





## **Declarations of Interest**

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

## **A G E N D A**

(Pages)

1. **Apologies for Absence**
2. **Minutes**  
To confirm the minutes of the meeting held on 22 June 2015. (1 - 2)
3. **Medium Term Financial Strategy**  
To consider report of the Director of Resources. (3 - 8)
4. **Local Plan/Core Strategy Development**  
Further to the request made at the induction session for information on the Local Plan/Core Strategy Development, attached is the report of the Head of Sustainable Development to the meeting of the Sustainable Development PAG on 10 September 2015 setting out options and a recommended way forward to produce a new Local Plan by early 2017. The advice of the PAG was that the Portfolio Holder should recommend to Cabinet adoption of the recommendations in the report. (9 - 16)  
  
As will be seen this is a very wide subject and the Committee is asked to indicate if there are any specific issues on which they would like to focus for the subject of a further report to a future meeting.
5. **Update on HS2/WRATH/Heathrow**  
In connection with the attached briefing note to receive an oral update from the Head of Sustainable Development on the latest position on each of the infrastructure projects. (17 - 18)
6. **Joint Business Plan**  
To consider report of the Acting Chief Executive. (19 - 22)  
*Appendix A* (23 - 62)  
*Appendix B* (63 - 80)  
*Appendix C* (81 - 82)
7. **Performance Report Quarter 1**  
To consider report of the Acting Chief Executive. (83 - 84)  
*Appendix A* (85 - 86)  
*Appendix B* (87 - 90)
8. **Health and Adult Social Care Select Committee**

To note the minutes of the meetings held on: **(91 - 130)**

26 May, 30 June and 11 August 2015

9. **Bucks Children's Social Care and Learning Select Committee**

To note the minutes of the meetings held on: **(131 - 138)**

7 April and 5 June 2015

10. **Members Questions and Answers**

An opportunity for Members to raise questions about items:

- during the meeting
- written questions submitted previously
- raised by information items

11. **Work Programme**

To note the work programme timetable **(139 - 140)**

12. **Any other Business**

To consider any matters which the Chairman agrees as urgent in accordance with Section 100B of the Local Government Act 1972

The next meeting is due to take place on Monday, 1 February 2016

## OVERVIEW AND SCRUTINY COMMITTEE

### Meeting - 22 June 2015

Present: Mr Hollis (Chairman)  
Mr Harding, Mr Bastiman, Mr Sangster, Mr Vincent and  
Mr Walters MBE

Also Present: Mr Hogan and Mr Reed

Apologies for absence: Mr Read

### 3. MINUTES

The minutes of the meeting of the Committee held on 23 March 2015 and 26 May 2015 were agreed and signed by the Chairman; subject to an amendment from Cllr Reid to Cllr Reed in the 23 March 2015 minutes.

### 4. INTRODUCTION TO SCRUTINY

The Director of Resources and Head of Legal & Democratic Services provided an introduction to scrutiny presentation to the Committee which outlined the following key areas of the scrutiny function:-

- Statutory Functions of Overview & Scrutiny
- Procedure Rules for Overview & Scrutiny Committees
- Role of Overview and Scrutiny at SBDC
- How Overview & Scrutiny can operate
- Scrutiny of Performance Indicators, which included
  - Linked to Council's three objectives
  - Information collected on internal corporate performance indicators system
  - Review of specific Portfolio areas
- Summary
  - Overview and Scrutiny was advisory and not a decision making body
  - Help and support the Cabinet, whilst being independent of the executive role
  - Help the Council to improve

Members were invited to ask questions about the role of Overview and Scrutiny and the key areas of the presentation. In response to members questions, officers clarified that if an item was called in then the Committee were required to meet within 15 working days of receipt of the call in request; that duplication with Policy Advisory Groups of consideration of topics was avoided but on some occasions may be necessary if a Policy Advisory Group was looking at a specific issue but Overview and Scrutiny were reviewing performance etc. this may be considered appropriate and it was clarified that an individual member, with the agreement of the Chairman of the O & S Committee, may request items for consideration by the Committee.

### 5. WORK PROGRAMME

The Committee considered the Overview and Scrutiny Work Programme 2015/16.

The following areas were raised for inclusion on the Work Programme:

- Performance Indicators Review – to include a presentation from the Policy Officer on how the KPI system worked at the next meeting, together with all the KPIs. Consideration would then be given whether subsequent meeting focus on specific groups of KPIs.

- Retain Frimley Park Trust on the work programme for annual updates.
- Continue to monitor the performance of the Ambulance Service.
- The Committee may wish to consider presentations from relevant organisations in the future e.g. Citizen's Advice Bureau.
- An update on Welfare Reform and Universal Credit.
- Overview of the Core Planning Strategy.
- Review of Children's Service – to put on the agenda the minutes of the Bucks County Council Children Services & Education Select Committee alongside the Adult Social Care Select Committee minutes.
- To receive monthly financial reports including the budgetary variance figures.

**RESOLVED** that the Overview and Scrutiny Work Programme 2015/16, including above amendments, be noted.

6. **ANNUAL FREEDOM OF INFORMATION REPORT**

The Committee considered the report which provided Members with an update on the public engagement with the Freedom of Information Act 2000, Environmental Information Regulations 2004, the Data Protection Act 1998, the Transparency Code of Practice, the INSPIRE Regulations, Regulatory Investigatory Powers Act and Protection of Freedoms Act 2012. The report was a reflective analysis of the past year's FOI and EIR progress and activities and provided information on the number of requests received and the categorisation of the requester type.

The cumulative percentage for year 2014/15 of total FOI requests received was 606 of which 530 were responded to within 20 working days (87.6%). It was reported that the service areas that received the most FOI requests were Healthy Communities, Business Support and Customer Services. The Committee were informed of the breakdown of requests by month per financial year including year on year percentage increases but with 2014/15 had seen a levelling off in the increase of FOI requests. Developments to the monitoring and tracking of FOI requests had been introduced through the introduction of an electronic tracking system (Vuelio) and this was also helping to identify specific trends in requests to target responses and identify further need for information to be published on the Council's website to further reduce FOI requests.

**RESOLVED** that the Annual Freedom of Information Report be noted.

7. **HEALTH AND ADULT SOCIAL CARE SELECT COMMITTEE**

The Committee noted the minutes of the Select Committee meetings held on 10 February, 24 March and 28 April 2015.

8. **MEMBERS QUESTIONS AND ANSWERS**

There were no questions.

9. **ANY OTHER BUSINESS**

There was no further business.

The meeting terminated at 7.12 pm

<b>SUBJECT:</b>	Medium Term Financial Strategy
<b>REPORT OF:</b>	Director of Resources
<b>RESPONSIBLE OFFICER</b>	Director of Resources
<b>REPORT AUTHOR</b>	Jim Burness 01895 837217 jim.burness@southbucks.gov.uk
<b>WARD/S AFFECTED</b>	All

## 1. Purpose of Report

The report sets out the current assessment of the Council's medium term financial position, and the key issues facing the Council from the perspective of the Cabinet. Overview & Scrutiny Committee is asked to undertake some work to consider the options for addressing the key issues put forward at this stage by officers, in order to provide advice to the Cabinet in December to help with its determination of the Financial Strategy.

## RECOMMENDATIONS

The Committee is recommended to:

1. Set up a Task & Finish Group to consider options to address the medium term financial issues facing the Council and prepare a report for the Cabinet's December meeting.
2. The Task & Finish Group be open to all members of the Committee.

## 2. Executive Summary

- 2.1 The Medium Term Financial Strategy that was part of the budget agreed in February identified the potential need to reduce net expenditure by over £1m by the end of the decade as a result of the likely continuing effects of the Government's austerity programme. A recent review of the position as part of starting the 2016/17 budget cycle, indicates while it has improved to a degree it has not fundamentally changed (Appendix A).
- 2.2 In addition there are a number of issues that may require a material use of reserves, or increased expenditure commitments. Primarily these are the funding of the Capital programme, the Local Plan process, and reducing the historic deficit on the Pension Fund.
- 2.3 Therefore there is a need to consider savings that will as a minimum, start to reduce net expenditure from 2017/18 onwards. The overall objectives will be:

- to eliminate the funding gap.
- increase revenue reserves, partly to provide a funding source that could be required to deal with issues arising in Autumn 2016 in respect of the Pension Fund.
- provide increased funding available for the Capital programme from the revenue budget on an ongoing basis.

2.4 The Committee is being asked to undertake work to consider saving proposals put forward by officers to achieve the above objectives.

### 3. Reasons for Recommendations

The Committee is being asked to undertake some work to assist the Cabinet in achieving the medium term financial objectives it is planning to set for the Council. This work will best be undertaken by using a Task & Finish Group model which can allow for confidential discussion of options and issues without the restrictions of formal Committee meetings.

### 4. Content of Report

4.1 The suggest structure for the work would be to consider proposals that would fall into one or more of the following definitions.

Reduce Expenditure	<ul style="list-style-type: none"> <li>• Reduce costs without impacting on service delivery, i.e. efficiency measures.</li> <li>• Transform service delivery inc. demand management, prevention, community capacity building etc</li> <li>• Reduce or cease discretionary spend</li> <li>• Reduce service standards or levels where the Council has the scope to do this.</li> </ul>
Increase Income	<ul style="list-style-type: none"> <li>• Raise fees &amp; charges</li> <li>• Reduce or remove exemptions to charges</li> <li>• Increase demand for chargeable services</li> <li>• Increase property income/capital receipts</li> <li>• Identify new income streams</li> <li>• Increase council tax and business rates bases.</li> </ul>

4.2 Proposals presented by the relevant officers and would be make clear timescales for implementation on order to have effect from 2016/17 onwards. The options would identify:

- Saving (showing which year they would be effective from)
- Impact on residents/users/clients
- Timescale, dependencies and any investment required



- Risks

4.3 Any options would need to take into account the joint working with Chiltern, and the impact on established joint services.

4.4 Some of the longer term proposals could be recommended for further development before final decisions are made, as it is not essential for all proposals to come into effect in 2016/17.

4.5 To undertake the work in the timescale it would be proposed that a Task & Finish sub group of O&S Cmm is established to meet two or three times by the mid November, in order to compile a final report available for the Cabinet meeting in December. At those meeting Heads of Service would present options under the various savings headings for consideration.

## 5. Consultation

Not applicable

## 6. Options

Not relevant in this context.

## 7. Corporate Implications

Financial

7.1 The proposed work will be part of setting the 2016/17 Budget, and revision of the Medium Term Financial Strategy.

Legal

7.2 It is important to recognise that that Overview & Scrutiny Committee is not a decision making body in the budgetary framework, that role sits with the Cabinet. It can however fulfil an important role in helping shape thinking around budget strategy and providing advice to the Cabinet.

## 8. Links to Council Policy Objectives

8.1 This work is part of the Council achieving its objective of delivering value for money

## 9. Next Steps

9.1 If the Committee agrees the recommendations then the next steps will be:

- Arrange two or three meetings of a Task & Finish Group between 19 October and 12<sup>th</sup> November.
- Overview & Scrutiny Committee report included on the Cabinet agenda 17<sup>th</sup> December as part of the report on the Budget.

<b>Background</b>	None
<b>Papers:</b>	

## APPENDIX A

## MEDIUM TERM FINANCIAL FORECAST

	2016/17	2017/18	2018/19	2019/20
	£k	£k	£k	£k
Base Net Service Budget	8,104	8,374	8,644	8,914
Savings - Other	-140	-140	-140	-140
Savings - Shared District Services	-80	-160	-160	-160
Cost Changes	270	270	270	270
<b>Net Service Expenditure</b>	<b>8,154</b>	<b>8,344</b>	<b>8,614</b>	<b>8,884</b>
	0.6%	2.3%	3.2%	3.1%
<b>Funding</b>				
Investment Income	-250	-200	-200	-200
Use of Reserves - General	0	0	0	0
<b>Net Expenditure (Budget Requirement)</b>	<b>7,904</b>	<b>8,144</b>	<b>8,414</b>	<b>8,684</b>
	5.7%	3.0%	3.3%	3.2%
Revenue Support Grant	-671	-471	-271	0
Retained Business Rates	-1,428	-1,971	-2,180	-2,245
New Homes Grant	-1,330	-984	-795	-636
Council Tax	-4,661	-4,790	-4,920	-5,050
<b>Total Income</b>	<b>-8,090</b>	<b>-8,216</b>	<b>-8,166</b>	<b>-7,931</b>
	8.2%	1.6%	-0.6%	-2.9%
<b>Funding Surplus (-)/Gap (+)</b>	<b>-186</b>	<b>-72</b>	<b>248</b>	<b>753</b>
Council Tax Base	31,960	32,210	32,460	32,660
<b>Band D Council Tax</b>	<b>£145.85</b>	<b>£148.75</b>	<b>£151.71</b>	<b>£154.73</b>
Percentage Increase	1.99%	1.99%	1.99%	1.99%
Increase £/week	£0.05	£0.06	£0.06	£0.06

Notes

1. Cost increases are estimated only on a number of specific headings where their impact is material enough to take into account, and the largest single heading is employee costs. The majority of budgets do not have any cost change allowance. Overall the effect of cost increases is currently around £270k pa, based on general inflation remaining around 2%-3% pa, and public sector employee pay being less than that.
2. Savings are estimated only on items already agreed by members and for joint working only to the end of the phase of service reviews which will conclude in 2016. No assumptions are made regarding further joint working projects or savings.

3. Investment income in the past has been a substantial income stream for the Council but that has declined in recent years as a result of lower interest rates and cash balances. Strategically the Council's approach has been to reduce the dependency, and therefore the risk, on investment income to support the Council tax, and the income budget is planned to reduce in future years.
4. The Government has indicated that as expected the reduction in funding for local authorities will continue to significantly decline through to 2019/20. In the Council's forecasts the RSG element of its funding is anticipated to reduce by around £200k pa so that by 2019/20 it no longer receives any funding from this source. These figures will be reviewed in the light of the government's autumn Statement at the end of November when public sector funding allocations will be announced.
5. Another major Government funding source is New Homes Grant, £1.3m in 2015/16. There are financial risks going forward arising from.
  - The rate of new homes growth slowing or ceasing
  - The Government ending or changing the scheme as part of its savings measures

In the context of the projection shown the worst case scenario is used.

6. The business rates system is complicated to predict in detail what its effects will be due to the way in which it works and how it is reflected in the accounts. In the initial two years of the system the implications were clouded by the need to make financial provisions for the effect of property revaluations. The point is now reached where it would not be expected after 2015/16 to made substantial additional provisions therefore there is greater clarity of the potential impact going forward, which is expected to produce above inflation growth. The Government has confirmed its commitment to the localisation of business rates, and the current arrangements will remain in place until at least 2020.

<b>SUBJECT:</b>	<i>Local Development Scheme Review</i>
<b>REPORT OF:</b>	<i>Sustainable Development – Councillor Nick Naylor</i>
<b>RESPONSIBLE OFFICER</b>	<i>Peter Beckford, Head of Sustainable Development</i>
<b>REPORT AUTHOR</b>	<i>Graham Winwright, 01895 837298</i> <a href="mailto:graham.winwright@southbucks.gov.uk">graham.winwright@southbucks.gov.uk</a>
<b>WARD/S AFFECTED</b>	<i>All</i>

## 1. Purpose of Report

**The following draft report is intended for 13<sup>th</sup> October Cabinet on which the view for the PAG is requested.**

Following the recent Government announced objective for speeding up plan-making, to consider options and a recommended way forward to produce a new Local Plan by early 2017 through a review the Councils' approved Local Development Scheme and other associated necessary actions.

### RECOMMENDATION

That Cabinet recommend to Council;

1. Subject to agreement by Chiltern District Council, South Bucks District Council agrees to the preparation of a joint Chiltern and South Bucks Local Plan (2014 – 2036) under Section 28 of The Planning and Compulsory Purchase Act 2004 and for the preparation of a joint Chiltern and South Bucks Local Development Scheme to this effect.
2. Subject to approval of Recommendation 1 above and agreement by Chiltern District Council, that Council approves a joint Chiltern and South Bucks Local Development Scheme timetable such that the timetable comprises the following:
  - a) public consultation on a joint Local Plan in accordance with Regulation 18 of The Town and Country Planning (Local Planning) (England) Regulations 2012 commencing in January/February 2016 incorporating an 'Issues and Options' consultation
  - b) a preferred options consultation commencing in October/November 2016
  - c) pre-submission consultation on the Local Plan in accordance with Regulation 19 of The Town and Country Planning (Local Planning) (England) Regulations 2012 commencing in March/April 2017
  - d) submission of the Plan to the Secretary of State in accordance with Regulation 22 of The Town and Country Planning (Local Planning) (England) Regulations 2012 in September 2017
  - e) anticipated examination in December 2017

- f) anticipated adoption in June 2018
  - g) on-going Duty to Co-operate
  - h) review the need for a combined Chiltern and South Bucks community infrastructure levy at the most relevant point between September 2016 and July 2017.
3. Agree the establishment of a Joint Chiltern and South Bucks Council Local Plan Member Reference Group with:-
- a) The Group to consist of equal membership from the two councils, namely respective cabinet members with responsibility for planning plus up to five other members nominated by each council. Other than for the cabinet members there will be no substitutes and the cabinet members will be free to nominate a substitute member as and when necessary.
  - b) Meetings will not be open to the public and agendas, reports, documents and any notes of the meeting will be kept confidential amongst the two councils.
  - c) Other members of the councils will be able to attend the meetings and will be able to contribute to the meeting with the agreement of the Chairman.
  - d) The Group to have no decision making powers but to provide advice and a steer on the preparation of planning policy matters. Meetings will be arranged as required in order to progress the joint Local Plan to the Local Development Scheme Timetable, associated matters and other Local Plan related matters after the Local Plan has been adopted with due notice being given.
  - e) To be quorate, the meeting will require at least two appointed members from each Council to be present.
  - f) The terms of reference for the Group to be agreed at the first Group meeting.
  - g) Meetings as far as practicable will generally alternate between Chiltern and South Bucks offices. Both councils to elect a Chairman at the first meeting, with the chairmanship of meetings alternating between the two Councils (i.e. one chairing one meeting and the next chairing the next meeting).
4. That Council agree the nominations for the South Bucks member places on the Group, with those members to remain in place unless otherwise determined by Council.

That Cabinet approve, subject to recommendations 1 and 2 above being agreed by Council and Chiltern District Council:-

- 5. To delegate authority to the Head of Sustainable Development to update the supporting Local Development Scheme document as a new joint councils Local Development Scheme. In exercising this delegation the Head of Sustainable

Development will consult with and take into account the views of the Cabinet Member for Sustainable Development and the Chiltern District Council Cabinet Member for Sustainable Development.

6. That notification of the revised Local Development Scheme Timetable be sent as soon as practicable to all Duty to Co-operate organisations, all other Berkshire councils, local enterprise partnerships for Buckinghamshire and Berkshire, the Milton Keynes and Buckinghamshire Natural Environmental Partnership and groups, organisations and individuals on the Council's Planning Consultation Database.
7. That all of the public consultations on a joint emerging Local Plan to be carried out so as to meet the minimum requirements of both the South Bucks District Council and Chiltern District Council statements of community involvement.

Cabinet are also recommended to:-

8. Request as a matter of urgency the Joint Committee consider agreeing to the Planning Policy Team forming a shared service with Chiltern District Councils' Planning Policy Team, to be located at one of the authorities offices, either at Amersham or Denham.
9. Request as a matter of urgency the Personnel Committee to consider the staff resource implications for speeding up local plan making to meet the Government objectives.
10. Agreed to the funding of the additional expenditure to be met from the Council's LDF reserve.

## **2. Reasons for Recommendations**

- 3.1 The new Government objectives for local plan-making will require a change to the Council's approved Local Development Scheme whilst presenting a significant challenge to produce a local plan by early 2017. The recommended approach is in line with a recommendation from the Shared Service Peer Review, will secure the best opportunity for the Council to meet the Government objective whilst having least financial impact.

## **3. Content of Report**

- 3.1 The Government is to prepare a national league table for local plan-making and has said that "*In cases where no Local Plan has been produced by early 2017 – five years after the publication of the NPPF – we will intervene to arrange for the Plan to be written, in consultation with local people, to accelerate production of a Local Plan.*" Although the league table has not yet been published and it is not clear which local planning authorities could be affected it is clear that the Government is seeking to accelerate the preparation of local plans across the country, particularly in areas of high development pressure, and to significantly boost the supply of new housing to meet needs.

3.2 The approved Local Development Scheme for South Bucks has a timetable to 'produce' a new replacement local plan by May 2018, with examination in September/October 2018 and adoption in March 2019. Programming is a reflection of a number of factors including available resources, duty to co-operate relationships with the Berkshire authorities and the need to put in place a number of evidence base studies.

3.3 Officers are confident that the Council can meet the Government objective through a joint local plan as:

- a) A joint local plan will make more efficient use of available staff resources across the two councils and remove duplication in a number of areas. Whilst additional resources would be needed to speed up the preparation of separate local plans for South Bucks and Chiltern, less additional resources would be needed for the preparation of a joint plan.
- b) In preparing its own local plan South Bucks is grouped together with the Berkshire unitary authorities within a Housing Market Area (HMA) and Functional Economic Market Area (FEMA) which is making plan-making more complicated. For example the timetable for plan-making across Berkshire is not fully established and in many cases is likely to be behind South Bucks; there is disagreement between Buckinghamshire and Berkshire on the likely extent of the HMA (whether it would include South Bucks and all of the Berkshire authorities, or South Bucks and only some of the Berkshire authorities); officers are not confident that the Berkshire authorities will be able to respond collectively and quickly to joint evidence work as currently experienced through South Bucks seeking to promote joint housing supply and economic needs work; and infrastructure delivery is likely to be complicated by South Bucks being within a different local enterprise partnership area and in a two tier area with Buckinghamshire County Council delivering some services such as the Highway and Education authority. By undertaking a joint local plan with Chiltern District Council it is anticipated (but needs to be evidenced) that a joint Local Plan will be part of a Buckinghamshire HMA/FEMA with Wycombe and Aylesbury Vale. It is also anticipated that an East Berkshire HMA without South Bucks will be stronger in that it is likely to have a higher level of containment.
- c) The Government has announced that it will be bringing forward measures to support the speeding up of local plans, anticipated to be in October, and is expected to help relieve some of the evidence base burden on local planning authorities.

3.4 The above is also dependent on:-

- a) Additional resources – financial implications set out below and staff implications to be considered by the Personnel Committee
- b) The Planning Policy services from both councils forming a single shared Planning Policy team. Members will recall this was an option when the Joint Committee considered the Planning Policy Shared Service Business Case but was not accepted by Members at the time and so this decision in the light of changed circumstances will need to be reconsidered.



- c) To have a co-located team based at one of the two authorities offices.
- d) Formation of a joint South Bucks and Chiltern Member Reference Group to allow confidential discussions and to provide advice to the Cabinet members and Cabinets. The Group not to have any decision making powers but to assist in steering the development of the Local Plan to be the subject of subsequent public debate/papers.
- e) Possibly the need for both councils to have additional PAGs and or Cabinets to ensure co-ordination of decisions to meet the timetable.
- f) Creation of a single local plan where development proposals are not ring-fenced towards meeting needs in a particular area but where proposals are brought forward so as to best deliver sustainable development.

#### **4. Consultation**

4.1 Lead officers from all adjacent local planning authorities to South Bucks and Chiltern district councils, the other Berkshire local planning authorities, Milton Keynes Council, Buckinghamshire County Council and the Bucks Thames Valley and Thames Valley Berkshire local enterprise partnerships have been consulted.

4.2 At the time this report the following summary comments had been received:

- a) Buckinghamshire County Council: Initial response is that the joint approach seems sensible (both in totality and duty to cooperate terms).
- b) Milton Keynes Council: Do not consider there to be any pressing concerns about a potential joint Plan for the two authorities and the evidence required, from this Council's point of view. However, it will be important to maintain our involvement as things progress so that we can be kept up to speed with any unmet development needs which either Council may identify.
- c) Dacorum Borough Council: Do not consider that the proposal should raise any duty to co-operate issues above and beyond those previously highlighted. Note the complications regarding the Bucks-wide work on the SHMA and the fact that the two authorities appear to sit within separate Housing Market Areas.
- d) Bracknell Forest Council: From our perspective we will continue pushing for our SHMA to be completed asap, so we can progress with our local plan.

#### **5. Options**

5.1 The Council has three options, to continue on the current Local Development Scheme timetable (which will not meet the Government objective for plan-making); to progress a South Bucks Local Plan to a shorter timescale (requiring additional resources and with significant risks of not meeting the timetable); or to explore a joint local plan with

Chiltern District Council to meet the Government objective (also requiring additional resources but less than carrying out separate plans, costing less to prepare particularly in the 'examination' stage, having less timetable risks and would meet a recommendation coming out of the Peer Challenge Review).

## **7. Corporate Implications**

7.1 *Financial* – a separate report is being prepared for the Personnel Committee to increase staff capacity and promote staff retention. To continue to prepare a separate local plan but to do so at an accelerated pace in order to seek to meet the Government's new target would involve, for South Bucks alone (a) additional on-going annual costs of circa £106,000, and (b) additional one-off costs of circa £29,000. However, preparation of a joint local plan would involve additional on-going annual costs of circa £94,000 to be shared between the 2 authorities, and (b) additional one-off costs of circa £57,000 to be shared between the 2 authorities. Accordingly, the preparation of a joint local plan will be more cost-effective than continuing with the preparation of separate local plans. These additional costs are recommended to be met through a combination of existing budgets across the two Councils, use of reserve budgets and to be considered as part of future budget processes. Other than staffing costs, a joint local plan will secure significant savings through for example having a single plan examination (estimated £100k saving) and increased evidence base cost sharing, thus maximising cost avoidance. There is also expected to be other efficiency and time savings within Planning Policy (e.g. removal of duplications) and across the two councils, for example services will only need to engage on one local plan and a reduced collective number of member meetings. Additional resources will be needed to deliver a shared service including additional project management time, and this has been factored into the figures above. The Joint Committee in re-considering establishing a joint Planning Policy team will need to determine how the cost of the service will be apportioned.

Any additional costs over and above the current budgetary provision are recommended to be met from the Council's LDF reserve, which as at 1<sup>st</sup> April 2015 stood at £268,000

7.2 *Legal* – the Council's legally are able to prepare a joint local plan and operate through a shared service planning policy team.

7.3 *Environmental Issues and Sustainability* – having a single local plan is expected to reduce the overall use of paper while the plan itself will be the subject of a Sustainability Appraisal, Strategic Environmental Assessment and Habitat Regulation Assessment.

7.4 *ICT* – there will be ICT implications for a shared service which will need to be identified and addressed but in the same way as other services that have become single teams in one location.

7.5 *Partnership* – addressed in section 4 of this report.

## **8. Links to Council Policy Objectives**

**South Bucks District Council  
Sustainable Development PAG  
O and S**

**10<sup>th</sup> September 2015  
5 October 2015**

8.1 The recommendation will deliver cost effective, customer focused services by providing a best value for money service particularly through optimising use of resources reducing unavoidable costs through the shared services programme and providing excellent services.

8.2 The recommendation will also strive to conserve the environment and promote sustainability through a joint plan delivering the most sustainable development solutions to meet local needs in the plan area and through more efficient use of resources.

**9. Next Step**

9.1 Chiltern District Council's Cabinet will need to consider the above on 20<sup>th</sup> October 2015. Both Cabinets will then make recommendations to their respective Councils and subject to both Cabinet support and both Councils resolving to agree:

- a) A joint Local Development Scheme Timetable will be published
- b) Duty to Co-operate organisations, town and parish councils, local groups and organisations/individuals on both Councils consultation data bases will be notified and a press release issued
- c) Subject to agreement by the Joint Committee, processes will be put in place to start to implement a Joint Planning Policy Team
- d) Subject to agreement by the Personnel Committee staff resourcing measures will be put in place.
- e) Meeting dates will be set up for the Joint Chiltern and South Bucks Member Reference Group or PAG and other meeting dates established to deliver to the Local Development Scheme Timetable.

<b>Background Papers:</b>	
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## Briefing Note on HS2 , Western Rail Access and Heathrow expansion

### HS2

Main impacts on Colne Valley and Iver but traffic impacts also on London End in Beaconsfield and A355

#### Colne Valley

- HS2 will pass over the Colne Valley on a Viaduct
- Main petition concerns were need for international architectural competition
- Noise – Savay Farm, Wyatts Covert, Tilehouse Lane
- Impact on recreational activities – HOAC and Water Ski Club
- Impacts on Colne Valley
- Loss of Ancient Woodland
- Impact on SSSI
- Major construction sites in operation for 10-15 years – tunnel waste - restoration
- Traffic impacts on A412
- New M25 slip roads
- Presented petition to Select Committee in June
- Select Committee asked HS2 to further consider ask for competition – awaiting details (September)
- Assurances offered to SBDC, Bucks CC, TRDC, LBH and CVCIC – currently in discussion with HS2
- HS2 suggested setting up Colne Valley Panel to include all local authorities, Colne Valley regional Park, Herts and Middlesex Wildlife Trust and Natural England to look at landscape mitigation, compensation and restoration proposals.
- Colne Valley Panel – First Stakeholder meeting on 16<sup>th</sup> October to discuss terms of reference, funding and independent Chairman.

#### HOAC

- Within LB Hillingdon but close to SBDC boundary
- Well used by wide community – mainly children
- Hillingdon ask for tunnel under CV refused
- HOAC has now to be relocated
- Denham Quarry in South Bucks is proposed as an alternative—but is an active minerals site owned by Bucks CC
- Long term recreational use including lakes
- Can it be altered/extended to provide new location for HOAC?
- Planning application now being prepared.

#### Heathrow Express Depot

- Additional Provision for relocation to Langley
- Currently at Old Oak Common
- Needs to be finished by Dec. 2019
- Partly in Slough, partly in South Bucks
- Main issue construction traffic
- 500 HGV's a day – 26 per hour through Iver

## Agenda Item 5

- Iver already has issues with HGV's both locally generated and M25 diversion traffic
- Main petition ask is permanent relief road for Iver
- Other concerns - Green Belt, Noise, Lighting, Contamination
- Mansion Lane G&T site one of largest in SE
- 45 house boats on GU canal
- Construction site adjacent
- 24 hour operation but mainly at night
- Important employment site threatened/opportunity?
- Cumulative impacts in Iver
- HS2 currently amending proposal and will submit revisions – primarily the construction routes – in October.
- **May need to petition again.**

### **Cumulative impacts of Major infrastructure projects in Iver area.**

- **Crossrail** – new service to West End and City
- Iver station – new station and car park needed – Crossrail/DfT to fund
- Improvements to Taplow station – parking needs to be sorted.
- Completion by 2019
- **M4 Smart Motorway** – Development Consent Order process -widening between Heathrow and Reading – replacement of all bridges – 2017-2021 –
- Public inquiry in October. Currently preparing the Statement of Common ground and the Local Impact Report
- **Western Rail Access** – new rail service between Slough and Heathrow – 6 minutes – in tunnel from south of railway line and west of Richings Park.
- DCO expected in New Year.
- Currently awaiting review of Network Rail Projects in order to proceed.
- **HEX Depot** needs to be built to accommodate WRA but different consenting process.
- Potentially both will be constructed at the same time.
- **Heathrow** – expansion – 3<sup>rd</sup> Runway south of M4? Decision by end of 2015
- Relocation of businesses from A4 – demand pressure for new housing and employment in Iver – opportunity?
- Need to assess baseline information on noise and air quality to start negotiations with Heathrow. Report to Healthy Communities PAG.
- Heathrow have asked for MOU with Council to be discussed at meeting in October.

<b>SUBJECT:</b>	Refreshed Joint Business Plan 2015 - 2020
<b>REPORT OF:</b>	Leader of the Council – Councillor Ralph Bagge
<b>RESPONSIBLE OFFICER</b>	Bob Smith, Acting Chief Executive
<b>REPORT AUTHOR</b>	Rachel Prance, Principal Officer, Communications, Performance and Policy, 01494 732903, rprance@chiltern.gov.uk Laura Campbell, Policy Officer, 01895 837236, laura.campbell@southbucks.gov.uk
<b>WARD/S AFFECTED</b>	All

### 1. Purpose of Report

To seek approval for the refreshed Joint Business Plan 2015 – 20.

### RECOMMENDATION

That Cabinet approve the refreshed business plan.

### 2. Executive Summary

This report seeks approval for the following documents, attached as Appendices:

Appendix A: Refreshed Joint Business Plan 2015/20

Appendix B: Integrated Impact Assessment for the above document

Appendix C: South Bucks District Council Aims and Objectives, 2015/20.

### 3. Reasons for Recommendations

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

### 4. Content of Report

- 4.1 The Joint Business Plan links to the Sustainable Community Strategy, which sets out the vision for the District to 2026 and is based on extensive consultation with residents, local community groups and partner organisations. Those aspects of the Sustainable Community Strategy that are the responsibility of the District Councils are included in the Joint Business Plan.
- 4.2 The refresh normally takes place in April each year, however this year's refresh is later to enable the recently elected Council's priorities to be reflected.
- 4.3 The top level aims and objectives remain the same this year, as do the second level down. The third level aims and objectives have been refreshed to reflect the Council's changing priorities and the needs of the district. These can be viewed as bullet points in the one-page summary document contained in Appendix C.
- 4.4 The actions being delivered to support each aim and objective appear on the left hand side columns in sections five and six of the Joint Business Plan, contained in

Appendix A. These link to improvement actions contained within the individual service plans, which in turn link to staff objectives and training plans set out for each member of staff in their annual performance appraisal. They have been updated to reflect 2015/16 Service Plans.

- 4.5 Section 7 (How our organisation is changing) and appendix D (Strategic Risks) of the Joint Business Plan have been updated and the remainder of the document sense checked to bring it up to date.
- 4.6 The Proposed refreshed Joint Business Plan 2015-2020 is attached as Appendix A.
- 4.7 An integrated impact assessment has been undertaken against the Joint Business Plan, attached as Appendix B.

**5. Consultation**

Not applicable. Extensive consultation was conducted as part of the Sustainable Community Strategy on which the Joint Business Plan is based.

**6. Options**

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

**7. Corporate Implications**

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

7.2 Legal – No legal implications have been identified

7.3 Risks issues – The Joint Business Plan includes strategic risks. Business planning helps to alleviate risk through ensuring each service unit is aware of how their work fits into the work of the Council and is closely linked to the needs of the community. Equalities – An Integrated Impact Assessment, including Equalities, was conducted on the joint Business Plan and showed no adverse impacts.

7.4 Others - None

**8. Links to Council Policy Objectives**

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

**9. Next Step**

These changes will be taken into account in the 2016/17 service planning process, with the Joint Business Plan updated again next spring to reflect the new service plan actions supporting the aims and objectives.

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





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# Chiltern and South Bucks District Councils Joint Business Plan 2015 – 2020



V5.0 September 2015



**South Bucks**  
District Council

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## 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





# 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).

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

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

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

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



<b>Aim 2: Working towards safe and healthier local communities</b>	
	<ul style="list-style-type: none"> <li>• Support the community cohesion forum and continue to implement the community cohesion plan (SBDC)</li> </ul>

<b>Aim 3: Striving to conserve the environment and promote sustainability</b>	
Objective:	We will:
Conserve the environment	<ul style="list-style-type: none"> <li>• Develop a Joint Local Plan and manage development through the terms set out in it</li> </ul>
	<ul style="list-style-type: none"> <li>• Manage Green Belt development pressures via the Joint Local Plan</li> </ul>
	<ul style="list-style-type: none"> <li>• Promote enjoyment through leisure, sport and recreational activities</li> </ul>
	<ul style="list-style-type: none"> <li>• Continue to lead on the 51m Alliance's communications campaign (HS2)</li> </ul>
	<ul style="list-style-type: none"> <li>• Work with the joint petitioning team to prepare for the petitioning process (HS2)</li> </ul>
	<ul style="list-style-type: none"> <li>• Ensure full opportunity is taken to inform the scale and timing of any requirement for additional aviation capacity whilst minimising impact on both environments and communities</li> </ul>
Promote sustainability	<ul style="list-style-type: none"> <li>• Work with landowners/prospective developers to secure high quality proposals for development opportunity sites</li> </ul>
	<ul style="list-style-type: none"> <li>• Ensure appropriate levels of engagement with small businesses</li> </ul>
	<ul style="list-style-type: none"> <li>• Support the Bucks Thames Valley LEP in delivering economic growth</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop a Partnership economic growth strategy</li> </ul>
	<ul style="list-style-type: none"> <li>• Support and encourage opportunities to improve the vitality of towns and villages</li> </ul>
	<ul style="list-style-type: none"> <li>• Ensure appropriate levels and effective enforcement of short and long stay parking are available in town centres to support the needs of shoppers and the workforce</li> </ul>
	<ul style="list-style-type: none"> <li>• Support Bucks Business First in the delivery of their Work and Skills Plan for Buckinghamshire</li> </ul>
	<ul style="list-style-type: none"> <li>• Maintain focused monitoring of homelessness trends and provide feedback to Members and Management Team</li> </ul>

<b>Aim 3: Striving to conserve the environment and promote sustainability</b>	
	<ul style="list-style-type: none"> <li>• Support those residents affected by Housing Benefit reforms in order to limit the impact on homelessness</li> </ul>
	<ul style="list-style-type: none"> <li>• Promote the take- up of business rate relief</li> </ul>
	<ul style="list-style-type: none"> <li>• Maximise the uptake of flood prevention measures by those at risk</li> </ul>
	<ul style="list-style-type: none"> <li>• Facilitate the provision of new affordable housing commensurate with Development Plan projections</li> </ul>
	<ul style="list-style-type: none"> <li>• Replenish the stock of social and affordable rented property through a targeted programme of acquisition to enable re-letting</li> </ul>
	<ul style="list-style-type: none"> <li>• Use the Councils' property assets for affordable housing where consistent with the Development Plan and supported by local communities</li> </ul>
	<ul style="list-style-type: none"> <li>• Encourage towns and parishes to come forward with proposals for affordable housing and facilitate their implementation</li> </ul>
	<ul style="list-style-type: none"> <li>• Use maximum leverage on S106 monies to provide for the needs of local families</li> </ul>
	<ul style="list-style-type: none"> <li>• Work with partners and support the roll out of high-speed broadband across the Districts</li> </ul>
	<ul style="list-style-type: none"> <li>• Provide an efficient and responsive street cleaning service</li> </ul>
	<ul style="list-style-type: none"> <li>• Continue to provide access to graffiti removal kits</li> </ul>
	<ul style="list-style-type: none"> <li>• Where possible, take legal action on fly-tipping</li> </ul>
	<ul style="list-style-type: none"> <li>• Support superfast broadband rollout to encourage home working</li> </ul>
	<ul style="list-style-type: none"> <li>• Monitor air pollution and raise alerts or invoke emergency plan if required</li> </ul>
	<ul style="list-style-type: none"> <li>• Feed into Buckinghamshire County Council's Local Transport Plan to influence reduction in road traffic pollution</li> </ul>
	<ul style="list-style-type: none"> <li>• Implement and monitor a Sustainable Construction &amp; Renewable Energy SPD</li> </ul>
	<ul style="list-style-type: none"> <li>• Educate on and enforce Building Control regulations on insulation for new building work</li> </ul>

<b>Aim 3: Striving to conserve the environment and promote sustainability</b>	
	<ul style="list-style-type: none"> <li>Promote government initiatives to help residents and businesses access the means to reduce their energy usage through improved insulation</li> </ul>
	<ul style="list-style-type: none"> <li>Monitor new waste collection service, maximising greater recycling opportunities (SBDC)</li> </ul>
	<ul style="list-style-type: none"> <li>Monitor WDC / CDC waste service, encouraging the highest possible levels of recycling (CDC)</li> </ul>

## Delivering our joint Values

<b>Value</b>	<b>We will:</b>
Governance and accountability: always acting with integrity, transparency, responsibility and accountability for our decisions and actions and adhering to the principles of good governance as set out in each Council's constitution	<ul style="list-style-type: none"> <li>Streamline both Constitutions to improve decision-making and reduce double handling</li> <li>Harmonise policies and procedures where possible</li> <li>Clarify the scope of Policy Advisory Groups, improve overview and scrutiny procedures and provide greater management support</li> <li>Develop a unified position on future local government structures</li> <li>Review joint governance structures, including the extension of joint committee functions</li> <li>Improve communications relating to the shared services programme</li> </ul>
Equality and diversity: respecting the diversity, individuality and dignity of the people of Chiltern and South Bucks, promoting equality and fairness for all	<ul style="list-style-type: none"> <li>Ensure that staff are trained in all relevant aspects of safeguarding of children and vulnerable people</li> <li>Participate in the county-wide Safeguarding Board meetings and their sub committees as relevant to the Councils' functions</li> </ul>
Staff: appreciating the expertise and dedication of our staff and the importance of their motivation, morale and development	<ul style="list-style-type: none"> <li>Implement harmonised Terms and Conditions between Chiltern and South Bucks staff, and ensure pay and workforce strategies are aligned with current and future challenges</li> <li>Support the training of professional staff in areas of staff shortages</li> <li>Implement joint performance management framework</li> <li>Ensure the senior management team is more visible to staff and communicate a clear vision for the councils</li> <li>Deliver better communications and develop an organisational development strategy towards both councils operating as one team, including establishing succession planning arrangements to support the future partnership</li> </ul>



Value	We will:
	<ul style="list-style-type: none"> <li>• Maintain the standard of Investors in People accreditation, moving to joint accreditation between Chiltern and South Bucks</li> <li>• Support the training of modern apprentices and young people</li> </ul>
Working with others: working flexibly, innovatively and collaboratively with partners where it benefits both Councils and the people of Chiltern and South Bucks	<ul style="list-style-type: none"> <li>• Seek to join relevant groups where there are benefits of doing so, including working with other local Councils to share information, gain improved understanding or to generate economies of scale</li> <li>• Define the scope, priorities and critical path for future partnership working, including the Community Partnership</li> <li>• Cabinets will work more closely together to support shared services, partnership working and transformation of services</li> </ul>

## How our organisations are changing:

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

In early 2012, the joint senior management team was put in place with one Chief Executive and two Directors serving both Councils, saving a total of £200,000 per year. With these appointments in place, the next level down was reviewed – senior management – with the opportunity taken to redesign the organisation structure to reduce overall senior management, whilst grouping related areas together. The structure was agreed by April 2012, with all heads of service appointed by the end of the year. By October 2012, the total savings from this project amounted to £782,000 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
<p><b>Council Leader</b> (Cllr Isobel Darby): Communications, performance, policy, personnel, strategic finance.</p> <p><b>Deputy Leader</b> (Cllr Mike Stannard): Business transformation, ICT, information management including freedom of information requests and data protection, legal and democratic services, electoral registration, elections, land charges, audit, finance.</p> <p><b>Sustainable Development</b> (Cllr Peter Martin): Planning, enforcement, building control, strategic transport.</p> <p><b>Customer Services</b> (Cllr Fred Wilson): Revenues and benefits, fraud and welfare partnership, customer services.</p> <p><b>Environment</b> (Cllr Mike Smith): Property, Car Parks, Engineering services, Carbon Management, Waste Management.</p> <p><b>Community, Health and Housing</b> (Cllr Graham Harris): Community and leisure, environmental health, community safety, health and safety, licensing, housing, emergency planning.</p>	<p><b>Council Leader</b> (Cllr Ralph Bagge): Communications, performance, policy, personnel, strategic finance.</p> <p><b>Deputy Leader</b> (Cllr Nick Naylor): Planning, enforcement, building control, economic development, strategic transport, landscape advice.</p> <p><b>Resources</b> (Cllr 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.</p> <p><b>Environment</b> (Cllr Luisa Sullivan): Street naming, engineering services, ground maintenance, cemeteries and memorial gardens, operational transport issues, waste collection, street cleaning and carbon management, including energy efficiency and environmental sustainability.</p> <p><b>Healthy Communities</b> (Cllr 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.</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 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.<sup>1</sup>
- Some parts of the districts, particularly around the rivers, are prone to flooding.
- Whilst mainly rural, a majority of residents live in the settlements of Amersham, Chesham and Chalfont St Peter.

#### Demographic:

- Regularly ranks within the top 20 of the Halifax Quality of Life survey.
- The population was recorded as 92,635<sup>1</sup>. More than 19%<sup>1</sup> are aged 65 or more, projected to grow to more than 27% of the population by 2026.
- 8.51%<sup>1</sup> of the total population in Chiltern are from a Black or Asian Ethnic Minority Population, compared to the England average of 14.3%<sup>1</sup>.
- 2%<sup>1</sup> of the population were of the Muslim faith, with 1%<sup>1</sup> of the Hindu faith.
- 7.3%<sup>1</sup> of households are lone parent households.
- In the overall Index of Multiple Deprivation<sup>2</sup> (IMD) 2010 results, two Lower Super Output Areas<sup>3</sup> (LSOAs) fell within the most 31% to 40% deprived areas in England, with a further five LSOAs falling within the 41% to 50% most deprived areas. These are listed in order of most deprived: one of two LSOAs in Ridgeway, one of two LSOAs in Newtown, one of three LSOAs in Asheridge Vale and Lowndes, two of three LSOAs in St Mary's and Waterside, the sole LSOA in Vale and one of three LSOAs in Chalfont Common. None fell within the most 30% of deprived areas and twenty-five out of the total fifty-seven LSOAs fell within the 10% least deprived areas.
- 52.5% of residents have a degree or equivalent qualification, against the national average of 27% (ONS 2013), with higher than national average salaries.
- More than 40% of homes are detached and rank highest in the country for numbers of rooms (6.4) and bedrooms (3.2) compared to all other local authorities.
- Crime rates have been reducing over recent years so that the rate of serious acquisitive crime per 1,000 residents was, in 2012-13, eight. There is still a very real fear of crime.
- Just over one in ten households live in fuel poverty.
- Health is generally good<sup>4</sup>, with life expectancy significantly higher than the England average. Deprivation, poverty, violent crime, long term unemployment, smoking rates, teenage pregnancy, obesity in adults, diabetes, and hospital stays for adults relating to alcohol harm are all significantly lower than the England average<sup>4</sup>.
- Early deaths from cancer and numbers killed or seriously injured on the roads are just better than the England average<sup>4</sup>. Incidences of malignant melanoma and hip fractures in the over 65's continuing to be higher than the England average, as is increasing and higher risk drinking in adults<sup>4</sup>.
- There are about 1,500 children living in poverty, however there is a significantly higher pass-rate for GCSE 5A\* - C than the England average<sup>5</sup>.

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<sup>1</sup> Census data 2011

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

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

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

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

## Appendix A

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

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

### **Economic:**

- Just over 6%<sup>6</sup> of employees in Chiltern own their own businesses – higher than the rest of Buckinghamshire and the national average of 4.1%.
- There were 5,830<sup>6</sup> businesses in the district, with more than 90% being micro-businesses (employing fewer than 10 people), ranking first nationally for this size band.
- The most significant sector is Professional, Scientific & Technical at just under a quarter of all businesses the next highest being Information and Communication at around one tenth of all businesses<sup>6</sup>.
- The Job Seekers Allowance claimant count in December 2014 was 378 people - the 32<sup>nd</sup> lowest out of 380 local authority areas. The highest percentage of claimants fell in the 18 to 24 age group at around the 1.2% mark<sup>6</sup>.
- Private rents are high at £1,323 per month, with average house prices £415,000 against the England average of £239,000 (Land Registry, March 2013).
- Chiltern's carbon footprint ranks 78th<sup>7</sup> out of 405 UK local authority areas. However, this hides high domestic energy usage, ranking 183rd.

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

<sup>7</sup> 2010, Department of Energy and Climate Change

## Appendix B

### Key facts about the Districts: South Bucks

#### Spatial:

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

#### Demographic:

- Regularly ranks within the top 20 of the Halifax Quality of Life survey.
- The population was recorded as 66,867<sup>8</sup>. More than 19.4%<sup>8</sup> are aged 65 or more, and this is projected to grow to more than 28% of the population by 2026.
- 15.7%<sup>8</sup> of the total population in South Bucks are from a Black or Asian Ethnic Minority Population, against only 6.6% in 2001 and the 2011 England average of 14.3%<sup>8</sup>. This includes the 7th highest concentration of people of Sikh religion in England at 4.7%<sup>8</sup> with those of Muslim and Hindu religion each totalling 2.5%<sup>8</sup> of the population.
- 4.5%<sup>8</sup> of households are lone parent households and 0.4%<sup>8</sup> of households is from the Gypsy and Traveller communities, the 7th highest in all of England.
- In the overall IMD<sup>9</sup> 2010 results, four Lower Super Output Areas<sup>10</sup> (LSOAs) in South Bucks fell within the most 41% to 50% deprived areas in England. These are one of two LSOAs in Denham South Ward, one of two LSOAs in Wexham and Iver West Ward, one of three LSOAs in Burnham Lent Rise Ward and one of three LSOAs in Burnham Church Ward. None fell within the 40% most deprived areas and 11 out of the total of 40 LSOAs fell within the 10% least deprived areas.
- More than 40% of homes are detached<sup>8</sup> and rank highest in the country for numbers of rooms (6.4) and bedrooms (3.2) compared to all other local authorities<sup>8</sup>. South Bucks ranks in the top 5%<sup>8</sup> of authorities for the prevalence of caravans, mobile homes and other temporary structures as a proportion of all housing.
- 41.3%<sup>8</sup> of residents have a degree or equivalent qualification, against the national average of 27% (ONS 2013), with higher than national average salaries.
- South Bucks carbon footprint ranks 203 out of 405 UK local authority areas (first place has the lowest emissions). Usage is broken down to Domestic, Industrial and Transport sectors, and it is the Transport sector which has the highest emission levels, ranking 353 out of 406 UK areas<sup>11</sup>.
- Crime rates have been reducing over recent years so that the rate of serious acquisitive crime per 1,000 residents was, in 2012-13, 15.63. There is still a very real fear of crime.
- Health is generally good, with life expectancy significantly higher than the England average. Deprivation, poverty, violent crime, long term unemployment, smoking rates, teenage pregnancy, obesity in adults, diabetes, and hospital stays for adults relating to alcohol harm are all significantly lower than the England average<sup>12</sup>.

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

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

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

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

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



## Appendix A

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

### **Economic:**

- Just over 6% of employees in South Bucks own their own businesses – higher than the rest of Buckinghamshire and the national average of 4.1%<sup>14</sup>.
- There were 4,955 businesses in the district. (Bucks Business First, 2012)
- The most significant sector is Professional, Scientific & Technical at just under a quarter of all businesses, the next highest being Construction at around one tenth of all businesses<sup>13</sup>.
- The Job Seekers Allowance claimant count in December 2014 was 269 people the 32<sup>nd</sup> lowest out of 380 local authority areas. The highest percentage of claimants fell in the 18 to 24 age group at around the 1% mark<sup>13</sup>.
- Mean average private rents are the most expensive outside London and 11th nationally, at £1,573 per month. Average house prices are £550,000 against the England average of £239,000 (Land Registry, March 2013), making South Bucks the most expensive area outside of Greater London.
- Just over one in ten households live in fuel poverty, though this masks huge variations across the district<sup>15</sup>.

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

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

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



## Appendix C

### What District Councils do

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

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

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

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

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

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

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

## Appendix D: Strategic risks register:

Ref	Risk Description	Trigger	Control
1	<p><b>Joint Working</b></p> <p>Friction develops between two authorities that stalls progress and affects service delivery.</p>	<p>Diverging Council priorities</p> <p>Weakening of officer member relationships</p> <p>Approach from a third authority to join arrangements stalls programme, creates uncertainty.</p> <p>Unitary debate fires up, diverting resources from implementing the Chiltern and South Bucks programme.</p>	<p>Governance in place – Joint Committee, JAIC.</p> <p>Joint senior management team.</p> <p>Programme documentation and programme management resources.</p> <p>Plan for service reviews, business cases presented.</p> <p>Member involvement in joint working in line with member expectations</p> <p>Communication plan for members, staff, external partners</p> <p>External approaches to join the joint working carefully considered at a political level and impact on programme assessed.</p>
2	<p><b>Transformation and Management of Change</b></p> <p>No acceptance of change to ways of working and service delivery by officers and members prevents achievement of council aims. Progress inhibited by capacity issues and lack of finance; programme loses momentum.</p>	<p>Projects to change service delivery or join services stall, or are cancelled.</p> <p>Lack of skills and capacity to help staff and Members cope with change.</p> <p>Service delivery and standards slip.</p> <p>Staff and Members disengaged from programme.</p> <p>Fears of 'chilternisation' or lack of attention to detail.</p>	<ul style="list-style-type: none"> <li>. Senior members and managers show commitment to change.</li> <li>. Case for changes clearly made and communicated.</li> <li>. Build on success, in order to establish confidence to change.</li> <li>. Prioritise programme of change, and ensure it is adequately resourced.</li> <li>. Develop change management approach, and organisational development plan.</li> </ul>
3	<p><b>Financial Stability</b></p> <p>Authorities forced into short term reactive measures to</p> <p>a) reduced Government funding,</p> <p>b) unavoidable cost increases.</p> <p>Reputational risk from decision that have to be taken.</p> <p>Reduced financial capacity to manage transformation.</p>	<p>Member relationships weaken due to different views on the programme, its progress, or the future direction of joint working after 2014.</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>Approach from a third authority to join</p>	<p>Review of MTFSS.</p> <p>Clear service priorities.</p> <p>Analysis of Government spending plans, bought in where necessary.</p> <p>Savings programmes agreed and monitored.</p> <p>Annual review of cost base</p> <p>Strategies for use of reserves.</p>

Ref	Risk Description	Trigger	Control
		arrangements stalls programme, creates uncertainty.	
4	<p><b>Workforce Issues</b></p> <p>High turnover, low morale, lack of succession planning, skills gaps etc. affect services. Reduced staffing capacity to manage transformation.</p>	<p>Loss of key staff</p> <p>Increased sickness</p> <p>Declining customer satisfaction</p> <p>Increased use of temporary staff to fill gaps</p> <p>Inability to take forward change.</p>	<p>Organisational development and workforce planning.</p> <p>Monitoring of key personnel statistics.</p> <p>Good staff communications processes.</p> <p>Training and development strategies in place, resourced and monitored.</p>
5	<p><b>Waste &amp; Environmental Services</b></p> <p>Both - Impact of changes to disposal arrangement by BCC increase costs.</p> <p>CDC – Failure or poor performance of joint waste contract.</p> <p>SBDC – Impact on cost or performance arising from forced operational changes to BIFFA contract.</p>	<p>Cost savings from CDC/WDC not delivered.</p> <p>Failure to use cost sharing model to forecast effect of changes</p> <p>Poor performance of SERCO</p> <p>BCC funding towards collection/recycling reduces BCC disposal arrangements increase costs</p>	<p>Governance in place for joint contract.</p> <p>Have adequate in-house knowledge of cost share model.</p> <p>Co-ordinated approach by both Councils on JWC and with BCC</p> <p>Effective contract monitoring and good relationships with contractors</p> <p>Good communications with residents</p>
6	<p><b>Joint/Partnership working</b></p> <p>Due to reduced resources and capacity partnership working diminishes and benefits are lost.</p>	<p>Winding up of joint working groups</p> <p>Lack of capacity to engage on joint working</p> <p>Loss of key posts/personnel.</p> <p>BCC/Police cuts having knock on effects for districts.</p>	<p>Co-ordinate and streamline representation on partnership groups.</p> <p>Monitor impact of changes arising from partner cut backs.</p> <p>Identify key partnerships to support.</p>
7	<p><b>Business Continuity</b></p> <p>Material service interruption or degradation, possibly combined with loss of data leading to costs and reputational damage.</p>	<p>Loss of accommodation, or access to accommodation.</p> <p>Loss of ICT</p> <p>Loss of staff (e.g. flu epidemic)</p>	<p>Clear senior management arrangements for responsibility on business continuity.</p> <p>Business continuity plans in place.</p> <p>ICT DR plans in place.</p> <p>Maximise reciprocal support arrangements across two Councils.</p>
8	<p><b>Information Management &amp; Security</b></p> <p>Loss of data, or inappropriate disclosure of</p>	<p>Sensitive data inappropriately disclosed leading to ICO investigation/fine.</p> <p>Services affected by data loss or corruption.</p> <p>Service improvements held back due to data</p>	<p>Policies and procedures in place, overseen by joint IG group, and made common where practical.</p> <p>Communication and training for staff on policies and procedures.</p> <p>Officer mechanisms to enable corporate approach to be taken to</p>

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	<b>New Legislative Changes</b> 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	<b>Affordable Housing</b> 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	<b>Major Infrastructure Projects Impacts.</b> 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	<b>Demographic Changes</b> 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	<b>Property/ Asset Management</b> 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	<b>Economic Viability</b> 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**

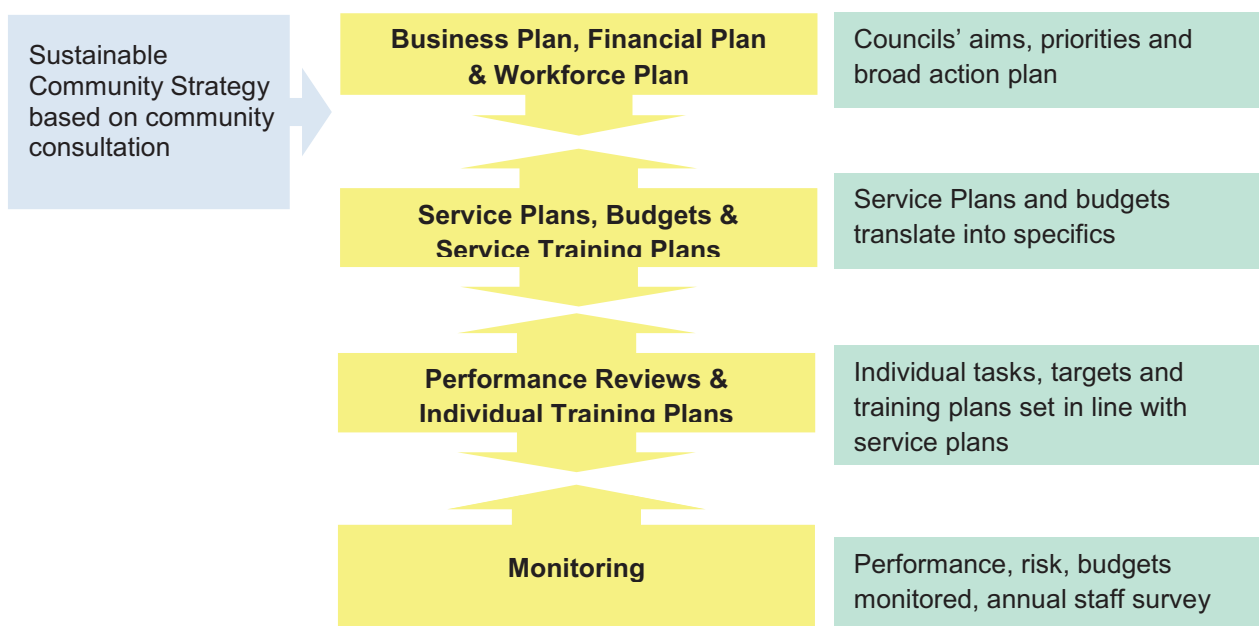
Members agree a clear vision of what each Council aims to achieve. This enables Members and managers to lead service improvements and allocate resources in line with each Council’s aims and priorities. The Joint Business Plan sets out what the Councils aim to achieve in the short to medium term, it contains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

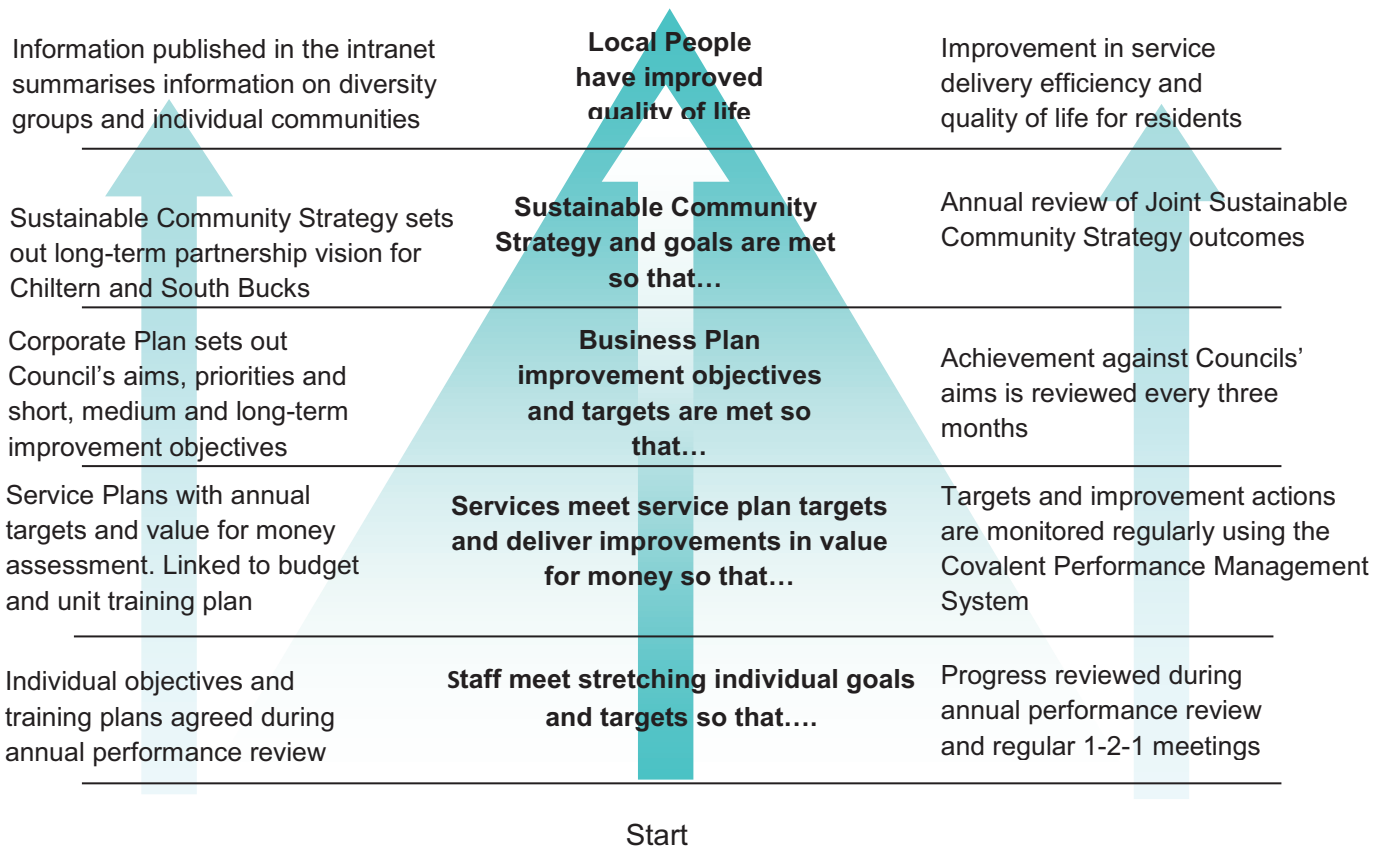
**Performance measurement** ensures goals and targets are met. Performance measures and indicators focus on the **outcomes** you are trying to achieve and describe how well a service is performing against these outcomes. They also help identify good practice, areas for improvement and opportunities to 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.

**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.

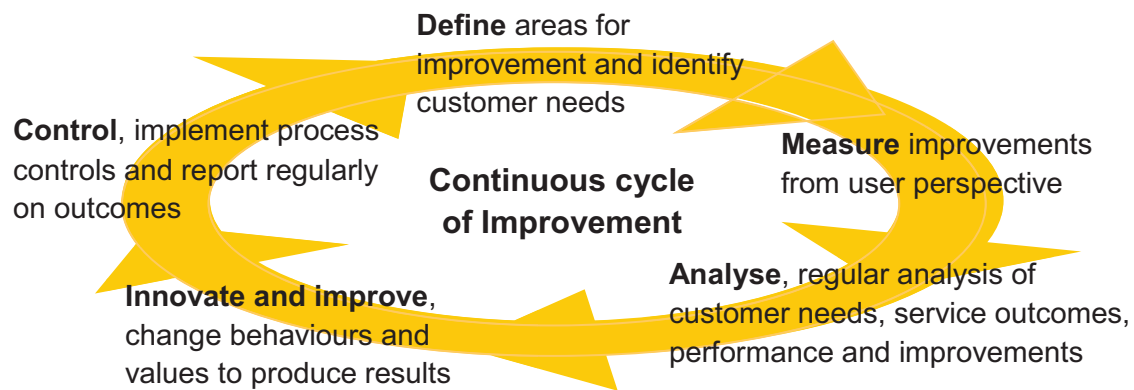
Much more **quantitative information** is available to officers at their desktops. This has enabled both Councils to establish corporate approaches in areas including equalities, sustainability, project management and risk and has helped services have a better understanding of the diverse needs of different 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 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
<b>Joint Sustainable Community Strategy</b>			Annual Report and review of LSP									
<b>Joint Business Plan</b>	Refreshed business plan approved and initial discussions of future direction	Members review priorities if required	Members review priorities if required	New priorities feed into service planning and business plan					Business plan updated with service plan actions			
<b>Medium-Term Financial Strategy (SBDC)</b>	Initial discussions of future direction linked to future Corporate priorities			Members agree draft MTFS					MTFS finalised			
<b>Joint Service Plans</b>				Service plan workbooks reviewed		Draft Service Plans produced			Service Plans finalised and PI targets set			
<b>Budget Setting</b>						Draft Budgets		PAGS discuss budgets	Budgets finalised			Council tax set
<b>Budget Monitoring</b>												
<b>Performance Review Process</b>												Annual Performance Review
<b>Performance and Risk Monitoring</b>	End of year review	High priority Review	High priority Review	High priority 3-month review	High priority Review	High priority Review	High priority 6-month review	High priority Review	High priority Review	High priority 9-month review	High priority Review PIs	High priority Review
<b>Annual Report</b>	Annual review of performance		Publish Annual Report									







For further information please contact

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Prepared by Communications, Performance and Policy  
August 2015

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



**South Bucks**  
District Council

## PEOPLE, PLACE AND PROSPERITY

### Details of Integrated Impact Assessment

#### 1: Proposal

**IIA on Chiltern and South Bucks District Councils' Joint Business Plan 2015-20**

#### 2: Lead organisation/partnership

South Bucks District Council

#### 3: IIA Lead Person

Rachel Prance

6 Apr 2011 for former SBDC Corporate Plan, reviewed/refreshed on 19<sup>th</sup> January 2012, reviewed May 2014 for replacement Joint Business Plan 2014-19. And further reviewed following the refresh of the Joint Business Plan in August 2015.

### People

Original: Rachael Winfield (Communications and Partnerships); Ian Motuel (Planning Policy); Laura Campbell (Policy); Alex Rowland (Policy, Performance & HR)  
Reviewed by Laura Campbell (Policy) 19<sup>th</sup> January 2011 & 23<sup>rd</sup> May 2014.  
Reviewed by Laura Campbell (Policy) 1<sup>st</sup> September 2015.

**Relations between local groups**

**5: What impact will the proposal have on relations between local groups?** (changes to demographics or profile of the population, neighbourliness, community participation, cultural participation, religious participation, inter-generational activities, social and community cohesion and fear of discrimination and level of discrimination)

Please tick one option only in each row

- Positive       No impact       Negative       Don't know

**6: How do you know?** (Evidence base)

Plan includes actions around accessibility, promoting good community relations, cohesion, supporting the community, voluntary sector, reducing crime and fear of crime, support to individual Councillor engagement with their communities to feedback needs, Cohesion and Inequalities forum encourages positive community relations, including monitoring the press, promoting equalities and meeting duties of Equalities Act 2010.

**7: Notes** (such as quantifying significance or extent of impact)

Performance data on crime provided by Thames Valley Police, Chiltern and South Bucks Strategic Partnership feedback, Cohesion and Inequalities feedback, Equality monitoring, Analysing IMD and other stats.

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Can Voluntary & Community sectors work across whole area?
- There needs to be realism around the level of community involvement
- Acknowledge the need to invest resources in local communities
- Community engagement can set unrealistic expectations
- Some groups do not take the wider view of community needs.

## Integrated Impact Assessment - Joint Business Plan.

**Equality of opportunity**

**8: What impact will the proposal have on equality of opportunity?** (people not being excluded from the activities of society on the basis of traits that cannot change)

Please tick one option only in each row

Positive
  No impact
  Negative
  Don't know

**9: How do you know?** (Evidence base)

Priorities for both Councils are based on extensive and varied engagement and consultation e.g. shared evidence base with LDF and SCS - detailed equality impact assessment and sustainability appraisal, workshops with hard to reach groups (SBDC), mind the gap workshop (SBDC), revitalisation groups (CDC), Supporting those with a vulnerability workshop (SBDC), Focus groups with key community groups verifying needs for particularly services. Service Plans are based on customer needs through a “know your customer” analysis based on KnowledgeSource data and consultation and engagement.

**10: Notes** (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Need to use better strategic intelligence from equalities mapping processes to plan youth activities
- Danger of focussing on just one part of the community
- Danger of those who shout loudest getting services
- Urban areas prone to heavy development to protect green belt
- Reducing health inequalities will lead to longer lives and the subsequent increase in pollution, use of services etc.

**Access to information**

**11: What impact will the proposal have on access to information?** (access to information about public services)

Please tick one option only in each row

Positive
  No impact
  Negative
  Don't know

**12: How do you know?** (Evidence base)

Key priority is to improve access to Council services including encouraging use of website whilst improving other means of access for those without computers. Both websites have been refreshed for ease of accessibility, with the new South Bucks website launched in April 2014.

13: **Notes** (such as quantifying significance or extent of impact)

District magazine stopped being delivered to each household during 2011/12. E-magazine being looked at as possible replacement. Self-help access to information is going to be more important in the future with reduction in funding across all public services. This is a high priority for both Councils, hence the use of leafleting important issues separately to with Council Tax leaflets, e.g. new waste services, aims & objectives leaflets.

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Impact of libraries facilities should they reduce access to the internet due to costs.

**Range of and access to facilities and services**

14: **How will the proposal impact on the range of, and access to, facilities and services?** (services such as health and wellbeing crime reduction, training, education, leisure)

Please tick one option only in each row

- |                                     |                          |                          |                          |
|-------------------------------------|--------------------------|--------------------------|--------------------------|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Positive                            | No impact                | Negative                 | Don't know               |

15: **How do you know?** (Evidence base)

Local Plan seeks to improve access to and protect existing infrastructure and services. Planning strategies encourage development in sustainable locations that are accessible. Community infrastructure levy will have a longer term positive impact. Aim to provide additional support for communities suffering from cuts to youth and library services.

16: **Notes** (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Issues with rural bus services being lightly used, yet a reduction in service can leave areas isolated
- More connections/better frequencies will increase our already high carbon footprint
- Bringing services to communities e.g. mobile libraries can increase cost and carbon footprint
- Changing demographics may increase demand
- Stronger economy may drive up house prices even further, making them less affordable for young people, families and key workers.

**Community engagement and inclusion****17: What impact will the proposal have on community engagement and inclusion?**

(e.g. social contact, networks and support; community severance (i.e. splitting communities / groups of people); community, cultural and spiritual participation; fear of discrimination and level of discrimination)

Please tick one option only in each row



Positive



No Impact



Negative



Don't know

**18: How do you know? (Evidence base)**

The Joint Business Plan has a strong commitment to engagement and user involvement in services, including regular focus groups and extensive consultation. Much of service delivery is focused on vulnerable and priority groups. Hard to reach consultation groups are in place. Smart survey system in place to improve survey accessibility.

**19: Notes (such as quantifying significance or extent of impact)**

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Community engagement can set unrealistic expectations
- Acknowledge the need to invest resources in local communities which may be less confident and vocal
- Risk of consultation fatigue
- Voting needs to be more accessible.

**Protection of children and vulnerable adults from harm****20: What impact will the proposal have on the protection of children and vulnerable adults from harm? E.g. identifying vulnerable people and threats to health and wellbeing)**

Please tick one option only in each row



Positive



No Impact



Negative



Don't know

**21: How do you know? (Evidence base)**

**Services take full consideration of safe-guarding. Home Safety checks performed by Bucks Fire and Rescue as our partner identify and signpost those who are in vulnerable circumstances. Families First project run by County targets those families most in need of intervention. Health and Wellbeing Board set up across Bucks to deliver health and wellbeing. E-learning and training courses provided for relevant staff to educate on safe-guarding matters.**

**22: Notes (such as quantifying significance or extent of impact)**

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Lack of numbers of volunteers with the right skill set in deprived areas means the needs of the most vulnerable aren't met (SCS SIA)
- Increases in the elderly population implies greater numbers of vulnerable residents – can needs be met? (SCS SIA)
- Need to understand and provide housing for those with alcohol and drug problems. (SCS IDEA)

**Mental health and well being**

23: **How might the proposal impact on mental health and well being?** (e.g. social inclusion, stigma, self-respect, self esteem)

Please tick one option only in each row

- Positive       No impact       Negative       Don't know

24: **How do you know?** (Evidence base)

Representatives from a wide range of groups were included in initial SCS consultation (2008/09), mind the gap and supporting those with a vulnerability workshops (2011) MEND programme, get inspired Olympic programme (2012), support for adults and young people sports groups. Access group ensuring they have a voice (2012-2014). Work with older people groups. Reducing fear of crime can improve mental health.

25: **Notes** (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:

- More home-working could impact on mental health
- Need to improve mental health of offenders to reduce crime

**Substance misuse**

26: **Will the proposal have an effect on substance misuse: tobacco, alcohol and drugs?** (access to tobacco, alcohol and drugs [legal and illegal])

Please tick one option only in each row

- Positive       No impact       Negative       Don't know

27: **How do you know?** (Evidence base)

Licensing work is very active in the community and links into Community Safety initiatives. Families First initiative (BCC).

28: **Notes** (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Danger of not meeting the needs of people who have fallen outside the system due to substance misuse.



**Lifestyle factors**

29: **What impact will the proposal have on lifestyle factors?** (Physical fitness, health, diet, access to contraception, sexually transmitted disease, sex workers, teen pregnancy)

Please tick one option only in each row

Positive
  No impact
  Negative
  Don't know

30: **How do you know?** (Evidence base)

Seek to increase physical fitness through leisure programme, MEND programme, simply walks, leisure activities for those with disabilities. Health and Wellbeing Board led work on sexual health, smoking cessation, teen pregnancy (2012).

31: **Notes** (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Poor and declining health may overload resources
- Lack of infrastructure e.g. safe cycle paths, has an adverse impact
- Increased development may have negative impact on wellbeing
- Impacts of an aging population.

**Crime and/or fear of crime**

32: **What impact will the proposal have on crime and/or fear of crime?** (Levels of crime, particularly domestic burglaries, violent offences and vehicle crime, fear of anti-social behaviour, levels of anti-social behaviour)

Please tick one option only in each row

- Positive       No impact       Negative       Don't know

33: **How do you know?** (Evidence base)

Key priority to reduce crime and fear of crime: over the last few years crime has significantly reduced in the area (TVP stats).  
Police resource has increased slightly.  
Integrated Offender Management Programme has been successful.  
Support for youth work and anti-social behaviour reduction.

34: **Notes** (such as quantifying significance or extent of impact)

**Community safety budget is at risk**  
Whilst impacts are positive overall, the following negative aspects were highlighted:

- Gated communities can segregate communities
- Building safety into new developments can drive crime to older areas and segregate into rich and poor areas
- Little local intelligence on how to minimise violent extremism.

**Accidents**

35: **What impact will the proposal have on accidents?** (road traffic accidents, accidents in the home, falls)

Please tick one option only in each row

- Positive       No impact       Negative       Don't know

36: **How do you know?** (Evidence base)

Home safety checks. Good neighbour schemes. Local Plan looks to tackle congestion and HGVs.

## Integrated Impact Assessment - Joint Business Plan.

37: **Notes** (such as quantifying significance or extent of impact)

Most work to calm traffic and reduce future accidents are via Bucks County Council transport and social services. As spending cuts continue, this could impact delivery of services in these areas.

### Eliminating discrimination

38: **What impact will the proposal have on eliminating discrimination?** (treatment taken toward or against a person of a certain group in consideration based solely on class or category)

Please tick one option only in each row

Positive     
  No impact     
  Negative     
  Don't know

39: **How do you know?** (Evidence base)

Service Planning incorporates considering inequalities with a view to highlighting and taking action against discrimination.  
 Many actions within the Joint Business work towards reducing inequalities.

40: **Notes** (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:  
 ➤ The health of some BME groups is worse than the general population, need to link opportunities to reduce these inequalities. (See Health Profiles)

## PLACE

### Transportation

41: **What impact will the proposal have on transportation?** (infrastructure such as safe cycle paths and safe walking routes, public transport, actions which reduce the emissions from fossil fuels by using alternatives to the car.)

Please tick one option only in each row

Positive     
  No impact     
  Negative     
  Don't know

42: **How do you know?** (Evidence base)

Planning strategies aim to encourage a re-balancing of the transport system towards more sustainable forms of transport such as cycling, walking.

43: **Notes** (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Lack of infrastructure e.g. safe cycle paths, has an adverse impact
- Issues with rural bus services being lightly used, yet a reduction in service can leave areas isolated
- Building more infrastructure in the form of roads to ease congestion may have a negative effect on the built & natural environments
- Need to ensure that managing congestion doesn't simply move traffic around to other roads.

**Natural environment**

44: **What impact will the proposal have on the natural environment?** (design of public realm such as green and open spaces, level of biodiversity, quality of landscape, habitat and species for biodiversity (where plants and wildlife live))

Please tick one option only in each row

- Positive       No impact       Negative       Don't know

45: **How do you know?** (Evidence base)

Planning policy seek to protect landscape areas such as local wildlife sites, such as Burnham Beeches, and the Chiltern Area of Outstanding Natural Beauty. Work continues with Groundforce Thames Valley to improve environmental improvement. Work in Colne Valley site, Littleworth Common- SSSI site, Burnham Beeches, SAC. Key policy is to protect the green belt, planning policies support the protection of open spaces.

46: **Notes** (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Development and housing growth is likely to impact on biodiversity and ecology of the area
- Development may impact on pollution.

**Natural resource use or natural service systems**

**47: What impact will the proposal have on natural resource use or natural services systems?** (natural resources that provide for human economic and social welfare e.g. raw materials, receptors for waste, carbon etc)

Please tick one option only in each row

Positive     
  No impact     
  Negative     
  Don't know

**48: How do you know?** (Evidence base)

Sustainability strategy. Promoting reduce, reuse, recycle policy. All new developments have to be energy and water efficient. New waste services rolled out to increase opportunity for recycling (2014/2016).

**49: Notes** (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:  
 ➤ Energy from waste plants and wind turbines could have negative impact.

**Built environment**

**50: What impact will the proposal have on the built environment?**(including design of public realm, land use, employment and community buildings, housing tenure, housing density, location of housing, condition e.g. damp, mould, cold, over crowding, personal hygiene facilities)

Please tick one option only in each row

Positive     
  No impact     
  Negative     
  Don't know

**51: How do you know?** (Evidence base)

The planning strategies are fundamental to promoting a positive built environment. It is policy to promote increasing affordable housing including through use of commuted sums. Supporting people to stay in their own homes through disability grants and home repair grant. Commuted payments are being used to encourage people to move out of large rented properties into more suitable smaller properties. Support is provided for those who wish to move out of larger homes.

52: **Notes** (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Danger of providing low cost social housing outside the area via commuted sums
- Green belt policy will restrict land available for development, which may increase costs making housing even more unaffordable.

**Waste minimisation and natural resource use**

53: **What impact will the proposal have on waste minimisation and natural resource use?** (sewerage infrastructure, drainage, waste management, air quality (indoor and outdoor) i.e. odour, smells, water quality, light pollution, noise pollution, land contamination i.e. soil quality sewage, reduction of waste going to landfill through re – use of, reduction in use of, and recycling of raw materials.)

Please tick one option only in each row

- Positive       No impact       Negative       Don't know

54: **How do you know?** (Evidence base)

Service plans feed into the corporate plan setting the priorities & strategic approach to permitting, enforcement and regulation as well as informing the approach to individual and community wide issues. Planning strategies seek to reduce land and air contamination and pollution. We promote the reduce, reuse, recycle policy.

55: **Notes** (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Initiatives to reduce waste may encourage fly tipping or people travelling to recycling centres
- Need to balance meeting aspirational targets with effective use of resources.

**Pollution**

56: **What impact will the proposal have on pollution?** (Contamination of the environment by toxic substances including solids, liquids and gases)

Please tick one option only in each row

## Integrated Impact Assessment - Joint Business Plan.

Positive
  No impact
  Negative
  Don't know

57: **How do you know?** (Evidence base)

Setting corporate objectives enables targeting of resources and outlines a corporate commitment to monitoring and reporting on the threats to land and air quality across the districts.

58: **Notes** (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Building more infrastructure is likely to increase pollution
- Green belt restrictions limit opportunities to build businesses to reduce the high level of commuting out of the area
- Maximising employment opportunities and supporting businesses is likely to increase pollution.

**Sustainable procurement**59: **What impact will the proposal have on sustainable procurement?** (regard for social, environmental and economic impacts now and in the future when making a purchase)

Typical sustainability objectives for procurement:

- Protecting human health
- Promoting fair working conditions
- Promoting social enterprise and improving local skills
- Reducing soil, water and air pollution
- Reducing energy consumption and climate change
- Reducing water consumption
- Reducing material, packaging and waste

Please tick one option only in each row

Positive
  No impact
  Negative
  Don't know

60: **How do you know?** (Evidence base)

We have, within our approach to procurement, elements that aim to try and make any sizeable procurement we undertake consistent with the aims of sustainability. For example our supplier qualification questionnaire covers issues such as employment policies, environmental policies, relationship with small businesses.

61: **Notes** (such as quantifying significance or extent of impact)

N/A

**Energy**

62: **What impact will the proposal have on energy?** (affordable warmth, water use, energy use i.e. consumption, conservation and efficiency, energy sources) increasing energy efficiency, reducing the use of energy from fossil fuels and increasing use of energy from a renewable source)

Please tick one option only in each row

- Positive       No impact       Negative       Don't know

63: **How do you know?** (Evidence base)

Joint work with United Sustainable Energy and Home Safety Checks Work with Energy Savings Trust to reduce energy (2009-2012). Planning strategies seek that all new development is energy efficient and uses renewable energy where applicable.

64: **Notes** (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:  
➤ An aging population may mean that fuel poverty becomes more prevalent.

**Climate change mitigation**

65: **What impact will the proposal have on climate change mitigation?** (Stopping the activity or reducing the use of energy, or seeking alternatives such as the installation of renewable energies, solar panels)

Please tick one option only in each row

- Positive       No impact       Negative       Don't know

66: **How do you know?** (Evidence base)

Planning strategies seek that all new development is either adapted to, or helps to mitigate climate change.



67: **Notes** (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Economic development could take over from the focus on climate change
- There are some negative impacts from renewables such as on biodiversity.

### Climate adaptation

68: **What impact will the proposal have on climate adaptation ?** (Changes in weather patterns over a prolonged period of time caused by global warming).

Please tick one option only in each row

Positive     
  No impact     
  Negative     
  Don't know

69: **How do you know?** (Evidence base)

Individual impacts were previously identified in service plans and are now covered by emergency operations and guidance and business continuity plans.

70: **Notes** (such as quantifying significance or extent of impact)

N/A

### Prosperity

The Business plan seeks to maintain and enhance the districts' assets critical to attracting inward investment such as attractive small settlements set within a high quality landscape and high educational achievement, improve vitality and viability of town and village centres and support local economies.

**Education, skills and lifelong learning**

**71: What impact will the proposal have on education, skills and lifelong learning**  
(availability of education opportunities)

Please tick one option only in each row

- Positive       No impact       Negative       Don't know

**72: How do you know?** (Evidence base)

Planning strategies seek that new development contributes towards educational facilities via S106 agreements. Secure a balanced local economy which can continue to thrive in terms of jobs, skills and local labour supply.

**73: Notes** (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:

- There is a need to focus on improving educational and vocational training for non-academic children and adults with no qualifications
- Post-recession 2009, there is a national issue around young people not in employment, education or training which needs to be addressed.

**Employment**

**74: What impact will the proposal have on employment?** (Availability of employment opportunities in different sectors, Working conditions and health and safety)

Please tick one option only in each row

- Positive       No impact       Negative       Don't know

**75: How do you know?** (Evidence base)

Planning strategies seek to protect important employment sites and encourage the better use of existing employment sites.

**76: Notes** (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Green belt restricts land available for employment use
- Need better information on skills gaps
- Lack of links with schools to build skills for the future.

**Business development**

**77: What impact will the proposal have on business development** (Number of business start-ups, creation of employment opportunities)

Please tick one option only in each row

Positive
  No impact
  Negative
  Don't know

**78: How do you know?** (Evidence base)

Joint Business Plan includes the aim to maintain and enhance the districts' assets critical to attracting inward investment such as attractive small settlements set within a high quality landscape and high educational achievement. The main vehicle for this is the Bucks Thames Valley Local Enterprise Partnership.

**79: Notes** (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Green belt restricts land available for business use
- The Council can only have a limited influence on local businesses
- Developing businesses may increase travel emissions
- Need to balance the need for homes with land for business use.

**Economic investment**

**80: What impact will the proposal have on economic investment?**

Please tick one option only in each row

Positive
  No impact
  Negative
  Don't know

**81: How do you know?** (Evidence base)

Protect current employment and encourage small businesses start-ups and home working. Supporting broadband roll out across the districts to more rural areas.

82: **Notes** (such as quantifying significance or extent of impact)

Whilst overall there is no impact, the following negative aspects were highlighted:

- Need to focus on the legacy of 2012
- More investment could mean more inward travel.

**Financial inclusion**

83: **What impact will the proposal have on financial inclusion** (Household income and disposable income levels, benefit levels and entitlement.)

Please tick one option only in each row

- |                                     |                          |                          |                          |
|-------------------------------------|--------------------------|--------------------------|--------------------------|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Positive                            | No impact                | Negative                 | Don't know               |

84: **How do you know?** (Evidence base)

Extending support for CAB (SBDC). Supporting those affected by Welfare Reform.

85: **Notes** (such as quantifying significance or extent of impact)

Whilst impacts are positive overall, the following negative aspects were highlighted:

- Stronger economy may drive up house prices even further, making them less affordable for young people, families and key workers
- If not managed properly, there could be a danger of increasing the gaps between communities.

# 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

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<b>SUBJECT:</b>	<i>South Bucks District Council Performance Report – Q1 2015-16</i>
<b>REPORT OF:</b>	<i>Leader of the Council – Councillor Ralph Bagge</i>
<b>RESPONSIBLE OFFICER</b>	<i>Acting Chief Executive – Bob Smith</i>
<b>REPORT AUTHOR</b>	<i>Rachel Prance (01494 732903) Laura Campbell (01895 87236).</i>
<b>WARD/S AFFECTED</b>	<i>Report applies to whole district</i>

### 1. Purpose of Report

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

### RECOMMENDATION

Cabinet is asked to note this report.

### 2. Executive Summary

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

Portfolio	No of PIs	PI on target ✓	PI slightly below target ◻	PI off target ✗	Unkn own/ Data only
Leader's	3	0	0	2	1
Resources	11	9	0	0	2
Healthy communities	16	2	0	5	9
Deputy Leader/ Sustainable development	10	7	2	0	1
Environment	5	2	0	0	3
<b>Total PIs</b>	<b>45</b>	<b>20</b>	<b>2</b>	<b>7</b>	<b>16</b>

### 3. Reasons for Recommendations

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

3.2 Two detailed performance tables accompany this report:

- **Appendix A – Priority indicators 2014-15**
- **Appendix B – Quarterly corporate performance indicators 2014-15.**

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

- 4.1 Of the seven PIs which were off target, three are priority PIs. Please refer to the appendices for full details.
- 4.2 Of the 16 unknown PIs, four are provided for information only, eight are not reported for quarter one and four relate to new PIs for this year which are awaiting targets to be set, or the method of calculation has not yet been finalised.
- 4.3 **Leader's**: in addition to the voluntary leavers as a percentage of the workforce being well above target, working days lost due to sickness remains above target, mainly due to long-term sick absence. Personnel Committee are kept fully informed.
- 4.4 **Healthy communities**: of the five PIs which failed to meet targets, four relate to housing, please refer to the appendices to view the reasons for this. The final off target PI related to the percentage of licenses received/issued within the deadline. This was due to temporary staffing issues and is expected to improve over the next quarter.

**5. Consultation**  
Not applicable.

**6. Options**  
Not applicable.

**7. Corporate Implications**

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

**8. Links to Council Policy Objectives**

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

- Objective 1 - Efficient and effective customer focused services
- Objective 2 - Safe, healthy and cohesive communities
- Objective 3 - Conserve the environment and promote sustainability

**9. Next Step**

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

<b>Background Papers:</b>	N/A
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Appendix A - SBDC Quarterly Corporate Performance Indicator Report - (Quarter 1 - 2015-16)

Code	Description	Actual 2014/15	Target 2014/15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Target 2015/16 (YTD)	Traffic Light	Latest Note
<b>Leader's portfolio</b>																		
SbHR1	Working days lost due to sickness absence	14.49	12	16.44	14.34	14.28										11	<span style="color: red;">✘</span>	Sickness figures have increased due to some officers being on long term sick due to surgery or acute illnesses. Management Team are aware of the situation, active attendance management in place. 139.41 for June + 286.90 = 426.31 (info taken from Tensor)/119.52 (average FTE figure) = 3.57/3*12= 14.28
<b>Resources</b>																		
SbRB1	Speed of processing - new HB/CTB claims	20.3	19	15.9	17.7	17.2										19	<span style="color: green;">✔</span>	
SbRB2	Speed of processing - changes of circumstances for HB/CTB claims	8.3	8	7	7.9	7.9										8	<span style="color: green;">✔</span>	
SbRB3	Percentage of Council Tax collected	97.90%	98.00%	11.70%	21.10%	30.50%										98% (24.50%)	<span style="color: green;">✔</span>	
SbRB4	Percentage of non-domestic rates collected	98.80%	98.80%	14.10%	20.70%	30.30%										98.8% (24.70%)	<span style="color: green;">✔</span>	
<b>Health Communities</b>																		
SbCmSf	Percentage reduction in violent offences against a person, year on year (quarterly)	-7.53%	Data Only			-7%										Data Only	n/a	Thames Valley Police updated their recording system this year, this is now reported on a rolling annual basis. South Bucks is continuing to see a small rise in violence against a person offences. There has been an increase by 34 offences compared to the previous year.
SbHS1	Number of applicants with/expecting children who have been in B & B accommodation for longer than 6 weeks (snapshot figure at end of month)	9	0	8	4	5										0	<span style="color: red;">✘</span>	This total of 5 includes (i) 1 household that is deemed to be intentionally homeless and is being accommodated for a reasonable period in accordance with SBDC's statutory duty, (ii) 1 household that is moving on to alternative temporary accommodation, (iii) 1 household that is moving on to a tenancy via the Bucks Home Choice scheme (direct let) and (iv) 2 households where enquiries are continuing.

Code	Description	Actual 2014/15	Target 2014/15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Target 2015/16 (YTD)	Traffic Light	Latest Note
SbHS8	Number of households living in temporary accommodation (snapshot at the end of the month)	39	30	44	43	51										15	<input checked="" type="checkbox"/>	SBDC is currently facing a significant demand for temporary accommodation arising from an upturn in applications and limited opportunities to move on existing TA occupiers (e.g. due to a low number of vacancies arising in social housing stock). Officers are continuing to work to reduce numbers in TA through use of direct lettings and focus on prevention measures where possible.
<b>Sustainable Development</b>																		
SbSD2	Special measures: speed of processing major applications, for assessment in Oct/Nov 2015 (cumulative)	87.20%	41.00%	88.00%	88.24%	88.46%										41.00%	<input checked="" type="checkbox"/>	Review period is 1st July 2013 - 30th June 2015. 46 out of 52 major applications during this period processed within time.
SbSD5	Special measures: quality of major applications, for assessment in Oct/Nov 2015 (cumulative)	10%	19.00%	10.00%	10.00%	10.00%										19.00%	<input checked="" type="checkbox"/>	Period for major applications determined is: 1st January 2013 - 31st December 2014. Period for appeals overturned against the applications determined in this period is to 30th September 2015. 5 overturned on appeal out of 50 appeals, with the results of a further case pending. Of the 5 major appeals allowed, 2 were delegated decisions and 3 were Committee decisions, 1 being Pinewood. The remaining 2 Committee refusals were made contrary to the officer's recommendation.
<b>Environment</b>																		
SbWR4	Replacement street cleanliness PI	New PI	New PI			t.b.a.										t.b.a.	n/a	Reported quarterly. Basis of calculation is under discussion, will be updated when finalised.



Appendix

KEY	A This PI is slightly below target												G This PI is on target												Traffic light (latest actual)	Responsible officer	Latest notes
	PI code	Name	2014/15 Value	Annual target 2014/15	Apr-15 value	May-15 value	Jun-15 value	Jul-15 value	Aug-15 value	Sep-15 value	Oct-15 value	Nov-15 value	Dec-15 value	Jan-16 value	Feb-16 value	Mar-16 value	Annual target 2015/16										
SbCL1c (C)	Satisfaction rating at the Farnham Park Golf Trust	N/A	77%						annual PI								77%	?	Martin Holt	Reported annually.							
JL13 (C)	Percentage of customers satisfied with the service received (Licensing) - (annual)	67%	89%						annual PI								89%	?	Martin Holt	Reported annually.							
JL15 (C)	Percentages of licences received and issued/renewed within statutory or policy deadlines (cumulative quarterly)	98.10%	95%			83.20%											97%	R	Martin Holt	95 out of 565 not dealt with within timescales, due to staff shortages.							
SbCmSf 1 (C)	Percentage reduction in burglaries from dwelling, rolling year on year (quarterly)	36.00%	data only			35.10%											data only	n/a	Martin Holt								
SbCmSf 3 (C)	Percentage reduction in theft from vehicle, rolling year on year (quarterly)	36.00%	data only			27.70%											data only	n/a	Martin Holt								
SbEHZ (C)	Percentage of food premises (risk rating A to C) that are broadly compliant (snapshot quarterly)	90%	89%			91%											88%	G	Martin Holt	Total food premises 551, broadly compliant is 501. Source: local EH database.							
SbEH3 (C)	Percentage customer satisfaction responses rating the service as satisfied or very satisfied (environmental health)	75%	75%			75%											75%	G	Martin Holt	Estimated based on previously collected data, data for period still to be collected.							
SbH52 (C)	Number of affordable homes delivered by (i) new build (ii) vacancies generated by local authority scheme (iii) acquisition of existing properties for social housing (cumulative)	23	22			0											22 (5.5)	R	Martin Holt	No additional affordable homes/ vacancies delivered in Quarter 1 but L & Q Acquisition programme is continuing and will further purchases in South Bucks.							
SbH531 (C)	Average Length of stay in B & B temporary accommodation for all households (snapshot at end of period)	9.90	4			10.80											4	R	Martin Holt	A total of 14 B&B placements came to an end during the quarter and their combined total stay was 1063 nights. All of the placements were households with/expecting children.							

KEY	R This PI is below target												A This PI is slightly below target												G This PI is on target											
	PI code	Name	2014/15 Value	Annual target 2014/15	Apr-15 value	May-15 value	Jun-15 value	Jul-15 value	Aug-15 value	Sep-15 value	Oct-15 value	Nov-15 value	Dec-15 value	Jan-16 value	Feb-16 value	Mar-16 value	Annual target 2015/16	Traffic light (latest actual)	Responsible officer	Latest notes																
SbH54 (C)	Number of private sector dwellings vacant for more than 6 months and returned to occupation following local authority intervention	0.00	15														15	?	Martin Holt	Reported annually.																
SbH59 (C)	Bucks Home Choice - rolling year on year percentage change in number of applicants (quarterly)	new PI	new PI			20.00%											t. b. a.	n/a	Martin Holt	The number registered at 30/6/15 was 368 compared to 306 the previous year.																
<b>Sustainable development</b>																																				
JbBC1 (C)	Applications checked within 10 working days	83.64%	82%	79.00%	86.30%	83.05%											85%	A	Peter Beckford																	
JbBC4 (C)	Customer satisfaction with the building control service. (cumulative)	95.16%	93%	94.00%	94.44%	91.23%											94%	A	Peter Beckford																	
SbPP1 (C)	Net additional homes provided	139	63														199	?	Peter Beckford	Reported annually.																
SbSD7 (C)	Percentage of planning applicants who are satisfied or very satisfied with the planning service	91%	80%	95.60%	92.30%	91.30%											80%	G	Peter Beckford	63 satisfied or very satisfied out of 69 responses.																
SbSD8 (C)	Planning appeals allowed.	40.30%	30%	25.00%	14.30%	23.10%											30%	G	Peter Beckford	3 appeals allowed out of 13.																
SbSD10 (C)	Processing of planning applications: minor applications (cumulative)	94.75%	92%	100%	100%	100%											92%	G	Peter Beckford	All 76 applications received were processed on time.																
SbSD11 (C)	Processing of planning applications: other applications (cumulative)	98.72%	95%	97.80%	98.82%	98.88%											95%	G	Peter Beckford	264 out of 267 were processed on time.																
SbSD12 (C)	Percentage of new enforcement allegations where an initial site visit is undertaken within 20 days (the timescales set out in the Enforcement Policy and Procedure) (snapshot)	92.17%	50%			84.31%											50%	G	Peter Beckford																	
<b>Environment</b>																																				
JbPF1 (C)	Percentage of faults fixed within SLA period (for implementation when new joint contract starts towards end of 2015)	new PI	new PI			n/a											t. b. a.	n/a	Chris Marchant	New PI for when the joint facilities management service is implemented.																

Appendix

KEY	A This PI is slightly below target												G This PI is on target			Latest notes				
	PI code	Name	2014/15 Value	Annual target 2014/15	Apr-15 value	May-15 value	Jun-15 value	Jul-15 value	Aug-15 value	Sep-15 value	Oct-15 value	Nov-15 value	Dec-15 value	Jan-16 value	Feb-16 value		Mar-16 value	Annual target 2015/16	Traffic light (latest actual)	Responsible officer
JtPF2 (C)	Percentage occupancy rate for car parks (for implementation during 2015/16 following implementation of shared service)	new PI	new PI	new PI			n/a		n/a								t. b. a.	n/a	Chris Marchant	New PI for when the joint facilities management service is implemented.
SbWR1 (C)	Household refuse collections, number of containers missed per month (calculated by P&C team on weekly basis)	155	75	72	69	118											125	G	Chris Marchant	
SbWR3 (C)	Percentage of household waste sent for reuse, recycling and composting (cumulative)	51.91%	40%	51.58%	54.87%	55.54%											50%	G	Chris Marchant	



**Buckinghamshire County Council**  
**Select Committee**  
 Health and Adult Social Care

# Minutes

## HEALTH AND ADULT SOCIAL CARE SELECT COMMITTEE

Minutes from the meeting held on Tuesday 26 May 2015, in Mezzanine Room 2, County Hall, Aylesbury, commencing at Time Not Specified and concluding at Time Not Specified.

This meeting was webcast. To review the detailed discussions that took place, please see the webcast which can be found at <http://www.buckscc.public-i.tv/>  
 The webcasts are retained on this website for 6 months. Recordings of any previous meetings beyond this can be requested (contact: [democracy@buckscc.gov.uk](mailto:democracy@buckscc.gov.uk))

### MEMBERS PRESENT

#### Buckinghamshire County Council

Ms A Macpherson (In the Chair)

Mr R Reed, Mr B Adams, Mrs M Aston, Mr B Roberts, Mrs J Teesdale, Mr N Brown and Julia Wassell

#### District Councils

Mr N Shepherd  
 Mr A Green  
 Ms S Adoh

Chiltern District Council  
 Wycombe District Council  
 Local HealthWatch

#### Others in Attendance

Ms K Wager, Committee Adviser  
 Ms J Breen, Head of Older Adult Mental Health Services, Oxford Health NHS Foundation Trust  
 Mr R Bale, Clinical Director, Oxford Healthcare Trust  
 Ms M Kuelka, R-U-Safe Children's Services Manager, R-U-Safe Barnardo's Project  
 Ms P Scully, Oxford Health NHS Foundation Trust  
 Mr T Boyd, Strategic Director (Communities, Health and Adult Social Care)  
 Ms C Hart, Commissioner (Pooled Budget Manager), Bucks County Council  
 Ms Y Taylor, Service Director of Child and Adolescent Mental Health Services, Oxfordshire and Buckinghamshire Mental Health NHS Foundation Trust

### 1 ELECTION OF CHAIRMAN

Mr Reed took nominations for Chairman. Mrs Aston nominated Mrs Macpherson as Chairman and Mr Roberts seconded the nomination. Mrs Macpherson was duly elected as Chairman. No other nominations were made.



**South Bucks**  
 District Council



## Agenda Item 8

### **2 APPOINTMENT OF VICE CHAIRMAN**

The Chairman appointed Mr Reed as Vice Chairman; no other nominations were made by the committee.

### **3 ANNUAL COMMITTEE APPROVAL OF VOTING RIGHTS**

In line with the Council's constitution (page 58), the committee formally agreed the annual voting rights of district co-optees.

### **4 APOLOGIES FOR ABSENCE / CHANGES IN MEMBERSHIP**

Apologies were received from Mr Hayday, Mrs Blake, Mrs Matthews.

Changes to membership: Mrs Davies has come off the committee and Julia Wassell has joined the committee.

### **5 DECLARATIONS OF INTEREST**

Mrs Aston declared her interest in future topics as a trustee of Carers Bucks and for Public Health related topics as Deputy Cabinet Member for Communities and Public Health.

Julia Wassell highlighted that her interests are registered.

### **6 MINUTES**

Minutes of the meeting held on 28<sup>th</sup> April 2015 were agreed as a correct record subject to minor amendments:

1. Mrs not Ms Jean Teesdale
2. Item 6. To add B Adams as a member of his PPG.
3. Item 9. First action – typo circulate, not circulates.

### **7 PUBLIC QUESTIONS**

The Chairman reminded the committee of the public question guidance. The guidance has recently been updated and can be found at on the website in the agenda pack. Committee members and the public were reminded that public questions should relate to a specific issue of public interest and ideally to a topic being covered on the committee work programme (although not exclusively), they should not be used for general information gathering.

Where information specific to external bodies is required, members of the public should where appropriate, go directly to the external body in the first instance for general information requests.

The Chairman does not want to discourage public questions, but wants to make sure that information requests are dealt with in the most appropriate way.

The Chairman received one public question and requested a written response from the Clinical Commissioning Group and Buckinghamshire Healthcare Trust.

This question however, is an example of further information being gathered that should have been directed to the external bodies concerned and not through the committee in the first instance.

The question received by a member of public was:



“What plans does Bucks NHS have for the Marlow Cottage Hospital, in reports that management are looking to either close down the hospital or scale down the facilities”?

The written response received from Buckinghamshire Healthcare Trust and the Clinical Commissioning Group was as follows:

“We are very proud of the service offered by Marlow Community Hospital and we know that it is an important facility for local people. A range of services are provided from the site including x-ray, a number of clinics, an inpatient ward and it is the base for one of the adult community healthcare teams (providing nursing and therapy care to patients across the community and in patients’ own homes).

We have not made, or announced, any changes to the services provided at Marlow Hospital. Our strategy for the next five years is to support even more patients in a community setting and this is a real priority for us going forward to ensure patients are seen in a place most appropriate for the care or treatment they require. This approach is consistent with NHS England’s own five year forward view. We continue to work across primary, secondary, community, mental health and social care to transform the way we work and to make this a reality. We will continue to work with staff, patients and local communities to discuss and involve them in these developments”.

Action: For Committee Advisor to arrange for publicity of the public question guidance to raise awareness about the process and promote the guidance document.

## **8 CHAIRMAN'S UPDATE**

The Chairman updated the committee on:

- The meeting she and Mr Reed had with the CQC.
- The Regional Health Scrutiny Chairman’s network event Bucks are hosting on 7<sup>th</sup> July.
- The evidence gathering schedule for the 15 min visits Inquiry. The dates set are the 4<sup>th</sup> June (audit of care plans), throughout June for visits, 2<sup>nd</sup> July (for the final evidence session) and 4<sup>th</sup> August (for a special committee meeting to agree the draft report before going to Cabinet in September).

## **9 COMMITTEE UPDATE**

There were no committee updates.

## **10 ADULT MENTAL HEALTH SERVICES**

Mr Rob Bale gave a presentation to the committee on Adult Mental Health conditions and services delivered in Buckinghamshire by Oxfordshire Health Trust. Mrs Jo Breen gave a presentation on the conditions and services for Older Adults.

For full details see committee papers and the webcast.

Following the presentations Members asked questions on the following points:

- The success and impact of mental health awareness week in raising awareness and removing the stigma attached to mental health conditions.
- The prevalence of mental health conditions locally, and the services available for treating these.
- How mental health services are working with major employers to address mental health conditions such as stress, depression and anxiety. The extent to which there are services to help people remain in work/support people back to work such as Increasing Access to Psychological Therapy Services, Connexions services etc. but

## Agenda Item 8

there is still a lot more proactive preventative work that could be done, there are no specific programmes for interventions.

- Outcomes based commissioning approach and how success against outcomes is measured. Data collection to measure success of services.
- Integrated working with public health, and other partners.
- The improved access to mental health services through 7 day service delivery. Move towards large locality teams to cover the hours, and more effective use of electronic communication and health records to ensure a seamless pathway for service users.
- Staffing, staff morale and the integrations agenda. Members were reassured that staff morale has improved greatly following a low turn after the integrated approach came in and staff now feel that the move to more integrated cluster care packages was the right thing to do moving away from assertive outreach teams.
- Access to services, the numbers of people who are treated out of area.
- Waiting times for appointments and benchmarking against national waiting times.
- Service provision for older adults mental health conditions was also covered, considering the specific needs of older people ( over 65), and the prevalence of dementia and complexity of other factors such as frailty, physical health conditions etc.

### **Actions arising:**

1. **Oxford Health to provide data on the number of community treatment orders in Bucks.**
2. **Oxford Health agreed to provide details on the number of people who had been sent out of county for acute mental healthcare.**

**For full details of the discussions please see the webcast.**

## **11 CHILDREN AND ADOLESCENT MENTAL SERVICES (CAMHS) RE- TENDER**

The committee received an overview presentation from Pauline Skully and Michelle Kukielka on the key service priorities and key changes to the service having successfully been retendered the contract for children's mental health services.

For full details see the webcast and committee papers.

The following areas were covered through the questions and discussion:

- Key aspects of the Oxford Health approach to Children's Mental Health Services.
- The shape of the new service and how it is distinct from the current one (service improvements). The move towards a partnership model with Barnados, bringing a combination of Barnardos expertise in engagement with young people and the clinical expertise of Oxford Health.
- Access to services and engagement with young people - Barnados Buddy programme and the improvements this offers to engage young people in intervention programmes and continue accessing services longer term where needed.
- Improvements to looked after children services and referral process.

Members were informed of the timescales of the new service. The provider is currently in a 6 month implementation phase having recently won the contract. Oxford Health has offered to come back to the committee in 6 -12 months' time to provide a more detailed update on how the new service is performing and the improvements seen.

**Action: Kama Wager to add update to the committee work programme.**

**\*\*\*NOTE: At this point a fire alarm went off and the meeting was closed due to the time and the time the building will be vacated\*\*\*.**

**ACTION: All Committee Members:** Members are asked to send any questions they would like to ask of CAMHs at this stage to Kama Wager who will forward them to Oxford Health who will provide written responses. Any questions and their response will be published in the final minutes of the meeting.

**12 COMMUNITIES, HEALTH AND ADULT SOCIAL CARE BUSINESS UNIT PLAN**

This item was deferred due to the meeting being closed early as there was a fire alarm.

The item will be scheduled for a future committee meeting.

**13 COMMITTEE WORK PROGRAMME**

This item was deferred due to the fire alarm causing the meeting to close early.

**ACTION: ALL Committee Members** – To send any comments on the work programme to Kama Wager.

**14 DATE AND TIME OF NEXT MEETING**

The next meeting will be held on the 30<sup>th</sup> June at 10:00 in the Mezzanine Room 2.

**CHAIRMAN**

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**Buckinghamshire County Council**  
**Select Committee**  
Health and Adult Social Care

# Minutes

## HEALTH AND ADULT SOCIAL CARE SELECT COMMITTEE

Minutes from the meeting held on Tuesday 30 June 2015, in Mezzanine Room 2, County Hall, Aylesbury, commencing at Time Not Specified and concluding at Time Not Specified.

This meeting was webcast. To review the detailed discussions that took place, please see the webcast which can be found at <http://www.buckscc.public-i.tv/>  
The webcasts are retained on this website for 6 months. Recordings of any previous meetings beyond this can be requested (contact: [democracy@buckscc.gov.uk](mailto:democracy@buckscc.gov.uk))

### MEMBERS PRESENT

#### Buckinghamshire County Council

Ms A Macpherson (In the Chair)

Mr R Reed, Mr B Adams, Mr N Brown, Mr D Hayday, Mrs J Teesdale, Julia Wassell, Mr B Roberts, Mrs P Birchley and Mrs M Aston

#### District Councils

#### Others in Attendance

Ms K Wager, Committee Adviser

Mr M Phillips, Cabinet Member for Community Engagement and Public Health

Mr T Boyd, Strategic Director (Communities, Health and Adult Social Care)

Ms J Campbell, Healthwatch

Dr J O'Grady, Director of Public Health

### 1 APOLOGIES FOR ABSENCE / CHANGES IN MEMBERSHIP

Apologies were received from Janet Blake, Nigel Shepherd, Tony Green, Wendy Matthews and Tom Hunter-Watts.

The following changes in membership were confirmed:

- David Carroll has been removed from the committee.
- David Martin has been removed.
- Patricia Birchley joined as a committee member.
- Tom Hunter-Watts has been joined the committee as a co-opted member for AVDC.

### 2 DECLARATIONS OF INTEREST



**South Bucks**  
District Council



There were no interests declared.

### **3 MINUTES**

The minutes of the meeting on the 26<sup>th</sup> May 2015 were confirmed as a correct and accurate record subject to Julia Wassell being added as present at last meeting.

### **4 PUBLIC QUESTIONS**

There were no public questions.

### **5 CHAIRMAN UPDATE**

The Chairman updated the committee on:

- A recent site visit of the Chairman and Vice Chairman to the Whiteleaf Centre in Aylesbury, which was felt to be a very useful and informative visit to get a better understanding of the adult mental health services and facilities available in the area. The Chairman thanked Yvonne Taylor from Oxfordshire Health Trust and all the staff for facilitating such an excellent visit.
- The Thames Valley Regional Scrutiny Chairman's network meeting taking place on 7<sup>th</sup> July which Buckinghamshire County Council are hosting.
- A recent meeting with Healthwatch to discuss work programmes and current reviews and projects and identify ways of working together effectively. A workshop will be set up for Healthwatch and HASC members to consider approaches to sharing of information and setting some clear criteria for regular sharing of information between the two parties.

### **6 COMMITTEE UPDATE**

Julia Wassell updated the committee on support she has been offering stroke victims from Amersham and the issues they are facing regarding accommodation and timely access to occupational Health Assessments in their homes once they are housed.

Julia raised a question that has arisen from this work she has carried out which is:

"Why is there such a long delay (in some recent cases, up to 7 months) for occupational therapist assessments of disability facilities?" Julia raised that at present survivors of strokes and other disabled people are unable to get the facilities they require in a timely fashion manner for a number of reasons:

- Social housing may not be available
- The occupational therapist service is not available promptly
- Housing providers may not agree to fund or permit the adaptations required."

### **7 PUBLIC HEALTH OVERVIEW**

Jane O'Grady gave an overview presentation to the committee; SEE WEBCAST AND PAPERS FOR MORE DETAIL.

The following areas were discussed:

- The public health priorities and how they are determined with a focus on those areas where the greatest return on investment can be achieved and the evidence base behind them.
- The budget allocation, pressures and challenges, including the reasons behind Buckinghamshire being underfunded and the impact of this.
- The importance of early year's preventative health programmes (from before birth to 3-5 years).

- Impact of public health activity on other council services – integration.
- Extra budgetary pressures as a result of mandatory commitments.
- Preventative programmes to encourage people live healthy and happy lives, a side effect will be less demand on social care and need for care homes and other programmes.
- The importance and need for national support and leadership for preventative measures in order to deal with increasing demands and pressures and to encourage behavioural change.
- Importance of sports and physical activities in early years and via schools.
- School nursing services.
- Tangible benefits of public health investment and return on investment in public health projects and programmes.

## **8 COMMUNITIES, HEALTH AND ADULT SOCIAL CARE BUSINESS UNIT PLAN**

Trevor Boyd provided members with a verbal overview of the key challenges and priorities for the Business Unit. SEE PAPERS AND WEBCAST FOR FULL DETAIL.

During the discussion the following areas were covered:

- Integration of the previous three service areas under one business unit.
- Financial challenges and pressures and implication of the growth in demand of the demographic.
- Predicted budget gaps.
- The opportunities for the business unit to operate and deliver services differently through exploring different delivery vehicles.
- Impact of Care Act and increased responsibilities.
- Work being carried out by a task and finish group to look at the base budget and budget gap. This work is nearly complete:

**ACTION: Trevor Boyd to provide committee with update on the outcome of this work once it has been completed.**

### **Coombe Lodge CQC inadequate rating Update**

Trevor also provided the committee with an update on the Coombe Lodge Nursing home and recent CQC inspection rating of inadequate. He updated the committee on the inspection and improvement regime that had preceded this most recent CQC rating following ; the inspection activity carried out by the Council and the Clinical Commissioning Group and improvement plan that had taken place over the previous 18 months.

Questions raised by members concerned:

- The reasons behind the time delay from safety concerns first being raised to action of removing residents took place very recently and whether or not the Council should have acted sooner.
- The involvement of the Council, CCGs and CQC prior to the most recent CQC inspection.

See Webcast for full discussion.

**Action: Trevor Boyd to provide the committee with an update by the end of July on the final outcome of the transfer of residents from Coombe Lodge. A written update should be sent to the Committee Chairman who will share with committee members.**

**The committee highlighted the topic of care homes. Members agreed they would like to look at care homes as part of their future work programme.**

## **9 HEALTH WATCH UPDATE ON TRANSPORT REPORT**

Janice Campbell from HealthWatch provided members with a verbal update on their recent review and report into transport to healthcare services.

SEE WEBCAST AND PAPERS FOR FULL DETAILS.

Members welcomed the report and the independence of the review in bringing together a number of key issues that have been raised previously and offered to help drive some of the key findings and recommendations highlighted within the report.

## **10 COMMITTEE WORK PROGRAMME**

The Committee noted the work programme.

## **11 DATE AND TIME OF NEXT MEETING**

The next full webcast committee meeting will be on 24<sup>th</sup> September at 13:00. This meeting replaces the one previously scheduled for the 15<sup>th</sup> September.

There is also a special committee meeting being held on the 4<sup>th</sup> August at 10:00 to agree the final Inquiry report for the 15 min visit inquiry.

**CHAIRMAN**





**Buckinghamshire County Council**  
**Select Committee**  
Health and Adult Social Care

# Minutes

## *HEALTH AND ADULT SOCIAL CARE SELECT COMMITTEE*

Minutes from the meeting held on Tuesday 11 August 2015, in Mezzanine Room 3, County Hall, Aylesbury, commencing at 11.00 am and concluding at 12.00 pm.

### **MEMBERS PRESENT**

#### **Buckinghamshire County Council**

Ms A Macpherson (In the Chair)

Mr R Reed, Mr B Adams, Ms J Blake, Mr N Brown, Mrs J Teesdale, Mr B Roberts and Mrs M Aston

#### **District Councils**

Mr A Green

Wycombe District Council

Mr N Shepherd

Chiltern District Council

#### **Others in Attendance**

Ms K Wager, Committee Adviser

Ms J Woodman, Committee Adviser

### **1 APOLOGIES FOR ABSENCE / CHANGES IN MEMBERSHIP**

Apologies were received from: Mr Darren Hayday, Julia Wassell, Ms S Adoh, Mr T Hunter-Watts, Dr W Matthews, Mrs P Birchley.

There were no changes in membership.

### **2 DECLARATIONS OF INTEREST**

No Declarations of Interest were made.

### **3 EXCLUSION OF THE PRESS AND PUBLIC**



**South Bucks**  
District Council



## **RESOLVED**

**That the press and public be excluded for the following item which is exempt by virtue of Paragraph 3 of Part 1 of Schedule 12a of the Local Government Act 1972 because it contains information relating to the financial or business affairs of any particular person (including the authority holding that information)**

### **4 DRAFT INQUIRY REPORT**

The draft Select Committee Report on 15 minute care visits was introduced by the Chairman and Committee Adviser. It was explained that this item was to be considered in private session of the Committee as legal advice was needed on specific aspects of the report prior to public publication. This was because the service had just recently gone out to tender on the Domcillary Care Contract and it was important to ensure that this tender process was not adversely impacted by disclosing commercially sensitive information.

It was explained that the final report, if agreed by the Committee at this meeting today, would be published in online following the receipt of legal advice.

During the discussion the following points were made by Members:

- It was important to highlight the issues of staff pay within the report as this was something that was raised with Members during the evidence gathering. The recommendation on paying staff for their travel time was felt important to remain.
- The draft recommendation on governance was seen as also critical for the Council overall to help improve transparency and accountability for decision-making going forward.
- Members were extremely grateful to the officers who have helped them prepare this report and service users and carers for their time in allowing them to shadow visits.
- A number of minor wording amendments were suggested to improve the clarity of the draft report recommendations. It was agreed that these would be incorporated into the final report.

**Following the discussion the Committee unanimously agreed the following resolution:**

**To agree to publish the report on 15 Minute Care Visits as a report of the Health and Adult Social Care Committee.**

### **5 DATE AND TIME OF NEXT MEETING**

The next meeting of the Committee will be held on the 24<sup>th</sup> September 2015.

**CHAIRMAN**



Buckinghamshire County Council

Health and Adult Social Care Select  
Committee

Inquiry Report: Approved for publication on 11  
August 2015

# 15 Minute Care Visits in Buckinghamshire



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## **Acknowledgments**

The County Council has a critical role in supporting vulnerable residents who need our services. Hearing and understanding the experiences of people who receive our services is vital in order to ensure their needs can be met and help us improve.

We wanted to hear first-hand from service-users and front-line staff to understand their experiences of providing and receiving the domiciliary care service Inquiry

We would therefore like to express our thanks and gratitude to those who participated in this Inquiry, in particular:

- Service users who welcomed us into their homes and provided us with the opportunity to speak to them directly about the care they receive.
- Care workers we shadowed on our visits. We felt the care workers showed dedication, commitment and compassion for their work and the people they care for.
- Finally, we would also like to thank the providers and all the Council officers involved for supporting the Committee, for facilitating the visits and providing information and support.

## Executive Summary

Following recent national debate and concern over the use of 15 minute home care visits, Members of the Health and Adult Social Care Select Committee undertook a scrutiny Inquiry. The purpose of this Inquiry was to check whether the Council's use of 15 minute visits is appropriate to ensure that the care needs, dignity and wellbeing of service users is being met.

The Inquiry Group gathered evidence by speaking directly to frontline carers and service users through observing 27 care visits across different locations in Buckinghamshire. Evidence was also gathered by a desktop audit of care plans to test whether the written records confirmed that the Council's current policy was implemented.

Overall our findings were reassuring. We concluded that 15 minute visits can have a place as part of a person's overall care package with care being delivered in a dignified manner. We were pleased that over the past six to 12 months the Council has taken appropriate steps to safeguard the dignity and care of service users through; firstly, the development of policy guidance for 15 minute visits (section 3) and secondly, the introduction of a more efficient process for requests for changes to care plans where time is later found to be insufficient (section 5).

The Inquiry also touched on the issue of pay for travel time (section 6) and the Council's future commissioning intentions for domiciliary care services (section 7). Although these were not the primary focus of this Inquiry (so not explored in detail), they were nevertheless raised through our evidence gathering in relation to the possible impact on the quality of service, and as such, we believed they should be addressed. HASC will ask for recommendations to be revisited in 6 & 12 months.

To provide ongoing assurance that care is always delivered in a dignified manner and meets the needs of service users, our recommendations focus on the following areas:

- Ensuring there is a clear and robust policy in place, formally validated as Council policy (recommendation 1).
- Implementing robust monitoring measures to ensure the policy is communicated and applied (recommendation 2).
- Reviewing and monitoring the change request process (where allocated time in a care plan is later found insufficient) to ensure the process is clear and timely and dignified care is not compromised (recommendation 3).
- Ensuring care workers are paid for travel time between visits to drive quality, and staff recruitment and sustainability (recommendation 4).
- Greater democratic accountability over the commissioning process at the early stages (recommendation 5).

## Recommendations

1. **Recommendation 1: The Cabinet Member agrees the “Delivering Dignified Care Policy (15 min calls)” as a key decision, as required by the Council’s Constitution and Operating Framework to formally validate it as Council policy (para 22-29).**
2. **Recommendation 2: We recommend that there are clear monitoring and implementation arrangements in place to ensure that policy compliance is regularly reviewed. Improvement arrangements should include:**
  - a) **Stronger communications of the Council’s policy to staff, providers and stakeholders.**
  - b) **Improvements to the quality and detail of care plans to ensure consistency across the service**
  - c) **Greater proactive utilisation of data to monitor scheduled visits which regularly exceed allocated time to ensure compliance with the policy (para 30-39).**
3. **Recommendation 3: A monthly change request analysis report is produced as part of the Service Area Performance Scorecard, to review and monitor the impact of the process as part of the contract monitoring process. The analysis should include:**
  - **The number of requests received for the period and whether they are for increases or decreases in time.**
  - **Whether the requests were accepted or not ( if not reason)**
  - **Date that change request was received and date change was agreed and implemented**
  - **Identification of delays in the process (para 40-48).**
4. **Recommendation 4: To help drive quality of care and staff recruitment and retention, new contracts for Domiciliary Care from March 2016 should include a contract clause that requires staff to be paid for their hours of work, which should include travel time between care visits (para 49-56).**
5. **Recommendation 5: The Cabinet Member for Health and Wellbeing should, in future, take key decisions on how services are commissioned prior to going out to tender where those contracts and services are deemed to be significant, as defined in the Council’s Constitution (para 56-61).**



## 1. Inquiry Context

1. The Health and Adult Social Care Select Committee (HASC) agreed to undertake a short focussed Inquiry into the Council's use of 15 minute domiciliary care visits in Buckinghamshire at its meeting on 28th April 2015.
2. This was as a result of questions being raised at a national policy level around the suitability of 15 minute calls, following the report of the Leonard Cheshire Disability Charity<sup>1</sup> which found that 60% of local authorities commission 15 minute visits and that their use has risen by 15% in the last five years. As such this has been a controversial topic in adult social care over recent years resulting in a divergence of views nationally.<sup>2</sup> The main concerns have been on the rise in the use of 15 min visits<sup>3</sup>, the nature of the care delivered within them and whether the time allocated risks the dignity and safety of the service users<sup>4</sup> and the terms and conditions of care workers. In light of this, Members of the Health and Adult Social Care Select Committee wanted to explore the use of 15-minute visits in Buckinghamshire.
3. The Committee received updates from the Adult and Social Wellbeing Directorate in June and October 2014<sup>5</sup> providing an overview of the domiciliary care services commissioned by the Council and the Council's recently implemented policy on 15 minute visits; "*Delivering Dignified Care (15 min calls)* agreed in May 2014.
4. Following the scrutiny within Committee, Members were of the view that qualitative evidence of the frontline use and delivery of 15 minute visits was required to provide reassurance that the Council's use of such visits is appropriate and that the delivery of dignified care is not compromised.
5. The Committee appointed an Inquiry Group to conduct this focused piece of Inquiry work and report on their findings. The Inquiry Group comprised: Mrs Angela Macpherson (Chairman), Mr Roger Reed, Mrs Shade Adoh (Healthwatch Co-optee), Mrs Margaret Aston, Mr Brian Adams and Mr Noel Brown. Kama Wager, Committee Adviser from the Council's Member Services team provided the officer support for the Inquiry.

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<sup>1</sup> "Ending 15 minute care" October 2013

<sup>2</sup> See recent publications detailed in the bibliography.

<sup>3</sup> Ending 15 min Care as in point 1.

<sup>4</sup> UK Home Care Association in their publication "Care is not a commodity" July 2012.

<sup>5</sup> Details of the discussion at the meetings in June and October 2014 can be found at appendix 6.



## Inquiry Scope

6. The overall Inquiry aim was to examine the Council's use of 15 minute visits and the tasks allocated within them to ensure that the care needs, dignity and wellbeing of service users are being met within the time allocated. The full scope is included at Appendix 1. From this work the Inquiry Group hoped to alleviate Member concerns and provide reassurance by gathering first-hand evidence in speaking directly to both those who deliver, and those who receive the care.
7. Whilst the contract and commissioning of the whole of domiciliary care was out of the scope for this specific piece of work, we were told that current contracts are due to end in March 2016 and that there is an intention for the Council to move to a new commissioning approach. As such we touch on this area (see section 7), albeit not in detail. It is an area we may revisit in more detail within future Committee work.

## Evidence

8. The Inquiry Group gathered evidence through the following stages:
  - **A desktop exercise and audit of care plans:** An initial evidence session was held on 4<sup>th</sup> June 2015 and was attended by the Council's service managers and contract managers. Members reviewed a sample of 40 care plans which included 15 minutes visits and examined the tasks allocated within them. Members also considered the Council's policy and data in relation to 15 minute visits.
  - **Members observed 27 15-minute visits first-hand:** Members shadowed six care workers<sup>6</sup> to speak directly with them and observe the types of care provided in these visits and how easily this can be achieved. They also spoke directly to the 27 people receiving these visits about their views and experiences of the care they receive.
  - **Final evidence session:** Once the visits were completed the Inquiry Group held a final evidence session on the 2<sup>nd</sup> July 2014, attended by contract managers, service managers, commissioners and providers. Members discussed their findings and considered the Council's move to a new approach to commissioning domiciliary care.
9. We recognise that there are inevitably some limitations to the Inquiry's methodology as with any review. Interpretation of our findings acknowledges the context in which the evidence was derived. These include:
  - a) this was a small sample given the size of the population receiving this type of service;
  - b) visits were conducted with two of the four main care providers, thus the findings may not generalise to all providers<sup>7</sup>;

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<sup>6</sup> From across two of the four main providers

<sup>7</sup> Although we do not believe that the observations and experiences shared with us would vary significantly.

c) Members' discussions with service users were conducted in the presence of the care workers, which could have enabled carers to deliver their tasks more efficiently whilst Members engaged with the service users. This said, the strength of the Inquiry's methodology is the combination of three methods of evidence gathering: auditing, observation and discussion.

10. Most importantly it utilised the participation of those both delivering and those receiving the service, in line with the Committee's objective of putting service users at the heart of all our work. Overall, we believe the value of this Inquiry is that it has provided a rich qualitative understanding of the processes inherent and outcomes achievable in the 15 minute visits.

## **2. Buckinghamshire Context: 15 Minute Visits**

11. In Buckinghamshire the Council delivers around 20,000 domiciliary care visits each week. The Council currently commissions four providers to deliver 70% of domiciliary care on its behalf (Radian Home Support, Westminster Home Care, SevaCare and Prime Care). The remaining 30% is delivered through spot contracts.

12. The current total number of service users<sup>8</sup> is 1559 across all four providers. The number of these who receive 15 minute calls as part of their care package is 689 and those who receive only 15 minute calls is 64. Approximately a third of all service users receive 15 minute calls as part of their care package. With this in mind, the significant number of service users who could be affected by inappropriate use of these visits is evident. This emphasises the importance of ensuring that these people are receiving sufficient care time to meet their needs in a dignified manner.

### **Budget context**

13. The Council, like all local authorities is under significant budgetary pressure in this area. We were told<sup>9</sup> that the total budget for 2015/16 for domiciliary care is just under £11.5 million. However, the CHASC<sup>10</sup> Business Unit will spend approximately another £3 million to meet all the home care needs this year, which will contribute to an overall service area budget shortfall of over £7 million for 2015/16<sup>11</sup>, due to the increasing complexity of people's care needs and growing demand.

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<sup>8</sup> As at 22/5/2015, evidence provided by the Service Area at the 4<sup>th</sup> June 2014 evidence session.

<sup>9</sup> Evidence session on 4<sup>th</sup> June 2014, evidence from BCC Service Manager.

<sup>10</sup> Communities, Health and Adult Social Care

<sup>11</sup> Details provided from Business Unit Managers.

## Commissioning approach

14. The Council's current model of commissioning for domiciliary care is structured on the delivery of the tasks within a certain time window, commonly known as "time and task", i.e. the completion of tasks to meet eligible needs within a specific time slots (e.g. 15, 30 to 60 minutes). Under this model the Council defines the tasks and timings to be delivered by the providers delivering care on behalf of the Council and pays the providers for the time care is provided.<sup>12</sup> The care plans completed by adult social care managers with service users, identify the areas where people need help to remain living safe and well in their homes. Once a provider agrees to take on a new service user, a senior care coordinator, employed by the provider will visit the service user at home and agree with them the details of their support plan.
15. There is growing critique of the time and task model of commissioning for social care. For example, the view of Jane Harris, Director of the charity Leonard Cheshire describes the time and task approach as "*A service focused on time and task is a coping service, not a caring service*". This view would suggest that there is a conflict between current time and task commissioning practice used by the Council and achieving good care from a service user perspective.
16. However, we were told<sup>13</sup> that the current contracts between the Council and the four main providers of domiciliary care in Buckinghamshire are due to expire on 31<sup>st</sup> March 2016 and that the procurement process is underway and will be completed by the end of the year.
17. We heard that it is the intention of the Council to move away from 'time and task' to a more 'outcomes-based approach' to the commissioning of domiciliary care which will be built into the new contracts. An outcomes-based service involves agreeing a set of measurable outcomes and a budget for the hours of support required (based on eligible needs). The council will still define the maximum number of hours available to deliver the outcomes, however under this model the service user (family and informal carers) and supplier work together to agree on what outcomes can be achieved and when the care is to be delivered. The aim is to put the service user at the centre of their care with a more enabling service, giving service users more control over the choice of support and when to use it.
18. This approach has emerged nationally over the last five years with the benefits being highlighted<sup>14</sup> and many local authorities exploring its potential implementation. Wiltshire has successfully adopted this approach over the past six years and has had it fully embedded for the past three years. Other

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<sup>12</sup> Evidence session on 4<sup>th</sup> June 2015.

<sup>13</sup> By Service Manager at our evidence session on 4<sup>th</sup> June 2015.

<sup>14</sup> IPC report; Emerging practice in outcomes based commissioning, April 2015.

neighboring Councils have recently gone out to tender adopting this new approach (e.g. Hertfordshire County Council and Royal Borough of Windsor and Maidenhead).

19. Recent national publications<sup>15</sup> on the commissioning of home care services make clear the importance of the service commissioning role in ensuring that the problems identified about home care are dealt with. This is especially emphasised by the EHRC<sup>16</sup> and ADASS<sup>17</sup> reports, and forms the basis of Unison's Care Charter for Ethical Care Councils. The EHRC report concludes that the problems identified with home care could be resolved if local authorities made more of the opportunities they have to promote and protect care recipient's human rights through the way home care is commissioned and the way in which home care contracts are procured and monitored.
20. With this overall recommendation as the basis for improved service, the recent national publications make the following specific recommendations for commissioners to demand of agencies providing the service:
  - Allow sufficient time for care workers to care properly for people, to talk with them and form a relationship. Match the time allocated to the service recipient to their needs.
  - Schedule visits so that the worker does not have to rush the time with each service recipient.
  - Allocate the same worker to service recipients wherever appropriate.
  - Pay care workers for time spent travelling between visits; time spent training and other necessary expenses such as mobile phone costs.
  - Pay care workers the National Minimum Wage or preferably the Living Wage.
  - Take steps to deal with zero hours contracts (as outlined in the report "Zeroing In")<sup>18</sup>.
  - Improve recruitment, training and monitoring of care staff. See home care as a skilled career.
21. Although we did not explore all of these issues in detail within this particular Inquiry scope, the issues were raised by Members and touched upon when carrying out the evidence gathering (we cover staff travel time in section 6). We hope that the new contracts and commissioning approach will go some way to addressing these areas. Future scrutiny may revisit the transition to an outcomes based approach to commissioning for domiciliary care and the shaping of the new contracts (see final section of the report).

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<sup>15</sup> See Bibliography

<sup>16</sup> Equalities and Human Rights Commission: Inquiry into Older People and Human Rights – Home Care.

<sup>17</sup> Association of Directors of Adult Social Services: Tips for Directors: Commissioning and Arranging Home Care Services.

<sup>18</sup> Report on zero hours contracts: Zeroing In, by the Resolution Foundation.

### 3. Policy Context for 15 Minute Visits

22. As mentioned, there is a national divergence of views on the use of 15 minute visits, however it appears to be accepted that 15 minute visits can be appropriate for some people and for some specific care tasks. The president of the Association of Directors of Adults' Social Services (ADASS), Sandie Keene, is quoted as saying "it is totally wrong to believe that all tasks need more than 15 minutes to carry out". ADASS conducted research which found that 88% of Councils who commission 15 minute calls did so to give medication or check welfare only and not to deliver personal care. In a statement from the ADASS dated 4<sup>th</sup> October 2013, directors argued that "in some cases, 15 minute visits to older people at home are fully justified and fully adequate". Even the Leonard Cheshire Disability Charity who called for a ban on 15 minute visits state themselves that 15 minute calls are appropriate for some tasks, including administering medication.
23. We were told<sup>19</sup> that the Council developed and agreed a new key policy for 15 minute visits; "*Delivering Dignified Domiciliary Care (15 min calls) in May 2014*".<sup>20</sup> The policy was developed to ensure that Buckinghamshire County Council set out clearly what its position is with regard to the commissioning of 15 minute calls and to communicate this to Care Managers and Providers to ensure that service users' needs are met in a dignified way in order to promote their independence and wellbeing.
24. The policy provides care managers with guidance on the use of 15 minute visits, and sets out how the Council will ensure that service users have dignified care that fully meets their assessed needs, how this will be achieved and in what circumstances these visits are usually or typically appropriate. It states they are only appropriate for simple tasks such as medication/welfare checks, or providing a drink/heating (with a max of one-two tasks dependent on the individual's level of independence/capacity). It states that personal care should not be delivered within a 15 min call.
25. The care workers we spoke to confirmed that, in their view, 15 minute visits can be appropriate as part of a person's overall care package. They confirmed that in their experience these visits were suitable for welfare and medication checks or for delivery of one, possibly two simple tasks only in order to ensure that care is delivered in a dignified way and that this was dependant on the service user (e.g. their mobility, independence, capacity etc.). A carer told us "any more than this and we have to really rush the client and quality of care may be compromised". They also confirmed that, in their view, personal care tasks were

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<sup>19</sup> October 2014 committee meeting see link to committee papers is appendix 6

<sup>20</sup> The full policy can be found at appendix 2

not appropriate for 15 minute calls, as they would be too rushed and result in care being delivered in an undignified manner.

26. In total we shadowed six carers and observed the care being delivered in twenty-seven 15-minute visits to understand the types and level of tasks that could be delivered in a dignified way. We were pleased to find that where simple tasks (in line with the policy outlined above) were allocated (in 21 of the 27 visits), the care was always delivered in a dignified manner. Our observations were supported by the positive feedback we received from those receiving the care in these visits, they felt they were treated with dignity and respect and spoke highly of their care workers.
27. With the above in mind, we were assured that 15 minute visits can be suitable in the circumstances outlined in the policy and that they can have a place as part of the overall care package for some people. However we would emphasise, that to ensure the Council's use is in line with the national use highlighted above (ADASS findings), we strongly believe that: they should predominately be used for welfare/medication checks only; in some circumstances, (dependant on the level of dependence of the person), they can be suitable for the delivery of a simple task such as heating a meal/making a drink; they should not include more than two simple tasks; and personal care should never be delivered in a 15 minute visit.
28. We were pleased to find that our observations supported the policy and therefore consider the new policy fair and accurate. If the Council ensures it is fully implemented and complied with, we believe that it will ensure that only those tasks that can be delivered in a dignified way will be allocated to a 15 minute visits and will be on par with accepted practice on the use of 15 minute visits nationally.
29. This said, we were informed that the policy was agreed by the Cabinet Member and Service Director at the Adults and Family Wellbeing Business Unit Board meeting. In order to be validated as a working policy, it should be agreed by the Cabinet Member as a key decision as stated in the Council's Constitution and Operating Framework, documents which have been agreed by Full Council and Cabinet respectively. Business Unit Boards are internal advisory boards only they are not a decision making body and therefore the policy as it stands is not validated. Therefore:

***Recommendation 1: The Cabinet Member agrees the “Delivering Dignified Care Policy (15 min calls)” as a key decision, as required by the Council’s Constitution and Operating Framework to formally validate it as Council policy.***



## 4. Is Policy Translating into Practice?

30. We were told that the new policy was developed with care management representatives and providers. The service area held two “Policy into Practice” sessions with providers and adult social care staff in November and December 2014 which were attended by 35 people. The intention was that information from these sessions would be cascaded through regular team meeting updates and through communication of the policy via the policy watch bulletin monthly (used to promote and launch policies).
31. However, we heard from contract managers that, in their view, the policy has still not fully embedded within the care management teams and the wider teams who undertake the initial assessments (allocating lengths of visits and task to be completed). They felt that more needed to be done to communicate the policy wider to foster a change in culture and fully implement policy on the ground. This said, we recognise that the policy has only been communicated among the wider workforce for the past 6 months so will take time for the culture change to fully materialise.
32. A core objective of this Inquiry was to test whether current 15 minute visits are appropriate (in line with the policy outlined above). As mentioned in the previous section, we were pleased to find that the majority of the visits we observed (21 one of the 27 visits) had simple tasks allocated to them, were in line with the policy and care was delivered in a dignified way. We did however observe a few examples (six 15 minute visits), where we believed carers struggled to complete the level of tasks in the time allocated. We must emphasise however, that despite the time being exceeded, service users were treated caringly and with dignity.
33. What the visits brought home to us, is the complexity in defining care. Being able to stick rigidly to the plan is difficult as people will always need help with other things on occasions which may cause the visit to overrun. Care workers will not leave someone in need. They will always stay longer if required to complete the tasks; we were assured of this. Where carers are regularly struggling to keep to time, we were told that providers can make a request to the Council for a change to the time allocated (see next section) to ensure that the dignity of care is not compromised.
34. In addition to our visits, we reviewed a sample of 40 current care plans which included 15 minute visits to check and assure ourselves that the tasks allocated within them are in line with the policy outlined above (i.e. that the policy has been effectively communicated and implemented).

35. As a result of this review we questioned the level of tasks allocated within 14 of the total 40 care plans reviewed, (9 of these care plans were post policy implementation). We also highlighted some inconsistency in the detail of some of the care plans, specifically in relation to missing detail on the tasks to be delivered within the 15 minute visit (in 7 of the care plans we couldn't find the detail of the tasks to be carried out so were unable to come to a view). Contract Managers also confirmed that there is still inconsistency in the quality and detail of the initial assessments carried out, which may cause delays in the process when commissioning providers, and/or for providers/carers knowing what tasks to deliver.
36. We referred these cases to the service area who reviewed this information. Both the Service Director and an Operational Service Manager reviewed the cases and stated that in their professional judgement the majority of these cases they believed the tasks allocated were appropriate for 15 minute visits. They did however, agree that there was a small number (4) (of those identified by members) where the tasks allocated may not be appropriate for a 15 minute visits. This was due to: possibly too many tasks allocated or because personal hygiene tasks were listed in the support plan for the 15 minute visit (which would not be appropriate). As a result, these particular cases are being reviewed further by the managers. They will be cross referenced with care managers, providers and carers to check and assure themselves that the time is sufficient and changes made if required.
37. This audit and review process was a valuable exercise for both Members and the service area. It tested the application of and compliance with the policy. The difficulties with this exercise as a mechanism for monitoring policy compliance were found to be:
- a) It was difficult to come to an accurate judgement by simply looking at the tasks allocated alone. This required further detailed investigation, and a professional assessment of the individual circumstances of a particular service user to identify whether time was in fact sufficient.
  - b) Where the detail recorded in the care plans was incomplete or difficult to locate, it meant the Inquiry group were unable to reach a firm conclusion on whether the policy had been complied with.
38. The value in this process was that it resulted in a number of key learning points and areas for improvement being highlighted. These include:
- A need for stronger communication and clarification over the use of the policy guidance to ensure compliance with it.
  - A need for clarity over how the service area will measure and monitor compliance with the policy going forward.



- A need for improvements and further guidance around the quality and detail expected within care plans (including when, what and where to record care plan information) to ensure consistency across the service.
- More proactive utilisation of data to monitor scheduled visits which regularly exceed the allocated time to ensure compliance with the policy.

39. With the above in mind, to ensure the service area is compliant with the new policy, we believe that measures should be put in place to address the above areas for improvement, and regular spot checks of care plans should be carried out. This will provide service managers with the assurance that what they believe is happening is translating into practice. It will ensure that the level of tasks allocated to visits, and the quality and detail of the initial assessments are sufficient to ensure that people's care needs are being met in a dignified manner, therefore:

***Recommendation 2: We recommend that there are clear monitoring and implementation arrangements in place to ensure that policy compliance is regularly reviewed. Improvement arrangements should include:***

- a) Stronger communications of the Council's policy to staff, providers and stakeholders.**
- b) Improvements to the quality and detail of care plans to ensure consistency across the service**
- c) Greater proactive utilisation of data to monitor scheduled visits which regularly exceed allocated time to ensure compliance with the policy.**

## 5. The Change Request Process

40. In speaking about the use of 15 minute visits, the president of ADASS said “we must never be complacent...sometimes time allocation is insufficient ...where the time needed to carry out certain tasks is underestimated...And where that happens adjustments really have to be made”. We considered whether the Council has an effective and efficient process in place for changes to be made to a person’s care plan where the commissioned time is found to be insufficient to meet their care needs<sup>21</sup> in a dignified manner or where quality of care may be compromised.
41. We were told that the Council implemented a new change request process on the 18<sup>th</sup> May 2015. Improvements were made to address an historic lack of a clear and efficient process, which had resulted in too many referrals being dealt with in an untimely manner. The new process means that there is now one form and one email, with each request recorded and tracked through to conclusion. There is an escalation process if the request is unresolved after 4 weeks, and the data will become part of the performance suite.
42. The change request process means that at any time during the year a Client, their family member (on their behalf), the Care Provider or a member of Adult Social Care team can identify the need for and request a change to Domiciliary Care. Changes can be temporary or long-term and can be requested to increase, or reduce or change (timing etc.) level of care. Changes need to be agreed by a Care Management worker and changes will be implemented as soon as possible.
43. We requested data on the number of referrals received for change requests. The service area carried out this analysis and told us that between January and May 2015 there were 724 requests for changes to care packages; of these 193 (26.7%) were for decreases, 107 (14.7%) for variations/one offs and 424 (58.6%) for increases in care. With over half of all requests and 424 people over a 5 month requesting increases, this highlighted to us the significance in the number of people whose quality of care could be impacted by an inefficient process and delays to changes being made.
44. To understand how efficiently these requests were dealt with we requested further analysis to be carried out on the above data to consider the length of time it took for these requests to be agreed and implemented (the service user receiving the change they require). The results of this data can be found at Appendix 4. The analysis appears to show that the system is working, with the majority of referrals being dealt with within two weeks. Where the request is

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<sup>21</sup> (whether by provider, carer, family or person receiving care).

urgent, due to the needs of the client being high risk, care providers are able to implement a change immediately and complete a change request retrospectively. However the first chart at Appendix 4 shows that there are still some cases (approximately 40) that are taking longer and approximately 60 that the time is unknown/not traced within the analysis.

45. We did hear evidence that suggested there may still be some instances of delays in the process. For example, we heard from carers we spoke to that sometimes it still took too long for a change to be made having informed their managers that task time was insufficient. Two of the carers we spoke to quoted timescales of up to 2 months. We were also told by one of the providers that, whilst the system is working and providers are able to request changes, “there are still some cases which take longer than they should” and that the process still needs to be “far quicker and responsive to changing care needs of our service users”.
46. We acknowledge that it appears that these cases are the exception to the norm, (they may predate the new process and be a result of historic inefficiencies) and that from the evidence provided by the service area it appears that, on the whole, the new process is working. The analysis which identifies the time lapse between referrals and implementation of changes has not previously been analysed in this way by the service area prior to it being requested by this Inquiry.
47. We were pleased to hear of the improvements to the process and receive the data which appears to demonstrate that the system on the whole is working. It is our view that a quick change process is paramount to ensuring that a person receives the care they need in a dignified way.
48. With the above in mind, as this is a new process (agreed 18<sup>th</sup> May 2015), and given the significant number of referrals received for increases to care packages (i.e. people who could negatively be impacted by delays), we believe that the service area should proactively use the data they collect to monitor and review the impact and effectiveness of the new change request process on a regular basis. This will ensure that it continues to work effectively and delivers the outcomes our service users expect in a timely manner. It will ensure the instances we heard about are the result of transition to the new process and not ongoing delays in the system. This will act as a safeguarding mechanism to identify any future delays in the process and resolve them quickly. Therefore:

**Recommendation 3: A monthly change request analysis report is produced as part of the Service Area Performance Scorecard, to review and monitor the**

**impact of the process as part of the contract monitoring process. The analysis should include:**

- **The number of requests received for the period**
- **Whether they are for increase/decrease in time**
- **Whether the requests were accepted or not (if not reason)**
- **Date that change request was received and date change was agreed and implemented**
- **Identification of delays in the process.**

## 6. Staff Travel Time and Rostering

49. The UKHCA<sup>22</sup> have calculated that the recommended minimum hourly rate that statutory commissioners should pay homecare services to ensure a good quality and sustainable service is £15.19 per hour. In Buckinghamshire the Council currently pays an average of £17.85 per hour to providers, so above the national recommended hourly rate. The rate the Council pays is even higher in more rural areas to account for increased travelling times and payments to carers.
50. Staff terms and conditions (including pay for travel time) is an area of concern identified within recent national reports on delivery and commissioning of home care services.<sup>23</sup> Through our evidence gathering we found that in line with the national divergence, there is a difference across the Council's main providers in how they pay staff for travel time (for example, we heard that two of the main providers do pay travel time). Their pay models reflect the different basic rates dependent upon whether they pay travel time and what mileage rate they apply as part of the overall remuneration package. We recognise that this was not the primary focus of the Inquiry however it was a line of questioning that arose from the Inquiry in relation to the correlation between staff terms and conditions and possible impact on service quality. Therefore, we believe we needed to highlight it within this report.
51. We were told that there is no single contract across the County Council that stipulates how providers should address terms and conditions; however the Council does stipulate that all contracts must be legally compliant in all regards (including relation to the minimum wage). We were told that stipulating specific contract terms and conditions could potentially increase the costs for the Council (with providers increasing their rates) and be over burdensome for contract monitoring.
52. We observed some of the carers we shadowed working up to an extra 2.5 hours in a day in travel time for which they were not being paid. In looking at the staff rotas on a ten hour shift this would equate to a quarter of their shift not being paid for. Whilst we acknowledge that this was a limited sample of carers, we believe that this is likely to be a common result of many care worker's terms and conditions locally, as found nationally. It was our view that this could be counterproductive to improving staff retention and recruitment in what is a very difficult, yet fundamentally essential profession.

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<sup>22</sup> United Kingdom Homecare Association

<sup>23</sup> See national reports highlighted within the bibliography.

53. We also observed little flexibility in the travel time allowance between visits within the carer's daily rotas, with time allocated being very limited. In the visits we observed, it was clear that service users were aware of how rushed carers are as the majority of service users we spoke to commented on this. Whilst we were impressed with the carers who often go over and above and stay longer than required, this impacts on the subsequent visits and the impact of crammed rotas, in our view, results in the carers having to work in a very task focussed way rather than a person-centred approach. We hope that these issues will be addressed through the new outcomes based approach being piloted which will explore a local area team approach to delivering care. This should reduce travel time of individual carers (see section 6).
54. There are areas that do stipulate such matters within their contracts. For example, Hertfordshire County Council has adopted an outcomes based approach to commissioning and went out to tender on this approach over the last year. It require that all contracts are let on the basis of paying living wage as a minimum, offering staff travel and training time, employers paying for uniforms and staff receiving full checks etc.<sup>24</sup> The Committee encourages the service area to investigate this approach further as a best practice approach which addresses some of the concerns raised nationally around the terms and conditions of care staff which could impact on care delivery.
55. Whilst we did not explore the differences between the providers in detail, in our view there appeared to be a significant gap between the hourly rate we pay providers and what those delivering the care receive. We believe that the Council pays the providers enough to be able to cover travel of their staff.
56. We acknowledge that it would require further detailed discussions and possibly have an impact on contract monitoring (which can be addressed through forthcoming contract renewal). However, we believe that as a nationally recognised issue, it is one of political choice and it is our firm view that the Council should be ensuring that care staff are paid for their hours of work. We believe this will help improve staff sustainability and recruitment, which will drive quality of care as highlighted in recent national reports.<sup>25</sup> Therefore:

**Recommendation 4: To help drive quality of care and staff recruitment and retention, new contracts for Domiciliary Care from March 2016 should include a contract clause that requires staff to be paid for their hours of work, which should include travel time between care visits.**

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<sup>24</sup> Institute of Public Care; Emerging practice in outcomes based commissioning for social care April 2105.

<sup>25</sup> E.g. Burstow key to care and other reports highlighted in Bibliography.

## 7. Moving Forward

### Pilot: Outcomes Based Approach to Commissioning

57. As previously mentioned, the Council's current domiciliary care contracts come to an end in March 2016 and the Adult Social Care Service Area is looking to move to an outcomes based approach to commissioning, an approach that is emerging as best practice nationally (see section 2).

58. We heard that the Council will be exploring how an outcomes based approach could work in Buckinghamshire through a pilot which will begin mid July 2015 and run for six months. The pilot is designed to trial the delivery of an outcomes based service in conjunction with moving to a locality based delivery model (focussing on local area care teams). Three of main four main providers have volunteered to trial the new model. Each provider has selected approximately 20 service users in close geographic locations and assigned 4/5 carers to the cluster.

59. We were told that the aim of the pilot is to establish:

- How the Council will deliver an outcomes based service and if by setting up local teams with local staff we can deliver a better quality service that meets the needs of local people and gives carers greater job satisfaction leading to better retention. The carers will be able to make decisions with customers on a daily basis, to adjust the service to meet individual needs delivering the right service at the right time for each customer. It is hoped that travel for carers will be reduced significantly.
- It will assess the impact of moving to an outcomes based service on suppliers, service users and their families. Moreover it will help the Council understand the advantages and difficulties in implementing and delivering a different style of service, test out the new approach, and identify and unpick the challenges in order to identify solutions.

60. We were told that the within the new contract the council will be taking a phased approach to outcomes based commissioning with a transition phase taking place over the first 18 months of the new contracts. We support a move towards an outcomes based approach and look forward to seeing the results of the pilot. We will be monitoring the new contracts and the transition to an outcomes based model for domiciliary care through future scrutiny and Committee updates, to ensure that it results in positive benefits for service users and the extent to which it addresses operational issues and issues around staff retention and recruitment in the drive to improve the quality of care received.



## Governance and Democratic Accountability

61. It is worth noting, that in the final stages of our Inquiry, we were made aware that an invitation to providers to tender for the new contracts was published on the 13<sup>th</sup> July 2015. Given that the contract involves a significant budget and is for frontline delivery of services to vulnerable people, it highlighted some key learning points around enhancing democratic accountability and transparency in relation to the tender process going forward. The four main issues it highlighted are:

- a. **Democratic Accountability in Future Shape.** As a significant area of Council expenditure and with direct impact on public, we were concerned that a key decision was not taken by the Cabinet Member prior to going out to tender. The real political choice is on what services are commissioned and how, and this is set out in the contract specification which is published when the tender invitation is issued. It is at this planning stage where a democratic mandate is needed to ensure political accountability for decisions about how the Council allocates its resources. After going out to tender there are strict legal procurement processes that must be followed. Significant decisions should be taken by Members not Officers.
- b. **Ensuring the right professional advice to the Cabinet Member prior to a decision.** Such a high value contract requires input from a range of professional officers (e.g. legal, procurement, finance), as well as understanding the impact on all Council services. The key decision process ensures that there is a clear audit trail for the Cabinet Member receiving this advice to ensure value for money.
- c. **Project Governance.** Within the Council's Operating Framework there is a requirement for projects to progress through a Project Gateway process. The criteria for registration include, but not exclusively: savings of above £500k; have multiple complex options; is a politically sensitive area and has a significant reputational risk. The first two stages, of the five stage process, are to ensure that the project has full Member support prior to progression to tendering. The Domiciliary Care contract was of high value with significant savings identified, highly complex and with significant potential for reputational risk and yet was not registered for the Project Gateway process.
- d. **Lack of transparency to all Members.** We were not made aware of the details of the tender process or the tender specification prior to it going out, so were unable understand how and when we could influence it through our Inquiry. In addition, as the decision to go out to tender was not taken as a key decision there was no opportunity for all Members to see that a key decision was coming up on the statutory forward plan and provide an input.



62. Given the points above, it is our view that the current approach can be improved across the whole Council going forward to support good governance. Therefore:

***Recommendation 5: The Cabinet Member for Health and Wellbeing should, in future, take key decisions on how services are commissioned prior to going out to tender where those contracts and services are deemed to be significant, as defined in the Council's Constitution.***

## Appendix 1: Inquiry Scope

<b>Title</b>	15 Minute Domiciliary Care Visits
<b>Signed-off by</b>	Select Committee Chairman, Angela Macpherson
	Head of Member Services, Sara Turnbull
<b>Author</b>	Kama Wager, Committee Advisor
<b>Date</b>	To be agreed by committee on 28 <sup>th</sup> April
<b>Inquiry Group Membership</b>	Ms Angela Macpherson (Chairman), Ms Shade Adoh, Mr Nigel Shepherd, Mrs Margaret Aston, Mr Roger Reed, Mr Brian Adams, Mr Noel Brown.
<b>Member Services Resource</b>	Member Services will provide the following officer support: <ul style="list-style-type: none"> <li>• Sara Turnbull, Head of Member Services – Policy Advice and Report Quality Assurance</li> <li>• Committee Adviser – Policy Lead &amp; project management 15 hours per week over 2-3 months.</li> <li>• Committee Assistant – Administrative support (as needed)</li> </ul>
<b>Lead Cabinet Member</b>	Mike Appleyard
<b>Lead HQ/BU Officer</b>	Alison Bulman, Service Director- Service Provision
<b>What is the problem that is trying to be solved?</b>	Members want to be assured that the care needs, dignity and wellbeing of service users are appropriately met within the time allocated for 15 min visits.
<b>Is the issue of significance to Buckinghamshire as a whole?</b>	Yes – This is an issue being raised nationally and will affect all residents who receive domiciliary care services in Bucks.
<b>Is the topic of relevance to the work of BCC?</b>	Yes
<b>Is this topic within the remit of the Select Committee?</b>	Yes – specific to Health and Safeguarding of vulnerable adults.
<b>What work is underway already on this issue?</b>	<p>The committee received an update in October 2014 but concerns still remain, therefore they want to carry out a short, focussed Inquiry to examine specific areas in more detail to alleviate concerns and/or identify areas of recommendation to share with the Cabinet Member.</p> <p>A project is being scoped with Quality Care Team and Health Watch looking at dignity of care in care homes. Although this appears to be on a different issue (care homes), the Inquiry group will consider the proposal when it is drafted and consider if there are any opportunities for the pieces of work to complement each other, and avoid duplication.</p>
<b>Are there any key changes that might</b>	NO

<b>impact on this issue?</b>	
<b>What are the key timing considerations?</b>	<ul style="list-style-type: none"> <li>• Inquiry takes place after May elections due to member availability.</li> <li>• Service area capacity only available from May.</li> </ul>
<b>Who are the key stakeholders &amp; decision-makers?</b>	<p>Patricia Birchley, Cabinet Member for Adult Social Services  Susie Yapp, Service director adult social services  Alison Bulman, Service Director Service Provision  Graham Finch, Contract Manager  Service users/Families  Carers, frontline staff</p>
<b>What might the Inquiry Achieve?</b>	<p>The Inquiry will aim to;</p> <ul style="list-style-type: none"> <li>• Address and gather further evidence on outstanding concerns members have in relation to 15 minute visits.</li> <li>• To enable voices of service users and carers to be heard.</li> <li>• Improve member understanding of the service and how it works by speaking to people who receive as well as those who deliver the service.</li> <li>• Enable members to observe front line services in action and understand first-hand the service user experiences of the service provided and the complexities of service delivery.</li> <li>• Ensure that 15 minute visits are meeting peoples care needs and considering them in the context of the overall care package. Gathering sufficient evidence to assure members that the process is effective (views of the service user, what does it feel like to get 15 min visit, what are the impacts of this?)</li> <li>• Further evidence and information on instances of 5 min visits or less than 15 mins. Members would like to be assured through further evidence that these shorter visits are balanced out over the course of other visits within the care package and that all needs are being met. (Audit trail of care plans).</li> <li>• Understanding staff views and all stakeholders ( visits)</li> </ul>
<b>What media/communications support do you want?</b>	<ul style="list-style-type: none"> <li>• Press release to launch Inquiry evidence-gathering</li> <li>• Social media to promote member activity on the Inquiry (photos, tweets, and comms activity).</li> <li>• Press coverage linked to the visits</li> <li>• Videoing support to capture the first hand stories of carers/service users (where appropriate with agreement)</li> <li>• Press release to promote the report once published.</li> </ul>

## Appendix 2: Delivering Dignified Care (15 min calls) Policy

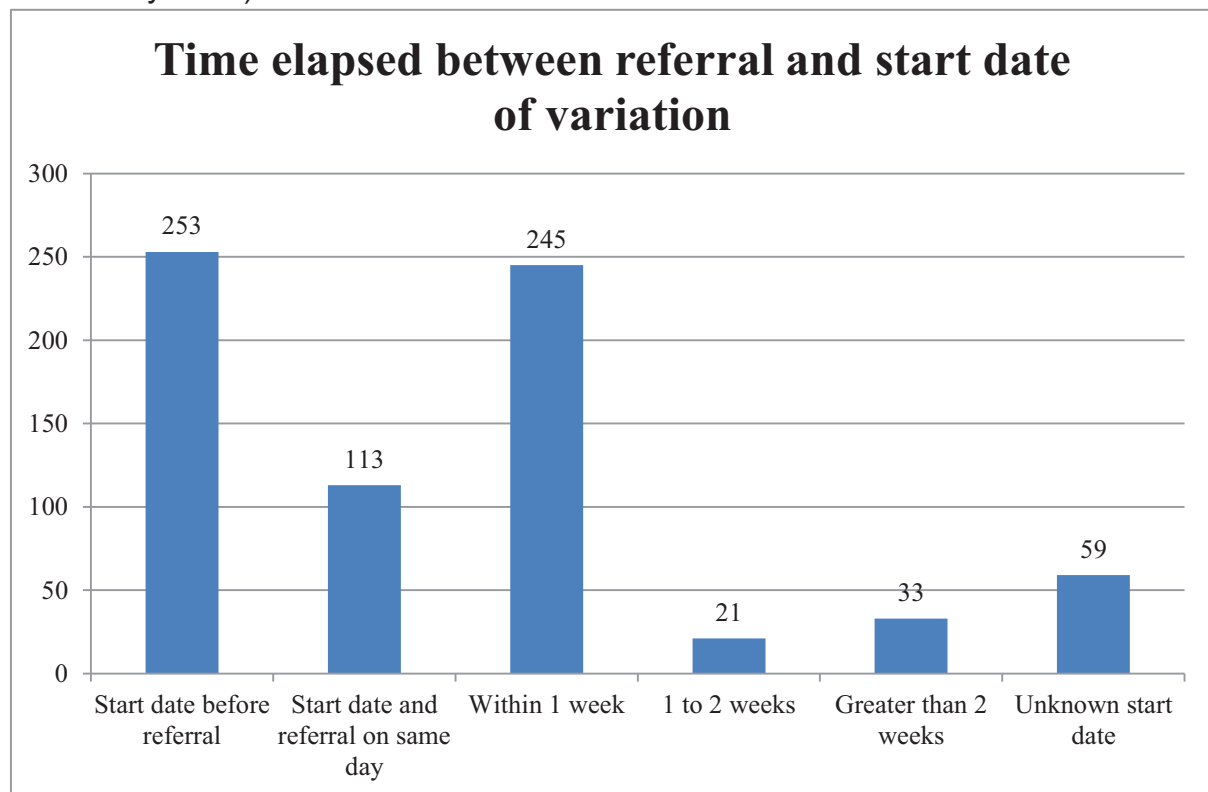
The full policy can be found here:

<https://democracy.buckscc.gov.uk/documents/s53085/DIG%20DOM%20CARE%20FINAL%20POLICY.pdf>

## Appendix 3: Results of Change Process Analysis

This chart identifies the timescales between the change request form being received by Care Resource Team (who makes the changes on Swift to the commissioned care package) and they also identify on Swift the date that the change is to be or already has been implemented.

However, this data does not explicitly capture and count the time during which this request is being discussed with care managers, although it should be noted that these conversations can and do often happen on the same day as the request form is submitted. Data captured from June 2015, will capture this timescale separately, so we can report on it. (Data received from the service area at the evidence session on 2<sup>nd</sup> July 2015).



## Appendix 4: Background Committee items on Domiciliary care

- Details of the committee meeting covering Domiciliary care in June 2014 can be found here:  
<https://democracy.buckscc.gov.uk/ieListDocuments.aspx?CIId=137&MIId=5744&Ver=4>
- Details of the item covered at the October 2014 committee meeting can be found here:  
<https://democracy.buckscc.gov.uk/ieListDocuments.aspx?CIId=137&MIId=5746&Ver=4>

## Bibliography

The concerns around 15 min visits have been put into closer focus by recent national publications about the commissioning and provision of home care by independent / private agencies. These include:

1. Unison Report [Time to Care](#)
2. [Charter for Ethical Care](#), Unison
3. Leonard Cheshire Disability Charity [Ending 15 minute Care](#)
4. [Inquiry into Older People and Human Rights - Home Care](#) Equalities and Human Rights Commission (EHRC))
5. Report: H.M Revenue and Customs (HMRC) [National Minimum Wage Compliance in Social Care Sector](#)
6. Survey: Main Challenges in Home Care (Guardian / Department of Health)  
<http://static.guim.co.uk/nl/1383067901570/Homecare-survey-full-result.pdf>
7. [Tips for Directors: Commissioning and Arranging Home Care Services](#) Association of Directors of Adult Social Services (ADASS)
8. [Zeroing In](#) : Report on zero hours contracts; The Resolution Foundation
9. [Key to Care](#) Report of the Burstow Commission the future of the home care workforce, 2014.
10. Institute of Public Care, Discussion paper; [Emerging Practice in Outcomes Based Commissioning](#) 2015.





**Buckinghamshire County Council**  
**Select Committee**  
Children's Social Care and Learning

# Minutes

## *CHILDREN'S SOCIAL CARE AND LEARNING SELECT COMMITTEE*

Minutes from the meeting held on Tuesday 7 April 2015, in Mezzanine Room 2, County Hall, Aylesbury, commencing at Time Not Specified and concluding at Time Not Specified.

This meeting was webcast. To review the detailed discussions that took place, please see the webcast which can be found at <http://www.buckscc.public-i.tv/>  
The webcasts are retained on this website for 6 months. Recordings of any previous meetings beyond this can be requested (contact: [admin@buckscc.gov.uk](mailto:admin@buckscc.gov.uk))

### **MEMBERS PRESENT**

Margaret Aston, John Chilver, Dev Dhillon (Vice-Chairman), Phil Gomm, Paul Irwin, Valerie Letheren (Chairman), Wendy Mallen, Robin Stuchbury, David Watson and Katrina Wood

### **CO-OPTED MEMBERS PRESENT**

Michael Moore

### **1 APOLOGIES FOR ABSENCE**

Mr David Babb.

### **2 DECLARATIONS OF INTEREST**

None.

### **3 MINUTES**

The minutes of the meeting held on Tuesday 10 March 2015 were confirmed as a correct record.



INVESTOR IN PEOPLE



## Agenda Item 9

Katrina Wood requested that she be referred to as 'Ms Wood', rather than 'Mrs Wood', in the minutes.

### **4 PUBLIC QUESTIONS**

None received.

### **5 CHAIRMAN'S REPORT**

Chairman attended Safeguarding Children Board on 17th March to present findings of Internet Safety Inquiry report. Cabinet on 16th March 2015 was cancelled so will be presenting it to the next meeting.

Members of the Select Committee are invited to attend as observers at future BSCB meetings.

Agreement reached on which members are to attend the improvement work streams – Chairman attended Improving Leadership, Governance & Partnerships work stream meeting on 26 March with Committee Adviser.

Letter from Edward Timpson MP sent to Leader on 25th March confirming that BCC will be able to lead its own improvement programme – this was circulated to ESC Select Committee on 26th March.

### **6 COMMITTEE MEMBER UPDATES**

None.

### **7 THE CHILDREN'S SERVICES IMPROVEMENT PLAN**

Members addressed the following lines of enquiry with the Service Director and the DCI for Protecting Vulnerable People:

- Early Help Panels and early help generally
- The role of IT in the improvement journey, with a particular focus on the upgrade to ICS version 10.3 – the looked after children process in particular needed to be improved
- Social care staff recruitment and retention – there was particular interest in the news that a neighbouring authority was undertaking a significant recruitment drive; a new Head of Service appointment had been made the previous Friday
- Data – the ideal would be to have real time reporting but this was some way off. A significant amount of work had taken place on developing the performance scorecard
- What the ideal children's service would look like – this was addressed in particular to to the DCI in order to get the partner perspective

Ofsted will be visiting on 8<sup>th</sup> April to evaluate the handoff from First Response to Child in Need Teams.



SEE PAPERS/WEBCAST FOR CONTENT

## **8 CHILD SEXUAL EXPLOITATION**

Members received an update on work underway to address the issue.

The Committee Adviser described how the Thames Valley Police & Crime Panel had agreed on 27th March to set up a sub-committee to monitor the issue.

**ACTION: CAROL DOUCH TO SUPPLY THE COMMITTEE WITH THE REPORT ON CSE THAT HAS BEEN COMMISSIONED**

SEE PAPERS/WEBCAST FOR CONTENT

## **9 BUCKINGHAMSHIRE YOUTH - AN ALTERNATIVE DELIVERY MODEL FOR SERVICES FOR YOUNG PEOPLE**

The Committee considered the report of the Bucks Youth Project Manager and addressed the following lines of enquiry:

- The different options considered
- Costs associated with the project
- What similar services were provided by other local authorities

SEE PAPERS/WEBCAST FOR CONTENT

## **10 COMMITTEE WORK PROGRAMME**

The work programme was agreed.

## **11 DATE OF NEXT MEETING**

Friday 5th June 2015 at 10am in Mezzanine Room 2.

**CHAIRMAN**

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# Minutes

## CHILDREN'S SOCIAL CARE AND LEARNING SELECT COMMITTEE

Minutes from the meeting held on Friday 5 June 2015, in Mezzanine Room 2, County Hall, Aylesbury, commencing at 10.00 am and concluding at 1.15 pm.

This meeting was webcast. To review the detailed discussions that took place, please see the webcast which can be found at <http://www.buckscc.public-i.tv/>. The webcasts are retained on this website for 6 months. Recordings of any previous meetings beyond this can be requested (contact: [democracy@buckscc.gov.uk](mailto:democracy@buckscc.gov.uk))

### MEMBERS PRESENT

Margaret Aston, Janet Blake, Phil Gomm, Paul Irwin, Valerie Letheren (Chairman), Wendy Mallen, Robin Stuchbury, David Watson and Katrina Wood

### CO-OPTED MEMBERS PRESENT

David Babb

### OFFICERS PRESENT

Pauline Cue, Carol Douch, Amanda Taylor-Hopkins, David Johnston, Atifa Sayani and Yvette Thomas

### 1 ELECTION OF COMMITTEE CHAIRMAN

Cllr. Val Letheren was proposed by Cllr. Robin Stuchbury – this was unanimously agreed by the committee.

Cllr. Letheren took the Chair.

### 2 APPOINTMENT OF VICE-CHAIRMAN

Cllr. Paul Irwin proposed Cllr. Dev Dhillon, this was seconded by Cllr. Margaret Aston and was unanimously agreed.



INVESTOR IN PEOPLE



### **3 APOLOGIES FOR ABSENCE**

Michael Moore

### **4 DECLARATIONS OF INTEREST**

Margaret Aston declared that she was on the Haddenham Children's Centre Board and that she sat on the Corporate Parenting Panel.

Paul Irwin declared that he was on the Corporate Parenting Panel and the advisory board for Waddesdon Children's Centre.

### **5 MINUTES**

Agreed

### **6 PUBLIC QUESTIONS**

None

### **7 CHAIRMAN'S REPORT**

The Chairman had been appointed to sit on the Improvement Board by the new Chairman. She gave her views of the first meeting that she had attended. The Director of Children's Services from Essex County Council and Cambridgeshire County Council had seats on the Board. She reported that it was good to see representatives from schools. Multi-agency buy-in was good and everyone was in agreement that the improvement process would be long.

SEE PAPERS/WEBCAST FOR CONTENT

### **8 COMMITTEE MEMBER UPDATES**

Cllr. Stuchbury had attended a Safeguarding Board meeting and reported that there was some level of scrutiny and challenge. There needed to be a discussion around what is appropriate level of engagement by the Select Committee in the Board. Cllr. Stuchbury had also attended CSE conference in Wycombe.

Cllr. Mallen had attended an improving quality of social work practice meeting which she had found very informative. She reported on several of the issues that were faced by social workers that were addressed at the meeting, which had been well chaired by the Service Director and was very positive.

SEE PAPERS/WEBCAST FOR CONTENT

## **9 IMPROVING CHILDREN'S SOCIAL CARE INQUIRY - REPORT OF THE SELECT COMMITTEE**

The Chairman introduced the report, which was an account of the work undertaken on the Improving Social Care Inquiry. The report was noted by the Committee.

SEE PAPERS/WEBCAST FOR CONTENT

## **10 CHILDREN'S SERVICE IMPROVEMENT PROGRAMME UPDATE REPORT**

The Chairman welcomed John Goldup to the meeting. Mr. Goldup had been appointed by the Department of Education (DoE) to Chair the Improvement Board on a monthly basis. He was to report on a quarterly basis to DoE. There was to be a 6 monthly review against the improvement notice issued by the minister in the second part of last year.

Members raised questions with those in attendance on the following issues:

- Early Help Panels
- The Practitioner Board
- Timeliness of statutory meetings
- Case audits
- The interface between children's centres and social care staff
- The process of hiring and retaining staff from overseas
- The conversion rate of temporary staff to permanent roles
- Levels of trust in the senior management team
- The improvement data dashboard

SEE PAPERS/WEBCAST FOR CONTENT

## **11 EDUCATIONAL STANDARDS IN BUCKINGHAMSHIRE**

Zahir Mohammed gave an introduction to the item and stated that he was more than pleased to be here in his capacity as the new Cabinet Member.

Members raised questions with those in attendance on the following issues:

- The gap in attainment at the Early Years phase and Key Stage 4
- The breakdown of results to particular schools
- Comparing the performance of village schools with non-rural schools

SEE PAPERS/WEBCAST FOR CONTENT

## **12 NARROWING THE GAP**

Following on from the above discussion, members scored the progress being made against the recommendations made in the Narrowing the Gap Inquiry.

SEE PAPERS/WEBCAST FOR CONTENT

**13 EDUCATIONAL SUPPORT FOR SERVICE CHILDREN**

The Chairman asked for this item to be deferred as the meeting was running late.

SEE PAPERS/WEBCAST FOR CONTENT

**14 CHILDREN'S SOCIAL CARE & LEARNING SELECT COMMITTEE WORK PROGRAMME**

The work programme was agreed subject to the inclusion of the CSE Inquiry.

SEE PAPERS/WEBCAST FOR CONTENT

**15 DATE OF NEXT MEETING**

22<sup>nd</sup> September 2015

**16 EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED**

**That the press and public be excluded for the following item which is exempt by virtue of Paragraph 1 of Part 1 of Schedule 12a of the Local Government Act 1972 because it contains information relating to an individual**

**17 CHILD SEXUAL EXPLOITATION MEMBER BRIEFING**

**18 INCLUSION OF THE PRESS AND PUBLIC**

**19 TO AGREE THE SCOPE OF THE PREVENTING CHILD SEXUAL EXPLOITATION INQUIRY**

Members agreed the scope of the inquiry and agreed that the following members should form the Inquiry Group: Margaret Aston, Wendy Mallen, Phil Gomm, Robin Stuchbury, Dev Dhillon, Val Letheren.

SEE PAPERS/WEBCAST FOR CONTENT

**CHAIRMAN**

Classification: OFFICIAL

**OVERVIEW & SCRUTINY WORK PLAN 2015-16**

Item	Annual Ad Hoc	Meeting Date	October	February	March	June
Performance Indicators Review	Every Meeting	-				
Budget Monitoring Review	Every Meeting	-				
Budget Proposals	Annual	Feb 16				
Annual Review of FoI/DP	Annual	Jun 16				
Frimley Park Trust Update	Annual	Mar 16				
Ambulance Service	Annual	Feb 16				
Update on HS2/WRATH/Heathrow	Ad hoc	Oct 15				
Local Plan/Core Strategy Development	Ad hoc	Oct 15				
Advice Services in South Bucks	Ad hoc	Mar 16				
Universal Credit and Welfare Reform Changes	Ad hoc	Feb 16				
Bucks Health & Adult Care Select Cmm Minutes	Every Meeting	-				
Bucks Children's Social Care & Learning Select Cmm Minutes	Every Meeting	-				

Note

1. All Members will receive notification of the publication of the 28 Day Forward Plans and can raise with the Chairman of O&S any items to be added to an O&S meeting agenda.
2. Budget monitoring reports will be circulated to Members of O&S Cmm

Classification: OFFICIAL

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