Chiltern and South Bucks District Councils

Joint Business Plan 2015 – 2020

V5.0 September 2015

Chiltern District Council

South Bucks District Council

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: 16
Performance Management 18
Strategic Risks 18
Appendix A 19
Key facts about the Districts: Chiltern 19
Appendix B 21
Key facts about the Districts: South Bucks 21
Appendix C 23
What District Councils do 23
Appendix D: Strategic risks register: 24
Appendix E: Joint Performance Management Framework 28
What is performance and improvement all about? 28
Key drivers to improving performance at Chiltern and South Bucks District Councils: 29
Chiltern and South Bucks District Councils' Corporate Framework 31
A culture of innovation and continuous improvement 36
How does it all fit together? 37

Foreword:

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

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

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

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

Ralph Bagge
Leader of South Bucks District Council

Isobel Darby
Leader of Chiltern District Council

Vision for the Chiltern and South Bucks areas by 2026:

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

Chiltern and South Bucks Districts to be places with:

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

The Joint Community Strategy is available as follows:
http://www.chiltern.gov.uk/CHttpHandler.ashx?id=3250&p=0

The Councils' areas of focus:

Chiltern and South Bucks Councils have each published a summary outlining our respective priorities, goals and promises for 2014 – 2019. 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 (LSP) Steering Group. The SCS covers broader issues than Council services.

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

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

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

Chiltern District Council

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

Our Priorities, goals and promises 2015 - 2020

We will deliver cost effective, customer focused services

1. Provide best value for money services
- Optimise the effectiveness of our resources
- Reduce costs through the shared services programme with South Bucks District Council Better use ICT to drive out savings whilst providing more flexible service delivery
- Make the very best of all our assets including on an invest to save basis

2. Listen to our customers
- Consult with you on key issues and respond to results
- Communicate widely and embrace social media
- Develop a customer services strategy to ensure convenient, and timely access to services

3. Provide excellent services
- Agree a vision for outstanding service delivery
- Attract, retain and develop dedicated staff

We will work towards safe, healthy and cohesive communities

1. Improve community safety
- Work with partners to reduce crime and antisocial behaviour and to improve community safety
- Work with our key 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 facility

3. Promote cohesive communities
- Work to support the local community through broadband rollout, enabling development of more affordable homes, and the introduction of a local economic plan
- Provide increased off street car parking in Amersham to meet future needs
- Support the voluntary sector and promote volunteering
- Engage with Parish and Town Councils and local neighbourhoods

We will strive to conserve the environment and promote sustainability

1. Conserve the environment
- Protect the green belt through the planning process and the local development framework
- Minimise the impact of HS2 (should it proceed) on our local community and environment
- Conserve our valuable Heritage including the AONB

2. Promote sustainability
- Support Chiltern people to reduce waste and increase recycling
- Promote a healthy, sustainable and safe built environment
- Put in place a new Joint Local Plan with South Bucks District Council by March 2017 to help meet local development needs
- Promote energy efficiency in the Council's operations

Chiltern District Council

South Bucks District Council

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

Our Priorities, goals and promises 2015 - 2020

We will deliver cost-effective, customer-focused services

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

We will work towards safer and healthier local communities

1. **Improve community safety**
   - Work with our key partners to help safeguard children and vulnerable adults and prevent them becoming victims of crime
   - Work with partners to reduce crime, fear of crime and antisocial behaviour
2. **Promote healthier communities**
   - Address the needs of the elderly and those who are vulnerable
   - Work with communities affected by the closure of services to deliver them in alternative ways
3. **Promote local communities**
   - Support the voluntary sector and promote volunteering
   - Engage with Parish and Town Councils and local neighbourhoods
   - Work with the local MP, voluntary and community groups through the Cohesion and Inequalities Forum to develop and deliver a local action plan, enhancing community life
   - Work to support the economy through enabling development of more affordable homes and the introduction of an economic plan
   - Provide increased off street parking in Beaconsfield and Gerrards Cross to meet future needs

We will strive to conserve the environment and promote sustainability

1. **Conserve the environment**
   - Conserve the Green Belt through the planning process
   - Safeguard our heritage for future generations
   - Seek to minimise the impact on environments and communities caused by HS2 in partnership with other councils
   - Work with partners to secure the provision of the Beaconsfield relief road
   - Develop a master plan for Iver to address current issues with excessive HGV movements and other environmental issues including working with partners to secure provision of a relief road
2. **Promote sustainability**
   - Support South Bucks people to reduce waste and increase recycling
   - Produce a new Joint Local Plan with Chiltern District Council by March 2017 to help meet local development needs
   - Promote a healthy, sustainable and safe built environment
   - Promote energy efficiency in the Council's operations
   - Support South Bucks people to reduce their carbon emissions
   - Support the roll out of broadband to enable more working from home

South Bucks District Council

Our values:

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

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

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

Delivering our Aims and Objectives:

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

Aim 1: Delivering cost effective, customer focused services	
Objective:	We will:
Delivering cost -effective services which offer value for money	• Have a robust and sustainable Medium Term Financial Strategy which resources the Councils' Objectives and recognises key financial pressures, risks and constraints
	• Ensure an appropriate balance between achieving a savings programme and service quality and resilience
	• Complete the programme of service review as scheduled, set up shared services and ensure savings are delivered
	• Take further opportunities to streamline processes, standards and service delivery to maximise efficiency and effectiveness
	• Have a clear direction for the shared

Aim 1: Delivering cost effective, customer focused services	
	services programme so that phase 3 can be developed to ensure further efficiency and integration, including robust overview and scrutiny, service transformation and potential income generation
	• 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
	• Maximise revenue collection and recovery e.g. via fraud prevention, business rate retention scheme, recovery of overpaid benefits, business rates and council tax collection
	• Review the use of office accommodation to further release space for alternative use
	• Develop an appropriate planned maintenance programme for the Councils' property assets
	• Find more efficient ways of working.
	• Implement new Discretionary Rate Relief Policy (CDC)
Customer focus: delivering efficient, customer focused and accessible services at an affordable cost	• Develop and implement a robust and effective complaints monitoring system to help deliver customer-driven improvements
	• Develop the customer strategy and implement a related work programme
	• Develop and implement a comprehensive website strategy, to support the transformation of all Council services and improved online services
	• Invest in improved ICT infrastructure and packages on an invest to save basis
	• Encourage new ways of working with improved mobile working, touch down space and more flexible ways of working
	• Develop new commissioning models of delivering services
	• Maximise cemetery income and ensure well managed services (SBDC)
	• Progress second crematorium site (CDC)

Aim 2: Working towards safe and healthier local communities	
Objective:	We will:
Improve community safety	• Reduce serious acquisitive crime and violent behaviour in our communities
	• Reduce anti-social behaviour in our communities
	• Promote community integration
	• Continued multi-agency analysis of trends to help target hotspot areas, adjusting for seasonality
	• Reduce the fear of crime and perception of anti-social behaviour by effective communications
	• Support activities for young people which build capacity and prevent crime and anti-social behaviour
Promote healthier communities	• Participate in the development of the next phase of the Local Transport Plan to influence outcomes to improve traffic management and road safety
	• Support the Health and Well-being Board by attending meetings regularly, with representation at Member level
	• Assist in signposting any initiatives instigated by the Board
	• Promote good health through representation on the Buckinghamshire Health and Wellbeing Board
	• Run at least one health fair per year
	• Develop and implement a Community Wellbeing Plan
	• Develop a healthy eating strategy
	• Promote Joint Working through the Healthy Community Partnership and Clinical Commissioning Group to tackle health inequality and improve outcomes
	• Provide high quality, cost-effective leisure provision for older people
	• Deliver outreach sports and physical activities in areas of anti-social behaviour and social isolation
	• Provide high quality, cost effective leisure provision for young people
	• Deliver outreach sports and physical activities in areas of anti-social behaviour and social isolation
	• Monitor effectiveness of Bucks Home Choice policy

Aim 2: Working towards safe and healthier local communities	
	• Revise and update homelessness strategy and review actions to prevent homelessness
	• Ensure the Business Continuity Plan and Emergency Plan are up to date and appropriate links are made with partnership agencies
	• Develop and support community participation groups
	• Support Community Awards event
	• Review and implement the Councils' community grants scheme
	• Facilitate engagement with Parish and Town councils by holding regular meetings
Promote local communities	• Build community capacity through supporting opportunities for volunteering and community participation
	• Support the voluntary sector organisations with advice, assistance, funding and other, non-financial support
	• Facilitate an improved framework for neighbourhood engagement and revitalisation
	• Implement an online magazine for residents
	• Work with communities affected by the closure of services to raise awareness and seek to minimise impact
	• Reduce isolation in the community through engagement with older people and action groups
	• Address the transport needs of the elderly and disabled by working with community transport organisations
	• Work with partners to deliver Disability Facility Grants through the Better Care Fund
	• Provide newsworthy and timely press releases and respond quickly to press enquiries
	• Host media briefings for major service changes/developments
	• Support and raise awareness of emerging Credit Unions
	• Implement service delivery for universal credit claims as part of universal support

Aim 2: Working towards safe and healthier local communities	
	• Support the community cohesion forum and continue to implement the community cohesion plan (SBDC)

Aim 3: Striving to conserve the environment and promote sustainability	
Objective:	We will:
Conserve the environment	• Develop a Joint Local Plan and manage development through the terms set out in it
	• Manage Green Belt development pressures via the Joint Local Plan
	• Promote enjoyment through leisure, sport and recreational activities
	• Continue to lead on the 51m Alliance's communications campaign (HS2)
	• Work with the joint petitioning team to prepare for the petitioning process (HS2)
	• Ensure full opportunity is taken to inform the scale and timing of any requirement for additional aviation capacity whilst minimising impact on both environments and communities
Promote sustainability	• Work with landowners/prospective developers to secure high quality proposals for development opportunity sites
	• Ensure appropriate levels of engagement with small businesses
	• Support the Bucks Thames Valley LEP in delivering economic growth
	• Develop a Partnership economic growth strategy
	• Support and encourage opportunities to improve the vitality of towns and villages
	• Ensure appropriate levels and effective enforcement of short and long stay parking are available in town centres to support the needs of shoppers and the workforce
	• Support Bucks Business First in the delivery of their Work and Skills Plan for Buckinghamshire
	• Maintain focused monitoring of homelessness trends and provide feedback to Members and Management Team

Aim 3: Striving to conserve the environment and promote sustainability	
	• Support those residents affected by Housing Benefit reforms in order to limit the impact on homelessness
	• Promote the take- up of business rate relief
	• Maximise the uptake of flood prevention measures by those at risk
	• Facilitate the provision of new affordable housing commensurate with Development Plan projections
	• Replenish the stock of social and affordable rented property through a targeted programme of acquisition to enable re-letting
	• Use the Councils' property assets for affordable housing where consistent with the Development Plan and supported by local communities
	• Encourage towns and parishes to come forward with proposals for affordable housing and facilitate their implementation
	• Use maximum leverage on S106 monies to provide for the needs of local families
	• Work with partners and support the roll out of high-speed broadband across the Districts
	• Provide an efficient and responsive street cleaning service
	• Continue to provide access to graffiti removal kits
	• Where possible, take legal action on fly-tipping
	• Support superfast broadband rollout to encourage home working
	• Monitor air pollution and raise alerts or invoke emergency plan if required
	• Feed into Buckinghamshire County Council's Local Transport Plan to influence reduction in road traffic pollution
	• Implement and monitor a Sustainable Construction & Renewable Energy SPD
	• Educate on and enforce Building Control regulations on insulation for new building work

Aim 3: Striving to conserve the environment and promote sustainability	
	• Promote government initiatives to help residents and businesses access the means to reduce their energy usage through improved insulation
	• Monitor new waste collection service, maximising greater recycling opportunities (SBDC)
	• Monitor WDC / CDC waste service, encouraging the highest possible levels of recycling (CDC)

Delivering our joint Values

Value	We will:
Governance and accountability: always acting with integrity, transparency, responsibility and accountability for our decisions and actions and adhering to the principles of good governance as set out in each Council's constitution	• Streamline both Constitutions to improve decision-making and reduce double handling • Harmonise policies and procedures where possible • Clarify the scope of Policy Advisory Groups, improve overview and scrutiny procedures and provide greater management support • Develop a unified position on future local government structures • Review joint governance structures, including the extension of joint committee functions • Improve communications relating to the shared services programme
Equality and diversity: respecting the diversity, individuality and dignity of the people of Chiltern and South Bucks, promoting equality and fairness for all	• Ensure that staff are trained in all relevant aspects of safeguarding of children and vulnerable people • Participate in the county-wide Safeguarding Board meetings and their sub committees as relevant to the Councils' functions
Staff: appreciating the expertise and dedication of our staff and the importance of their motivation, morale and development	• Implement harmonised Terms and Conditions between Chiltern and South Bucks staff, and ensure pay and workforce strategies are aligned with current and future challenges • Support the training of professional staff in areas of staff shortages • Implement joint performance management framework • Ensure the senior management team is more visible to staff and communicate a clear vision for the councils • Deliver better communications and develop an organisational development strategy towards both councils operating as one team, including establishing succession planning arrangements to support the future partnership

Value	We will:
	• Maintain the standard of Investors in People accreditation, moving to joint accreditation between Chiltern and South Bucks • Support the training of modern apprentices and young people
Working with others: working flexibly, innovatively and collaboratively with partners where it benefits both Councils and the people of Chiltern and South Bucks	• Seek to join relevant groups where there are benefits of doing so, including working with other local Councils to share information, gain improved understanding or to generate economies of scale • Define the scope, priorities and critical path for future partnership working, including the Community Partnership • Cabinets will work more closely together to support shared services, partnership working and transformation of services

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 over three years.

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

By the end of the financial year 2014/15, nine service units had gone through review and implementation as shared services, with a further eight reviews underway for implementation by the end of 2015. The remaining three services are planned for review by spring 2016. During 2015/16, nett savings generated will total £1,225,000.

Underpinning this work, many of the Councils' individual policies, strategies and procedures have been reviewed and, where feasible, joint policies, standards and strategies have been put in place. The ICT infrastructure underwent change to support the shared services, with a shared platform for each individual web site to reduce duplication and a shared intranet platform. Joint document management systems and telephony systems are also being rolled out with many shared systems becoming less costly than when separate systems were in place.

As Council staff move into shared service areas, they move onto a new contract of employment with harmonised terms and conditions. This means that all staff employed by either Council will, by mid-2016, be on the same terms and conditions.

Roles and Responsibilities:

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

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

Our joint Heads of Service lead the following services run by the councils:

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

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

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

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

Chiltern	South Bucks
Council Leader (Cllr Isobel Darby): Communications, performance, policy, personnel, strategic finance. **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. **Sustainable Development** (Cllr Peter Martin): Planning, enforcement, building control, strategic transport. **Customer Services** (Cllr Fred Wilson): Revenues and benefits, fraud and welfare partnership, customer services. **Environment** (Cllr Mike Smith): Property, Car Parks, Engineering services, Carbon Management, Waste Management. **Community, Health and Housing** (Cllr Graham Harris): Community and leisure, environmental health, community safety, health and safety, licensing, housing, emergency planning.	**Council Leader** (Cllr Ralph Bagge): Communications, performance, policy, personnel, strategic finance. **Deputy Leader** (Cllr Nick Naylor): Planning, enforcement, building control, economic development, strategic transport, landscape advice. **Resources** (Cllr David Anthony): 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. **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. **Healthy Communities** (Cllr Trevor Egleton): 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.

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 prior to publication are attached as Appendix D.

Appendix A

Key facts about the Districts: Chiltern

Spatial:

- Chiltern's area is 196 square kilometres, 72% of the land lies within an Area of Outstanding Natural Beauty within the Chiltern Hills and 80% falls within the Metropolitan Green Belt.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 92,635[1]. 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 Deprivation[2] (IMD) 2010 results, two Lower Super Output Areas[3] (LSOAs) fell within the most 31% to 40% deprived areas in England, with a further five LSOAs falling within the 41% to 50% most deprived areas. These are listed in order of most deprived: one of two LSOAs in Ridgeway, one of two LSOAs in Newtown, one of three LSOAs in Asheridge Vale and Lowndes, two of three LSOAs in St Mary's and Waterside, the sole LSOA in Vale and one of three LSOAs in Chalfont Common. None fell within the most 30% of deprived areas and twenty-five out of the total fifty-seven LSOAs fell within the10% least deprived areas.
- 52.5% of residents have a degree or equivalent qualification, against the national average of 27% (ONS 2013), with higher than national average salaries.
- More than 40% of homes are detached and rank highest in the country for numbers of rooms (6.4) and bedrooms (3.2) compared to all other local authorities.
- Crime rates have been reducing over recent years so that the rate of serious acquisitive crime per 1,000 residents was, in 2012-13, eight. There is still a very real fear of crime.
- Just over one in ten households live in fuel poverty.
- Health is generally good[4], with life expectancy significantly higher than the England average. Deprivation, poverty, violent crime, long term unemployment, smoking rates, teenage pregnancy, obesity in adults, diabetes, and hospital stays for adults relating to alcohol harm are all significantly lower than the England average[4].
- Early deaths from cancer and numbers killed or seriously injured on the roads are just better than the England average[4]. Incidences of malignant melanoma and hip fractures in the over 65's continuing to be higher than the England average, as is increasing and higher risk drinking in adults[4].
- There are about 1,500 children living in poverty, however there is a significantly higher pass-rate for GCSE 5A* - C than the England average[5].

---

[1] Census data 2011

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

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

[4] Public Health England Chiltern Health Profile 2013

[5] Public Health England Chiltern Health Profile 2013

In year 6 (age 10-11), 15.3% are obese – the England average is 19.2%[5].

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

Economic:

- Just over 6%[6] of employees in Chiltern own their own businesses – higher than the rest of Buckinghamshire and the national average of 4.1%.
- There were 5,830[6] businesses in the district, with more than 90% being micro-businesses (employing fewer than 10 people), ranking first nationally for this size band.
- The most significant sector is Professional, Scientific & Technical at just under a quarter of all businesses the next highest being Information and Communication at around one tenth of all businesses[6].
- The Job Seekers Allowance claimant count in December 2014 was 378 people - the 32nd lowest out of 380 local authority areas. The highest percentage of claimants fell in the 18 to 24 age group at around the 1.2% mark[6].
- Private rents are high at £1,323 per month, with average house prices £415,000 against the England average of £239,000 (Land Registry, March 2013).
- Chiltern's carbon footprint ranks 78th[7] 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

Appendix B

Key facts about the Districts: South Bucks

Spatial:

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

Demographic:

- Regularly ranks within the top 20 of the Halifax Quality of Life survey.
- The population was recorded as 66,867[8]. 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 IMD[9] 2010 results, four Lower Super Output Areas[10] (LSOAs) in South Bucks fell within the most 41% to 50% deprived areas in England. These are one of two LSOAs in Denham South Ward, one of two LSOAs in Wexham and Iver West Ward, one of three LSOAs in Burnham Lent Rise Ward and one of three LSOAs in Burnham Church Ward. None fell within the 40% most deprived areas and 11 out of the total of 40 LSOAs fell within the 10% least deprived areas.
- More than 40% of homes are detached[8] and rank highest in the country for numbers of rooms (6.4) and bedrooms (3.2) compared to all other local authorities[8]. 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 areas[11].
- Crime rates have been reducing over recent years so that the rate of serious acquisitive crime per 1,000 residents was, in 2012-13, 15.63. There is still a very real fear of crime.
- Health is generally good, with life expectancy significantly higher than the England average. Deprivation, poverty, violent crime, long term unemployment, smoking rates, teenage pregnancy, obesity in adults, diabetes, and hospital stays for adults relating to alcohol harm are all significantly lower than the England average[12].

---

[8] Census data, 2011

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

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

[11] 2010, Department of Energy and Climate Change

[12] Public Health England South Bucks Health Profile 2013

- Numbers killed or seriously injured[13] on the roads are considerably higher than the England average.
- Incidences of malignant melanoma and hip fractures in the over 65's continuing to be higher than the England average[12].
- Increasing and higher risk drinking in adults is also higher than average, and only just lower than the England average for healthy eating and physically active adults. Obesity in children and alcohol-specific hospital stays for the under 18's are only just lower than the England average and continue to be a cause for concern[12].
- There are about 1,200 children living in poverty, however there is a significantly higher pass-rate for GCSE 5A* - C than the England average[12].
- 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 businesses[13].
- The Job Seekers Allowance claimant count in December 2014 was 269 people the 32nd lowest out of 380 local authority areas. The highest percentage of claimants fell in the 18 to 24 age group at around the 1% mark[13].
- Mean average private rents are the most expensive outside London and 11th nationally, at £1,573 per month. Average house prices are £550,000 against the England average of £239,000 (Land Registry, March 2013), making South Bucks the most expensive area outside of Greater London.
- Just over one in ten households live in fuel poverty, though this masks huge variations across the district[15].

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

[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	**Joint Working** Friction develops between two authorities that stalls progress and affects service delivery.	Diverging Council priorities Weakening of officer member relationships Approach from a third authority to join arrangements stalls programme, creates uncertainty. Unitary debate fires up, diverting resources from implementing the Chiltern and South Bucks programme.	Governance in place – Joint Committee, JAIC. Joint senior management team. Programme documentation and programme management resources. Plan for service reviews, business cases presented. Member involvement in joint working in line with member expectations Communication plan for members, staff, external partners External approaches to join the joint working carefully considered at a political level and impact on programme assessed.
2	**Transformation and Management of Change** No acceptance of change to ways of working and service delivery by officers and members prevents achievement of council aims. Progress inhibited by capacity issues and lack of finance; programme losses momentum.	Projects to change service delivery or join services stall, or are cancelled. Lack of skills and capacity to help staff and Members cope with change. Service delivery and standards slip. Staff and Members disengaged from programme. Fears of 'chilternisation' or lack of attention to detail.	. Senior members and managers show commitment to change. . Case for changes clearly made and communicated. . Build on success, in order to establish confidence to change. . Prioritise programme of change, and ensure it is adequately resourced. . Develop change management approach, and organisational development plan.
3	**Financial Stability** Authorities forced into short term reactive measures to a) reduced Government funding, b) unavoidable cost increases. Reputational risk from decision that have to be taken. Reduced financial capacity to manage transformation.	Member relationships weaken due to different views on the programme, its progress, or the future direction of joint working after 2014. Failure to generate sufficient joint working opportunities Failure to deliver sufficient savings from programme. Diverging Council priorities Weakening of officer member relationships Approach from a third authority to join	Review of MTFSs. Clear service priorities. Analysis of Government spending plans, bought in where necessary. Savings programmes agreed and monitored. Annual review of cost base Strategies for use of reserves.

Ref	Risk Description	Trigger	Control
		arrangements stalls programme, creates uncertainty.	
4	**Workforce Issues** High turnover, low morale, lack of succession planning, skills gaps etc. affect services. Reduced staffing capacity to manage transformation.	Loss of key staff Increased sickness Declining customer satisfaction Increased use of temporary staff to fill gaps Inability to take forward change.	Organisational development and workforce planning. Monitoring of key personnel statistics. Good staff communications processes. Training and development strategies in place, resourced and monitored.
5	**Waste & Environmental Services** Both - Impact of changes to disposal arrangement by BCC increase costs. CDC – Failure or poor performance of joint waste contract. SBDC – Impact on cost or performance arising from forced operational changes to BIFFA contract.	Cost savings from CDC/WDC not delivered. Failure to use cost sharing model to forecast effect of changes Poor performance of SERCO BCC funding towards collection/recycling reduces BCC disposal arrangements increase costs	Governance in place for joint contract. Have adequate in-house knowledge of cost share model. Co-ordinated approach by both Councils on JWC and with BCC Effective contract monitoring and good relationships with contractors Good communications with residents
6	**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 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 inappropriately disclosed leading to ICO investigation/fine. Services affected by data loss or corruption. Service improvements held back due to data	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

Ref	Risk Description	Trigger	Control
	sensitive data leads to financial costs and reputational damage. Inefficient service processes due to difficulty in using/retrieving data.	management issues. Poor Freedom of Information processing performance leading to ICO action.	information management. Information management incorporated in any service review process.
9	**New Legislative Changes** Failure to reasonably comply leads to financial costs and reputational damage. Substantial changes in Government policies or direction, possibly linked to outcome of May 2015 General Election.	Welfare reform changes impact and cost more than anticipated, or coped with in the short term. Government drive for Transparency in Local Government accelerates increasing demand on resources Planning changes affect income base and causes dissatisfaction with residents.	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.
10	**Affordable Housing** Increase in temporary accommodation numbers, migration of young people and families out of area affecting sustainability of communities.	Material sustained rise in temporary accommodation numbers and costs. Shortage of supply of affordable housing sites/schemes affected by change in Government policy. Issues with Local Plan over delivery of new housing units.	Housing strategies in place and regularly reviewed. Good relationships between housing and planning services. Resources identified to support housing schemes
11	**Major Infrastructure Projects Impacts.** Detrimental impact on local communities and environment. Costs to authorities in defending local area from worst impacts.	HS2 committee hearing. Outcome of aviation review. Pinewood expansion Major new planning applications, eg Wilton Park; Newlands Park	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.
12	**Demographic Changes** Service delivery not flexible enough to cope with changes in demographics in the medium term, leading to service	Declining service satisfaction. Increase in reactive changes or interventions. Resources not matching needs. Increased social isolation. Weakening community cohesion.	Corporate analysis of Census and related data. Incorporate Census data into service planning. Communicate key messages to members.

Ref	Risk Description	Trigger	Control
	gaps and increased dissatisfaction levels.		
13	**Property/ Asset Management** Inefficient use of assets increase costs and reduce service usage and satisfaction.	Rise in unplanned maintenance Loss of use of facilities Unnecessary costs of holding assets	Asset Management Plans in place and reviewed. Professional advice used where appropriate. Resources in place to support AMPs.
14	**Economic Viability** Local employment and business activity declines.	Slow down or decline in London economy. Ending of small business rate relief scheme. Decline in town centre high streets vitality. Increase in empty business rates. Lack of confidence among local business groups.	Good liaison arrangements with local businesses. Monitor key indicators of the local economy. Take advance of opportunities offered by Local Enterprise Partnership.

(July 2015 edition.)

Appendix E: Joint Performance Management Framework

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

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

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

What is performance and improvement all about?

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

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

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

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

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

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

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

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

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

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

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

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

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

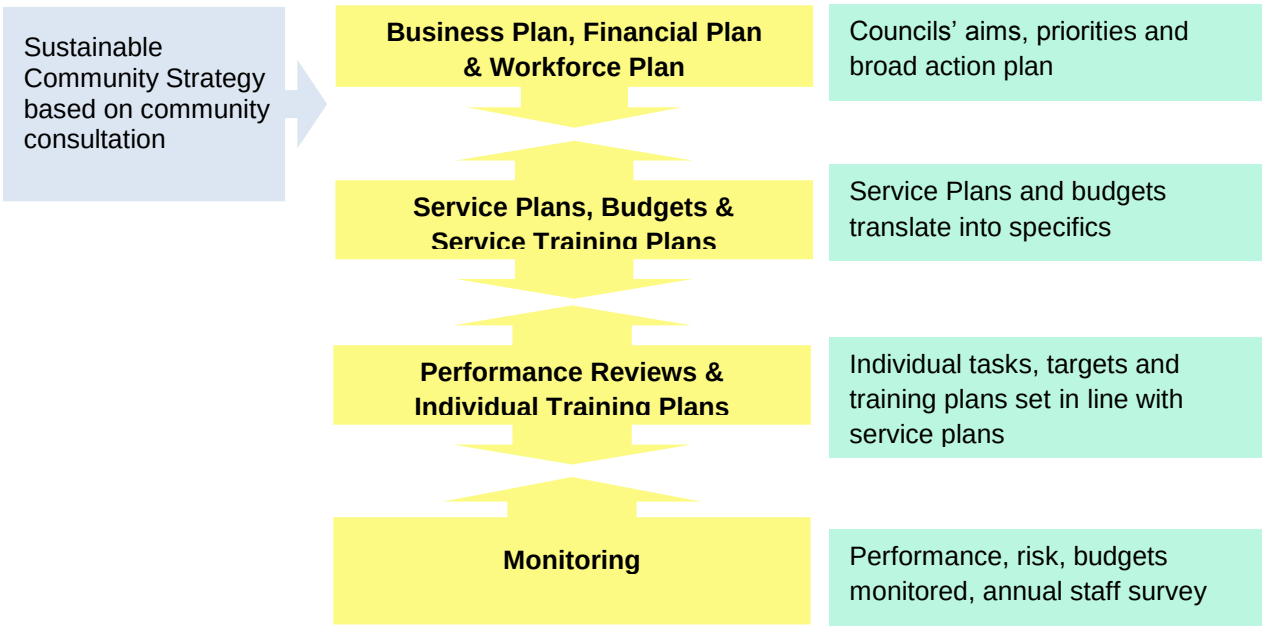
Clear, shared vision, based on Community aspirations, linked to the needs of all diversity groups

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

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

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

Chiltern and South Bucks District Councils' Corporate Framework



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

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

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

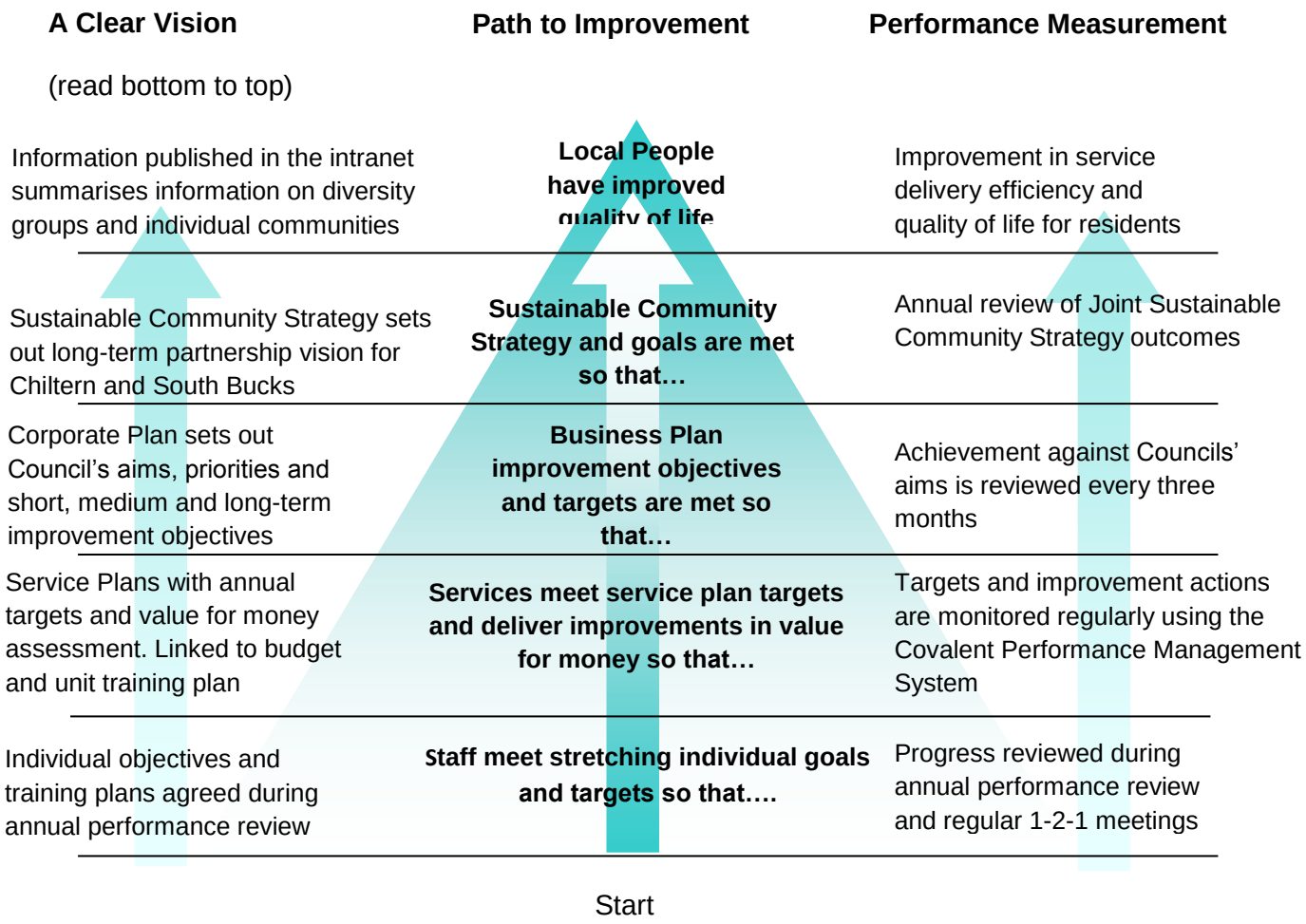
The achievement of both Councils' priorities is monitored through the joint **Covalent Performance Management System**, with regular reports being reviewed by Management Team and Cabinet. It is important to keep residents informed of progress. We publish an annual review of our performance in the **Annual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

Staff motivated to achieve stretching goals and targets

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

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

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



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:

Customer Need and Satisfaction

Are you involving your customers and meeting the needs of different diversity groups?
Service standards, customer feedback, comments, complaints, satisfaction levels.

Cost Analysis

How efficient is your service?
Budget analysis, benchmarking cost data, CIPFA stats, comparing activity data and expenditure.

Quality and Impact

Is performance in line with customer needs?
Impact on target customer groups, internal reviews, inspection reports, quality standards, benchmarking data, awards received.

Performance and Delivery

Has the service improved during the last year?
Performance indicator targets met, service outcomes achieved, processes improved, management of contractors and partners.

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.

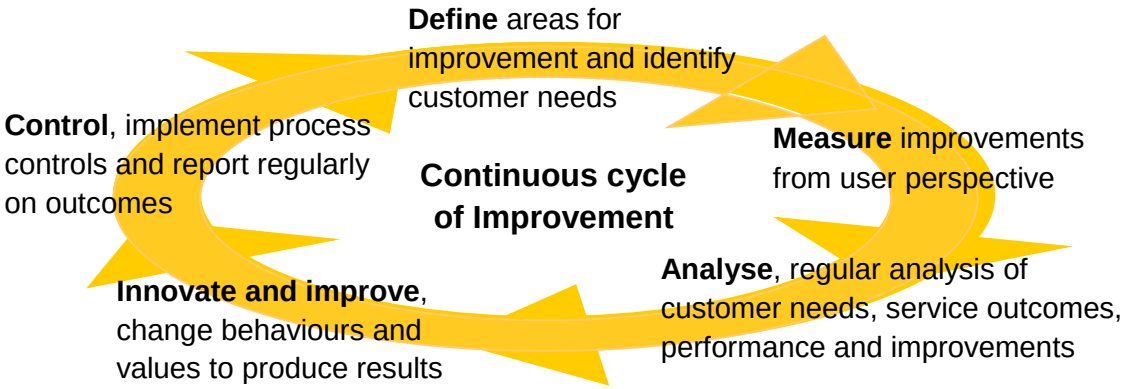
Much more **quantitative information** is available to officers at their desktops. This has enabled both Councils to establish corporate approaches in areas including equalities, sustainability, project management and risk and has helped services have a better understanding of the diverse needs of different 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 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. **Overview and Scrutiny Committee** (SBDC) challenge managers where services are under-performing and Portfolio Holders and Managers may be asked to attend meetings until performance has improved.

A culture of innovation and continuous improvement

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



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

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

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

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

How does it all fit together?

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

Annual review of Sustainable Community Strategy outcomes and quality of life improvements for local people.
Quarterly monitoring of service outcomes, key projects and performance indicators against Council aims and priorities. Ongoing review of individual actions and improvement projects.
Monthly monitoring of budgets, priority performance indicators and activity indicators. Risk register sreviewed quarterly.
Planning and Review Cycle
Jan-Mar
Approve business plan and final budgets
Apr -Jun
Review current situation and set direction
July-Sept
Establish priorities and financial parameters
Oct-Dec
Set objectives, develop plans and budgets
Staff appraisals conducted
Service plans completed and performance targets set
Budget agreed and Council Tax level set by Council
Service plans and detailed budgets developed
Risks identified
Corporate priorities agreed by Council
Joint Business Plan reviewed
Implementation of strategic plans begins
Annual Report published
Preliminary discussions by Members of future direction
Joint Sustainable Community Strategy reviewed
Financial parameters established

For further information please contact

Communications, Performance & Policy

Rachel Prance – Policy, Performance and Communications
rprance@chiltern.gov.uk or Tel: 01494 732903
rachel.prance@southbucks.gov.uk or Tel: 01895 837204

Laura Campbell – Policy Officer
Laura.Campbell@southbucks.gov.uk or Tel: 01895 837236

Prepared by Communications, Performance and Policy
August 2015

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