

Meeting of Council

Thursday 29 September 2011

Members of Cherwell District Council,

A meeting of Council will be held at Bodicote House, Bodicote, Banbury, OX15 4AA on Thursday 29 September 2011 at 6.30 pm, and you are hereby summoned to attend.



Sue Smith
Chief Executive

Wednesday 21
September 2011

AGENDA

1 Apologies for Absence

2 Declarations of Interest

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

3 Communications

To receive communications from the Chairman and/or the Leader of the Council.

4 Petitions and Requests to Address the Meeting

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

5 Urgent Business

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

6 Minutes of Council (Pages 1 - 6)

To confirm as a correct record the Minutes of Council held on 26 July 2011.

7 Minutes

- a) Minutes of Executive, Lead Member Decisions and Executive Decisions not included in the Forward Plan

The Leader of the Council to formally propose that the minutes of the meetings of the Executive and Lead Member Decisions as set out in the Minute Book (circulated separately) be received and to report that since the last meeting no decisions have been taken by the Executive which were not included in the Forward Plan.

- b) Minutes of Committees

The Leader of the Council to formally propose that the minutes of committees as set out in the Minute Book (circulated separately) be received.

8 Questions

- a) Written Questions

To receive any written questions and answers which have been submitted with advance notice in accordance with the constitution. A written response to the question will be circulated at the meeting.

- b) Questions to the Leader of the Council

The Chairman to invite questions to the Leader of the Council (including any matters arising from the minutes).

Following a response to their question being provided members will be entitled to a follow up or supplementary question.

- c) Questions to Committee Chairmen on the minutes

The Chairman to invite questions to Chairmen of Committees on any matter arising from the minutes of their committee (if any).

9 Motions

To debate any motions which have been submitted with advance notice, in accordance with the constitution.

Council Business Reports

10 Management Restructure (Pages 7 - 10)

Report of Chief Executive

Summary

To update members on the formation of a Joint Management Team, to appoint a Section 151 Officer and to propose amendments to the constitution arising from the staff changes.

Recommendations

Council is recommended to:

- (1) Note the appointments to the posts in the Joint Management Team.
- (2) Agree that Martin Henry be appointed as Section 151 Officer with effect from 1 October 2011.
- (3) Agree the constitutional amendments as set out in paragraph 1.6 of this report and instruct the Chief Executive to amend the Constitution as required.

11 Oxfordshire County Boundary Review, Parliamentary Boundary Review and Polling Place Review

** Please note that this report will follow as the Parliamentary Boundary Review proposals were not released until 12 September 2011 and the Member Working Group requires adequate time to consider the proposals **

Report of Chief Executive

Summary

To consider the proposals of the Oxfordshire County and Parliamentary Boundary Reviews and agree the council's submission to the Local Government Boundary Commission for England on the Oxfordshire County Boundary Review.

To agree the recommendations from the Polling Place Review.

12 Calendar of Meetings: January - May 2012 (Pages 11 - 14)

Report of Interim Head of Legal and Democratic Services

Summary

To consider the draft calendar of meetings for January – May 2012.

Recommendations

Council is recommended to:

- (1) Approve the calendar of meetings for January – May 2012.

13 Overview and Scrutiny Annual Report (Pages 15 - 30)

Report of Interim Head of Legal and Democratic Services

Summary

This report presents the Overview and Scrutiny Annual Report for 2010/11.

Recommendations

Council is recommended to:

- (1) Note the contents of the Overview and Scrutiny Annual Report 2010/11.

14 Business Case for Shared Democratic and Elections Team (Pages 31 - 84)

Report of Interim Head of Legal and Democratic Services

Summary

To enable Council to consider the recommendation of the Joint Arrangements Steering Group (JASG) to implement a shared Democratic and Elections Team between this Council and South Northamptonshire Council (SNC).

Recommendations

Council is recommended to:

- (1) Consider the consultation comments and responses contained in the log tabled at the meeting.
- (2) Consider the recommendation of the JASG to implement a shared Democratic and Elections Team between this Council and SNC.
- (3) (if the JASG recommendation is approved and SNC have resolved in similar terms) delegate authority to Head of Service 4 in the joint management team structure to take all necessary steps to implement the team in compliance with

the Organisational Change Policy and in consultation with the HR officers at both Councils.

15 Exclusion of the Press and Public

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

3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Members are reminded that whilst the following item has 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 items of business, on the grounds that they could involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1, Schedule 12A of that Act.”

16 Business Case for a Shared Democratic and Elections Team - Exempt Appendix 4 (Pages 85 - 94)

17 Questions on Exempt Minutes

Members of Council will ask questions on exempt minutes, if any.

Councillors are requested to collect any post from their pigeon hole in the Members Room at the end of the meeting.

Information about this Agenda

Apologies for Absence

Apologies for absence should be notified to democracy@cherwell-dc.gov.uk or (01295) 221587 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. The definition of personal and prejudicial interests is set out in the constitution. The Democratic Support Officer will have a copy available for inspection at all meetings.

Personal Interest: Members must declare the interest but may stay in the room, debate and vote on the issue.

Prejudicial Interest: Member must withdraw from the meeting room and should inform the Chairman accordingly.

With the exception of the some very specific circumstances, a Member with a personal interest also has a prejudicial interest if it is one which a Member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the Member's judgement of the public interest.

Local Government and Finance Act 1992 – Budget Setting, Contracts & Supplementary Estimates

Members are reminded that any member who is two months in arrears with Council Tax must declare the fact and may speak but not vote on any decision which involves budget setting, extending or agreeing contracts or incurring expenditure not provided for in the agreed budget for a given year and could affect calculations on the level of Council Tax.

Evacuation Procedure

When the continuous alarm sounds you must evacuate the building by the nearest available fire exit. Members and visitors should proceed to the car park 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 James Doble, Legal and Democratic Services james.doble@cherwell-dc.gov.uk, (01295) 221587

Agenda Item 6

Cherwell District Council

Council

Minutes of a meeting of the Council held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 26 July 2011 at 6.30 pm

Present: Councillor Colin Clarke (Vice-Chairman, in the Chair)

Councillor Rick Atkinson
Councillor Ken Attack
Councillor Andrew Beere
Councillor Maurice Billington
Councillor Fred Blackwell
Councillor Norman Bolster
Councillor Ann Bonner
Councillor Patrick Cartledge
Councillor John Donaldson
Councillor Mrs Diana Edwards
Councillor Tim Emptage
Councillor Andrew Fulljames
Councillor Mrs Catherine Fulljames
Councillor Michael Gibbard
Councillor Chris Heath
Councillor Alastair Milne Home
Councillor David Hughes
Councillor Russell Hurle
Councillor Tony Ilott
Councillor Mike Kerford-Byrnes
Councillor James Macnamara
Councillor Kieron Mallon
Councillor Nigel Morris
Councillor P A O'Sullivan
Councillor George Parish
Councillor D M Pickford
Councillor Lynn Pratt
Councillor Neil Prestidge
Councillor G A Reynolds
Councillor Alaric Rose
Councillor Daniel Sames
Councillor Leslie F Sibley
Councillor Lawrie Stratford
Councillor Rose Stratford
Councillor Lynda Thirzie Smart
Councillor Patricia Tompson
Councillor Martin Weir
Councillor Douglas Williamson
Councillor Barry Wood

Apologies for absence: Councillor Timothy Hallchurch MBE
Councillor Alyas Ahmed
Councillor Margaret Cullip
Councillor Simon Holland
Councillor Nicholas Mawer
Councillor Trevor Stevens
Councillor Carol Steward
Councillor Nicholas Turner
Councillor Douglas Webb

Officers: Sue Smith, Chief Executive
Ian Davies, Strategic Director Environment & community
Karen Muir, Corporate System Accountant
Nigel Bell, Team Leader - Planning and Litigation / Interim Monitoring Officer
James Doble, Democratic, Scrutiny and Elections Manager
Natasha Clark, Senior Democratic and Scrutiny Officer

15 **Declarations of Interest**

Members declared the following interest:

Councillor Barry Wood, Personal, as persons known to him have an interest in land in the area of, but outside the eco zone.

16 **Communications**

Councillor Carol Steward

The Chairman noted that Councillor Steward was not at the meeting as she had been very poorly over the last few months. He reported that the Chairman had already sent Councillor Steward a card from on behalf of all Members. Members joined the Chairman in sending their best wishes to Councillor Steward.

Resolved

- (1) That Councillor Carol Steward be granted a three month attendance dispensation with effect from 26 July 2011.

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

There were no petitions or requests to address the meeting.

18 **Urgent Business**

The Chairman reported that he had agreed to submit one item of urgent business to the agenda, Oxfordshire County Boundary Review, Parliamentary Boundary Review and Cherwell District Council Polling District and Polling

Place Review, as the responses needed to be prepared with Member input prior to the next meeting of Council. The item would be considered after agenda item 14.

19 **Minutes of Council**

The Minutes of the meeting held on 18 May 2011 were agreed as a correct record and signed by the Chairman.

20 **Minutes**

a) **Minutes of the Executive, Portfolio Holder/Lead Member Decisions and Executive Decisions made under Special Urgency**

Resolved

That the Minutes of the meetings of the Executive and Portfolio Holder/Lead Member decisions as set out in the Minute Book be received and that it be noted that since the last meeting of Council, no Executive decisions had been taken that was subject to the special urgency provisions of the Constitution.

b) **Minutes of Committees**

Resolved

That the Minutes of Committees as set out in the Minute Book be received.

21 **Questions**

a) **Written Questions**

One question relating to Cherwell District Council's recycling rates whereby the council had gone from being one of the top performing districts in Oxfordshire but was now being outperformed by other authorities in the county and sought assurance that the council would continue to lead the way in recycling had been submitted by Councillor Rose and was tabled together with the reply from the Leader of the Council and the Lead Member for the Environment (attached as an annex to these minutes as set out in the Minute Book).

The Lead Member for the Environment answered a supplementary question put by Councillor Rose.

b) **Questions to the Leader of the Council**

Questions were asked and answers received on the following issues:

Bicester Regeneration: Councillor Pickford

Bicester Community Hospital and the South West option for a new community hospital in Bicester: Councillor Sibley

Eco Bicester Strategic Delivery Board: Councillor Sibley
Conservative leaflets: Councillor Sibley
Amount of money and officer time spent on the Council's response to HS2:
Councillor Cartledge
Business rate charges: Councillor Beere

With regard to Councillor Cartledge's question, the Leader agreed to send a written response.

c) Questions to Committee Chairmen on the minutes

There were no questions to the Committee Chairman on minutes.

22 **Motions**

There were no motions.

23 **Management Restructuring**

The Chief Executive submitted a report which updated Members on the management restructuring and sought approval for the management structure and to amend the business case relating to the ring fencing of posts.

Resolved

- (1) That the management structure as set out in the annex to these minutes (as set out in the minute book) as recommended by the Joint Personnel Committee be agreed.
- (2) That it be agreed that the ring fencing arrangements should be amended to allow any person placed at risk by this process to apply for any of the posts in the Joint Management Team or the three other posts as shown on the structure.
- (3) That it be noted that a further report will be presented to Council to seek approval for the appointment of the statutory officers, namely the Section 151 Officer and the Monitoring Officer.

24 **South Northamptonshire Council and Cherwell District Council Joint Working – Variation to Section 113 Agreement**

The Interim Head of Legal and Democratic Services submitted a report which sought consideration and approval of the recommendation of the Joint Arrangements Steering Group that the section 113 agreement between Cherwell District Council (CDC) and South Northamptonshire District Council (SNC) relating to the shared senior management team be varied so that its core provisions could be applied to any other shared working arrangements that had been, or may in future be, agreed between the two Councils.

Resolved

- (1) That the completion of the Deed of Variation as set out as an annex to these minutes (as set out in the Minute Book) be approved.

25 **Accounts, Audit and Risk Committee Annual Report 2010/11**

The Head of Finance submitted a report which presented the annual report of the Accounts, Audit and Risk Committee for 2010/11 which was approved by the Committee on 22 June 2011.

Resolved

- (1) That the contents of the report and the activities of the Accounts Audit and Risk Committee in 2010/11 be noted.

26 **Treasury Management Annual Report 2010/11**

The Head of Finance submitted a report which presented information on treasury management performance and compliance with treasury management policy during 2010/11 as required by the Treasury Management Code of Practice.

The Lead Member for Financial Management set out the latest position on recovery of Icelandic deposits and the prudent approach taken in 2010/11 accounts to protect capitalisation direction.

Resolved

- (1) That the contents of the Treasury Management Annual Report 2010/11, in line with the Treasury Management Strategy, be noted.

27 **Amendment to Committee Membership**

Resolved

That at the request of the Labour Group it be agreed that Councillor Parish be replaced by Councillor Sibley as a Member of the Joint Personnel Committee and that Councillor Parish be appointed as substitute member.

28 **Oxfordshire County Boundary Review, Parliamentary Boundary Review and Cherwell District Council Polling District and Polling Place Review**

The Chief Executive submitted an urgent report which updated Members on the Oxfordshire County and Parliamentary Boundary Reviews and the council's Polling District and Polling Place Review and to seek agreement to establish an informal Members' Boundary and Polling District and Polling Place Review Working Group.

Resolved

- (1) That the update on the County and Parliamentary Boundary Reviews be noted.
- (2) That the establishment of a Boundary and Polling District and Polling Place Review Working Group, with 2 nominated representatives from each political group, be agreed.
- (3) That officers be requested to submit draft consultation responses to the September 2011 meeting of Council following consultation with the Boundary Review Working Group and political groups.

The meeting ended at 7.45 pm

Chairman:

Date:

Council

Management Restructure

29 September 2011

Report of Chief Executive

PURPOSE OF REPORT

To update members on the formation of a Joint Management Team, to appoint a Section 151 Officer and to propose amendments to the constitution arising from the staff changes.

This report is public

Recommendations

Council is recommended to:

- (1) Note the appointments to the posts in the Joint Management Team
- (2) Agree that Martin Henry be appointed as Section 151 Officer with effect from 1 October 2011
- (3) Agree the constitutional amendments as set out in paragraph 1.6 of this report and instruct the Chief Executive to amend the Constitution as required.

Executive Summary

Introduction

- 1.1 At the July meeting of Council members approved the structure for the new joint management team. Since then, applications for the new posts have been sought from the staff in scope.
- 1.2 The Joint Personnel Committee (JPC) has met on a number of occasions in September in order to conduct the final interviews with staff who had been shortlisted for Director and Head of Service roles. The terms of reference for the JPC requires the recommendation of the JPC regarding appointments to posts to be notified to each member of the Cabinet at South Northamptonshire Council and the Executive at Cherwell District Council and for the members of the Cabinet and Executive to have the opportunity to raise an objection to the recommendation. Appointments can only be confirmed once the period for objection has passed or if an objection is

raised after it has been resolved by reference back to JPC. At the time of writing, three appointments have been confirmed namely that of the three directors; Ian Davies, Calvin Bell and Martin Henry.

Proposals

Section 151/ Chief Finance Officer

- 1.3 The Joint personnel Committee has recommended that Martin Henry be appointed as the Section 151 Officer in accordance with the Local Government Act 1972 and Local Government Finance Act 1988 with effect from 1 October 2011. This Act requires each local authority to appoint a suitably qualified person to be the statutory officer responsible for the financial business of the council. The appointment can only be confirmed by Council. It is therefore recommended that Council accepts the recommendation from the Joint personnel committee that Martin Henry should be appointed to this position.
- 1.4 The Local Government and Housing Act 1989 also requires each local authority to appoint a Monitoring Officer. At the time of writing the Joint Personnel Committee had not made a recommendation for this post. Members will be updated at the meeting and asked to consider any recommendation that has been made in the intervening period.
- 1.5 Interviews have been scheduled for 23 and 26 September for the eight Heads of Service and on 27 September for the three manager posts. Members will be updated at the meeting on the outcome of these interviews.

Constitutional Implications of the Joint Management Team

- 1.6 The scheme of delegation to officers contained in part 1 of the Constitution, specifies the delegated powers to officers, in addition there are further specific responsibilities that are allocated to named posts within the meeting procedure rules and codes and protocols. In light of the changes to the structure and post titles in the new shared structure it is necessary as an interim measure to amend the scheme to allow for these changes. It is proposed that the following clause be included in section 1.4 of the constitution:-

“Transfer of functions

Where the name of a post is changed or its relevant functions are allocated to a different post, any delegated powers shall be retained by the renamed post or transferred to a different post as allocated by the Head of Paid Service.”

It is, however, acknowledged that, for clarity and transparency, it is desirable to have a revised scheme of officer delegation expressly linking relevant powers to relevant officers as soon as is practicable and this will be a priority action once the detailed service areas to be allocated to each post have been identified, together with the allocation of any sub-delegations.

Conclusion

- 1.7 The proposals set out in this report, together with the appointment of a Monitoring Officer, to be made at this meeting following the interviews for Head of Service posts ensure that the legal requirements on the council are met.

Key Issues for Consideration/Reasons for Decision and Options

The following options have been identified. The approach in the recommendations is believed to be the best way forward

- Option One** To agree the recommendations in the report
- Option Two** Not to agree the recommendations as set out in the report – it should be noted that it is a legal requirement to ensure that both councils have a Section 151 and Monitoring Officer.
- Option Three** To amend the recommendations

Implications

- Financial:** There are no financial implications arising directly from this report.
Comments checked by Sarah Best, Senior Accountancy Assistant 01295 221736
- Legal:** It is a legal requirement that councils appoint Section 151 and Monitoring Officers and that any provision for delegations are set out in the officer scheme of delegation. It is important that these three requirements are met and that both Section 151 and Monitoring Officers have been delegated.
Comments checked by James Doble, Democratic, Scrutiny and Elections Manager/ Deputy Monitoring officer 01295 221587
- Risk Management:** The appointment of Section 151 and Monitoring Officers mitigates the risk to the authority in terms of non-compliance with legislation. The constitutional amendment will ensure that officer delegations can be allocated as appropriate by Head of Paid Service.
Comments checked by James Doble, Democratic, Scrutiny and Elections Manager/Deputy Monitoring Officer 01295 221587

Wards Affected

All

Document Information

Appendix No	Title
N/A	N/A
Background Papers	
None	
Report Author	Sue Smith, Chief Executive
Contact Information	01295 221573 sue.smith@Cherwell-dc.gov.uk

Council

Calendar of Meetings: January – May 2012

29 September 2011

Report of Interim Head of Legal and Democratic Services

PURPOSE OF REPORT

To consider the draft calendar of meetings for January – May 2012.

This report is public

Recommendations

Council is recommended:

- (1) To approve the calendar of meetings for January – May 2012.

Executive Summary

- 1.1 In January 2009 Council approved the draft calendar of meetings for 2010/11 through to December 2011.
- 1.2 No meeting dates beyond December 2011 were set in light of the proposed shared management arrangements with South Northamptonshire Council. Following recruitment of the shared management team a revised calendar to the May 2012 has been drafted and is attached at appendix 1.
- 1.3 The Chief Executive and Political Group Leaders have been consulted and all suggested changes have been included in the draft calendar of meetings.
- 1.4 A calendar of meetings for the municipal year 2012/13 is currently being produced which will take account of the shared management arrangements with South Northamptonshire Council. The shared management team and political Group Leaders will be consulted on the draft calendar of meetings for 2012/13, which will be submitted to Council for approval in due course.

Key Issues for Consideration/Reasons for Decision and Options

The following options have been identified. The approach in the recommendations is believed to be the best way forward

Option One To agree the calendar of meetings January – May 2012 in its current form.

Option Two To amend dates in the calendar of meetings January – May 2012. It should be noted that any changes to the calendar of meetings will have a knock on effect to the meeting cycle which may require a re-drafting of the whole calendar.

Consultations

Chief Executive The calendar has been updated in light of responses received.

Political Group Leaders The calendar has been updated in light of responses received.

Implications

Financial: There are no financial implications.

Legal: There are no legal implications.

Risk Management: There are no risk implications.

All comments checked by James Doble, Democratic, Scrutiny and Elections Manager 01295 221587

Wards Affected

All

Document Information

Appendix No	Title
Appendix 1	Calendar of Meetings January to May 2012
Background Papers	
None	
Report Author	Natasha Clark, Senior Democratic & Scrutiny Officer
Contact Information	01295 221589 natasha.clark@Cherwell-dc.gov.uk

2011

MEETINGS TIMETABLE 2011/2012

2012

	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec	
Mon				1														1			Mon
Tue				2			1 Coun						1								Tue
Wed		1		3			2			1 C&EJ			2								Wed
Thurs		2		4	1 JPC (S)		3 Plan	1Plan		2	1		3 Election								Thur
Fri		3	1	5	2		4	2		3	2		4	1							Fri
Sat		4	2	6	3	1	5	3		4	3		5	2							Sat
Sun	1	5	3	7	4	2	6	4	1	5	4	1	6	3							Sun
Mon	2 B Hol	6	4 Exec	8	5 Exec	3 Exec	7 Exec	5	2 B HOL	6 Exec	5 Exec	2 Exec	7 B HOL	4 B HOL	2	6	3	8	5	3	Mon
Tue	3	7	5	9	6 RPSB	4	8	6 Exec OSC	3	7	6	3	8	5 B HOL	3	7	4	9	6	4	Tues
Wed	4	8 Parish	6	10	7	5	9 Parish	7	4	8	7	4	9	6	4	8	5	10	7	5	Wed
Thurs	5 Election	9	7 Pers	11 Plan	8 Plan JAS G (C)	6 Plan JASG (C)	10	8 Coun	5 Plan	9	8 Pers	5	10	7	5	9	6	11	8	6	Thur
Fri	6	10	8	12	9 JPC (C)	7	11	9	6	10	9	6 B HOL	11	8	6	10	7	12	9	7	Fri
Sat	7	11	9	13	10	8	12	10	7	11	10	7	12	9	7	11	8	13	10	8	Sat
Sun	8	12	10	14	11	9	13	11	8	12	11	8	13	10	8	12	9	14	11	9	Sun
Mon	9	13 RPSB	11	15	12 JPC (S)	10	14	12 AARC	9 Exec	13	12	9 B HOL	14	11	9	13	10	15	12	10	Mon
Tue	10	14 JPC (S) 14 OSC	12.Joint OSC.& RPSB	16	13 OSC	11	15 OSC	13	10 RPSB	14 PSWG	13 OSC	10	15	12	10	14	11	16	13	11	Tue
Wed	11	15 AARC	13.JPC (S)	17	14	12	16	14 Pers	11 AARC	15	14	11	16 Coun	13	11	15	12	17	14	12	Wed
Thurs	12	16 Plan	14 Plan	18	15	13	17 Stan	15	12	16 Plan	15	12	17	14	12	16	13	18	15	13	Thur
Fri	13	17	15	19	16	14	18	16	13	17	16	13	18	15	13	17	14	19	16	14	Fri
Sat	14	18	16	20	17	15	19	17	14	18	17	14	19	16	14	18	15	20	17	15	Sat
Sun	15	19	17	21	18	16	20	18	15	19	18	15	20	17	15	19	16	21	18	16	Sun
Mon	16	20	18 RPSB	22	19	17	21	19	16	20	19 AARC	16	21	18	16	20	17	22	19	17	Mon
Tue	17	21	19 OSC	23	20	18 OSC	22 RPSB	20	17	21 FSWG	20	17	22	19	17	21	18	23	20	18	Tue
Wed	18 Coun	22 AARC	20 C&EJ	24	21 AARC	19	23 C&EJ	21	18	22	21	18	23	20	18	22	19	24	21	19	Wed
Thurs	19 Plan	23 JASG (C)	21 JASG (S)	25	22	20	24 JASG (S)	22	19	23	22 Plan	19 Plan	24 Plan	21	19	23	20	25	22	20	Thur
Fri	20	24	22	26	23 JPC (C)	21	25	23	20	24	23	20	25	22	20	24	21	26	23	21	Fri
Sat	21	25	23	27	24	22	26	24	21	25	24	21	26	23	21	25	22	27	24	22	Sat
Sun	22	26	24	28	25	23	27	25	22	26	25	22	27	24	22	26	23	28	25	23	Sun
Mon	23 Exec	27	25	29 B Hol	26 JPC (S)	24	28	26.B Hol	23	27 Coun	26	23 Exec	28 Exec	25	23	27 B HOL	24	29	26	24	Mon
Tue	24	28 PSWG	26 Coun	30	27	25	29	27.B Hol	24	28 R&PSB	27	24	29	26	24	28	25	30	27	25 B HOL	Tue
Wed	25	29	27	31	28	26	30	28 Offices Closed	25	29	28	25	30	27	25	29	26	31	28	26 B HOL	Wed
Thurs	26 JASG (C)	30	28		29 Coun	27		29	26 Plan		29	26		28	26	30	27		29	27	Thur
Fri	27		29		30	28		30	27		30	27		29	27	31	28		30	28	Fri
Sat	28		30			29		31	28		31	28		30	28		29			29	Sat
Sun	29		31			30			29			29			29		30			30	Sun
Mon	30 B Hol					31			30 Coun			30			30					31	Mon
Tue	31								31 OSC						31						Tue

Please note meeting dates for 2012/13 will be set in consultation with the shared management team and political group leaders and submitted to Council in December 2011.

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Council 6.30pm	Executive 6.30pm	Planning Committee 4.00pm	Council & Employee Joint Committee 6.30pm	Personnel 6.30pm	Joint Personnel 7pm or Full day	Standards 6.30pm	Accounts, Audit & Risk Committee 6.30pm	Overview & Scrutiny Committee 6.30pm	Performance Scrutiny Working Group 6.30pm	Resources & Performance Scrutiny Board 7.00pm	Finance Scrutiny Working Group 6.30pm	Parish Liaison	Joint Arrangements Steering Group 7pm
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Council

Overview and Scrutiny Annual Report 2010/11

29 September 2011

Report of Interim Head of Legal and Democratic Services

PURPOSE OF REPORT

This report presents the Overview and Scrutiny Annual Report for 2010/11.

This report is public

Recommendations

Council is recommended:

- (1) To note the contents of the Overview and Scrutiny Annual Report 2010/11.

Executive Summary

Introduction

- 1.1 The Overview and Scrutiny Annual Report 2010/11 is attached at Appendix 1.
- 1.2 The Annual Report contains information relating to the work of the Overview and Scrutiny Committee, the Resources and Performance Scrutiny Board and various other scrutiny activities during 2010/11.

Proposals

- 1.3 The Overview and Scrutiny Committee has a constitutional obligation “to produce a unified annual report for the whole scrutiny process” and present it to Council.
- 1.4 The Annual Report 2010/11 was approved by the Resources and Performance Scrutiny Board on 15 June 2010 and the Overview and Scrutiny Committee on 22 June 2010.

Conclusion

- 1.5 Council is invited to note the content of the Overview and Scrutiny Annual Report 2010/11.

Key Issues for Consideration/Reasons for Decision and Options

- 3.1 The Overview and Scrutiny Committee has a constitutional obligation “to produce a unified annual report for the whole scrutiny process” and present it to Council.

The following options have been identified. The approach in the recommendations is believed to be the best way forward

Option One To agree the recommendations as set out in the report.

Option Two Not to agree the recommendations.

Consultations

Overview and Scrutiny Committee No comments

Resources and Performance Scrutiny Board No comments

Implications

Financial: There are no financial implications arising from this report.
Comments checked by Sarah Best, Senior Accounting Assistant 01295 221736

Legal: There are no legal implications arising from this report.
Comments checked by Nigel Bell, Team Leader – Planning & Litigation, 01295 221687

Risk Management: Failure by Council to consider an annual report from the Overview and Scrutiny Committee would be a breach of the Constitution.
Comments checked by James Doble, Democratic, Scrutiny and Elections Manager 01295 221587

Wards Affected

All

Document Information

Appendix No	Title
Appendix 1	Overview and Scrutiny Annual Report 2010/11
Background Papers	
None	
Report Author	Natasha Clark, Senior Democratic and Scrutiny Officer
Contact Information	01295 221589 natasha.clark@Cherwell-dc.gov.uk



DISTRICT COUNCIL
NORTH OXFORDSHIRE

Overview and Scrutiny Annual Report 2010/11



September 2011

Foreword

This year both the Overview and Scrutiny Committee and the Resources and Performance Board have undertaken a variety of reviews that have had a positive impact on the residents of this District. More details of what we have been engaged in can be seen over the following pages.

As last year (2009/10) we have made numerous recommendations to the Executive all of which have been taken on-board and agreed by the Executive. This is indicative of the positive impact that our two committees can have on the formulation of policy.

Notably, the Overview and Scrutiny Committee has conducted reviews on Kidlington Pedestrianisation, Built Environment Conservation Policy and Youth Services amongst others. The Resources and Performance Scrutiny Board has reviewed this year's budget, Contract Management Procedures, the Landscape Management Contract and the Safer Communities Partnership to name but a few areas.

The two committees conducted a joint review of the Business case for a Joint Management Team for Cherwell District Council and South Northamptonshire Council. This has resulted in the appointment of a joint Chief Executive for the two Councils and will lead to the appointment of other joint managers in the near future. All recommendations of the joint review were taken on board by the Executive.

There was one Call-In during the year regarding the Executive decision on changes to car parking charges within the District. The Call In process worked extremely well and the meeting was conducted in a very informative and constructive manner. Five recommendations were made to the Executive and the matter was referred back to them for further consideration. The original decision was upheld but the Executive did agree to review the position later in the year. This review has subsequently taken place and resulted in changes to the original decision.

In carrying out these reviews, both the Overview and Scrutiny Committee and the Resources and Performance Scrutiny Board have called on witnesses from our partners and outside groups. This has ensured that the evidence collected is as relevant and current as possible.

Over the coming year both the Overview and Scrutiny Committee and the Resources and Performance Scrutiny Board will continue their work to ensure that relevant topics will be reviewed and scrutinised as well as helping the Executive to make informed policy decisions

Councillor Daniel Sames
Chairman,
Overview and Scrutiny Committee
2011

Councillor Nick Mawer
Chairman,
Resources and Performance Scrutiny Board
2011

Overview & Scrutiny Committee

Membership

Councillor Dan Sames (Ch)
Councillor Ann Bonner
Councillor John Donaldson
Councillor Alastair Milne Home
Councillor Chris Smithson
Councillor Keith Strangwood

Councillor Lynda Thirzie Smart (V Ch)
Councillor Nick Cotter
Councillor Andrew Fulljames
Councillor Les Sibley
Councillor Trevor Stevens
Councillor Lawrie Stratford

Kidlington Pedestrianisation

The Kidlington Pedestrianisation capital bid (value £25,000) had been referred to scrutiny for further consideration by Council in February 2010. The Committee learnt that traffic control in the village was a long-standing problem and that the expansion of the pedestrianised area was an aspiration of the Kidlington Village Centre Management Board and that it was also a Cherwell District Council service plan objective to deliver such a scheme. Having heard arguments for and against the scheme and taking into account the views of parish councillors the Committee resolved to support the bid. This recommendation was subsequently accepted by the Portfolio Holder and the scheme is expected to be in place by mid-2011.



Built Environment Conservation Policy

Although the Committee did not undertake a full scrutiny review of this topic, the members did discuss it with the Portfolio Holder and officers and they analysed a wealth of background information on the Council's approach to conservation. In particular they looked at enforcement and prosecution, Article 4 Direction Orders, the opportunities to work with partner organisations and the use of environmental improvement grants. The Committee strongly supports the work which the council does to seek to protect conservation areas and properly control development within them. They noted that the ability to issue fines and recover actual costs associated with planning enforcement cases would require a change to primary legislation. They agreed that this was an issue that should be raised at the visit to the Council by John Howell, Member of Parliament for Henley and a principal author of the government's proposals for reform of the planning system.

Banbury Brighter Futures

In July 2010 the Committee requested a briefing on the Banbury Brighter Futures Project as they were eager to support this initiative and were prepared to undertake a complementary scrutiny review if it was needed. The Committee learnt that this was a complex multi-agency project focusing on breaking the cycle of deprivation in three wards in Banbury and that the project had some very long lead times before there would be tangible results. The Committee revisited the Banbury Brighter Futures Project in early 2011 and were pleased to note significant progress and some early achievements.

Youth Services



In March 2011 representatives from the Children, Young People and Families Directorate of Oxfordshire County Council met with the Committee to discuss the proposals for restructuring services to children, young people and families. The Committee learnt that the focus would be on early intervention and partnership working with community groups and other service providers like Connexions and the probation service. Youth services would centre on local delivery from “hubs” across the county, including two in Cherwell (Banbury and Bicester). The Committee noted that the Council’s own value for money review of youth services had been deferred until the outcome of the county council consultation was known and that the Cherwell District Council youth budget had not been cut in 2011/12.

Joint Meeting of Overview & Scrutiny Committee and Resources & Performance Scrutiny Board

Business Case for a Joint Management Team between Cherwell District Council (CDC) and South Northamptonshire Council (SNC)



In July 2010, Cherwell District Council’s Executive and South Northamptonshire Council’s Cabinet both resolved to establish a Joint Working Group to oversee the development and delivery of a detailed business case for the creation of a single management team for both authorities. Scrutiny Committees at both CDC and SNC were given the opportunity to consider the draft business case. The Overview and Scrutiny Committee and the Resources and Performance Scrutiny Board held a joint meeting in October 2010 which was attended by the Portfolio Holder Resources and Communication (Vice-Chairman of the Joint Working Group), the Leader of the Council and the Portfolio Holder Performance Management, Improvement and Organisational Change (members of the Joint Working Group), the Chief Executive, Head of Finance and HR Manager who had supported the Joint Working Group.

The Portfolio Holder Resources and Communication gave a detailed presentation on the business case stressing that the proposal was for two sovereign councils to share a management team. Following the presentation scrutiny councillors had the opportunity to comment on the business case and ask questions of the Joint Working Group councillors.

The meeting also considered and noted the feedback that had been received on the draft business case consultation which had taken place between 21 September and 4 October 2010. Formal responses had been received from both the Councils’ UNISON branches, 8 Cherwell staff and 20 South Northamptonshire staff.

The Joint meeting of the Overview and Scrutiny Committee and the Resources and Performance Scrutiny Board resolved:

- (1) That the draft business case for a shared management team between South Northamptonshire Council and Cherwell District Council be noted and endorsed.

- (2) That the Executive be advised to take into account the following comments and observations in its consideration of the draft business case:
- a) Structure
 - i. Need to create opportunities to maximise the efficiency of business processes.
 - ii. Need to ensure that the challenges of cross county working are addressed and that the opportunities are maximised.
 - iii. Need to ensure that the staff and public are given explanations regarding concerns about the capacity demands of the shared officer posts.
 - b) Costs and Savings
 - i. Need to ensure that the costs are simply not displaced and transferred lower down the organisational structure.
 - ii. Noted that this business case represents the best opportunity for Cherwell District Council to make savings.
 - c) Pace of change
 - i. Acknowledged that due time and consideration had been given to the development of the business case.
 - ii. Endorsed the proposed timescale for implementation.
 - iii. Proposed that these points needed to be explained and presented to staff and the public to address any concerns.
 - d) Section 113 Agreement
 - i. Noted that the Agreement included the option for either Council to withdraw from the arrangement but emphasized that further consideration was needed with regard to ensuring that neither council would be disadvantaged in terms of key staff or projects.
 - ii. Proposed that the Agreement should have adequate procedures in place for the resolution of disputes and for the monitoring of the arrangement.
 - e) Recruitment Process
 - i. Applauded the decision to use external recruitment consultants to ensure that the appointment process would be fair and transparent.
 - ii. Emphasized the importance of all appointments being merit based, in particular, the need for competition at tier one
 - iii. Proposed that further consideration should be given to the arrangements for the appointment of the Chief Executive amid concerns about a 'field of one'.

Resources & Performance Scrutiny Board

Membership

Councillor Nick Mawer (Ch)
Councillor Alyas Ahmed
Councillor Maurice Billington
Councillor Tim Emptage
Councillor Carol Steward
Councillor Doug Webb

Councillor David Hughes (V Ch)
Councillor Rick Atkinson
Councillor Margaret Cullip
Councillor Neil Prestidge
Councillor Pat Tompson
Councillor Martin Weir

2011/12 Budget scrutiny



As part of the 2011/12 budget process, the Board undertook a review of the staff and Member training expenditure, fees and charges in Environmental Services, Finance and Safer Communities, Urban and Rural Services and reviewed the capital bids received as part of the 2011/12 process. Relevant Portfolio Holders, Heads of Service and officers attended each meeting to answer Members' questions.

The Board considered report of the Head of Finance on Budget Scrutiny Planning, which provided an overview of the budget position, at their meeting in September 2010. Three informal working group meetings were held to review the budget proposals in detail.

Meeting one focussed on the Learning and Development Budget and the Member Training Budget.

Meeting two focussed on Environmental Services fees and charges including pest control, bulky waste collection, bin charges, trade recycling and trade waste and MOTs, Urban and Rural Services fees and charges including parking charges, licensing charges and public path order charges, Finance fees and charges including charging for credit card payments and increasing debt recovery costs and the Joint Use Agreements with North Oxfordshire Academy and Cooper School.

Meeting three focussed on capital bids and considered some of the fees and charges proposals in more detail, including pest control and car parking.

The Board met formally on 30 November to consider the draft recommendations, conclusions and comments that had evolved from the budget scrutiny working group meetings. The Board agreed to submit 8 recommendations to the Executive, three relating to capital bids, two relating to training and three relating to fees and charges. The Board also submitted two comments relating to parking charges for blue badge holders and a Concessions Policy for the council.

All of the Board's recommendations and observations were welcomed and accepted by the Executive and Council as part of the 2010/11 Budget. A number of the recommendations relating to parking charges were called in and these are detail on page 7 of this report.

Disabled Facilities Grants (DFGs)

During the budget scrutiny 2010/11 process, officers had reported that a Disabled Facilities Grants policy would be developed during 2010/11 to address prioritisation and allocation of resources and the development of practices and procedures to improve the efficiency and value for money for the DFG service. The Board requested that they be involved in the development of this policy and invited officers to their meeting in June 2010. The Board learnt that DFGs were mandatory and as the housing authority, Cherwell District Council has to meet its statutory duty to respond. In addition, the delivery of DFGs was enshrined in the Council's priorities. Members noted the DFG budget was made up a government grant and capital programme funding and that the process involved working closely with Oxfordshire County Council and the Housing Association. The Board commended the Housing Services staff for their hard work on the delivery of DFGs which supported and assisted vulnerable members of the community. The Board nominated three Members to work with officers during the development of the policy, which was approved by the Executive in December 2010.

Contract Management Procedures, Policies and Strategies

The remit of the Resources and Performance Scrutiny Board includes performance monitoring and review of the council's contractual arrangements. At the Boards July meeting the Head of Finance and Strategic Procurement Manager provided Members with an overview of the contract management procedures in place across the Council and presented the Councils contracts register which included all contracts with a value greater than £10k. The Board learnt that the Corporate Procurement Team was formed in 2008 and a key role of the Team was to work with services to ensure value for money procurement practice and to support them to promote best practice in line with the Corporate Procurement Procedure Rules. The Board agreed that they would focus on two contract tenders during 2010/11: Old Bodicote House Refurbishment and Landscape Maintenance.



Contract Scrutiny: Landscape Management



Following on from the overview of the Council's contract management procedures, policies and strategies, in January 2011 the Board received a briefing from the Portfolio Holder Safer Communities, Urban and Rural and officers on the council's landscape maintenance contract. The Board was advised that in 2005 the council had entered into a six year contract with Continental Landscape with an option to extend for a further three years. The Board noted that performance monitoring was reported annually and that the contractor had consistently performed to a high standard. Officers reported that landscape services had been thoroughly reviewed as part of the Value for Money Review of Safer Communities, Urban and Rural Services which had found that the cost of the contract and the service provided was very competitive compared to neighbouring authorities but still identified opportunities for cost reduction. The Board agreed to nominate two Members to work with officers during the contract review process

Partnership Scrutiny: Cherwell Safer Communities Partnership (CSCP)

In September 2010 the Chairman of the CSCP, the Cherwell Local Police Area Commander, the Portfolio Holder Community Safety, Urban and Rural, the Head of Safer Communities and the Community and Corporate Planning Manager attended the meeting to discuss the CSCP, the work of the partnership and relationship between Cherwell District Council and the CSCP. The Board had learnt that the Crime and Disorder Act



1998 had established the formation of statutory Crime and Disorder Reduction Partnerships to bring together local agencies to tackle crime reduction. The Board had noted that there was a strong working relationship between the Council and the Cherwell Safer Communities Partnership which supported the delivery of the Council's corporate priorities and strategies. This was underpinned by a formal structure to manage and measure the effectiveness of the partnership. As a result, the partnership was delivering practical benefits to residents in the district. The Board agreed that would like to receive an update in summer 2011 once the proposals in the Government's policing reform programme consultation have been published and the budget position of the partnership is clearer.

Engagement of External Consultants by Cherwell District Council

A member of the Resources and Performance Scrutiny Board requested that this item be added to the work programme as a potential topic for scrutiny. The Head of Finance, Corporate Strategic Procurement Manager and the Community and Corporate Planning Manager attended the Board's March meeting to provide an overview of the engagement of external consultants. The Board was advised that the same procurement principles were applied to the procurement of consultants as to any procurement process the council undertakes. Whilst any service area could potentially use consultants, they must be procured in the correct manner and a budget must be available to meet the cost. Expenditure on consultants had decreased by around two-thirds between 2008/09 and 2010/11 and the 2011/12 budget forecast a further reduction. The Board agreed that the Finance Scrutiny Working Group should continue to monitor consultancy costs.

Resources & Performance Scrutiny Board ~ Working Groups

The members of the Board have divided into two informal working groups that each meet about four times per year to undertake more detailed assessments of the Board's areas of responsibility, in particular, review of the management of resources and scrutiny of the financial management, treasury management, property and asset acquisition and disposal, capital programme and monitoring of year-on-year performance indicators.

Finance Scrutiny Working Group

Membership: Cllr Mawer (Chairman), Cllrs Atkinson, Emptage, Hughes, Tompson, Webb, Weir.

The Group's role is to carry out detailed consideration of the Council's finances and budgets. At every meeting the Group reviews the Council's performance against a range of financial indicators covering income, debt, investment, creditors and risk. In 2010/11 the Group considered a detailed sports centre modernisation end of project appraisal and reviewed the project brief for planning fees and charges.

Performance Scrutiny Working Group

Membership: Cllr Hughes (Chairman), Cllrs Ahmed, Billington, Cullip, Mawer, Prestidge, Steward.

The Group carries out detailed scrutiny of corporate and service performance, considers performance where targets are not being met or over performance, considers targets, their relevance and future targets considers performance based on what it means to the public. At every meeting the Group reviews the Council's performance, using the Performance Management Framework data as its baseline evidence. During 2010/11 the Group looked at the Council's performance across a number of areas including: draft Value for Money review of Development Control and Major Developments, implementation and roll-out of food waste processing in the district and absenteeism/sickness management.

Task and Finish Groups

Houses in Multiple Occupation

Membership: Councillors Bonner, Clarke, Smithson & L Stratford

This Task & Finish Group was convened in May 2010 to identify possible guidance criteria for the planning control of Houses in Multiple Occupation (HMOs) within the district, which could eventually be included in the Local Development Framework. The Task & Finish Group understood and appreciated that HMOs were a necessary tool in meeting the demand for housing across the district but that the concern was with the Council's ability to control the density and concentration of such properties in particular areas. The Task & Finish Group concluded that only the issues relating to the general amenity provision, such as traffic, parking and litter and refuse, were those that Council could realistically address through the planning process. They had been pleased to note the work by the Design and Conservation team to produce an informal planning guidance document which would be a valuable tool for Planning Officers to build up an evidence base to demonstrate its use in determining HMO applications.

Call-in: Car Parking, 5 January 2011

There was one Call-in during the municipal year 2010/11. The Call-in was held on 5 January 2011 and related to the Executive decision to make a number of changes to the council's car parking arrangements.

The Call-in stated:

We the named Councillors and non-executive members of Cherwell District Council hereby give notice that we wish to call in for further scrutiny the Executive decision's of Monday 6 December 2010 regarding the proposals to increase Car Parking Fees, the extension of car parking hours, the introduction of parking fees for Blue Badge Holders and the decision to begin negotiations with regards to Watts Way, Kidlington.

The Portfolio Holder for Safer Communities, Urban and Rural Services and the Leader of the Council responded to the Call-in signatories. They outlined the process to date and the Leader explained that the car parking fee proposals were part of a the budget setting process that included a review of all fees and charges to ensure the Council reached a balanced budget whilst maintaining a high level of service provision.

The Committee discussed each of the elements of the call-in. Members of the Committee queried whether the income generated through the introduction of charges for blue badge holders and evening charges would represent value for money given the potential implementation and enforcement costs. They were also concerned that the additional charges would deter people from visiting Banbury, Bicester and Kidlington or car drivers would park in private streets rather than pay the additional charges.

At the discretion of the Chairman, representatives from Bicester & District Chamber of Commerce addressed the meeting. They expressed concerns about the timing of the proposals, the impact on Bicester of the proposals to increase car park fees and to introduce evening charges and charges for blue badge holders.

The Overview and Scrutiny Committee resolved

- (1) That the proposals of the Executive to increase Car Parking Fees, the extension of car parking hours, the introduction of parking fees for Blue Badge Holders and the decision to begin negotiations with regards to Watts Way, Kidlington be referred back to the Executive and that in reconsidering the decision the Executive should take note of the concerns expressed at the Overview and Scrutiny Committee meeting and the following 5 points:
 1. Ensure proper consultation on Watts Way, Kidlington
 2. Request the Executive investigate alternative ways to find funds (e.g. £39k to offset the introduction of evening charges)
 3. Investigate the feasibility of barrier parking/pay on exit
 4. Study the economic impact of parking charges
 5. Investigate the number of disabled bays across the district, the ratio of short to long stay spaces and motorcycle parking availability

The Executive noted the Overview and Scrutiny Committee position but the original decision was upheld. The Overview and Scrutiny Committee subsequently decided to include a strategic review of car parking on their work programme for 2011/12.

Training and Development

There were 4 scrutiny related training events for members in 2010/11:

- 1 councillor and 1 independent member attended the Introduction to Overview and Scrutiny training on 1 June 2010 as part of the induction programme.
- 6 councillors attended the Data Analysis and Management briefing on 9 June 2010 which relates to the work of the Resources and Performance Scrutiny Board in monitoring the Council's performance and finance data.
- 8 councillors attended the Budget Priorities briefing on 14 June 2010, which relates to the work of the Resources and Performance Scrutiny Board in undertaking budget scrutiny.
- 8 councillors attended the Performance Management briefing on 18 January 2011, which relates to the work of the Resources and Performance Scrutiny Board in reviewing the council's performance data.
- In addition 1 member and 1 officer attended the Centre for Public Scrutiny Conference (CfPS) in June 2010.

Statistics

Statistic	2006/07	2007/08	2008/09	2009/10	2010/11
Number of scrutiny committee meetings	25	20	20	17	17
% attendance at scrutiny committee meetings	76%	78%	82%	76%	71%
Number of completed reviews	7	6	6	5	9 + Joint case = 10
Number of committee reviews undertaken	1	1	4	6	
Number of Task & Finish Groups established	12	2	2	1	1
Number of Call-ins	0	1	0	0	1
% scrutiny recommendations accepted by Executive or other body	-	90%	97%	100%	100%

Corporate priorities checklist

How does the overview and scrutiny function contribute to the Council's corporate priorities?

	Kidlington Pedestrianisation	Houses of Multiple Occupation	Built Environment Conservation	Youth Services	Banbury Brighter Futures	Business Case for Shared Management Team with SNC	Disabled Facilities Grants	Contract Management Procedures, Policies & Strategies	Cherwell Safer Communities Partnership	Engagement of External Consultants	Landscape Maintenance Contract
Break the Cycle of Deprivation and address inequalities across the District					✓						
Work to support the development of the Northwest Bicester Eco-Town, using the Eco-Town as an opportunity to develop a centre of excellence in terms of sustainable living											
A district of opportunity											
1. Balance employment and housing growth by developing businesses and homes that meet local need within an overall robust planning policy framework.		✓	✓								
2. Provide business land and premises opportunities to support local economic development.											
3. Support business success by fostering innovation and helping businesses to recruit and retain skilled employees											
4. Help and support Cherwell's residents through uncertain times											
5. Make it easier for you to get where you need to go											
6. Secure housing growth that meets Government targets and the needs of the District through an appropriate mix of market and affordable housing.			✓								

7. Give you advice and support to find a home if you are without one.												
8. Improve the standard of housing particularly for vulnerable people.							✓					
9. Develop safe and pleasant urban centre which provide you with good facilities	✓											
10. Improve local services and opportunities in rural areas.												
A safe and healthy Cherwell												
11. Help you feel safe in your home and community, working to reduce further our very low level of crime										✓		
12. Involve you in making your community stronger through Neighbourhood Management										✓		
13. Help to deliver improved healthcare for Bicester and Banbury.							✓					
14. Make it easy for you to lead a healthy and active life through our countryside, leisure facilities and tourist attractions												
15. Make big improvements to our sports centres												
16. Provide community facilities and activities to meet local need				✓								✓
A cleaner, greener Cherwell												
17. Keep streets and open spaces clean and free from litter, graffiti and abandoned vehicles and well maintained										✓		
18. Help you recycle so we can reduce the amount of landfill waste.												
19. Protect our environment, wildlife habitats and the country side, by working with others.												✓
20. Maximise energy efficiency and minimise carbon emissions in our												

own buildings, and developments.												
21. Keep you informed about climate change and what we can all do to help.												
22. Significantly improve green spaces and public places so that you really notice the difference where you live and work.												✓
An accessible, value for money Council												
23. Be easy to contact, approachable and responsive.												
24. Always treat everyone with dignity and respect and meet the specific needs of young people, older people, disabled people and ethnic minorities.				✓			✓					
25. Put things right quickly if they go wrong.												
26. Deliver value for money by achieving the optimum balance between cost, quality and customer satisfaction for all services.					✓	✓	✓	✓	✓	✓	✓	✓
27. Reduce financial burden to local taxpayers.					✓	✓		✓		✓		✓
28. Explain how your council tax is spent and why.												
29. Work with others to provide you with local services and access to information about them.						✓	✓		✓			✓
30. Demonstrate that we can be trusted to act properly for you					✓					✓		
31. Improve the way we communicate with the public, partners and other stakeholders in order to explain what the Council is doing and why.					✓				✓			
32. Listen to your views and comments, however you want to make them												

Council

Business Case for Shared Democratic and Elections Team

29 September 2011

Report of Interim Head of Legal and Democratic Services

PURPOSE OF REPORT

To enable Council to consider the recommendation of the Joint Arrangements Steering Group (JASG) to implement a shared Democratic and Elections Team between this Council and South Northamptonshire Council (SNC).

This report is public

Appendix 4 to this report is exempt from publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972

Recommendations

Council is recommended to:

- (1) Consider the consultation comments and responses contained in the log tabled at the meeting.
- (2) Consider the recommendation of the JASG to implement a shared Democratic and Elections Team between this Council and SNC.
- (3) (if the JASG recommendation is approved and SNC have resolved in similar terms) delegate authority to Head of Service 4 in the joint management team structure to take all necessary steps to implement the team in compliance with the Organisational Change Policy and in consultation with the HR officers at both Councils.

Details

- 1.1 On 8 September 2011 the JASG considered a business case for the implementation of a shared democratic and elections team between the Council and SNC. The business case is at **Appendix 1** with extracts containing exempt information separately at **Appendix 4**. Members should note that this version differs in some respects from the version that was included with the JASG agenda to reflect changes that were made to the document verbally by the SNC Head of Finance at the meeting and also to correct some factual discrepancies. None of the changes are of material significance to the overall justification for the proposal.

- 1.2 Although the proposed job descriptions for the four levels of post within the shared team were not available at the JASG meeting Members were content, given the time constraints referred to in the business case, for them to be finalised and evaluated by both Councils in the days following the meeting and this duly occurred. The job descriptions that were submitted for evaluation are at **Appendix 2** and the outcome of the evaluation process at each Council is at **Appendix 3**.
- 1.3 Formal consultation with affected staff and the recognised unions commenced on 14 September 2011 and a consultation log has been maintained pursuant to the adopted Organisational Change Policy that applies to this process. As the consultation period is still running at the time of publishing this report it is intended to table the final version of the log at the meeting. Members should give due consideration to the contents of this log before resolving their position.
- 1.4 The business case makes clear that there are sound reasons to move forward with the proposed shared team with urgency given, in particular, the improved resilience that will consequently apply at both Councils in this key support service. Efficiency savings will also be achieved as a result of the integration of the two main ICT systems and some marginal savings in staffing costs will also be achieved.
- 1.5 The business case is also being considered at the meeting of SNC on 28 September 2011 and Members will be informed of the outcome verbally.

Conclusion

- 1.6 The business case presents a compelling justification for the shared team to be implemented as soon as is practicable in order to provide the urgently needed resilience at both Councils for this key support service and to achieve the identified non cashable efficiency savings in full by the commencement of 2012/13.

Key Issues for Consideration/Reasons for Decision and Options

- 2.1 The following options have been identified. The approach in the recommendations is believed to be the best way forward.

- | | |
|---------------------|---|
| Option One | To accept the business case in full. |
| Option Two | To reject the business case. However the retention of separate teams across the two Councils will lead to major resilience issues and fail to achieve the efficiency gains identified in the business case. |
| Option Three | To approve the business case in part. However the creation of a partially shared team will lead to major operational issues and lack of consistent procedures and systems between the two Councils thereby failing to |

address the resilience issues in full and failing to maximise the non cashable efficiency savings identified.

Option Four To defer consideration in the event that any consultation responses need addressing prior to implementation. However delay would jeopardise the timely implementation of systems integration and achievement of financial savings in 2012/13.

Consultations

Joint Arrangements Steering Group – 8 September 2011

Implications

Financial The creation of a shared team will deliver annual revenue savings of circa £12,672. Due to the need for capital expenditure there is a pay back period of 2.6 years. The savings identified arise from changes in staffing, principally from sharing a team manager, and from systems changes. Since neither authority can realise these savings on their own, it is proposed that both the costs and savings be split on a 57½/42½ (CDC/SNC) basis. This results in estimated annual revenue saving of £7,286 for CDC.

This business case is not financially driven but seeks to secure the non cashable efficiency gains for both Councils from integrated working in this key support service area, as well as significantly improving the resilience of the service for both Councils.

Comments checked by Karen Curtin, CDC Head of Finance, 01295 221559, Karen.Curtin@Cherwell-dc.gov.uk

Legal None as the implementation of the shared team would be in accordance with the Organisational Change Policy adopted by both Councils.

Comments checked by Nigel Bell Team Leader - Planning and Litigation / Interim Monitoring Officer (CDC) 01295 221687, nigel.bell@cherwell-dc.gov.uk

Risk Management Risk will be minimised via adherence to the Organisational Change Policy. In the event of non implementation of a shared team there is a risk to the ongoing resilience of both Councils' teams because of the current levels of staff vacancy, particularly at SNC.

Comments checked by Karen Curtin, Head of Finance (CDC) 01295 221559, Karen.Curtin@Cherwell-dc.gov.uk

Document Information

Appendix No	Title
1	Business Case for Shared Democratic and Elections Team (with redaction of exempt information)
2	Job Descriptions
3	Evaluation Outcomes
4	Business Case Extracts (exempt information)
Background Papers	
None	
Report Author	Kevin Lane, Head of Corporate Services (SNC) and Interim Head of Legal and Democratic Services (CDC)
Contact Information	kevin.lane@southnorthants.gov.uk 01327 322127

Establishment Changes Business Case

Service area:	Legal and Democratic Services/ Corporate Services
Team:	Democratic and Elections/ Administration
Case prepared by:	James Doble, supported by Kevin Lane, David Price
Date:	August 2011

Business cases should be prepared in consultation with HR and Finance and submitted to CMT (CDC)/Executive (SNC) by the Service Head for consideration.

Background

This section should provide information on the service/team and outline any issues which may affect the team in the future (including changes to funding, priorities etc.)

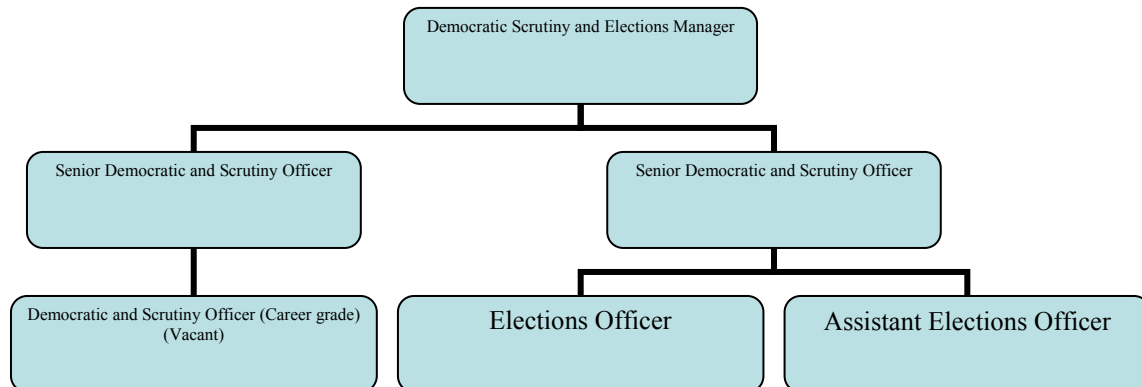
- 1.1 At both Cherwell District Council (CDC) and South Northamptonshire Council (SNC) the functions of Member Support, Scrutiny Support, Elections and Democratic Support are provided by dedicated teams under the Head of Legal and Democratic Services at CDC and the Head of Corporate Services at SNC. Member training is also undertaken by the function at CDC but it is currently a function of Human Resources at SNC.
- 1.2 The functions of democratic services are statutory as opposed to discretionary services and to a large extent the number of staff required is dictated by the number of Councillors, elections and meetings. Whilst there may be scope in some services for significant staff reductions to occur as a result of economies of scale created through shared services, this does not apply to democratic services, where the same number of councillors, meetings and elections remain. Indeed the advent of the Joint Personnel Committee and the Joint Arrangements Steering Group has actually added to the number of meetings to be supported. Additionally democratic and elections are both experiencing significant growth in work loads e.g. Localism Bill, Elected Police Commissioners, AV Referendum, Individual Voter Registration, Community Governance Reviews and local referenda and elected House of Lords.
- 1.3 The work of the teams is linked to a very high degree with the senior management of the councils on a day to day basis and as this becomes a shared resource there will be a need for very close liaison between the teams to support a shared management team and Returning Officer. These activities include the support of decision making processes, co-ordination of corporate calendars and alignment of delegations and report formats.

SNC Democratic Services (named Committee Administration) has five staff covering these functions and CDC six. At CDC a structure review has taken place and it is proposed that staff are harmonised on generic democratic and elections job titles, descriptions and grades.

CURRENT STRUCTURE AT BOTH COUNCILS

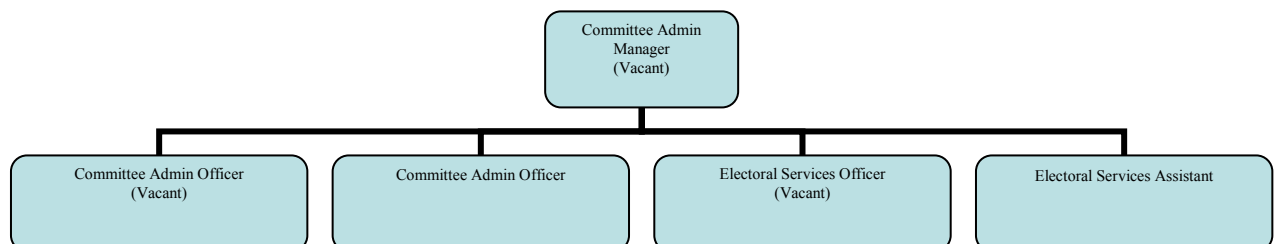
Cherwell District Council (CDC)

		Cost (per annum)
Full Time Equivalents	6	£230,801
Elections Systems	Strand	£13, 000
Committee Management System	Modern.gov	£6, 540
		£250,341



South Northamptonshire Council (SNC)

		Cost (per annum)
Full Time Equivalents	5	£183,011
Elections Systems	Xpress	£9, 160
Committee Management System	CMIS	£6,900
		£199,071



- 1.4 A recent Value for Money Review at CDC found Cherwell has the lowest quartile level of staffing (1.32FTE less than the average District Council) when measured by staff per electorate and around average staffing when measured by staff per meetings (1.03FTE above the lowest quartile level). In the case of elections CDC is in the lowest quartile in terms of staffing. SNC has not formally benchmarked but, with lower staffing numbers, it can reasonably be assumed that these conclusions also apply there.

Therefore democratic services at both councils are already very lean, providing value for money and unable to produce large savings.

There is little opportunity for significant reductions in service due to the statutory status and even slight reductions would involve reducing member support, reducing the number and volume of member meetings serviced, changing to all out elections (CDC) and large increases to the officer delegated powers and reducing member decision making. However both teams are vulnerable to the impact of sickness and absence due to their low staffing numbers and there is an opportunity to improve service resilience by moving to a shared service approach.

- 1.5 Since the departure in March 2011 of Liz Howlett, Head of Legal and Democratic Services at Cherwell, both services have been managed by Kevin Lane, Head of Corporate Services at South Northamptonshire, on an interim basis. This arrangement has led to Kevin attending Cherwell on an approximately weekly basis, whilst providing on-going support, which in particular has enabled close working between the democratic officers at both councils.

From 20 May 2011 officers from Cherwell have been providing support to the committee administration team at SNC, following the retirement of the Committee Administration Manager, the departure of a Committee Administration Officer and the sad death of the Electoral Services Assistant in March 2011. The Electoral Services Officer has also handed in his notice and will be leaving at the end of September 2011.

As a result of the loss of four members of the team of five, at SNC Executive Team approval has been given to:

(a) filling the Electoral Services Assistant post on a permanent basis (an appointment was made on 24 May with a start date of 27 June) and

(b) covering some of the operational duties of the Manager Committee Administration post via an agency worker for a fixed term of six months pending consideration of the possible creation of a shared team.

The remaining SNC Committee Administration Officer is acting up into the managerial responsibility of the Manager Committee Administration

post initially for up to a six month period ending in late November 2011. Attempts to obtain suitable agency cover have proved unsuccessful with no appropriately experienced candidates being forthcoming and a retired former Committee Administration Officer is providing some part time cover initially until September 2011.

The acute shortage of staff at South Northamptonshire Council and the desire to keep things open pending a decision on shared services has led to an agreement with the Democratic Scrutiny and Elections Manager at Cherwell District Council that he and his team will cover Appointments and Personnel Committee, Cabinet, Council, Joint Arrangements Steering Group and a Review and Development Committee, providing support to the Acting Committee Administration Manager as well as providing office cover for 1 or 2 days per week. This arrangement is working well.

From August 2011 this arrangement has been further extended to cover the annual electoral registration canvas and a forthcoming town council by-election. It has to be acknowledged that this solution to SNC's problem would not have been forthcoming were it not for the shared working that has taken place between Cherwell and South Northamptonshire Councils to date in relation to the shared senior management team.

At Cherwell, the recent departure of the Democratic and Scrutiny Officer, is being covered in part on a temporary basis by an experienced external Democratic Officer (on a part-time basis) and the remainder of the team.

To date these arrangements are proving successful, with staff quickly adapting to the different working arrangements of another council, whilst helping to ensure that the sovereignty of both councils is maintained.

- 1.6 However, these cover arrangements cannot be maintained indefinitely due to the lack of the availability of the retired former Committee Administration Officer at SNC and the external Democratic Officer at Cherwell in the longer term. The remaining team members have exceptionally high work loads which cannot be maintained other than as an interim measure. There is currently no spare capacity to cover staff sickness, leave or absence, with further pressure on these teams between September and December due to the annual electoral registration canvas and two by-elections. Whilst these interim arrangements are feasible for a temporary period, they are not sustainable in the medium or long term due to the volume of work, the number of evening meetings involved and election pressures on the teams.

Proposed changes

This section should provide an overview of the changes proposed.

- 2.1 Due to this combination of factors as set out above, it is an opportune time to consider a shared service. It is believed a shared team could provide the following benefits:
- Resilience
 - Consistency and co-ordinated support to the Shared Management Team
 - Co-ordination of corporate calendars and democratic processes
 - Consistency of support for the Returning Officer, delivering efficiencies across two Parliamentary constituencies, two county council areas and both Council areas
 - Marginal cashable savings including staff, systems and member training
 - Non- cashable efficiencies
- 2.2 It is proposed to create a shared multi disciplinary Democratic and Elections team. Team members, whilst retaining specialist skills and knowledge, will work across both disciplines and at both Councils. This will improve resilience across the disciplines and also at both Councils. The team will support and have responsibility for the functions of democratic decision making, member support, member training and development, scrutiny, elections and electoral registration. Additional functions such as ombudsman (CDC) will also be maintained. The member training function at SNC will transfer from HR where it is a small element of the HR Adviser's responsibilities but where the post is already fully stretched on other matters.

Business Case

Outline here the case for making changes, including how current duties, responsibilities etc. will be covered once changes are in place, benefits, risk to service delivery and any other impact.

- 3.1 The proposed structure for the shared team is shown at Appendix 1.
- 3.2 The team will be managed by a manager and two team leaders who will have responsibilities at both councils and will share their time equally between the two councils. It is intended that the service will be a fully shared, as opposed to two teams serving two distinct geographical areas with shared management. This approach is required in order to make the proposed staffing reduction work and to share expertise. Whilst staff will support both democratic and elections activities, they will not carry out the full range of democratic, scrutiny, member and elections work. For instance a Democratic Elections Officer primarily based at Bodicote could have the following portfolio: election delivery lead SNC, Licensing Committees CDC and SNC and Council Employee Joint/Local Joint Committee CDC and SNC. A matrix management approach will be adopted with one team leader leading on scrutiny and elections work areas in addition to their line

management responsibilities and the other team leader leading on democratic work areas in addition to their line management responsibilities. Therefore it is important to achieve a fully integrated team and vital that these posts, as well as the manager post, are shared across the two councils.

For the purposes of this business case the assumption is made that these three posts will attract a salary enhancement representing a 10% uplift for the financial analysis. This will however be subject to formal evaluation once final job descriptions (currently work in progress) have been agreed.

- 3.3 Whilst staff will formally be arranged in two teams for line management purposes, they will be matrix managed according to the tasks they are undertaking, reporting to different members of the management team for this.

Electoral Registration

- 3.4 In order to achieve economies of scale it is important that electoral registration processing is combined and preferably located within a shared elections centre located at one site. Currently electoral registration processing is provided at Cherwell by staff located within the Chief Executive's administration team and this has the benefit of providing appropriate resources and resilience whilst not taking the time of trained elections staff which is becoming a scarce resource.
- 3.5 At SNC this function has remained within the team resulting in the need to recruit temporary staff at various times of the year and restricting key elections staff. Similarly all elections and electoral registration calls have for three years been fully migrated to the CDC Customer Contact Centre, whilst at SNC have been retained in the team, meaning at times phones go unanswered and during election times the team are fielding calls as well as running the election.
- 3.6 It is proposed that in light of the existing availability of these resources which are key to achieving savings and the location of remaining experienced elections staff, the registration processing and call management functions of the shared elections team should be located at Bodicote and recharged as appropriate to SNC based on processing and call volumes. Initial discussions with Customer Services at CDC have indicated that there is capacity and willingness to provide this integrated service. Other elements of the elections function outside these specific tasks will be undertaken at both sites in accordance with the integrated, cross discipline, approach outlined above.

In the case of the Chief Executive's administration team, it is proposed that several democratic tasks carried out by the team such as Notice of meetings, Member Post, Members Expenses, Minute binding will be transferred back to the shared team (in order to bring this in line with SNC) with the added benefit of creating some further capacity.

Elections

- 3.7 During election periods, experienced elections staff would be located at both sites on a daily basis in addition to the multi-disciplinary teams that will deal with elections and democratic matters on a daily basis throughout the year. Additionally, with the different complementary election cycles (SNC all out and CDC thirds) it is believed greater efficiency can be achieved from a shared democratic and Elections team. Elections will be planned by a shared elections project board, chaired by the Returning Officer to effectively utilise resources of both authorities across the councils and remove duplication.
- 3.8 At Appendix 2 is an assessment of the proposals in this business case against an issues paper for a shared elections team that has been produced by the Association of Electoral Administrators. It will be noted that the various issues raised have already been, or can soon be, satisfactorily addressed.

Democratic, Scrutiny, Member Support and Member Training

- 3.9 These functions will be provided to both Councils from staff located at both Bodicote and Springfields. This will ensure that resilience can be maintained. Economies of scale will be achieved through the planning and delivery of member training and generic reports for both councils. As part of the implementation plan all back office processes will be reviewed to ascertain if they are required and if so whether they are being delivered as effectively as possible. A review of officer schemes of delegation, key decision thresholds and proper officer designations will also be carried out acknowledging that any changes to these at either Council will be a matter for the individual Council concerned given the principle of maintaining the sovereignty of each.

Systems Integration

- 3.10 – 3.12 – **See Appendix 4 to covering report**

Other efficiencies

- 3.13 A shared team would also provide many other efficiencies by removing duplication of effort with no loss of service or sovereignty to either council. It is believed these could be achieved in the areas of:
- Policy briefings and reports e.g. Localism
 - Member training,
 - Constitution amendments e.g. common scheme of SSMT officer delegation

- Elections procurement
- Elections project planning

Changes to posts/JDs

Outline here details of all changes to posts/JDs and attach revised job descriptions, person specifications and indicative grades. Please also consider whether the post may require re-evaluation as a result of any changes.

- 4.1 Due to the vacancies currently being carried (2 at SNC (3 from 1 October) and 1 at CDC) a shared team can be produced with no job losses/redundancy costs and without adversely affecting other service areas.

In accordance with the shared organisational change policy, a process of assimilation/ring-fenced recruitment will take place, initially limited to the postholders that currently comprise both teams.

It will be necessary to recruit 3 new staff, at least one of whom (a Democratic and Elections Officer) will require external recruitment in order to meet the democratic experience deficit that has been created through the loss of experienced staff at SNC.

It is believed that there would not need to be significant re-evaluation of posts as, with the exception of management posts, these would effectively be the same level of responsibility as previous just on different sites. Job descriptions are being developed and will be evaluated shortly.

The three management/team leader posts would have increased responsibility on two sites and increased complexity of role and this is represented in the financial analysis by an assumption of a 10% uplift pending job evaluation of the new posts. It should be noted that this level of complexity will always exist due to the sovereignty of two councils e.g. two sets of elected members, parishes, constitutions, policies etc.

The lead officer for selection and consultation will be the Head of Legal and Democratic Services (i.e. Head of Service 4 in the SSMT structure) and, pending the completion of the recruitment process for that post, the current SNC Head of Corporate Support/CDC Interim Head of Legal and Democratic Services supported by the Democratic and Elections Manager when appointed.

- 4.2 At Appendix 3 is an Equalities Impact Assessment of the business case proposals which has been compiled using the CDC template.

Analysis of Posts by Grade and Cost

- 4.3 This is included in the financial analysis of the business case proposals at Appendix 4. It should be noted that the financial case for the shared team is marginal but the key driver here is the need to address the current and anticipated service resilience issues as well as the other non cashable efficiency gains to be made via a shared and integrated team.

Consultation and Implementation Timetable

- 4.4 This is proposed to be as follows:-
- Commence joint planning and delivery for 2012 elections including joint procurement – August 2011
 - Proposals considered by JASG – 8 September 2011
 - Posts evaluated – early September 2011
 - Formal Consultation – 9 September 2011
 - Decision taken by Councils – 28 & 29 September 2011
 - Implement new team structure – 1 October 2011
 - Recruit to vacant posts – End October 2011
 - Install Modern.gov and migrate data SNC – November 2011 onwards
 - Install Xpress to Cherwell and migrate – November 2011 onwards
 - Consolidated meetings calendar to May 2012 – September 2011

Financial Effects

This section should summarise the costs and savings associated with any changes, including redundancy and capital costs of pensions. Detailed figures will be provided by finance and should be appended to this business case.

- 5.1 The financial effects are analysed in Appendix 4.

See appendix 4 of the covering report

Proposed Sharing of Savings

- 5.2 The savings identified arise from changes in staffing, principally from sharing a team manager, and from systems changes. Since neither authority can realise these savings on their own, it is proposed that both the costs and savings be split on a 57½/42½ (CDC/SNC) basis.

Voluntary Redundancy – Please state whether this should be offered or not and if so on what basis for both. (Figures can be provided by Finance/Expenditure)

- 6.1 It is proposed that voluntary redundancy should not be offered as there are more opportunities within the new team than there are staff in post.

Summary and Recommendations

- 7.1 It is believed the proposals set out in this business case provide the opportunity to create a resilient, cost effective and high performing service. This is the key driver in this case rather than financial savings which are negligible.
- 7.2 Due to the necessary close working relationship between democratic and elections the shared Chief Executive and the shared management, these proposals will help to ensure co-ordinated meetings calendars, decision making processes and consistency of advice.
- 7.3 Significant resilience and the pooling of experience and skills, as already demonstrated in the interim cover arrangements, can be provided, with no loss of sovereignty or independence of either council, but where a joint approach is required this can be provided seamlessly.
- 7.4 Significant opportunities for economies of scale can be provided for instance shared elections planning and registration processing, printing, procurement, policy briefing reports and responding to new legislation. For instance elections can be planned strategically for both councils and delivered locally.
- 7.5 There is a national shortage of skilled and experienced democratic and in particular elections staff. These proposals ensure the retention and availability of these important but expensive resources, whilst providing the opportunity for succession planning through creating 3 career grade posts. This will help avoid the position that SNC has recently found itself in, provide new career development opportunities for the local community and has been proved highly successful at CDC in recent years.
- 7.6 The proposals also offer significant opportunity for service improvement and enhancement. Through business process re-engineering, democratic processes at both councils can be streamlined and simplified to ensure council resources are being deployed for the benefit of the local community and to pursue member aspirations and not unnecessary administration. There will be a larger pool of skilled and experienced staff to deal with public enquiries and support members as well as increased availability of staff to deal with elections enquiries.
- 7.7 If the business case is not pursued it will be necessary to recruit to all 4 vacant posts. It is likely that there will be difficulties in recruiting suitably experienced and qualified staff - particularly in the elections field. Resilience issues will remain, system and staffing savings will not be realised, significant duplication of effort will exist in the two authorities and there will be barriers to achieving future efficiencies.

7.8 Therefore, it is recommended that the business case is supported with costs and savings to be split on a 57½/42½ (CDC/SNC) basis.

HR Comments

The business case presents a good rationale in terms of resilience for combining the Democratic teams and there will undoubtedly be broader benefits in terms of governance and organisation in close working in this area, particularly in relation to the time taken by the senior team to manage the democratic process.

In terms of process, it is important not to set an unhelpful precedent for future sharing and therefore any issues related to grading and other working practices can only be applied temporarily at this time, pending formal resolution of the position on shared posts.

It is important that the implementation phase is handed over to remove any officer in scope of the changes until appointments are finalised.

Finance Comments

These are included in section 5 above and appendix 4.

ICT Comments

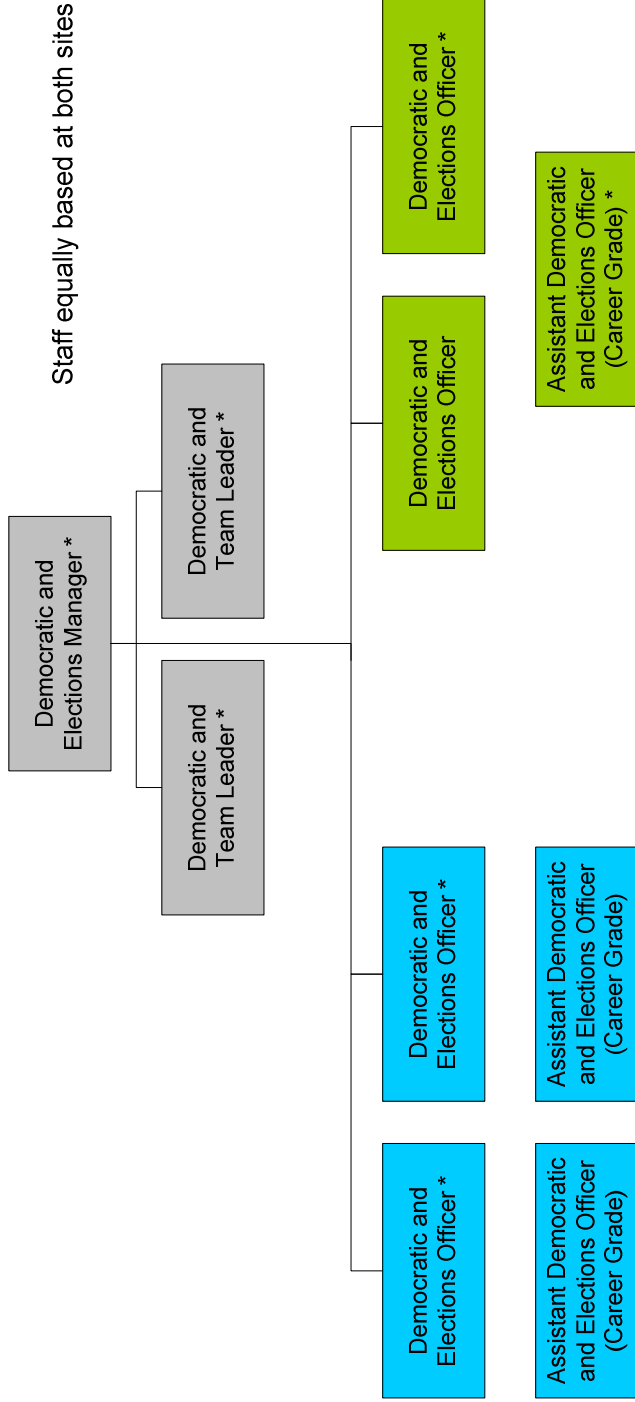
These are included at paragraph 3.10 above. The Director of Community Engagement and Corporate Services (SNC) has also contributed to the business case as a whole.

CMT (CDC)/Executive Team (SNC) response

The Chief Executive and Returning Officer is supportive of the business case.

Action

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Primarily based at Bodicote

Primarily based at Springfield



*

Staff equally based at both sites (as shared management team)
 Staff primarily based at Bodicote House
 Staff primarily based at Springfield
 Post likely to be filled by existing staff

Explanatory Notes

- All staff will be multi disciplinary and will be allocated a portfolio of democratic and elections work.
- Whilst staff will be multi-disciplinary, they will be encouraged to develop specialist skills and knowledge.
- For 'pay and rationing' purposes staff will be assigned to a Democratic and Elections Team Leader, with team leaders managing staff across both sites.
- There will be one team leader with primary responsibility for supervision and management of elections and scrutiny at both sites and one team leader with primary responsibility for supervision and management of democratic at both sites.
- Work will be matrix managed, that is staff will be supervised by different members of the management team according to the task they are undertaking and will undertake tasks for both councils. For example a Democratic Elections Officer

primarily based at Bodicote could have the following portfolio (Election delivery lead SNC, Licensing Committees CDC and SNC and Council Employee Joint/Local Joint Committee CDC and SNC)

Designing and implementing a shared electoral service: an AEA issues paper

The Association of Electoral Administrators has produced an issues paper with regard to designing and implementing a shared electoral service. The issues paper sets out a number of key issues which authorities should address in designing such a service. These have been set out below and each issue considered in terms of how it is addressed by the business case.

Key Issue	Business Case
Outcomes – achieving a clear and shared description of the service	The outcome is to deliver a shared multidisciplinary democratic and elections team. The team will work across both sites delivering high quality and value for money service, whilst working to deliver a service that is efficient and effective and based on constant improvement.
Appointment of the Electoral Registration Officer(s) ERO and Returning Officer	Sue Smith has been appointed as ERO and RO for both councils.
Structural and Funding Issues	A multidisciplinary shared democratic and elections team is set out in the business case. Both services are adequately funded at present and this funding will transfer to the shared team.
The creation of a Service Level Agreement (SLA)	Service level agreements are not in place at either council. The new team will produce SLAs.
Staffing and HR issues	Staffing and HR issues are included within the business case.
Internal communications and dependencies	E-mail and telephone systems have already been integrated. It is intended that staff phone numbers will follow them to where they are working.
Offices for the purpose of meeting statutory requirements	Offices will continue to be Bodcote House for all elections and events occurring in the Cherwell area and Springfields for all elections and events occurring in South Northamptonshire area.
Geography, transport and communications infrastructure, and demographics	The two areas have similar demographics with large rural areas. Whilst elections and canvas will be planned, managed and procured at a shared level, elections and canvassing will be delivered locally by the lead democratic and elections

Key Issue	Business Case
	officer, supported by the team based at each site.
Different Electoral cycles and boundaries	SNC holds all out elections and CDC elects by thirds.
Buildings and equipment	There will be a permanent democratic and elections presence at both Bodicote and Springfields. Polling Station equipment will be maintained as two separate stocks at this time, as will IT scanning equipment.
Provision of back office services	Back office services (e.g. registration processing will be based at Bodicote House.
IT software, hardware and telephony	The Business case provides for a shared elections IT system. The existing scanning hardware at both authorities can be used for the shared system. It is intended that the SNC published elections number will be migrated to the CDC Customer Service centre with second tier response provided by a Bodicote based shared elections service.
Existing contractual arrangements	No existing IT contracts are long term but are renewed by annual licence. SNC is in the final year of a three year telephone registration contract , CDC has extended their contract by one year, so both will be out of contract for 2012. Neither council has print or transport contracts, using spot purchases. Therefore there are no prohibitive contract arrangements,
Relationship with Town/Parish councils in each area	There will be named contacts within the shared team for town and parish councils in each area. It is intended that these officers will establish good working relationships with town and parish councils and also act as the primary contact for democratic queries.
Key partners and stakeholders across the shared service area	Councillors – staff will be working across both sites on a weekly basis, on going relationships established through democratic work. Town and Parish Councillors – as above. Suppliers – relationship established by team with responsibility for procurement.

Key Issue	Business Case
	<p>Agents – relationships maintained on behalf of RO by lead Democratic and Elections Officer for each area.</p> <p>Officers – relationships maintained and established by team members through dual site working.</p>
Implementation	<p>Elections and Electoral Registration will be delivered through a shared strategic project board co-ordinated by a Democratic and Elections Team Leader, consisting of relevant members of the shared management team (RO, Legal, Finance, Director) and key service deliverers (Elections team, Customer Services, HR, Communications, Training and IT).</p> <p>There will be a number of sub groups as required, each with a member of the elections team in a co-ordinating role.</p>

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EQUALITY IMPACT ASSESSMENT

Equality Impact Assessment

APPENDIX 1 STAGE 1 - INITIAL SCREENING DETAILS ASSESSING POLICIES AND ACTIVITIES - GUIDANCE FOR STAFF

Notes:

1. As a result of this exercise, you will have checked that your policy or activity does not have adverse impact on equality groups and you will have identified relevant action that you need to take, and the likely costs/resources associated with any improvement. The equality groups covered are at present: Race, Gender, Disability, Sexuality and Religion in employment by 2003 and Age by 2006.

Note. This is not simply a paper exercise - it is designed to make sure that your policy or activity is delivered fairly and effectively to all sections of our local community.

2. Please note that the Council is required to publish the results of these assessments, and updates, therefore **your completed Appendices may be public documents.**

3. Appendix 1 questionnaire (**to be completed for each relevant Strategy, Policy or Service Development**) is for use regardless of whether your policy or activity is aimed at external customers or internal staff.

Please tick/delete as appropriate: Is this EIA for a,

New Service Development

Name of Strategy, Policy or Service Development: Shared Democratic and Elections Service

AIMS, OBJECTIVES & PURPOSE OF THE POLICY OR ACTIVITY:

To create a shared Democratic and Elections team for Cherwell District Council and South Northamptonshire Council

PLEASE LIST THE MAIN STAKEHOLDERS/BENEFICIARIES IN TERMS OF THE RECIPIENTS OF THE ACTIVITY OR THE TARGET GROUP AT WHOM THE POLICY IS AIMED:

Cherwell District Council and South Northamptonshire Council Members
Cherwell District Council and South Northamptonshire Council Officers
Cherwell District Council and South Northamptonshire Officers from Administration and Democratic

IF THE ACTIVITY IS PROVIDED BY ANOTHER DEPARTMENT, ORGANISATION, PARTNERSHIP OR AGENCY ON BEHALF OF THE AUTHORITY, PLEASE GIVE THE NAMES OF THESE ORGANISATIONS/AGENCIES:

LEAD OFFICER: James Doble **TEL:** 01295 221587
SERVICE AREA: CDC Legal and Democratic Services, SNC Administration
DIRECTORATE: CDC Chief Executives, SNC Community Engagement and Corporate Services

ASSESSMENT DATE: 19 August 2011
ASSESSMENT REVIEW DATE: 19 August 2012

Equality Impact Assessment

STAGE 1 – INITIAL SCREENING ASSESSMENT

Q	Screening Questions	Y/N
1.	Does the policy or activity knowingly prevent us in anyway from meeting our statutory equality duties under the 2010 Equality Act?	N
2	Is there any evidence that any part of the proposed policy or activity could discriminate unlawfully, directly or indirectly, against particular equality groups?	N
3	Is there any evidence that information about the policy or activity is not accessible to any equality groups?	N
4	Have the Councils received any complaints about the policy or activity under review, in respect of equality issues?	N
5	Have there been any recommendations in this area arising from, for example, internal/external audits or scrutiny reports?	N
6	Will the proposed policy or activity have negative consequences for people we employ, partner or contract with?	N
7	This Strategy, Policy or Service Development has an impact on other council services i.e. Customer Services and those services have not yet been consulted.	N
8	Will there be a negative impact on any equality groups? If so please provide brief details below.	N
	Equality Impact: Evidence:	
	Disability	
	Gender Reassignment	
	Pregnancy & Maternity	
	Race	
	Religion or Belief	
	Sex	
	Sexual Orientation	
	Age	
	Marriage & Civil Partnership	
9	Is the proposed policy or activity likely to have a negative affect on our relations with certain equality groups or local community? If so please explain.	N
10	There has been no consultation with equality groups about this policy or activity? Answer yes if you agree with this statement. If there has been consultation, please list the equality groups you have consulted with:	Y
11	Has this assessment missed opportunities to promote equality of opportunity and positive attitudes?	N

Declaration

I am satisfied that an initial screening has been carried out on this policy or activity and an In Depth (Full) Equality Impact Assessment is not required. I understand that the EIA is required by the Council and take responsibility for the completion and quality of this assessment.

Completed by: **James Doble**
Countersigned by Director: **David Price**

Date: **19 August 2011**
Date: **19 August 2011**

Equality Impact Assessment

Please detail below your evidence which has determined whether you have answered either Yes or No to the initial screening questions.

Screening Questions	Screening Narrative
Does the policy or activity knowingly prevent us in anyway from meeting our statutory equality duties under the 2010 Equality Act?	Democratic and Elections are services that operate within a statutory framework. As such through their work they assist in meeting duties under 2010 Equality Act
Is there any evidence that any part of the proposed policy or activity could discriminate unlawfully, directly or indirectly, against particular equality groups?	The business case ring fences new posts to staff in the existing service areas. All assimilation and recruitment will take place in accordance with agreed practices ob both organisations which have themselves been subject to EIA's
Is there any evidence that information about the policy or activity is not accessible to any equality groups?	The business case will be subject to consultation with affected staff and trade unions.
Has the Councils received any complaints about the policy or activity under review, in respect of equality issues?	None
Have there been any recommendations in this area arising from, for example, internal/external audits or scrutiny reports?	No, other than a Value for Money Review of the service at CDC which is referred to in the business case.
Will the proposed policy or activity have negative consequences for people we employ, partner or contract with?	No the business case has no redundancy implications and in fact creates opportunities for existing staff.
This Strategy, Policy or Service Development has an impact on other council services i.e. Customer Services and those services have not yet been consulted.	The Business case will ultimately affect all officers, but it is intended that there will be no service disruptions. In particular Customer Services and ICT at CDC have been consulted.
Will there be a negative impact on any equality groups?	None
Is the proposed policy or activity likely to have a negative affect on our relations with certain equality groups or local community? If so please explain.	None, staff will continue to be employed, recruited from and based at both Bodicote and Springfields.
There has been no consultation with equality groups about this policy or activity? Answer yes if you agree with this statement. If there has been consultation, please list the equality groups you have consulted with:	This is not required due to the internally focussed nature of the business case.
Has this assessment missed opportunities to promote equality of opportunity and positive attitudes?	Opportunities to promote equality of opportunity and positive attitudes will be promoted in the new shared team

JOB DESCRIPTION

JOB TITLE: Democratic and Elections Manager

REPORTS TO: Head of Service

POSTHOLDER'S NAME:

1.	PURPOSE OF YOUR JOB
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Please give in one or two sentences, the basic reason why your job exists. e.g. supervise and control building maintenance services in x area of the District.

To manage and be responsible for the democratic and decision making processes of both authorities, including meetings, decision making, member support and development, elections, electoral registration, scrutiny and democratic renewal.

2.	DIMENSIONS
-----------	-------------------

Please quote;

1. *Current year capital and revenue budgets relevant to your job.*
2. *Staff numbers and salaries of those whose reporting line comes up to your job.*

(Note, this information is not relevant to all jobs, if none of the above apply to your job, please write "not applicable").

1. The postholder will be responsible for allocating budgets of approximately 2.4 million.
2. The two Team Leaders will be responsible for the daily work management of four Democratic and Elections Officers and three Assistant Democratic and Elections Officers. Staff will be matrix managed; each of the two Team Leader posts will manage up to four permanent members of staff. Staff will be based at either Council in Towcester or Bodicote. These staff will be carrying out diverse tasks within the same general type of work.

3.

PRINCIPAL ACCOUNTABILITIES

(please refer to the attached notes before completing)

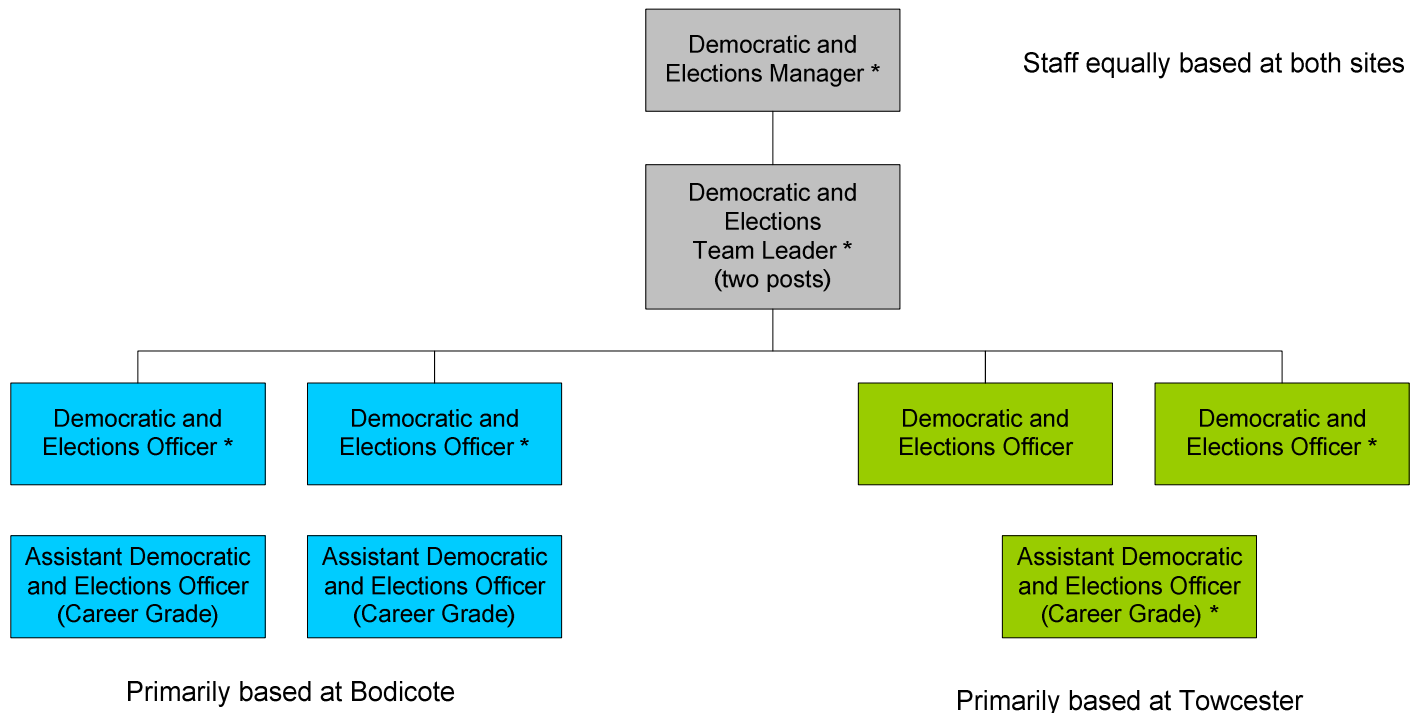
Please list your principal accountabilities after reading the notes attached to this questionnaire and estimate the percentage of time spent on each. Remember, you should be able to list all your principal accountabilities in FOUR to EIGHT statements, it is not a list of all the various tasks you perform as part of your job.

	Percentage Time Spent
1. Strategic and operational management of democratic processes to ensure the provision of decision-making that is as far as possible consistent across the two councils and facilitates the delivery of corporate objectives and the smooth operation of the joint management team (JMT).	35%
2. Management of elections and electoral registration.	15%
3. Management of Scrutiny.	5%
4. Supporting, managing, attending and being accountable for public meetings.	15%
5. Advising on procedures and ensuring the legality and probity of council decision-making.	15%
6. Acting on behalf of the Monitoring Officer and providing advice to members with regard to conduct and interests.	5%
7. Supporting and advising elected Members and Corporate Management Team.	10%

4. ORGANISATION

(a) Draw or attach an organisation chart that shows clearly your job, your immediate supervisor, colleagues who also report to your supervisor, and your own subordinates, giving full titles.

Proposed Joint Democratic and Elections Team Structure



- Staff equally based at both sites (as shared management team)
- Staff primarily based at Bodicote
- Staff primarily based at Towcester
- * Post likely to be filled by existing staff

(b) Briefly describe the major responsibilities of any immediate subordinates and explain how you supervise them, eg day-to-day contact, weekly meetings, control procedures.

The postholder line manages two Democratic and Elections Team Leaders (for line management and management of work).

The main objective of the two Team Leader posts is to support the democratic and decision-making processes of both authorities, including meetings, decision-making, member support and development, elections, electoral registration, scrutiny and democratic renewal.

The staff are matrix managed, line management of 50% team members, management of around 40% of work areas.

The Team Leader will deputise for the Democratic and Elections Manager regularly on all Democratic and Elections responsibilities including probation and appraisal

meetings for Democratic and Elections Officers and Assistant Democratic and Elections Officers.

In addition, the postholder will be responsible for the Scrutiny and Elections Project Teams and this will involve the following responsibilities and the timescales for this responsibility.

Responsible for the management of staff within the democratic and elections team on a daily basis. During elections and electoral registration periods (at least annually) responsible for the management of all temporary electoral and electoral registration staff, approximately 800 as Deputy to the Chief Executive (Returning Officer).

Additionally, deputise for the Democratic and Elections Team Leaders in managing their teams.

Lead and manage various project teams within the organisation:

- Democratic Renewal Project Teams – various teams brought together to renew aspects of the Council's decision making process, e.g. Overview and Scrutiny.
- Elections Project Teams – various teams working on different aspects of the election e.g. count.
- Scrutiny Project Teams – teams of members and officers working as part of a scrutiny review.

(c) *Where appropriate, briefly describe the nature of the reporting relationship which exists between yourself and the line manager to whom you are accountable eg Section Head/Head of Service/Chief Executive. Also, please indicate whether you report to, or attend committee meetings.*

This post reports to a Joint Head of Service. The postholder will attend Council, Cabinet, Executive and Committee meetings.

The Head of Service manages legal and democratic services.

PERSON SPECIFICATION

5. NECESSARY KNOWLEDGE, EXPERIENCE AND SKILLS
--

What kind of education, qualifications and experience are necessary to enable you to perform your job fully and effectively? Note that this information should relate to the knowledge and experience required for the job, which may not be the same as your own qualifications, etc. Please also refer to skills, if possible, rather than just "pieces of paper" for example; keyboard skills, report writing skills, leadership skills, and effective speaking skills.

	JOB REQUIREMENTS	
	<i>Essential</i>	<i>Desirable</i>
Qualifications	Educated to degree level or equivalent.	Relevant postgraduate qualification. Membership of the AEA and ADSO.
Experience	Significant experience of organising and administering formal and informal meetings, elections and scrutiny within the local government.	Experience of managing teams on two sites and devolved working or shared services.
Knowledge	Excellent knowledge of administrative law and the legalities around decision-making and elections. Up to date knowledge of future developments in election, scrutiny and democratic generally.	Up to date knowledge of developments in election, scrutiny and democratic generally.
Skills	Excellent attention to detail. Meticulous. Innovative. Good communicator with audiences of a senior level.	
Aptitudes	Able to delegate and yet maintain effective control. Able to resolve a wide	

	<p>range of complex electoral and democratic problems.</p> <p>Preparation of an excellent standard of written reports.</p> <p>Able to negotiate effectively.</p> <p>Able to express concepts and ideas clearly.</p> <p>Adaptable and able to implement change.</p> <p>Ability to remain calm under pressure.</p> <p>Enthusiasm to engage in the democratic process and seek innovative ways to involve the public in the democratic process.</p>	
Other requirements/circumstances	Able to attend evening meetings at both sites.	

APPROVAL

We confirm that this job description conveys a full and accurate description of the job as at 12 September 2011:

Signed:

Postholder

.....
Chief Executive/Head of Service

JOB DESCRIPTION

JOB TITLE: Democratic and Elections Team Leader

REPORTS TO: Democratic and Elections Manager

POSTHOLDER'S NAME:

1. PURPOSE OF YOUR JOB

Please give in one or two sentences, the basic reason why your job exists. e.g. supervise and control building maintenance services in x area of the District.

To support the democratic and decision making processes of the both authorities, including meetings, decision-making, member support and development, elections, electoral registration, scrutiny and democratic renewal.

2. DIMENSIONS

Please quote;

1. *Current year capital and revenue budgets relevant to your job.*
2. *Staff numbers and salaries of those whose reporting line comes up to your job.*

(Note, this information is not relevant to all jobs, if none of the above apply to your job, please write "not applicable").

1. n/a

2. The two Team Leaders will be responsible for the daily work management of four Democratic and Elections Officers and three Assistant Democratic and Elections Officers. Staff will be matrix managed; each of the two Team Leader posts will manage up to four permanent members of staff. The team leaders will be working at both councils, staff will be based at either Council in Towcester or Bodicote. These staff will be carrying out diverse tasks within the same general type of work.

3.

PRINCIPAL ACCOUNTABILITIES

(please refer to the attached notes before completing)

Please list your principal accountabilities after reading the notes attached to this questionnaire and estimate the percentage of time spent on each. Remember, you should be able to list all your *principal* accountabilities in FOUR to EIGHT statements, it is not a list of all the various tasks you perform as part of your job.

	Percentage Time Spent
<p>1. Committee Meetings Advising on meeting procedures, constitution and legislation before and during meetings. Agenda planning and preparation. Preparing committee reports (particularly for standards committee). Co-ordinating other officer reports. Minutes and decisions notices. Attending CMT for Exec agenda. Cover all committee meetings of the Council.</p>	25%
<p>2. Scrutiny Reviews Arranging meetings. Advising on procedure. Agenda and minutes preparation. Advising on topic choice. Formulating draft terms of reference and work plan. Project manage review. Arrange/approve press releases. Prepare final report.</p>	15%
<p>3. Democratic Renewal Day to day management of democratic renewal process. Improving the council's decision-making and democratic process. Agenda, report and minute design. Management of committee management system. Committee improvement e.g introduction of public speaking at planning committee. Constitution updates. Ensure decision-making process is in line with developments in legislation. Keep up to date with national developments. Modernise committee processes. Democratic lead on Local Democracy week.</p>	5%
<p>4. Elections and Electoral Registration Project Managing Election & Electoral Registration. Elections Improvement Planning. Elections Accounts. Electoral Fraud. Elections & Electoral Registration temporary staffing.</p>	25%
<p>5. Member Support, Development and Training Design member training programme and monitoring systems. Manage induction programme for new Members.</p>	10%

Member Development and Support Strategy.
Supporting Portfolio Holder.
Support Interviews and Personal Plans.

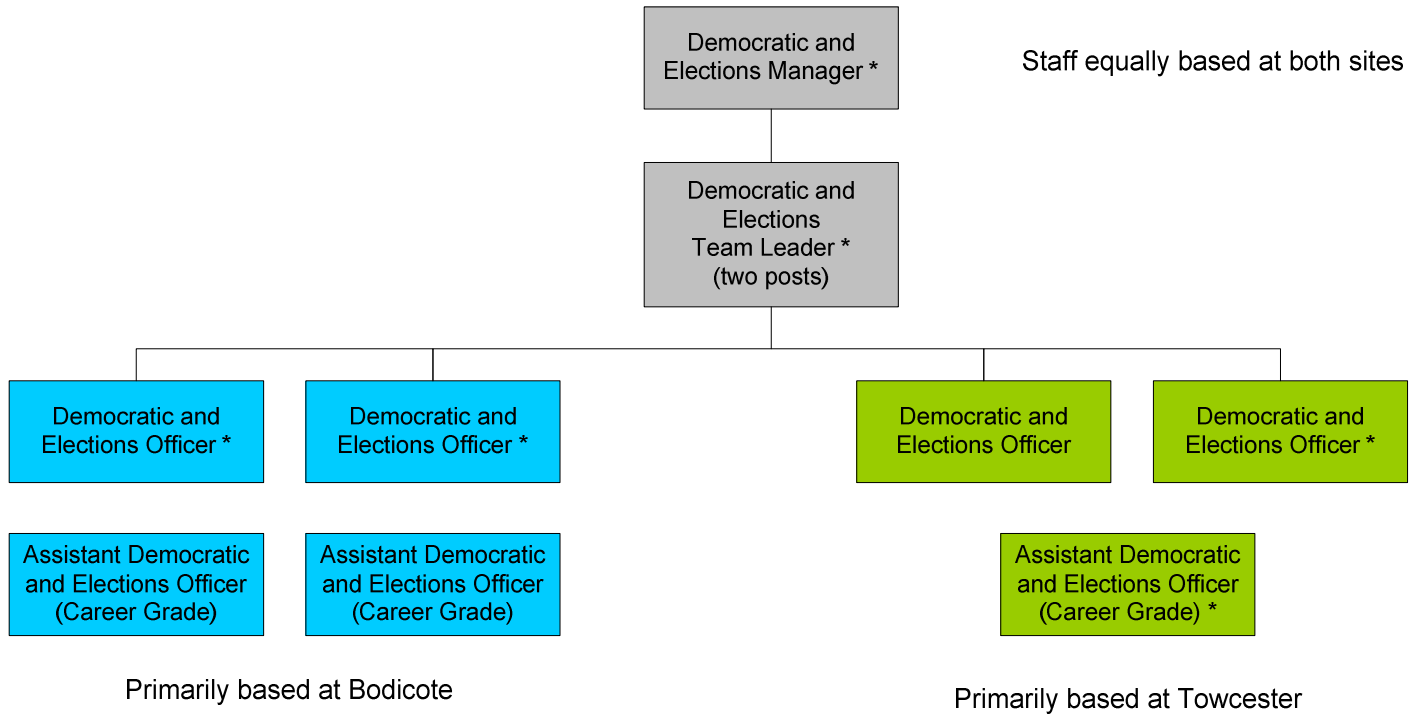
6.	Supervision of Team and Work Areas Allocation of work. Checking of work. Training on democratic process and committee meetings (eg committee management system, agenda preparation and minute writing). General support on team processes and systems.	15%
7.	Ethical Framework Supporting the Monitoring Officer. Standards Committee – arranging meetings, reports and local assessments of complaints. Advising members and parishes on code of conduct. Annual report for Standards Committee.	5%

4.

ORGANISATION

- (a) Draw or attach an organisation chart that shows clearly your job, your immediate supervisor, colleagues who also report to your supervisor, and your own subordinates, giving full titles.

Proposed Joint Democratic and Elections Team Structure



- Staff equally based at both sites (as shared management team)
- Staff primarily based at Bodicote
- Staff primarily based at Towcester
- * Post likely to be filled by existing staff

- (b) Briefly describe the major responsibilities of any immediate subordinates and explain how you supervise them, eg day-to-day contact, weekly meetings, control procedures.

The staff are matrix managed, line management of 50% team members, management of around 40% of work areas.

In addition, the postholder will be responsible for the Scrutiny and Elections Project Teams and this will involve the following responsibilities and the timescales for this responsibility.

Scrutiny Project Teams

- Suggest topics, terms of reference and work programme.
- Organise and manage execution of work programme.
- Time limited, usually 6 months.
- Members include elected members, officers, external organizations.
- Public meetings.
- Draft final report which makes recommendations to Overview and Scrutiny Committee or Executive.
- Responsible for ensuring project is on time, budget, fulfils work programme and meets objectives.

Can be politically sensitive.

Elections Project Teams

Lead on Elections project team, including managing and co-ordinating work across the team, risk management and mitigation, co-ordinating sub groups, working with stakeholders, building a consensus and brokering deals.

- (c) *Where appropriate, briefly describe the nature of the reporting relationship which exists between yourself and the line manager to whom you are accountable eg Section Head/Head of Service/Chief Executive. Also, please indicate whether you report to, or attend committee meetings.*

This post reports to the Democratic and Elections Manager. The main job purpose of this post is to manage and be responsible for the democratic and decision-making processes of both authorities, including meetings, decision making, member support and development, elections, electoral registration, scrutiny and democratic renewal. This postholder will be managing the service across both South Northamptonshire Council and Cherwell District Council.

The Team Leader will deputise for the Democratic and Elections Manager regularly on all Democratic and Elections responsibilities including probation and appraisal meetings for Democratic and Elections Officers and Assistant Democratic and Elections Officers.

PERSON SPECIFICATION

5. NECESSARY KNOWLEDGE, EXPERIENCE AND SKILLS
--

What kind of education, qualifications and experience are necessary to enable you to perform your job fully and effectively? Note that this information should relate to the knowledge and experience required for the job, which may not be the same as your own qualifications, etc. Please also refer to skills, if possible, rather than just "pieces of paper" for example; keyboard skills, report writing skills, leadership skills, and effective speaking skills.

	JOB REQUIREMENTS	
	<i>Essential</i>	<i>Desirable</i>
Qualifications	Educated to degree level or equivalent.	ADSO certificate/diploma or equivalent postgraduate qualification.
Experience	<p>High level experience of managing and organising and administering formal and informal meetings (including scrutiny) within the local government or public sector environment,</p> <p>and/or</p> <p>High level experience of managing and organising and administering elections and electoral registration.</p> <p>Experience of supervising a team.</p>	<p>Some experience of the other areas of work covered by the team.</p> <p>Experience of managing a team.</p>
Knowledge	A high level knowledge of administrative law and the legalities around decision-making.	Evidence of up to date knowledge of developments in elections, scrutiny and democratic services generally.
Skills	<p>Good attention to detail.</p> <p>Ability to manage competing tasks and project plan.</p>	<p>Good communicator.</p> <p>Innovative.</p>
Aptitudes	<p>Enthusiasm to engage in the democratic process and seek innovative ways to improve and enhance the democratic and elections processes.</p> <p>Ability to delegate and yet</p>	

JOB DESCRIPTION

JOB TITLE: Democratic and Elections Officer

REPORTS TO: Democratic and Elections Team Leader

POSTHOLDER'S NAME:

1. PURPOSE OF YOUR JOB

Please give in one or two sentences, the basic reason why your job exists. e.g. supervise and control building maintenance services in x area of the District.

To organise and run Parliamentary, European, County, District and Parish council elections along with Parish Polls.

To maintain, promote and manage electoral registration ensuring rolling registration and the annual canvass is completed on time and within budget, and all legislation is complied with and implemented as and when changed.

To support the decision making and scrutiny processes of the Council. This includes meetings, decision making, ethical framework, member support and development.

2. DIMENSIONS

Please quote;

1. *Current year capital and revenue budgets relevant to your job.*
2. *Staff numbers and salaries of those whose reporting line comes up to your job.*

(Note, this information is not relevant to all jobs, if none of the above apply to your job, please write "not applicable").

1. n/a
2. Some supervisory responsibility for temporarily assigned or shared employees including on the job training to a formal standard or the allocation and checking of work for quality and quantity.

3.**PRINCIPAL ACCOUNTABILITIES**

(please refer to the attached notes before completing)

Please list your principal accountabilities after reading the notes attached to this questionnaire and estimate the percentage of time spent on each. Remember, you should be able to list all your principal accountabilities in FOUR to EIGHT statements, it is not a list of all the various tasks you perform as part of your job.

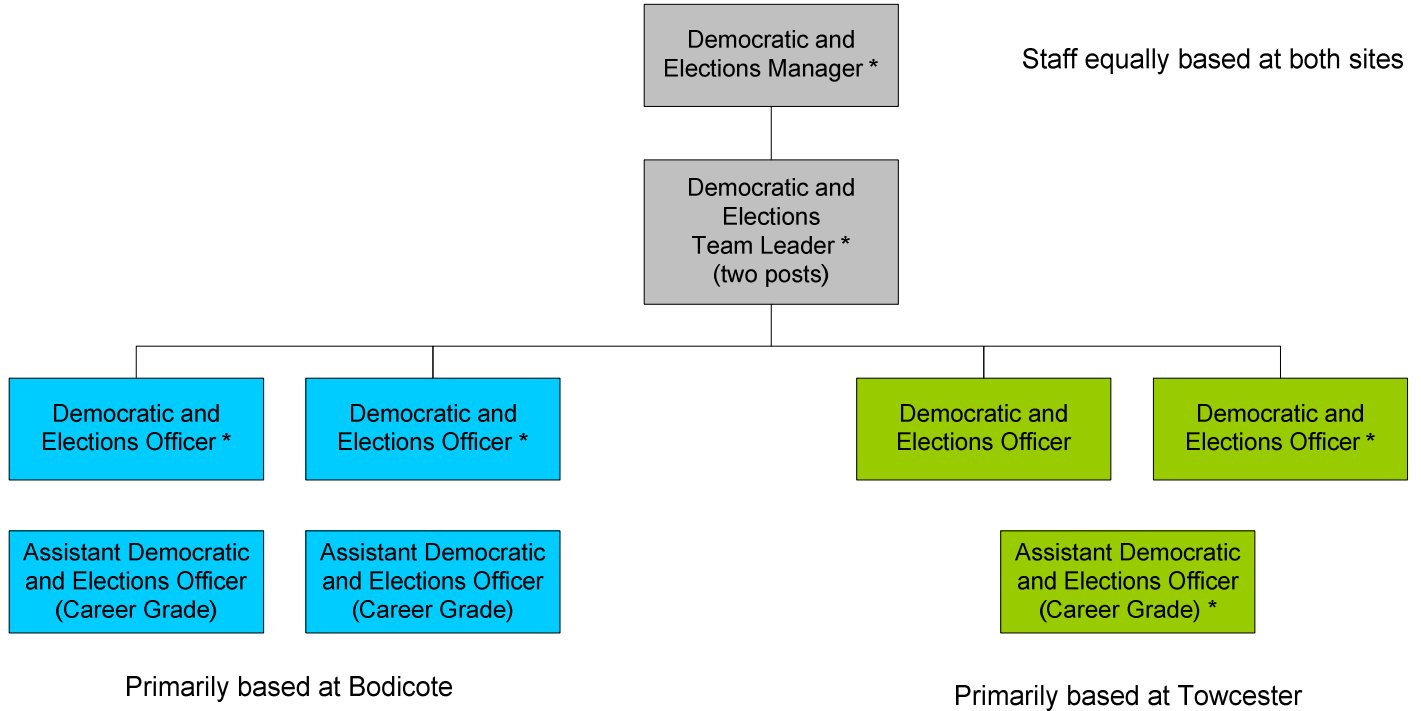
	Percentage Time Spent
1. Preparation of reports, maps and data required for committees, boundaries and electoral reviews. Make decisions which lead to the introduction/implementation of changes to procedures and review/recommend changes to policies that affect the services provided in through managing and interpreting legislation.	10%
2. Liaison with various organisations – Electoral Commission, Police Fraud team, Ministry of Justice, County Council, Parish Councils, and other bodies as appropriate. Providing support and advice to Parish Councils.	5%
3. Organise District, County Council, Parish elections, Parish polls, Referendums and elections held for British and European Parliaments.	15%
4. Organise the rolling registration process and the annual canvass for Electoral Registration.	15%
5. Assist in serving/servicing the Council and committee meeting cycle including: <ul style="list-style-type: none"> • report producing/editing/coordinating • agenda planning and production • production of minutes • production of decision statements • ensure legislation and the Constitution is adhered to • provide advice and recommendations where required • attend CMT • scrutiny 	30%
6. Interpreting and advising elected Members, Parishes, other departments, senior managers, officers, external organizations and members of the public on Council policy, procedures, legislation, Code of Conduct as necessary.	10%
7. Supporting Member development and training: <ul style="list-style-type: none"> • Arrange training events • Arrange and carry out Member support interviews and develop personal development plans for Members • Assist in new Member inductions • Provide additional support to elected Members and Parishes where necessary 	15%

4.

ORGANISATION

- (a) Draw or attach an organisation chart that shows clearly your job, your immediate supervisor, colleagues who also report to your supervisor, and your own subordinates, giving full titles.

Proposed Joint Democratic and Elections Team Structure



- Staff equally based at both sites (as shared management team)
- Staff primarily based at Bodicote
- Staff primarily based at Towcester

* Post likely to be filled by existing staff

- (b) Briefly describe the major responsibilities of any immediate subordinates and explain how you supervise them, eg day-to-day contact, weekly meetings, control procedures.

In addition, the postholder will be responsible for the Scrutiny and Elections Project Teams and this will involve the following responsibilities and the timescales for this responsibility.

Scrutiny Project Teams

- Suggest topics, terms of reference and work programme
- Organise and manage execution of work programme
- Time limited, usually 6 months
- Members include elected members, officers, external organisations
- Public meetings
- Draft final report which makes recommendations to Overview and Scrutiny Committee or Executive
- Responsible for ensuring project is on time, budget, fulfils work programme and meets objectives
- Can be politically sensitive

Elections Project Teams

Lead on Elections project team, including managing and co-ordinating work across the team, risk management and mitigation, co-ordinating sub groups, working with stakeholders, building a consensus and brokering deals.

- (c) *Where appropriate, briefly describe the nature of the reporting relationship which exists between yourself and the line manager to whom you are accountable eg Section Head/Head of Service/Chief Executive. Also, please indicate whether you report to, or attend committee meetings.*

This post reports to the Democratic and Elections Team Leader. The main job purpose of this post is to support the democratic and decision making processes of the both authorities, including meetings, decision making, member support and development, elections, electoral registration, scrutiny and democratic renewal.

The Team Leader will deputise for Democratic and Elections Manager regularly on all Democratic and Elections responsibilities including probation and appraisal meetings for Democratic and Elections Officers and Assistant Democratic and Elections Officers.

PERSON SPECIFICATION

5. NECESSARY KNOWLEDGE, EXPERIENCE AND SKILLS
--

What kind of education, qualifications and experience are necessary to enable you to perform your job fully and effectively? Note that this information should relate to the knowledge and experience required for the job, which may not be the same as your own qualifications, etc. Please also refer to skills, if possible, rather than just "pieces of paper" for example; keyboard skills, report writing skills, leadership skills, and effective speaking skills.

	JOB REQUIREMENTS	
	Essential	Desirable
Qualifications	Educated to A-Level or above or relevant local government experience in democratic, elections or a related field.	Holder of or studying for Degree, AEA/ADSO or equivalent qualification at Degree, Certificate or Diploma Level. Member of the Association of Electoral Administration or Association of Democratic Support Officers.
Experience	Experience including: <ul style="list-style-type: none"> • the compilation of the register of electors • the organisation of Parliamentary, European and local (including parish council) elections • the review of polling district boundaries and polling places and/or previous experience of committee administration/support to Democratic Services.	Previous experience of working with elections management and committee management systems. Some experience of the other areas of work covered by the team. Supervisory experience.
Knowledge	Knowledge of the electoral and democratic operation of local government. Standard office IT systems. Knowledge of electoral and democratic law.	Advanced knowledge of elections and democratic law.
Skills	Ability to meet tight deadlines.	

	<p>Good at working in a team.</p> <p>Ability to relate effectively to people at different levels internally and externally.</p> <p>Ability to grasp and assimilate new information quickly.</p> <p>High level of organisation and co-ordination skills.</p> <p>Excellent presentation skills for written and verbal presentations.</p> <p>Attention to detail.</p>	
<i>Aptitudes</i>	<p>Able to resolve a wide range of complex electoral and democratic problems.</p> <p>Good at preparing written reports.</p> <p>Able to negotiate effectively.</p> <p>Able to express concepts and ideas clearly.</p> <p>Adaptable and able to implement change.</p> <p>Ability to remain calm under pressure.</p>	<p>Enthusiasm to engage in the democratic process and seek innovative ways to involve the public in the democratic process.</p>
<i>Other requirements/circumstances</i>	<p>Able to attend evening meetings at both sites – Council/Executive and Cabinet and other Committees.</p>	

APPROVAL

We confirm that this job description conveys a full and accurate description of the job as at 12 September 2011:

Signed: **Postholder** **Chief Executive/Head of Service**

JOB DESCRIPTION

JOB TITLE: Assistant Democratic and Elections Officer

REPORTS TO: Democratic and Elections Team Leader

POSTHOLDER'S NAME:

1. PURPOSE OF YOUR JOB

Please give in one or two sentences, the basic reason why your job exists. e.g. supervise and control building maintenance services in x area of the District.

To support the decision making and scrutiny processes of the Council. This includes meetings, decision making, ethical framework, member support and development.

To ensure the day to day applications are processed to the electoral register. To prepare and create elections when called. This included organisation of a high number of staff, which can reach up to 450, polling buildings and stations which can reach up to 115.

To ensure the electoral register is maintained and updated in accordance with the electoral register.

To implement any new Electoral Law/Legislation. To maintain and manage the Electoral computer systems.

2. DIMENSIONS

Please quote;

1. *Current year capital and revenue budgets relevant to your job.*
2. *Staff numbers and salaries of those whose reporting line comes up to your job.*

(Note, this information is not relevant to all jobs, if none of the above apply to your job, please write "not applicable").

1. n/a

2. There are no direct reports.

3.

PRINCIPAL ACCOUNTABILITIES

(please refer to the attached notes before completing)

Please list your principal accountabilities after reading the notes attached to this questionnaire and estimate the percentage of time spent on each. Remember, you should be able to list all your *principal* accountabilities in FOUR to EIGHT statements, it is not a list of all the various tasks you perform as part of your job.

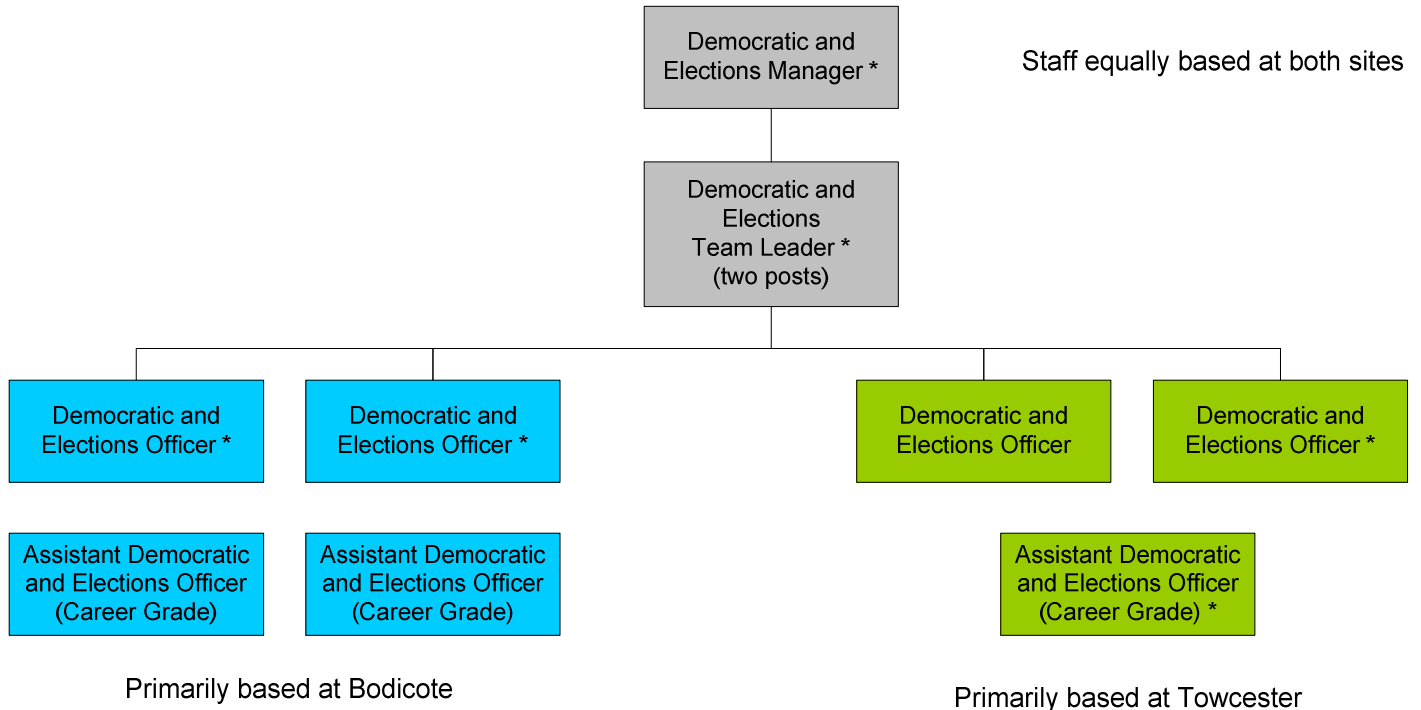
	Percentage Time Spent
1. Assist in serving/servicing the Council and committee meeting cycle including <ul style="list-style-type: none">• report producing/editing/coordinating• agenda planning and production• production of minutes• production decision statements• ensure legislation and the Constitution is adhered to• provide advice and recommendations where required• attend CMT• Overview and Scrutiny	20%
2. Interpreting and advising elected Members, Parishes other departments, senior managers, officers, external organisation, members of the public on Council policy, procedures, legislation, Code of Conduct as necessary.	5%
3. Supporting Member development and training <ul style="list-style-type: none">• Arrange training events• Arrange and carry out Member support interviews and develop personal development plans for Members• Assist in new Member inductions• Provide additional support to elected Members and Parishes where necessary	10%
4. Supporting all aspects of the work of the democratic services team and providing cover for the operation and function of the democratic and scrutiny function in the absence of senior officers and manager.	15%
5. To maintain the Electoral Register. To amend, update and process day to day application forms and queries. To prepare and co-ordinate the Annual Canvass process.	20%
6. To maintain the running of the Electoral Software and Hardware systems. This involves problem solving and updates.	10%
7. To assist with running elections including liaising with external companies (e.g. Printers - ballot papers, A-forms, posters, leaflets) to ensure value for money.	20%

4.

ORGANISATION

- (a) Draw or attach an organisation chart that shows clearly your job, your immediate supervisor, colleagues who also report to your supervisor, and your own subordinates, giving full titles.

Proposed Joint Democratic and Elections Team Structure



- Staff equally based at both sites (as shared management team)
- Staff primarily based at Bodicote
- Staff primarily based at Towcester
- * Post likely to be filled by existing staff

- (b) Briefly describe the major responsibilities of any immediate subordinates and explain how you supervise them, eg day-to-day contact, weekly meetings, control procedures.

Not Applicable

- (c) Where appropriate, briefly describe the nature of the reporting relationship which exists between yourself and the line manager to whom you are accountable eg Section Head/Head of Service/Chief Executive. Also, please indicate whether you report to, or attend committee meetings.

This post reports to the Democratic and Elections Team Leader. The main job purpose of this post is to support the democratic and decision making processes of both authorities, including meetings, decision making, member support and development, elections, electoral registration, scrutiny and democratic renewal.

The Team Leader will deputise for the Democratic and Elections Manager regularly on all Democratic and Elections responsibilities including probation and appraisal meetings for Democratic and Elections Officers and Assistant Democratic and Elections Officers.

PERSON SPECIFICATION

5. NECESSARY KNOWLEDGE, EXPERIENCE AND SKILLS
--

What kind of education, qualifications and experience are necessary to enable you to perform your job fully and effectively? Note that this information should relate to the knowledge and experience required for the job, which may not be the same as your own qualifications, etc. Please also refer to skills, if possible, rather than just "pieces of paper" for example; keyboard skills, report writing skills, leadership skills, and effective speaking skills.

	JOB REQUIREMENTS	
	<i>Essential</i>	<i>Desirable</i>
Qualifications	<p>Educated to A level or above.</p> <p>Or</p> <p>Previous experience of democratic or elections work.</p> <p>Career grade progression to next level dependent on:</p> <p>Previous experience of democratic and elections work.</p>	<p>Holder of or studying for Degree, AEA/ADSO or equivalent qualification at Degree, Certificate or Diploma Level</p>
Experience	<p>Experience of local government.</p>	<p>Experience of elections, electoral registration, committee administration/support to elected members.</p> <p>Previous experience of working with bespoke computer database systems.</p>
Knowledge	<p>A basic knowledge of elections and democratic procedures.</p> <p>Standard office IT systems.</p> <p>A working knowledge of the electoral and/or democratic functions of local government.</p> <p>Career grade progression to next level</p>	

	<p>dependent on:</p> <p>A working knowledge of the electoral and democratic functions of local government.</p>	
Skills	<p>Able to meet tight deadlines.</p> <p>Good at working in a team.</p> <p>Able to relate effectively to people at different levels internally and externally.</p> <p>Able to grasp and assimilate new information quickly.</p> <p>Good organisation skills.</p> <p>Good written and verbal skills.</p> <p>Attention to detail.</p>	
Aptitudes	<p>Adaptable.</p> <p>Ability to remain calm under pressure.</p> <p>Able to suggest solutions to democratic and/or electoral problems.</p> <p>Career grade progression to next level dependent on:</p> <p>Able to suggest solutions to democratic and electoral problems.</p>	<p>Enthusiasm to engage in the democratic process and seek innovative ways to involve the public in the democratic process.</p>
Other requirements/circumstances	<p>Able to attend evening meetings at both sites.</p>	

APPROVAL

We confirm that this job description conveys a full and accurate description of the job as at 12 September 2011:

Signed:

.....
Postholder

.....
Chief Executive/Head of Service

**Consultation Process - Democratic and Elections Joint Service
September 2011 Job Evaluation Outcome for both Councils**

Democratic and Elections Manager

CDC grade 10			SNC grade 3		
Salary			Salary		
42,500			44,388		
41,500			42,987		
40,500			41,598		
39,500			40,191		
38,500			38,778		

Democratic and Elections Team Leader

CDC grade 8			SNC grade 5		
Salary			Salary		
34,500			33,282		
33,500			32,154		
32,500			31,029		
31,500			29,898		
30,500			28,752		

Democratic and Elections Officer

CDC grade 6			SNC grade 7		
Salary			Salary		
26,500			27,357		
25,500			26,433		
24,750			25,497		
23,750			24,567		
22,750			23,631		

Assistant Democratic and Elections Officer Grade 10/9

CDC grade 5/4			SNC grade 10/9		
Salary			Salary		
22,750			22,785		
22,250			22,011		
21,750			21,243		
21,250			20,466		
20,750			19,683		
			18,444		
			17,772		
			17,088		

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