The Draft National Policy Statement on new runway capacity and infrastructure at airports in the South East of England was published in early February for a 16 week consultation. The draft Airports National Policy Statement sets out:

- The Government's draft policy on the need for new airport capacity in the South East of England by 2030;
- The Government's preferred location and scheme to deliver additional capacity in the South East by 2030; and
- The matters that an applicant will need to address when it brings forward an application for development consent to which the draft Airports National Policy Statement applies, for example in relation to providing mitigation to address the impacts of the development.
- The draft Airports National Policy Statement is also related to other policies at a national level. These include:
- The Aviation Policy Framework, which sets out the high level objectives and policies for aviation and its role in driving growth, creating jobs and facilitating trade, whilst at the same time addressing a range of local environmental impacts;

- The National Networks National Policy Statement, which sets out the Government's policies to deliver development of the national road and rail networks and;
- The National Planning Policy Framework, which provides a framework within which local authorities can put in place local plans to bring forward developments (including airport development).

4.2 Its primary purpose is to be the basis for decision making on the Development Consent applications for a new Northwest runway at Heathrow Airport. It will guide the Examining Authority (appointed by the Planning Inspectorate) when they determine the DCO and the final decision on the DCO by the Secretary of State. It allows for a 3500m runway and an additional 260,000 aircraft movements. The NPS also rules out a possible future 4th Runway. Following the end of the consultation (and subsequent analysis of the responses) it will be tested by the Parliamentary Select Committee process and will then be debated. It is unlikely to be formally adopted until early 2018.

4.3 Specific impacts. The draft NPS identifies specific impacts and addresses what is expected in terms of mitigation. . It also includes an appraisal of sustainability, habitats regulations assessment, equality impact assessment, a health impact assessment and defines what development is covered by the NPS including a new terminal and reconfiguration of the central area terminal areas. Many of these impacts identified will affect South Bucks however, some are the responsibility of the County Council. It has therefore been suggested that both authorities will draft a joint response. Specific impacts which are South Bucks responsibility include noise, air quality, dust, artificial light, Green Belt, Burnham Beeches SAC, agriculture, jobs and skills and effects on the local communities including compensation and blight. Other impacts which Bucks CC will comment on include ecology, landscape, flooding, highways and surface access. We have asked the Colne Valley Regional Park to advise us on impacts on the Park and the LEP on the impact on businesses. Heathrow Airport Ltd has promised that the new extended airport will be the greenest and most environmentally friendly airport possible. It is important that we hold them to this. **The deadline for response is 25th May.** . The draft response will be reported to Cabinet on 26th April.

4.4In addition there is also a **consultation on Airspace**. The Government aims to ensure that the airspace policy framework is up to the challenges of modernising airspace and delivering the proposed new runway at Heathrow. The policy is to reduce stacking, lower emissions and lessen noise for local communities. Airspace changes are overseen by the Civil Aviation Authority with call in as necessary by the Secretary of State. Decisions on aircraft noise should be based on effective local engagement or informed by local circumstances. Future decisions will be based on the pros and cons of concentrating traffic on single routes to minimise the number of people who are overflown and of multiple routes to provide maximum relief or respite from noise. No details are yet available as to the aircraft movements from the proposed Third runway.

4.5 Meeting with Heathrow Airport Ltd – The next meeting is to be held on 15th March.

5. Consultation

The NPS is subject to consultation currently. An exhibition will be held in Gerrards Cross on 11th March. Residents in Iver will be bussed to the venue. Buses are provided by the DfT.

6. Corporate Implications

Reports must include specific comments addressing the following implications;

- 3.1 Financial - Negotiations on recharge of officer's costs and compensation for local communities will take place*
- 3.2 Legal – The Council will consider entering into a Memorandum of Understanding with Heathrow Airport Ltd*
- 3.3 Heathrow Expansion will potentially impact on the local environment unless negotiations with the operators result in suitable mitigation.*

6. Links to Council Policy Objectives

This particularly links to the Council's aim of sustainable and clean environment, protecting our heritage, protecting our future.

Background Papers:	https://www.gov.uk/government/collections/heathrow-airport-expansion#draft-airports-national-policy-statement-and-supporting-documents
---------------------------	---