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## DEMOCRATIC AND ELECTORAL SERVICES

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Date:	16 January 2015	Direct Line:	01895 837225/837227

Dear Councillor

## OVERVIEW AND SCRUTINY COMMITTEE

The next meeting of the Overview and Scrutiny Committee will be held as follows:

DATE: **MONDAY, 26TH JANUARY, 2015**  
TIME: **6.00 PM**  
VENUE: **ROOM 6, CAPSWOOD, OXFORD ROAD, DENHAM**

Only apologies for absence received prior to the meeting will be recorded.

Yours faithfully

Jim Burness

**Director of Resources**

To: The Overview and Scrutiny Committee

Dr. Pope  
Mr Harding  
Mr Anthony  
Mrs Burrows  
Mr Chhokar  
Mr Griffin  
Mrs Plant  
The Earl of Stockton

## Audio/Visual Recording of Meetings

Please note: This meeting might be filmed, photographed, audio-recorded or reported by a party other than South Bucks District Council for subsequent broadcast or publication.

If you intend to film, photograph or audio record the proceedings or if you have any questions please contact the Democratic Services Officer (members of the press please contact the Communications Officer).



## 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. **Apologies for Absence**
2. **Minutes**  
To confirm the minutes of the meeting held on 6 October 2014. (1 - 4)
3. **South Central Ambulance Service NHS Trust**  
Verbal briefing by Andy Battye (South Central Ambulance Service NHS Trust) (5 - 12)
4. **Consultation of 2015/16 Budget Proposals**  
To consider the draft budget and formulate any comments to be reported back to the Cabinet. (13 - 30)
5. **Joint Working Annual Report**  
To receive a copy of the Joint Working Annual Report which went to the Chiltern and South Bucks Joint Committee on 16 October 2014. (31 - 40)
6. **Thames Valley Police and Crime Panel General Issues Report**  
To receive the Thames Valley Police and Crime Panel General Issues Report. (41 - 46)
7. **Buckinghamshire Overview & Scrutiny Committee for Public Health Services**  
To note the minutes of the meetings held on 16 September and 28 October 2014.- previously circulated.
8. **Members Questions and Answers**  
An opportunity for Members to raise questions about items:
  - during the meeting
  - written questions submitted previously
  - raised by information items
9. **Work Programme**  
To note the work programme timetable (47 - 48)
10. **Any other Business**  
To consider any matters which the Chairman agrees as urgent in accordance with Section 100B of the Local Government Act 1972

The next meeting is due to take place on Monday, 23 March 2015

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## OVERVIEW AND SCRUTINY COMMITTEE

### Meeting - 6 October 2014

Present: Dr. Pope (Chairman)  
Mr Anthony, Mr Chhokar and The Earl of Stockton

Also Present: Dr Matthews

Apologies for absence: Mr Harding and Mrs Plant

#### 9. MINUTES

The minutes of the meeting of the Committee held on 16 June 2014 were agreed and signed by the Chairman.

#### 10. MODERN COUNCILLOR AND SUPPORTING THE DEMOCRATIC PROCESS

The Committee considered a report providing feedback on the work carried out by the Task and Finish Group set up to consider how the Council could best support the “modern” Councillor following the 2015 district elections and endorsed the contents of an indicative timetable for events as set out in the appendix A. The Committee particularly noted the intention to circulate details of the induction programme to all candidates in the District Election thus giving them advance notice of the events.

Following a suggestion the Chief Executive agreed to see if a number of informal sessions for members, particularly involving newly elected members, could be included in the timetable of events.

The Chairman referred to the responses to the questionnaire completed by members as set out in appendix b and confirmed that a number of useful suggestions had been made including mentoring, training and development (including scrutiny skills) and making greater use of social media all of which would be the subject of further consideration.

**RESOLVED** that the report be noted.

#### 11. AMBULANCE SERVICE UPDATE

During the update the Corporate Information Officer explained that whilst the performance standards set by the South Central Ambulance Service (SCAS) were known there were still difficulties in obtaining information on ambulance response rates specifically for the District.

Attendance at the Annual Meeting of SCAS on 24 September had been useful in obtaining some general information including the Annual Report and Accounts 2013/14 the governance arrangements and the names of the three Governors representing the Buckinghamshire Constituency on the Council of Governors. One of these representatives had indicated a willingness to attend a meeting of the Committee to explain what the Governor’s role is and how they are seeking to work more closely with partners to provide an improved service response.

The issue of ambulance response times had also been addressed at the meeting of the Chiltern Clinical Commissioning Group held on 11 September 2014 in Section 4 of a report on Integrated Quality and Performance a copy of which was circulated at the meeting. The

extract indicated that responses for June had not met three performance targets and the Committee again noted that the performance figures were not broken down into Districts although a reference was made to the growth in calls from Chiltern as being a contributing factor to the performance.

Councillor Matthews, attending the meeting in her capacity as the Council's representative on the BCC Health and Adult Social Care Select Committee, said that she had met with SCAS as a result of which she had established that South Bucks had not been included in the Urgent Care Pathway set up for the High Wycombe area - hence the lack of performance information. It was not clear when this omission would be corrected and the South Bucks area included in an Urgent Care Pathway.

The Committee, in agreeing that the absence of specific information relating to the District was both disappointing and unsatisfactory, agreed that the Council should make representations to SCAS, through the Chiltern Clinical Commissioning Group if necessary, for an Urgent Care Pathway to be set up for the District thus providing a structured mechanism for patients to be directed to appropriate facilities and for obtaining information on ambulance response rates in South Bucks and the services provided to its residents.

## 12. **ANNUAL REPORT 2014**

The Committee considered the Annual Report 2014 which incorporated the comments made by the Cabinet at its meeting on 15 July 2014. The report included census details, aims and priorities, key achievements, and financial summary.

A full set of performance indicator tables was included and divided between each Portfolio responsibility.

During the discussion on affordable housing the Chief Executive agreed to make arrangements for members to receive a copy of the report on Commuted Sums submitted to the meeting of the Health and Housing PAG on 25 September

**RESOLVED** – that the Annual Report be noted.

## 13. **POLICE COMMISSIONERS UPDATE**

After noting the minutes of the meetings of the Police and Crime Panel held on 16 May and 11 July 2014 the Committee wished to congratulate Councillor Egleton on his election as Chairman of the Panel.

## 14. **BUCKINGHAMSHIRE OVERVIEW & SCRUTINY COMMITTEE FOR PUBLIC HEALTH SERVICES**

The Committee noted the minutes of the meetings of the Select Committee held on 20 May and 24 June 2014.

Councillors Matthews referred to the minutes of the meeting on 20 May 2014 and in particular minute 8 – Wexham Park Hospital – and explained that the Hospital had been taken over by Frimley Hospital Trust with effect from 1 October 2014 as a result of which the Board of Governors, of which she was a member as the Council's representative, no longer existed. The governance arrangements for the new Trust, including local authority representation, were not clear at this stage and Councillor Matthews said she would keep the Committee abreast of developments.

## 15. **MEMBERS QUESTIONS AND ANSWERS**

None received.

**16. WORK PROGRAMME**

Councillor Hollis, attending the meeting in his capacity as Chairman of the Audit Committee, explained that the Audit Committee on 18 September whilst considering a report on the SBDC Accounts had expressed concern about the level of the accumulated pension fund deficit

As a result of this concern he undertook to see if the Overview and Scrutiny Committee had capacity to subject the issue of the pension fund deficit and its implications to a scrutiny review at a future date.

Following a discussion the Committee agreed to add such a review to its Work Programme and asked that a scoping paper be submitted to the next meeting setting out, amongst other things, proposals for progressing the review, a timetable and resource implications.

The following items were also added to the Work Programme for the meeting in January 2015:

- Annual Report of the Chiltern and South Bucks Joint Committee
- Report of the Corporate Peer Challenge – if available.

**17. EXCLUSION OF PUBLIC**

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 Paragraphs 3 and 5 of Part 1 of Schedule 12A to the Act.”

**18. HS2 UPDATE**

The Committee noted a report providing an update on the HS2 Project and the Council's position in the light of its petition on the Scheme.

The meeting terminated at 7.05 pm

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South Central Ambulance Service **NHS**  
NHS Foundation Trust

# SCAS Annual Health Scrutiny Committee Report

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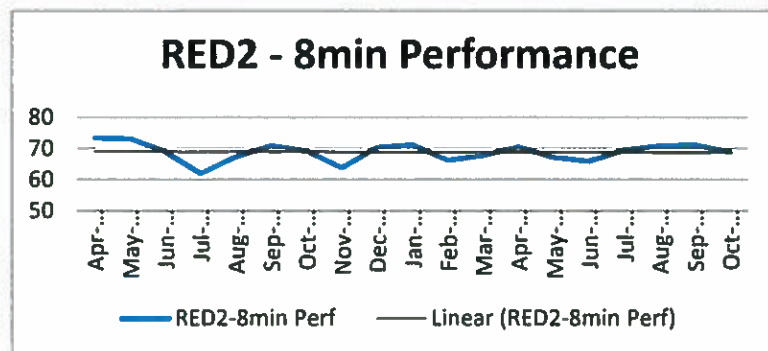
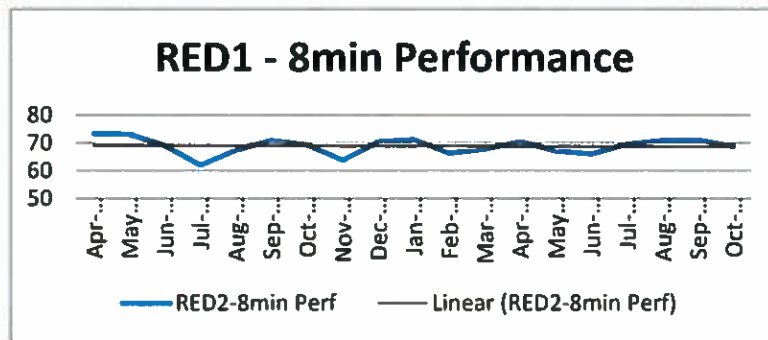
## Buckinghamshire

Steve West (Operations Director)  
Vicky Holliday (Area Manager, Aylesbury Vale)  
Andrew Battye (Area Manager, Chiltern)

**November 2014**

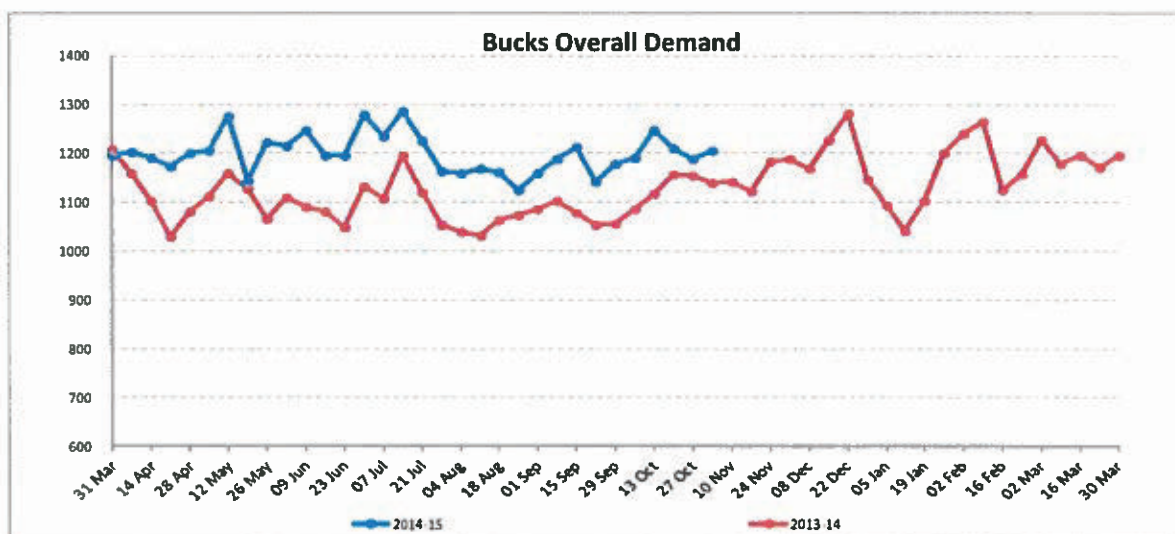
The purpose of this report is to provide an overview of the service provided by South Central Ambulance Service NHS Foundation Trust (SCAS) against our contractual arrangements and, in at greater detail, within Buckinghamshire.

**Performance – Buckinghamshire**

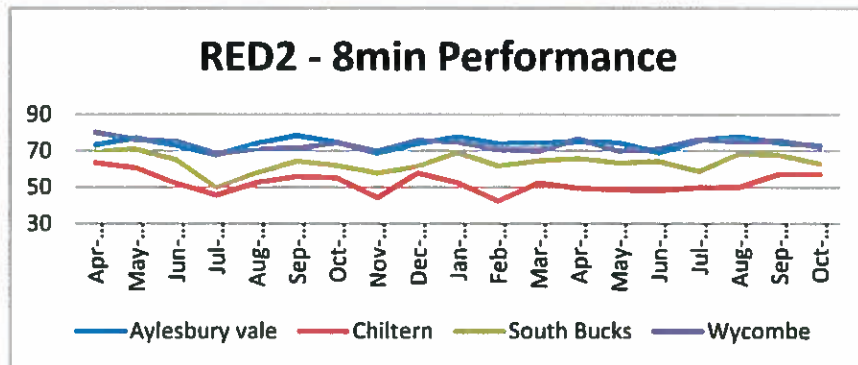
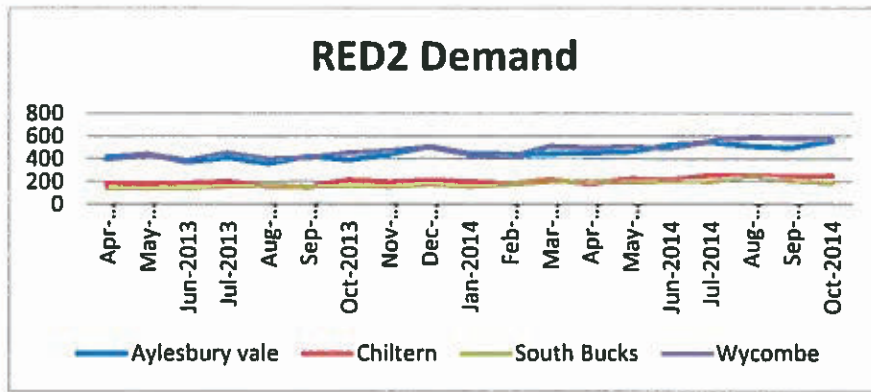


The Clinical Commissioning Groups work collaboratively with SCAS to seek continuous improvement in performance measures by reviewing these measures at County level. As part of the 2014/15 contract the CCG's have agreed with SCAS a review of cases where patients have waited longer than expected with a view to gaining learning, potential for improvement and themes for mitigating actions preventing repeats. This continues to be a focus for commissioners and will enable early identification of specifics for rural issues.

**Performance and Demand**



SCAS also provides the 111 service in Buckinghamshire and through greater integration of the two services is amongst the lowest providers in the country for calls transferred from 111 to 999 now at 8%.



Increased demand continues to present a challenge and we have worked with commissioners to gain winter funding to support extra vehicles to assist with Health Care Professional bookings over the winter months. This will free up a proportion of frontline ambulance time to respond to Red category calls.

**Rota Review**

At the last report we were in the process of analysing demand by the hour and planning to match demand daily and hourly. This work was recognised as matching demand at that time, but as with all NHS organisations, the demand continues to rise and there have been changes in traditional demand spikes. Nationally the trend has seen a shift in higher demand at evenings and weekends.

As a result we are currently in the process of re-designing our Rotas to meet these changes. We have employed the expertise of an external organisation (Process Evolution) who are working with us to develop a suitable development from our current position. This is also aiming to increase staffing numbers to better match the ever increasing demand pressures and also introduce enhanced and fair flexible working options for our staff.

As part of designing the new Rota we have identified an opportunity to improve one of the areas of challenged performance by proposing the placement of staff in the Amersham area.

**Journey Times by Local Authority**

The rural aspect to large parts of Buckinghamshire can make journey times a challenge. Following the closure of Wycombe Emergency Medical Centre to the public in October 2012, SCAS saw an increase in journey times to hospital as a result of the additional mileage of Ambulances travelling to Stoke Mandeville and Wexham Park Hospitals from the High Wycombe area. Journey times from this area have remained broadly

**At Hospital**

*Excess Handover Delays (In Hours) per month*

Month/ Year	Stoke Mandeville Hospital	Wycombe General Hospital	Wexham Park Hospital	John Radcliffe Hospital	Milton Keynes Hospital	Royal Berkshire Hospital
Sep-13	38:23	10:37	154:47	73:06	115:30	27:22
Oct-13	43:26	06:37	204:05	48:38	104:19	33:46
Nov-13	41:13	05:44	209:58	63:28	120:23	33:34
Dec-13	39:42	12:15	175:37	78:07	139:36	57:59
Jan-14	39:53	10:32	88:39	55:21	101:25	33:38
Feb-14	56:40	06:15	75:16	61:37	135:22	30:11
Mar-14	40:08	10:04	63:34	54:38	139:08	38:59
Apr-14	39:03	03:58	74:11	57:30	114:56	33:57
May-14	58:00	07:26	92:49	67:14	111:22	37:13
Jun-14	80:07	00:47	86:35	77:32	85:15	27:34
Jul-14	66:14	01:07	66:34	78:14	123:53	31:07
Aug-14	43:56	00:12	75:22	82:02	95:55	44:03
Sep-14	55:42	NA	59:03	61:16	73:06	45:42
Oct-14	38:40	NA	68:29	57:35	98:03	28:37

*Based on Hospital Incoming Patient Terminals (IPT) which has been double verified. Data does not include any additional times where there has been a manual adjustment for any reason.*

Improved from previous year    
  Same as previous year    
  Longer than previous year    
 No Colour – No Comparison data available.

The work started last year with colleagues from the Acute Trusts has continued, with positive results showing in the reduced handover delays experienced. Double verification of handover time between the SCAS crew and receiving hospital clinician is now standard practice across all the major hospitals Emergency Departments (ED's) and Medical Assessment Units within the SCAS area, via a web-based handover screen. As with all processes we are always looking at ways to streamline or improve and this continues in continued dialogue with the Acute Trusts.

The Hospital Ambulance Liaison Officer (HALO) project utilised last year during the winter months, proved to be a success across all the Hospitals that were funded to have one provided. The HALO's were based in the Hospital's Emergency Departments and worked as the interface between SCAS and the Hospital staff to manage issues and assist with patient flow. The staff that filled these roles spent time building relationships with the Hospital and this has enhanced understanding from both sides.

This year we have again been successful in receiving winter resilience funding to reintroduce these positions, we are now in the recruitment phase and are hopeful to have staff in post imminently. High Wycombe does not have an ED; therefore there are no plans to provide a HALO for this Hospital.

SCAS continue to enhance the use of technology and have invested in a new 999 triage system called NHS Pathways. NHS Pathways allows call handlers to identify the most appropriate service to support the patient if an ambulance is not required, and direct the patient to that service without the need to dispatch an ambulance. The implementation of NHS Pathways in May has enabled this to increase further with 3.9% (year to date) compared to 2.9% of Bucks calls now dealt with on the phone, releasing pressure on the existing ambulance resource.

We have further plans to virtualise our Emergency Operations Centre to ensure calls are directed to the next available operator and to build further resilience within the operation. In addition we are also in the process of implementing an electronic patient record and moving away from the current paper based system, which will support improved and more rapid decision making when assessing patients. This is being built to integrate with other wider IT systems to build inter-operability with other organisations.

In response to Sir Bruce Keogh's review of Urgent and Emergency Care in England (NHS England, 2013), where it was suggested that by supporting and developing Paramedics, 50% of patients calling 999 could be treated at scene, we are currently undertaking a review of how we could develop our vision of a "paramedic at home" service.

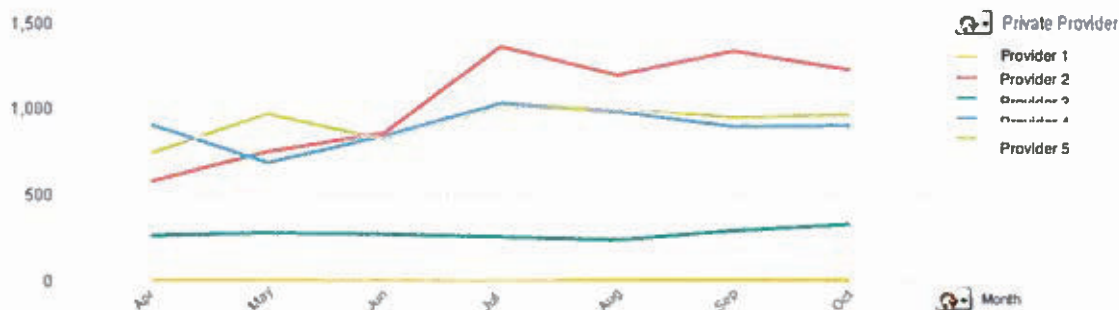
### **Private Provider Usage**

With the increasing levels of demand, aligned to the challenges faced with staffing levels, has meant that we recognise a continued need to utilise Private Providers.

Our private providers undergo a strict assessment process before being accepted as a suitable provider. This is followed up by regular reviews, undertaken by senior members of SCAS who monitor, review and assess their performance, clinical practice, standards of care and ensure they are maintaining their agreed standards.

As part of the Private Provider cadre, SCAS utilises 5 different providers, including the existing voluntary aid societies, but on a commissioned basis. This varies in use from providing a fully equipped Emergency Ambulance or Rapid Response Vehicle to vehicles appropriate to Health Care Professional requests, where an Emergency Ambulance has been deemed not necessary.

### **Private Provider Allocations To Incidents**



## **Co Responder Schemes**

We have been working with the RAF in training their staff in First Person on Scene and emergency driver training. They have undertaken a number of fundraising events to provide additional response vehicles and are working in partnership with us to provide a crew of 2 in a rapid response vehicle to attend a range of life threatening calls. This is a similar position as for Community Responders, but with the added bonus of a blue light capable response, some additional training and an agreed number of hours of cover.

We have also been working with colleagues from Buckinghamshire & Milton Keynes Fire & Rescue Service to provide a similar scheme as the RAF, responding initially from Fire Stations.

Currently there are 3 Stations running, High Wycombe, Marlow and Chesham. The main difference currently between this and the RAF schemes is the ability to respond on blue lights. High Wycombe will be the first scheme to undertake this training, which will be 4 members of the scheme in December.

We continue to work with our colleagues in the Fire & Rescue Service to review the success and hope to develop these schemes further across the County.

## **Frequent Callers**

We have been asked to provide some commentary on a Health and Social Care Information Centre document with regard to the Frequent Caller Procedure.

<http://www.hscic.gov.uk/catalogue/PUB14601/ambu-serv-eng-2013-2014-rep.pdf>





## **National Perspective**

The previous Frequent Caller Ambulance Quality Indicator (AQI) was loosely defined (pre April 2014), resulting in large variation in practice and reporting between ambulance services. The consequence of this is that the previous AQI was not usable as a measure of quality, as it relied upon locally agreed definitions and policies, which are able to change at any time. A new AQI has been developed which includes a national definition of frequent callers, and each ambulance service will move to similar reporting.

The previous AQI for Frequent Callers is defined as 'Emergency calls from patients for whom a locally agreed frequent caller procedure is in place' (*SQU03\_2\_3\_1*). Ambulance services have different definitions of what constitutes a frequent caller and how they should be managed, meaning that where data is available from different Trusts, it has little meaning. In some cases ambulance services do not have a definition of a frequent caller, meaning they are unable to report to the AQI.

A more recent Frequent Caller definition has been developed nationally – as someone who makes 5 or more emergency calls in a month, or 12 or more emergency calls in 3 months. This definition was agreed by ambulance service representatives through the Frequent Caller National Network. The aim of the AQI is to make sure patients who are not receiving appropriate care are identified early in their care trajectory and managed, so as to improve their quality of care and reduce reliance on emergency ambulance response to meet their care needs.

## National Ambulance Clinical Quality Indicators (Apr to Aug 2014)

Clinical Quality Indicator	Units	East Midlands	East of England	Isle of Wight	London	North East	North West	South Central	South East Coast	South Western	West Midlands	Yorkshire	All
<u>ROSC</u>	%	16.7	18.7	15.8	32.4	26.4	26.0		28.6	22.0	28.1	20.7	25.5
<u>ROSC - Utstein</u>	%	26.8	38.9	50.0	57.9	53.3	46.3		56.1	43.6	45.0	48.9	46.9
<u>Cardiac - STD</u>	%	6.2	5.1	10.5	5.1	3.1	7.8		9.8	9.7	9.8	6.7	7.7
<u>Cardiac - STD Utstein</u>	%	14.3	13.0	25.0	18.2	18.5	29.6		29.4	28.7	31.3	34.1	25.6

### Conclusion

- This year has seen considerable growth in Buckinghamshire activity with 48% growth in Red 1 calls and 38% in Red 2 calls needing an 8 minute response.
- There is variation in performance across Thames Valley and within Buckinghamshire
- There is some evidence of good quality interventions in the service when compared with other areas.
- Innovative schemes are being trialled to enhance performance in local areas
- Recruiting workforce continues to be a challenge

### References

Department of Health (2012) *Technical Amendment to the Category A8 Ambulance Response Time Standard* [online] [www.gov.uk](http://www.gov.uk)

NHS England (2013) *Transforming Urgent and Emergency Care Services in England: Urgent and Emergency Care Review, End of Phase 1 Report*. Leeds: Urgent and Emergency Care Review Team.

NHS England (2014) *Every Counts: Planning for Patients. Technical Definitions for Clinical Commissioning Groups and Area Teams*. (2<sup>nd</sup> Edition) London: NHS Confederation.

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<b>SUBJECT:</b>	<b>BUDGET &amp; COUNCIL TAX REPORT 2015/16</b>
<b>REPORT OF:</b>	<b>Leader of the Council</b>
<b>RESPONSIBLE OFFICER</b>	<b>Director of Resources</b>
<b>REPORT AUTHOR</b>	<b>Jim Burness, Jim.Burness@southbucks.gov.uk</b>
<b>WARD(s) AFFECTED</b>	<b>All</b>

## 1. Purpose of Report

- 1.1. This report provides information affecting the Council's revenue budget for 2015/16 in order for the Cabinet to make recommendations to Council on 24<sup>th</sup> February regarding the Council's budget and council tax for 2015/16.

## 2. Recommendations

### Revenue Budget 2015/16

1. Approve the Revenue budget for 2015/16 as summarised in the table in para 5.11 and recommend this to Council.
2. Agree the following use of earmarked reserves for 2015/16.
  - a) Local Development Plan, £98k
  - b) Transformation Reserve, £62k
  - c) Change in Government Funding Reserve, £76k
  - d) General Fund - District Elections, £70k
3. Agree to establish an earmarked reserve for the impact of major national infrastructure projects of £80,000.
4. Approve a budget requirement of £7,651k, which will result in a District council tax of £143.00 for a Band D property.
5. Confirm the level of fees and charges for 2015/16 already considered by Portfolio Holders as part of the information underpinning their budgets.
6. Note the advice of the Director of Resources (Appendix B).
7. Agree to update the Members allowances scheme for 2015/16 in line with the change of officers pay, prior to a review of the scheme during 2015.

### Setting the Council Tax

8. Agree that this report be made available to all Members of the Council in advance of the Council Tax setting meeting on 24<sup>th</sup> February, and a final report is produced for the Council meeting incorporating the information from preceptors, and the final decisions of the Cabinet on the budget.

### Medium Term Financial Strategy

9. To note the comments in the report on the Council's financial position in respect of the years following 2015/16.

#### Farnham Park Trust

10. Agree to recommend to Council the revenue and capital budgets for 2015/16 summarised in Appendix C

### 3. Executive Summary

3.1 It is the responsibility of the Cabinet to prepare a revenue budget for approval by the Council which will form the basis of setting the council tax. It also outlines the main issues affecting the Council's future financial position, as it is prudent to consider not just a single financial year in isolation.

### 4. Reason for Recommendations

4.1 The Cabinet is required to recommend to Council a budget as the basis of setting the District element of the council tax. The information within the report will be the basis for the whole Council taking the decisions on the council tax, and this is why the report will be made available to all members.

4.2 When considering its budget the Council needs to be mindful of the medium term financial position, and this is covered within the report.

### 5. Information

5.1 This report is divided into a number of sections, that as a whole cover the various elements that need to be considered when setting the Council's budget for the coming year and the council tax for the District. Based on consideration of the information in the report the Cabinet needs to make recommendations to the Council meeting in February where the council tax, including the element relating to preceptors, will be decided.

#### Contents of Report

Section A	Financial Context and Base Budget position
Section B	Investment Income and Grants
Section C	Budget Requirement and Council Tax Issues
Section D	Medium Term Financial Strategy Update
Section E	Advice of Director of Resources

#### Section A - Financial Context and Base Budget position

5.2 In November the Cabinet considered the budget position in the light of the funding position facing the Council in the coming years, and agreed a draft budget. The draft Portfolio budgets were then considered by the Policy Advisory Groups. The budgets included no

unavoidable expenditure, but would take into account savings expected to arise from the joint working with Chiltern DC, and other sources such as the new waste arrangements. The overall approach also aimed to follow the objectives of the medium term financial strategy in minimising use of general reserves and holding the District element of the council tax at its current level for this current Council.

5.3 On 18 December the Government announced the provisional Local Authorities financial settlement for 2015/16.

5.4 For South Bucks the following table shows the key figures for 2015/16.

	2013/14 £'000	2014/15 £'000	2015/16 £'000
Business Rate Baseline	11,477	11,701	11,925
Business Rate Tariff	-10,511	-10,716	-10,921
Baseline Need	966	985	1,004
Revenue Support Grant	1,452	1,161	871
Settlement Funding Assessment	2,418	2,146	1,875
Year on Year Change (£k)		-272	-271
Year on Year Change (%)		-11%	-13%

5.5 The table illustrates the continuing material reduction in funding to the Council that had been anticipated and is expected to continue until at least 2018/19 (see Section D).

5.6 The Business Rate Baseline represents the Government's estimate of the amount of business rates it anticipates the Council will collect. However income from Business Rates can be materially affected by appeals lodged by businesses with the Valuation Office. Successful appeals will reduce the business rates collectable. However losses for individual authorities are limited by a safety net mechanism to 7.5% of the net business rates assumed to be retained by the Council, for South Bucks this equates to £76k. Based on the information from the Valuation Office it is probable that the Council loss of income from appeals will result in it being subject to safety net protection, however that will mean that £76k will be drawn down from the Funding Change Reserve created to manage this issue.

### Section B - Investment Income and Grants

5.7 The Council's Treasury Management Strategy for 2015/16 which is being recommended to Cabinet following consideration by the Resources PAG, sets out the approach aiming to deliver investment income for 2015/16 of £400k. This is £150k less than the budget for the current year, and reflects the reality of the continuing low level of interest rates during 2015/16, and the declining level of cash balances as a result of the significant capital expenditure on waste services in the last year. In the medium term it is not expected to see any increases in investment income, with the likelihood being of further reductions.

5.8 An important source of grant funding for the authority is the New Homes Grant that rewards authorities for each new home by providing a grant equivalent to the national average Band D council tax on the property for each of the six years following completion of the property. The cumulative funding the Council will receive in 2015/16 from this source is £1,330k, an increase on the current year of £248k.

5.9 If the Council freezes its element of the council tax for 2015/16 it will receive a grant of £48k, which is equivalent to a 1% increase in council tax. To achieve a council tax freeze the Council's Budget Requirement would need to be £7,651k.

**Section C - Budget Requirement and Council Tax Issues**

5.10 The draft budget has been considered by the PAGs and subsequently four adjustments have been made to those budgets. These were:

- Adjustment to charges for pest control treatments, reducing income by £3k.
- Adjustment to employers pension contributions that reduce expenditure by £49k.
- Adjustment to Bath Road depot income, £5k
- Change to Housing Benefit Admin grant, £7k

5.11 The build-up of the budget is summarised in the following table.

Revenue Budget 2015/16	£'000
Communities	437
Health & Housing	667
Environment	1,610
Sustainable Development	748
Resources	4,525
<b>Total PAG Budgets</b>	<b>7,987</b>
Capital Charges etc	290
<b>Expenditure Base</b>	<b>8,277</b>
Investment Income	-400
Use of Earmarked Reserves	
- LDD	-98
- District Elections May 2015	-70
- Transformation	-62
- Government Funding Change	-76
- Change to General Reserves	80
<b>Budget Requirement</b>	<b>7,651</b>

5.12 The draft budget proposes using reserves as follows:

- Local Development Document (LDD) reserve, £98k.
- Funding for the May District elections, £70k.
- Transformation Reserve for support of shared service work, £62k.
- Government Funding Change reserve, £76k.

5.13 The budget proposes to use £80k of the additional New Homes grant to add to reserves, in order to provide funding against potential costs that may arise as a result of major national infrastructure projects affecting the District.

- 5.14 The draft budget has been discussed at the Overview & Scrutiny Committee and any comments received will be made known to members at the meeting.
- 5.15 The latest budget monitoring information shows that the forecast level of General reserves at the end of the current financial year to be £1,725k. The proposed budget would reduce this figure by £70k related to funding the District elections. The other funds applied to support the budget are from separate earmarked reserves. Section E of the report contains the Director of Resources advice on the level of reserves.

#### **Section D - Medium Term Financial Strategy**

- 5.16 The Council's medium term financial strategy which underpins the specific decisions taken on the budget, sets out show how the Council's corporate aims can be progressed within the likely level of resources available to the Council. The strategy which was reviewed by the Cabinet in November has the following key principles.
- The matching of expenditure and income in the medium term
  - Aligning new expenditure to Corporate Plan priorities and to improve value for money
  - Having in place sound financial processes to control and monitor expenditure
  - Awareness of the financial risks facing the Authority and using this to inform the Authority's level of financial reserves
- 5.17 The key challenge facing the Authority in the medium term is the reduction in resources.
- It seems clear that whatever the outcome of the General Election there will continue to be the same level of reduction in Government grant as has been experienced in recent years. This may well result in the Council not receiving any grant by 2019.
  - Investment income has declined significantly over the last three years, and that trend will not be reversed. The Council will need to move to a position where investment income is not a factor in funding its core expenditure.
  - The Council has benefited from the New Homes grant system. However the future level of funding is uncertain. This is for two reasons, firstly the funding is on a rolling six year basis with the first year's funding dropping out in 2017/18, and secondly it is not certain that a new Government would continue the current scheme.
- 5.18 The Council has been successful in the past in managing its cost base by having a clear focus on the key priorities, minimising resources being committed in non-priority areas, and effective budget management and developing a saving programme. Looking forward its major expenditure pressures are likely to come from:
- The costs of reaching and enforcing the Council's planning decisions.
  - Responding to major national infrastructure proposals. This would include major public inquiries, or issues that may arise from the outcome of the Aviation Review in 2015.

- The funding of the historic deficit on the Pension scheme, the next revaluation of which will be in 2016.
- 5.19 The Medium Term Financial Strategy projects forward to 2019 the Council's financial position, and Appendix A summarises the forward financial forecast reflecting the issues referred to, with the major financial challenge arising from 2017/18 onwards . It illustrates clearly the importance of continuing to deliver further savings over the period and this will include the joint working project with Chiltern DC, if the use of reserves to support expenditure is to be kept to a minimum and limited to one off items.
- 5.20 The forecast also indicated that it is not sustainable to assume that the level of the District council tax will be held at its current level. Whilst some growth in the taxbase can reasonably be assumed on the basis of planned developments in the area, increases in the basic tax level will need to be considered.
- 5.21 With the declining level of investment returns the use of some of these resources to fund income generating projects is a strategy to seriously consider.
- 5.22 In the coming year the main financial risks the Council is likely to face are:
- Shortfall on income targets, primarily investment income.
  - The cost of major planning inquiries, enforcement actions or responding to national infrastructure proposals that impact on the area.

#### **Section E - Advice of Director of Resources**

- 5.23 The detailed advice of the Director of Resources as the Authority's statutory financial officer is set out in Appendix B. In summary the key points of the advice are as follows.
- The estimates for 2015/16 have been prepared in a thorough and professional manner.
  - The key budget risks and sensitivities have been identified.
  - The main financial risks to the Council for the coming year have been assessed as follows.
    - Shortfall on income targets.
    - The cost of major planning inquiries, enforcement actions or responding to national infrastructure proposals that impact on the area.
- 5.24 The suggested prudent level of general reserves for 2015/16 is £770k. As there is no planned use of the General Reserve in 2015/16 the prudent level of reserves will be achieved, and also would keep reserves above the £1,250k aimed for within the Medium Term Financial Strategy.
- 5.25 In the medium term the Authority will continue to face the risks in delivering its corporate plan objectives in the context of the continuing limitation of external funding resources.

**Risks**

5.26 The overall financial strategy for the medium term will need to recognise the key strategic risks facing South Bucks, and the top two strategic risks currently identified are shown below.

Strategic Risk	Comment
Authority forced into short term reactive measures to a) reduced Govt funding, b) unavoidable cost increases. Reputational risk from decisions that have to be taken. Reduced financial capacity to manage transformation	The continued joint working with Chiltern DC will be part of the response to reduced funding but other opportunities to increase income and increase efficiency will need to be identified. Management capacity will need to be well focused on priorities.
No acceptance of change to ways of working and service delivery by officers and members prevents achievement of council aims. Progress inhibited by capacity issues and lack of finance, and programme losses momentum	The use of programme management, including work around change management with staff one of the keys to delivering change. This will need to be supported by making finance available for transition, pump priming, start-up costs through earmarking of reserves and securing external funding.

5.27 In addition to the strategic risks there are a number of key financial risks to be aware of in the medium term and these are set out in the following table.

Risk	Response
Uncertainty over impact of retention of business rates and the general level of future Government funding.	Business rates forecasting is difficult whilst there is the current level of outstanding appeals with the Valuation Office. Apply earmarked reserve to cover shortfall, some expectation of business rate growth from Pinewood and Bishop Centre developments. Assess impact of reducing Govt funding from 15/16 Finance Settlement information.
Growing mismatch between the local supply and demand of affordable housing increases pressure on temporary accommodation budgets.	Temporary accommodation budgets monitored. Funding made available via s106 agreements and other sources are effectively used. Planning policies seek to narrow the supply and demand gap.
Uncertainty over cost and nature of arrangements for the disposal of waste and recycling material collected could lead to higher costs than necessary, and or poorer service delivery.	Costs will need to be monitored and negotiations undertaken as appropriate with the disposal authority and with the Council's waste collection contractor.
The Pension Fund deficit requires the Authority to continue to increase contributions to the Fund.	Monitor performance of the Pension Fund via Pension Fund Consultative Group, and also deficit position annually as part of final accounts process. Assess implications of increasing contribution levels as part of financial planning.

**6. Consultation**

6.1 The draft budget has been considered by the Overview & Scrutiny Committee.

**7. Options**

7.1 The report sets out the position based on keeping the district element of the council tax unchanged at £143.00, and this would result in receiving a council tax freeze grant from Government of £48k. There is the option of increasing the Council tax by up to 1.99% without triggering a local council tax referendum. A 1.99% increase to £145.84, would generate an additional £96k of council tax income but the Council would not receive a Government grant of £48k, but there would be a net gain of £48k income in 2015/16, and £96k thereafter. It is not considered realistic to consider a local referendum due to the cost of organising a referendum, and the proximity of the local and national elections.

**8. Corporate Implications**

8.1 The strategic and financial risks facing the Authority are set out in the report. The Council is required to approve a budget for the Farnham Park Trust’s activities. The Community PAG has already considered the detailed budget and fees and charges. Appendix C summarises the budgets for approval and referral to Council.

**9. Links to Council Business Plan**

9.1 The Council’s code of corporate governance highlights the importance of having in place clearly documented processes for policy development, review and implementation, decision making, and monitoring and control. Following from this is the requirement for sound financial management, being able to demonstrate resources are aligned to the corporate priorities of the Council, and that any material risks are assessed. The prudent use of resources is one of the Authority’s management principles and having a medium term financial strategy is a key element in demonstrating this principle. Establishing a sound and sustainable financial base is important for delivering the Council’s objectives.

**10. Next Steps**

- The report and Cabinet’s decisions will form the basis of the Council tax decision of the Council on 24<sup>th</sup> February.
- A report will be produced for the Council meeting bringing together the precepts that have been notified to the Council, from parishes and the major precepting bodies. This will then enable the Council to set the overall council tax for the area.

<b>Background Papers:</b>	<b>None</b>
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Appendix A

**SOUTH BUCK FINANCIAL FORECAST**

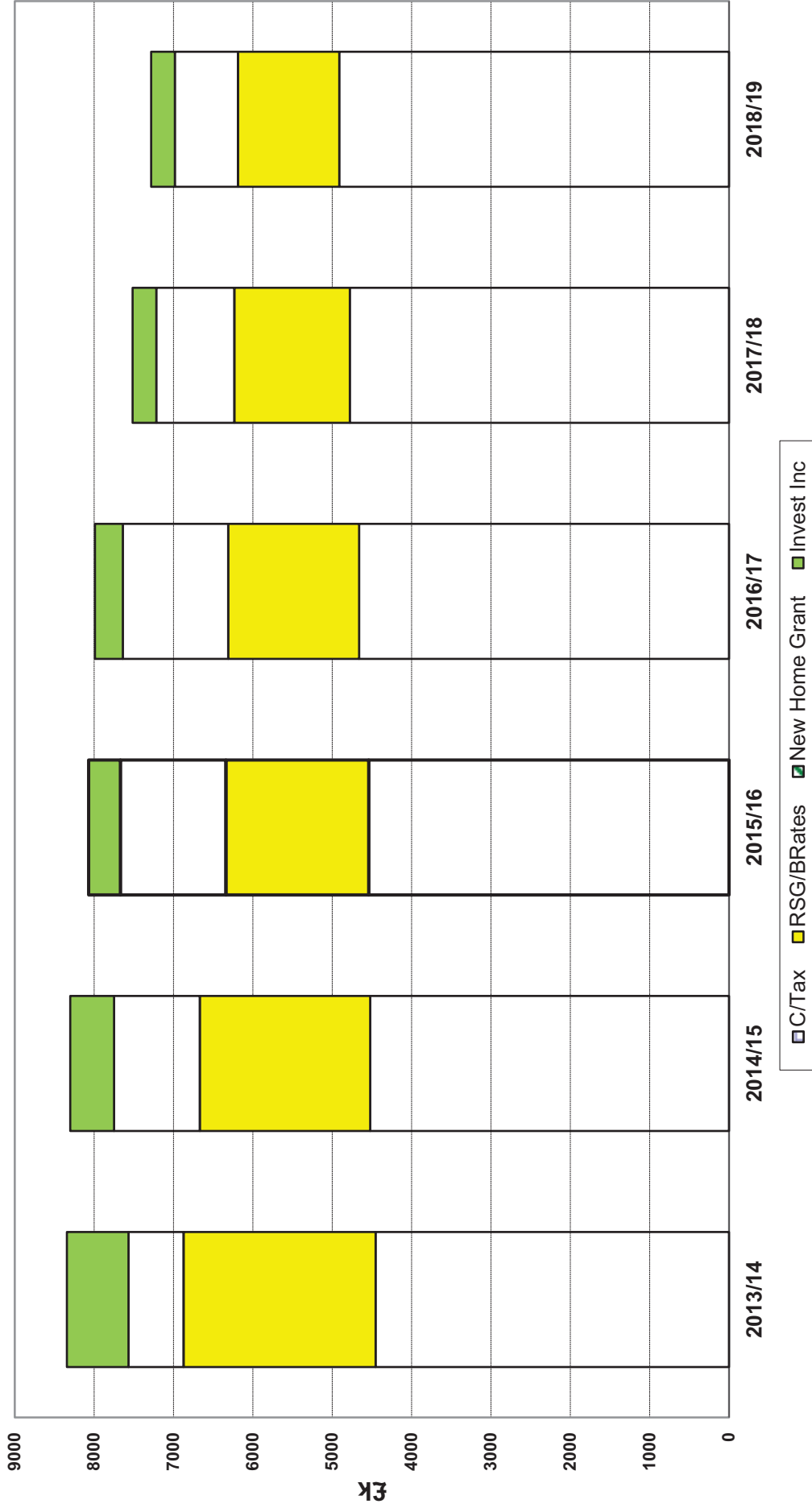
	2015/16	2016/17	2017/18	2018/19
	£k	£k	£k	£k
<b>Base Net Service Budget</b>	8,593	8,671	8,871	9,021
<b>Cost Changes</b>	78	200	150	150
<b>Savings (net)</b>	-394	-652	-702	-702
<b>Forecast Base Expenditure</b>	8,277	8,219	8,319	8,469
<b>Funding</b>				
<b>Investment Income</b>	400	350	300	300
<b>Use of Earmarked Reserves</b>	225	30	30	30
<b>New Homes Grant</b>	1,330	1,330	984	795
<b>Government Grant / Net business Rate Income</b>	1,799	1,650	1,452	1,277
<b>Council Tax Freeze Grant</b>	48	-	-	-
<b>Council Tax Income</b>	4,475	4,660	4,780	4,910
<b>Forecast Funding</b>	8,277	8,020	7,546	7,312
<b>Forecast Funding Gap</b>	-	199	773	1,157

Assumptions

- New Homes Grant phases out, and no further increases assumed.
- Continuing reduction in Government grant at same rate as recent years
- No material growth in business rates
- Continuing decline in investment income
- No use of general reserves to support council tax
- 2% per annum increase in council tax from 2016/17

APPENDIX A

FORECAST USE OF RESOURCES 2013 - 2019



APPENDIX B

CHIEF FINANCIAL OFFICER REPORT

- .1 I am making this report in compliance with the personal responsibilities placed upon me by s25 to s28 of the Local Government Act 2003. The legislation requires me to report to the Authority on two matters.
- The robustness of the estimates it makes when calculating its budget requirement.
  - The adequacy of the Authority's reserves, taking into account the experience of the previous financial year.

**Robustness of Estimates**

- .2 The process for preparing the budgets started in the autumn of 2014. From the outset the budget development was influenced by a number of key factors.
- The need to bring expenditure and likely resources into balance given the limitations on increases in council tax and the significant reductions in government grant and the likely continuing low level of investment income.
  - The need to resource the implications of the corporate plan to enable the Council to make progress on its corporate aims.
- .3 During 2014 the Authority has continued its working with Chiltern DC and is progressing a programme of service reviews to explore opportunities for joint working. The savings from the completed service reviews are reflected in the 2015/16 budgets. As in recent years the 2015/16 budget is integrated with the Authority's service planning process, and therefore plans reflect the resources available.
- .4 The budget process has rigorously limited new expenditure to only the unavoidable minimum.
- .5 The financial position of the Council clearly indicated the need to continue to make savings for future years, and work is in progress to identify further savings options for 2016/17 and future years. The continued focus on delivering savings is important, and part of this will be having in place mechanisms to monitor and report on agreed savings.
- .6 The detailed budget preparation was overseen by an experienced qualified accountant, supported by other finance staff familiar with the requirements of the budget preparation process. The basis of the estimates included the following elements which are in my view crucial to setting realistic budgets.
- Staffing budgets are prepared on a zero base approach, and are built up based on the actual staffing establishment and its current costs. The final budgets also include a vacancy factor of 2% consistent with that used in past years which has proved to be realistic.
  - The budgets reflect as far as can be determined costs of major contracts including known or likely cost increases.
  - The budgets are informed by the results of the 2014/15 budget monitoring and recognise those issues that are unavoidable and would carry through into 2015/16.

- The budget identified the on-going cost of Council decisions taken since March 2014.

.7 The detailed budget have been scrutinised by:

- Officers
- Portfolio Holders
- PAGs

.8 Any savings proposals have been reviewed in order to be satisfied of their robustness, and their impact on the Council's corporate aims, and on the residents/users of services. The budget does not contain any unspecified or unrealistic savings proposals or contingencies.

.9 The key issue of investment income has been assessed in the context of the treasury management strategy for the Authority, and this sets out how the proposed income for 2015/16 will be achieved. Investment income expectations have been lowered to reflect a realistic view on the level of interest rates over the next few years, and this is reflected within the treasury management strategy which is separately considered by members.

.10 Finally the budgets have been assessed as part of the Authority's approach to risk management and the major financial risks identified. These will be referred to in the following section dealing with the adequacy of reserves.

.11 Taking all these factors into account I am satisfied that the estimates have been prepared on a robust basis.

#### **Adequacy of Reserves**

.12 The Council has a policy on its reserves, and this policy accords with the guidance issued by the Chartered Institute of Finance and Accountancy (CIPFA) on local authority reserves and balances. The Policy, which has been reviewed as part of this budget cycle, sets out the factors to be taken into account in determining for the year in question, and what a reasonable minimum level of general revenue reserves should be. In essence the Policy states that the minimum level should be based on 7½% of the net cost of services, plus any material financial risks identified for the coming financial year.

.13 The Code of practice on local authority accounting requires the purpose, usage and basis of transactions of earmarked reserves to be identified clearly. The Council only has five earmarked reserves where it has full control over their deployment. As at 31st March 2015 these are estimated to stand at:

- Local Development Document (LDD) Reserve, £238k
- Insurance Fund, £34k
- Disaster & Emergency Relief Fund, £27k
- Transformation Reserve £286K
- Changes to Govt Funding Reserve £326k

.14 The LDD reserve will be applied to help offset the costs of the Local Development framework process that is a statutory obligation on the Authority, and is running over a number of financial years. The current estimate is that £98k will be applied in 2015/16 but this should be kept under review during the course of the financial year.

.15 The self insurance reserve is reviewed annually at the end of each financial year in order to assess whether the current level of the fund is considered adequate. Similarly the Disaster

& Emergency Relief Fund, which is primarily applied to deal with flooding incidents is reviewed annually.

- .16 The Transformation Reserve is to provide funding towards the initial one off costs associated with joint working projects, or other projects that will improve efficiency by transforming services. The Government Funding Reserve is a provision to cope with any material changes in business rate collection or government grant in the short term.
- .17 In considering the level of general reserves in addition to the cash flow requirements the following factors are considered:

Budget assumptions	Financial standing and management	Comment on SBDC position
The treatment of inflation and interest rates	The overall financial standing of the Authority (level of borrowing, debt outstanding, council tax collection rates)	The budgets are based on known price increases as far as is possible. External advice has been taken on interest rate forecasts and these have been used with prudent assessments of the level of cash available for investment. This is all set out in the Treasury Management Strategy considered by the RPAG in Jan 2015.
Estimates of the level and timing of capital receipts	The Authority's track record in budget and financial management	The forecast of future capital receipts reviewed over the course of the budget process to ensure it is realistic. At present no major receipts are anticipated in the coming years.
The treatment of demand led pressures	The Authority's capacity to manage in-year budget pressures	The Authority has in place regular budget monitoring procedures to identify any in year pressures, and to consider what actions can be taken. Reports are produced monthly for Management Team and Cabinet members, alongside the complimentary performance and activity information. The budget process has also picked up any demand led pressures that need to be built into the 2015/16 budget. There are quarterly budget review meetings with members to review the current year's position and future years' issues.
The treatment of savings/efficiency gains	The strength of financial information and reporting arrangements	The financial reporting systems of the Authority are good, and have proved effective in monitoring. The effort put into financial monitoring needs to be maintained and the Authority needs to ensure adequate resources are directed to this

Budget assumptions	Financial standing and management	Comment on SBDC position
		activity. Progress on savings and efficiency gains are reported regularly to senior officers and members. The key strategic risk for the Authority is the limitation on resources will limit speed and scale of progress on Corporate Plan, and could impact on statutory performance and compliance issues.
The financial risks inherent in any significant new funding partnerships, major outsourcing deals or major capital developments	The Authority's virement and end of year procedures in relation to budget under/overspends at authority and departmental level	The Council undertakes a risk assessment of the budget risks it faces. The major risks for 2015/16 are highlighted below.
The availability of other funds to deal with major contingencies	The adequacy of the Authority's insurance arrangements to cover major unforeseen risks.	The Authority has sufficient reserves to cover insurance liabilities. It has also the resources in general or earmarked reserves to make reasonable contingencies against matters such as LDD, major enforcement actions etc.

- .18 From the preceding table it can be seen that the Authority takes action to reduce budget risk and therefore influence the level of reserves it needs to hold. There will always be areas of risk or uncertainty and which need to be assessed as part of the budget process.
- .19 The main financial risks to the Council for the coming year have been assessed as follows.
- Shortfall on income targets, including investment income.
  - The cost of major planning inquiries, enforcement actions or responding to national infrastructure proposals that impact on the area.
- .20 The budget sensitivity of a number of key budget areas has been assessed as part of the risk assessment process on the budget. The detail of the analysis is attached. Based on the budget experience of the current year it would be prudent to allow for the possibility of some income shortfalls, and for costs planning enforcement or inquiries.
- .21 In the longer term there will be the risks of:
- Managing the gap between cost increases the Council will face year on year, and the continued significant reductions in government funding, including New Homes grant, and the limitation of council tax increases. Key to managing this risk will be developing further savings programmes for the years from 2016/17 onwards.
  - Investment income has declined significantly over the last three years, and that trend will not be reversed. The Council will need to move to a position where investment income is not a factor in funding its core expenditure.

- The costs of reaching and enforcing the Council's planning decisions, or responding to national infrastructure proposals. This would include major public inquiries.
- The development of the Authority's waste collection and recycling services in the context of Bucks CC's disposal arrangements, and alternative arrangements that may be available to the Council.

- .21 As a small authority the Council is always faced with the risk to achieving its objectives from capacity and reliance on a number of key staff. Therefore staffing issues will need to be kept carefully under review going forward, and establishing joint teams with Chiltern DC will help improve resilience.
- .22 Taking all these factors into account it would be advisable to plan for a level of general reserves of at least around £770k for the forthcoming financial year, exclusive of any specific contingencies for local development document production, transformation or insurance. This figure is made up as follows.

	£k
7½% Net Cost of Services	620
Potential shortfall on income targets	100
Planning inquiries or infrastructure consultations	50
	770

#### Legal Considerations

- .23 The setting of the budget and the council tax by Members involves their consideration of choices and alternatives and Members have considered these in various earlier reports. No genuine and reasonable options should be dismissed out of hand and Members must bear in mind their fiduciary duty to the council taxpayers of South Bucks District Council. Should Members wish to make additions or reductions to the budget, on which no information is given in the report before Members, they should present sufficient information on the justification for and consequences of their proposals to enable the Cabinet (or the Council) to arrive at a reasonable decision on them.
- .24 The report sets out relevant considerations for Members to consider during their deliberations, including the statement above from the Chief Financial Officer. Members are reminded of the need to ignore irrelevant considerations. Members have a duty to seek to ensure that the Council acts lawfully. They are under an obligation to produce a balanced budget and must not knowingly budget for a deficit. Members must not come to a decision that no reasonable authority could come to, balancing the nature; quality and level of services that they consider should be provided, against the costs of providing such services.
- .25 Members are reminded of s106 of the Local Government and Finance Act 1992, which prohibits any Member who has not paid for at least two months his/her Council Tax when it becomes due, from voting on setting the budget and making of the Council Tax and related calculations.

**Jim Burness**  
**Director of Resources**  
**February 2015**

## Budget Sensitivity Analysis 2015/16

This paper looks at a number of the key budget risk areas and analyses the sensitivity of these to changes in circumstances.

Change in Demand	Worsen Budget Position		2015/16 Budget	Improve Budget Position	
	10% Decrease	5% Decrease		5% Increase	10% Increase
	£	£	£	£	£
Land Charge Income	-15,000	-7,500	-150,000	7,500	15,000
Car Park Income	-100,382	-50,191	-1,003,820	50,191	100,382
Planning Income	-54,250	-27,125	-542,500	27,125	54,250
Academy Golf Income	-16,085	-8,043	-160,850	8,043	16,085
Building Control Income	-36,418	-18,209	-364,180	18,209	36,418
<i>Difference</i>	<i>-222,135</i>	<i>-111,068</i>	<i>-2,221,350</i>	<i>111,068</i>	<i>222,135</i>
<b>Change in Interest Earnings</b>	20% Decrease	10% Decrease	-	5% Increase	10% Increase
Fixed/Bond & Minor Interest	-80,000	-40,000	-400,000	20,000	40,000
<i>Difference</i>	<i>-80,000</i>	<i>-40,000</i>	<i>-400,000</i>	<i>20,000</i>	<i>40,000</i>
<b>Other Significant Financial Risks</b>	Worst Case	Slightly Worse	2015/16 Budget	Slightly Better	Best Case
	£	£	£	£	£
Planning appeals - legal costs	100,000	30,000	10,000	5,000	0
Planning enforce - legal costs	60,000	20,000	10,000	5,000	0
	160,000	50,000	20,000	10,000	0
<i>Difference</i>	<i>-140,000</i>	<i>-30,000</i>	<i>0</i>	<i>10,000</i>	<i>20,000</i>
<b>Grand Total</b>	<b>442,135</b>	<b>181,068</b>	<b>0</b>	<b>141,068</b>	<b>282,135</b>



APPENDIX C

**Farnham Park Trust Budgets**

**1. Objective**

1.1. As the Farnham Park assets form a charitable trust it is necessary for Members to approve separate budget for these operations.

**2. Revenue Budgets**

2.1. The following table summarise the 2015/16 revenue budgets for the Farnham Park Trust.

	2015/16 Budget £
Farnham Park Sports Field	1,500
The South Buckinghamshire Golf Course	-285,470
Catering	-25,000
Golf Management Service *	149,560
Grounds Maintenance *	254,880
Depreciation on Endowment Assets	9,500
	104,970

\* Net of recharge to Academy

**3. Capital Budgets**

3.1. The following table shows the five year capital programme for the Farnham Park Trust.

Scheme	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000
Grounds Maintenance Machinery	35	35	35	35

**4. Recommendation**

4.1. Cabinet are requested to recommend to Council (acting as corporate trustee) the following items for the Farnham Park Trust

- the 2015/16 revenue budget, and associated fees and charges
- the 2015/16 capital programme.

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<b>SUBJECT:</b>	<b>Joint Working Annual Report</b>
<b>REPORT OF:</b>	<b>Officer Management Team - Chief Executive</b>

## 1. Purpose of Report

This is the Annual report for 2014 on the progress of the joint working between Chiltern and South Bucks.

## 2. Links to Council Policy Objectives

- 2.1 Chiltern and South Bucks have embarked on a programme of joint working in support of the aims of both Councils to provide sustainable value for money services reflecting the requirements of residents and users of services.

## 3. Background

- 3.1 In February 2012 the two Council's agreed an inter-authority agreement as part of the governance of the joint working between the two authorities. Within that agreement there is a requirement to report annually on the progress of the joint working.

- 3.2 The report is divided into the following sections.

- Shared Services Reviews
- Harmonisation
- Joint ICT
- Other Shared Service Working
- Issues and Learning Points

### Shared Services Reviews

- 3.3 By April 2015 fifteen shared service reviews will have been completed. The reviews have been undertaken using a methodology developed by the two Councils with external support. The review process set out to test the viability of a shared services option, taking into account three key aspects:

- Improving service quality
- Improve resilience
- Reduce costs

The process placed a strong reliance on the views of the users of services as to what was important to them. It also involved members actively in the process.

- 3.4 The key points of the five reviews completed since the last Annual Report are summarised in Appendix A. The total savings identified from all the reviews completed

to date is £533k. These savings will be in addition to the £660k per annum delivered from the first stage of the joint working covering the senior management arrangements.

Service	Full Year Saving £k	One Off costs £k
Building Control	72	56
Licensing	37	48
Community Safety	43	55
Housing	121	226
Parking	66	155
Finance	62	35
Legal Services	8	43
Community & Leisure	110	33
Planning Policy	14	0
<b>Total</b>	<b>533</b>	<b>651</b>

- 3.5 There are six other service reviews in progress and scheduled to complete by April 2015. These are Facilities & Property, Environmental Health, Personnel, Policy & Communications, Customer Services, and Revenues & Benefits. The review of Planning & Enforcement will complete later in 2015.

**Harmonisation**

- 3.6 The harmonisation of Terms and Conditions was seen as a very important change to support and sustain the creation of shared teams. The process was anticipated to be complex and time consuming when it was embarked upon in Autumn 2013, due to amongst other factors that CDC were on national terms with local variations, SBDC is on local terms, CDC recognised the trade union, SBDC did not. The objectives from the outset were to seek to implement harmonised terms and conditions under a collective agreement with the trade union, and to complete an agreement early in 2014/15 when the first shared teams would start to come into operation. Harmonisation was not seen as a cost saving measure and the financial brief for the exercise was for the outcome to be cost neutral.
- 3.7 The negotiation process involved extensive negotiation with the trade union on the various issue and modelling of options. There was a comprehensive briefing of all staff when final proposals were decided upon for consultation. Harmonisation was achieved in June 2014 when the collective agreement on terms and conditions was signed alongside the trade union recognition agreement at SBDC.
- 3.8 Having in place a Collective Agreement enables joint negotiating mechanisms to be in place, and it is this forum that will be used over the coming months to agree harmonised policies and procedures covering such areas as disciplinary, grievance, dignity at work.
- 3.9 As at October 2014, 17% of staff were on harmonised terms and conditions.

**Joint ICT Working**

- 3.10 Over the course of the last year the level of joint working on ICT has increased and the integration of applications and networks has expanded. Specifically this includes.

- Hosting by SBDC of the finance system used by both Councils.
- Hosting by CDC of the Uniform application supporting, Building Control, Housing, Community Safety and Licensing services.
- Deployment of software to enable core legacy applications to be accessed from either main office.
- Joint procurement and implementation of a new telephony solution.
- The common hosting of the two Councils' websites and the websites use the same application.

### **Other Shared Services Working**

- 3.11 In addition to the projects already described there are a number of other pieces of joint working in progress.
- Progressive harmonisation of policies to support joint working. In the last year a common set of financial regulations and contract standing orders has been introduced.
  - Building on the technology supporting the websites of the two Councils' a joint intranet has been set up which will enable staff across the two organisation to easily access key policies, procedures, guidance and information.
  - Fulfilling the H&S requirements of the two Councils is now overseen jointly with CDC taking the lead on behalf of both authorities.
  - A common system for managing the workflow around dealing with Freedom of Information requests has been introduced, which has helped with managing the growing volumes of requests being received.
  - A joint tender has been let for banking services so that by February 2015 both authorities will have the same banker. In addition joint tendering is underway for payroll and for insurance services.

### **Issues and Learning Points**

- 3.12 There have been a number of issues and learning points from the past year which will be taken into account as the Programme moves forward.
- The continued need for sound project and programme management to keep the programme of change on track.
  - Active and timely engagement with Members and senior stakeholders is necessary to ensure acceptability and build support for change

- It has become apparent that there is a need to fund investment as part of facilitating change. This investment covers people, ICT, property, and is not only about bring services together but changing service delivery to respond to different ways users may wish to access services. All of which has clearly indicated a need to have funds set aside to enable change to happen.
- It has been important to skill up staff in the techniques required to undertake service reviews. This knowledge transfer has been beneficial in terms of personal development for staff, and also to reduce reliance, and therefore cost of external support. Developing an internal resource could be useful in future medium term change
- Communications has been important and efforts have been made to keep staff and members informed of progress and developments. This was especially the case with the Harmonisation project.
- Lessons are being learned on the implementation of new joint teams to improve the efficiency of those projects.
- Staff are experiencing uncertainty which is inevitable given the scale and pace of change.
- A lot of pressure is being placed on senior staff from having to manage service delivery as well as major changes to service delivery and configuration.
- The programme of change is very demanding and the capacity of the two Councils is being stretched, therefore maintaining focus on the key objectives, and not broadening the agenda of issues to tackle is important.

#### **4. Summary**

- 4.1 The report shows the scale and scope of the work undertaken by the programme over the last year. Change has been occurring in a number of areas and most staff have been impacted upon to a greater or lesser extent.
- 4.2 The programme has been able to move forward the ambitious aims and objectives set for it by members.

#### **5. Resources, Risk and Other Implications**

- 5.1 The regular programme update report to the Joint Committee meeting contains the risk register for the programme, so that is not repeated in this document. The main risks to the programme currently are seen as:
- Capacity to manage change and maintain progress.
  - Staff communications and engagement.

**South Bucks District Council Chiltern and South Bucks Joint Committee - 16<sup>th</sup> October 2014**

- 5.2 The success of the programme relies on it being adequately resourced. The two councils have to date provided funding for staff to undertake service reviews, and also towards the investment, mainly ICT, that is needed to achieve change.
- 5.3 The costs and savings for the programme, and forecast for the next year are shown in the following table.

	2012/13 £	2013/14 £	2014/15 £	2015/16 £	Cumulative £
Savings - Senior Mgt	(253,000) <sup>1</sup>	660,340	660,340	660,340	1,728,020
Savings - Service Reviews <sup>2</sup>	-	-	343,700	532,630	876,330
<b>Total Savings</b>	<b>(253,000)</b>	<b>660,340</b>	<b>1,004,040</b>	<b>1,192,970</b>	<b>2,604,350</b>
HR and Change Mgt External Support	86,127	-	-	-	
External Support to Service Reviews	35,625	10,000	40,000	-	
Programme Officers and support to programme	28,839	100,000	94,800	94,800	
<b>Total Programme Costs</b>	<b>150,591</b>	<b>110,000</b>	<b>134,800</b>	<b>94,800</b>	<b>490,191</b>
Service Reviews Implementation costs	-	384,550	180,990	85,000	650,540
<b>Net Financial Effect</b>	<b>(403,591)</b>	<b>165,790</b>	<b>688,250</b>	<b>1,013,170</b>	<b>1,463,619</b>

<sup>1</sup> Figure includes the one off staff exit costs.

<sup>2</sup> Covers nine Services Reviews completed up to July 2014

One off Implementation costs are funded from earmarked reserves or Capital Programmes

## 6. Recommendation

The Joint Committee notes the report.

<b>Officer Contact:</b>	<b>Alan Goodrum Chief Executive</b>
<b>Background Papers:</b>	<b>None</b>

APPENDIX A

Key Features of Shared Service	Benefits of New Arrangements	One off costs £	Savings £
<b>Parking</b>			
<ul style="list-style-type: none"> <li>• A single parking team with one dedicated manager covering Chiltern and South Bucks District Councils.</li> <li>• Parking attendants will work under a single supervisor across both authority areas with one touchdown desk in each Authority for the parking attendants.</li> <li>• Back office staff in one location dealing with the enforcement processes including season tickets and general administration.</li> </ul> <p style="text-align: center;">✓</p>	<ul style="list-style-type: none"> <li>• Joint Council Members steering group for the parking service to oversee changes and develop single policies and approaches that then report into the usual Council PAG / committee processes at both Authorities.</li> <li>• A single service across both Districts would be of benefit to customers, for example a single point of contact and the same processes / online forms.</li> <li>• A single system incorporating the best of each Councils current approach and further innovations where possible.</li> <li>• Utilising technology to move towards cashless parking</li> <li>• Longer term it is envisaged that there would be a move towards an integrated ANPR (automatic number plate recognition) system, which would be linked to automatic payments.</li> <li>• Processes in the future will be designed to minimise occurrences of challengeable FTP notices and make it easier for officers to check, thus minimising time and effort spent later in the process cancelling issued ECN's/PCN's.</li> <li>• Encouraging significant channel shift for customer by directing them to a single interface available through the Councils websites providing all general customer parking information. This would include for example online application of season tickets and viewing evidence of contraventions and the appeals process.</li> <li>• Saving on postage and printing</li> </ul>	<p>155,250</p>	<p>65,760</p>



Key Features of Shared Service	Benefits of New Arrangements	One off costs £	Savings £
	<p>by utilising electronic single vehicle season tickets and not posting out actual copies.</p> <ul style="list-style-type: none"> <li>• A single software package for the enforcement process that covers both Council areas.</li> <li>• Enhanced handheld computers / printers for all the parking attendants that use plain printer paper (remove need for controlled stationary), registration number scanners to identify vehicles with season tickets/paid by phone and have the functionality to remotely connect to back office systems in real time, removing the need to physically go into the office to download data and automatically issue enforcement notices compliant with the right act dependent upon location.</li> <li>• Removal of single person dependencies within the team to provide greater resilience for example for staff sickness and annual leave.</li> </ul>		
<b>Finance</b>			
<ul style="list-style-type: none"> <li>• A single finance team.</li> <li>• Joint tenders for Banking Services, Insurance and Payroll Services to be carried out.</li> <li>• An extensive programme of finance process improvements.</li> </ul>	<ul style="list-style-type: none"> <li>• Joint contracts for banking, insurance and payroll which will help standardise processes based on current best practice.</li> <li>• More paperless processes eg the ability to raise invoices, manage expense claims and receive payslips electronically.</li> <li>• More self-service - eg ability to manage changes to your own payroll personal information.</li> <li>• Increased resilience arising from the 2 teams working as one. For instance by combining the current small teams of officers this will better allow for cover when officers are not available.</li> <li>• Increased resilience through</li> </ul>	35,000	62,000

Key Features of Shared Service	Benefits of New Arrangements	One off costs £	Savings £
	<p>having a larger workload which will mean it is more cost effective to train staff to acquire new skills and knowledge that can be applied over two authorities rather than having to rely on external consultancy support.</p> <ul style="list-style-type: none"> <li>Improved business continuity arrangements - as the proposal is to move towards location independent working which means that financial services could be provided from either site or remotely in the event of a business continuity incident.</li> </ul>		
<b>Legal</b>			
<ul style="list-style-type: none"> <li>A single legal service serving both Chiltern and South Bucks Councils</li> <li>Increasing the funded establishment by 0.5 FTE lawyers in order to maintain and improve the quality of legal services.</li> <li>The implementation of an electronic case management and time-recording system (CMS).</li> <li>Provision of dedicated, full time business and administrative support to the single legal service.</li> <li>A flexible, self-funding legal resource to provide advice and support on major projects</li> </ul>	<ul style="list-style-type: none"> <li>Additional capacity will ensure that legal services are timely, as well as meeting high professional standards and focussing on customer needs.</li> <li>It will also enable more services to be delivered in-house and reduce external legal spend.</li> <li>The introduction of a CMS will reduce reliance on paper and storage space, enable flexible and home working, build capacity by reducing administrative tasks undertaken by lawyers, improve cost allocation and provide detailed performance information.</li> <li>In addition a client charter and service level agreements will specify performance targets.</li> <li>Lawyers will have access to the most up to date on-line legal information and resources.</li> <li>A larger pool of lawyers enables the formation of discipline teams removing single person dependencies and creating greater resilience when staff are absent due to annual leave or sickness.</li> </ul>	42,740	26,890

Key Features of Shared Service	Benefits of New Arrangements	One off costs £	Savings £
<b>Community &amp; Leisure</b>			
<ul style="list-style-type: none"> <li>A single joint service but with two teams focusing on a) wellbeing and leisure and b) community and partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Improved resilience.</li> <li>More focused service delivery.</li> <li>Capacity to review community and develop appropriate methods to help create capacity within communities.</li> </ul>	33,000	110,000
<b>Planning Policy</b>			
<ul style="list-style-type: none"> <li>A single service under a single manager.</li> </ul>	<ul style="list-style-type: none"> <li>Maintaining focus on each authorities priorities.</li> <li>Maintenance of local knowledge.</li> <li>Stronger voice on common issues within the region.</li> <li>Increased resilience.</li> <li>Reduced duplication of work.</li> </ul>	-	14,000

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**Thames Valley Police and Crime Panel  
21 November 2014**

<b>Agenda Item</b>	<b>Page No</b>
<b>9 GENERAL ISSUES</b> To consider the responses to questions pre-submitted by Panel Members to the PCC	<b>3 - 6</b>



INVESTOR IN PEOPLE





## Report to the Thames Valley Police & Crime Panel

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**Title:** General Issues: National Publications Relevant to the Work of the Police and Crime Panel

**Date:** 21 November 2014

**Author:** Reece Bowman, Scrutiny Officer,  
Thames Valley Police & Crime  
Panel



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### **HMIC inspection of Crime Data Integrity: Thames Valley Police**

In its 2013/14 inspection programme, Her Majesty's Inspectorate of Constabulary (HMIC) committed to carry out an inspection into the way the 43 police forces in England and Wales record crime data. The central question of this inspection programme is: "To what extent can police-recorded crime information be trusted?"

The inspection of Thames Valley Police resulted in the following recommendations, reproduced directly from the report, and should be read in conjunction with it:<sup>1</sup>

#### **Immediately**

1. Chief officers should ensure all police officers and police staff are provided with clear messages on the importance of achieving crime data accuracy in accordance with the HOCR and NCRS and on how this links to the force message on the importance of the Code of Ethics.
2. The force should undertake an audit of reports recorded under the non-crime occurrence adult and child at risk categories of Niche, to ensure all reports of crime contained therein are recorded in accordance with the HOCR and NCRS. Any identified failings in the use of these systems should be identified and addressed in such a way as to reduce the likelihood of these crimes not being recorded in the future.
3. The force should establish an effective supervisory review of incidents opened with a crime code but closed as a non-crime. The force should also ensure that police officers and police staff in the control room are provided with clear messages as to their role in ensuring compliance with the NCRS.
4. The force should take steps to reduce the backlog of appointments and appointment records awaiting update.

#### **Within three months**

5. The force should review and amend as necessary the appointments system, ensuring it both meets the needs of victims and ensures HOCR and NCRS compliance.

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<sup>1</sup> See: <https://www.justiceinspectorates.gov.uk/hmic/wp-content/uploads/crime-data-integrity-thames-valley-police-2014.pdf>

## Agenda Item 6

6. The force should publish a clear procedure for officers detailing what action they should take when an out-of-court disposal is subsequently rescinded.

7. The force should improve the supervision of the use of PND and cannabis warnings. In the case of PND, where there is a victim, their view should be appropriately considered and recorded. In the case of cannabis warnings, the offender should be made aware of the implications of accepting the warning and this should be recorded.

### **HMIC inspection of South Yorkshire Police**

Her Majesty's Inspectorate of Constabulary (HMIC) published the report of its inspection (as part of a national programme) of the child protection work of South Yorkshire Police at the end of September 2014. This followed an inspection of the force's response to Child Sexual Exploitation, which had been commissioned by the (then) Police and Crime Commissioner for South Yorkshire, the findings of which were published in November 2013.

Positive findings of the inspection included:

- The force had a clear set of priorities to protect children and had made progress in service improvements;
- there had been a large increases in the capacity of child protection teams and extra training for staff in specialist roles;
- most staff were well trained and committed to protecting children; briefings had been delivered to a wide range of personnel to raise awareness; and
- the force had good relationships with partner agencies and local safeguarding children's boards. Different agencies were working together in co-located teams and this was working well.

Concerns arising from the inspection:

- for the most part, the force responded well when the case clearly identified a child in need of protection, but the response was weak in difficult or complex cases;
- there were shortcomings in performance in Doncaster in the protection of children in care homes with shortcomings in understanding of the risk posed by offenders who target vulnerable children;
- there were inconsistencies in the police response to child sexual exploitation across the force area. There was some good practice, but the police response needed improvement in Barnsley and Doncaster. Inspectors found some individual cases of concern; and
- children were being unnecessarily detained in custody overnight.

### **Serious Crime Bill**

The Serious Crime Bill, which is currently before Parliament, contains a number of wide-ranging provisions to pursue, disrupt and bring to justice, serious and organised criminals and gangs.

The .gov website provides the following information on the Serious Crime Bill, which was introduced in the House of Lords on 5<sup>th</sup> June 2014; it will:

- improve the ability to recover criminal assets by amending the Proceeds of Crime Act 2002
- amend the Computer Misuse Act 1990 to ensure sentences for attacks on computer systems fully reflect the damage they cause
- create a new offence targeting people who knowingly participate in an organised crime group
- extend the scope of serious crime prevention orders and gang injunctions
- create new powers to seize, detain and destroy chemical substances suspected of being used as cutting agents for illegal drugs



- clarify the offence of child cruelty, in section 1 of the Children and Young Persons Act 1933, in particular, to make it explicit that the offence covers cruelty which causes psychological suffering or injury as well as physical harm
- create a new offence making it illegal to possess paedophile manuals
- bring in new provisions to tackle FGM by:
  - extending the extra-territorial reach of the offences in the Female Genital Mutilation Act 2003 so that they apply to habitual as well as permanent UK residents
  - introducing a new offence of failing to protect a girl from risk of FGM
  - granting lifelong anonymity to victims
  - bringing in a civil order ('FGM protection orders') to protect potential victims
- create a new offence of unauthorised possession of a knife or other offensive weapon in prison
- allow people suspected of committing an offence overseas under sections 5 (preparation of terrorism acts) or 6 (training for terrorism) of the Terrorism Act 2006 to be prosecuted in the UK.

Source: <https://www.gov.uk/government/collections/serious-crime-bill>

#### **NFU Mutual Rural Crime Survey 2014**

Thames Valley has seen a drop in rural crime compared to national figures. Rural crime fell last year by 19 per cent across Buckinghamshire, Oxfordshire and Berkshire, according to NFU Mutual's Rural Crime Survey.

Thames Valley Police is one of the few forces across the country to have seen a decrease, while national figures show a 5.2 per cent increase. Nationally, high-value tractors stolen for export, a substantial rise in sheep rustling and opportunist thefts of garden tools and ornaments helped push up the cost of rural crime to near record levels.

In Buckinghamshire, rural crime claims cost £590,000 in 2013, compared with £820,000 in 2012. In Oxfordshire, the figure was down to £680,000, from £1 million the previous year.



**SBDC O & S WORK PROGRAMME - TIMETABLE 2015**

Ref	Topic	Target date	Meeting Date	16-Jun-14	06-Oct-14	26-Jan-15	23-Mar-15
Programmed Reviews of services/issues							
1	Review tbc	As and when required	As recommended by Cabinet				
2	Review tbc	As and when required	As recommended by Cabinet				
Regular monitoring of performance/activities							
3	Performance Monitoring	Annually	After Year End & in Year		Update on 2013/4		
4	Monitoring of Comments, complaints RIPA and FOI	Annually	After Year End	Report Due			
5	Consideration of Cabinet Budget proposals	Annually	Feb Meeting			Update	
6	Police Commissioners	Annually	As & when required				
7	SCAS NHS Trust Ambulance Service	As and when required	Annual update		Report Due	SCAS Briefing tbc	
Other Non recurring issues							
8	HS2 & Central Railway - Progress Update after announcement of Government decision	As and when required	As & when required				
9	Census 2011 Analysis of demographic changes in the District	As and when required	As & when required				
10	Civil Enforcement	As and when required	As & when required				
11	Car Park Policy	required	As & when required				
12	Car Parking Charges	required	As & when required				
13	Homelessness Strategy	required	required	Postponed 2015			
14	Housing Strategy	required	required	Postponed 2015			
15	LG Pensions Investment	required	required	Postponed 2015		Briefing	
16	Wexham Park NHS Trust	required	required	Postponed 2015			Scoping Paper
17	Scrutiny Review of Pension Fund Deficit	required	required				Scoping Paper
18	Report of the Corporate Peer Challenge	required	required				Report Due

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