

## **PHASING OF SERVICE REVIEWS**

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### **RECOMMENDATIONS**

- 1. The Joint Committee agree that the initial service review areas are:**
  - **Building Control**
  - **Community Safety and Licensing [as a combined review]**
- 2. The Joint Committee approve the initial phasing of the service reviews and raise any concerns about services which are on or are not on the list**
- 3. That the Joint Committee receives further progress reports on the programme of service reviews**
- 4. That the Leaders nominate three Members from Chiltern DC and three Members from South Bucks DC for the review of Building Control and three Members from Chiltern DC and three Members from South Bucks DC for the review of Community Safety and Licensing**

### **Purpose of Report**

1. To make recommendations about the service areas to be selected for the first phase of service reviews and for the longer term phasing of service reviews.

### **Introduction**

2. The Joint Committee has agreed to a programme of service reviews. This programme will aim to review all services across Chiltern and South Bucks Councils by 2015.
3. Each service review will produce a business case which will determine the appropriate service structure going forward. Implementation plans will also be produced as part of the review.
4. At the end of each review the associated business case will be reported to the Joint Committee who will make a decision about whether to approve the business case and the implementation of changes to the service.
5. Member engagement with the reviews will be of central importance to secure ongoing commitment to the programme and the acceptability of proposed service change.

## **Aims of service reviews**

6. The Joint Committee and Senior Management Team have considered the aims of the service reviews to be a combination of improvements in quality, cost savings and resilience.
7. The extent and balance to which these aims will be achieved will differ depending on which service is being reviewed.

## **Phasing of service reviews**

8. Management Team and Heads of Service have considered the phasing of the reviews and it is recommended that the first phase should be:

### First Phase October 2012 – March 2013:

- Building Control
  - Community Safety<sup>1</sup> and Licensing [as a combined review]
9. These services have been selected for the first phase because they have:
    - Potential for quick wins in meeting the three aims set out above
    - Build on previous transformation work [e.g. lean thinking review of licensing at Chiltern]
    - Are delivered 'in house' in both authorities i.e. minimising third party issues
    - Are not currently already involved in major transformation or collaborative arrangements.
    - In the case of Building Control there is a need to address management capacity following on from the retirement of Chiltern's Head of Building Control as part of phase 1 implementation

It should be noted that reviews may broaden in scope to related areas if it is practical and beneficial.

Some background information on these services is provided in the tables at the end of the report.

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<sup>1</sup> CCTV management and maintenance is not in scope as part of this review.

### Further phasing of the programme

10. An indicative schedule for the second and third phase of the programme is set out below but may be subject to review as the programme progresses. The programme will be revisited for further scoping and clarification and the phasing outlined below is to provide as much certainty as possible at this point in time. This issue of providing some view of an overall programme for service reviews is something that has been raised by staff.

### Second Phase March 2013 – April 2014:

- Car Parks
- Finance
- Planning Policy
- Community & Leisure
- Housing Services
- Planning Enforcement<sup>2</sup>
- Facilities & Property Management

### Third Phase April 2014 – 2015:

- Revenues & Benefits
- Development Control
- Environmental Health
- Waste Management

### Service integration and transformation already underway or to be run in parallel:

11. In addition to specific service reviews there will be a number of cross cutting areas of transformation which relate to support services such as ICT, Finance and Personnel. Some of these areas of change have already commenced such as the harmonisation of Terms and Conditions and some will be looked at in the coming months. Other areas will be looked at but would not necessarily be at the level of a service reviews, e.g. emergency planning, business continuity, health & safety.

### Aspects of the programme to be defined further

12. The services under the Head of Legal and Democratic Services will be introduced into the programme once the Head of Legal and Democratic Services takes up their post in December. Similarly those services covered by the Head of Customer Services will be considered when that post is filled.

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<sup>2</sup> Support arrangements for this service will be considered as part of the review.

## Background on Service Reviews

	<b>Building Control Chiltern</b>	<b>Building Control South Bucks</b>
Number of staff [FTE]	9.5	5.8
<sup>3</sup> Income 2012/13	- 461,000	- 404,000
Direct Expenditure 2012/13	524,000	347,000
Support costs	225,000	116,000
Total net expenditure	288,000	59,000

	<b>Community Safety Chiltern</b>	<b>Community Safety South Bucks</b>
Number of staff [FTE]	2.6	3
Income 2012/13	-10,000	-30,000
Direct Expenditure 2012/13	156,000	149,000
Support costs	79,000	86,000
Total net expenditure	225,000	205,000

	<b>Licensing Chiltern</b>	<b>Licensing South Bucks</b>
Number of staff [FTE]	2 clerical posts and 1 agency enforcement officer and 1 casual admin during peak periods	2.5
Income 2012/13	-207,000	-159,000
Direct Expenditure 2012/13	148,000	124,000
Support costs	103,000	147,000
Total net expenditure	45,000	111,000

**Background Papers: None**

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<sup>3</sup> Please note the current actual 2012/13 income figures for Building Control are lower than the budgeted income for both Chiltern and South Bucks DC.