



Chiltern
District Council



South Bucks
District Council

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DEMOCRATIC AND ELECTORAL SERVICES

| | | | |
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Dear Councillor

CHILTERN AND SOUTH BUCKS JOINT COMMITTEE

The Chiltern and South Bucks Joint Committee will be held as follows:

DATE: THURSDAY, 17TH MAY, 2012
TIME: 5.00 PM
VENUE: ROOM 6, CAPSWOOD, OXFORD ROAD, DENHAM

Yours faithfully

J.A. BURNES

Director of Resources

To: Members of the Chiltern and South Bucks Joint Committee

Chiltern District Council

Councillor Isobel Darby
Councillor Mimi Harker
Councillor Peter Martin
Councillor Nick Rose (Leader)
Councillor Michael Smith
Councillor Mike Stannard

South Bucks District Council

Councillor Adrian Busby (Leader)
Councillor Mrs Anita Cranmer
Councillor Bill Lidgate
Councillor Roger Reed
Councillor Duncan Smith
Councillor Mrs Jennifer Woolveridge



INVESTORS
IN PEOPLE

Bronze

Chief Executive Alan Goodrum

Directors: Jim Burness (Resources) Bob Smith (Services)

Declarations of Interest

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

A G E N D A

1. **Apologies for Absence**

2. **Minutes**

To agree the minutes of the meeting of the Joint Committee held on 18 April 2012. (Pages 1 - 2)

3. **Programme Report**

To receive the latest Programme Report. (Pages 3 - 4)

4. **Exclusion of Public**

The Chairman to move the following resolution:-

“That under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part 1 of Schedule 12A to the Act.”

5. **Building Control - Inclusion in the Business Case**

To consider report of the Chief Executive. (Pages 5 - 6)

6. **Emerging Issues and Joint Committee Ambitions**

To consider the attached paper from Andy Holder. (Pages 7 - 8)

7. **Dates and Times of Future Meetings**

Meetings of the Joint Committee have been arranged for:

- 25 June 2012 5pm at CDC
- 19 July 2012 5pm at SBDC

The next meeting of the Committee is due to take place on 25 June 2012 (tbc).

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CHILTERN AND SOUTH BUCKS JOINT COMMITTEE

Meeting - 18 April 2012

Present:

Mr Busby, Mrs Darby, Mrs Harker, Mr Martin, Mr Reed, Mr Rose, Mr D Smith, Mr M Smith, Mr Stannard and Mrs Woolveridge

Also Present:

Mr D Phillips (CDC)

Apologies for absence:

Mrs Cranmer and Mr Lidgate

19. MINUTES

The Minutes of the meeting of the Joint Committee held on 15 March 2012 were agreed by the Joint Committee and signed by the Chairman as a correct record.

Note: Councillor Mrs J Woolveridge entered the meeting at 5.02pm.

20. PROGRAMME REPORT

The Joint Committee received the latest Programme Report. After noting the progress on completing the milestones, the latest budget position, and the risk report, the Joint Committee

RESOLVED -

That the report be noted.

21. 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 Part 1 of Schedule 12A of the Act.

22. INFORMAL DISCUSSION WITH ANDY HOLDER

The Chairman welcomed Andy Holder from aha Consultancy Limited - who were supporting the first phase of the programme for shared management and services.

Andy Holder advised that in his experience of working with local authorities to develop shared management and services, the key challenges included:

- Officers at each authority favouring their own way of working and being resistant to doing things in different ways, particularly where that might involve taking on the other authority's way of working;
- Politicians at each authority protecting their own political interests at the expense of shared services - hard decisions and co-operation across the authorities was required; and
- The level of ambition and clear success factors - nothing should be ruled out if big savings were to be achieved.

The importance of maintaining momentum and support from non-Cabinet Members and Officers was emphasised. It was noted that so far the process had been relatively straightforward due to existing vacancies at both authorities. However, momentum needed to continue once more difficult decisions around appointing Heads of Service and shared services needed to be made.

Those areas selected for shared services needed to be economically viable and politically acceptable, and needed to deliver improved service delivery and resilience. It was suggested that areas with existing joint working initiatives could be looked at, and the need for Heads of Service to drive this review process was noted. Back-office services were also proposed as an area to start. However, Andy Holder noted that whilst shared back-office services could produce savings, it was shared front-line services that would produce the significant savings.

South Bucks Members noted that their Policy Advisory Group (PAG) model worked well, enabling non-Cabinet Members to be involved in policy development. There were still issues around keeping members of one PAG informed of the activities of other PAGs. The fact that non-Cabinet Members had already been involved in policy development also impacted on the role of Council meetings. However, Chiltern Members were of the opinion that a similar approach could be explored at Chiltern. A PAG system could help involve non-Cabinet Members - particularly those only recently elected - who tended to feel that they were outside the decision-making structure. It was also noted that the PAG system at South Bucks was facilitated by individual decision-making which was not presently permitted at Chiltern. The Leader at Chiltern said he would be asking for proposals for the PAG system to be brought forward.

The Joint Committee acknowledged that there was a need to take the best elements from each authority's structure. It was considered that aligning the policy development structure would send a positive message to all involved that processes between the two authorities were being aligned.

It was suggested that the dates of PAG meetings at South Bucks, and the dates of Overview Committee meetings at Chiltern, be circulated to allow Members from each authority to attend the meetings. It was also suggested that there were already areas where both authorities could benefit from a joint approach being taken. For example, the new National Planning Policy Framework, and the need to accommodate gypsies and travellers.

Andy Holder highlighted two key questions for the Joint Committee to address:

- i) What were the ambitions for the programme of shared management and services - where was it intended to be in two years?
- ii) What actions by Members, Managers, or others could prevent this happening?

The Joint Committee acknowledged that a key obstacle could be entrenched views of Members and Officers that their own authority's method of service delivery should not be changed. Although both authorities would be maintaining their sovereignty, there would need to be compromise. Leadership and maintaining trust would be vital, particularly once shared services were being developed. The Joint Committee would have a key role in controlling promoting, and presenting the changes to non-Cabinet Members. The importance of ensuring that Officers were also positively engaged in the process was noted. The importance of maintaining momentum was again emphasised.

In response to the first question, the Joint Committee agreed that residents should not see any difference in the level of services, but that these services should be delivered in a more cost effective way with resources better utilised.

The Chairman and Joint Committee thanked Andy Holder. After acknowledging that the programme of shared management and services would be challenging, but noting the goodwill from Officers and Members, the Chairman drew the discussion to a close.

23. DATES OF FORTHCOMING MEETINGS

- Thursday 17 May 2012 at 5pm, South Bucks District Council
- Monday 25 June at 5pm, Chiltern District Council (Note: it was agreed that this meeting would be rescheduled since it clashed with another event - dates would be circulated in due course)
- Thursday 19 July at 5pm, at South Bucks District Council

The meeting terminated at 6.12 pm

PROGRAMME MANAGEMENT REPORT

May 2012

| Milestone | Complete | Comment |
|---|----------|--|
| Current Period | | |
| 1. Finalise details of Heads of Service posts following conclusion of consultation. Prepare JAIC report | ✓ | Report to JAIC on 16 th May |
| 2. Issue invitations to tenders for Stage 2 transformation support. | ✓ | Invitation to submit tenders issued using Govt procurement portal. Invitation to nine organisations. Deadline for returns 11 th June. |
| 3. Agree plan with AHA consultancy for work with senior management team, and with members. | ✓ | Plan agreed. Initial meeting with senior staff held. Session with members at last Joint Cmm meeting |
| Next Period | | |
| 1. Appoint to Head of service structure | | Interviews and meetings with staff start w/c 28 th May |
| 2. Report to JAIC on proposals for consultation in regard to activities reporting to C/Exec | | |
| 3. Evaluate responses for Stage 2 transformation support and report to Joint Cmm | | Deadline for responses 11 th June |

| 2012/13 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 | 20,000 | 7,529 | 20,000 | Working to brief agreed by Leaders. £20k costs charged to 2011/12 accounts for work to Mar 2012. |
| Programme Mgt | 40,000 | 0 | 40,000 | Prog Mgt arrangements to be reviewed at end of 2012 |
| Total | 135,000 | 7,529 | 125,300 | |

PROGRAMME MANAGEMENT REPORT

| Risks | L | I | Score ¹ | 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 timetable 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. |

¹ Score Colour Key: 25 - 15 Red 12 - 6 Amber 5-1 Green

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