



**Buckinghamshire County Council**  
**Select Committee**  
Environment, Transport and Locality Services

**Date:** Tuesday 2 September 2014  
**Time:** 10.00 am  
**Venue:** Mezzanine Room 2, County Hall, Aylesbury

**AGENDA**

**9.30 am Pre-meeting Discussion**

This session is for members of the Committee only. It is to allow the Members time to discuss lines of questioning, areas for discussion and what needs to be achieved during the meeting.

**10.00 am Formal Meeting Begins**

<b>Agenda Item</b>	<b>Time</b>	<b>Page No</b>
<b>1 APOLOGIES FOR ABSENCE</b>	<b>10.00am</b>	
<b>2 DECLARATIONS OF INTEREST</b> To disclose any personal or disclosable pecuniary interests.		
<b>3 MINUTES</b> Of the meeting held on 17 June 2014 to be agreed as a correct record.		<b>5 - 18</b>



INVESTOR IN PEOPLE



#### **4 PUBLIC QUESTIONS**

This is an opportunity for members of the public to put a question or raise an issue of concern, related to Environment, Transport and Locality Services. Where possible, the relevant organisation to which the question/issue is directed will be present to give a verbal response. The member of public will be invited to speak for up to four minutes on their issue. A maximum of 30 minutes is set aside for the Public Questions slot in total (including responses and any Committee discussion). This may be extended with the Chairman's discretion.

For full guidance on Public Questions, including how to register a request to speak during this slot, please follow this link:

<http://www.buckscc.gov.uk/about-your-council/scrutiny/get-involved/>

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

For the Chairman of the Committee to provide an update to the Committee on recent scrutiny related activity.

#### **6 OIL AND GAS EXPLORATION ('FRACKING') UPDATE**

**10.10**

**19 - 26**

Members will receive an update on the implications of the Licensing for Oil and Gas Exploration following the recent invitation for applications for Licences in the 14th Landward Licensing Round, and the publication of additional planning guidance. This will include an update on the Committee's recommendations made in Feb 2014 (via letter to Cabinet Member).

**Lesley Clarke OBE, Cabinet Member for Environment and Planning**

**Lester Hannington, Lead Officer for Minerals and Waste policy**

#### **7 TRADING STANDARDS: JOINT SERVICE DELIVERY MODEL**

**10.40**

**27 - 72**

Members will receive an update on the draft proposals/business plans for the joint trading standards service with Surrey County Council for comment as requested at the 13th May meeting.

**Amanda Poole, Trading Standards Manager, BCC**  
**Steve Ruddy, Surrey County Council**

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| <b>8</b>  | <b>TRANSPORT FOR BUCKS INQUIRY: PROGRESS UPDATE</b>  | <b>11.10</b> | <b>73 - 78</b> |
|           | Members will be examining the progress towards the committee's recommendations of the Transport for Bucks inquiry. As part of this they will be monitoring and reviewing the progress of the various improvement strands/reviews that have been undertaken over the past year. |              |                |
|           | <p><b>Ruth Vigor-Hedderly, Cabinet Member for Transportation</b><br/> <b>Gill Harding, Service Director, Place</b><br/> <b>Mike Freestone, Interim Contract Manager</b><br/> <b>Yogesh Patel, Business Improvement Director, Ringway Jacobs</b></p>                            |              |                |
| <b>9</b>  | <b>PUBLIC TRANSPORT INQUIRY UPDATE</b>   | <b>12.00</b> |                |
|           | Verbal Update from the Chairman  |              |                |
| <b>10</b> | <b>COMMITTEE WORK PROGRAMME</b>  | <b>12.10</b> | <b>79 - 80</b> |
| <b>11</b> | <b>DATE OF THE NEXT MEETING</b>  | <b>12.20</b> |                |
|           | The next meeting is due to take place on Tuesday 14 October 2014 in Mezzanine 2, County Offices, Aylesbury at 10.00am. There will be a pre-meeting for Committee Members at 9.30am.  |              |                |

**Future meeting dates for 2014**  
 Tuesday 18 November

**Proposed meeting dates for 2015**  
 3 February  
 17 March  
 14 April  
 19 May  
 23 June  
 21 July  
 8 September  
 6 October  
 17 November

### **Purpose of the committee**

The Environment, Transport and Locality Services Select Committee shall carry out scrutiny functions for all policies and services relating to environment, transport and locality services, including: Environmental sustainability; Planning & development; Transportation; Road maintenance; Locality services; Community cohesion; Countryside services; Waste, recycling and treatment; Trading standards; Resilience (emergency planning); Voluntary & community sector; Drugs and alcohol issues; and Crime and disorder and crime and disorder reduction partnerships (community safety partnerships).

In accordance with the BCC Constitution, the Environment, Transport and Locality Services Select Committee shall also sit as the designated Crime and Disorder Committee and will hold the countywide Crime and Disorder Reduction Partnership (known as the Safer Bucks Partnership) to account for the decisions it takes and to take part in joint reviews with District Councils of District Crime and Disorder Reduction Partnerships.

### **Webcasting notice**

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*For further information please contact:* Sharon Griffin or Maureen Keyworth on 01296 383691 / 3603; Fax No 01296 382538; Email [sgriffin@buckscc.gov.uk](mailto:sgriffin@buckscc.gov.uk) / [mkeyworth@buckscc.gov.uk](mailto:mkeyworth@buckscc.gov.uk)

### **Members**

Mr W Bendyshe-Brown	Mr D Dhillon
Mr T Butcher	Mr P Gomm
Mr D Carroll (VC)	Mr S Lambert
Mr W Chapple OBE	Mr W Whyte (C)



**Buckinghamshire County Council**  
**Select Committee**  
Environment, Transport and Locality Services

# Minutes

*ENVIRONMENT, TRANSPORT AND  
LOCALITY SERVICES SELECT  
COMMITTEE*

**MINUTES OF THE ENVIRONMENT, TRANSPORT AND LOCALITY SERVICES SELECT COMMITTEE HELD ON TUESDAY 17 JUNE 2014, IN MEZZANINE ROOM 2, COUNTY HALL, AYLESBURY, COMMENCING AT 10.00 AM AND CONCLUDING AT 12.10 PM.**

## **MEMBERS PRESENT**

Mr W Bendyshe-Brown, Mr T Butcher, Mr W Chapple OBE, Mr D Dhillon, Mr P Gomm, Mr M Shaw and Mr W Whyte (Chairman)

## **OTHERS IN ATTENDANCE**

Mr R Bunce, Mr A Clarke, Ms S Griffin (Secretary), Ms G Harding, Ms R Vigor-Hedderly and Ms K Wager

### **1 ELECTION OF CHAIRMAN**

#### **RESOLVED**

**That Warren Whyte be elected Chairman of the Environment, Transport and Locality Services Select Committee for the ensuing year.**

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

#### **RESOLVED**

**That David Carroll be elected Vice-Chairman of the Environment, Transport and Locality Services Select Committee for the ensuing year.**

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

Apologies for absence were received from Mr Lambert and Mr Carroll.



INVESTOR IN PEOPLE



#### **4 DECLARATIONS OF INTEREST**

Mr Bendyshe-Brown declared an interest as he is a driver for the Risborough Area Community Bus.

#### **5 MINUTES**

The minutes of the meeting held on the Tuesday 13 May 2014 were agreed as a correct record.

##### *Matters Arising*

Page 12 - Crime and Disorder Annual Update

The Needs Assessment is to be circulated to members when published.

**Action: Mr Sainsbury/Clerk**

#### **6 PUBLIC QUESTIONS**

There were no public questions.

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

The Chairman reported the following;

##### *Section 106/EU funding & external funding*

In addition to the monthly Environment Select Committee meetings, a meeting has taken place with the Chairman of the Finance Select Committee in relation to the inquiry being undertaken by the Finance Select Committee which includes Section 106 planning gains and investment to mitigate development in the county. This will be discussed in more detail under item 10 of the agenda.

EU funding and external funding will also be discussed under item 10 of the agenda.

##### *Public Transport Inquiry Working Group*

A very useful first workshop took place on the 10 June with officers and the Cabinet Member. The workshop gave the opportunity to understand the current policies in place and some of the budgetary issues.

Work is taking place to structure the two day evidence gathering sessions that are scheduled for the 24 & 25 July. The evidence sessions will include bus operators, commissioners, providers and contractors of public and client passenger transport. Further details will be published in due course.

#### **8 TRANSPORT FOR BUCKS - STATUS UPDATE**

The Chairman welcomed Ruth Vigor-Hedderly, Cabinet Member for Transportation, Mark Shaw, Deputy Cabinet Member for Transportation and Gill Harding, Service Director, Place, to the meeting.

The Cabinet Member for Transportation gave the following overview of the current reviews subsequent to the provision of a fuller update at the September meeting of the ETL Committee:

The opportunity to update Members of the Committee on the current position of the reviews is welcomed. On the 1 April 2014 I was elevated from Deputy Cabinet Member for Transportation to Cabinet Member for Transportation. Following this appointment I made the decision to commission an independent consultant – Gate One. Gate One submitted CV's to appoint an

individual to work with Bucks County Council and Ringway Jacobs to carry out a discovery phase of the review.

Bart Smith was appointed to carry out the interviews and the work programme. He has a wealth of experience in civil engineering and Local Authority working. This piece of work took three weeks during which there was a very intensive amount of interviews with local people, Local Area Technicians (LATs) and Strategic Directors etc. Following the discovery phase, a presentation took place at Green Park which during which the following three options were advised;

- To carry on as we were
- To look at going out to the market again and restarting the whole process
- To work with the current contractor Ringway Jacobs

The decision was made to continue to work with Ringway Jacobs. This decision was not made lightly; it was made because of the determination and the encouragement Ringway Jacobs showed the Local Authority that they wanted to make the contract work. Both the client and the contractor recognised the failings and that the contract didn't work as well as it could have.

When the contract was first written and produced in 2009 it was very unique in terms of only a few Local Authorities, if any, having this type of contract in place. Over the period of 2009-2014 much has changed in legislation and also within Transport for Buckinghamshire.

Work includes looking at developing new governance, new policies and procedures and Bucks County Council becoming the intelligent client. A small forensic analysis will take place of the Value for Money report which was commissioned in January 2014. A workshop with all stakeholders is taking place next week during which future plans will be discussed.

The structure of how Ringway Jacobs operates across the County Council has been looked into. The service has now been broken down into depots. Amersham is a newly created depot. The LATs previously based at Handy Cross who cover Amersham and Chiltern areas are now located at the Amersham depot. Each depot has its own supervisor and manager and has been tasked with looking at how they can become effective and efficient, how savings can be made and how money can be brought back into the service i.e. the set-up of traffic management - 70 plus traffic operations were due to go ahead. This has now been reduced to 14-15 operations. Each closure costs a significant amount of money.

A ditching programme has been started and is working well. £1 million has been invested to take the flooding off of the highway and to help address erosion. The amount of potholes and the categorisation has been looked into. Areas of the county are being looked at holistically. Handy Cross serves Wycombe and the surrounding areas; Griffin Lane will serve Aylesbury and small amount of the surrounding area; Gawcott will have two 2 dedicated LATs at all times.

An open day is taking place at the Amersham depot. Members of the County Council, Town Councillors and Parish Councillors from Chiltern and District have been invited to attend. Each depot has a hub and live screen which shows each areas and the programme of work in place in a specific ward.

Members asked the following questions;

**Is it possible to have an update on the responses to the Environment Select Committee recommendations agreed in principle by Cabinet in terms of the Intelligent Client approach and have some appointments been made to bolster the client team?** The Value

for Money exercise was due to be commissioned in January 2014. A summary of the report should be available in the next few weeks. In terms of the Intelligent Client Approach, Mike Freestone has been appointed for an interim period. A structure of where we would like to recruit has been developed. No appointments have been made as yet.

**Who is involved in the Stakeholder workshop?** The stakeholders are the Cabinet Member for Transportation, Mike Freestone, Ringway Jacobs, Eurovia, and the Strategic Director, Communities and Built Environment.

**Why is Mr Freestone not at the meeting today?** Mr Freestone has been appointed to take a strategic overview. He was not invited to attend the meeting today.

**There have been discussions about devolved services which is important as a policy initiative.** Devolved services have proven to be exceptionally well received in areas of Stewkley and Amersham Town Council and should be encouraged.

**There have been a number of reports on TfB over the years. How can the Committee be reassured that this report is not just another tick box exercise.** The Committee can be assured that the Local Authority will not operate this way next year and this is not another tick box exercise.

**Will the review look at the operational part of the contract as one of the issues raised is that the way the original contract was drawn up in 2009 is probably not fit for purpose in 2014? There seems to be an enormous amount of bureaucracy on the ground in terms of being unable to repair adjoining parts of a road because there is not written instruction/approval to do so. This is not acceptable.** This is one of the mind-set ways of working that the Local Authority wishes to move away from. It is important to empower the operative and for them to think outside the box. Ringway Jacobs have been tasked with changing the mind-set within their workforce. Any issues should be reported back to me to be looked into. The operational part of the contract has been discussed with Gate One lawyers. The contract was found to be sound in structure but lacking in the intelligent client on behalf of BCC which needs to be strengthened.

**Would you say that BCC as a client failed to manage the contract?** There is a 50/50 split on the failure to manage the contract.

**A lot of County Council policies are very aspirational in terms of they do not include target areas. The policies need to be more exacting as well as practical and operational.** The current policies are being looked into as part of the review. This includes the possibility of building in targets when the Key Performance Indicators (KPIs) are set. This particular area of the portfolio is exceptionally commercial. When work takes place with a private contractor there needs to be a commercial mind-set and skill-set to drive forward new ways and ideas and to demonstrate savings to residents.

**Now that the opportunity of some savings has been identified within the contract, will the budget be spent on grass cutting? It has previously been brought to the attention of the Committee that the District Council used to be paid five times as much as the County Council are currently paying for the contract.** Grass cutting is exceptionally feral this year in so far as the amount of rain and sunshine we have had. It is not possible to commit that any savings made will go towards grass cuttings because there are many other areas that need an injection of funding. There is the awareness that 55/56% of County Council asset is unclassified roads which in some cases are in shocking condition. Priority for any savings made would be given to the most needed areas. The latest mapping information for grass cutting is dated 2009. Ringway Jacobs has been tasked to update the mapping and to engage with Housing Associations, District Councils etc to clarify areas of responsibility.



**The Environment Select Committee conducted a mini inquiry into grass cutting last year. There is concern that in some parishes there does not seem to be evidence of lessons being learnt and being applied this year.**

**The first grass cut was very late. It was at the end of the first cut session and three weeks late in its own right. The quality of the second cut is not good.** The number of grass cuts in rural areas has been reduced from three to two per year. The reason for the lateness of the cuts is believed to be due to some of the verges being very wet or flooded and in some circumstances it has been difficult to get vehicles/maintenance to some areas. With only two cuts per year in rural areas and six in urban areas, an even balance has to be found. The front of the grass cutters have also been replaced by flails which gives an even cut.

**Issues to be dealt with in the September meeting include has the quality of the services started to improve, has the trust been rebuilt and with regard to a reduction in the number of services, the services being brought should not impact on the quality.** The Cabinet Member gave thanks for the support received through a difficult time. A further update will be given at the September meeting of the ETL Committee which will include evidence of new ways of working and of the intelligent client being in place.

A formal response to the recommendations made by the ETL Select Committee which were approved by Cabinet and an organisational chart of the client structure and roles is to be circulated to the Committee before the September meeting.

**Action: Cabinet Member for Transportation**

## **9 PUBLIC TRANSPORT INQUIRY**

Andrew Clarke, Passenger Transport Manager and Ryan Bunce, PSD Service Lead, Place were welcomed to the meeting.

The Chairman explained that the initial meeting of the ETL Working Group inquiry into public transport has taken place. Mr Bunce and Mr Clarke were asked to give an overview of the current County Council policies for public transport and the plans to update the policies.

Mr Bunce explained that the County Council's highest level policy starts with the third Local Transport Plan (LTP3) which sets out the objectives for transport across the county. The objectives are listed in figure 1 shown on page 24 of the agenda pack i.e. encouraging sustainable travel and the coach way project.

There are a series of more specific policies such as the Transport for Bucks Strategy which was developed by Bucks County Council in 2012. It sets out the challenges the Council faced; changes in Central Government bus subsidy; changes in rural demand for public transport; and concerns over the sustainability of client transport services. It suggests a core network of bus services across the county supported by community transport and information hubs to promote the use of these services.

This document played a key part of shaping services that are currently in place in Buckinghamshire. The document provides some evidence of the public opinions of bus travel and some of the challenges faced at that time.

The Council also produces area specific strategies to set out its approach to transport challenges in particular areas such as the Southern Quadrant Transport Strategy covering an area of High Wycombe. These strategies tend to focus on infrastructure and physical measures rather than subsidies or timetables etc.

There are also previous and future strategies to consider as some of these have played an important part in shaping the bus services currently provided. LTP2 originally set out the

objectives of reducing congestion and improving accessibility by splitting the network as detailed in the Travel Bucks Strategy (core, urban, inter-urban and secondary rural service). Whilst this document was produced in 2006 document and some of the challenges faced today are quite different, it does explain how we got to where we are. LTP3 expires in 2016 and work is currently taking place to produce LTP4. Areas identified from the Working Group include the need for the plan to link very closely to funding mechanisms and for it to be workable and deliverable. LTP4 will take into account the conclusions of the reviews currently taking place.

The County Council also feeds into the Buckinghamshire Thames Valley Local Enterprise Partnership Strategic Economic Plan which sets out proposals for investment in the area, including a range of transport measures such as direct public transport and the quality of transport centres.

Mr Clarke explained that in terms of public transport on the ground, the 1985 Act deregulated the bus industry and introduced commercial operators whereby the operators can set their own bus routes and timetables. They are required under law to operate each route on a profit basis and are overseen by the Vehicle and Operator Services Agency (VOSA) who manage and inspect on the basis of engineering and licensing etc. The duty of a Local Transport Authority is;

- 'to secure the provision of such public passenger services as the Council considers it appropriate to secure to meet any public transport requirements within the County, which would not in their view, be met apart from any action taken by them for that purpose
- To formulate from time to time general policies as to the description of services they propose to secure'

The Act also required that the Authority had regard for the transport needs coming from Education and Social Service function and co-ordinate where possible with Children and Young Peoples Services and Adults and Family Wellbeing.

The Transport Authority is also required to consider the needs of elderly and disabled users when delivering bus services.

The role of the Local Authority is to look at the gaps that are left by commercially provided bus routes and to put these alongside our own policies and seek to fill these gaps by subsidising additional bus services that wouldn't otherwise exist. The Local Authority is not permitted to under-mind commercial bus operators. It has to take the lead from where the commercial operator will put their services and work with them.

The Local Authority may subsidise services by;

- Competitive tender for fully subsidised routes
- Direct negotiation with a commercial operator on partly subsidised routes (known as 'de-minimus' payments)

The bus strategy was set in LTP2 which put in place a twin track approach of trying to develop a good core network which is attractive to current car users (hourly or half hourly buses on interurban routes, tackling congestion etc), and the provision of an accessibility network whereby rural services are provided at a much lower frequency but to allow people who have no other transport option to get to their local market town to carry out functions such as shopping, health and leisure.

The Travel Bucks Policy (2012) recognised budget constraints and introduced some additional partnership working opportunities, looking at the integration of Client Transport and NHS transport, the provision of accessible services in rural areas on reduced budgets by exploring Community Transport options i.e. Dial a Ride, providing support to Community Transport including pump-priming fund and the potential for Transport Information Hubs.

The Concessionary fares scheme is a statutory responsibility given to all upper tier Local Authorities by Local Government. Local Authorities are required to provide a free scheme to all qualifying users which are those of a pensionable age or with qualifying disabilities and to reimburse commercial bus operators for the revenue they lose through the free travel scheme. Central Government sets the guidance and criteria for the re-imbusement and the offer given to passengers through the scheme.

During discussions, the following questions were asked.

**In terms of the budgetary challenges that have been mentioned, one of the major driving forces for this inquiry was to see how public transport for the county will evolve in light of future budget changes. It is possible for you to clarify the differences in terms of the immediate savings the County Council might need to make or policies that might need to be looked at to address the budget challenges long term?** Mr Clarke referred members of the Committee to page 21 of the agenda pack which gives details of the summary net spend over a number of years. In real terms taking into account inflationary factors such as a significant increase in fuel costs and the two significant further reductions programmed into the Medium Term Plan for next two financial years (£248 and £102K), these are the challenges being faced from a financial point of view.

**Is there a policy or business plan to illustrate the savings would be achieved or has this yet to be developed?** Mr Clarke said that the savings to be achieved was one of the main drivers of the policy review being undertaken by Place service. The existing policies which were largely set in LTP2 in 2006 deal with the development and maintenance of a network. The policies were not designed at that point to manage significant budget reductions. This is a challenge that needs to be addressed as part of the current policy review. There are criteria by which the value of the current subsidised services will be scored. The criteria is based on the current network rather than taking new or future services into account.

**Since the start of the reductions in 2009/2010 to current, has this been purely by alterations and bus cuts or have efficiencies also been realised?** Mr Clarke said that some efficiency savings have been achieved by making use of the assets that the County Council has. Work has taken place with commercial bus operators to improve the commerciality for a number of urban bus services. A significant amount of savings over the last five years have been made by withdrawing subsidy by a tapering arrangement with bus operators whereby over a period of two/three years services that were semi commercial are moved into fully commercial.

**Why does Public Transport sit within TfB?** Ms Harding explained that when the contract was drawn up with TfB 5-6 years ago, it was decided that the right thing at that time was to have a fully integrated transport contract which was put out to the market as part of a tendering process. The contract was awarded to Ringway Jacobs and TfB were formed. The need to understand what was right for services 5 years ago might not be right now and for the future has been indicated. These conversations are taking place as with Ringway Jacobs as part of the transport review.

**It is possible to have some examples of how the Bucks Travel Policy is monitored?** Mr Bunce explained that the policy is set at a high level. There has been a big change in the way policies are monitored. Under LTP2 where the policies originated, there was a statutory duty to monitor these in detail and reports had to go back to the Department for Transport in a specified format. The reports were used to assess the performance of the Local Authority against that plan and set the level of future funding. In LTP3 the requirement for the format of the plan and the monitoring was taken away by the Government and the level of monitoring was then left up to each Authority. There is now less central monitoring by Place Service. Monitoring now tends to be done by the Service Area which delivers the individual part of the policy i.e. the Passenger Transport Manager will monitor the effectiveness of the service TfB is providing.

Mr Clarke added that a Business Support Review meeting is held on a monthly basis which is attended by the strategic client and senior management from Ringway Jacobs. In the transport area there are a number of KPIs such as passenger numbers and growth, punctuality and reliability etc which are measured and reported on monthly. Satisfaction measures are in place such as the Passenger Transport survey as well as separate measurements around costs of concessionary fares.

**When were the KPIs last reviewed?** Mr Clarke explained that the KPIs are set at the beginning of the financial year as part of the business planning process and are monitored on a monthly basis. KPI's are signed off by the Bucks strategic client.

Ms Harding said that as a result of the review into the Ringway Jacobs contract undertaken by the ETL Select Committee last year, a number of workshops have been undertaken in terms of reviewing the KPIs and whether they needed to be changed. Approximately 50-75% of the KPI review process was completed but was put on hold following the change in the Cabinet Member, the agreement that a fundamental transport review would take place and to look how the outcomes from the G1 review can be incorporated into the KPIs. Following discussions at Strategic Board with senior management at Ringway Jacobs, the decision was made to continue to use KPIs from 2013. Two KPIs were removed purely because the service changed substantially and the budget was removed. At the last meeting of the Strategic Board it was agreed that when the new KPIs were available they would work in shadow with the KPIs that are in place this year with the absolute view that from the 1 April 2015, the newly developed KPIs would come into force.

**Who monitors the Travel Bucks Policies from 2012 to ensure that the County Council is delivering what has been set out?** Mr Bunce said the Travel Bucks Policies are cascaded in the Business Plan and captured as an action.

Mr Clarke added that he uses Travel Bucks policy on a regular basis to shape his management of the business.

**Transport Act 1985 by its definition has been left a significant degree of flexibility for the County Council. With this in mind and the role of BCC to fill in the gaps in public transport, to what extent does the County Council's current Transport Policy meet or go beyond its statutory duty i.e. could a statutory duty be fulfilled by running a bus once a month and how is the statutory duty implemented.** Mr Clarke said that as well as the 1985 Act, there is the 2000 and 2008 Act and various updates, which from a Central Government point of view is a live document. In having regard for transport needs, the Local Authority also needs to have regard for their own policies, budgets and strategic objectives. The Travel Bucks policy and LTP3 are in effect, shaped by the County Council's strategic objectives. A lot of County Council objectives very much require a good public transport network to make things them work as a means not an end.

**Putting policies aside, the County Council needs to effectively carry out its statutory duty. What does the County Council need to do to fulfil its statutory duty?** Mr Clarke explained that the County Council has a duty to consider transport needs and to formulate policies to respond to these needs.

There are two key strands in the legislation; transport needs must be considered and the County Council must have regard in their own policies and promote public transport and access and the opportunity to travel without a private car. A key part of the policy review is to look at the balance between available funding, the policies and the offer the County Council wishes to make to the public.

**What services does the County Council buy from TfB in terms of public transport planning?** Ms Harding said in terms of policy delivery this has been outsourced. TfB facilitate the development of the Policy which is then signed off by BCC.

**As Ringway Jacobs facilitate the development of the transport policy, in theory the County Council should then benefit from Ringway Jacobs international reach in terms of innovative transport policy options and ideas etc.** Ms Harding said this is an area which needs to be exploited further.

**Is the current transport policy fit for purpose now and in the future?** Mr Bunce said the starting point is that the Travel Bucks Strategy was developed to address different sets of challenges from the ones that are seen now. General areas of the policy that need to be looked at are what things mean and the degree of definition and the criteria set in the Travel Bucks Strategy does not go far enough to meet the current challenges. There is also the need for the Council to consider whether it wants to look further than addressing its current bus services and to develop services in a wider sense i.e. where people want to travel to not just who is on the bus. There are also different solutions to consider i.e. the use of community transport and whether a core network/secondary network should be looked at jointly. There could be a role for a more active decision about efficiency rather than safety and to meet the need for a change in service.

Mr Clarke added that a key issue is the policy talks positively about both accessible services and the core network (high frequency urban and interurban services). These are two very different services which deliver different things and operate in different ways. Through the current policies and criteria it is very difficult to put a relative value between the two services. If you are in a situation where you need to save money, are you just going to proportionally slice each separate budget or is there the needs to take a look at the policy to see where details can be made clearer in terms of priorities.

**It seems that the policies do not allow a review of need and a quick adaptation to achieve this.** Mr Clarke explained that in terms of the consultation process and statutory requirements to register new timetables with VOSA etc, there is a minimum of six months lead time to make changes to a route which is set by Central Government and VOSA.

**How are Community Transport schemes integrated in overall transport policy for Buckinghamshire?** Mr Clarke explained that services are run in defined geographical areas. Community Transport services are taken into account in the same way as commercial services are. Better use could be made of Community Transport but one is that is localised and independent.

**Is there a reliance on the County Council/TfB to respond to the coordination of Community Transport? Who has the overarching role to co-ordinate what is being done to get people around the county?** Mr Clarke explained that the County Council does not have a statutory role to integrate Community Transport with public transport services. However, in the wider role of the management of the public transport network, the County Council are looking at Community Transport in the same way it looks at commercial operations.

Ms Harding added that going forward the County Council needs to be mindful of future financial challenges as they become more acute and the increased community devolvement of services. Part of the agreed review is to look at the provision of transport as whole to ensure that a reduction in money does not necessarily mean deterioration in service. There is also the need to increase links into the different areas of transport. The understanding is there that should be an overarching review to make sure the right efficiencies are delivered from the infrastructure of transport options that the public actually has.

**There is already a Travel Bucks policy in place which is felt to be fit for purpose. LTP3 states that 'Buckinghamshire County Council will work in partnership with the third sector to improve the delivery and coordination of community transport'. This was an aspiration in 2012. There is concern that how the policy should be delivered has still not been ascertained.**

**Has this part of the policy not been delivered because Community buses are not part of TfB and the transport contract? BCC (the client) should be providing the policies which TfB would be responsible for delivering.**

Ms Harding explained that there is a Policy department within BCC. The actual transport policies are led within the PSD service Lead Officer's team, which includes ensuring that policies are fit for purpose. BCC can call on the expertise of Andrew Clarke to help formulate the transport policy for BCC. The policy review is not taking place from a blank piece of paper. It is looking at what policies are in place and what needs to be refined or refreshed for the policies to continue to be fit for purpose in the future.

Mr Bunce added that each of the objectives within the Travel Bucks Policy are still worthy and are very still relevant. It is the policy that does not go far enough to help make the decisions. It does not specify how accessibility needs are balanced with the urban core network. There needs to be a definition of what the County Council would like to achieve and how the objectives are be balanced.

The policies were written when the net spend for the budget was £2.9m. There have been reductions of £210,000 and now a further £110,000. Is there a process in place to deal with subsidy reductions and how the objectives in the policies can be achieved? Ms Harding said her understanding of how the reductions came about was good management of bus operators in terms of continuing business improvement and looking at current areas of subsidy to drive efficiencies and savings for the Local Authority. Given the scale of change being looked at there is the need to fundamentally review the current position rather than be organic year on year.

**To what extent are the objectives for supporting bus services (page 19 of the report), in particular providing a basic level of service to smaller communities to ensure a reasonable level of accessibility to shopping and healthcare services and meeting specific transport needs for people who are elderly or disabled, relevant, feasible, achievable and sustainable in the future?** Mr Clarke said that the reason for the policy review is to review of the objectives as there is no definition of the basic level of services. It is not unusual for some areas to have a service of 2 buses per week in a smaller community. There are more regular services in larger areas such as Slough, most of which are provided commercially. The objectives in the Travel Bucks Strategy (2012) cover every option in public transport and each objective is of equal value.

**There seems to be umbrella policies to try to cover all areas of transport but the policies are not specific or detailed enough. They need to be target based not aspirational. The policy was set in 2006 and updated in 2009 during which there have been yearly budget cuts. There is the expectation of budgetary cuts should be included in the policy.**

**As an organisation, how does Bucks County Council decide what transport solutions to deliver to meet the needs and demands i.e. the inclusion of officer based work streams, members, bus companies, the customer and how does the County Council know the service being delivered is fit for purpose and is value for money.** Mr Clarke said that regular talks take place with bus operators and the providers of commercial services, as well as consultation with members of the public and members of the County Council. The current network of services have been in place a long time which is mainly due to a large amount of the transport links and market towns remaining roughly the same. The policies do not take into account the need to try and assess the potential of a new service. A key area of the policy should be to consider the flexibility to react.

**Since the policies were written, Health has changed tremendously in terms of where the services are located. How will policies address these changes?** Mr Clarke advised that he met with NHS to discuss transport when the services changed between Stoke Mandeville and Wycombe. There were a number of initiatives around trying to improve public transport links such as a new bus service being developed as well as enhancements to a number of existing bus services, free travel for NHS staff and for those who are visiting someone in hospital. Work is still taking place with the Health service on the delivery of transport. There is not an easy solution as the priorities for NHS transport tends to focus on those with a medical need or on an extremely low income.

**The Select Committee has previously been advised that the contract for the Transport Hub facilitated by Community Impact Bucks Transport is funded 50/50 by Health and the County Council. Health uses the Hub 75% of the time which does not correlate with the 50/50 split in funding.** Mr Clarke explained that the Transport Information Hub project is a telephone line that provides information, in particular for community transport. The 75/25% split is around the reason for the call not around the duty of either the Health Authority or County Council for providing that transport. Individuals who call the Community Hub are members of the public who do not have a 'statutory right' to free transport NHS or do not have means of their own to get to a health appointment.

**It is not just about transporting people from hospital to hospital or town to town. It is about having transport from home to a hospital. Transport needs to be more effective across the county and value for money needs to be demonstrated.**

**Are the negotiations for the Transport Hub contract continuing?** Mr Clarke advised that the current contract for the Transport Hub expires at the end of July 2014. The intention is to continue with the provision of the service but at a lower funding level. The details are still to be confirmed. Community Impact Bucks can be contacted for clarification.

**Action: Mr Clarke**

**In terms of bus routes, it would be useful to know what duty the Trust has to provide patient transport, who is responsible for the services in place at the time of the reorganisation and what happens if the network has to evolve.**

**Action: Bucks Healthcare Trust**

**What are objectives/timeframes for the service area review to get the County Council to the MTP for this coming year and are Bucks County Council on their own or in a similar other County Councils try to achieve this?** Mr Clarke explained that the review will be taking place until late autumn. A detailed programme has been put in place with the aim of policies being formulated over the autumn for consultation in November. Part of the reason for the timescale is for this Committee to be given the opportunity to be involved and to contribute fully to the review.

**Is it possible for the Committee to have an update on the business plan process to meet the MTP objectives?** Ms Harding explained that during the MTP process last year there was a discussion about an outline business case being put forward; hence the reason for the business case being in the MTP. It was acknowledged that there was further work to be done because of the quantum being undertaken. There was concern about the level of savings to be achieved and the need for a fundamental review of how would be in the future.

**ETL Committee members were not advised that a review was being undertaken at previous Select Committee meetings. How does the Directorate want to engage with members of the Select Committee? Surely the business plan would come to the ETL Committee for discussion/comments as part of the review?** Ms Harding explained that the County Council needs to be mindful of duplication of work being carried and to make sure that the recommendations/comments are incorporated in the business plan to enable delivery of the MTP.

**The inquiry by the ETL Committee was initiated because there were no reviews taking place. What is the current status of the Business Plan Category review?** Ms Harding explained that the timetable for the Internal Service Review is slightly behind schedule. The review needs to be managed to ensure there is no duplication. The ETL Committee would be made aware of the progress and outcome of the internal service review out of courtesy.

Mr Clarke explained that the Public Transport Policy review was undertaken in response to the MTP cuts. How these cuts were going to be delivered from a team point of view promoted talks with the client as there was concern that policies currently in place are not really helping to deliver the MTP cuts in the most effective way possible.

A timeline/scope of the internal service review, the review being undertaken by Gate One and the Transport review are to be provided.

**Action: Cabinet Member for Transportation/Gill Harding/ Andrew Clarke**

The County Council/TfB to provide a one page document to succinctly clarify what services are commissioned from TfB to enable to the Committee to consider the gaps in the wider strategy as part of their inquiry.

**Action: Andrew Clarke/Gill Harding**

## **RESOLVED**

**The Committee agreed that any proposed policy changes or drafts or consultations that arise from this review currently being undertaken from the delivery point of view are presented to this Committee in September to review and comment on and that the Service takes on-board any comments that have been raised during the meeting today, including timelines. The Committee will consider providing the interim finding of their ongoing inquiry to Place Service.**

## **10 COMMITTEE WORK**

### **a) EXTERNAL FUNDING OPPORTUNITIES : A COMMITTEE UPDATE PAPER (THEMES AND TOPICS)**

Members of the Committee were referred to page 29-38 of the agenda pack which gives a summary of the work undertaken with various members of the Authority to investigate External Funding Opportunities.

The Chairman emphasised that the reason for this area of investigation was regarding the funding opportunities that relate specifically to planning and infrastructure and whether the County Council was maximising the opportunity to secure all external funding. The report includes from useful evidence from Bucks Business First (BBF) and the Local Enterprise Partnership (LEP)

**Members of the Committee AGREED and APPROVED the six draft recommendation areas detailed on page 36 of the agenda pack.**

**Members of the Committee AGREED that the report is to be sent to the Finance and Resources Committee for endorsement. The timeline is to be given for the return of the recommendations prior to the September meeting of the ETL Select Committee.**

**A letter is to be produced by the Environment Select Committee for the relevant Cabinet Members.**



## **b) S106 DEVELOPER CONTRIBUTIONS**

Members of the Committee were referred to the update on S106 investigations on pages 39-46 of the agenda.

The Chairman explained that S106 Developer contributions arise from developments in the county and are administered by the District Councils as the planning authority. The County Council can often be a major part of the process when it comes to education and transport or infrastructure type mitigations. The report encapsulates the Community Infrastructure Levy (CIL) to a certain extent but it concentrates more on the existing S106s that are in place and the processes for managing how these are delivered and well as negotiations for future S106. The Chairman added that S106 are still in legislation and will always exist for mitigations on site. The CIL is supposed to avoid the general negotiation for known costs to other infrastructure that a development would incur.

Community Infrastructure Levy is to be added to the main report and the summary.

**Action: Policy Officer**

**The Committee AGREED that a working group should be set up to look at the report in more detail with a review to redrafting and sharpening the contents. A meeting is to be arranged with the Chairman of the Finance and Resources Select Committee to discuss the report.**

## **11 COMMITTEE WORK PROGRAMME**

**Members of the Committee NOTED the Work Programme.**

**Members of the Committee AGREED that the item on Bulky Waste should be moved to the October meeting.**

## **12 DATE OF THE NEXT MEETING**

The next meeting is due to take place on Tuesday 2 September 2014 in Mezzanine 2, County Offices, Aylesbury. There will be a pre-meeting for Committee Members at 9.30am.

### **Future dates and times for 2014**

Tuesday 14 October

Tuesday 18 November

**CHAIRMAN**



# Environment Transport and Localities Committee

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<b>Title:</b>	<b>The 14<sup>th</sup> Round of Licensing for Onshore Oil and Gas</b>
<b>Date:</b>	2 <sup>nd</sup> September 2014
<b>Author:</b>	Stephen Walford
<b>Contact officer:</b>	Lester Hannington, 01296 383037
<b>Local members affected:</b>	See attached Appendix of Electoral Divisions

*For press enquiries concerning this report, please contact the media office on 01296 382444*

## Summary

The Government has published a further round of Licensing for Onshore Oil and Gas, and further material on the 'Planning Practice Guidance' website. Appropriate planning policies concerning onshore oil and gas extraction will need to be developed in the forthcoming 'Replacement Minerals and Waste Local Plan'.

This report forms an update to the Committee, in accordance with previous commitments to ensure that members remained fully informed on this subject, as well as the progress of the Replacement Minerals & Waste Local Plan.

## Recommendation

**That this report and its contents are noted.**

## Supporting information to include the following if a decision is being requested:

1. The Government has published an invitation to apply for Licences for oil and gas exploration and production under the 14<sup>th</sup> Landward Licensing Round. The Department for Energy and Climate Change will consider applications for licences received no later than 2pm on 28<sup>th</sup> October 2014. All of the areas of land ('Blocks') which were included in the Strategic Environmental Assessment published in December 2013, have been included as areas available for licensing. This includes 'Blocks' on the western and southern sides of the county, (and which includes an area on the southern periphery which had a Licence previously, but which was never taken up).



INVESTOR IN PEOPLE

2. The plan in Appendix 1 indicates the location of these 'Blocks' of land available for Licensing, in relation to Electoral Divisions within the County Council. Some of the 'Blocks' of land within in the areas available for the 14<sup>th</sup> Licensing round are within the Chilterns Area of Outstanding Natural Beauty.
3. As the report to Members in September 2013 indicated, the historic drilling of land within Buckinghamshire showed some evidence of conventional gas, but not in commercial quantities. Since these initial findings there has been no further interest in exploring for oil and gas within the County. However the tax regime for the oil and gas industry has been amended recently, and been made more favourable. In addition, 'unconventional resources' are now increasingly being explored within the UK, (which includes Coal Bed Methane, and Oil and Gas from Shales).
4. While commercially-viable quantities of conventional gas resources do not appear to be present within the 'Blocks' in Buckinghamshire which are presently available for Licensing, there is always the possibility that Shales may be present, which may have oil and gas trapped within them. (There are no coal-bearing strata in Buckinghamshire). However from considering the geological conditions which are most suited to the presence of oil and gas bearing Shales, it would appear unlikely that gas bearing shales are present in Buckinghamshire.
5. Nevertheless, this cannot be entirely ruled as a possibility, and oil and gas will be an issue that will need to be considered within the 'Replacement Minerals and Waste Local Plan', which is due to start its preparations in the autumn of 2014. The land use implications of this form of mineral extraction development will need to be considered, and the role of the County Council as a Mineral Planning Authority identified, and made clear. This is especially important since there are a number of other regulatory bodies involved in these forms of development.
6. As well as publishing the 14<sup>th</sup> Round of Landward Licensing for Onshore Oil and Gas, the Government has also added to the 'Planning Practice Guidance' website, specifically concerning oil and gas. The Government published the 'Planning policy statement on onshore oil and gas' in July 2013, and the 'Planning Practice Guidance' website offers guidance concerning the implementation of national policies. The new sections of the 'Planning Practice Guidance' include:
  - *The Phases of onshore hydrocarbon extraction*  
This details the three phases of exploration, appraisal, and production.
  - *How mineral planning authorities plan for hydrocarbon extraction*  
This section sets out the methods to manage potential conflicts, and highlights how proposals may come forward are to be set out within Local Plans. These include identifying existing or potential future Licence areas in Local Plans, and criteria-based policies.
  - *The planning application process*  
This section distinguishes between those aspects regulated by the planning process, and those that can be left to other regulators. There exist a number of issues which are covered by other regulatory regimes, and Mineral Planning Authorities are advised to assume that these regimes will operate effectively. (This is a long standing principle in the planning system, that planning decisions should not duplicate or undermine the pollution protection regime, but assume that it will operate effectively.) Whilst these issues may be put before mineral planning authorities, they should not need to carry out their own assessment as they can rely on the assessment of other regulatory bodies. However, before granting planning permission they will need to be satisfied that these issues can or will be adequately addressed by taking the advice from the relevant

regulatory body. Issues include mitigation of seismic risk, well design and construction, well integrity during operation, operation of surface equipment on the well pad, mining waste, chemical content of hydraulic fracturing fluid, flaring or venting of any gas produced, final off-site disposal of water, well decommissioning and/or abandonment.

- *Development Management Procedures*

Statutory consultees for planning applications play an important role at the pre-application stage of hydrocarbon extraction since they will be involved in providing advice to the mineral planning authority on a formal planning application. In the case of hydrocarbon extraction, relevant non-statutory consultees such as the Health and Safety Executive also play an important role.

- *Environmental Impact assessment*

Whilst all applications must be assessed on a case-by-case basis, it is unlikely that an Environmental Impact Assessment will be required for exploratory drilling operations which do not involve hydraulic fracturing. However, when considering the need for an assessment, it is important to consider factors such as the nature, size and location of the proposed development (selection criteria for screening Schedule 2 development are set out in Schedule 3 to the Environmental Impact Assessment Regulations).

7. Applications for the production phase are also likely to fall under paragraph 2 of Schedule 2 to the 2011 Environmental impact assessment Regulations, in which case they should be screened for likely significant effects, but applications where more than 500 tonnes of oil or 500,000 cubic metres of gas will be extracted per day may fall under Schedule 1, in which case an Environmental Impact Assessment is mandatory. Environmental Impact Assessment is a method of obtaining more detailed, and more structured information concerning the environmental implications of certain kinds of development.

- *Determining the planning application*

In this section of the 'Planning Practice Guidance' any consideration of alternative sources of energy, or demand, is not relevant, since Mineral Planning Authorities are advised specifically to take account of Government energy policy, as set out in the 'Annual Energy Statement'.

- *Aftercare and restoration*

Planning conditions and obligations may be used to secure appropriate reclamation of the land following drilling.

- *Annex A: Shale Gas and Coalbed Methane/Coal Seam Methane*

This section explains what shale gas is, coal bed methane, hydraulic fracturing,

- *Annex B: Outline of process for drilling an exploratory wells*

This section includes a flow chart of the stages of different regulatory consents.

- *Annex C: Model planning conditions for surface area*

This section includes model planning conditions concerning the issues that may affect the surface area of the drill pad, including water, visual intrusion and landscaping, dust and air quality, noise, lighting, soils, protected species and habitats, and restoration and aftercare.

8. Any potential operator who receives a Licence from DECC will also need planning permission in order to carry out exploratory drilling, as well as a Permit from the Environment Agency, and a Well consent from the Health and Safety Executive. Other bodies may also be involved depending upon the nature of the development, such as:

- a. the Coal Authority, whose permission will be required should drilling go through a coal seam; (does not apply within Buckinghamshire)
  - b. Natural England, who may need to issue European Protected Species Licences in certain circumstances;
  - c. the British Geological Survey, who need to be notified by licensees of their intention to undertake drilling and, upon completion of drilling, must also receive drilling records and cores; and
  - d. Hazardous Substances Authorities, who may need to provide hazardous substances consents.
9. This report stresses the key role of the County Council as a Mineral Planning Authority, since the planning application process tests whether the use of the land is acceptable. To carry out this role the County Council will need to develop up-to-date local planning policy with respect to the exploration for and extraction of, oil and gas, so that the County Council Development Control Committee will be able to make better informed decisions on any applications that may come forward. A new Local Plan, called the 'Replacement Minerals and Waste Local Plan' will undergo its first public consultation later this year, concerning policy issues and alternatives. A 'Communication Plan' for the development of the RMWLP has been produced, and this includes the intention to brief Members in advance of each consultation stage. The subject of oil and gas will be an issue to be considered within the new Local Plan.
10. The 'Planning Practice Guidance' makes it clear that considerations of alternative sources of supply, and the demand for oil and gas, are to be looked at through the 'Annual Energy Statement 2013' published by the Government each year. The 'Annual Energy Statement 2013' stresses that: *'The Government is committed to ensuring that the regulatory, planning and fiscal regimes enable the onshore industry to establish what the commercial prospects in the UK may be for unconventional oil and gas. The Government will make sure that the exploration and extraction can be carried out safely and with full regard for the protection of the environment.'*
11. To conclude, although onshore oil and gas production is presently a small percentage of supply, the Government is committed to maximising its potential to contribute to overall supply by the changes to the tax system, and the range of regulatory regimes which apply.

### **Resource implications**

The preparation of the Replacement Minerals and Waste Local Plan is subject to identified budgetary resource from MTP.

### **Legal implications**

All Local Plans are subject to an 'Examination in Public' after they have been submitted to the Secretary of State. It will be important to show the Inspector appointed by the Secretary of State that proposed policies and site allocations are 'justified' by evidence submitted alongside the RMWLP, and are consistent with national policy, in order for the Plan to be legally compliant, and 'Sound'. This report, and its subject matter, will need to be included in the Evidence Base which will accompany the 'Replacement Minerals and Waste Local Plan' (RMWLP), when it is submitted to the Secretary of State.

Advice has been sought from the Head of Legal and Democratic Services.

### **Other implications/issues**

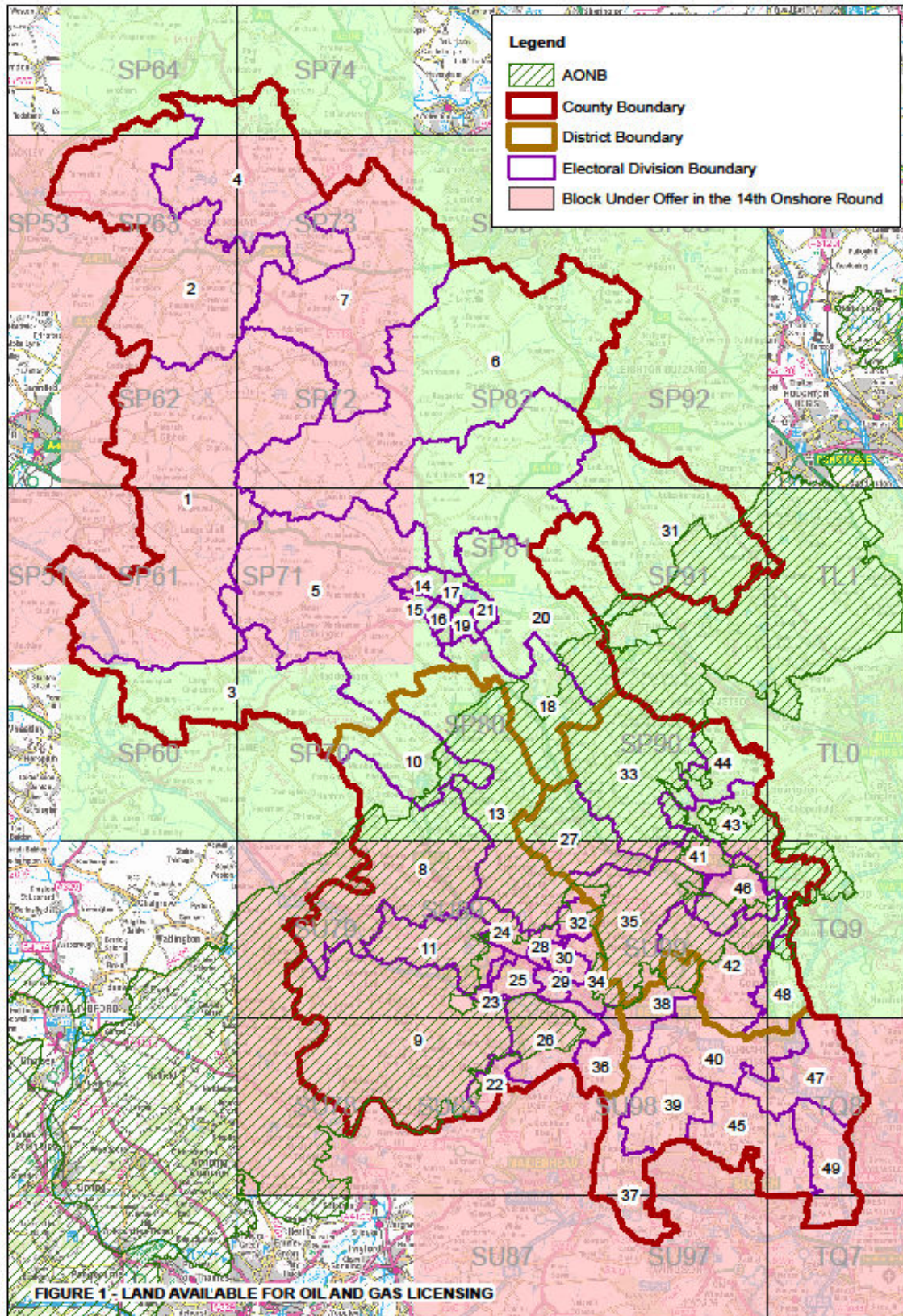
The County Council has a statutory role as 'Mineral Planning Authority' and is responsible for determining planning applications for the extraction of minerals. Under the Planning Acts 'minerals' includes oil and gas (alongside sand, gravel, and clay which are also worked in the county), and planning permission is required for its exploration beyond 28 days, and its production. This role is exercised by the Council Development Control Committee. All planning decisions are made based upon planning policy, according to section 38 of the Planning and Compulsory Purchase Act 2004.

### **Feedback from consultation, Local Area Forums and Local Member views**

Any feedback from local Members will be reported verbally to the meeting of the Committee.



**Appendix 1: Electoral divisions within Blocks available for Licensing (map and spreadsheet)**





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## Background Papers

Planning Practice Guidance for onshore oil and gas

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/224238/Planning\\_practice\\_guidance\\_for\\_onshore\\_oil\\_and\\_gas.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/224238/Planning_practice_guidance_for_onshore_oil_and_gas.pdf)

‘Planning Practice Guidance’ on the internet at:

<http://planningguidance.planningportal.gov.uk/blog/guidance/minerals/planning-for-hydrocarbon-extraction/the-phases-of-onshore-hydrocarbon-extraction/>

Report to Environment, Transport and Localities Committee 25<sup>th</sup> September 2013

<http://moderngov/documents/s43996/ETL%20select%20committee%20report%20Fracking%2020130822.pdf>

Report to Environment, Transport and Localities Committee 4<sup>th</sup> February 2014

<http://moderngov/documents/s46601/Fracking%20-%20combined%20papers.pdf>

## Electoral Divisions available for Licensing for Oil and Gas

Electoral Divisions affected by licensing		
Label	Division	Member
1	Grendon Underwood	Angela Macpherson
2	Buckingham West	Robin Stuchbury
3	Bernwood	Margaret Aston
4	Buckingham East	Warren Whyte
5	Stone and Waddesdon	Paul Irwin
6	Great Brickhill	Janet Blake
7	Winslow	John Chilver
8	Ridgeway West	Carl Etholen
9	Chiltern Villages	Jean Teesdale
11	West Wycombe	Darren Hayday
12	Wing	Netta Glover
13	Ridgeway East	David Carroll
14	Aylesbury North-West	Andy Huxley
15	Aylesbury West	Steven Lambert
22	Marlow	Richard Scott
23	Booker, Cressex and Castlefield	Zahir Mohammed
24	Downley	Wendy Mallen
25	Abbey	Lesley Clarke
26	Flackwell Heath, Little Marlow and Marlow South-East	David Watson
27	Great Missenden	Alan Stevens
28	Terriers and Amersham Hill	Valerie Letheren
29	Ryemead and Micklefield	Julia Wassell
30	Totteridge and Bowerdean	Chaudhary Ditta
32	Hazlemere	Katrina Wood
33	Chiltern Ridges	Patricia Birchley
34	Tylers Green and Loudwater	David Shakespeare
35	Penn Wood and Old Amersham	David Schofield
36	The Wooburns, Bourne End and Hedsor	Mike Appleyard
37	Cliveden	Dev Dhillon
38	Beaconsfield	Adrian Busby
39	Farnham Common and Burnham Beeches	Lin Hazell
40	Gerrards Cross	Peter Hardy
41	Amersham and Chesham Bois	Martin Phillips
42	Chalfont St Giles	Timothy Butcher
43	Chess Valley	Noel Brown
45	Stoke Poges and Wexham	Trevor Egleton
46	Little Chalfont and Amersham Common	Martin Tett
47	Denham	Roger Reed
48	Chalfont St Peter	David Martin
49	Iver	Ruth Vigor-Hedderly



## Buckinghamshire County Council Select Committee

Environment, Transport and Locality Services Select Committee

### Report to the Environment, Transport and Locality Services Select Committee

<b>Title:</b>	Creation of a Joint Trading Standards Service with Surrey County Council
<b>Committee date:</b>	2 <sup>nd</sup> September 2014
<b>Author:</b>	Amanda Poole
<b>Contact officer:</b>	Amanda Poole, 01296 383612, apoole@buckscc.gov.uk
<b>Report signed off by Cabinet Member:</b>	Martin Phillips, Community Engagement
<b>Electoral divisions affected:</b>	All

#### Purpose of Agenda Item

This item is being brought to the Select Committee following a request at the Committee's May meeting to see the business case, once developed, for the creation of a Joint Trading Standards Service with Surrey County Council. It is being brought to the Select committee as consultation and to seek the committee's views prior to the business case being formally considered by Cabinet in October 2014.

#### Background

Further to the background paper regarding the Trading Standards Service provided to this Committee in May, the Service has been keen to develop a Joint Service with another Trading Standards Service to address the fundamental challenges posed by the impact of reducing resources - particularly around knowledge availability, robustness and resilience.



## Summary

The development of a Joint Service with Surrey will provide an enhanced service for residents and businesses in both counties, whilst also delivering the savings required in the Medium Term Financial Plans for each local authority. The alternative for each service would be to make service delivery reductions which in turn would reduce protection for residents and support for local businesses. The suggested way forward also sits well with being commercially minded being brought to life through the Future Shape programme.

The Project Board recommends Governance arrangements through a Joint Committee with a host Authority, Surrey. This would mean the Joint Service would be virtually hosted by Surrey but would not be co-located in one place and would continue to be locally accessible and to deliver local services to local people. The Joint Service will have its own business plan and priorities, which will be aligned to the partner Local Authority priorities. Where there are specific local needs these will continue to be met. The Joint Service will continue to use its current local brands when dealing with local residents, and will develop a third shared brand for its income generation activities.

There are a range of benefits, both cashable and non-cashable. Among others these include sharing the wide range of knowledge and expertise required; developing income generation and reducing costs through sharing. The cashable savings (removing 10% of Joint Service costs by year 3) allow the services to meet their current Medium Term Financial pressures without a detrimental impact to Service provision to local people. The changes will also better prepare the service to meet future financial pressures which may arise.

Whilst the governance of the Joint Service will occur through a Joint Committee with Members from both Authorities, this will be underpinned by an “Inter-Authority Agreement” setting out the legal arrangements for the partnership. This will include matters such as duration of the agreement (currently the Project Board is recommending 5+10 years); agreement for division of finances – for example income, underspend or overspend to be split in the same proportion as each parties percentage contribution; termination and exit arrangements. It also includes the detailed but necessary legalities which must be agreed such as data sharing / data protection issues; business continuity; health and safety; insurance etc.

## Resource implications

The aim of the Joint Service financially is to respond to current resource reductions outlined in the Medium Term Plan’s for both Buckinghamshire Trading Standards and Surrey Trading Standards. It is also to put the Joint Service in the best possible place to generate further income in the future which may be needed to offset additional financial pressures which are not yet known.

The Medium Term Plan, as currently constructed requires Buckinghamshire’s Trading Standards Service to generate a £79,000 saving in 2015/16 (year 1 of the proposed Joint Service). It requires a further £29,000 in 2016/17 (year 2 of the proposed Joint Service). These savings equate to approximately a 9% cut in the overall service budget compared to



now (current Service budget is £1,122,928). As yet, no savings have been identified as required from the service budget in year 3.

Surrey Trading Standards Medium Term Financial Plan requires savings of £235,000 within the next 3 years (equating to approximately 11% of their current Service budget).

### **Next steps**

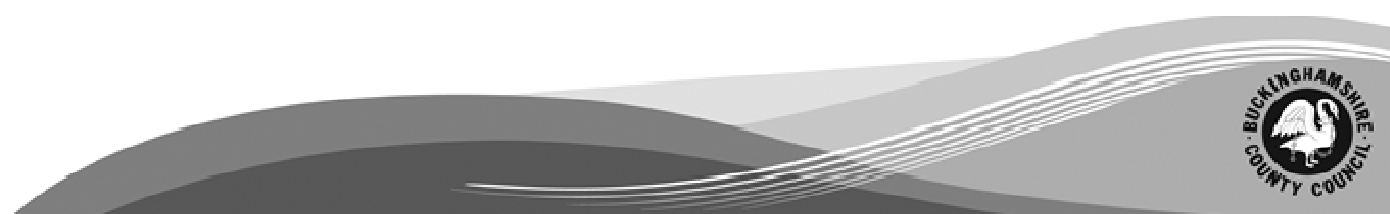
Consideration of the Business Plan and key information from the underpinning legal “inter-authority agreement” and a decision whether to go ahead is expected to occur at the 20<sup>th</sup> October Cabinet Meeting.

From now until early October we are seeking views on the draft business case, to ensure that the final version presented to Cabinet takes into account views raised and contains sufficient information so that an informed decision can be made.

The project continues to be overseen by a Board comprising Members and Officers from each of the two Local Authorities (this includes Cllr Martin Phillips and Phil Dart from BCC).

If a positive decision is reached, the aim would be to fully create the Joint Service to enable a go-live from 1<sup>st</sup> April 2015.

Documents attached – Business Case with appendices, and Equalities Impact Assessment.







## Full Business Case

### Proposal to create a joint Trading Standards Service between Buckinghamshire County Council (BCC) and Surrey County Council (SCC)

#### Executive Summary

This business case summarises the benefits of creating a new Joint Trading Standards Service between Buckinghamshire and Surrey.

This will provide an enhanced service for residents and businesses in both counties, whilst also delivering the savings required in the Medium Term Financial Plans for each local authority. The cashable savings equate to approximately 11% of the joint service costs by year 3. The alternative for each service would be to make service delivery reductions which in turn would reduce protection for residents and support for local businesses.

The new combined service would be overseen by a new Joint Committee and with staff employed by the host authority, Surrey. The new service will be delivered from the existing locations within each county. There are no plans to centralise or re-locate staff. Local presence and local partnerships are vital for the success of the service. The service would continue to be locally accessible and able to identify and address local issues.

The proposal will create a service better able to meet its statutory responsibilities, to achieve more to support corporate priorities in both Councils, and better positioned to deal with the new regulatory and consumer protection landscape. Building on the strengths of the current services, it will provide enhanced resilience and capacity to tackle unforeseen challenges and peaks in demand such as large scale investigations, complex frauds or animal disease outbreaks. It will continue to focus on protecting the most vulnerable and supporting businesses. It will be more influential regionally and nationally and have an enhanced capacity to generate income and future growth through the delivery of services for businesses and for other local authorities.

The new service will, subject to Cabinet approval in both local authorities, be operational in April 2015.

# 1. Background and Reasons

## 1.1. Business Need

Trading Standards is a critical and complex Service, with a legislative duty to enforce some 80 Acts of parliament and hundreds of sets of subordinate Regulations across a wide range of issues from fair trading, fraud and scams, through consumer safety, health and wellbeing, to the health and welfare of animal livestock.

The Trading Standards Service also supports the delivery of a wide range of Council priorities including Public Health, economic growth and the protection of vulnerable residents.

The national landscape for consumer protection is changing rapidly with more focus on cross border issues and new national bodies such as the National Trading Standards Board becoming more significant in national, regional and local delivery.

In the present economic climate there is a need to show increased efficiencies and value for money in both Buckinghamshire County Council (BCC) and Surrey County Council (SCC). Significant efficiency savings have been delivered over several years by the services in both Councils. The options for further efficiency savings without damaging impacts on service delivery have been exhausted. The ongoing need to make savings means that we need to look for new opportunities and to new models of delivery.

## 1.2. The Opportunity

Trading Standards has been identified as a function where there is potential for a joint service delivery model. There are already a small number of existing examples elsewhere that have been shown to work including in Devon & Somerset; West Berkshire & Wokingham and West Yorkshire Joint Services. The new joint service will be at the forefront of the development of shared services for front line regulatory functions. We will learn from others to avoid some of the potential pitfalls.

BCC and SCC have similar political, strategic and operational ethos so they are ideal candidates for a Trading Standards joint service. Both local authorities have been keen to work together at officer and member level to develop this opportunity. The new joint service would continue to provide a locally responsive and visible service for our residents and businesses with additional benefits outlined in section 3.

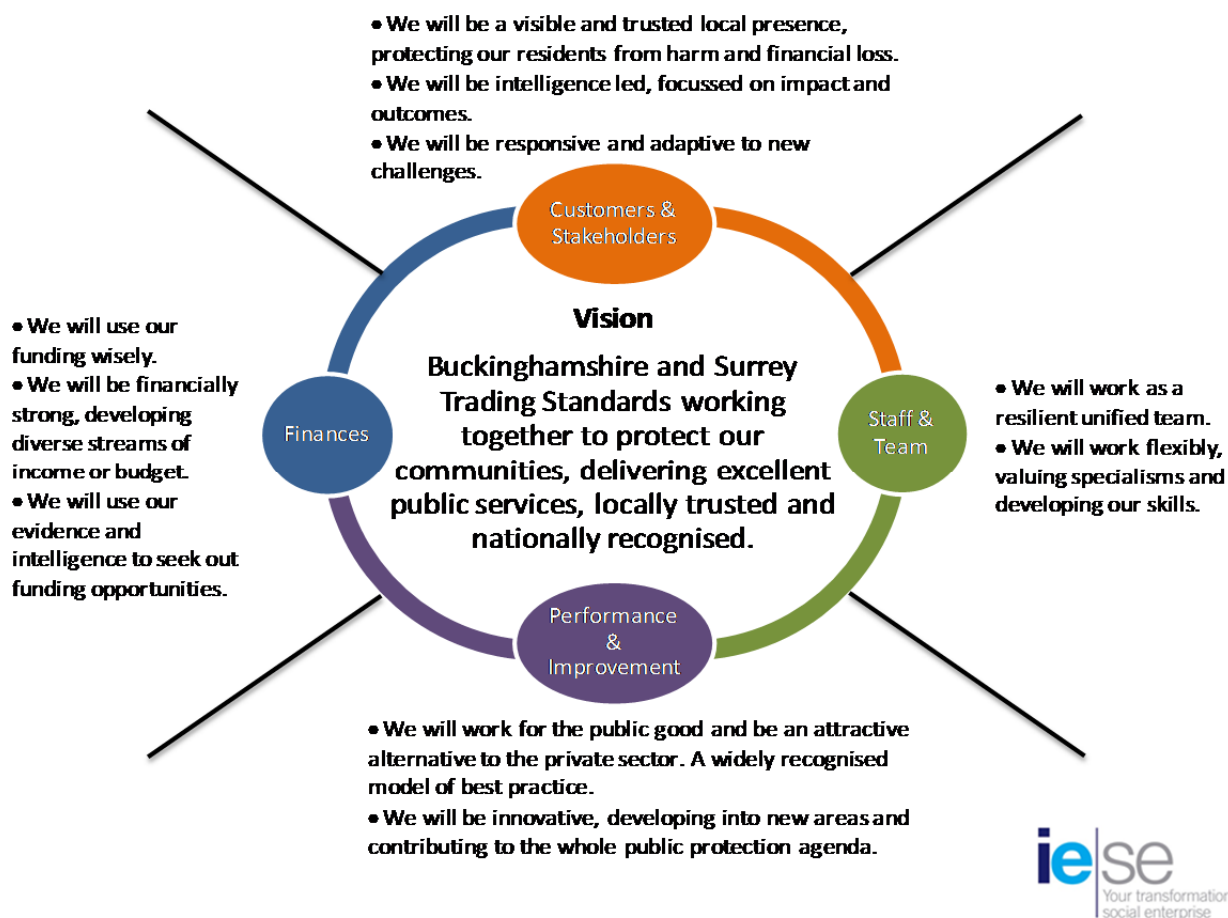
## 1.3. Development Work to Date

A joint Project Board has been established involving the Cabinet Member for Community Engagement for BCC, Cabinet Member for Customer and Communities SCC, and senior officers from both authorities. The Board has monitored the project performance and provided strategic guidance and direction.

The Board has decided that the key design principle of the new joint service is continued support of delivery of both Councils' priorities. Draft service priorities have been developed and support the current corporate and strategic priorities for example public health, economic growth and protecting the most vulnerable residents. (See **Appendix A**). As each local authority develops its priorities the new joint service will respond, ensuring local characteristics are preserved.



Critical to the success and sustainability of the new joint service will be the vision and values that have been developed in consultation with the Board. The vision and values are illustrated below:



## 2. Business Options

### 2.1. Delivery Model

The Project Board has considered a range of different options for the potential delivery of a joint service including:

- Joint Service overseen via Joint Committee
- Joint service – delivered by one lead authority with a joint service review panel.
- Charitable Status
- Private Sector Outsourcing
- Retain Current Model

Several of the alternatives are yet untried and unproven as delivery models for regulatory and enforcement services. In order to ensure that we can deliver something successful, within a reasonable timescale the Project Board has focused on the first two alternatives in more detail. Further information is provided in **Appendix B**.

In order to ensure a true partnership approach, rather than a contractual relationship, the Project Board recommends the Joint Committee model for oversight of the new service.

This will require the creation of a new Joint Committee comprising 4 elected members i.e. the Cabinet Member and one other Member from each Local Authority. The Joint Committee will be responsible for overseeing the service delivered to residents in both counties. This will be delivered by a single, joint service hosted by one authority, but not co-located in that authority.

The partnership will be underpinned by an Inter-Authority Agreement setting out the legal arrangements for the partnership.

This approach minimises risks, and avoids a range of legal uncertainties which would arise from delivering an enforcement function outside of the local authority structure.

In summary, this approach would ensure that both governance and accountability are clearly retained by the partner local authorities.

The recommended governance model has the potential for future growth. A strategy for future growth is being developed by the Project Board and principles are summarised in **Appendix C**.

## **2.1. Staffing Options Considered**

Consideration has been given to the most appropriate staffing model and in particular whether staff should be transferred to a single employer.

The benefits of having one host employer and hence one set of systems and processes to operate under are:

- The new service will benefit from the support services within one local authority and hence deal with one set of corporate systems and processes
- Being employed by a single local authority will reduce procurement costs for a range of support and technical costs for example IT database, Legal and technical services.
- The efficiencies and time savings that result for managers will enable the joint service to make savings in management costs which would otherwise not be achievable.

The long term nature of this proposal means that secondment of staff into the host authority is not a suitable option. Therefore it is proposed that the 23 (currently) affected Buckinghamshire County Council staff would transfer to the employment of Surrey County Council at the start of the Joint Service under the protection of TUPE<sup>1</sup>.

## **3. Benefits “Better Together”**

### **Benefits for Residents and Businesses:**

The potential benefits have been grouped into three categories

- Service Efficiencies & Enhancements
- Financial Savings;
- Income Generation Opportunities

The key elements that demonstrate the value of a joint service are shown as A to F below. Appendix E provides more detail of how these benefits will be delivered in practice.

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<sup>1</sup> Transfer of Undertakings (Protection of Employment) Regulations 2006

- A. Sharing expertise and best practice and creating greater resilience and robustness to cope with unforeseen challenges, such as animal disease outbreaks, large scale investigations, complex frauds, or illness or loss of key officers and their specialist technical knowledge.
- B. Sharing resources, including IT and databases, intelligence and specialist financial, legal and other roles that can cover the wider service area more economically.
- C. Eliminating duplication by needing to do things once rather than twice in two different places e.g. Enforcement Policies, Enforcement Concordat, RIPA, Funding Bids etc.
- D. Building on the successes and innovation within the current services to maximise the potential benefits e.g. income generation from business services, systems thinking, developing volunteering, maximizing prevention through social media and other means helping to further enhance the local reach and impact of the service.
- E. Reducing costs by operating jointly.
- F. Creating a significantly larger profile collectively for BCC and SCC TS on the regional and national scene, having greater influence on professional direction and policy making processes, improving opportunities to benefit from funding and developmental initiatives and increasing the potential opportunities for income generation, particularly through extending Primary Authority prospects.

## **Examples of Trading Standards work that will benefit from Service Efficiencies & Enhancements**

Both authorities prioritise support and protection activities to vulnerable people and this will remain a primary focus for the joint service. There is well established evidence<sup>2</sup> that enhanced support to vulnerable people helps improve their quality of life and reduces the likelihood of their becoming more dependent upon secondary and tertiary support services (which can be at a significant cost to the local Council). A key element in this is the sense of security delivered by improved community safety, of which Trading Standards activity contributes. The sharing of expertise and improved service availability and effectiveness will enhance the impact in both authorities.

Both authorities ensure that the goods, services and food bought by residents is safe, meets minimum legal standards and descriptions and claims made are not deceptive or misleading. In doing this, Trading Standards protects everyone, makes communities safer, improves health and supports the local economy by protecting legitimate businesses and local residents from unfair trading practices. In carrying out its role, and planning activities Trading Standards is intelligence-led, relying on robust information to target activity where it will achieve the greatest results. By combining our specialist skills and knowledge the impact will be greater.

**Appendix D** contains case studies which also help illustrate the breadth, depth and impact of Trading Standards work, demonstrating how it:

- protects vulnerable consumers from scams
- supports local businesses and the local economy
- protects children from death or serious injury
- tackles food fraud

In these areas, and in others, the resources of a joint service can enhance the overall impact.

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<sup>2</sup> “Support. Stay. Save.” Alzheimer’s Society 2011

## Summary of Anticipated Financial and Income Benefits

	<b>Year 1 (2015/16)</b>	<b>Year 2 (2016/17)</b>	<b>Year 3 (2017/18)</b>	<b>Cumulative total over 3 years</b>
<b>Financial Savings</b>	£84,000	£176,000	£201,000	£461,000
<b>Income Generation</b>	£35,000	£85,000	£140,000	£260,000
<b>Total:</b>	<b>£119,000</b>	<b>£261,000</b>	<b>£341,000</b>	<b>£721,000</b>

It should be noted that these are the combined benefits of the Joint Service (i.e. they are not amounts to be saved just by one of the partner Authorities).

### Additional Potential Benefit

Creating the joint service model could be used to deliver services for other local authorities, or one in with which other services may seek to join. There would then be further opportunities for benefits to residents and businesses (under the three categories above).

## 4. Costs

### 4.1. Joint Service Delivery Investment Requirements (i.e. one off costs)

In the development and implementation phase (occurring during the 2014/15 financial year) the main costs are for: External Project Management resource (through IESE); Legal advice and development of the legal agreements to underpin the Joint Service; TUPE agreement; preparation of personnel files prior to TUPE transfer and officer time. These costs are being shared by both Local Authorities from within existing Service budgets.

It is anticipated that 'one off' set up costs will not exceed £50k.

### 4.2 Budget Contributions (approximate)<sup>3</sup>

	<b>Bucks</b>	<b>Surrey</b>	<b>Joint total</b>
<b>Budget contribution anticipated into Joint Service in 2015/16</b>	£ 1,043,000	£ 2,056,000	£ 3,099,000
	34%	66%	
<b>Budget contribution anticipated into Joint Service in 2016/17</b>	£ 1,014,000	£ 1,897,000	£ 2,911,000
	35%	65%	
<b>Budget contribution anticipated into Joint Service in 2017/18</b>	£ 1,014,000	£ 1,937,000	£ 2,951,000
	34%	66%	

<sup>3</sup> This table is subject to change, as discussions with the relevant finance teams are ongoing.

### 4.3 Income and Costs Sharing Principles

The Joint Project Board proposes that if the joint service proceeds any future income (and any costs yet to be identified) would be divided in the proportions agreed in the underpinning Inter-Authority Agreement. Particularly in regard to income from business services provided, this will help to drive the joint service approach to working and generating income to the benefit of the new service regardless of where a business might be based (either within BCC, SCC or any other authority area).

## 5. Timescale

- |  |                 |
|--|-----------------|
| 1. BCC and SCC Cabinet approval        | October 2014    |
| 2. Consultation with BCC staff re TUPE | January – March |
| 3. Legal agreements in place           | February 2015   |
| 4. Joint service fully in operation    | April 2015      |

## 6. Dependencies

There are no critical dependencies between this work and other projects. However several other streams of work will need to be taken into account. For example the Medium Term Financial Planning processes, the developing BCC's Future Shape Programme and SCC's "Innovation into Action - Fit for the Future" Programme.

## 7. Investment Appraisal

If options arise where investment could lead to a longer term saving, in excess of the investment, these will be considered and responded to as circumstances allow.

## 8. Known Risks

As part of the project management approach analysis has been undertaken to identify and assess risks. A robust Risk Management framework (see the Risk Register contained in **Appendix F**) has been put in place to create risk responses and action plans and to ensure that any risks identified are actively monitored and responded to.

The most significant risks that have been identified and escalated to the Project Board include:

- One of the Partners withdraws from the Project, resulting in the Joint Service not being implemented and existing TS ties (e.g. the management teams) being severed
- A failure to effectively engage with TS staff, results in resistance to change and potential Trade Union intervention
- Incompatibilities of IT systems (or other technical aspects of the two services) results in project slippage, inefficient work-arounds or additional systems (or technical support) investment being required

## 9. Supporting Documents

This Business Case is supported by a number of documents listed below.

- APPENDIX A: Draft Service Priorities Page 9
- APPENDIX B: Comparison of possible Governance Models Page 11
- APPENDIX C: Options for Future Growth Page 13
- APPENDIX D: Case Studies Page 15
- APPENDIX E: Anticipated Benefits Analysis Page 19
- APPENDIX F: Risk Register Page 25

### **Additional Supporting Documents:**

- Equalities Impact Assessment

## **Appendix A: Draft Service Priorities**

### **Protection**

- Contribute to tackling relevant local crime and disorder priorities
- Tackling the issues causing greatest harm (to the most vulnerable residents / livestock)
- Be the consumer champion for the local area, especially for the most vulnerable in the community.

### **Supporting prosperity / economic growth**

- Supporting good local businesses to thrive
- Encouraging compliance of local businesses and responding appropriately to non-compliance to maintain a fair trading environment and ensure crime doesn't pay
- Supporting the rural economy

### **Supporting Public Health**

- Protecting people from harmful products (including food) and services.
- Enabling healthier choices
- Enhancing the health and wellbeing of local residents
- Supporting relevant priorities identified by the local Joint Strategic Needs Assessments (JSNA's)

### **Innovation**

- Developing approaches to enhance services, increase impact and reduce cost to improve service effectiveness

### **Customer Focus**

- Identifying the issues affecting local people including those who are hard to reach and focusing resources on those causing most harm, especially to the most vulnerable
- Communicating well with local people





**Appendix B – Comparison of Governance Models**

<b>Joint Committee (JC)</b>	<b>Lead Authority with Joint Service Review Panel</b>
<p>Explanation: A formal arrangement created through a Section 102 Local Government Act 1972 agreement. The Joint Committee allows two or more LA's to discharge any of their functions jointly. Both Surrey CC and Bucks CC use a Section 101 agreement to delegate functions to the Joint Committee. Underpinned by a legally binding Inter-Authority Agreement</p>	<p>Explanation: One authority delegates its Service responsibilities to the other (lead) authority through a Section 101 agreement with delegation of enforcement functions  Underpinned by a legally binding Inter-Authority Agreement</p>
<p><b>Key Points:</b> The JC comprises 2 Members from Surrey CC and 2 Members from Bucks CC. These do not need to be politically balanced. There is a rotating Chair who has the casting vote. Others may attend but only Members may vote. The JC meet twice a year. Meetings are formal. Decisions of the JC are binding on both LA's.</p> <p>The JC is not a legal entity in its own right and therefore one authority becomes the host for 'bed &amp; board' matters but their liability is limited by a contractual Inter Authority Agreement</p> <p>Sitting below the JC is a Board which meets quarterly to oversee running of the Service (views performance information, reviews budget position etc.). The Board comprises Officers and Members of both LA's (it's make up can be stipulated by us). Meetings need not be formal.</p> <p>Decisions on prosecutions remain made where they currently lie – i.e. in individual authorities. Whilst there is reasonable consistency now, it doesn't prevent inconsistency of application in the future.</p> <p>Dissolvable, but the underpinning Inter-Authority Agreement stipulates notice periods prior to dissolution.</p>	<p><b>Key Points:</b> Formal Decisions are made by the Lead Authority (Surrey CC) in its current decision making structure – i.e. Cabinet Member. Whilst the delegating authority loses some control, reputational risks remain to it.</p> <p>The Lead Authority is also the host. There is slightly more liability accepted by the Lead Authority.</p> <p>There is a Joint Service Review Panel, comprising Members and Officers from both LA's sitting below the formal decision making structure (it's make up can be stipulated by us). Recommendations are made by the Review Panel to the Lead Authority. These recommendations are not binding.</p> <p>Greater long term consistency in application of policies as the decisions are only being made in one place.</p> <p>Dissolvable, but the underpinning Inter-Authority Agreement stipulates notice periods prior to dissolution.</p>



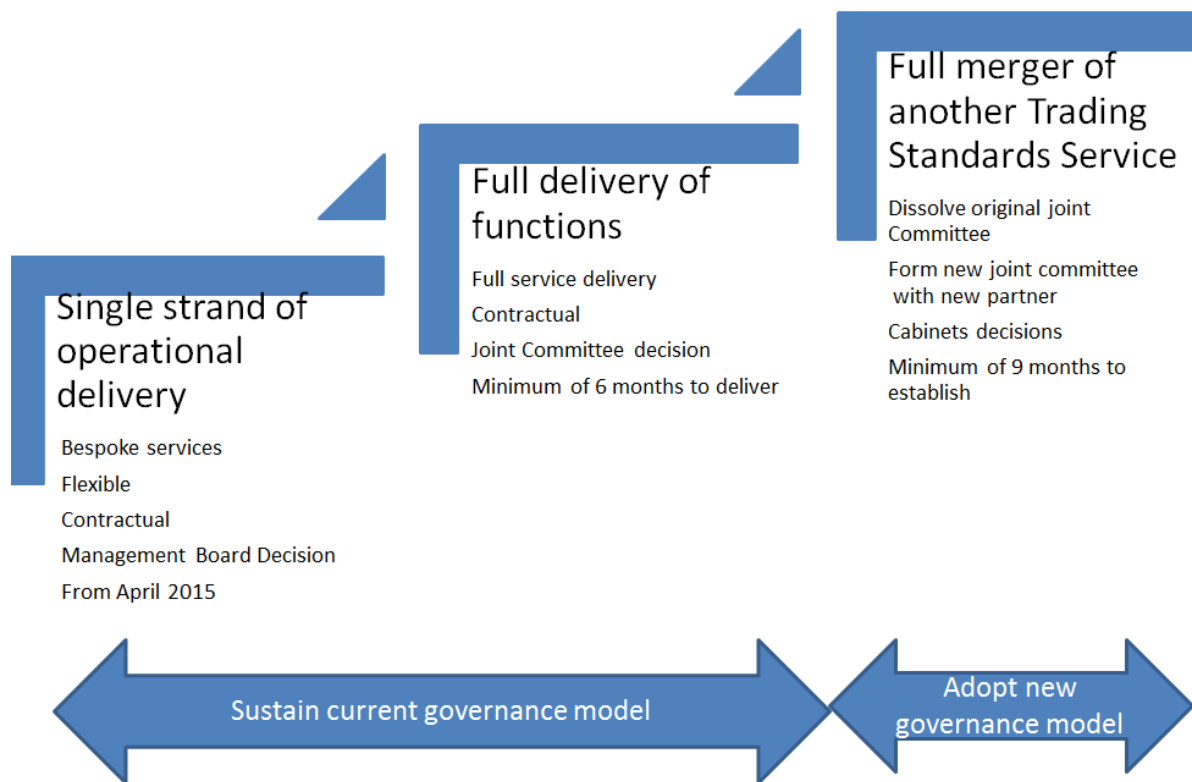
## Appendix C: Options for Future Growth

A new joint Trading Standards service would provide a strong foundation for future growth. This would help further enhance the ability of the service to deal with local, regional and national concerns and to enhance efficiency through reducing unit costs further. Growth can come from delivering more services for businesses or from delivering services for other local authorities or regulatory partners.

In relation to the delivery of services for other local authorities growth would mean expanding outside of our current geographic boundaries.

The model that is recommended for the delivery of the new shared service enables such future growth in several ways.

### Options For Future Growth



### Single strand of Operational Delivery

The Joint Service can offer bespoke services, delivering specific functions or activities on behalf of other local authority services or other organisations on a contractual basis. For example the delivery of an Animal Health function, or a business advice service for a local authority, or to deliver a major investigation or initiative for a national body such as the Food Standards Agency or the National Trading Standards Board. These services would be flexible in terms of volume and time to take into account the specifications of the 'client'; the impact on core service delivery; and the capability of the Joint Service to deliver.

The decision to provide these functions would be made by the Management Board.

The provision of functions in this way could be delivered from April 2015.

**Full delivery of functions**

The Joint Service can be contracted by another local authority to deliver a complete regulatory service, for example the delivery of a complete Trading Standards (and / or Environmental Health) service.

The decision to provide complete services would be made by the Joint Committee.

The provision of complete services could be considered from April 2015. It is anticipated it would take a minimum of 6 months to put the necessary contractual legalities in place.

**Full merger of another Trading Standards Service**

The Joint Service can create a new partnership with another local authority to deliver a new larger joint service. This would be overseen by a newly constituted Joint Committee including membership from the new partner authority.

The decision to enter into a new partnership arrangement such as this would need to be made all Cabinets entering into the partnership.

It is anticipated it would take a minimum of 9 months to establish the necessary governance arrangements for any new Joint Service.

## Appendix D: Case Studies

### Case Study 1 – Protecting Vulnerable Consumers from Scams

In 2013, Surrey Trading Standards Service became one of the first to sign up to the work of the 'National Scams Hub' funded by the National Trading Standards Board.

It all started when the City of London Police intercepted a list of names and addresses of potentially vulnerable consumers who might be susceptible to invitations from scam companies to send money for 'free' gifts or to claim large cash prizes. About 1,000 of these lived in Surrey and Trading Standards Officers identified the most vulnerable through data already held and a new questionnaire.

A list of around 80 high priority Surrey residents was drawn up and officers visited each home personally. In most cases, these residents were sending off cash regularly to scam companies but receiving nothing in return. To help them resist these approaches Surrey Trading Standards used material from the national scam charity 'Think Jessica' combined with in-house publicity.

Our media breakthrough came in the form of an elderly Farnham resident, Sylvia Kneller, who, we discovered, had sent more than £200,000 over 50 years to scam companies. Sylvia agreed to let us highlight her case in the media to educate others in a similar position. The resulting full front page story in 'The Sun' generated a huge media response, which provided an opening to reach other potential victims with our key messages. As a result, Sylvia has been recognised with a Trading Standards Institute 'Hero Award', presented at the national TSI conference in Harrogate.

Surrey Trading Standards have also now produced an innovative 'Scam Sticker Pack' to help other vulnerable consumers and are sharing information with Buckinghamshire and other services where new victims are identified.

#### **How will a joint service help protect vulnerable residents from Scams such as this?**

We will share best practice from each existing authority, building on what works well.

We will have an enhanced intelligence capacity to help identify and respond to issues and protect and alert potential victims.

We will have an enhanced enforcement capacity, together with the specialist skills required to support vulnerable victims and to bring perpetrators to justice and to tackle serious frauds.

We will be better placed to seek additional funding from national bodies such as the National Trading Standards Board to tackle examples of serious cross border scams and frauds.

## **Case Study 2 – Supporting Local Businesses and the Local Economy**

In January 2013, Surrey Trading Standards had 5 Primary Authority partnerships, which are recognised partnerships with businesses to enable them to receive assured advice. Through a concerted campaign, by June 2014 we had established 33 partnerships, along with a co-ordinated partnership with the Association of convenience Stores.

We attribute our rapid growth to:

- Focusing on the needs of the businesses and demonstrating the benefits to them of a Primary Authority partnership.
- Creating flexibility in the offer – businesses can mix and match from range of options to obtain the services that most match their needs.

We initially offered a choice between Pay as You Go and Bespoke partnerships - all including trading standards, environmental health and fire safety elements via a multi-agency approach.

From listening to business feedback we added a Fixed Price package, including a set amount of advice for businesses that need to be able to quantify their commitment. And we'll be dividing Pay As You Go action plans into smaller projects with individual quotes.

One of the benefits of our Primary Authority partnerships is a Single Point of Contact option for regulatory services, and 11 of the 33 have chosen this option. Working with our Districts and Boroughs, not only is a single contact point easier and more appealing for businesses, but it enables us to manage overlaps of regulatory responsibilities and support for our fellow regulators. This saves time for all of us, and helps with promoting the scheme.

Closer working with other regulators has expanded to include a pilot with Surrey Fire and Rescue and we are currently rolling this out with 6 businesses seeking action plans for fire advice.

We also have a contract with our Public Analyst enabling us to submit samples on behalf of businesses and offer fixed prices for label checks for food and cosmetics.

### **How will a joint service help enhance services for businesses in Surrey and Buckinghamshire**

We will share these examples of best practice, using the skills and experience gained to date to offer enhanced services, on a cost recovery basis, to businesses.

### **Case Study 3 - Protecting Children from Death or Serious Injury**

In July 2012 Buckinghamshire Trading Standards became involved in the tragic investigation of a stone fire surround which had fallen and fatally crushed a 6 year old child. An experienced team were quickly assembled to work alongside the Police and HMRC to investigate what had occurred and to try to stop a similar event occurring in the future. The installer of the fire surround has pleaded guilty to failing to ensure the victim was not exposed to risks to her health and safety as he worked in her parent's home and has been sentenced to 8 months imprisonment.

The unique expertise and skills within Buckinghamshire Trading Standards enabled the team to focus on getting to the root cause of the event, which led to an investigation into understanding how safety measures could be improved. National Trading Standards Board funding enabled the commissioning of research with the Imperial College London to understand and recommend a safest installation method. As a result of this research and subsequent laboratory tests the National House Building Council (NHBC) have created new installation standards and the Stone Federation of Great Britain has updated their national guidance for installation of stone fireplaces.

Buckinghamshire Trading Standards drove a publicity campaign to raise awareness of potentially unsafe installations of stone fire surrounds to consumers throughout the County and further afield. Information on the safest installation method, reinforcement of the surrounds with mechanical fittings, was provided to consumers to ensure they were best informed.

#### **How will a joint service help protect children and reduce child deaths?**

We will have an enhanced intelligence capacity to help identify and respond to product safety issues.

The joint service will be in stronger position to secure additional funding from Government to identify and tackle child safety related issues.

The joint service will have a wider shared and enhanced expertise, together with an enhanced investigative capacity to deal with product safety issues.

## **Case Study 4 - Tackling Food Fraud**

In April 2013, in the wake of the horsemeat scandal Buckinghamshire County Council provided Trading Standards with an additional £50,000 funding to ensure food sold in Buckinghamshire, to consumers, was genuine.

By analysing intelligence and information over 250 samples were taken from areas where issues were most likely to emerge. These samples included the authenticity of fish species, olive oil, durum wheat, kebab meat and basmati rice and the presence of aflatoxin contamination (fungal poisons). Levels of colours and preservatives in soft drinks and excess levels of water in fruit juice concentrate were also checked.

Issues were found with incorrect information about what type of meat was in kebabs, excessive levels of benzoic acid in soft drinks and unsatisfactory levels of aflatoxins, along with some minor incorrect labelling. Trading Standards Officers are working with businesses in Buckinghamshire to ensure they comply with labelling requirements so that food is properly described.

This work enables us to help maintain the integrity of the marketplace by supporting legitimate businesses, protecting consumers and gathering information and intelligence about potential areas of food fraud. We have presented our findings through numerous TV and radio appearances and local and national newspaper articles. The Government have also sent officials from the Elliott review to speak with us to gather evidence for recommendations about how we can protect the integrity of food nationwide.

### **How will a joint service help ensure the integrity of the food chain and hence protect residents?**

The joint service will be in stronger position to secure additional funding from the Food Standards Agency and others for projects tackling food fraud and ensuring the integrity of feed and animal feeding stuffs

The joint service will have an enhanced investigative capacity to tackle food fraud and related issues.

A larger service with shared expertise will help to further develop and enhance healthy eating initiatives such as Eat Out Eat Well, helping to tackle childhood obesity and other diet related health problems.



## Appendix E -Anticipated Benefits Analysis

### 3.1. Financial Savings

Link to High Level Benefits	Theme	Potential areas for financial savings	2015-2016	2016-2017	2017-2018
B, E	IT	Server, Hosting, Support, Sharing Systems	£7k	£19k	£19k
C, E	Procurement	Joint Purchasing and Strategic Procurement/Commissioning, Subscriptions	£10k	£10k	£10k
A, C	TS Schemes	Eat Out, Eat Well (EOEW), Support with Confidence (SWC)	£0	£5k	£10k
A, C, E	Management Costs	Saving as a result of 'do it once' activities	£0	£75k	£75k
A, B	In-housing	Bringing back into the Joint Service the delivery of contracts currently outsourced	£0	£0	£20k
A, B, E	Consultant Costs	Reduction in spend on specialist consultants as knowledge and vacancy pressures can be shared by working flexibly across the service	£54k	£54k	£54k
E,	Testing / Sampling Pooled Budgets	Reduction in spend on testing / sampling by having more robust and shared intelligence processes	£10k	£10k	£10k
E	Equipment	Sharing specialist equipment e.g. householder cameras, PACE recording equipment	£3k	£3k	£3k
		<b>Total:</b>	<b>£84k</b>	<b>£176k</b>	<b>£201k</b>

### 3.2. Income Generation Opportunities

Link to High Level Benefits	Theme	Potential areas for financial savings	2015-2016	2016-2017	2017-2018
A, C, E, F	Primary Authority Partnerships	Better resourced, better promoted, wider range, potential to grow significantly. The new joint service could be a market leader here in a variety of business sectors, e.g. the food and petroleum sectors.	£10k	£30k	£50k
A, B, D, E	Chargeable Business Advice	This will generate income and/or free up resources to focus on real need/SMEs, subject to policy alignment on this.	£5k	£10k	£20k
F	Funding Bids	There will be capacity to develop more than single TS services and a joint service would be more attractive for potential funders, e.g. NTSB, Public Health, TSSEL, FSA etc.	£15k	£30k	£45k
F	Selling Services to other LAs	A joint service would provide an enhanced capacity to do so (inside/outside of TSSEL). An example could be selling Financial Investigator time.	£5k	£15k	£25k
		<b>Total:</b>	<b>£35k</b>	<b>£85k</b>	<b>£140k</b>

### 3.3. Service Efficiencies & Enhancements

These efficiencies will enable the cashable savings above to be realised i.e. by freeing up time we can re-deploy this time into income generating activities and other savings.

Link to High Level Benefits	Theme	Potential areas for efficiencies or enhancements	2015-2016	2016-2017	2017-2018
C	"Do it once", day-to-day activities	Performance Management, Budget Management & Reporting, Risk Management, Health & Safety Policies, Freedom of Information Act (FOI) request responses, Regulation of Investigatory Powers Act (RIPA) issues, Regulator's Code issues, Database issues, Education & Information materials. Development of Service indicators.	0 days	100 days	100 days
C	Alignment of TS Policies and Planning	Service Plan, Food & Feed Plan, Tobacco reporting, RIPA records & reporting	20 days	20 days	20 days
C, D	Social Media	Twitter, Facebook, TS@lerts via email	25 days	25 days	25 days
C, D	Volunteers	Use of volunteers, both services developing this approach at present	200 days	400 days	400 days
F	Media Profile	Enhancing media profile and hence preventative impact	10 days	10 days	10 days
A, C, D, E	Staff	Enhanced training, building staff competence and developing progression opportunities. Getting more for the money currently spent on training. Scope for delivering our own training but also gaining income	Won't save days but gives an enhanced service which would increase the attraction to businesses considering buying our services and limit unnecessary staff turnover.		

		from selling additional training places. Having cover for 'normal' work when officers are training.			
A, B, E	Resilience	Improved resilience and flexibility to meet challenges and risks, e.g. animal disease outbreak, major investigations	Won't save days but leads to an enhanced service.		
B, C, D, E	Knowledge Sharing	Shared intelligence and Accredited Financial Investigator (AFI) resources	10 days	20 days	20 days
B, E	Resources	Shared specialist equipment	10 days	10 days	10 days
A, D, F	National TS Profile	Attendance / representation at external meetings e.g. TSSEL, one lead/link for each area rather than two attending each meeting	15 days	30 days	30 days
A, B	Leadership	Shared management experience, competence and mutual support	0 days	30 days	30 days
		<b>Total:</b>	<b>290 days</b>	<b>645 Days</b>	<b>645 Days</b>

### 3.4 National Assessment of the Impact of Trading Standards

In 2009 the Office of Fair Trading produced evidence which suggests that Trading Standards Interventions nationally are assessed as delivering direct savings of £347m to the UK economy. This equates to approximately a £6 return for every £1 spent on delivery of a Trading Standards service, details in the table below. This estimate is conservative because the evaluation does not include the impact of work undertaken by Trading Standards to inform and educate consumers generally about their rights, for example through leaflets, information packs and via websites.

<b>Estimated consumer savings and associated costs of TSS fair trading work across the UK</b>			
	Estimated Annual consumer savings	Estimated Annual TS costs	Benefit – Cost ratio
Tackling Unfair Trading Practices	£228m	£41m	6:1
Advising and Assisting Consumers	£119m	£17m	7:1
<b>Total</b>	<b>£347m</b>	<b>£58m</b>	<b>6:1</b>

In January 2014 the Department for Business Innovation and Skills produced an Impact Assessment drawing on evidence produced by the National Audit Office in July 2011. This estimated that 70% of consumer detriment is likely to arise out of activities which cross local authority boundaries. Evidence indicates the cost of this consumer detriment where offences occur across local authority boundaries is in excess of £4.8 billion.



**Appendix F: Risk Register Extract**

RISK ID	RISK DESCRIPTION (Cause & Impact)	CONTROLS (Response Plan)	POST RESPONSE: LIKELIHOOD / IMPACT
<p align="center">1</p> <p align="center">55</p>	<p><b>One of the <u>Partners withdraws</u> from the Project, due to a <u>lack of mutual agreement</u> around the <b>Business Case and/or Inter Authority Agreement</b> or wider political/financial pressures/tensions, resulting in the Shared Service not being implemented and existing TS ties (e.g. TSMT) being severed.</b></p>	<ul style="list-style-type: none"> <li>- Ensuring that plans and key project documentation are developed in consultation with the SROs and with the Project Board (at a high level), to ensure operational and political interests are reflected</li> <li>- Engaging in early discussion about any potential "deal breakers" and ensuring that both parties have clarity on key issues (including checking that appropriate advice has been sought, e.g. legal/finance/HR)</li> <li>- Undertaking environmental analysis (PESTLE/SWOT) in order to identify and assess potential points of tension / areas that could cause this to happen and have in place risk responses and a robust communications plan.</li> <li>- Regularly reviewing escalated Risks &amp; Issues with the Project Board.</li> <li>- Involving a third-party to lead on managing the Project with both parties, to introduce impartiality, at the start of the project.</li> <li>- Receive external advice on TUPE (and other sensitive areas) to ensure that proposals are reasonable, robust and consistent with other practices in the market.</li> <li>- Engaging early with both Legal Teams and encourage them to co-design the MoU / IAA.</li> </ul>	<p align="center"><b>Remote / Severe</b></p>

2	<p><b><u>A failure to effectively engage with TS staff, particularly around TUPE and Terms and Conditions, results in resistance to change, tensions between BCC and SCC staff and/or potential industrial dispute.</u></b></p>	<ul style="list-style-type: none"> <li>- Good communications / Keeping staff informed through creation of Stakeholder Engagement and Communications (SEC) WG and robust Communications Plan, built on the foundation of analysis including SWOT/PESTLE at an individual level</li> <li>- Involving staff in design through WGs</li> <li>- Understanding points of tension / areas that could cause resistance</li> <li>- Inform Unions, understand what involvement they seek</li> <li>- Focusing effort on areas where resistance will most undermine the project</li> </ul>	<p style="text-align: center;"><b>Likely / Moderate</b></p>
3	<p><b><u>Incompatibilities of IT systems (or other technical aspects of the two services) results in project slippage, inefficient work-arounds and/or additional systems investment or technical support being required.</u></b></p>	<ul style="list-style-type: none"> <li>- An IT Working Group (ITWG) has been created to scope and risk assess the IT alignment aspects of this Project and to plan the transitional steps from the present to future state</li> </ul>	<p style="text-align: center;"><b>Possible / Moderate</b></p>
5 4	<p><b><u>A lack of required investment in essential IT (e.g. databases, equipment, connectivity), infrastructure and other technical aspects compromises the delivery of the service standard and integration being sought.</u></b></p>	<ul style="list-style-type: none"> <li>- A Systems Working Group has been created to scope and risk assess the IT alignment aspects of this Project and to plan the transitional steps from the present to future state.</li> <li>- Piloting and testing will be factored in to Phases 3/4 of this project, to try to identify any issues.</li> <li>- Any additional investment decisions will be assessed by the Project Board, who will be provided with full briefings on the problem, impact and a range of costed solutions.</li> </ul>	<p style="text-align: center;"><b>Remote / Significant</b></p>



5	<p><b><u>A lack of investment in Project Management (resource, planning, delivery) and insufficient internal BCC/SCC commitment/resource to deliver the project, leads to project delays or failure to meet objectives and realise benefits. The end of Iese involvement and handover of PM to SCC / BCC leads to less robust PM approach when planning Phase 3 and Phase 4, with some necessary actions not being completed, possible risks not being managed.</u></b></p>	<ul style="list-style-type: none"> <li>- Engagement of IESE to manage Phase 1+2 of the Project and to provide expertise/experience in relation to organisational transformation, design &amp; culture and HR-specific issues (e.g. TUPE).</li> <li>- Having an influential Project Board, which understands the time required by BCC and SCC resources and the Board itself. This is also to be supported by clear project governance arrangements.</li> <li>- The development of a robust project structure and key documentation, which clearly lays out the main activities of the project and resource requirements. Also to be supported by regular project reporting.</li> <li>- The creation of aligned WG Terms of Reference documents, which set out the activities and scope of the WG and the way in which the WG engages with the wider project.</li> <li>- SROs to carefully plan for usage of Iese's remaining service hours</li> <li>- Iese to create handover documentation for SCC/BCC to pick up</li> <li>- Internal PM resource to work more closely with each other to determine new roles and responsibilities</li> </ul>	<p><b>Certain / Moderate</b></p>
57  6	<p><b><u>Budget/resource reductions and/or unfavourable political decisions relating to TS in either or both authorities result in adverse impacts or additional or changed demands, which will need to be factored in to the new TS JS Target Operating Model (TOM) design. Dependencies outside of the project (e.g. the 'BCC Future Shape' Programme, authority savings targets and/or any potential authority move towards outsourcing), lead to 'trade-offs' that affect project delivery and/or the quality of the resulting joint service, or may lead to the project being closed altogether.</u></b></p>	<ul style="list-style-type: none"> <li>- Retaining awareness of financial situation in each authority (to predict and act quickly if adverse budget decisions are being considered)</li> <li>- Being clear to financial decision makers of the impact of reduced budgets (good use of intel and data)</li> <li>- Recommending that the TS are out of scope for the BCC "Future Shape" Programme, via the BCCTS JS Project Board representatives</li> <li>- Interdependent Programmes/Projects are being identified as part of the Business Case process, which will include review of plans and impact.</li> <li>- BCC/SCC Cabinet Members will be briefed about TS JS throughout the project, so they are aware of what this project is aiming to do and when, so that they can consider this when planning other projects.</li> <li>- Continued relationship between HoS and their finance teams as part of the budget setting process</li> <li>- Awareness of outside projects and programmes to be continued throughout planning phase 3 and 4</li> </ul>	<p><b>Possible / Significant</b></p>

7	<p><b><u>Concerns about the potential for return on investment and the overall mutual benefits of introducing the joint service, mean that the project does not gain approval from BCC and SCC Cabinets, resulting in either severe slippage while the business case re-enters the approval process, or in project closure.</u></b></p>	<ul style="list-style-type: none"> <li>- A template has been provided to Working Group Leads which requires them to quantify benefits in either financial or time savings or increased income.</li> <li>- In the initial conversations between BCC and SCC, it was noted that the benefits would be mainly be around increased resilience and other factors which are difficult to translate into tangible ourcomes.</li> <li>- The present over-arching benefits have been shared informally in the past during inter-authoritiy meetings and have been considered valid.</li> <li>- A full project budget forecasting exercise has been undertaken as part of this exercise, which provides several costed options.</li> </ul>	<p style="text-align: center;"><b>Remote / Severe</b></p>
8	<p><b><u>The development of the detail of the Target Operating Model (TOM) highlights logistical (e.g. linked to geography) or technical obstacles and/or conflicting opinions regarding the acceptable levels of local variation, standardized practice and resourcing, creating slippage or failure to secure approval for the Business Case.</u></b></p>	<ul style="list-style-type: none"> <li>- The Working Groups were created early on in the project and there is already understanding from both sides about how each service works presently and the parts that both would like to take forward in the future and some of the potential geographical barriers have been discussed up front.</li> <li>- The Business Case will be taken through each Authorities appropriate political decision processes and pre-briefings will be provided to key members. Cabinet Members will also identify potential opposition as soon as possible and flag it to the Board.</li> </ul>	<p style="text-align: center;"><b>Remote / Moderate</b></p>
10	<p><b><u>A lack of agreement around financial aspects (including sources of funding for the project, transparency around overheads/on-costs, projected income/expenditure for the new service and calculating the relative budget contributions and revenue share) leads to project slippage and/or political tensions.</u></b></p>		<p style="text-align: center;"><b>Possible / Moderate</b></p>
11	<p><b><u>Some of the more complex aspects outlined within the Target Operating Model (TOM) prove more difficult to agree and implement than originally anticipated - potentially including legal, contractual and relations with other partners - which leads to unplanned iterations of original plans or changes in direction, and creates project slippage.</u></b></p>	<p>Ensure clear comms with all staff and WG leads on what is to be achieved and how service is going to get there</p> <p>Monitor and control progress on Implementation plan</p>	<p style="text-align: center;"><b>Remote / Moderate</b></p>

12	<b><u>Slippage (particularly linked to the processes described in risk 7) leads to the 'heavily preferred' full service launch date ((April 15) being missed and results in dis-juncture between financial and business planning/reporting arrangements.</u></b>	Robust control of critical path of WG implementation, and overall project duration (review at PM meetings)  Up-date PB and escalate issues to PB to resolve (more funding for project support / external consultancy to bring project in on time)	<b>Remote / Significant</b>
13	<b><u>Staff may be affected by changes to the way they work and in particular BCC staff re TUPE, which might lead to resistance, decreased work output</u></b>	People WG considered likely obstacles and produced action plan to overcome / mitigate them; Full consultation throughout TUPE process with staff and unions to raise issues and address them	<b>Possible / Moderate</b>
14	<b><u>Individual authority independence and autonomy around decision making processes for local issues might be affected by joint service set up, which might lead to dispute</u></b>	Governance, decision-making authority and dispute process are being described and agreed on in the Inter Authority Agreement; Representatives of both parties on Joint Committee and Management Board to raise and dissolve possible issues around autonomy	<b>Remote / Significant</b>
<b>INSERT NEW LINES ABOVE</b>			



# EQUALITY IMPACT ASSESSMENT

## 1. Topic of assessment

<b>EIA title:</b>	Buckinghamshire County Council and Surrey County Council Trading Standards Joint Service Project
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<b>EIA author:</b>	(To end of July 2014): Ian Dewar, Policy Manager, Customers and Communities, Surrey County Council. (August onwards): Gina Green, Buckinghamshire Trading Standards
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## 2. Approval

	<b>Name</b>	<b>Date approved</b>
<b>Approved by<sup>1</sup></b>		

## 3. Quality control

<b>Version number</b>	V1.3	<b>EIA completed</b>	
<b>Date saved</b>	30 July 2014	<b>EIA published</b>	

## 4. EIA team

<b>Name</b>	<b>Job title (if applicable)</b>	<b>Organisation</b>	<b>Role</b>
Ian Dewar	Policy Manager	Surrey CC	Lead (to July)
Gina Green	Trading Standards Team Leader	BCC	Lead (post July)
Cathy Murphy	Trainee Project Manager	IESE	Research support

<sup>1</sup> Refer to earlier guidance for details on getting approval for your EIA.

# EQUALITY IMPACT ASSESSMENT

## 5. Explaining the matter being assessed

<p><b>What policy, function or service is being introduced or reviewed?</b></p>	<p>The Trading Standards Services from Surrey County Council and Buckinghamshire County Council are seeking to develop a landmark first “strategic alliance” through creating a Joint Trading Standards Service. The development of a Joint Service will allow a positive approach to meeting increasing financial pressures and the new consumer protection landscape, including greater national focus on cross border issues. The suggested way forward sits well with considering alternative delivery vehicles and being more commercially minded.</p> <p>The work of Trading Standards ensures that the goods, services and food bought by residents is safe and meets minimum legal standards. The service ensures descriptions and claims made are not deceptive or misleading. In doing this, TS protects everyone, makes communities safer, improves health and supports the local economy by protecting legitimate businesses and local residents from unfair trading practices. In carrying out its role, and planning activities Trading Standards is intelligence-led, relying on robust information to target activity where it will achieve the greatest results.</p> <p>The full set of project documentation is under development and the key timeline dates for the project are:</p> <table data-bbox="448 1108 1442 1512"> <tr> <td>Dec-Jan 2014</td> <td>Project Scoping</td> </tr> <tr> <td>Feb 2014</td> <td>Project Launch</td> </tr> <tr> <td>Mar 2014</td> <td>Project Governance Established</td> </tr> <tr> <td>Apr-May 2014</td> <td>Data Gathering and initial Engagement</td> </tr> <tr> <td>Jun 2014</td> <td>Business Case and Plans Drafted</td> </tr> <tr> <td>Jul 2014</td> <td>Agreement in Principle BCC / SCC</td> </tr> <tr> <td>Aug-Mar 2015</td> <td>Project Initiation &amp; Delivery</td> </tr> <tr> <td>Oct 2014</td> <td>Cabinet approval to progress</td> </tr> <tr> <td>Feb 2015</td> <td>Technical acceptance testing</td> </tr> <tr> <td>Apr 2015</td> <td>Full Launch of Joint Service</td> </tr> <tr> <td>Apr-Oct 2015</td> <td>Benefits Monitoring and Project Closure</td> </tr> </table> <p>(The full Project Plan is available from <a href="mailto:ggreen@buckscc.gov.uk">ggreen@buckscc.gov.uk</a>)</p>	Dec-Jan 2014	Project Scoping	Feb 2014	Project Launch	Mar 2014	Project Governance Established	Apr-May 2014	Data Gathering and initial Engagement	Jun 2014	Business Case and Plans Drafted	Jul 2014	Agreement in Principle BCC / SCC	Aug-Mar 2015	Project Initiation & Delivery	Oct 2014	Cabinet approval to progress	Feb 2015	Technical acceptance testing	Apr 2015	Full Launch of Joint Service	Apr-Oct 2015	Benefits Monitoring and Project Closure
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Apr-Oct 2015	Benefits Monitoring and Project Closure																						
<p><b>What proposals are you assessing?</b></p>	<p>The proposal under assessment is the establishment of the joint service. The aims of this initiative are principally to:</p> <ul data-bbox="507 1697 1442 2033" style="list-style-type: none"> <li>• Share expertise and best practice, enhancing the resilience and robustness of the service</li> <li>• Maximising benefits by building on successes and innovation</li> <li>• Reducing costs through operating jointly, sharing resources and eliminating duplication</li> <li>• Establishing a larger national and regional profile, whilst maintaining local presence and accessibility</li> <li>• Enhancing key services</li> <li>• Creating a sustainable model that allows further developments</li> </ul>																						

# EQUALITY IMPACT ASSESSMENT

	<p>The principal aspects of the development of the joint service that require EIA consideration include:</p> <ul style="list-style-type: none"> <li>• Establishing the potential impact to staff terms and conditions (and benefits), in relation to any TUPE transfer arrangements and the impact of the TUPE process itself.</li> <li>• Sharing of IT systems, data and associated governance processes, including DPA considerations</li> <li>• Communications and media, both internal and external</li> <li>• Financial and planning frameworks, including compliance with transparency, scrutiny and political governance processes</li> <li>• Accessibility and range of services provided to businesses, partners and consumers</li> <li>• Resourcing and service priorities in relation to vulnerable people and other protected characteristics</li> </ul>
<p><b>Who is affected by the proposals outlined above?</b></p>	<p>Public and other stakeholders:</p> <p>There is no expectation that the development of the joint service will have any negative impact on the public facing service in either county. In particular there is no evidence at this point that there is an equalities impact to any of the protected characteristics. Rather, the potential to share and extend the range of activity, and the expected greater financial resilience arising from the initiative are more likely to yield a positive enhancement and greater protection of services from financial pressures. Both authorities prioritise support and protection activities to vulnerable people and this will remain a primary focus for the joint service.</p> <p>There is well established evidence that enhanced support to people, especially those who are vulnerable, enhances their quality of life and reduces the likelihood of their becoming more dependent upon secondary and tertiary support services. A key element in this is the sense of security delivered by improved community safety, of which Trading Standards activity is a key element. The sharing of expertise and improved service availability that the joint service will deliver, will enhance this impact in both authorities. This will deliver both personal and community benefits and, as a result, have a positive impact on the private and public economies.</p> <p>Staff:</p> <p>Existing staff will be affected to varying degrees by the proposals, primarily as a result of:</p> <ul style="list-style-type: none"> <li>• TUPE of staff from BCC to SCC (expected)</li> <li>• Some potential changes arising from convergence of terms, conditions and benefits</li> <li>• Developing a common policy towards career progression</li> <li>• Some recasting of individual roles and responsibilities to reflect the new joint service management and delivery need</li> <li>• Changes in processes and systems, requiring training and</li> </ul>

# EQUALITY IMPACT ASSESSMENT

	<p>operational adjustments</p> <p>All aspects of the staff processes will be managed with full HR support and backed up with extensive consultative and communication activity. In many ways the joint service will be expected to bring positive benefits as a result of greater opportunities within a larger and more secure and prestigious service.</p>
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## 6. Sources of information

Engagement carried out
<p>Regular communication and engagement has been undertaken with staff throughout the process, including:</p> <ul style="list-style-type: none"> <li>• Update briefing and progress e-mails to Trading Standards staff in both authorities</li> <li>• Discussion and internal staff meetings, leading to the development of FAQs</li> <li>• Briefings at internal whole team meetings, delivered by senior managers from both authorities</li> <li>• Joint staff conferences, held on 7 May and 16 July 2014, with further dates planned for September and later in the year</li> <li>• Establishment of a shared space on the Trading Standards South East Ltd (TSSEL) website, with passcode access enabled for all staff, providing key documents, dates and chat / discussion streams</li> <li>• Open invitation to all staff to contact the project management team or individual managers with queries or comments</li> </ul> <p>Staff have also had the opportunity to become actively involved in the working groups developing specific strands of the project. There are currently seven of these, each with lead and membership drawn from both authorities' staff</p> <p>Members have been kept informed through:</p> <ul style="list-style-type: none"> <li>• Regular briefings between Portfolio Holders and Heads of Service</li> <li>• Establishment of a Project Board including Portfolio Holders and Strategic Directors from both authorities</li> <li>• Briefing and information sessions for informal Cabinet / Corporate Leadership meetings in both authorities, with dates set for Select Committee (July) and Cabinet agendas (October)</li> </ul> <p>Public and partner engagement has been informal and limited to date but a newly convened working group will be developing and delivering a programme of internal and external Communications to raise the profile of the project and the joint service itself</p>
Data used
<p>Detailed service data is being collated and analysed by the working groups as part of the work to develop options and define the Target Operating Model for the joint service. As the detailed models for implementation develop over the project, evidence and proposals will be assessed for their potential equalities impact and, where appropriate, further EIAs may be undertaken. It is expected that this is only likely to occur in relation to staff terms and conditions (and benefits), including TUPE.</p>



# EQUALITY IMPACT ASSESSMENT

The data included here provides a breakdown on the existing staffing of the two existing services, and also an overview of the census data for the two counties.

## 1. Staff numbers and characteristics

		BCC	SCC
<b>No. of staff:</b>		25	50
<b>Gender</b>	<b>F</b>	57.7%	61.1%
	<b>M</b>	42.3%	38.9%
<b>AGE:</b>	<b>20-30</b>	7.7%	9.3%
	<b>30-40</b>	30.8%	20.4%
	<b>40-50</b>	26.9%	33.4%
	<b>50-60</b>	30.8%	35.2%
	<b>60-70</b>	3.8%	1.9%
<b>Work pattern</b>	<b>F/T</b>	69.2%	88.0%
	<b>P/T</b>	30.8%	12.0%
<b>Race / Religion / Sex / Sexuality / Gender reassignment / Marital status/ Civil partnerships / Maternity &amp; Pregnancy</b>		Zero*	Zero*

Commentary:

In line with other aspects of the two services, the proportion of staff is roughly 2:1 between SCC and BCC. The two staff groups are broadly very similar, with more female than male employees, though the SCC staff has a slightly older demographic (67% aged 40-60 compared to 57% in BCC).

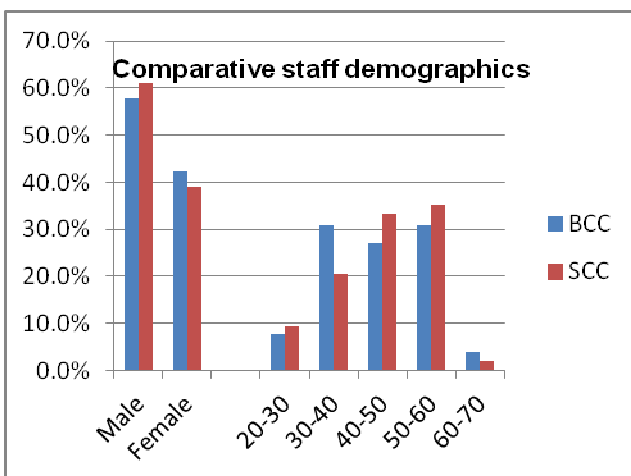
There is a higher proportion of full time staff (88%) within SCC than in BCC (69%).

Other data is not displayed (See note below the table). In some cases this is because it is not routinely collected but primarily, with such small populations, the convention is not to show very small numbers / proportions. For each of the se categories the numbers in minority categories are very small and individual needs arising will be considered fully.

In summary, the data suggests that any changes that may impact on staff will need to be specifically responsive to the needs of three groups:

- Those currently in part time roles, where the terms and conditions may affect working patterns or base of operations
- The needs of the small minority of staff who have a disability
- The individual needs of the small minority of staff from BME ethnic groups

\*Data indicated as Zero is either not routinely collected or, In line with DPA principals would yield values of 10 or less and therefore carry an enhanced risk of identification by association



# EQUALITY IMPACT ASSESSMENT

## 2. Wider county demographics

		BCC	SCC
<b>Gender</b>	<b>F</b>	50.1%	51.0%
	<b>M</b>	49.9%	49.0%
<b>Age</b>	<b>0-10</b>	13.7%	12.1%
	<b>11-19</b>	11.4%	11.9%
	<b>20-39</b>	23.2%	24.4%
	<b>40-59</b>	28.9%	28.2%
	<b>60-74</b>	15.0%	14.7%
	<b>75-84</b>	5.6%	5.9%
	<b>85+</b>	2.2%	2.6%
<b>Percentage change 2001 - 2011</b>	<b>0-10</b>	0.5%	6.78%
	<b>11-19</b>	5.9%	8.15%
	<b>20-39</b>	-7.8%	-4.22%
	<b>40-59</b>	7.7%	9.04%
	<b>60-74</b>	24.0%	20.01%
	<b>75-84</b>	22.5%	10.45%
	<b>85+</b>	26.3%	25.52%
	<b>Overall</b>	5.5%	6.94%
<b>Ethnicity</b>	<b>White</b>	86.4%	90.4%
	<b>Non-white</b>	13.6%	9.6%
<b>Other significant factors:</b>			
	<b>% Pensioners living alone</b>	11.8%	14.3%
	<b>% Population economically active</b>	73.6%	73.6%
	<b>economically inactive</b>	26.4%	26.4%
	<b>Long term sick / disabled</b>	2.0%	2.1%
	<b>Long term limiting illness</b>	13.4%	13.5%
	<b>Bad / very bad health</b>	3.5%	3.5%
	<b>Unemployed</b>	3.0%	2.8%

Commentary:

This data, drawn from the 2011 census, shows that there is a considerable similarity between the two counties.

The variations with the most potential significance identified here are:

- The non-white proportion of the population in Bucks is 14% compared to 10% in Surrey
- The % of pensioners living alone is higher in Surrey (14%) compared to Bucks (12%)

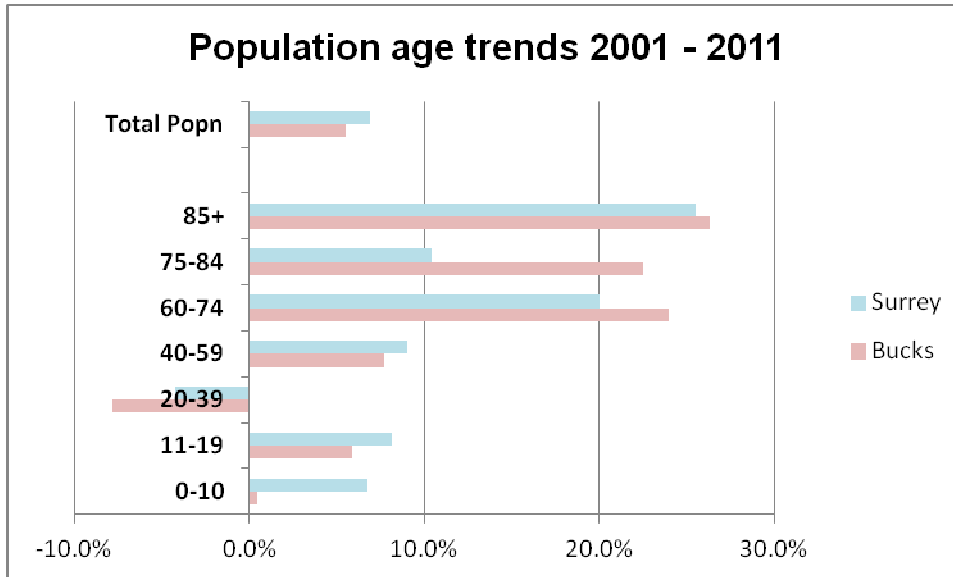
Both of these groups are likely to be prominent in those identified as vulnerable to predatory or exploitative trading practices and each of the services has developed responses to the needs of these people and communities which should identify shared best practice within the joint arrangements.

The other significant factor is the indication of population growth between 2001 and 2011, which is significantly different for key age demographics between the two counties. (see below)

Since both existing services are intelligence-led and responsive to the needs of their local populations the data does not suggest that there will be any new issues anticipated from the establishment of a joint service.

# EQUALITY IMPACT ASSESSMENT

## Population change 2001-2011



In terms of planning for the future shape of a service, the trend in population growth demonstrated between census figures provides a strong indication of future demand. The data for Bucks and Surrey, as illustrated in the above graph shows significant variations:

Both populations have grown, with Surrey's population growing at a faster rate (7% compared to 6% in Bucks). The growth in under-10 year olds is particularly different with a 7% increase in Surrey compared to less than 1% in Bucks. Combined with the figures for the teenage years, this indicates that there is a considerably faster growth in young families, in Surrey than in Bucks.

Both populations show a marked decline in the 20-40 age group (Down 4% in Surrey and 7% in Bucks), though these still represent around a quarter of the population overall.

Increases in the number of older people reflect the perception of an ageing demographic that characteristics most of the Shire Counties, but the rate of growth in Bucks, particularly for the 75-84 age group is markedly faster than in Surrey (+23% compared to +11%). In both counties the over 60s account for just under a quarter of the population but this will contrast more starkly in Bucks than in Surrey with the situation ten years before.

The aging population is linked to improved health care and personal lifestyles, but there is also an established and increase demand on social and health services as a result of those who are more socially isolated or in poorer health. The data shows that between 11 and 14% of over 65s are living alone and these people are recognised as being among the most vulnerable.

The population trends suggest that the growths in young families, and vulnerable older people, and the enhanced service demands that they represent is likely to increase and needs to be factored into the new service design.

# EQUALITY IMPACT ASSESSMENT

## 7a. Impact of the proposals on residents and service users with protected characteristics

Protected characteristic <sup>2</sup>	Potential positive impacts	Potential negative impacts	Evidence
Age			<p>The development of the joint service is expected to have no negative impact on consumers or businesses and, more specifically, will be <b>impact neutral</b> in relation to those people within the two counties who have one or more of the Protected Characteristics. The demography of the two counties (See Page 9, above) is very similar and both authorities have developed services that are responsive to the needs of their populations. These will continue to be delivered and, may be enhanced for vulnerable people, who are prioritised.</p> <p>The analysis of the population growth trends on page 10, above, indicates that there is significant growth in two key age groups – the under 10s (more noticeably in Surrey), and the over 60s, particularly the over 70s (increasing more rapidly in Bucks). Both of these age groups create specific demands upon Trading Standards services, particularly in terms of protection from faulty and dangerous goods, under-age sales and protection from rogue trading.</p> <p>The aim of the joint service development is to ensure that the local impact and effectiveness of Trading Standards is maintained and, where efficiencies and the widening of specialist service availability allows, services are expected to be enhanced.</p> <p>People recognised as being more vulnerable to predatory or exploitative business practices, which may include older people, those with disabilities, and people from other ethnic backgrounds, will continue to be regarded as a priority and the sharing of experience between the two services is expected to extend best practice and improve service across the new joint arrangement.</p> <p>Development working groups are actively working on strands of the Target Operating Model for the new service. Among these are the Working Practices and Business Planning groups that will be identifying the operational and policy frameworks for the new service. As this work progresses additional information will be assessed for Equalities consideration and any operational frameworks will be tested for potential impact on the protected characteristic groups. If deemed necessary a secondary EIA may be required</p>
Disability			
Gender reassignment			
Pregnancy and maternity			
Race			
Religion and belief			
Sex			
Sexual orientation			
Marriage and civil partnerships			

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<sup>2</sup> More information on the definitions of these groups can be found [here](#).

# EQUALITY IMPACT ASSESSMENT

## 7b. Impact of the proposals on staff with protected characteristics

The analysis of staff demographics is set out on page 8. On the basis of this evidence there is no expectation of any negative impacts on any of the existing staff arising from any Protected Characteristics. Any changes to Terms and Conditions, including Employer, working practices, roles and responsibilities, and job location will be subject to consultation, fully supported by HR and undertaken in compliance with approved policy and legislation. It is expected that a more detailed EIA will be undertaken once the staffing element of the joint service development commences the development and implementation phase.

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
<b>Age</b>	The age breakdown of the staff is largely within the normal working age range and only a small proportion are aged 60 or older. The impact from the development of the joint service is expected to be neutral, but all processes will be managed with HR support and in line with established principles. A common approach to career progression (established in BCC but developing in SCC) may deliver positive impacts, especially for younger employees		See page 8, staff demographics, above. The proportion of staff aged 60 and above is 4% in BCC and 2% in SCC
<b>Disability</b>	Only a very small proportion of the staff are identified as having a disability. The impact from the development of the joint service is expected to be neutral, but all processes will be managed with HR support and in line with established principles. There is no expectation that most staff will be expected to relocate or co-locate, but there may be an issue with parking at the BCC offices that will need to be addressed		See page 8, staff demographics, above. The proportion of staff identified as having a disability is 4% in SCC. No data available for BCC
<b>Gender reassignment</b>	No evidence of any potential impact		No data available
<b>Pregnancy and maternity</b>	Around a third of employees are under 40 and may therefore have young families or may become pregnant. The impact from the development of the joint service is expected to be neutral, but all processes will be managed with HR support and in line with established principles.		See page 8, staff demographics, above. The staffs are both around 60% female and the proportion of employees aged 20-40 is between 30% (SCC) and 39% (BCC)

## EQUALITY IMPACT ASSESSMENT

<b>Race</b>	Only a very small proportion of the staff are from a BME ethnic background. The impact from the development of the joint service is expected to be neutral, but all processes will be managed with HR support and in line with established principles.		See page 8, staff demographics, above. The proportion of staff from BME ethnic background is 4% in SCC. No data available for BCC
<b>Protected characteristic</b>	<b>Potential positive impacts</b>	<b>Potential negative impacts</b>	<b>Evidence</b>
<b>Religion and belief</b>	No evidence of any potential impact		See page 8, staff demographics, above. There is no evidence of any religious or belief factors that need to be taken into account
<b>Sexual orientation</b>	No evidence of any potential impact		No data available
<b>Sex</b>	No evidence of any potential impact		See page 8, staff demographics, above. The majority of staff are female
<b>Marriage and civil partnerships</b>	No evidence of any potential impact		No data available

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# EQUALITY IMPACT ASSESSMENT

## 8. Amendments to the proposals

Change	Reason for change
None identified at this stage but equalities considerations will be factored into further development and planning and further EIAs undertaken where deemed appropriate	

## 9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Potential for positive and negative impact on staff arising from changes to conditions of employment in establishing the joint service	<p>All activity conducted with HR support and in line with policy and legislative frameworks</p> <p>Full and open communication throughout with all staff</p> <p>More detailed EIA to be undertaken as the detailed arrangements are developed and implemented</p>	TBC but will reflect project and statutory timelines	Project Sponsors, supported by HR from BCC and SCC
No other specific actions identified at this stage but all developing elements of the Target Operating Model and implementation of the joint service will be assessed for equalities implications and other specific EIAs may be developed as identified			

## 10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
None identified – the project is expected to be impact-neutral	

# EQUALITY IMPACT ASSESSMENT

## 11. Summary of key impacts and actions

<b>Information and engagement underpinning equalities analysis</b>	Open and diverse staff communications throughout
<b>Key impacts (positive and/or negative) on people with protected characteristics</b>	None identified, though further developments and data will be assessed and additional EIAs undertaken if deemed appropriate
<b>Changes you have made to the proposal as a result of the EIA</b>	None identified at this stage
<b>Key mitigating actions planned to address any outstanding negative impacts</b>	EIA to support the detailed development of changes to staff conditions of employment
<b>Potential negative impacts that cannot be mitigated</b>	None identified at this stage





## Buckinghamshire County Council Select Committee

Environment, Transport and Locality Services Select Committee

### Report to the Environment, Transport and Locality Services Select Committee

<b>Title:</b>	Transport for Buckinghamshire Scrutiny
<b>Committee date:</b>	2 <sup>nd</sup> September 2014
<b>Author:</b>	Mike Freestone
<b>Contact officer:</b>	Mike Freestone
<b>Report signed off by Cabinet Member:</b>	Ruth Vigor-Hedderly – Cabinet Member for Transport
<b>Electoral divisions affected:</b>	All

#### Purpose of Agenda Item

This report updates the committee on the progress on the 12 recommendations raised by the Environmental, Transport and Locality Services Select Committee Inquiry of Transport for Buckinghamshire (December 2013) and following the report to Cabinet in January 2014 and their response to the recommendations

#### Background

Members of the committee and senior management were keen to review the operation of the TfB contract following feedback on a range of issues. An Inquiry was commissioned in July 2013 with a scope to examine the contract, its delivery and performance. Issues raised by members included communication, performance, contract management by the client, value for money and the role of the Local Area Technician (LAT).

During the inquiry it became clear that there were other reviews running in parallel. Rather than have duplication the inquiry was able to learn from and contribute to these reviews.



In December 2013 the Inquiry findings and recommendations were published. Whilst there were 12 recommendations the main findings focused on:

- The need for long term planning
- The role of Key Performance Indicators (KPI's) in the contract
- The importance of sufficient client capacity and in-house skills
- The need of a further review to ensure "Value for Money"
- Wider learning points from the TfB contract for future BCC contracts with external providers.

In January 2014 the 12 recommendations were presented to Cabinet and 11 were accepted in full or part as shown in the Appendix.

## **Summary**

Appendix 1 lists the 12 recommendations from the Inquiry with comments on the Cabinet views and responses on progress by TfB in the 6 months since the report was published.

It should be noted that in addition to the inquiry a range of work, actions and reports have supported transformation & significant change in moving the TfB service forward (Gate One, TfB Improvement Plan, Customer Journey, Audits etc.). This is wide ranging, looking at structure, functions and culture. Where appropriate they are referenced in the appendix but they will also be raised verbally by Ruth Vigor-Hedderly (Cabinet Member for Transportation) and other Officers attending the committee. A new TfB structure chart will be available

## **Conclusions**

Following this report and presentations it is apparent that significant progress has been achieved with the service change and on the 12 recommendations. However, the positive start to the TfB journey must continue, ensuring the benefits the committee, the Council and the residents of Buckinghamshire expect are met.

To that end it is proposed that a further update on the overall Gate One recommendations and subsequent Transformation project is provided in 12 months. This will not only ensure improvements continue within TfB, but also the learning / lessons from externalising a service are shared across the council.

**Recommendation 1:**

The committee request to receive updates on the implementation of the following recent/current reviews around TfB operation and perception:

- Quarterly updates on all actions within the external consultant review of TfB and its implementation plan, commencing in February 2014
- Quarterly updates on the internal BCC Communications and Customer Focus review, commencing in February 2014
- An update on the implementation of the new role for Local Area Technicians in February 2014 with an additional 6 month update on progress (para 11-20).

**Response**

To a great extent this has now been overtaken by a more radical transformation of the service following the Gate One report. However key aspects from the Improvement Plan, have been built into the change programme. The majority of the original Improvement plan targets have now been achieved with others replaced by more testing change.

The significant amount of work already achieved has been recognised within the Gate One report.

**Recommendation 2:**

We recommend that the service ensure effective long-term planning (a 4 year plan which fits with the Council's Medium term plan and budget proposals) to guide the annual planning activity, with particular emphasis on efficiencies, value for money and longer term development of the transport network. The Environment, Transport and Locality Services Select Committee should receive a written update on any forthcoming long-term plans (para 21-30).

**Response**

A 4 year plan has been produced and agreed by the Strategic Board in March 2014. The principles have been adopted and it will be updated on a rolling annual basis. It also forms part of the budget cycle process between TfB / BCC, in line with the MTP.

**Recommendation 3:**

We recommend that all future KPI's evolve to place greater emphasis on long-term outcomes and improvements and that future setting/amending of KPIs be subject to wider Member involvement to inform the decision making process of the Strategic Management Board. The Cabinet Member should put forward options for this by February 2014 for the Environment, Transport and Locality Services Committee to comment on and agree (para 31-39).

## **Response**

Two Member / Officer Workshops were held earlier in the year. This progress has been subsumed by the Gate One review. Current KPI's will continue through 2014 /15 to ensure appropriate control / challenges of the contract. The new KPI's will fully reflect the transformed business and be implemented in 15/16.

## **Recommendation 4:**

We recommend that KPI figures and values need to be properly audited on an annual basis, for example through internal audit or the client team, in order to ensure that the decision making around payments and extensions is robust. A written report of the findings should go to the Strategic Management Board and also monitored by this select committee (para31-39).

## **Response**

It is accepted that there will be joint audits by BCC & TfB on an annual basis to ensure appropriate challenge & check to the KPI figures and results.

## **Recommendation 5:**

We recommend that the Cabinet Member for Planning and Transportation retains a Member-led system for road maintenance but: Reviews the definition of Member-led currently used in the context of prioritising road maintenance to allow for greater flexibility in the approach and, Examines the proportion of budget allocated between local member priorities, and countywide strategic management approach. We request that the Cabinet Member commission a report on this topic, referencing national practice, and further options for road maintenance prioritising (para 40-44).

## **Response**

The Cabinet Member welcomes the Select Committee's support for retaining a member-led system for road maintenance as promoted by the Leader. The current system was introduced in 2011 and made road maintenance and resurfacing one of the County Council's top priorities. The Cabinet will continue to review the effectiveness of the Council's investment in strategic road maintenance, including the member-led programme, on a regular basis, and will discuss any proposals for change with the Select Committee as appropriate.

## **Recommendation 6:**

We recommend that at least two BCC elected Members are re-appointed to the Strategic Management Board (or an alternative Member involvement option) in order to strengthen democratic representation, as recommended by the 2011 TfB scrutiny review (para 45-54).

## **Response**

The Cabinet Member for Transportation accepts the principle of increasing member representation on the Strategic Board to two. This change took place from the March 2014 Board.

The current Terms of Reference for the Board allow the Board to invite additional members. It is important however that the effectiveness of the Board is not diminished by it becoming too large and that it retains an appropriate balance between representatives of the service provider and client.

**Recommendation 7:**

We recommend that the Strategic Client function should be sufficiently resourced to ensure the necessary client capacity and in-house skills are in place so that the client can effectively manage the contract and provide robust check and challenge of delivery (para 55-59).

**Response**

As part of the Gate One Review new organisational structures and resourcing of both the Service Provider and Client side of the Alliance are being progressed. Interim arrangements to strengthen the client have been put in place pending Future Shape restructuring.

**Recommendation 8:**

We recommend that the TfB report for the Strategic Management Board on the approval of the yearly contract extensions be circulated to the Environment, Transport and Locality Service Select Committee in order to inform the decision making process of the Strategic Management Board on the approval of contract extensions (para. 60-65).

**Response**

The issue of contract extensions and how they are managed form part of the current review.

This recommendation though was not accepted by Cabinet.

**Recommendation 9:**

We recommend that a schedule of areas for financial benchmarking against other Local Authorities be agreed between TfB and the Strategic Client. This should be reviewed annually by the Strategic Management Board to provide clarity over benchmarking activity to ensure contract compliance and value for money (para 66-69).

**Response**

The principle of annual benchmarking activity is accepted. Discussions have taken place between Client Officers and Ringway Jacobs on more use of benchmarking in the contract. This is being actively pursued as part of the Transformation process and draft documents are being produced.

**Recommendation 10:**

We recommend that an external value for money review be undertaken (over the first half of 2014) to ensure and satisfy the client (BCC) that it is getting best value for money from the

contract for elected Members and the residents of Buckinghamshire and that the committee receive a briefing on the findings of this review (para70).

### **Response**

The Cabinet Member for Transportation would welcome such a review which will add to the Gate One work aimed at improving the contract and is currently in progress. This will take place as part of Transformation. A proposed scope of the review has been developed which focusses on the value for money aspects of the contract. Within this overall context, it is also considered important that the review:

- takes account of the review and audit work done so far any issues arising from these and planned improvements
- addresses both the current situation and the extent to which the benefits expected of the contract at time of tender have been realised over the life of the contract so far.

Ringway Jacobs have been informed of the likelihood of this Value for Money review.

### **Recommendation 11:**

We recommend that the contractual obligation for a year-on-year 3% efficiency saving should be reviewed to allow for greater opportunity for cumulative and sustainable efficiency savings over a number of years. Alternative options should be drawn up by the Cabinet Member by the end of the 2013/14 financial year (para 71-72).

### **Response**

We currently apply the 3% contractual efficiency savings. This is contained within the annual Business Plan approval process and is regularly monitored throughout the year. In addition this is supported by Value Plus (a process that identifies and records efficiency savings). Through this process significant improvements have been achieved over the life of the contract, in both cashable and non-cashable savings. Further discussions will take place on this aspect as part of the Transformation process.

### **Recommendation 12:**

We recommend that all learning points from the TfB arrangement to date are used to inform future operation of the Council as it moves to become a commissioning/contracting organisation, in particular: 1) securing providers who are able to work in a democratic environment, 2) securing providers who can set out how they will meet strategic longer-term outcomes sought by the client, and 3) the need for a high-level contract management prepared to use contract clauses to meet requirements (para 73-74).

### **Response**

Gate One have highlighted issues on how the business is structured and operated. The learning achieved from this process will be fed into and assist the authorities Future Shape programme.

## Environment, Transport and Locality Select Committee Proposed Work Programme

Committee	Date	Topic	Description and Purpose	Attendees
<b>Environment, Transport and Locality Services</b>	14 October 2014	Flooding: Lessons learned in Bucks	For Members to examine the Council's response to flooding in Bucks. To consider how the County Council carries out its statutory duty, consider the local issues and responses, roles and responsibility, and lessons learned from winter floods.	Lesley Clarke OBE, Cabinet Member for Environment and Planning  John Rippon, Senior Manager Environment agency (TBC) Districts (TBC)  Susie Yapp Service Director Safer Communities
	14 October 2014	S106 Developer Contributions	For Members to receive an update from the chairmen of the ETL and Finance select committees on their findings in relation to their research into the councils processes and procedures in relation to s106 negotiations and agreements, as well as an update from the service area on improvements made.	Committee Chairmen update John Rippon Place Senior Manager
	14 October 2014	Bulky Waste Strategy and Re-use & Recycling Credits Policy'.	Members will receive an update on the draft Bulky Waste Strategy and Re-use & Recycling Credits Policy, and will consider the draft policy providing their comments prior to the policy being presented to Cabinet.	Lesley Clarke OBE, Cabinet Member for Environment and Planning  Claire Oakins, Sustainability Service Lead Officer PLACE
	14 October 2014	Green Deal Together	For Members to receive status update on the Green Deal Together – community interest company. The Council's approach to the national green Deal Scheme.	Information paper  Alexandra Day
	18 November 2014	Library Services in Bucks – a vision for the future	For members to receive an update and review progress towards the committee's recommendations as agreed on 8 <sup>th</sup> April for the development of a clear vision of the future of library services in Bucks, including a strategy for how budget challenges will be met and a proactive approach to seeking opportunities for closer partnership working.	David Jones, Culture and Learning Manager  Martin Phillips Cabinet Member for Community Engagement.

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Agenda Item 10

