





## Declarations of Interest

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

## A G E N D A

- (Pages)
1. **Evacuation Procedures**
  2. **Minutes**  
To agree the Minutes of the meeting held on 5 July 2012 (1 - 2)
  3. **Apologies for absence**
  4. **Declarations of Interest**
  5. **Phasing of Service Reviews** (3 - 6)
  6. **Draft Programme for 5 November 2012** (7 - 8)
  7. *Appendix*  
**Financial Update** (9 - 10)  
(11 - 14)
  8. **Programme of Report** (15 - 18)
  9. **Dates of Future Meetings**

| Proposed Meeting Date                   | Alternative                               |
|-----------------------------------------|-------------------------------------------|
| Monday 26 November at 4.00 pm<br>(SBDC) | Thursday 29 November at 4.00 pm<br>(SBDC) |
| Monday 17 December at 5.00 pm<br>(CDC)  | Thursday 20 December at 5.00 pm<br>(CDC)  |

### 10. **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.”

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# Agenda Item 2

## CHILTERN AND SOUTH BUCKS JOINT COMMITTEE

Meeting - 5 July 2012

Present:

Mr Busby, Mrs Cranmer, Mrs Darby, Mrs Harker, Mr Lidgate, Mr Martin, Mr Reed, Mr Rose (Chairman) and Mr M Smith

Apologies for absence: Mr Stannard

### 1. MINUTES

The minutes of the meeting of the Joint Committee held on 17 May 2012 were agreed by the Committee and signed by the Chairman as a correct record.

### 2. DECLARATIONS OF INTEREST

There were no declarations of interest.

### 3. PROGRAMME OF REPORT

The 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.

### 4. 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.

### 5. SHARED SERVICES - DRAFT OUTLINE PROGRAMME: JUNE TO SEPTEMBER 2012

Chiltern District Council and South Bucks District Council had agreed to enter into a joint project to share management as a means of improving the resilience and quality of services, and to reduce costs.

The Joint Committee received a report outlining progress so far, and setting out a draft timetable for a series of workshops culminating with phase 2 (shared services) being formally initiated in late September 2012.

Regarding the three unfilled Head of Service posts, it was intended to interview candidates for the Head of Legal and Democratic Services in early September. Discussions remained ongoing regarding the Head of Business Support, and the Head of Customer Services; it was expected that this situation would be resolved by the end of September.

The Joint Committee acknowledged the importance of keeping non-Cabinet Members involved and aware of progress. The proposed All Member Workshop in September was considered a positive way for all Members to understand: the progress so far, the planned service reviews, and the ways that they would be able to engage in the process.

Regarding the Confidential Background Survey, it was noted that Members would be sent an electronic copy for completion for the next meeting.

**RESOLVED** - that the report be noted and the proposed outline programme be agreed.

### 6. PROCUREMENT CONSULTANTS FOR PHASE 2 SHARED SERVICE REVIEWS

Phase two of the programme, due to begin in September 2012, involved conducting reviews to develop shared services. To support these reviews Chiltern and South Bucks District Councils had invited consultants to make proposals to support the initial reviews, with possible run on support for subsequent reviews if needed.

The Joint Committee considered the proposals received which had been evaluated based on the Governments Procurement Service criteria of 70% quality and 30% cost. The analysis of the proposals and the total percentage scores were detailed in an Appendix. The Chief Executive proceeded to highlight the key differences between the bids.

It was suggested that Andy Holder from aha Consulting could be utilised as an alternative. However it acknowledged that a different skill-set was required and that Andy Holder was focussing on the Member-Officer interface.

After noting that the recommendation to have further discussions with two of the bidders would not impact on the timetable for phase 2, it was

**RESOLVED -**

1. That AMTEC Charteris and Serco Alexander be invited for a further round of discussion.
2. That the remaining two firms be deselected.
3. That the final decision be delegated to the Chief Executive in consultation with the Leaders.

**7. DATES OF FUTURE MEETINGS**

The next meeting was scheduled for Thursday 19 July at 5pm, at South Bucks District Council. It was noted that this meeting would likely be a Workshop. A further pattern of meetings would need to be agreed in the autumn.

The meeting terminated at 5.28 pm

## **PHASING OF SERVICE REVIEWS**

*Contact Officer: Jim Burness (01494 732095/01895 837217)*

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

|                               | <b>Community Safety<br/>Chiltern</b> | <b>Community Safety<br/>South Bucks</b> |
|-------------------------------|--------------------------------------|-----------------------------------------|
| Number of staff [FTE]         | 2.6                                  | 3                                       |
| Income 2012/13                | -10,000                              | -30,000                                 |
| Direct Expenditure<br>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<br/>Bucks</b> |
|-------------------------------|------------------------------------------------------------------------------------------------------|----------------------------------|
| Number of staff [FTE]         | 2 clerical posts and 1<br>agency enforcement<br>officer and 1 casual<br>admin during peak<br>periods | 2.5                              |
| Income 2012/13                | -207,000                                                                                             | -159,000                         |
| Direct Expenditure<br>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.

JOINT COMMITTEE – 15<sup>th</sup> OCTOBER 2012

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**DRAFT PROGRAMME FOR 5 NOVEMBER**

*Contact Officers: Alan Goodrum (01494 732001 / 01895 837340)*

**RECOMMENDATIONS**

**That Members comment on the attached draft Programme for the All Member Briefing on 5 November.**

- 1 Attached for Members preliminary consideration is the draft Programme for the All Member Briefing on 5 November. Members are invited to comment on the draft Programme (**Appendix**), before being circulated to all Members.
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## CHILTERN AND SOUTH BUCKS SHARED SERVICES AND MANAGEMENT

### **(Draft) ALL MEMBER BRIEFING**

Chiltern District Council Offices, 6.30 – 8.30, 5 November 2012

#### **Purpose**

A briefing for the elected members of both authorities to:

1. meet one another
2. get an updated on the progress so far
3. be clear how and when they might engage with the shared service developments

#### **Paper in advance**

A brief (max 4 sides) paper outlining the original business case, appointments and progress so far

#### **Programme**

Members asked to sit at tables (max 10 if possible) with an equal mix of C and SB members and one MT/ HoS

- 6.30 **Welcome to the briefing.** We would allow time for each table to introduce themselves to one another e.g. name/role/one thing I'm passionate about in my ward/area?

#### **Why are we on this journey?**

Joint Introduction on the history, business case and key future ideas of success by the two Leaders – Questions?

- 6.50 **What progress has been made?**

**Update** by CEO + 2 Directors – max 20 mins

To cover:

- Appointments
- Establishing new management work practicalities ( covering two centres at least)
- Early shared service opportunities grasped and being reviewed ( lots of concrete examples) small as well as large

**Stock take around tables** – what clarifications, comments and questions does each table have? 20 mins

**Plenary panel** Leaders/Management Team - Comments + Q&A from tables. Finishing with setting out the channels available for all members to keep up-to-date. 20mins

## 7.50 **How could and should elected members engage?**

**Four ways** in which members are asked to engage ( Leaders + CEO) 10mins

1. **Service Reviews** – member engagement through selected PAG/other members on member panels
2. **Offering ideas and engaging in the decision making** – all members role to keep informed, offer ideas and be involved in the decision making when service reviews and choices are required
3. **Improving governance** – learning from one another aspects of the members role that could improve from sharing good practice
4. **Opportunities to extend visits/discussions with members from the ‘other place’**– Introduced by a couple of cabinet members who talk already. The value of visiting and learning from ‘opposite number s’ or a relevant meeting. What can be learnt? How to feed back to one’s own council ideas for improvement and , if asked, to the visited person or group.

**Round table discussions** of what this requires of members –sharing/arranging what individuals will do. 15 mins

**Plenary** – key comments ( one per table) – 10 mins

## 8.25 **Closing remarks**

- CEO and what is to follow e.g. note of meeting , action points arising from the discussion, newsletter
- Two Leaders – closing remarks

## 8.30 **Finish**

20<sup>th</sup> September 2012

## JOINT COMMITTEE – 15<sup>th</sup> OCTOBER 2012

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### **FINANCIAL UPDATE**

*Contact Officers: Jim Burness (01494 732095/01895 837217)*

### **RECOMMENDATIONS**

**It is recommended that the report is noted.**

#### **Purpose of Report**

- 1 To inform the Joint Committee on the financial position of the Business Case now that the first phase relating to the senior management arrangements is largely completed.

#### **Links to Policy Objectives**

- 2 The two Councils have committed to the project to share management as a means of improving the resilience and quality of services, and reducing costs for Council Tax payers.

#### **Information**

- 3 The Business Case approved by the two Councils to underpin the move towards closer working and co-operation set out for the first phase of the establishment of a single senior management arrangements, a number of financial assumptions.
- 4 The joint working has now reached the stage where the following has been achieved.
  - Chief Executive and two Directors in post for the two authorities.
  - Seven out of the eight Heads of Service posts appointed to, with six officers in post, and the seventh starting in December.
  - The final post in the structure, Head of Customer Services will be recruited to in the coming months with the intention of filling the post in early 2013.
  - Five people will have left the two Councils by the end of the financial year.
  - External support has been engaged to assist the next phase of the Business Case, and programme management support has been identified.

- 5 Appendix A shows the current financial position based on the appointments made to date and an assumption regarding the one outstanding post in the management structure. It also compares the position against the Business Case. In summary the key points to note are:

|                          | Position Oct 2012<br>£ | Business Case<br>£ |
|--------------------------|------------------------|--------------------|
| Full Year Savings        | 660,335                | 600,180            |
| Net Savings over 3 Years | 782,232                | 489,629            |
| Pay Back Period          | 1.4 yrs                | 1.4 yrs            |

## **Resources and Other Policy Implications**

### Finance

- 6 The financial savings that will accrue from 2013/14 onwards will be built into the respective authorities' budgets. In a full year they are respectively £234k for SBDC and £426k for CDC.

### Procurement

- 9 No implications.

### Personnel

- 10 It will be important in the future to maintain good professional personnel advice to the programme to help best deliver the benefits of change and transformation. This has been proven by the experience of providing this key support to the phase 1 work.

### Risks

- 11 The programme report made regularly to this Committee identifies the programme risks and these will evolve as the programme progresses, and will be kept under review by the senior management.

**APPENDIX A**

**BUSINESS CASE FINANCIAL POSITION STATEMENT**

As at October 2012

|                                              | 2012/13   | 2013/14   | 2014/15   | Business Case      |
|----------------------------------------------|-----------|-----------|-----------|--------------------|
|                                              | £         | £         | £         | £                  |
| Existing Senior Mgt structure                | 1,816,775 | 1,816,775 | 1,816,775 | 1,816,775          |
|                                              |           |           |           |                    |
| New Senior Mgt structure                     | 871,733   | 1,156,440 | 1,156,440 | 1,216,595          |
|                                              |           |           |           |                    |
| Existing posts continuing for limited period | 568,480   | 0         | 0         | 0                  |
|                                              |           |           |           |                    |
| Saving on Staffing                           | 376,562   | 660,335   | 660,335   | 600,180            |
|                                              |           |           |           |                    |
| Business Case Costs                          |           |           |           |                    |
| Programme Mgt Support                        | 27,000    | 35,000    | 0         |                    |
| HR Support                                   | 55,000    | 0         | 0         |                    |
| Transformation                               | 93,300    | 39,700    | 0         | 250,000            |
| Redundancy etc                               | 665,000   | 0         | 0         | 591,881            |
|                                              |           |           |           |                    |
| Total Business Case Costs                    | 840,300   | 74,700    | 0         |                    |
|                                              |           |           |           | Savings over 3 Yrs |
| Net saving(+)/cost(-)                        | -463,738  | 585,635   | 660,335   | 782,232            |
|                                              |           |           |           |                    |
| Business Case Net saving(+)/cost(-)          | 57,319    | -167,870  | 600,180   | 489,629            |

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## PROGRAMME MANAGEMENT REPORT

October 2012

| Milestone                                                                                                                                                                                             | Complete    | Comment                                                                                                                                |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------------------------------------------------------------------------------------------------------------------------------------|
| <b>Current Period</b>                                                                                                                                                                                 |             |                                                                                                                                        |
| 1. Appoint to Head of service structure                                                                                                                                                               | <b>Part</b> | Appointments made to 7 out of 8 posts. Head of Customer Services position still under review.                                          |
| 2. Consult on proposals for activities reporting to C/Exec                                                                                                                                            | <b>Part</b> | Consultation process continuing. Report proposals following consultation to JAIC in September.<br>Interim Personnel Manager appointed. |
| 3. Appointment of Stage 2 transformation support                                                                                                                                                      | ✓           | Charteris appointed to work with the Councils on the initial reviews.<br>Programme Management Support Officer seconded                 |
| 3. Sessions undertaken facilitated by AHA to clarify objectives for Phase 2 work, consider how working arrangements need to change for senior managers, and to identify initial programme of reviews. | ✓           | Report to Joint Cmm on proposed initial Phase 2 work.                                                                                  |
| <b>Next Period</b>                                                                                                                                                                                    |             |                                                                                                                                        |
| 1. Preparation of first service reviews under way with HoS & Charteris                                                                                                                                |             | Initial service reviews agreed at Oct Joint Cmm                                                                                        |
| 2. Structure of C/Exec area finalised and staff appointments commenced.                                                                                                                               |             |                                                                                                                                        |
| 3. Wider member event undertaken                                                                                                                                                                      |             | Set for early November                                                                                                                 |
| 4. Consultation on changes to T&Cs at CDC and SBDC continuing                                                                                                                                         |             |                                                                                                                                        |

## PROGRAMME MANAGEMENT REPORT

| 2012/13 Business Case Budget       | Allocation     | Spend         | Forecast       | Comment                                                                                                                                                                      |
|------------------------------------|----------------|---------------|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Transformation - Snr Mgt & Members | £ 20,000       | £ 0           | £ 15,300       | This work will be undertaken by AHA Consultancy                                                                                                                              |
| Transformation - Stage 2           | 80,000         | 0             | 78,000         | Charteris appointed and commenced support in Sept, to provide flexible support to initial reviews.                                                                           |
| HR Support                         | 45,000         | 44,559        | 55,000         | Primary tasks have been to support appointment process to senior management structure. Work will also include advice on Personnel policies and T&C relevant to joint working |
| Programme Mgt                      | 30,000         | 0             | 27,000         | Prog Mgt Support Officer appointed by internal secondment. Part of role will be to provide support to the initial reviews.                                                   |
| <b>Total</b>                       | <b>175,000</b> | <b>44,559</b> | <b>175,300</b> |                                                                                                                                                                              |

| Risks                                                         | L | I | Score <sup>1</sup> | Mitigation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|---------------------------------------------------------------|---|---|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Stage 2, Service integration is not implemented            | 2 | 5 | 10                 | 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 where a business case justifies this.                                                                                                                                                                                                                                                                                                                                      |
| 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. Work planned with AHA to address these issues 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 Senior Managers is vital to creating the right framework to move forward. |

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

## PROGRAMME MANAGEMENT REPORT

| Risks                                                             | L | I | Score <sup>1</sup> | Mitigation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-------------------------------------------------------------------|---|---|--------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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                         | 1 | 4 | 4                  | 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. The business plan for Stage 1 is reviewed regularly and the current position is the savings are higher than planned. |
| 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.<br>Changes and transformation may lead to temporary increase in staff turnover which may put additional pressure on services                                                                                                                                                                                                          |
| 6. Lack of capacity to manage change                              | 3 | 4 | 12                 | When building up programme for Stage 2 relate individual reviews to resources available, balance ambition with capacity. Business cases and project management used to control work. Need to resource adequately programme management, and programme management support officer has been appointed. When using external support knowledge transfer will be important and this is built into Charteris's brief.                                                                                                |
| 7. Stage 2 projects impact on service delivery                    | 3 | 3 | 9                  | 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.                                                                                                                                                                                                                                                                                             |

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