

Public Document Pack



South Northamptonshire Council

Committee: Joint Commissioning Committee
Date: Thursday 21 July 2016
Time: 6.30 pm
Venue: Bodicote House, Bodicote, Banbury, Oxfordshire
OX15 4AA

Membership

Councillor Nicholas Turner (Chairman)	Councillor Ian McCord (Vice-Chairman)
Councillor Ken Attack	Councillor Anthony S. Bagot-Webb
Councillor Phil Bignell	Councillor Rebecca Breese
Councillor Roger Clarke	Councillor Chris Lofts
Councillor G A Reynolds	Councillor Barry Richards
Councillor Dan Sames	Councillor Barry Wood

AGENDA

1. Apologies for Absence and Notification of Substitutes

2. Declarations of Interest

Members are asked to declare any interest and the nature of that interest that they may have in any of the items under consideration at this meeting.

3. Petitions and Requests to Address the Meeting

The Chairman to report on any requests to submit petitions or to address the meeting.

Cherwell District Council
Bodicote House
Bodicote
Banbury
Oxfordshire
OX15 4AA

www.cherwell.gov.uk

South Northamptonshire Council
The Forum
Moat Lane
Towcester
Northamptonshire
NN12 6AD

www.southnorthants.gov.uk

4. Chairman's Announcements

To receive communications from the Chairman.

5. Minutes (Pages 1 - 6)

To confirm as a correct record the Minutes of the meeting held on 26 May 2016.

6. Staff Survey 2016 Results and Analysis (Pages 7 - 28)

Report of Director – Strategy and Commissioning

Purpose of report

To provide an overview of the results of the 2016 staff survey

Recommendations

The meeting is recommended to:

1.1 Note the contents of the report

1.2 Consider the staff survey results and identify any particular issues to be addressed through the action planning process.

7. Business Case for a Joint Property and Investment Service (Pages 29 - 36)

Report of Head of Regeneration and Housing

Purpose of report

This report presents the final business case following consultation for a joint Property and Investment service across Cherwell District and South Northamptonshire Councils (hereafter “Cherwell” or “CDC” and “South Northamptonshire” or “SNC” respectively).

The report recommends the formation of a two way joint Property and Investment service and in doing so seeks the Joint Commissioning Committee’s agreement for the staffing elements of the business case.

The proposal is part of the wider transformation programme across the two Councils.

Recommendations

The meeting is recommended:

1.1 To consider the responses to the consultation process with the affected staff and trade union representatives received as detailed in the consultation log

(attached as Appendix 2) and from the Joint Councils Employee Engagement Committee (to be reported verbally), and determine whether any amendment to the business case is required as a result of them.

- 1.2 To note that the business case was considered and approved in respect of non-staffing matters by CDC Executive on 4 July 2016 and by SNC Cabinet on 11 July 2016.
- 1.3 To approve the staffing aspects of the final business case to create a joint Property and Investment service between SNC and CDC.
- 1.4 To delegate to the Head of Regeneration and Housing responsibility for implementation of the business case, including approving the costs of any potential redundancies, in consultation with the Chief Finance Officer, subject to the business case being agreed by both Councils.

8. Joint Appraisal Sub Committee - Verbal Update

Currently responsibility for appraising the Joint Chief Executive lays with elected members appointed to the Joint Appraisal Sub Committee. The Joint Appraisal Sub Committee is made up of a total of 8 members (including the Leaders from each Council), drawn from the Joint Commissioning Committee.

At the 26 May 2016 meeting of the Joint Commissioning Committee, Members resolved to defer making appointments to the Joint Appraisal Sub Committee pending a review of the Chief Executive's appraisal process.

The CDC Leader, Councillor Barry Wood, and SNC Leader, Councillor Ian McCord, will provide a verbal update to the Committee.

9. Urgent Business

The Chairman to advise whether they have agreed to any item or urgent business being admitted to the agenda.

10. Exclusion of the Public and Press

The following item of business contains exempt information as defined in the following paragraphs of Part 1, Schedule 12A of Local Government Act 1972.

- 1 Information relating to any individual
- 2 Information which is likely to reveal the identity of an individual
- 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information)
- 4 Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter

arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.

Members are reminded that whilst the following items have been marked as exempt, it is for the meeting to decide whether or not to consider each of them in private or in public. In making the decision, members should balance the interests of individuals or the Council itself in having access to the information. In considering their discretion members should also be mindful of the advice of Council Officers.

Should Members decide not to make a decision in public, they are recommended to pass the following recommendation:

“That, in accordance with Section 100A(4) of Local Government Act 1972, the press and public be excluded from the meeting for the following item of business, on the grounds that they could involve the likely disclosure of exempt information as defined in paragraphs 1, 2, 3 and 4 of Schedule 12A of that Act.”

11. Business Case for a Joint Property and Investment Service - Exempt Appendices (Pages 37 - 84)

Information about this Meeting

The agenda, reports and associated documents for the above meeting are available at the offices and websites of Cherwell District Council and South Northamptonshire Council at the addresses and websites set out on the agenda front sheet.

Apologies for Absence

Apologies for absence should be notified to natasha.clark@cherwellandsouthnorthants.gov.uk or 01295 221589 prior to the start of the meeting.

Declarations of Interest

Members are asked to declare interests at item 2 on the agenda or if arriving after the start of the meeting, at the start of the relevant agenda item.

Evacuation Procedure

When the alarm sounds you must evacuate the building by the nearest available fire exit. Members and visitors should proceed to the assembly point as directed by Democratic Services staff and await further instructions.

Access to Meetings

If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named below, giving as much notice as possible before the meeting.

Mobile Phones

Please ensure that any device is switched to silent operation or switched off.

Queries Regarding this Agenda

Please contact Natasha Clark, Democratic and Elections
natasha.clark@cherwellandsouthnorthants.gov.uk, 01295 221589

Sue Smith
Chief Executive

Published on Wednesday 13 July 2016

This page is intentionally left blank

Agenda Item 5

Cherwell District Council and South Northamptonshire Council

Joint Commissioning Committee

Minutes of a meeting of the Joint Commissioning Committee held at The Forum, Moat Lane, Towcester, NN12 6AD, on 26 May 2016 at 6.30 pm

Present: Councillor Nicholas Turner (Chairman)
Councillor Ian McCord (Vice-Chairman)

Councillor Ken Atack
Councillor Phil Bignell
Councillor Rebecca Breese
Councillor Chris Lofts
Councillor G A Reynolds
Councillor Barry Richards
Councillor Dan Sames
Councillor Barry Wood

Substitute Members: Councillor Peter Rawlinson (In place of Councillor Roger Clarke)

Apologies for absence: Councillor Anthony S. Bagot-Webb
Councillor Roger Clarke

Officers: Karen Curtin, Commercial Director
Ian Davies, Director of Operational Delivery
Paul Sutton, Chief Finance Officer / Section 151 Officer
Claire Taylor, Business Transformation Manager
Hedd Vaughan Evans, Transformation Project Manager
Claire Cox, HR Business Partner for Community Services
Mandy Targett, HR Business Partner for Resources
Natasha Clark, Team Leader, Democratic and Elections

1 **Appointment of Chairman for the Municipal Year 2016/17**

Resolved

That Councillor Nicholas Turner be appointed Chairman of the Joint Commissioning Committee for the Municipal Year 2016/17.

2 **Appointment of Vice-Chairman for the Municipal Year 2016/17**

Resolved

That Councillor Ian McCord be appointed Vice-Chairman of the Joint Commissioning Committee for the Municipal Year 2016/17.

3 **Declarations of Interest**

There were no declarations of interest.

4 **Petitions and Requests to Address the Meeting**

There were no petitions or requests to address the meeting.

5 **Chairman's Announcements**

There were no Chairman's announcements.

6 **Minutes**

The Minutes of the meeting of the Committee held on 19 April 2016 were agreed as a correct record and signed by the Chairman.

7 **A Business Case for a Joint Community and Leisure Service**

The Director of Operational Delivery submitted a report which presented the final business case following consultation for a Joint Community and Leisure Service across Cherwell District and South Northamptonshire Councils and sought agreement of the staffing elements of the business case.

The proposal was part of the wider transformation programme across the two Councils.

The Director of Operational Delivery confirmed that the Joint Councils Employee and Engagement Committee had considered and endorsed the business case, recommending to the Joint Commissioning Committee that it be approved.

Resolved

- (1) That having considered the responses to the consultation process with the affected staff and trade union representatives and from the Joint Councils Employee Engagement Committee, it be agreed that no amendment to the business case was required as a result of them.

- (2) That it be noted that the business case would be considered in respect of non-staffing matters by CDC Executive on 6 June 2016 and by SNC Cabinet on 13 June 2016.
- (3) That the staffing aspects of the final business case to share a joint Community and Leisure Service between SNC and CDC, subject to consideration and approval of the non-staffing implications by CDC Executive and SNC Cabinet, be approved.
- (4) That authority be delegated to the Director of Operational Delivery, in consultation with the Chairman of the Joint Commissioning Committee, to make any non-significant amendment that may be required to the business case following the decision by CDC Executive and/or SNC Cabinet.

(Councillors Chris Lofts and Barry Richards requested that their votes against the recommendations be recorded)

8 **Business Case for a Joint Revenues and Benefits Service**

The Head of Finance and Procurement submitted a report which presented the final business case following consultation for a joint Revenues and Benefits service across Cherwell District and South Northamptonshire Councils and sought agreement of the staffing elements of the business case.

The proposal was part of the wider transformation programme across the two Councils.

The Head of Finance and Procurement confirmed that the Joint Councils Employee and Engagement Committee had considered and endorsed the business case, recommending to the Joint Commissioning Committee that it be approved.

Resolved

- (1) That the responses to the consultation process with the affected staff and trade union representatives received as detailed in the consultation log and from the Joint Councils Employee Engagement Committee be considered and noted and it be determined that no amendment to the business case was required as a result of them.
- (2) That it be noted that the business case would be considered in respect of non-staffing matters by CDC Executive on 6 June 2016 and by SNC Cabinet on 13 June 2016.
- (3) That the staffing aspects of the final business case to create a joint Revenues and Benefits service between SNC and CDC, subject to consideration and approval of the non-staffing implications by CDC Executive and SNC Cabinet, be approved.
- (4) That authority be delegated to the Head of Finance and Procurement, in consultation with the Chairman of the Joint Commissioning

Committee, to make any non-significant amendments that may be required to the business case following the decision by CDC Executive and/or SNC Cabinet.

(Councillors Chris Lofts and Barry Richards requested that their votes against the recommendations be recorded)

9 **Appointment of Joint Appraisal Sub-Committee for 2016-17**

The Democratic and Elections Team Leader advised the Committee that the responsibility for appraising the Joint Chief Executive laid with elected members appointed to the Joint Appraisal Sub Committee.

The Joint Appraisal Sub Committee was made up of a total of 8 members (including the Leaders from each Council), drawn from the Joint Commissioning Committee.

The meeting dates of the Joint Appraisal Sub-Committee were scheduled for 6 October 2016 (The Forum, Moat Lane, Towcester) and 2 March 2017 (Bodicote House, Bodicote).

In considering the matter, Members agreed that appointments should be deferred pending a review of the Chief Executive's appraisal process. The Leaders would meet with the Chief Executive and bring recommendations to the next meeting.

Resolved

- (1) That the appointment of Members to the Joint Appraisal Sub-Committee for 2016/17 be deferred pending a review of the Chief Executive's appraisal process, with recommendations to be submitted to the next meeting of the Joint Commissioning Committee.

10 **Urgent Business - 2016 Cost of living pay award for the Joint Management Team and Shared Service Managers**

The Chairman reported that one item of urgent business had been added to the agenda: 2016 Cost of living pay award for the Joint Management Team and Shared Service Managers

The Commercial Director submitted a report to consider a cost of living pay award for the Chief Executive, Directors, Heads of Service and shared service managers who were outside of the mainstream pay negotiating framework for employees of Cherwell District Council (CDC) and South Northamptonshire Council (SNC).

In introducing the report, the HR Business Partner for Resources advised the Committee that following recent discussions with Unison at SNC an offer of 1.25% increase, in line with that at Cherwell District Council, had been made with a proviso that all future pay negotiations would be agreed locally. This

was subject to the approval of the SNC Appointments and Personnel Committee meeting of 13 June 2016.

At their meeting earlier in the day, the Joint Councils Employee Engagement Committee (JCEEC) had considered a report regarding a Pay Policy Change for SNC Employees and the 2016/2017 Pay Award.

JCEEC had recommended that the SNC Appointments and Personnel Committee agree a move away from a "tracking" of the national pay award to joint local pay bargaining with Cherwell District Council and the recognised trade unions of each council, Unison, from 1 April 2016. The SNC Appointments and Personnel Committee would be considering a report on this matter at their 13 June 2016.

Resolved

- (1) That, subject to the approval of the SNC Appointments and Personnel Committee to a 1.25% pay award to mainstream staff, an annual cost of living pay award of 1.25% for the Chief Executive, Directors, Chief Finance Officer, Heads of Service and other shared service managers pay grades be agreed.
- (2) That an implementation date of 1 April 2016 for the pay award be agreed and authority delegated to the Chief Finance Officer to implement the Committee's decision.

11 **Exclusion of the Public and Press**

Resolved

That, in accordance with Section 100A(4) of Local Government Act 1972, the press and public be excluded from the meeting for the following item of business, on the grounds that they could involve the likely disclosure of exempt information as defined in paragraphs 1, 2, 3 and 4 of Schedule 12A of that Act.

12 **A Business Case for a Joint Community and Leisure Service - Exempt Appendices**

Resolved

- (1) That the exempt appendices be noted.

13 **Business Case for a Joint Revenues and Benefits Service - Exempt Appendices**

Resolved

- (1) That the exempt appendices be noted.

14 **ICT Staffing Structure (two way)**

The Commercial Director submitted an exempt report which presented a staffing structure for the two way ICT Service across Cherwell District and South Northamptonshire Councils, which set out a final proposal following the formal staff and trade union consultation process.

Resolved

- (1) That the final staffing structure for a Joint ICT Service be agreed.
- (2) That officers be requested to undertake a post implementation review to ensure that the new two way structure is operating effectively and it be suggested that this review take place before March 2017.
- (3) That the implementation plan be noted.

The meeting ended at 7.15 pm

Chairman:

Date:

Agenda Item 6

Cherwell District Council and South Northamptonshire Council

Joint Commissioning Committee

21 July 2016

Staff Survey 2016 Results and Analysis

Report of Director – Strategy & Commissioning

This report is public

Purpose of report

To provide an overview of the results of the 2016 staff survey

1.0 Recommendations

The meeting is recommended to:

- 1.1 Note the contents of the report
- 1.2 Consider the staff survey results and identify any particular issues to be addressed through the action planning process.

2.0 Introduction

2.1 This is the second joint staff survey to be carried out by Cherwell District and South Northamptonshire Councils. The survey was launched on 11 February 2016 and staff were able to complete it until 11 March 2016.

2.2 Response rates: the table below shows the response rates by service area

Service	Establishment	Responses	Response rate
JMT	12	4	33%
JMT Support Team	9	5	56%
ICT	32	14	44%
Community Services	127	52	41%
Environmental Services	201	140	70%
Law & Governance	30	14	47%
Transformation	37	27	73%
Finance & Procurement	69	26	38%
Development Management	101	44	44%
Strategic Planning & the Economy	27	17	63%
Regeneration and Housing	88	41	47%
Service area not identified		49	
TOTALS	733	433	59%

3.0 Report Details

3.1 The full detailed results of the survey can be found in Appendix 1. The results are separated into sections, reflecting the format of the questionnaire. These sections cover the following issues:

- My Job
- Development and Training
- Communication
- Management
- JMT
- Work / Life Balance
- My Place of Work
- Perceptions of the Council
- Equality and Diversity
- Looking Ahead

3.2 The results are displayed as a percentage of those who answered each question.

3.3 The HR team will be producing an action plan to address any issues raised by the survey. This is scheduled to be reviewed and signed off by JCC in September.

3.4 The results will be published on both councils' intranets and summarised in In Brief and also in the next round of Staff Briefings. The Performance and Insight Team can also produce service level summaries of the results.

Key findings

3.6 The response rate was 59% (433 out of 733 staff) compared to 71% (534 out of 748 staff) in 2013.

3.7 Many respondents were 'on the fence' by neither agreeing nor disagreeing with the statement / question posed. As the statements in the survey were predominately positively positioned i.e. do you feel something was better / improved / more effective, it has been considered the responses where staff neither agree nor disagree on a particular issue indicate a non positive answer. This has been reflected in the key findings.

3.8 **My Job** - On the question whether changes in the past year have or will improve staff effectiveness, an overall 75% of respondents could not agree to this and 40% of respondents are not convinced they are recognised for doing a good job.

3.9 **Development and training** - Around two thirds of respondents indicate they use the appraisal process to offload issues and problems and around half could not agree they get training and development addressed.

3.10 **Communication** - As a whole, respondents felt communication is good across the organisation but around a third of respondents could not agree that we have good internal communication that keeps them informed and allows them to be aware of the contribution their role makes to overall performance. 50% of respondents could not agree the organisational awareness days were useful

- 3.11 **Management** - Around 70% of respondents generally feel that they have good support from their line manager, but just under half may not get monthly 121s, whilst a third don't feel their opinions, ideas and views are taken forward. Additionally, two-thirds of respondents could not agree the changes have been managed effectively and that adequate assistance has been provided to enable staff to cope with the changes. 85% of respondents did agree that their team co-operates to get work done
- 3.12 **JMT** – less than a third agreed that JMT is visible, dynamic, forward thinking, listens to staff or is honest with staff.
- 3.13 **Line management** – This doesn't appear to be something that respondents feel there is a huge problem with although the idea of managers escalating and acting upon ideas comes out strongly here again and a third of respondents are not sure their manager is good at managing people.
- 3.14 **Work / Life Balance** - A third of respondents cannot say they feel the amount of work they do is fair or appropriate although two thirds do not feel staff absence makes things more difficult.
- 3.15 **Place of work (Facilities)** - General positive responses were received towards the workplace but these become more negative when looking at break areas and catering amenities.
- 3.16 **Place of work (Work stations)** - Home working and hot desking provoke a strong negative response with two thirds of respondents suggesting they may not have the benefit of using these working practices. A third of respondents do not aim to have a clear desk policy
- 3.17 **Perceptions of the Council** - A third of respondents could not agree to recommend working here and could also not agree they are proud to work here. Whilst pay is always a contentious issue, nearly half could not agree to say it's reasonable. Around 80% of respondents understand their role in safeguarding and believe the council is an equal opportunities employer.
- 3.18 **Looking Ahead** - Responses on job movement indicate a 12% churn rate. Nearly half of respondents don't see progression within 2 years.

Next Steps

- 3.19 The results will be used by Human Resources to help formulate an action plan in response to the key findings of the survey.
- 3.20 A quarterly survey is to be conducted at the Forum specifically to get staff feedback on the new building. This is a requirement of the Building Research Establishment Environmental Assessment Method (BREEAM).
- 3.21 The survey findings will be broken down and circulated by service area.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The staff survey provides the organisation with a wealth of useful data to help improve issues and activities such as managing change and communication. Staff will have full access to the results and have been encouraged to develop their own suggestions to make improvements.
- 4.2 Whilst down on 2013, it was still a strong response rate that demonstrates that staff value the opportunity to feed into organisational development and it is important that we act on the results
- 4.3 Responses saw a large proportion of respondents answering 'neither agree nor disagree' to many of the statements posed, which potentially shows that people could not feel disposed to give a positive response. It was felt important to take this view in analysing the results, so that we ensure the lack of positive response is included in determining actions, as they do reflect quite a large percentage of respondent answers. In future surveys it is recommended that this option is removed to help ensure that respondents give a response which can more easily help to assist decision making.

5.0 Consultation

All staff were invited to respond and there was substantial activity during the consultation to increase the response rate. The survey was completed predominantly on-line but paper copies were made available for people who did not have easy access to a computer.

6.0 Alternative Options and Reasons for Rejection

- 6.1 Not applicable – The report is for review and information

7.0 Implications

Financial and Resource Implications

- 7.1 There are no finance and resource implications arising from this report. Future actions based on the results may require additional resource.

Comments checked by:

Paul Sutton – Chief Finance Officer, 03000 030106
Paul.Sutton@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 There are no legal issues arising from this report.

Comments checked by:

Kevin Lane - Head of Law and Governance, 0300 0030107
Kevin.lane@cherwellandsouthnorthants.gov.uk

Risk Implications

- 7.3 Some results from the survey link in to risks already managed as part of the Corporate Risk Register (e.g. C10 – Communications). Results will be highlighted to the appropriate risk lead managers and JMT members.

Comments checked by: Ed Bailey – Corporate Performance Manager, 01295 221605 edward.bailey@cherwellandsouthnorthants.gov.uk

Data Quality

- 7.4 Results have been produced via Survey Monkey and then displayed via Performance Matters which is the performance management software used by both councils.

Comments checked by: Ed Bailey – Corporate Performance Manager, 01295 221605 edward.bailey@cherwellandsouthnorthants.gov.uk

Equalities

- 7.5 There are no Equalities issues arising from this report.

Comments checked by: Caroline French – Corporate Policy Officer, 01295 221586 caroline.french@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Wards Affected

All

Links to Corporate Plan and Policy Framework

Staff satisfaction will have an impact on all corporate plan priorities across both Cherwell and South Northamptonshire Councils.

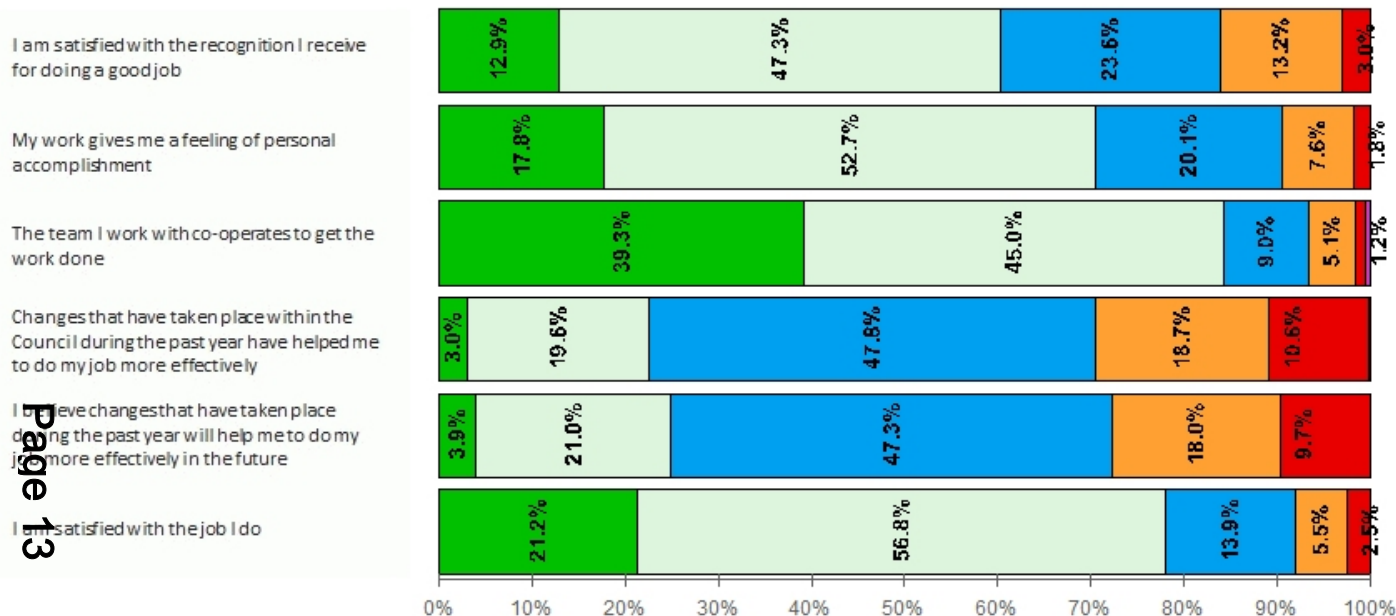
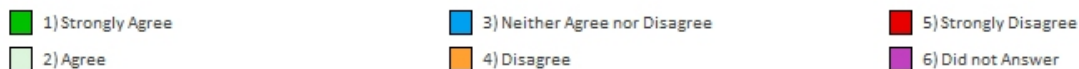
Lead Councillor

Cllr Barry Wood (CDC) and Cllr Phil Bignell (SNC)

Document Information

Appendix No	Title
1	Staff Survey Results 2016
Background Papers	
None	
Report Author	Ed Bailey – Corporate Performance & Insight Manager
Contact Information	01295 221605, Edward.Bailey@cherwellandsouthnorthants.gov.uk

This page is intentionally left blank



Key messages

Strengths

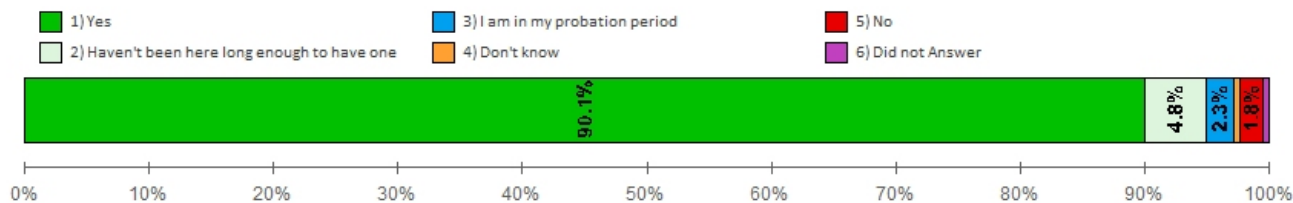
- 84.3% agree/strongly agree that their team cooperates to get work done
- Only 8% disagree/strongly disagree that they are satisfied with the job they do

Areas for investigation/improvement

- More communication perhaps needed around how changes to how the council works are impacting on services
- Only 22.6% agree that changes in the past year have helped them to do their job more effectively (47.8% neither agree nor disagree)
- Only 24.9% agree/strongly agree that changes in past year have helped them do their job more effectively in the future (47.3% neither agree nor disagree)

Development and Training

Do you have an Appraisal discussion with your manager at least once a year?



I find Appraisal discussions with my manager give me the opportunity to discuss issues and problems

As a result of my last Appraisal discussion, I feel I have become more effective in my job

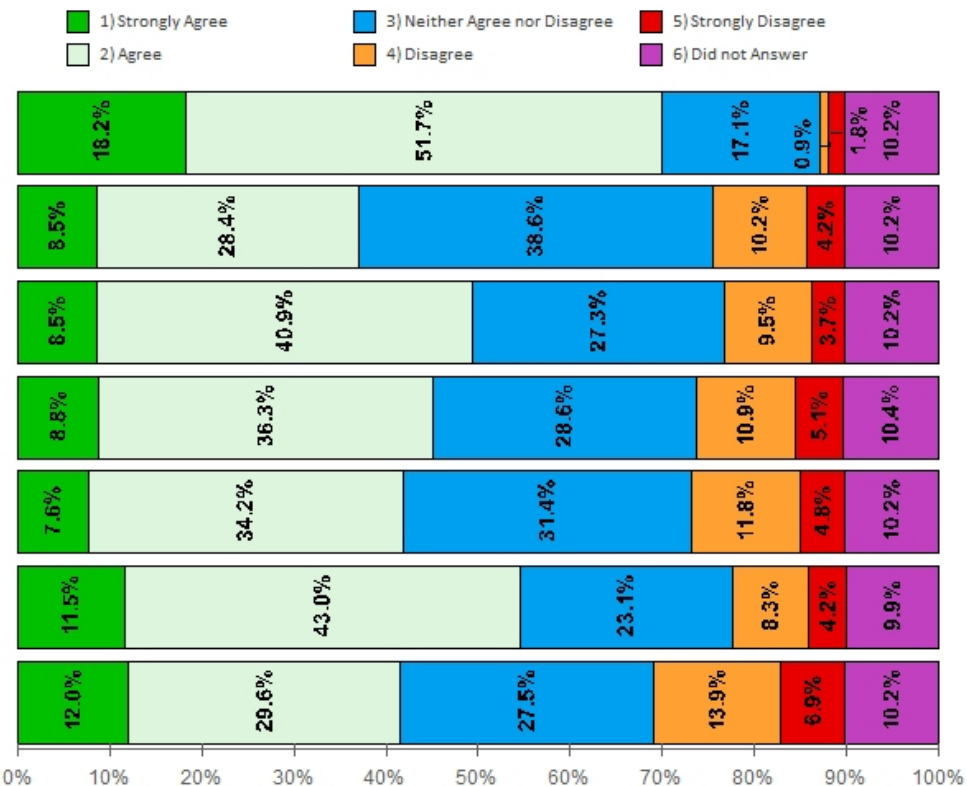
My training needs are reviewed regularly

Once my training needs have been identified I usually receive the training I need

I usually receive training within a suitable length of time after my training needs have been identified

I am satisfied with the training I have received for my present job

I believe I have the opportunity for personal development and growth in the Council



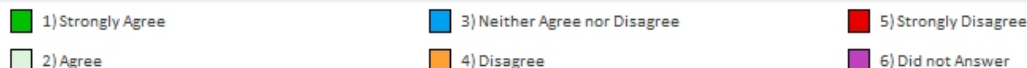
Key messages

Strengths

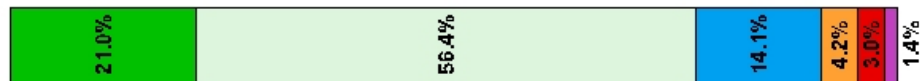
Only 1.8% said they had not had an appraisal at least once a year

Only 3.1% of people who answered disagreed/strongly disagreed that they could discuss issues/problems in their appraisal

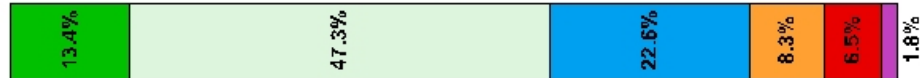
Communication



I believe team briefings are a good way of keeping staff informed about what is happening in the Council



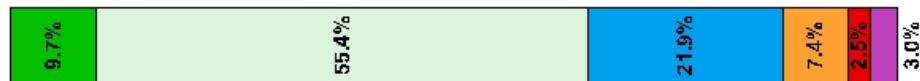
Team briefs are conducted effectively



I find 'In-Brief' an effective Communication tool



I have the information I need to do my job well



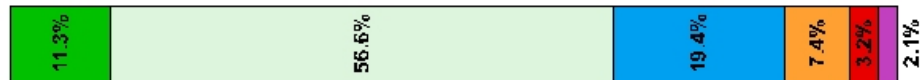
I attended the Organisational Awareness Day(s) and found them useful



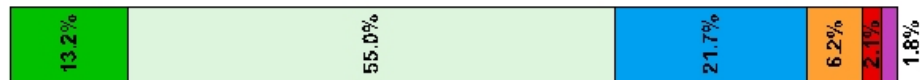
I have a good understanding of what the Council needs to do to become more Commercial



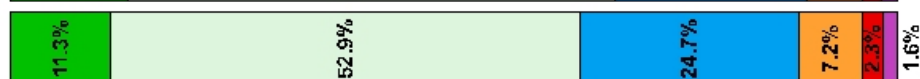
I am aware of the long term goals of this Council



I understand how my work contributes to achieving the Council's goals



I understand the reasons for changes that have taken place within the Council during the past year



0% 20% 40% 60% 80% 100%

Key messages

Strengths

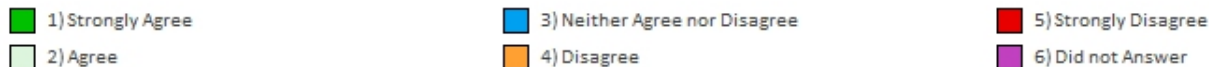
Only c.10-15% disagree/strongly disagree with all questions in this section.

Most questions have around 60% agree/strongly agree responses

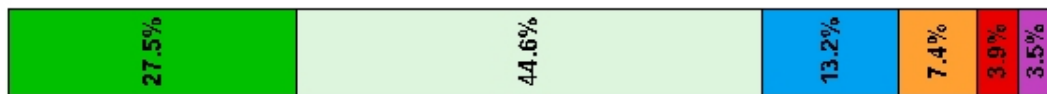
Area for investigation/improvement

Only 39.8% agreed that they had attended the Organisational awareness days and found them useful

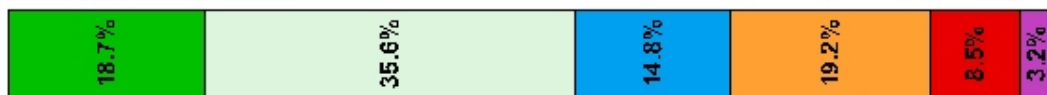
Management



My manager/supervisor communicates effectively



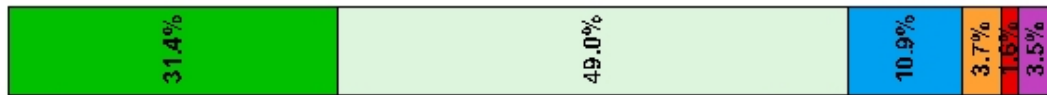
I have monthly 1-2-1s with my manager



I am confident that on important matters my feelings/thoughts are communicated upwards by my manager/supervisor



I am treated with respect by my manager/supervisor



During the past year I believe changes that have taken place within the Council have been managed effectively



During the past year the Council has provided adequate assistance to enable staff to cope with change



0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

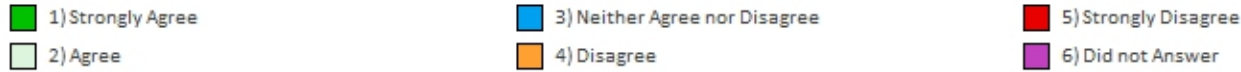
Key messages

Strengths

80.4% agree/strongly agree that they are treated with respect by their manager/supervisor
 Only 11.3% disagree/strongly disagree that their manager/supervisor communicates effectively

Areas for investigation/improvement

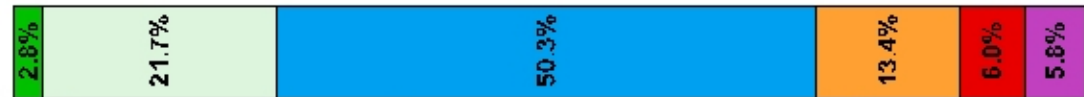
c.33% agree/strongly agree that changes have been managed effectively and that adequate assistance has been provided to enable staff to cope. (c. 40% Neither agreed nor disagreed)



JMT is visible



JMT is dynamic



JMT is forward thinking



The Joint Management Team listens to the staff



I believe what the Joint Management Team tells me



Key messages

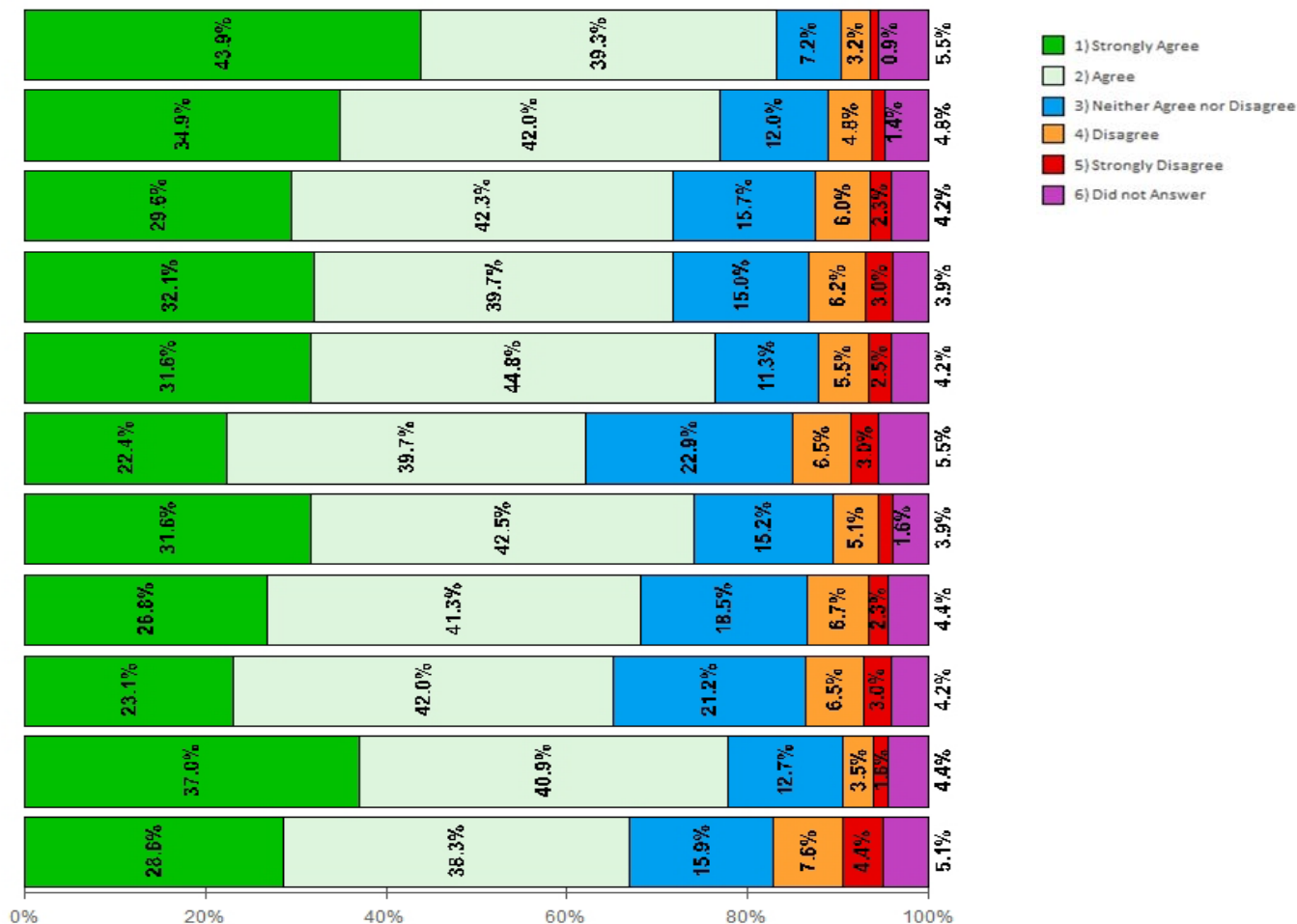
Area for investigation/improvement

For all questions only 23-36% agree/strongly agree (there are generally 40-50% respondents neither agreeing nor disagreeing)
 34.1% disagree/strongly disagree that JMT is visible

My Line Manager

Please indicate how often these apply to your line manager:

- Approachable
- Consults me on matters where I can contribute
- Keeps me in touch with what is going on
- Makes decisions quickly when needed
- Makes clear what is expected of me
- Acts on my ideas
- Recognises when I have done a good job.
- Gives me feedback on how I am performing
- Discusses my training and development needs with me
- Is supportive if I have a problem
- Is good at managing people

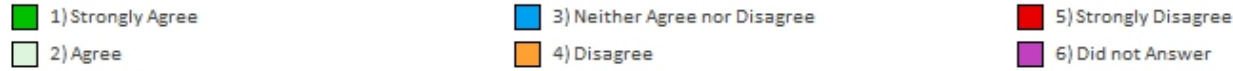


Key messages

Strengths

Very few respondents disagreeing/strongly disagreeing with all questions (c.4-11%)
 Clearer feelings on responses – only between 7 and 23 % Neither agreeing nor disagreeing

Work / Life Balance

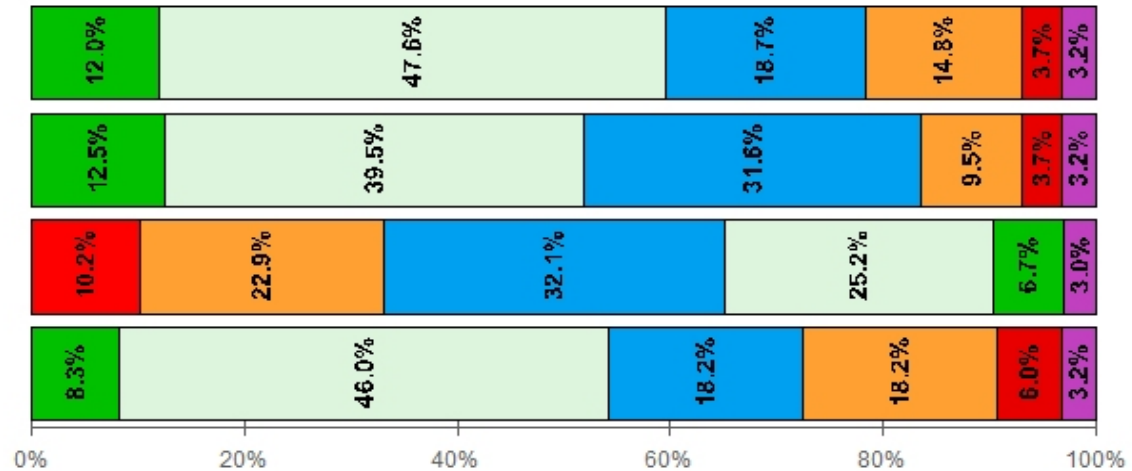


The amount of work I am expected to do is reasonable

The Council helps me to strike the right balance between my work and home life

I feel the level of staff absence where I work has a negative impact on my work

I can meet the requirements of my job without working excessive hours



Key messages

Strengths

Only 18.5% disagreed/strongly disagreed that the work they are expected to do is reasonable

Area for investigation/improvement

33.1% agreed/strongly agreed that staff absence has a negative impact on their work

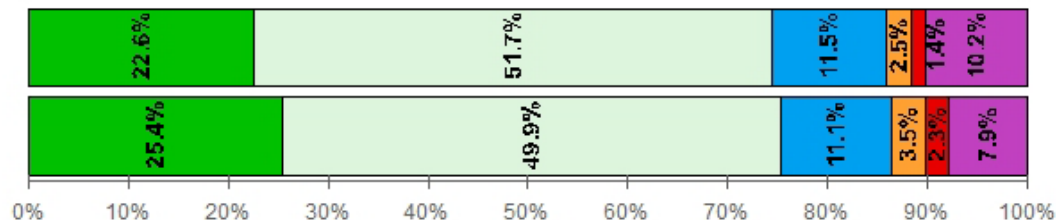
My Place of Work – Overall and Facilities

1) Strongly Agree
2) Agree

3) Neither Agree nor Disagree
4) Disagree

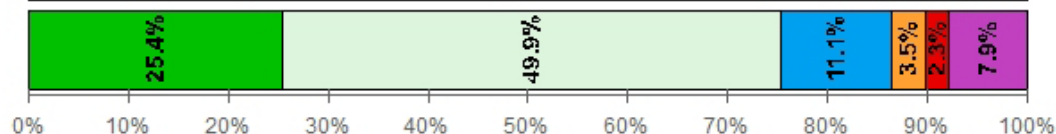
5) Strongly Disagree
6) Did not Answer

I like where I work



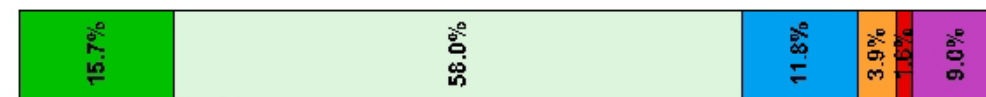
The building is accessible and easy to get to

1) Strongly Agree
2) Agree
3) Neither Agree nor Disagree
4) Disagree
5) Strongly Disagree
6) Did not Answer

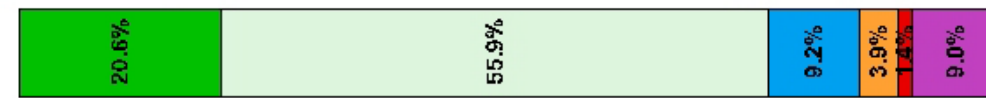


Page 20

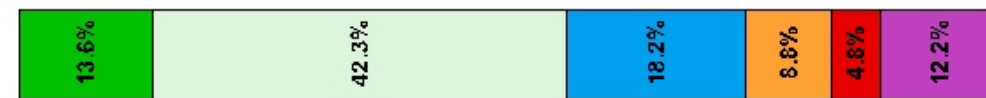
There are good facilities in my workplace



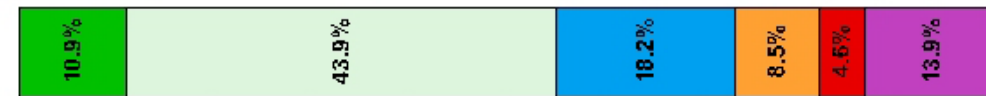
There are sufficient kitchen facilities (hot water for drinks, fridge, microwave, washing up facilities)



The restaurant/canteen services meet my needs



When I need to take a break I can find somewhere away from my desk

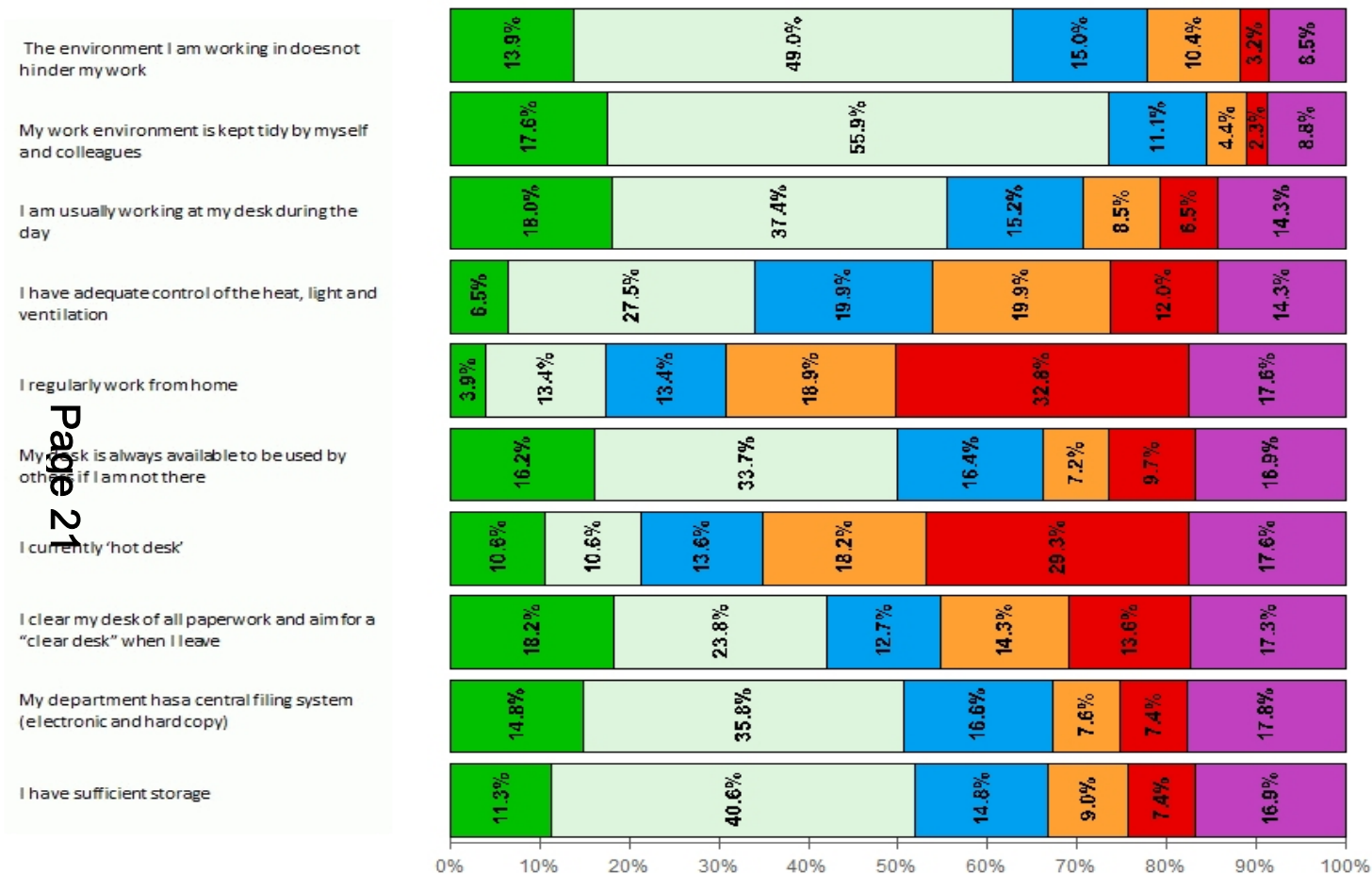


Key messages

Strengths

- Majority of respondents are satisfied with where they work and think it is accessible. There are no telling differences between the different locations (including depots)
- Most respondents are happy with the working environment and tidiness of their location
- Most respondents are happy with the facilities provided

My Place of Work

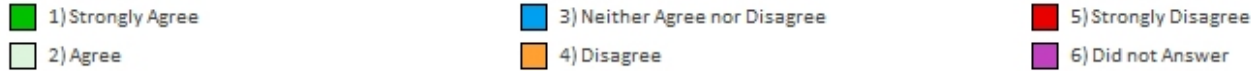


Key messages

Areas for investigation/improvement

Only 17.3% report regular working from home (is this an issue?)

Perceptions of the Council

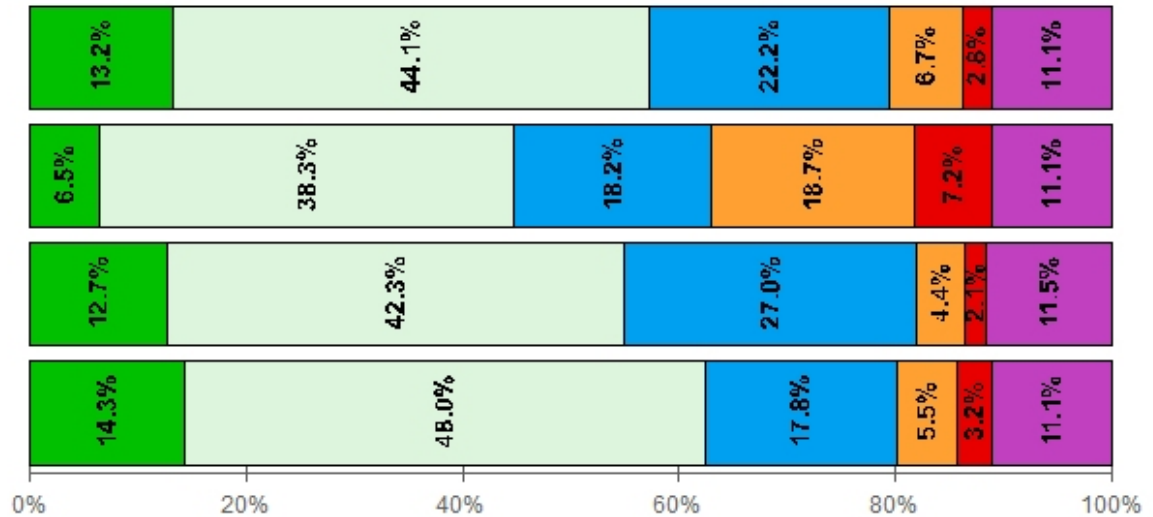


I would recommend working here to others

Considering my duties and responsibilities I feel my pay is reasonable

I am proud to work for this Council

I am satisfied to be working for this Council at the present time



Key messages

Strengths

Only 8.7% are not satisfied to be working for the council at the present time (11% did not answer)

6.5% disagree/strongly disagree that they are proud to work for the council (11% did not answer)

Areas for investigation/improvement

23.9% do not feel their pay is reasonable when considering their duties and responsibilities (11% did not answer)

Equal Opportunities

1) Strongly Agree
2) Agree

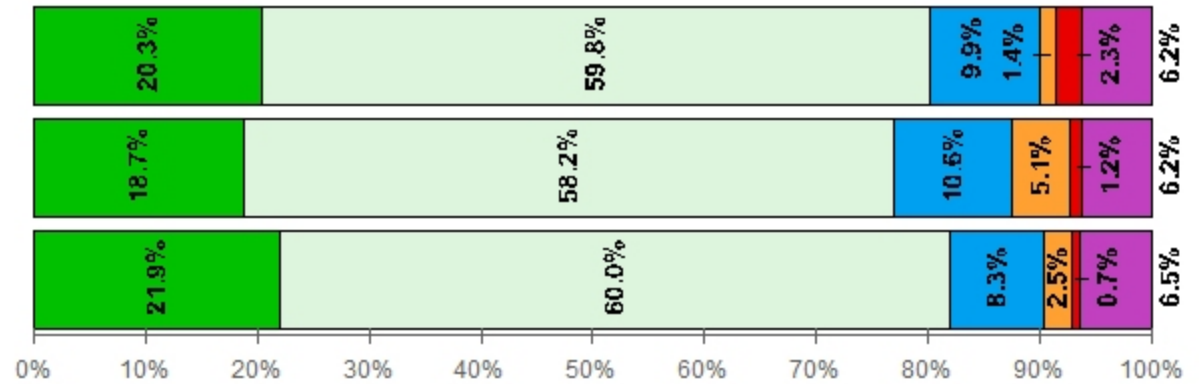
3) Neither Agree nor Disagree
4) Disagree

5) Strongly Disagree
6) Did not Answer

I believe this Council is an equal opportunity employer

I have an understanding of the Council's Safeguarding Policy

I am aware of the 'See it - Report it' on-going campaign

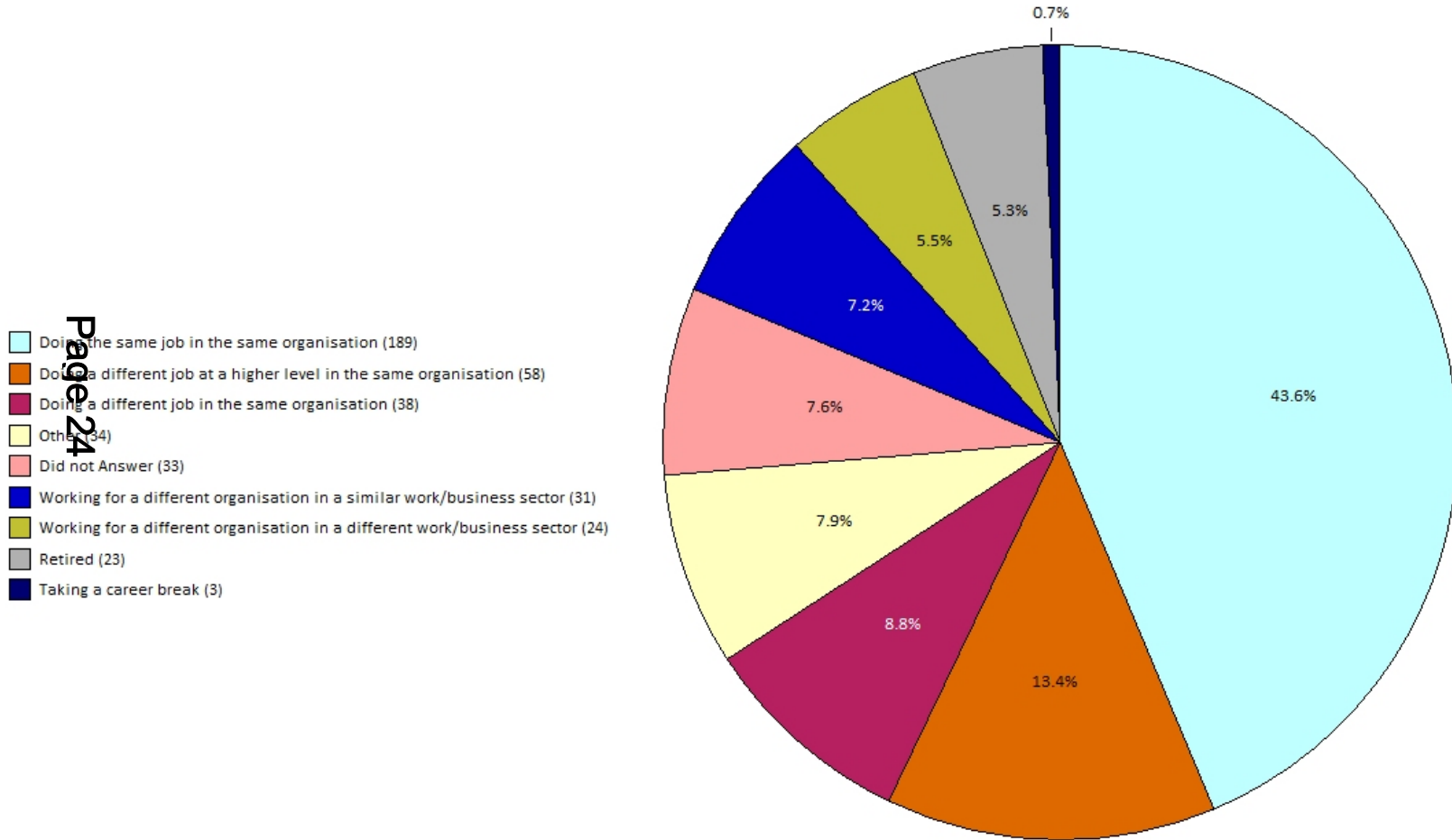


Key messages

Strengths

All questions answered between 77-82% agree/strongly disagree

What will you be doing in 2 year's time?

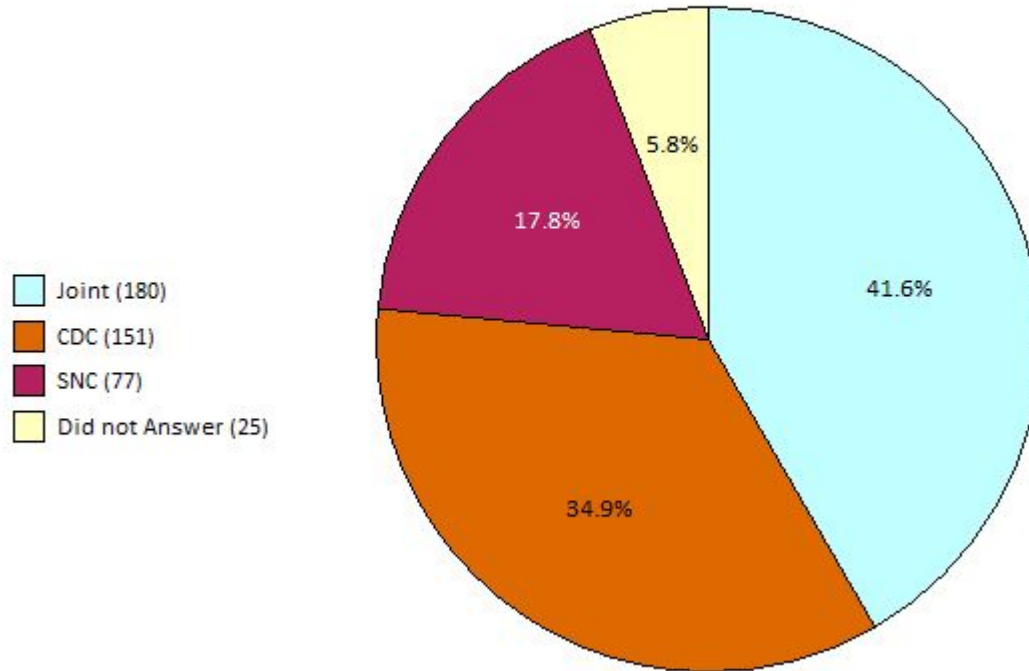


Key messages

65.8% of staff think they will be still working in the same organisation – the majority (43.6%) in the same role

Organisation Breakdown

Which organisation(s) do you work for?

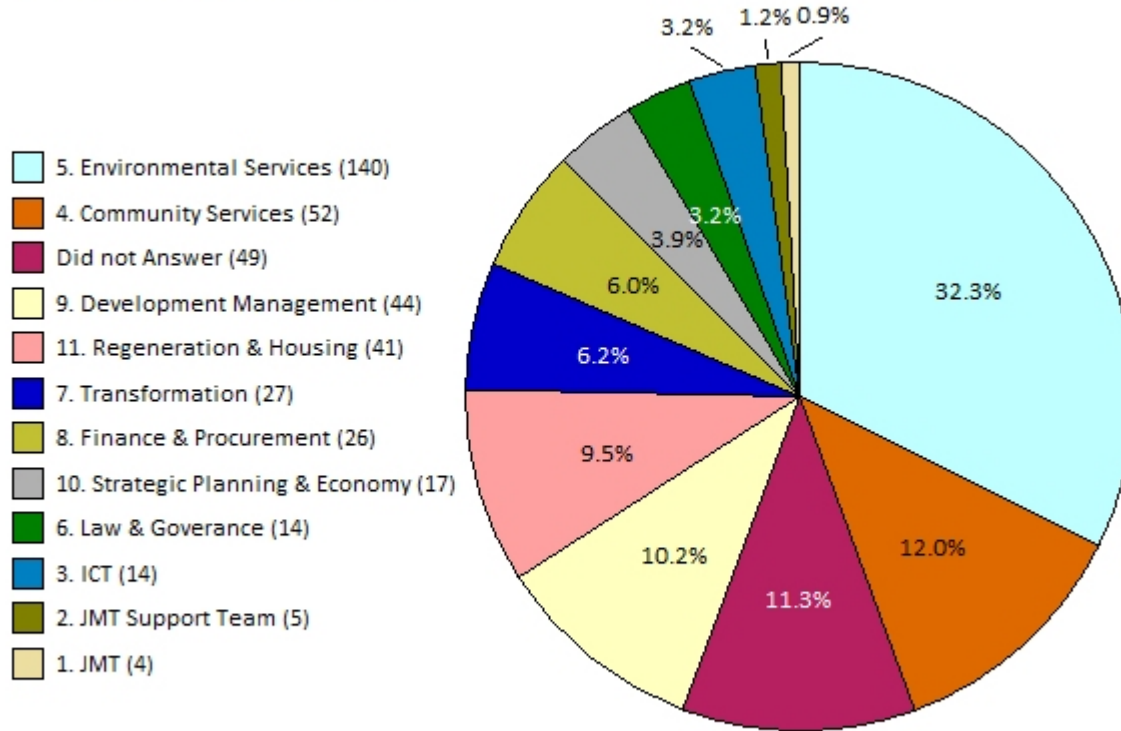


Page 25

Key messages

Good cross section of the organisation – 433 respondents

Which service do you work for?



Comparison vs 2013 – least positive responses in 2013 and change to 2016 results

2013 Least positive responses	2013 % Disagree / Strongly disagree	2016 result	Percentage improvement	2013 % Disagree / Strongly disagree / Neither agree nor disagree	2016 result	Percentage improvement
JMT is visible	37.2	34.1	8%	71.1	60.5	15%
Changes that have taken place within the Council during the past year have helped me to do my job more effectively	32.4	29.3	10%	79.2	77.1	3%
I have adequate control of the heat, light and ventilation	29.8	31.9	-7%	49.6	51.8	-4%
I have monthly 1-2-1s with my manager	26	27.7	-7%	40.3	42.5	-5%
I believe changes that have taken place during the past year will help me to do my job more effectively in the future	25.3	27.7	-9%	76.4	75	2%
I can meet the requirements of my job without working excessive hours	23.8	24.2	-2%	45.7	42.4	7%
Considering my duties and responsibilities I feel my pay is reasonable	23.6	25.9	-10%	45.1	48.1	-7%

Note: Any questions not asked in the 2016 survey have been removed from the list for ease of comparison

Comparison vs 2013 – least positive responses in 2016 and change from 2013 results

2016 Least positive responses	2016 % Strongly disagree / disagree	2013 % result	Percentage improvement	2016 % Strongly disagree / disagree / neither agree nor disagree	2013 % result	Percentage improvement
Changes that have taken place within the Council during the past year have helped me to do my job more effectively	29.3	32.4	10%	76.9	79.2	3%
I believe changes that have taken place during the past year will help me to do my job more effectively in future	27.7	25.3	-9%	75	76.4	2%
I have monthly 1-2-1s with my manager	27.7	26	-7%	42.5	40.3	-5%
JMT is visible	34.1	37.2	8%	60.5	71.1	15%
JMT listens to staff	28	17.1	-64%	70.3	67.8	-4%
I feel the level of staff absence where I work has a negative impact on my work	33.1	41.7	21%	65.2	73.1	11%
I have adequate control of the heat, light and ventilation	31.9	29.8	-7%	51.8	49.6	-4%
Considering my duties and responsibilities I feel my pay is reasonable	25.9	23.6	-10%	44.1	45.1	2%

Note: Any questions not asked in the 2013 survey have been removed from the list for ease of comparison

Cherwell District Council and South Northamptonshire Councils

Joint Commissioning Committee

21 July 2016

Business case for a Joint Property and Investment Service

Report of Head of Regeneration and Housing

This report is public.

The appendices are exempt from publication by virtue of paragraphs 1, 2, 3 and 4 of part 1 of Schedule 12A of Local Government Act 1972.

Purpose of report

This report presents the final business case following consultation for a joint Property and Investment service across Cherwell District and South Northamptonshire Councils (hereafter “Cherwell” or “CDC” and “South Northamptonshire” or “SNC” respectively).

The report recommends the formation of a two way joint Property and Investment service and in doing so seeks the Joint Commissioning Committee’s agreement for the staffing elements of the business case.

The proposal is part of the wider transformation programme across the two Councils.

1.0 Recommendations

The meeting is recommended:

- 1.1 To consider the responses to the consultation process with the affected staff and trade union representatives received as detailed in the consultation log (attached as Appendix 2) and from the Joint Councils Employee Engagement Committee (to be reported verbally), and determine whether any amendment to the business case is required as a result of them.
- 1.2 To note that the business case was considered and approved in respect of non-staffing matters by CDC Executive on 4 July 2016 and by SNC Cabinet on 11 July 2016.
- 1.3 To approve the staffing aspects of the final business case to create a joint Property and Investment service between SNC and CDC.

- 1.4 To delegate to the Head of Regeneration and Housing responsibility for implementation of the business case, including approving the costs of any potential redundancies, in consultation with the Chief Finance Officer, subject to the business case being agreed by both Councils.

2.0 Background

- 2.1 A joint working options paper setting out the strategic direction for the service was considered by the Transformation Joint Working Group in October 2015.
- 2.2 The service review paper set out the rationale for adopting a Corporate Property Management approach to asset management and for prioritising property investment to create new sustainable income streams.
- 2.3 This business case has been developed by Chris Stratford, Head of Regeneration and Housing with support from Hedd Vaughan-Evans, Business Transformation Project Manager and external advice provided by Cushman and Wakefield.
- 2.4 The Joint Commissioning Committee endorsed the draft business case for consultation with staff on 19 April 2016, having previously been discussed and endorsed by the Transformation Joint Working Group. The final proposal, amended in order to reflect some of the comments made as part of the staff consultation process and to update/correct some of the information included in the draft version, is attached as Appendix 1 to this report.

3. Report Details

- 3.1 Property represents the second largest corporate cost to the Councils after staff. Property is an enabler. It can support service transformation and organisational change. It can deliver economic growth and regeneration. Importantly, it can help meet budgetary and efficiency targets, including addressing the medium term revenue gap that will be significant by 2019-20.
- 3.2 However, the full potential of property has been neglected and opportunities unrealised. The importance of a strong property management regime has been undervalued and property decision-making has occurred at a service level. As a result, there has been no over-arching property strategy, no shared vision, insufficient commerciality and a lack of accountability.
- 3.3 This business case sets out the rationale for change. It proposes two things:
 - **That a single Joint Property and Investment Service be established adopting the Corporate Property Management approach to asset management across the Councils.**
 - **That a sum of £231,750 per annum be invested in the new Service to enable the recruitment of appropriate talent and skills.**

- 3.4 The benefits to be delivered by the new Joint Property and Investment Service will combine cost reduction, income enhancement, prudent capital investment and the realisation of capital receipts.
- 3.5 The Joint Property and Investment Service will become author and custodian of an over-arching joint Property Strategy for the Councils' property portfolio once approved by Members. As part of this over-arching strategy, Property Investment and Property Disposal Strategies will be prepared illustrating the potential benefits of a holistic approach to property decision-making and reinvestment.
- 3.6 The new Joint Property and Investment Service team will have the appropriate qualifications and skills to drive the strategies through to delivery so that the full potential of the joint Council's property resource is realised.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The recommendation is to establish a Joint Property and Investment Service between CDC and SNC.
- 4.2 The draft business case sets out the rationale for establishing the joint service and investing in the service to transform the way both Councils manage their existing assets and to provide the expertise to identify new investment opportunities for Members to consider in order to meet the medium term revenue gap.

5.0 Consultation

Group	Summary
All staff in-scope of the business case.	The consultation was positively received by the majority of staff. The majority of questions raised were in relation to individual roles, job descriptions and the HR process being followed. The consultation log will be considered by the Joint Commissioning Committee on 21 July 2016.
Unison Representatives from each Council.	Consultation has been positively received.
Joint Commissioning Committee (JCC)	Endorsed business case for staff consultation.
Transformation Joint Working Group	Endorsed business case for consideration by JCC.

- 5.1 Both Councils are committed to maintaining a strong, positive and inclusive approach to employee relations. With this in mind, it is important to explain at the outset that consultation with the affected staff and trade union representatives takes place prior to members' consideration of any business case or restructure so that

members can take account of any views/representations and /or issues as part of their decision making process.

The manner of consultation helps to reassure affected staff and trade unions that they do have a voice that will be heard by those who are responsible for making decisions. The timing, extent and approach adopted towards consultation are an important part of the process, particularly as the intention is always to facilitate a meaningful consultation dialogue.

Consultation with all employees, in scope of the proposal and the Unison representatives from both Councils, commenced on Monday 9 May and ran for a period of three weeks until the 29 May 2016 in line with the Councils Joint Organisational Change policy.

The consultation period included a joint initial meeting with employees of both teams along with Unison representatives and subsequent meetings with individuals as requested.

All responses received during the consultation period were recorded on a consultation log along with the answers provided.

No changes to the structure have been made as a result of the consultation feedback, however minor changes have been made to some of the job descriptions.

One member of staff challenged the fact that they had not been assimilated or ring-fenced to a post within the new structure on the basis that their job description was out of date. As a result, the current job description was updated and the employee is now ring-fenced to a position within the structure.

We would like to thank the staff who volunteered this information during the consultation process and those who helpfully enabled us to update the business case.

The consultation log of comments made by the affected staff and/or their trade union representatives, and the response of management is attached at Appendix 2 for members' consideration.

5.2 Summary of Consultation Process

The consultation process has generated a range of responses. In total, we received and responded to 26 questions, predominantly related to job descriptions and the proposed staffing structure and seeking clarification on a number of issues in the business case. A number of other individual and personal matters were also responded to. The consultation log responses received are summarised in the table below:

Category	Number of Responses	Description/Action
Assimilation and Ring-fence Issues	1	Question clarifying the implementation timetable. Response provided. No action required.

Business Case Issues	18	Questions predominantly related to roles and responsibilities within the structure. Two job descriptions have been reviewed and updated as a result.
Job Descriptions and Job Roles	7	Questions requesting clarification on specific roles. Responses provided. No action required.

6.0 Implications

Financial and Resource Implications

- 6.1 Section 14 of the draft business case sets out the financial implications.
- 6.2 The business case proposes (subject to job evaluation) an increase of £231,750 in staffing costs across both Councils.
- 6.3 Based on a cost allocation model the proposal represents an increase of £148,750 for CDC and £83,000 for SNC.
- 6.4 Although the proposal is an increase in base budget costs creating a single, properly resourced Property and Investment Service will deliver significant financial benefits to the Councils.
- 6.5 Based on the existing asset base only, the overall proposal is expected to be cost neutral as a result of increasing income and reducing expenditure on existing assets and through reduced expenditure of agency/consultancy staff and support. The figures estimated are based on a conservative estimate of savings and that we would expect the overall position to be improved upon in terms of a net outcome.
- 6.6 The structure also provides the basis by which we can significantly improve not only existing asset performance but potentially revenue income to the local authority based on a sound property and asset investment strategy agreed with Members.
- 6.7 There is a risk that the proposal could result in a small number of redundancy situations during implementation and that particularly in the first year savings don't match the additional costs. The implementation costs, as set out at 14.4 in the business case, are therefore somewhat higher than normal.

Comments checked by:

Paul Sutton, Chief Finance Officer, 0300 003 0106

paul.sutton@cherwellandsouthnorthants.gov.uk

HR Implications

- 6.8 It is the traditional approach of CDC and SNC to consult staff and the trade unions on a detailed staffing structure arising from any business case for change, prior to consideration by members. This has the effect of enabling members to consider the views and any representations of the staff and trade unions before making their final decision on any such proposals, and ultimately ensures that the Councils meet their

statutory obligations to undertake a meaningful process of consultation prior to a decision being made.

- 6.9 This model has the advantage of allowing staff to identify whether their existing jobs will be deleted; to consider the detailed job descriptions of any proposed new roles and to identify whether there are any opportunities for promotion or other career aims to be met. They can see whether their hours of work might alter, whether their salaries will change (up or down), or whether their work location will change. They are able to comment upon the proposals in the knowledge that members will give due regard to their comments before making a decision.
- 6.10 The expectation is that existing staff would continue to be employed by their current, respective authority under the pay, and terms and conditions of that employing organisation. New and revised job descriptions have been devised in order to standardise responsibilities across the two organisations. The new job descriptions have been through the job evaluation process at each organisation.
- 6.11 The implementation process will be in accordance with the joint Organisational Change policy. Specifically, due to the proposed number of new senior posts within the structure and the proposed investment in the service it is considered appropriate to advertise those posts both internally and externally to ensure the best possible candidates are appointed. As a result, the implementation process could potentially result in a small number of redundancies.

Comments checked by:

Angela Chisholm, HR Business Partner, 01295 22 7984

Angela.chisholm@cherwellandsouthnorthants.gov.uk

Legal Implications

- 6.12 As with all two way shared services this proposal, if implemented, will be covered by the section 113 agreement (as varied) entered into between the two Councils.
- 6.13 Following the decision of CDC and SNC Councils in February 2015 to approve the final business case for developing the approach to joint working and the delivery of local authority services, all services at both Councils are now included on the policy framework for the consideration of shared working. This means that the decision making process has been streamlined as the Cabinet/Executive will be able to approve draft business cases for two-way shared working without the prior need of a decision of full Council.
- 6.14 A decision making timetable is included in Section 17 of the draft business case.
- 6.15 A redundancy situation will exist where the need for the employing council to undertake work of a particular kind has ceased or diminished.

Comments checked by:

Kevin Lane, Head of Law and Governance, 0300 0030107

kevin.lane@cherwellandsouthnorthants.gov.uk

Risk Implications

- 6.15 Section 15 of the draft business case sets out the risk implications and how they will be mitigated.

Comments checked by:

Claire Taylor, Business Transformation Manager, 0300 0030113

claire.taylor@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Wards Affected

All

Links to Corporate Plan and Policy Framework

Cherwell: Sound budgets and customer focused council

South Northamptonshire: Serve the Residents and Business

Lead Councillors

Councillor Stephen Clarke, Portfolio Holder for Economic Development, Regeneration and Housing

Councillor Lynn Pratt, Lead Member for Estates and the Economy.

Document Information

Appendix No	Title
1 - EXEMPT	Joint Property and Investment Service – Final Business Case
2 - EXEMPT	Consultation Log
Background Papers	
None	
Report Author	Chris Stratford - Head of Regeneration and Housing
Contact Information	0300 003 0111 Chris.stratford@cherwellandsouthnorthants.gov.uk

This page is intentionally left blank

By virtue of paragraph(s) 1, 2, 3, 4 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 1, 2, 3, 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank