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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 15 September 2016 at 6.00 pm

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

Councillor Anthony S. Bagot-Webb
Councillor Phil Bignell
Councillor Roger Clarke
Councillor Chris Lofts
Councillor G A Reynolds
Councillor Barry Wood

Substitute Members: Councillor Simon Holland (In place of Councillor Ken Atack)

Apologies for absence: Councillor Ken Atack
Councillor Barry Richards
Councillor Dan Sames

Officers: Karen Curtin, Commercial Director
James Doble, Assistant Director Transformational Governance
Claire Taylor, Assistant Director - Commercial and Innovation
Paula Goodwin, Human Resources and Organisational Development Manager
Adrian Colwell, Head of Strategic Planning and the Economy, for agenda item 13
Andy Preston, Head of Development Management, for agenda item 13
Hedd Vaughan Evans, Transformation Project Manager, for agenda item 13
Natasha Clark, Interim Democratic and Elections Manager

25 **Declarations of Interest**

There were no declarations of interest.

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

There were no petitions or requests to address the meeting.

27 **Chairman's Announcements**

There were no Chairman's announcements.

28 **Minutes**

The Minutes of the meeting of the Committee held on 21 July 2016 were agreed as a correct record and signed by the Chairman.

29 **Draft People and Organisational Development (OD) Strategy**

The Commercial Director submitted a report to provide the Committee with a background and context to the Draft People and Organisational Development Strategy for review.

In presenting the report, the Human Resources and Organisational Development Manager advised the Committee that the informal meeting of the Joint Councils Employee Engagement Committee had considered the and endorsed the Strategy recommending it be approved by the Joint Commissioning Committee.

Resolved

- (1) That, subject to the inclusion of reference to the competency framework being used for recruitment and clarity as to the current extent of the harmonisation of terms and conditions, the draft People and Organisational Development Strategy (annex to the Minutes as set out in the Minute Book) be agreed.
- (2) That the draft People and Organisational Development Strategy Action Plan (annex to the Minutes as set out in the Minute Book) be agreed.

30 **Staff Survey 2016 - Action Plan**

The Commercial Director submitted a report to provide the committee with a proposed Action Plan in relation to the findings from the Staff Survey undertaken during 2016. The action plan will be in place for the period before the next Staff Survey takes place, which is likely to be two years.

In presenting the report, the Human Resources and Organisational Development Manager advised the Committee that the informal meeting of the Joint Councils Employee Engagement Committee had considered the and endorsed the Strategy recommending it be approved by the Joint Commissioning Committee.

Resolved

- (1) That the draft Action Plan (annex to the Minutes as set out in the Minute Book) be endorsed and it be noted that the final version of the Action Plan would incorporate feedback from the Unions, JEC, Joint Councils Employee Engagement Committee, the Joint Commissioning Committee and the Joint Management Team.

31 **Indemnities for Members and Officers**

The Head of Law and Governance and Assistant Director- Transformational Governance submitted a report to consider and recommend to the respective Cherwell District and South Northamptonshire full Councils the adoption of a joint indemnities policy for members and officers.

Resolved

- (1) That the respective CDC and SNC Full Councils be recommended to agree that, pursuant to the Local Authorities (Indemnities for Members and Officers) Order 2004 ("the Order") and indemnity be granted to Members and officers of the Councils in the terms set out in the annex to the Minutes (as set out in the Minute Book), such indemnity to replace the existing one in place at SNC.
- (2) That the Chief Finance Officer be requested to secure insurance to cover the liability under the indemnity in the event that such cover is available and subject to him being satisfied that such action would be financially prudent.
- (3) That it be agreed that the appointment of a Member to a position with an organisation which comes within the indemnity shall be treated as appointment as a representative of the Council for the purposes of the SNC Members' Code of Conduct, and as an appointment to a role which is deemed to part of the role of an elected member for the purposes of the CDC Members' Code of Conduct.
- (4) That it be deemed that appointments of Members and officers to organisations (including those where the Council nominates and the organisation formally appoints) be deemed as "advancing the interest of the Council" for the purposes the Terms of Indemnity.

32 **Protocol on the Respective Roles of Members and Officers and Dealing with Conflicts of Interest and Ethical Walls Procedure**

The Head of Law and Governance and Assistant Director - Transformational Governance submitted a report to consider the updated protocol on roles and conflicts of Interest and Ethical Walls procedure and recommend its adoption to both full councils.

Resolved

- (1) That the respective Cherwell District Council and South Northamptonshire Council Full Councils be recommended to agree the adoption of the updated Protocol on the Respective Roles of Members and Officers and Dealing with Conflicts of Interest and Ethical Walls Procedure.

33 **Establishment of Joint Local Authority Owned Companies**

The Assistant Director - Transformational Governance submitted a report to begin the process of establishing joint local authority owned companies to deliver the savings identified in business cases for joint working and/or business transformation.

Resolved

- (1) That the legal, financial and human resources work that is taking place with regard to the establishment of the companies be noted.
- (2) That a Joint Shareholder Committee be appointed as a sub-committee of the Joint Commissioning Committee of 4 councillors, 2 SNC and 2 CDC, (Councillor Rebecca Breese and Councillor Tony Bagot-Webb appointed to represent SNC and authority delegated to the CDC Leader to appoint the 2 CDC Members) with the terms of reference as set out in the annex to the Minutes (as set out in the Minute Book).
- (3) That the South Northamptonshire Council Cabinet and the Cherwell District Council Executive be recommended to give delegated powers to the Joint Commissioning Committee to take all executive decisions with regard to any established and future shared service and all executive decisions relating to any joint local authority owned company established pursuant to a shared service business case.
- (4) That the South Northamptonshire Council Cabinet and the Cherwell District Council Executive be recommended to give delegated authority to the Joint Commissioning Committee to approve the nomination of elected Members and officers to be appointed as Directors by joint local authority owned companies.
- (5) That the South Northamptonshire Council Cabinet and the Cherwell District Council Executive be requested to establish and register joint local authority owned companies limited by shares comprising a principal Company to be wholly owned by the Councils in equal shares and a subsidiary trading company to be majority owned by the principal company with a minority interest owned by the Councils to enable the Revenues and Benefits Business Case and other future commercial opportunities to be achieved.
- (6) That the South Northamptonshire Council Cabinet and the Cherwell District Council Executive be recommended to give delegated authority to the Chief Finance Officer in consultation with members of the Joint Shareholder Committee to take all measures necessary to enable the establishment of jointly owned companies, where business cases have been agreed.
- (7) That officers be requested to prepare a detailed implementation plan including a draft business case, financial model, articles of association, shareholder agreement and communications plan for the creation of the companies to be considered by the Joint Commissioning Committee

34 **Urgent Business**

There were no items of urgent business.

35 **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.

36 **Draft Business Cases: Joint Planning Policy and Growth Strategy Team and Joint Design and Conservation Team**

The Head of Development Management and the Head of Strategic Planning and the Economy submitted an exempt report which presented the draft business cases for a Joint Planning Policy and Growth Strategy Team and a Joint Design and Conservation Team across Cherwell District and South Northamptonshire Councils.

Resolved

- (1) That the Draft Business Cases for a Joint Planning Policy and Growth Strategy Team and for a Joint Design and Conservation Team be endorsed as the basis for consultation with staff and trade unions.
- (2) That it be noted that the financial case for each business case would not be completed until the job evaluation process had been completed but that costs were not expected to be higher than those included in the draft business case and may be lower.

The meeting ended at 7.25 pm

Chairman:

Date:

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Futures in People

People and Organisational Development Strategy

Delivering for
Cherwell and South Northamptonshire

FINAL DRAFT

2016 – 2020



South Northamptonshire Council

Page 1



DISTRICT COUNCIL
NORTH OXFORDSHIRE

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1 Introduction and Context

1.1 Introduction

Cherwell and South Northamptonshire Councils are working together in order to respond to customers' needs, champion local communities, and provide high quality and good value services. This partnership commenced in 2011 and has developed ever since, delivering in excess of £3.5 million a year in savings, protecting frontline services, attracting significant additional grant funding and winning awards for their entrepreneurial and innovative approaches.

With a strong track record of delivery in terms of organisational transformation, this strategy sets out the councils' approach to organisational development, people and change management in the period 2016-2020.

1.2 Context

The national policy landscape and medium term economic picture are in a state of flux with a new Cabinet and the longer term implications of Brexit not yet clear.

However, the financial outlook for local authorities remains challenging and this is unlikely to change. The two councils are facing significant funding deficits in their medium term revenue plans. Government policy has encouraged councils to share services and in the wider public sector, outsourcing, budget pooling and alternative forms of service delivery (including commercialisation) are all being developed at pace.

Given national policy change and the likelihood of on-going financial constraints, delivery of the councils strategic priorities around sustainable economic growth, housing, community development and supporting vulnerable people remain at the heart of the transformation programme. Opportunities for devolution and working in partnerships either at the regional level or across sectors continue to be explored and proposals for business transformation, further joint working or commercialisation will be developed with governance that is flexible enough to accommodate change whilst continuing to deliver strategic priorities.

The commercial strategy adopted by the councils, and the new business operating model developed to deliver them, provides an opportunity to generate income, further reduce running costs and remain flexible and sustainable as sovereign councils in the long term.

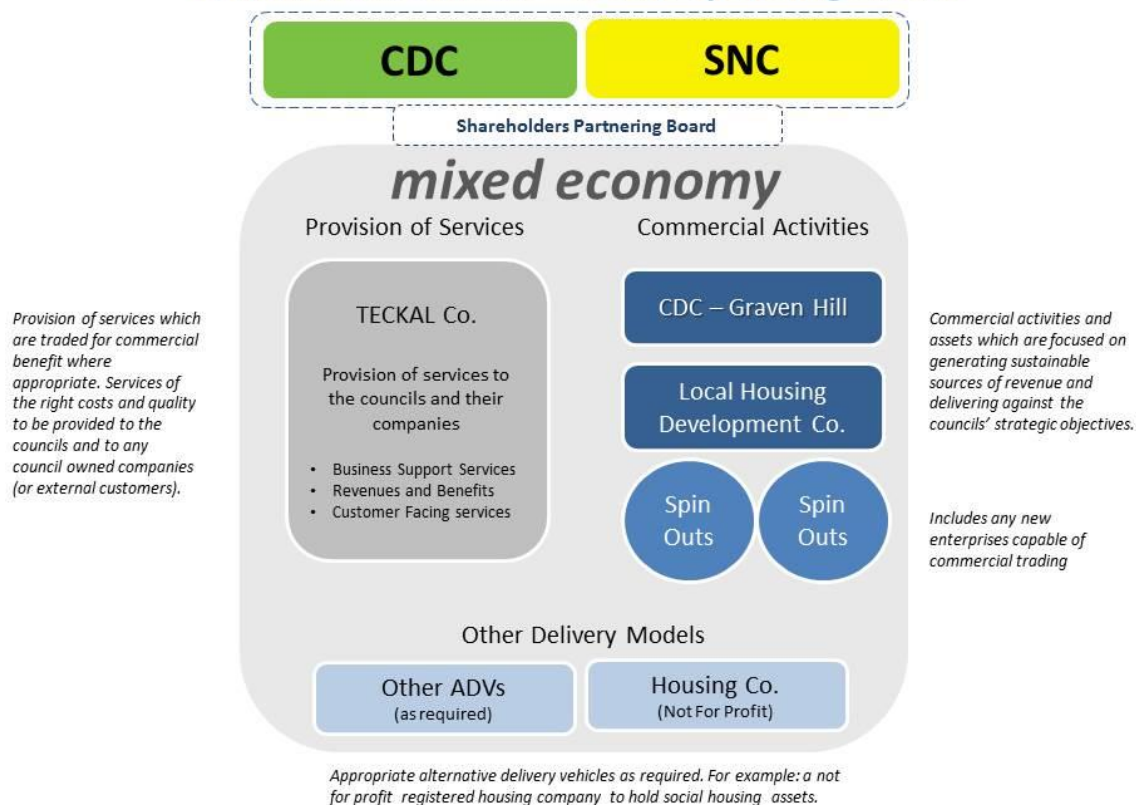
1.3 Drivers of Change and Future Direction

The national political context, changing demographics, increasing customer expectation and the councils' strategic priorities for the district have shaped the development of the transformation programme and the commercial strategy. These two programmes set out how the councils will need to work in the future, including new skills and competencies for the workforce, new ways of working, technological change, leadership and development.

The councils have committed to a new business operating model that will use a mixed economy of delivery vehicles, such as council owned companies, to deliver services and generate income. The people and organisational development strategy will ensure that the right support is available for employees as change happens and that the right organisational

changes take place whether this is in terms of policy, process, design, training, and leadership or performance management.

Commercial Councils – a new operating model



1.4 Future Challenges

All councils will be facing significant challenges over the next few years and this is likely to continue to change as time moves on, some may be fully understood now and others emerging as the future unfolds.

In developing this strategy some of these known challenges have been considered along with the needs of both Councils' Business plans, some of these are detailed below, explored in more detail in the PESTLE analysis (see appendix):

- Increasing demands of the population including older people and younger adults with high needs
- The pressures on the local economy with continued growth in both districts and the changing demographic picture
- Increasing health needs and the shift in public health responsibilities
- An uncertain economic outlook and resultant gaps in the medium term financial plan
- The need for partnership working across all sectors, devolution options and the development of commercial opportunities
- A reduction in resource availability and the need for a talented, agile and focused workforce along with the challenges of recruitment in some key roles

1.5 A People and Organisational Development Strategy

The next five years and beyond will be challenging for both Councils. Our workforce is central to our success and is fundamental to developing an organisation that is fit for the future.

This strategy outlines the future needs of our workforce now and in the future. From attracting and retaining the right people, providing the development they need to allow them to grow and progress, developing and supporting behaviours that support organisational and culture change, managing the talent and planning for the future the way in which we lead and manage our people is key to the successful delivery of quality services.

This strategy sets the overarching principles for organisational development, human resources and learning and development that meet the needs of both councils. It aims to ensure that we have the right people with the right skills in the right place at the right time to deliver quality services to the people of both districts, within a challenging financial context.

2 OD and HR Priorities - what the strategy will deliver

2.1 A vision for people and organisational development

Organisational Development (OD) is a planned and systematic approach to sustained organisation performance. It delivers through promoting a whole system and culture change which enables the organisation to deliver its long term objectives and improve its effectiveness.

In ten years' time local authorities will look and feel very different to now and our human resources, training and organisational development service will need to be flexible to meet future customer service and organisational demands during this period.

2.2 Vision and Values of the HR and OD Team

The human resources and organisational development team exists to support the delivery of the strategy and ensure there are effective HR and OD policies and processes in place. The role of the team is to provide advice, support and solutions working with managers and employees in matters relating to HR and OD, including activities such as recruitment, performance management, professional and personal development.

The team will work with their customers to develop solutions that:

- Enable and drive the delivery of the Councils' business and corporate plans through effective people management
- Attract and develop a highly talented and motivated workforce
- Create a culture in which people thrive

Through

- HR expertise and professionalism

- Working in partnership
- Supporting the move to commercial activity
- Business focused solutions
- Driving and facilitating change
- Developing and empowering leaders and managers
- Effective systems, policies and processes

Our values of the team are:

- Trust
- Integrity
- Responsiveness
- Customer-Focus

2.3 What will the strategy deliver?

The strategy will support the implementation of the councils' strategic priorities, their transformation objectives and the long term development of a high performing, skilled and adaptable workforce, supported by an organisational culture that:

- Embraces change
- Values performance, delivery and innovation
- Is leaner and more efficient
- Is able to manage risk productively
- Is driven by good management and leadership supported with a high quality planned management and leadership development programme
- Attracts and retains excellent staff
- Seeks and learns from open and honest feedback
- Is open to deliver services in new ways

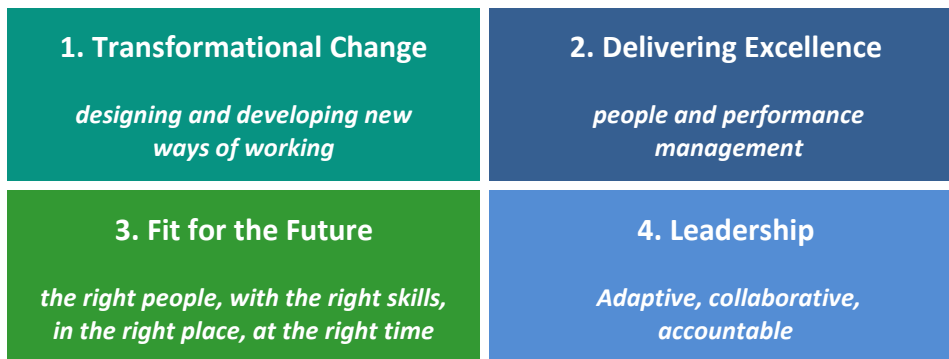
The projects, changes and initiatives that will deliver the strategy are outlined in the accompanying action plan; they will adhere to the following principles:

- Employee engagement – getting feedback about what works
- Flexible and agile workforce – supporting people to develop and gain transferable skills
- Support that will be targeted at all levels of employees
- Implemented at organisation wide, team and individual levels

3 Strategic Objectives and Deliverables

3.1 The Four Core Delivery Themes

The People and Organisational Development Strategy sets out a series of key objectives grouped into four core themes. These themes have been developed to ensure the strategy shapes the organisational characteristics, culture, systems and processes, as well as the development of a skilled workforce, required to meet the needs of the future and the councils' long term strategic objectives as set out in their business plans.



This section summarises the desired outcomes and objectives of the strategy. To deliver the strategy a number of interventions and activities will take place and the accompanying action plan sets out the tasks and projects that will be delivered in the medium term (between 2016 and 2020) to meet these objectives.

These activities will include:

- ➔ policy and process review and change
- ➔ organisational development interventions such as the competency framework
- ➔ review of learning and development and training interventions
- ➔ better employee engagement and communication development
- ➔ changes to organisational design and structure
- ➔ new ways of working, including reviewing terms and conditions where appropriate
- ➔ health and wellbeing changes
- ➔ review of management information requirements

3.2 **Objective 1:** Transformational change: designing and developing new ways of working

Transformational change: designing and developing new ways of working

Activities undertaken within this theme will support the organisations' transformation objectives. This includes implementation of new ways of working, such as alternative service delivery models, the development of new commercial enterprises or significant changes to the way a service is

commissioned or delivered. As well as supporting the change process itself, including the impact on employees and customers, this objective will ensure the organisations become resilient and agile, with a culture ready for new changes and challenges.

Outcomes – What we plan to achieve

We will manage the process of change efficiently and have service models and operational structures in place which have both addressed budget reductions and the needs of priority services. We will use best practice approaches to services design, including business process engineering and the delivery of relevant technology solutions.

Activities – What we will do:

1.1	Developing a framework for change management incorporating employee and trade union engagement and communication
1.2	Promoting a programme of learning to support transformational change and innovation
1.3	Supporting the design and implementation of alternative business / service delivery models, including shared services.
1.4.	A HR service that supports commercial council services (including a new SLA)
1.5	Developing a coaching approach to support change and to learn from mentors

3.3 Objective 2: Delivering excellence: people and performance management

**Delivering excellence:
people and performance management**

Activities undertaken in this theme will transform our approach to human resource management. They will focus on the delivery of effective people and performance management policy that directly supports the delivery of the councils’ strategic and transformational objectives.

Outcomes – What we plan to achieve

A customer focused performance culture, where delivery is rewarded, success celebrated and areas for improvement addressed.

Our managers will have the skills, abilities and confidence to manage and promote the expected standard of performance, our employees will be empowered to deliver.

Activities – What we will do:

2.1	Reviewing and strengthening our appraisal and personal development (PDP) processes to ensure all employees have relevant performance development plans in place
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2.2	Assist managers to identify, target and improve poor levels of performance, and where required enhance process and policy to support this
2.3	Review reward and recognition, to help underpin our performance culture and attract and retain the workforce
2.4	Delivering a cultural change to embed positive values of commercialism, to be more business-like and cost aware
2.5	Implementing a programme of developments to improve our HR and payroll database, to provide accurate and easily accessible management information
2.6	Review management information and refine and develop from the current suite of management information measures to support enhanced performance

3.4 **Objective 3: Fit for the future: the right people, with the right skills, in the right place, at the right time**

**Fit for the future:
the right people, with the right skills, in the right place, at the right time**

Activities undertaken in this theme will be focused on ensuring we have a planned approach to developing our workforce. They will include succession planning, talent management, employee engagement, learning and development. This work area will also ensure the organisation has the right management information to make decisions about workforce development and organisational design.

Outcomes – What we plan to achieve

Our workforce will be trained, qualified and experienced, to deliver quality services which meet current and anticipated service needs.

Our workforce will have the skills, abilities and confidence to meet the needs of services for the future and will embrace new ways of working.

Activities – What we will do:

3.1	Implementation of competency based management approach clearly linking performance to our competency framework
3.2	Reviewing and improving our employee engagement, communication and reward/recognition arrangements including celebrating success and health and wellbeing programmes
3.3	Developing talent for the future through Talent Management and Succession Planning programmes

3.4	Promoting our Competency Framework and all behaviours for all employees and ensure appropriate learning opportunities are available to support any 'gaps' identified
3.5	Ensuring that corporate learning and development programmes are driven by the needs of the organisations, make best use technology and specialist in house knowledge and are informed by the Workforce Planning Framework
3.6	Review recruitment processes to develop innovative ways to attract and recruit new talent
3.7	Creating employment and training opportunities for young people in the community by exploring training schemes and further developing Apprenticeships

3.5 **Objective 4: Leadership: Adaptive, collaborative, accountable**

**Leadership:
Adaptive, collaborative, accountable**

This final theme sets out a series of objectives which aim to ensure the councils, and their businesses, excel in terms of both political and managerial leadership, collaborative working, strategic capacity and operational expertise.

The focus of this theme will be on developing a systematic approach to create a learning environment in terms of both technical and professional skills and establishing a culture of learning and improvement.

Outcomes – What we plan to achieve

All our managers will lead, motivate, energise, and encourage innovation and commercialisation and will be viewed as role models, be highly effective, supportive and approachable.

Activities – What we will do:

4.1	Delivery of a new leadership development programme
4.2	Delivery of a new management development programme
4.3	Delivery of a new member development programme
4.4	Implementation of matrix delivery arrangements to support corporate delivery and break down silos
4.5	Develop a future leaders programme to support workforce planning and succession management
4.6	Integrating coaching and mentoring into leadership and management approaches

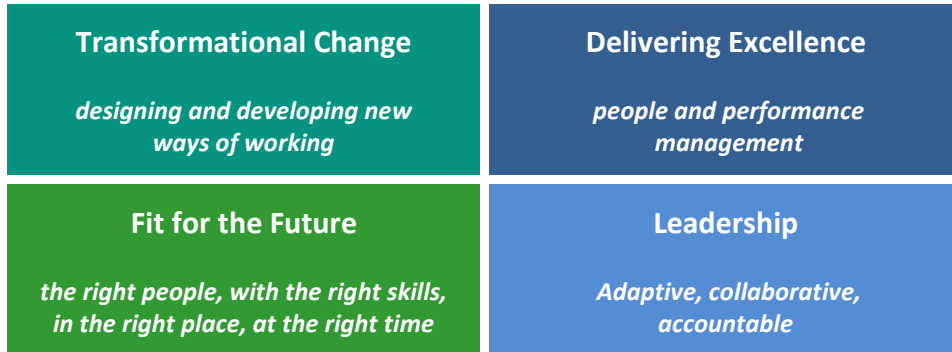
4.7	Using the Competency Framework to identify gaps in management and leadership behaviours and support development using learning methods identified for this purpose
4.8	Proactively facilitating partnership and collaborative working to enhance learning and development opportunities and policy development
4.9	Support the proactive use of staff engagement opportunities and to ensure there is a focus on innovation, efficiency and collaborative working
4.10	Support managers and leaders to lead by example and promote behaviours in accordance with the Competency Framework and to challenge others constructively where this is not seen

4 Implementation, Monitoring and Review

4.1 Performance Review

The strategy is owned by the strategic management team and is underpinned by an action plan which is reviewed and updated on an annual basis.

The action plan is based around the four core themes and the objectives and actions that will deliver against them.



Performance and delivery is monitored as part of the Councils' transformation programme, however an agreed set of targets will need to be agreed to support the monitoring of the strategy.

Operational impact will be measured through a suite of KPIs and a twice yearly snap shot employee survey will also be used to collect feedback.

4.2 Key Performance Measures

A suite of KPIs will be developed and reported on. It will include core HR measures such as those listed below. In addition relevant organisational development measures will also be identified.

- Sickness / Employee satisfaction / Training Evaluation
- Appraisals (completions) / Personal Development Plans (delivery)

Appendix 1: PESTLE Analysis

Overview of external factors that may have an impact on the delivery or content of the People and Organisational Development Strategy.

	Issue	Potential Impact
Political	<ul style="list-style-type: none"> • Devolution 	Potential impact on organisation design, reconfiguration, governance.
	<ul style="list-style-type: none"> • New national government emerging new policy 	Unknown policy change, but likely to see continued focus on economic growth and housing delivery
	<ul style="list-style-type: none"> • Local issues/priorities 	Importance to keep local focus to policy and service delivery
	<ul style="list-style-type: none"> • Drive to share/commission services 	On-going joint working business cases
	<ul style="list-style-type: none"> • Major political change 	Election – new policy environment, organisations must be ready to adapt to new policy.
Economic	<ul style="list-style-type: none"> • Macro-economic implications of Brexit 	E.g. recession, lower interest rates etc. Possible increase in financial constraint, possible opportunities for borrowing at better rates
	<ul style="list-style-type: none"> • Recession – implications for customers / service users 	Increased service demand, increased pressure on local jobs market
	<ul style="list-style-type: none"> • Potential reduction in property / asset values 	Possible impact on viability of housing/property and asset projects
	<ul style="list-style-type: none"> • Income generation 	Support for services needing to trade/commercialise, support for council owned companies/entities
	<ul style="list-style-type: none"> • Reduced government funding 	Reductions in government and other funding streams require services to consider efficiencies in order to meet budget demands, possibly doing more for less.
Social	<ul style="list-style-type: none"> • Ageing population 	New service demands, links to health, wellbeing and adult social care, changes to workforce demographic.
	<ul style="list-style-type: none"> • More mobile population 	Recruitment opportunities/more transient workforce. Community impact, more travelling to work/ homeworking communities. Impact on service delivery.
	<ul style="list-style-type: none"> • Higher customer expectations/demand 	Increasing demands from customers, based on experience with other service providers (e.g. who may be better equipped for online). Requiring service design, process change and technology interface.

	Issue	Potential Impact
	<ul style="list-style-type: none"> Skills shortages in key professions 	Difficultly recruiting quality staff, impacts on pay and reward talent management, workforce planning.
Technological	<ul style="list-style-type: none"> Agile working 	Skills, technology and cultural change to deliver effective remote and agile working, impact on working environments
	<ul style="list-style-type: none"> Self service 	Efficiencies for HR process to facilitate self-service and reduce costs of transaction HR
	<ul style="list-style-type: none"> Data / information management 	Management information to effectively plan and deploy workforce
	<ul style="list-style-type: none"> Workforce skills 	Ensuring the workforce is able to use new and emerging tech.
	<ul style="list-style-type: none"> Recruitment 	Shift to online and more flexible/tailored/individual recruitment
	<ul style="list-style-type: none"> Online transactions, channel shift and service design 	Cultural and service design changes required to deliver.
	<ul style="list-style-type: none"> Social media (communications, recruitment, networking, L&D) 	New ways of working to maximise the benefits and opportunities from increased social media and networking.
	Legal	<ul style="list-style-type: none"> Brexit – European Law
<ul style="list-style-type: none"> Employment law changes and governmental requirements 		Equal pay law changes will require changes to data publication and may increase equal pay claims
<ul style="list-style-type: none"> TUPE 		Implications for alternative models of service delivery
<ul style="list-style-type: none"> Changes to LG pension scheme 		Implications for alternative models of service delivery (possible increase costs)
<ul style="list-style-type: none"> New business regulation 		Requiring new approaches / services from council businesses/services
<ul style="list-style-type: none"> Skills gaps 		Current focus of the legal service offer not necessarily aligned with the requirements of the new operating model, high external spend, not currently a trading unit.
Environmental	<ul style="list-style-type: none"> Changes to environmental regulation 	Impact of environmental regulation on service delivery, skills, learning and development implications
	<ul style="list-style-type: none"> Environmental events 	Effective business continuity, emergency planning community resilience and disaster recovery competencies embedded in the organisation and any owned entities.

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Draft Staff Survey Action Plan - 2016 to 2018

My Job

This area focusses on recognition, team working and changes to jobs. It would be helpful to have more focussed data on specific changes to see how effective that has been, and that could relate to restructures, individual post changes/requests, contract management arrangements for new services, etc, as this will enable specific actions to be targeted at the desired outcomes. Reward and recognition is not being flagged as an area for improvement but is being reviewed. Change is inevitable as part of the local government and therefore effective change management mechanisms need to be in place to support this, and to ensure business as usual is affected as little as possible.

1. My Job			
	Action	Owner	Deadline
1.1	More communication supporting transformational change at both Councils by using the Joint Employee Council.	Democracy/HR	Continuous, but meetings every 3 months.
1.2	More communication supporting changes to posts and restructures within the Councils by using In Brief to update staff on restructures and other staffing changes including showing Benefits Realisation data to staff. This will show that the objectives for business cases have been achieved.	Restructure lead HOS/Director	As each restructure starts and is completed.
1.3	Look at opportunities for Talent Management and Workforce Planning as discussed within the People and OD Strategy.	HR/JMT	Autumn 2017
1.4	Change management training and support for teams/managers is reviewed to ensure it supports employees now and in the future. Note: Coaching both personal and management style will be embedded as part of the People and OD Strategy implementation.	L&D lead	December 2016

Development and Training

As part of the implementation of the Competency Framework, there will be a requirement for all staff to self-assess against competency levels, and to ensure a Personal Development Plan is in place for both behaviours and skills development. Consideration is also being given to the way staff are developed and what opportunities are available to meet specific needs of both individuals and teams, that will meet current and future resource requirements. Therefore there is a specific refocus on this area at present 16/17 that will be reviewed as part of the action plan for the People and OD Strategy.

2. Development and Training		
Action	Owner	Deadline
2.1 A review of training and development is taking place as part of the People and OD Strategy and therefore this is picked up as part of the action plan for the Strategy.	JMT	31 March 2017
2.2 The Competency Framework will allow for specific data capture in relation to personal development, and the training needs of both Councils, including future aspirations.	All staff	31 March 2017
2.3 Appraisals, the process and policy will be reviewed for the 17/18 year.	HR	31 March 2017

Communication

The evidence suggests that current communication systems do work, however it is not clear what does and does not work without further evidence gathering. However tied into the fact there is a massive transformation programme happening at present and taking account of some of the other issues raised as part of the staff survey, it is important to ensure communication is effective by being timely, easy to understand, especially given that is true that openness and honesty will reap rewards in terms of employee engagement. The JEC will also be able to support improved communication through better engagement which can only further support staff through transformational change.

3. Communication		
Action	Owner	Deadline
3.1 Chief Executive all-staff briefings should continue, but should be shorter and followed by a more detailed directorate briefing. There should be a nominated co-ordinator for each round of briefings with dates and agendas clearly set out in advance. Staff should have the opportunity to suggest topics to be covered at either Chief Executive or Directorate briefings.	CEX & Directors – Appoint a co-ordinator for CEX and Director briefings.	April 2017
3.2 Continue to embed the new joint employee consultation group to ensure that employees are consulted with prior to changes taking place that impact on them (e.g. restructures, joint working business cases, new policies etc.). Link to 1.1.	Democracy/HR	April 2017
3.3 Create an area on each Council's intranet pages for staff and staff reps where all consultation documents, meeting dates, minutes, surveys and feedback can be stored and easily accessed by staff.	IT/HR	April 2017
3.4 Investigate the possibility of having a single shared intranet across both Councils.	IT	April 2017
3.5 Review In-Brief and ask staff for feedback in relation to what they would like to see, and how improvements could be made to meet staff and Member need.	Communications Manager	April 2017

Management

Although the majority of staff feel supported by their line manager, around 70%, just under 50% state they don't get monthly 121's, although this could be accounted for by those staff who may not require these such as manual workers. (See 6.1). A third of staff state they don't have their don't opinions, ideas and views taken forward and this could be picked up with some of the engagement work supported by JEC. Also as part of the reward and recognition review, soft recognition will be picked up, which should also help develop in this area. Change management is covered in section 1, so is not covered again here. Managers need to ensure they are able to effectively manage their teams and to meet the needs of both Councils in meeting business objectives. Support and development in achieving this will be delivered as part of the implementation of the Competency Framework in relation to behaviours and skills development will be undertaken as part of the Transformation Programme with a Leadership and Management Development Programme in 17/18.

4 Management		
Action	Owner	Deadline
4.1 Develop an internal/external resource of coaches and mentors that can be accessed by staff that is going through the change process.	HR	September 2016
4.2 Develop a 'coaching style' of management, starting with training for all managers across both Councils to encourage improved management styles and conversations.	HR/Managers	April 2017
4.3 A formal 121 process and team meeting process is put in place relevant to each service area, with templates for agendas and records kept of both to ensure they happen in a consistent manner across both Councils monthly.	HR/Managers	December 2016
4.4 Peer management group sessions for coaching and mentoring to be embedded as part of the People and OD Strategy which support management development.	HR/Managers	March 2017

JMT/Leadership Visibility

This is a recurring theme from previous staff surveys, however it should be recognised that there may be some lack of clarity around what the term leadership means, and who that might refer to, as there may be a different perceptions for different staff. Quite clearly depot workers are unlikely to physically see members of JMT regularly so consideration needs to be given to use of other means to enhance visibility without this being physical. This is also much harder as there are very few members of JMT so a none physical awareness needs to be considered as much as a physical one.

5 . JMT / Leadership Visibility		
Action	Owner	Deadline
5.1 Create a profile page for each member of JMT on the Councils intranets which details key areas of work, responsibility etc. This would provide staff with more clarity on JMT roles and in particular the differences between Directors and Heads of Service.	JMT – Nominate a co-ordinator	April 2017
5.2 A welcome letter from the Chief Executive or Director setting out the Councils' visions and priorities, and anything specific to the relevant directorate, and wishing new starters well in their career.	SMT/EA's	November 2016
5.3 The Chief Executive's briefings should be followed the following month by a directorate staff briefing led by each Director. These would provide more detailed, specific information and would allow staff to ask questions in a less formal environment. This would also allow for a shorter all-staff briefing (linked to 2.1). <i>*Staff Suggestion*</i>	CEX & Directors – Appoint a co-ordinator for CEX and Director briefings.	April 2017
5.4 JMT structure charts with photos should be posted around the offices in communal areas (e.g. corridor doors) to increase staff awareness of who JMT are and their areas of responsibility.	EA's and PA's	February 2017
5.5 Each member of JMT to put two hours in their diaries each month to walk their floors/hold staff open door sessions. This should be informal and an opportunity for JMT to simply talk to staff or for staff to ask questions.	JMT Members	February 2017

5.6	JMT job swap, a day in the life of a JMT member or back to floor initiatives to support management development.	JMT Members	March 2017
5.7	Send a weekly e-mail/have a blog from a member of JMT each Friday that provides all staff with a brief overview of what the JMT member has done that week including any projects that they are involved in.	JMT – Nominate a co-ordinator	February 2017

6 My Line Manager (also see section 4).

Action	Owner	Deadline
6.1 All managers are encouraged to have regular 121's with their staff, and this should take place at least once a month so there is an opportunity for staff to have a discussion about performance and development along with other topics.	Managers	31 March 2017
6.2 All managers will support and encourage staff with the roll out of the Competency Framework and will engage in discussions and training activity especially with self-assessment and PDP development.	Managers	31 March 2017

7. Work Life Balance

Action	Owner	Deadline
7.1 Develops a strategy and action plan in relation to supporting a healthier work life balance which forms part of the Health and Wellbeing Charter.	HR/Health and Safety/JEC	April 2017
7.2 Create an online noticeboard where social events, activities and information can be posted. This would be a visual/interactive format for an informal staff magazine.	IT/JEC	April 2017

8 Place of Work – Facilities and General		
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Action	Owner	Deadline
8.1 Individual places of work are undertaken in relation to the facilities and environment to give further specific data to enable improvements to be made if required.	Performance Team	31 December 2016

9. Perceptions of the Council		
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Action	Owner	Deadline
9.1 Review pay and reward arrangements to meet current and future need as detailed with the People and OD Strategy.	HR/Commercial Team	31 March 2017
9.2 Introduce corporate values and vision that embrace the future and the commercial agenda that can be used as marketing for the Councils but also link to objectives with appraisals.	Communications and Managers	31 March 2017

10. Equal Opportunities		
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Action	Owner	Deadline
10.1 Continue to develop Safeguarding training appropriate to all staff.	Safeguarding Lead	31 March 2017

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Terms of Indemnity

- 1 The Council will, subject to the exceptions set out below, indemnify each of its Members and employees against any loss or damage suffered by the Member or officer arising from his/her action or failure to act in his/her capacity as a Member or officer of the Council.

This indemnity will not extend to loss or damage directly or indirectly caused by or arising from:

- 1.1 any criminal offence, fraud or other deliberate wrongdoing or recklessness on the part of the Member or officer; or
 - 1.2 any act or failure to act by the Member or employee otherwise than in his/her capacity as a Member or officer of the Council.
- 2 The Council will, subject to the exceptions set out below, indemnify each of its Members and officers against the reasonable costs which he/she may incur in securing appropriate legal advice and representation in respect of any civil or criminal proceedings to which he/she is subject.
- 2.1 “Criminal proceedings” includes any interview or investigation by the Police, and any proceedings before a criminal court, in the United Kingdom.
 - 2.2 This indemnity shall not extend to any advice or representation in respect of any claim or threatened claim in defamation by the Member or officer.
 - 2.2.1 Where any Member or officer avails him/herself of this indemnity in respect of defending him/herself against any criminal proceedings the indemnity is subject to a condition that if, in respect of the matter in relation to which the Member or officer has made use of this indemnity the Member or officer is convicted of a criminal offence in consequence of such proceedings, or and the conviction is not overturned on appeal, the Member or officer shall reimburse the authority for any sums expended by the Council pursuant to the indemnity.
 - 2.3 Where the Council arranges insurance to cover its liability under this indemnity, the requirement to reimburse in Paragraph 2.2 shall apply as if references to the Council were references to the insurer.
- 3 For the purpose of this indemnity, a loss or damage shall be deemed to have arisen to the Member or officer “in his/her capacity as a Member or officer of the Council” where:
- 3.1 The act or failure to act was outside the powers of the Council, or outside the powers of the Member or officer, but the Member or officer reasonably believed that the act or failure to act was within the powers of the Council or within the powers of the Member or officer (as appropriate) at the time that he/she acted or failed to act, as the case may be;

- 3.2 The act or failure to act occurred not in the discharge of the functions of the Member or officer as a Member or officer of the Council but in their capacity as a member (including a director, trustee) or employee of another organisation including, for the avoidance of doubt, a council controlled/influenced company/organisation, where the Member or officer is, at the time of the action or failure to act, a member or employee of that organisation either –
- 3.2.1 in consequence of his/her appointment as such member or officer of that organisation by the Council; or
 - 3.2.2 in consequence of his/her nomination for appointment as such member or officer of that organisation by the Council; or
 - 3.2.3 where the Council, either by resolution or via an authorised officer, has specifically approved such appointment as such a member or employee of that organisation as advancing the interests of the Council.
- 4 The Council undertakes not to sue (or join in action as co-defendant) an officer of the Council in respect of any negligent act or failure to act by the officer in his/her capacity as an officer of the Council, subject to the following exceptions:
- 4.1 Any criminal offence, fraud or other deliberate wrongdoing or recklessness on the part of the officer; or
 - 4.2 Any act or failure to act by the officer otherwise than in his/her capacity as an officer of the Council.
- 5 This indemnity and undertaking will not apply if a Member or officer, without the express permission of the Council or of the appropriate officer of the Council, admits liability or negotiates or attempts to negotiate a settlement of any claim falling within the scope of the indemnity or undertaking.
- 6 This indemnity and undertaking are without prejudice to the rights of the Council to take disciplinary action against an officer in respect of any act or failure to act.
- 7 This indemnity and undertaking shall apply retrospectively to any act or failure to act which may have occurred before this date and shall continue to apply after the Member or officer has ceased to be a Member or officer of the Council as well as during his/her membership of or employment by the Council.
- 8 This indemnity shall also apply to any officer acting in the capacity of Returning Officer, Acting Returning Officer, Counting Officer, Electoral Registration Officer, Deputy Returning Officer, Deputy Acting Returning Officer, Deputy Counting Officer or Deputy Electoral Registration Officer in relation to the conduct of elections and electoral registration. Where any such officer is acting in the reasonable belief that any act or failure to act is within the powers of the Returning Officer, Electoral Registration Officer or Counting Officer he or she shall be deemed to be acting in his/her capacity as an officer of the Council for the purposes of this indemnity.

Cherwell District Council and South Northamptonshire Council

Joint Commissioning Committee

15 September 2016

<p>Establishment of Joint Local Authority Owned Companies</p>
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Report of Assistant Director - Transformational Governance

This report is public

Purpose of report

To begin the process of establishing joint local authority owned companies to deliver the savings identified in business cases for joint working and/or business transformation.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the legal, financial and human resources work that is taking place with regard to the establishment of the companies.
- 1.2 To appoint a Joint Shareholder committee as a sub-committee of the Joint Commissioning Committee consisting of four councillors (2 CDC and 2 SNC) with the terms of reference as set out in section 3 of this report.
- 1.3 To recommend to Cabinet and the Executive that the Joint Commissioning Committee be given delegated powers to take all executive decisions with regard to any established and future shared service and ally executive decisions relating to any joint local authority owned company established pursuant to a shared service business case.
- 1.4 To recommend to Cabinet and Executive that delegated authority be given to the Joint Commissioning Committee to approve the nomination of elected Members and officers to be appointed as Directors by joint local authority owned companies.
- 1.5 To recommend to Cabinet and Executive that officers be requested to establish and register joint local authority owned companies limited by shares comprising a principal Company to be wholly owned by the Councils in equal shares and a subsidiary trading company to be majority owned by the principal company with a minority interest owned by the Councils to enable the Revenues and Benefits Business Case and other future commercial opportunities to be achieved.

- 1.6 To recommend to Cabinet and Executive that delegated authority be given to the Chief Finance Officer in consultation with members of the Joint Shareholder Committee to take all measures necessary to enable the establishment of jointly owned companies, where business cases have been agreed.
- 1.7 To request officers to prepare a detailed implementation plan including a draft business case, financial model, articles of association, shareholder agreement and communications plan for the creation of the companies to be considered by the Joint Commissioning Committee

2.0 Introduction

- 2.1 The Revenues and Benefits Business Case was considered and approved by the Joint Commissioning Committee in May 2016 and Cabinet and Executive in June 2016. The business case set out the proposal to establish a Joint Revenues and Benefits Service across Cherwell District Council (CDC) and South Northamptonshire Council (SNC). The new joint team would be established and fully resourced in time for the insourcing of the current CDC capita contract in May 2017.
- 2.2 On implementation the new joint service would deliver the current revenues and benefits functions for CDC and SNC (including managing the Capita contract at CDC). The capacity of the service would then need to be increased in preparation for the insourcing of the current CDC Capita contract.
- 2.3 The proposal represents an opportunity for both Councils to deliver significant revenue savings of approximately £260,000 from 2017/18 onwards.
- 2.4 In addition to the financial savings, the business case provides an opportunity to maintain and improve performance, harmonise ICT and processes and integrate first point of contact delivery with the proposed Joint Customer Service team. The business case provides an opportunity for the Councils to create a service that is aligned to the Councils 'Confederation approach' and is capable of being delivered through an alternative delivery vehicle.
- 2.5 It was agreed in the business case that the additional staff that would need to be recruited to enable the joint service to deliver the CDC insourced service would be appointed by a wholly council owned company as part of the confederation model ahead of the implementation of this business case.
- 2.6 Following the insourcing of the Capita contract in May 2017, the remainder of the Revenues and Benefits service would transfer into this company structure (subject to separate decision and appropriate consultation with staff and trade unions).
- 2.7 This report represents the first steps in the formation of the jointly owned companies. There will also need to be a retained commissioning function within the Councils and this will be the subject of a future report.

3.0 Report Details

Powers

- 3.1 The Localism Act 2011 introduced a new General Power of Competence. Under the provision, a local authority has the power to do anything that individuals generally of full legal capacity may do. However, if a local authority is undertaking commercial trading activity it must do this through a company. In using these powers a local authority must also take heed of Section 96 of the Local Government Act 2003, which provides that in exercising the power to trade, a local authority shall have regard to Guidance issued by the Secretary of State.

Legal, Financial and Human Resources Work

- 3.2 Since the agreement of the Revenues and Benefits Business case officers have begun to consider the legal, tax, pensions and human resources considerations with regard to establishing a wholly owned company to deliver revenues and benefits working with Trowers and Hamlins and KPMG. Early discussions have focused on the need to ensure that the entities are able to provide a suitable vehicle for any other services the council wishes to deliver in this way and also to allow the entity to trade in the future. Early advice has indicated that in order to trade and ring fence risk a principal Teckal company should be created which would employ the staff and deliver services back to the council and a subsidiary company should be created which would ring fence the risk of any trading also allow the Councils to provide consultancy/advisory services to public sector customers through the principal company and the councils seconding staff to the trading subsidiary.

Council Interface with Company

- 3.3 It is important that the Councils have an effective interface with Council owned/influenced companies. Companies operate in real time as opposed to being based on local government decision making cycles and if they are to be agile and to maximise return need to be able to have swift resolution on matters which they require a shareholder decision.
- 3.4 Best practice is to establish a shareholder committee (an executive function under Local Government Act 2000, which can be operated by a Joint Committee), which is effectively a sub-committee of the Joint Commissioning Committee, therefore precluding only those members who are on the sub-committee from being nominated to Director Posts. It is suggested that the sub-committee should consist of four councillors, with the following terms of reference to be reconsidered at the first meeting:

The role of the Joint Shareholder Committee shall not be operational and shall be the means by which the Councils shall:

- be the body for approving council nominated non-executive directors, and approving best practice policies in relation to such appointments, considering any reserved shareholder matters within the company articles;

- be responsible for agreeing and approving the framework within which the councils interfaces with Council owned/influenced companies;
- exercise strategic functions flowing from the Councils' ownership of shares.

3.5 Day to day functions and liaison flowing from the Councils ownership of shares shall be delegated to the Chief Finance Officer (or in his absence the Monitoring Officer), where necessary consulting members of the Joint Shareholder Committee.

3.6 The Council responsibilities with regard to Council owned/influenced companies are wider than simply that of shareholder. The following roles have been identified in respect of each Council:

Role	Description	Responsibility allocation
Shareholder and Investor	To safeguard the Council's investments and maximise the return to the Council and community and any other shareholder function.	Chief Finance Officer with Monitoring Officer as their Deputy
Service Commissioning	To commission services provision from the companies on behalf of the council and to ensure the effective management of these arrangements.	Director of Strategy and Commissioning
Supplier of Goods and Services	To be responsible for the provision of goods and services that Council owned/influenced companies purchase from the council.	Officer to be nominated by Chief Executive
Nominator of non-executive directors	To ensure that those nominated by the council have the requisite skills and knowledge required by the company and to ensure that nominees are supported and protected in their role.	Head of Paid Service (or appointed Deputy if they are a non-executive director), with nominations approved by Shareholder Committee
Broker	To intervene and assist where necessary in ensuring a positive relationship between the Council and Council owned/influenced companies	Chief Executive (or appointed Deputy if they are a non-executive director), with nominations approved by Shareholder Committee

Establishing the Companies

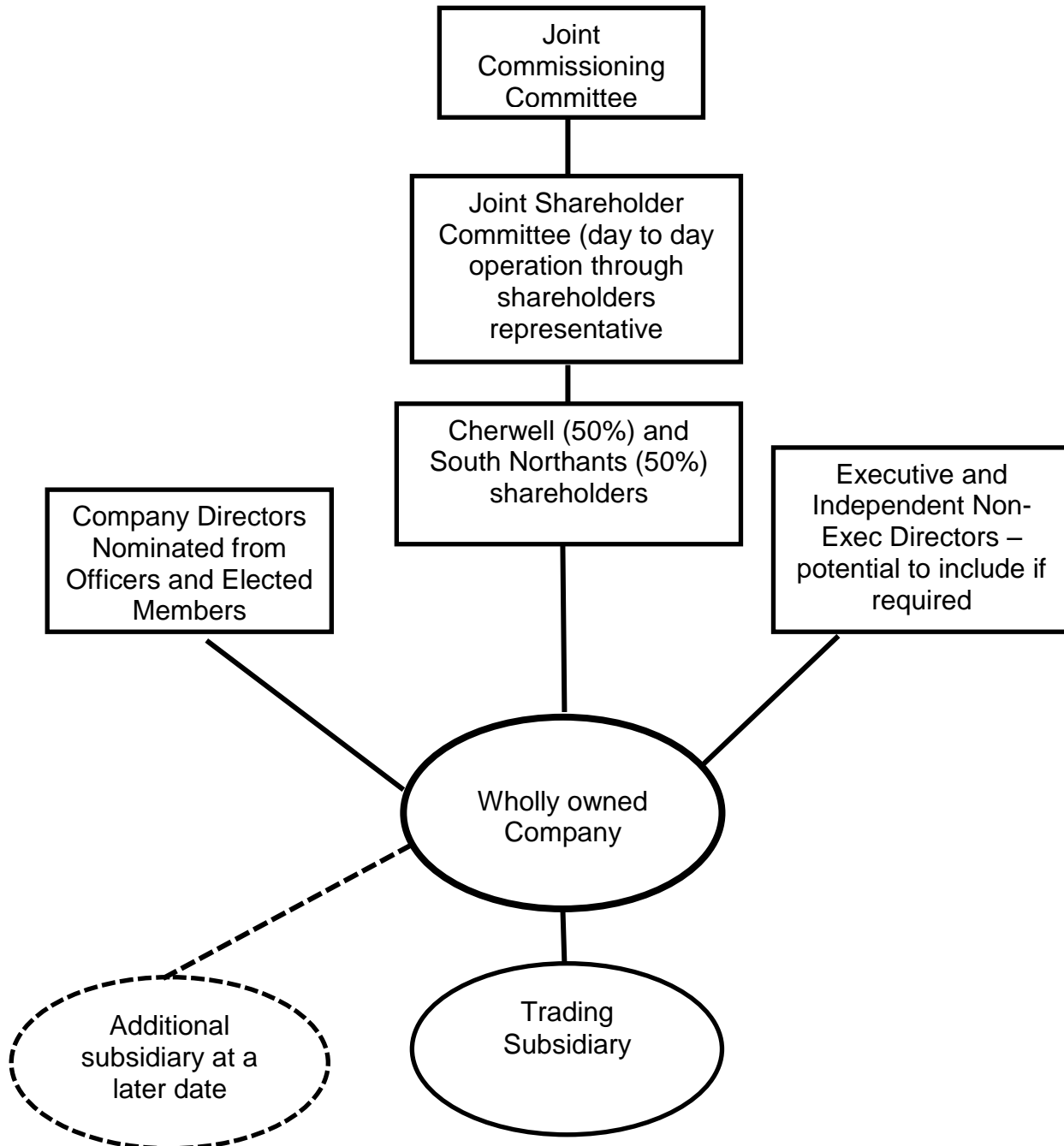
3.7 In order to meet the required 'go live' date for the new companies, triggered by the end of the CDC Capita contract in May 2017 it is necessary to ensure that the company structures are established, it is preferable that this is done early in the process whilst detailed work continues. The company structures will effectively sit dormant whilst this takes place.

3.8 It is proposed that the company structure will be delivered through a Company Limited by Shares (CLS). Under the 2011 Localism Act Councils have greater

freedom, but trading/commercial activity must be undertaken through a company structure.

- 3.9 A CLS is a recognised legal entity under the 2011 Localism Act (unlike, say a LLP). The CLS will be in the form of a group structure, initially with a principal company and a trading subsidiary with flexibility to add additional subsidiaries at a later date. As 100% joint owner of the principal company the Councils will have ultimate control over the companies.
- 3.10 The Joint Commissioning Committee, through the Joint Shareholder Committee will be the strategic supervisory body with ultimate responsibility for ensuring governance of the Company and compliance with the Business Plan. This role will be without prejudice to the Committee's normal decision making powers and the role of the Overview and Scrutiny Committee (CDC) and Scrutiny Committee (SNC) as set out in the Councils' constitutions.
- 3.11 The Directors of the Companies will be a mix of Officers and Elected Members and will be nominated based on their suitability and assessment against a person specification including their knowledge of the role, previous experience and knowledge of revenues and benefits. It is recommended that the Lead Members/ portfolio holders for finance and the Chief Finance Officer are not nominated as they will both have a responsibility to the Councils in relation to lending to the principal Company.
- 3.12 The Companies and the councils will provide appropriate indemnity insurance and training for each of the Directors and the cost of this is included within the Companies' running costs.
- 3.13 When a company is registered with Companies House it must have articles of association. These are the rules about running the company that shareholders and 'officers' (directors or company secretary) have to agree to. For example, rules about how decisions that affect the company must be made and the role of shareholders in those decisions.
- 3.14 Most companies use standard ('model') articles. If the recommendations in this report are approved then our legal advisors Trowers and Hamlin will assist in preparing these for each company. Once confirmed the Chief Finance Officer will approve these on the Councils' behalf under delegated authority and put the necessary appointments in place.
- 3.15 The Companies will engage the services of specialists to provide legal, accountancy, audit and tax advice to assist the Directors. It is envisaged that these services will be procured directly by the Companies and whilst there may be some contracts awarded to suppliers who already deal with the Council there will be recognition of working with local suppliers.
- 3.16 The role of Company Secretary can be undertaken by one of the nominated Directors or carried out by either a legal or accountancy representative.
- 3.17 Below is a proposed structure, which will be reflected in the constitutional documents (Memorandum and Articles of Association) illustrating:

- The Councils' shared 100% ownership of the company
- Accountability firstly to the Joint Commissioning Committee
- Company Directors for both companies (Elected Members and Officers)
- Principal Company
- Trading Subsidiary Company
- Other Subsidiaries which can be established as needed at a later date



Commissioning of plans

- 3.18 Ahead of setting up a company the Councils must prepare a business case in support of the proposed exercise of that power; and approve that business case. The business case means a comprehensive statement as to:
- the objectives of the business
 - the investment and other resources required to achieve those objectives
 - any risks the business might face and how significant those risks are, and
 - the expected financial results of the business, together with any other relevant outcomes that the business is expected to achieve.
- 3.19 Similarly detailed financial modeling for the companies is also required to enable a decision to be taken on the financial plan and for this to be built into the 2017-18 budget process. It is recommended that these plans are commissioned.
- 3.20 In order to manage the relationship between the Council and the joint local authority owned companies, it is best practice to have a shareholder agreement in place both between the Council and the principal company and also between the principal company and the Council with the subsidiary trading company. The agreements will cover the framework within which the Council interfaces with the companies, including elements such as the frequency of meetings, an open book approach to accounts etc. It is recommended that a shareholder agreement is commissioned.
- 3.21 To enable the company to employ staff it is necessary for the companies to have their own remuneration and pension policies and staff handbook. Work has commenced on developing these.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The recommendations set out in this report are in line with the agreed recommendations of the Revenues and Benefits Business case and are necessary to ensure that the business case can be delivered and the associated savings achieved.

5.0 Consultation

Consultation has taken place on the original Revenues and Benefits Business case with staff, trade unions and elected members. The transfer of staff into the company structure will be subject to separate decision and appropriate consultation with staff and trade unions.

6.0 Alternative Options and Reasons for Rejection

- 6.1 The following alternative options have been identified and rejected for the reasons as set out below.

Option 1: To agree the recommendations as set out in the report

Option 2: To amend the recommendations as set out in the report

Option 3: To reject the recommendations as set out in the report. This is not recommended, as members and officers are currently exposed to an element of risk through appropriate indemnities not being in place. In addition the councils' will reduce the potential to deliver the revenues and benefits business case savings unless a suitable employment vehicle is established.

7.0 Implications

Financial and Resource Implications

- 7.1 On-going work on with Trowers and Hamlin and KPMG is funded through transformation budgets. The cost of registering the required companies and domain names is around £60, which can be met through existing budgets. The detailed financial modelling for the company and draft business case will be subject to separate member approval when these are available and the creation of budgets for these companies will form part of the 2017-18 budget setting exercise.

Comments checked by:

Paul Sutton, Chief Finance Officer - 0300 003 0106

paul.sutton@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 The proposals set out in this report are in accordance with the legal framework and will be subject to external legal advice from Trowers and Hamlins.

Comments checked by:

Kevin Lane, Head of Law and Governance – 0300 0030107

kevin.lane@cherwellandsouthnorthants.gov.uk

Risk Implications

- 7.3 Risk will be considered fully as part of the legal and financial work being undertaken.

Comments checked by:

Ed Bailey Corporate Performance Manager - 01295 221605

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8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

None directly

Lead Councillor

Councillor Ian McCord, Leader of the Council, SNC
Councillor Barry Wood, Leader of the Council, CDC

Document Information

Appendix No	Title
None	
Background Papers	
None	
Report Author	James Doble, Assistant Director - Transformational Governance
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