



**Chiltern**  
District Council

King George V House, King George V Road, Amersham,  
Bucks HP6 5AW. Telephone: 01494 729000  
www.chiltern.gov.uk DX: 50711



**South Bucks**  
District Council

Capswood, Oxford Road, Denham, Bucks UB9 4LH  
Telephone: 01895 837200 DX: 40261 Gerrards Cross  
www.southbucks.gov.uk

## **Chiltern and South Bucks Joint Committee**

**Wednesday, 18th April, 2012 at 5.00 pm**

**Council Chamber, King George V House, King George V Road, Amersham**

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

- 1 Minutes (*Pages 1 - 2*)  
To agree the Minutes of the meeting held on 15 March 2012.
- 2 Apologies for Absence
- 3 Programme Report (*Pages 3 - 4*)
- 4 Exclusion of the Public  
To resolve that under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following item(s) of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Act.
- 5 Informal Discussion with Andy Holder
- 6 Date of Forthcoming meetings  
Thursday 17 May 2012 at 5pm, South Bucks District Council  
Monday 25 June at 5pm, Chiltern District Council  
Thursday 19 July at 5pm, at South Bucks District Council

**Membership: Chiltern and South Bucks Joint Committee**

Councillor Isobel Darby	Chiltern District Council
Councillor Mimi Harker OBE	Chiltern District Council
Councillor Peter Martin	Chiltern District Council
Councillor Nick Rose (Leader)	Chiltern District Council
Councillor Michael Smith	Chiltern District Council
Councillor Mike Stannard	Chiltern District Council
Councillor Adrian Busby (Leader)	South Bucks District Council
Councillor Mrs Anita Cranmer	South Bucks District Council
Councillor Bill Lidgate	South Bucks District Council
Councillor Roger Reed	South Bucks District Council
Councillor Duncan Smith	South Bucks District Council
Councillor Mrs Jennifer Woolveridge	South Bucks District Council

The meeting will be chaired by the Leader of the host authority

## CHILTERN AND SOUTH BUCKS JOINT COMMITTEE

Meeting - 15 March 2012

Present: Mr Busby, Mrs Cranmer, Mrs Darby, Mrs Harker, Mr Lidgate, Mr Martin, Mr Reed, Mr Rose, Mr Smith, Mrs Woolveridge and Mr Smith

Also Present: Mr D Phillips (CDC) and Mrs R Pope (SBDC)

Apologies for absence: Mr Stannard

### 13. MINUTES

The minutes of the meeting of the Joint Committee held on 13 February 2012 were agreed and signed by the Chairman as a correct record.

### 14. JOINT WORKING PROPOSAL - PLANNING POLICY

The Planning Advisory Service (PAS) is part of the Local Government Association and uses Department of Communities and Local Government funding to provide consultancy, peer support programmes and similar to Local Planning Authorities. The support provided by PAS was free.

SBDC and CDC have not previously used PAS for tailored support and the Joint Committee considered a report setting out a proposal for both Councils to undertake a joint working initiative using the services of PAS.

The report went on to explain that under the proposal PAS would be invited in the first instance to look at both authorities Local Development Frameworks with a view to identifying the potential for closer joint working and the Joint Committee noted that the potential for joint working in other areas e.g. Development Plan Documents/Supplementary Planning Documents could be the subject of a subsequent piece of work.

After noting how and when PAS should be asked to undertake the work and the risks in delaying commencing the work the Joint Committee indicated its support for the proposal and accordingly

**RESOLVED** that the proposal to use the services of the Planning Advisory Service to work with the respective Planning Policy teams as set out in the report be endorsed.

### 15. TRANSFORMATION SUPPORT: PHASE 1

The Joint Committee considered a report setting out the results of the procurement exercise to secure support for the transformation work that needed to be carried out for Phase 1 - the change programme involving Members and Officers.

The report, after providing details of what the Consultants were asked to demonstrate, explained that bids had been received from the following four firms:

- Telios
- AHA Consulting
- Solace Enterprises
- Penna

Details of each of the bids were given in Part II of the agenda and an additional appendix also in Part II provided an evaluation of the bids in terms of their strengths and weaknesses.

Following a discussion the Joint Committee agreed that the bid from AHA Consulting best met the requirements for delivering the support for phase 1 of the change programme and accordingly

**RESOLVED** that the bid from AHA Consulting for providing support for phase 1 of the change programme be accepted and arrangements be made for the Leaders of both Councils to meet with the firm to discuss its proposals in more detail.

**16. PROGRAMME REPORT**

The Joint Committee received the Programme Report setting out:

- progress on completing the milestones;
- spend from the budget; and
- risks

Members were particularly pleased to note that the milestones for the current period had been completed.

With regard to the next period, the Joint Committee, after recognising that completion of the milestones was dependent upon getting the Senior Management Team in place at the earliest opportunity, noted that details were due to be submitted to the meeting of the Joint Appointments and Implementation Committee on 4 April 2012.

After noting the spend to date and the risks the Joint Committee

**RESOLVED** - that the report be noted.

**17. EXCLUSION OF PUBLIC**

**RESOLVED** - that under section 100 (A) (4) of the Local Government Act 1972 (as amended) the public be excluded from the meeting for the following item(s) of business on the grounds that they involved the likely disclosure of exempt information as defined in paragraphs 1 and 3 of Part 1 of Schedule 12A of the Act.

**18. TRANSFORMATION SUPPORT: PHASE 1**

Arising from minute 15, the Joint Committee received a report setting out details of the four bids that had been submitted together with a supplementary report providing an evaluation of the bids.

The meeting terminated at 5.29 pm

# PROGRAMME MANAGEMENT REPORT

April 2012

Page 3

Milestone	Complete	Comment
<b>Current Period</b>		
1. Submit proposed structure to JAIC	✓	
2. Prepare draft job descriptions etc for Heads of Service posts, including job sizing information, for JAIC to agree.	✓	
3. Appoint support for first two elements of transformation work with senior managers and members.	✓	Appointment of AHA Consultancy to undertake the work. Meeting held with two leaders to discuss approach to be adopted and timescales
4. Prepare specification for transformation stage 2 work.	✓	Invitation to submit proposals being issued, with return date of May
5. Draft requirements for internal transformation support roles, including programme management.	-	Decisions on internal requirements deferred until HoS appointments complete. Head of Business Support will have responsibility for putting programme management arrangements in place.
<b>Next Period</b>		
1. Finalise details of Heads of Service posts following conclusion of consultation. Prepare JAIC report		
2. Issue invitations to tenders for Stage 2 transformation support.		
3. Agree plan with AHA consultancy for work with senior management team, and with members.		

Budget	Allocation	Spend	Forecast	Comment
	£	£	£	
Transformation - Snr Mgt	15,000	0	8,500	This work will be undertaken by AHA Consultancy
Transformation - Members	10,000	0	6,800	This work will be undertaken by AHA Consultancy
Transformation - Stage 2	50,000	0	50,000	Tender exercise to start Apr/May to commence engagement in Autumn
HR Support	30,000	20,084	30,000	Working to brief agreed by Leaders
Programme Mgt	40,000	0	40,000	Prog Mgt arrangements to be reviewed at end of 2012
<b>Total</b>	<b>145,000</b>	<b>20,084</b>	<b>135,300</b>	

Item 3

# PROGRAMME MANAGEMENT REPORT

Risks	L	I	Score <sup>1</sup>	Mitigation
1. Stage 2, Service integration is not implemented	3	5	15	The long term benefit to be derived from a shared management team is the greater capacity to reduce costs through shared services. It is important from the outset that the councils agree to implement stage 2 and put in place a timetabled plan for bringing services together under single management
2. Members and officers do not adopt new working arrangements	3	5	15	The effectiveness of the new shared management arrangements are dependent on Members and officers recognising the need for a new style of working arrangement with Members' engagement being at a strategic level. It will not be possible under the new arrangements for Members to have the same access to officers and this needs to be acknowledged and agreed to at the outset. In the medium term, developing the cultures of the respective organisations represents a major opportunity. Work done in the lead-in period by the Chief Executive and Directors is vital to creating the right framework to move forward.
3. A Council wishes to terminate the agreement	1	5	5	Arrangements for termination will be set out in the IAA. However, councils will need to recognise that termination will be costly for all involved. Members should be entering into the arrangement with the mindset that the new arrangements are permanent
4. The financial savings are not achieved	2	4	8	The financial savings from stage 1 will accrue naturally from the implementation of the new structure. The business plan sets out the savings based on assumptions outlined within the case. If the assumptions are not reasonable or if the Councils choose alternative arrangements there will be an impact on the costs and savings. A reasonable approach has been taken to phasing.
5. Loss of experience and expertise as part of Stage 1 or Stage 2	3	3	9	Make allowance in business cases for retention of experienced staff for a period if necessary to assist with transition. Bring in temporary or interim staff if needed.
6. Lack of capacity to manage change	3	4	12	When building up programme for Stage 2 relate individual reviews to resources available. Business cases and project management used to control work. Resource adequately programme management.
7. Stage 2 projects impact on service delivery	3	4	12	Plan programme, and identify risks to service delivery for each project. Consider additional resources on temporary basis to help service delivery. Communicate and involve staff to aim to get their commitment.

<sup>1</sup> Score Colour Key: 25 - 15 Red 12 - 6 Amber 5-1 Green