

# Public Document Pack



South Northamptonshire Council

**Committee:** Joint Commissioning Committee  
**Date:** Thursday 1 October 2015  
**Time:** 6.30 pm  
**Venue:** Bodicote House, Bodicote, Banbury, Oxfordshire  
OX15 4AA

## Membership

Councillor Ian McCord (Chairman)  
Councillor Ken Atack  
Councillor G A Reynolds  
Councillor Lizzy Bowen

Councillor Nicholas Turner (Vice-Chairman)  
Councillor Rebecca Breese  
Councillor Barry Richards  
Councillor Chris Lofts

## AGENDA

### 1. Apologies for Absence and Notification of Substitutes

### 2. Declarations of Interest

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

### 3. Petitions and Requests to Address the Meeting

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

Cherwell District Council  
Bodicote House  
Bodicote  
Banbury  
Oxfordshire  
OX15 4AA

[www.cherwell.gov.uk](http://www.cherwell.gov.uk)

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

[www.southnorthants.gov.uk](http://www.southnorthants.gov.uk)

#### 4. **Chairman's Announcements**

To receive communications from the Chairman.

#### 5. **Minutes** (Pages 1 - 4)

To confirm as a correct record the Minutes of the meeting held on 10 August 2015.

#### 6. **Proposal for a Joint Economic Growth Service** (Pages 5 - 12)

Report of Head of Strategic Planning and the Economy

##### **Purpose of report**

This report presents the final business case following consultation for a Joint Economic Growth Service across Cherwell District and South Northamptonshire Councils (hereafter "Cherwell" or "CDC" and "South Northamptonshire" or "SNC" respectively).

The report recommends the formation of a two way Joint Economic Growth Service and in doing so seeks the Joint Commissioning Committee's agreement for the staffing elements of the business case.

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

##### **Recommendations**

The meeting is recommended:

- 1.1 To consider the responses to the consultation process with the affected staff and trade union representatives received as detailed in the consultation log and from the Joint Councils Employee Engagement Committee (attached as an appendix) and whether any amendment to the business case is required as a result of them.
- 1.2 To note that the business case was considered in respect of non-staffing matters by CDC Executive on 7 September 2015 and approved, subject to similar consideration and approval by SNC Cabinet and approval of the staffing implications by the Joint Commissioning Committee.
- 1.3 To note that the business case was considered in respect of non-staffing matters by SNC Cabinet on 14 September 2015 and approved following similar consideration and approval by CDC Executive, subject to consideration and approval of the staffing implications by the Joint Commissioning Committee.
- 1.2 To approve the staffing aspects of the final business case to share a joint Economic Growth Service between SNC and CDC and to delegate to the Head of Strategic Planning and the Economy in consultation with the Chairman of the Joint Commissioning Committee any subsequent non-significant amendment that may be required to the business case.

## **7. Finance Restructure Proposal (Pages 13 - 20)**

Report of Head of Finance and Procurement

### **Purpose of report**

This report presents the final proposal following consultation for a restructure of the existing shared Corporate Finance service across Cherwell District and South Northamptonshire Councils (hereafter “Cherwell” or “CDC” and “South Northamptonshire” or “SNC” respectively).

The report recommends the restructure and in doing so seeks the Joint Commissioning Committee’s agreement for the staffing elements of the proposal.

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

### **Recommendations**

The meeting is recommended:

- 1.1 To consider the responses to the consultation process with the affected staff and trade union representatives received as detailed in the consultation log and from the Joint Councils Employee Engagement Committee (attached as an appendix) and whether any amendment to the business case is required as a result of them.
- 1.2 To note that as the proposal is for a restructure of an existing shared service between CDC and SNC and there are negligible financial implications, the proposal does not need to be considered by either CDC Executive or SNC Cabinet.
- 1.3 To approve the staffing aspects of the final proposal to restructure the existing shared Corporate Finance team between SNC and CDC and to delegate to the Head of Finance and Procurement in consultation with the Chairman of the Joint Commissioning Committee any subsequent non-significant amendment that may be required to the proposal.

## **8. Transformation Programme Governance (Pages 21 - 26)**

Report of Chief Executive

### **Purpose of report**

The purpose of this report is to provide an update with regards to transformation programme governance following the implementation of new governance arrangements in June 2015 (i.e. the Joint Commissioning Committee, hereafter referred to as JCC, and the Joint Councils Employee Engagement Committee referred to as JCEEC).

The report makes recommendations to ensure governance arrangements remain effective and transparent and are ready to respond to any developments with regards to joint working and/or the development of any commercial opportunities.

## Recommendations

The meeting is recommended:

- 1.1 To discontinue the Joint Arrangements Steering Group (JASG). (The informal role of reviewing draft business cases for joint working prior to the formal consultation process should now be undertaken by the JCC. Additionally all members will be informed during the consultation phase of business cases. All other functions related to joint working can be undertaken by the JCC).
- 1.2 To recommend to the respective Councils that the membership of the JCC be increased from 4 to 6 from each council and that the frequency of JCC meetings is increased to bi-monthly diarised meetings to ensure effective Member oversight of the transformation programme.
- 1.3 To agree that the Transformation Joint Working Group (TJWG) continues to meet on a monthly basis as an informal sub-group of JCC to oversee the detail of the transformation programme, the development of business cases and any other proposals relating to transformation and organisational change.
- 1.4 To agree to implement the proposed 'Commercial Development Panel' (as a sub-group of the JCC) to oversee any developmental work that is undertaken on commercial ideas. This would include the detailed oversight of workstream 11 (commercial development) and any opportunity for commercialising existing services. Following informal consideration in August 2015 by JCC it is recommended that the make-up of this group will be 3 members from SNC and three members from CDC and the first meeting would be late October – early November 2015.
- 1.5 In the light of feedback from Members to agree that communication and engagement activities around the transformation programme are widened. To support this it is proposed that there are more frequent updates on the transformation programme in Member communications, ad hoc Member and group briefings take place for matters of significance (for example the recent round of Member briefings held on proposed management changes) and an informal Transformation Reference Group is established, consisting of 12 members from each council, but open to any Members this would provide an opportunity for questions and answers and any updates around the transformation programme, initially it is proposed that this event would happen twice a year.
- 1.6 To agree that the proposals outlined in section 2 of the paper attached at exempt appendix 1 are developed and progressed through the appropriate engagement, consultative and decision making processes.
- 1.7 To agree that a report is brought to a future meeting of JCC to consider appropriate three way governance for services shared with Stratford on Avon DC (currently ICT and Legal) and the wider transformation programme taking account of decisions made by Stratford DC with regards to how they wish to proceed with the confederation approach (decision expected October 2015).
- 1.8 To note that should recommendations 1.1, 1.2, 1.3, 1.5 and 1.6 be agreed, there will be a need to review certain HR policies and procedures that may

be impacted. Following this review, certain policies and procedures may need to be updated and agreed before the recommendations can be implemented.

## **9. Urgent Business**

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

## **10. Exclusion of the Public and Press**

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

2 – Information which is likely to reveal the identity of an individual

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

4 – Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.

Members are reminded that whilst the following items have been marked as exempt, it is for the meeting to decide whether or not to consider 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 decisions in public, they are recommended to pass the following recommendation:

“That under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business on the ground that, if the public and press were present, it would be likely that exempt information falling under the provisions of Schedule 12A, Part 1, Paragraphs 2, 3 and 4 would be disclosed to them, and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.”

## **11. Proposal for a Joint Economic Growth Service - Exempt Appendices** (Pages 27 - 58)

## **12. Finance Restructure Proposal - Exempt Appendices** (Pages 59 - 90)

## **13. Transformation Programme Governance - Exempt Appendix** (Pages 91 - 94)

## **14. Proposal for a Joint Transport Resource** (Pages 95 - 142)

## **Information about this Meeting**

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

### **Apologies for Absence**

Apologies for absence should be notified to [natasha.clark@cherwellandsouthnorthants.gov.uk](mailto:natasha.clark@cherwellandsouthnorthants.gov.uk) or 01295 221589 prior to the start of the meeting.

### **Declarations of Interest**

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

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

### **Access to Meetings**

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

### **Mobile Phones**

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

### **Queries Regarding this Agenda**

Please contact Natasha Clark, Democratic and Elections  
[natasha.clark@cherwellandsouthnorthants.gov.uk](mailto:natasha.clark@cherwellandsouthnorthants.gov.uk), 01295 221589

**Sue Smith**  
**Chief Executive**

# Agenda Item 5

## Cherwell District Council and South Northamptonshire Council

### Joint Commissioning Committee

Minutes of a meeting of the Joint Commissioning Committee held at The Forum, Moat Lane, Towcester, NN12 6AD, on 10 August 2015 at 6.30 pm

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

Councillor Ken Atack  
Councillor Rebecca Breese  
Councillor G A Reynolds  
Councillor Lizzy Bowen  
Councillor Chris Lofts

Also Present: Councillor Rosie Herring  
Councillor Barry Wood

Apologies for absence: Councillor Barry Richards

Officers: Sue Smith, Chief Executive  
Paula Goodwin, Human Resources and Organisational Development Manager (agenda items 1 to 11)  
Claire Taylor, Business Transformation Manager (agenda items 1 - 11)  
Vicky Claridge, Shared L & D Business Partner (agenda items 1 - 11)  
Natasha Clark, Team Leader, Democratic and Elections

#### 1 **Appointment of Chairman for the Municipal Year 2015/16**

##### **Resolved**

That Councillor Ian McCord be appointed Chairman of the Committee for the municipal year 2015/16.

#### 2 **Appointment of Vice-Chairman for the Municipal Year 2015/16**

##### **Resolved**

That Councillor Nicholas Turner be appointed Vice-Chairman of the Committee for the municipal year 2015/16.

#### 3 **Declarations of Interest**

There were no declarations of interest.

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

There were no petitions or requests to address the meeting.

5 **Chairman's Announcements**

There were no Chairman's announcements.

6 **Minutes**

The Minutes of the meeting of the former Joint Personnel Committee meeting held on 23 March 2015 were agreed as a correct record and signed by the Chairman.

7 **Draft Competency Framework**

The Chief Executive submitted a report which presented the draft competency framework, the first major deliverable from the Organisational Development workstream.

In presenting the report, the Shared Human Resources and Organisational Development Manager advised the Committee that the Framework had been endorsed the Joint Arrangements Steering Group and the Joint Councils Employee Engagement Committee, subject the Framework being reviewed and minor amendments made to remove management jargon.

Following implementation of the Framework, a role profiling policy would be developed, which was likely to be submitted to the Committee's October meeting.

**Resolved**

- (1) That, following endorsement by the Joint Arrangements Steering Group (JASG) on 8 July 2015, and the Joint Councils Employee Engagement Committee on 10 August 2015 the implementation of the competency framework be agreed.
- (2) That authority be delegated to the Chief Executive, in consultation with the Leaders, to make minor amendments to the Competency Framework

8 **Transformation Update - Programme Workstreams**

The Joint Chief Executive submitted a report which provided a Transformation Programme progress update.

In introducing the report, the Business Transformation Manager referred to work stream 11, Commercial Development, and sought nominations for two



members from each authority to consider the commercial strategy and costed options for projects which would be developed as part of this work. The Committee agreed that the Leaders should nominate members.

**Resolved**

- (1) That the progress update be noted.

9 **Appointment of Joint Appraisal Sub-Committee for 2015/16**

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

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

As the Leader of Cherwell District Council is not a member of the Joint Commissioning Committee, he could not be a member of the Joint Appraisal Sub Committee but can attend ex officio.

The Committee noted that the meeting dates of the Joint Appraisal Sub-Committee were scheduled for 8 October 2015 (Bodicote House, Bodicote) and 3 March 2016 (The Forum, Moat Lane, Towcester).

**Resolved**

- (1) That the membership of the Joint Appraisal Sub-Committee for 2015/16 be comprised of Councillors Atack, Bowen, Breese, McCord, Reynolds, Richards and Turner.

10 **Urgent Business**

There were no items of urgent business.

(All officers, with the exception of the Chief Executive and Democratic and Elections Team Leader, left the meeting at the conclusion of this item.)

11 **Exclusion of the Public and Press**

**Resolved**

That under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the grounds that, if the public and press were present, it would be likely that exempt information falling under the provisions of Schedule 12A, Part I, Paragraphs 1, 2 and 4 would be disclosed to them, and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

12 **Draft Business Case - Management Arrangements**

The Chief Executive submitted an exempt report which presented the draft business case – management arrangements.

**Resolved**

- (1) As set out in the exempt minutes.
- (2) As set out in the exempt minutes.
- (3) As set out in the exempt minutes.
- (4) As set out in the exempt minutes.

The meeting ended at 7.40 pm

Chairman:

Date:

## South Northamptonshire Council and Cherwell District Council

### Joint Commissioning Committee

1 October 2015

#### Proposal for a Joint Economic Growth Service

### Report of the Head of Strategic Planning and the Economy

This report is public.

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

### Purpose of report

This report presents the final business case following consultation for a Joint Economic Growth Service across Cherwell District and South Northamptonshire Councils (hereafter “Cherwell” or “CDC” and “South Northamptonshire” or “SNC” respectively).

The report recommends the formation of a two way Joint Economic Growth Service and in doing so seeks the Joint Commissioning Committee’s agreement for the staffing elements of the business case.

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

## 1.0 Recommendations

The meeting is recommended:

- 1.1 To consider the responses to the consultation process with the affected staff and trade union representatives received as detailed in the consultation log and from the Joint Councils Employee Engagement Committee (attached as an appendix) and whether any amendment to the business case is required as a result of them.
- 1.2 To note that the business case was considered in respect of non-staffing matters by CDC Executive on 7 September 2015 and approved, subject to similar consideration and approval by SNC Cabinet and approval of the staffing implications by the Joint Commissioning Committee.
- 1.3 To note that the business case was considered in respect of non-staffing matters by SNC Cabinet on 14 September 2015 and approved following similar consideration and approval by CDC Executive, subject to consideration and approval of the staffing implications by the Joint Commissioning Committee.

- 1.4 To approve the staffing aspects of the final business case to share a joint Economic Growth service between SNC and CDC and to delegate to the Head of Strategic Planning and the Economy in consultation with the Chairman of the Joint Commissioning Committee any subsequent non-significant amendment that may be required to the business case.

## **2.0 Introduction**

- 2.1 Following the adoption of a Business Case for Joint Working by CDC and SNC in February 2015 and the commitment to deliver the business case objectives as soon as is practicable the three way transformation programme was reshaped to meet the needs of SNC and CDC pending a decision from Stratford-on-Avon regarding their participation after the election in 2015.
- 2.2 Following the decision of CDC and SNC Councils in February 2015 to approve the final business case for developing the approach to joint working and the delivery of local authority services, all services at both Councils are now included on the policy framework for the consideration of shared working.
- 2.3 This is the first business case for a two way shared service across CDC and SNC to be considered following the adoption of the business case in February 2015 and is part of the on-going Transformation Programme across the two Councils.
- 2.4 This business case does not seek to deliver savings as set out in the joint working business case considered by both Councils in February 2015, but seeks an investment in the service to increase the capacity of the proposed joint team. The proposal is focused on providing the right capacity to support economic growth across the two districts, which will in turn result in an increase in business rate income retained by the Councils.

## **3.0 Report Details**

- 3.1 The draft business case for the Joint Economic Growth Service was endorsed for consultation with staff by the Joint Arrangements Steering Group (JASG) on 8 July 2015 having been previously discussed and endorsed by the Transformation Joint Working Group. The full business case, amended in order to reflect some of the comments made as part of the staff consultation process and to update/correct some of the financial figures included in the draft version, is attached as Appendix 1 to this report.

### **Proposal**

- 3.2 The business case sets out the rationale for establishing a Joint Economic Growth Service across CDC and SNC that could be extended to include additional partners in the future.
- 3.3 Combining the current Economic Development Team at CDC and the Economic Development and Tourism Team at SNC into a Joint Economic Growth Team would provide an improved service to support economic growth by existing businesses and those looking to invest by working together, sharing expertise and best practice

(CDC – Business Support, SNC – Visitor Economy, Both – Jobs Club, Jobs Match etc.) and taking advantage of economies of scale and providing resilience.

- 3.4 The service is structured to both meet the economic needs of each district and to address areas of common interest. The work will focus around three themes:
- **Skills and Employment:** Jobs Clubs, Jobs Match etc.;
  - **Business Support:** Business premises/vacancies, business networks, cluster development, advice on business growth, employment land release and inward investment, linking business intelligence across Council services to the new business support unit etc.;
  - **Visitor Economy:** Working with local attractions and with leisure, arts and tourism Council services to promote the area, and exploring a new Destination Management Organisation based on the key attractions (Bicester Village, Silverstone, Towcester Racecourse, Broughton Caste etc.) – increasing visitors, visitor facilities, support and employment etc.
- 3.5 The proposed joint team will also work closely alongside the Business Support Team on the financial modelling of business growth (in CDC/SNC Finance) and with the Environmental Health team (CDC/SNC) on providing the 'Better Business' support to business regulations. This collaboration between the three service areas has been extended to other CDC/SNC services as part of a workstream examining how services for businesses might be enhanced, to show that both Councils are genuinely "open for business".
- 3.6 The proposed joint team will be led by two Senior Economic Growth Officers who would report directly to and be line managed by the Head of Strategic Planning and the Economy. There are two District Lead team leaders rather than a single manager to reflect the different economies and growth priorities in each Councils Economic Development strategies and Local Plans. The two Senior Economic Growth Officers will therefore ensure that the needs of each District are met, as work priorities are established for the team as a whole. All officers within the shared team would work for both Councils and report to both lead officers as required.
- 3.7 The proposed joint team will continue to engage with 3<sup>rd</sup> party providers on behalf of the Councils and will maintain and develop relationships with key partners (Including, Cherwell M40 Investment Partnership, Bicester Vision, Chambers of Commerce, SNC Tourism Forum, SNC Business Forum and the various LEP forums).
- 3.8 The Economic Growth team would consist of 5.54 Economic Growth Officers, 1.0 Graduate Economic Growth Officer and 1.2 FTE Business Support Officers. The work of the team would be managed by the two Senior Economic Growth Officers and would involve matrix management. The team would be a shared resource and officers would work for both Councils, however actual work allocation would be a matter for the Senior Economic Growth Officers.
- 3.9 This limited and proportional increase in the capacity of the team is designed to both maintain the existing level of service which has delivered strong economies in both districts and to extend the service as growth takes places with a large volume of employment land release through the Cherwell Local Plan (223 HA from 2011-2031) and the Joint Core Strategy (140.5 HA up to 2029) for SNC. The proposed joint team will continue to actively work with the UKTI to secure inward investment

and business occupancy, which will subsequently result in increased business rate gains.

### Financial Case

- 3.10 The financial implications associated with the business case are set out in detail in Section 15 of the attached exempt business case.
- 3.11 The business case is not based on achieving savings through a reduction in staffing levels, but on supporting substantial economic growth across both districts. As a result, the business case proposes a limited and proportional increase in the size of the joint team. While the proposal increases the capacity across both districts, the proposed service is slightly weighted towards CDC as a reflection of the volume of work, higher number of companies and higher land release within the Cherwell district. As a result of this weighting and the smaller size of the existing CDC team, the proposal is a significant cost increase for CDC and a small cost increase for SNC.

The additional cost to each Council is set out in the table below:

	Annual Cost Increase
Additional Cost - CDC	£88,500
Additional Cost - SNC	£11,500
<b>Total Additional Service Cost</b>	<b>£100,000</b>

Due to the assumptions made in relation to cost allocation there will be a need to review the allocation at year end to reflect the actual time spent on each district, which will be closely monitored to ensure the full delivery of the commitments in each Council's Economic Development Strategy.

### Decision making timetable

- 3.12 The timetable and recommendations arising from the democratic process for both Councils is outlined in the table below:

### Democratic process and decision

Date	Committee and Council	Decision
07.09.15	CDC Executive	Approved, subject to similar consideration and approval by SNC Cabinet and approval of the staffing implications by the Joint Commissioning Committee.
14.09.15	SNC Cabinet	Approved following similar consideration and approval by CDC Executive, subject to consideration and approval of the staffing implications by the Joint Commissioning Committee.
23.09.15	Joint Councils Employee Engagement Committee	To be determined.
01.10.15	Joint Commissioning	To be determined.

	Committee	
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## 4.0 Conclusion and Reasons for Recommendations

- 4.1 The business case represents a major milestone in the revised transformation programme across CDC and SNC. The proposed joint team would provide an improved and strengthened service to support economic growth in each district by existing businesses and those looking to invest by working together, sharing expertise and best practice and taking advantage of economies of scale and providing resilience.

## 5.0 Consultation

All affected staff within the two Economic Development teams.	Positive feedback given, with very few changes.
Unison Representatives from each Council.	Positive feedback given with no changes.
Two way Joint Arrangements Steering Group (JASG)	Endorsed business case for staff consultation.
Transformation Joint Working Group	Endorsed business case for consideration by JASG.

- 5.1 Both Councils are committed to maintaining a strong, positive and inclusive approach to industrial relations. With this in mind, it is important to explain at the outset that consultation with the affected staff and trade union representatives takes place prior to members' consideration of any business case or restructure so that members can take account of any views/representations and /or issues as part of their decision making process.

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

Consultation with all employees in scope of the proposed business case to create a two way shared Joint Economic Growth team and the Unison representatives both Councils commenced on Wednesday 22 July 2015, and run for a three week period, until Friday 14 August 2015 at 5pm.

The consultation log attached therefore includes the responses to the consultation between these periods of time

There are no proposed changes to the proposed staffing structure as a result of the consultation.

The only changes to the business case arising from the consultation process relate to relatively minor matters of accuracy relating to job description; and one other level of professional membership.

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

During the consultation period various forms of consultation have taken place to ensure that each employee and the recognised trade unions have had the opportunity to engage in the process, and to express their views/representations on behalf of their members, notably through:

- An employee briefing meetings was held to ensure that as far as possible, all of the affected staff received the same message at the same time;
- Meetings with individuals;
- Maintenance of an active consultation log;

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

## 5.2 Summary of Consultation Process

The consultation process has generated a range of responses. In total, to date, we have received and responded to 7 questions seeking clarification on particular issues or simply making statements.

There were no suggested changes to the proposed staffing or operating structure.

## 6.0 Implications

### Financial and Resource Implications

- 6.1 The detailed financial implications are set out in section 15 of the business case. However in summary, the additional cost associated with the proposal across the two Councils is £100,000 per annum. The overall increase in cost relates to the additional posts and the fact that certain posts were evaluated at a higher grade than current posts.

There is an expectation that the unit will spend more time on CDC activity and this is reflected in the cost allocation model. Due to the assumptions made there will be a need to review the allocation at year end to reflect the actual time spent on each district, which will be closely monitored to ensure the full delivery of the commitments in each Council's Economic Development Strategy.

There could be redundancy or pay protection costs as a result of implementing the proposal. These are outlined in section 15 of the business case.

Comments checked by:

Paul Sutton, Head of Finance and Procurement, 0300 003 0106  
[paul.sutton@cherwellandsouthnorthants.gov.uk](mailto:paul.sutton@cherwellandsouthnorthants.gov.uk)



## **Legal Implications**

- 6.2 As with all two way shared services this proposal, if implemented, will be covered by the section 113 agreement (as amended) entered into between the two Councils.

Decisions regarding human resources cannot be made by CDC Executive or SNC Cabinet. Therefore the human resource elements of the business case will be considered by the Joint Commissioning Committee before the Council can be deemed to have approved the business case.

A redundancy situation arises where the requirement of the employing council for work of a particular kind to be undertaken are expected to cease or diminish as a result of the proposed changes.

Comments checked by:

James Doble, Democratic and Elections Manager, 01295 221587,  
[james.doble@cherwellandsouthnorthants.gov.uk](mailto:james.doble@cherwellandsouthnorthants.gov.uk)

## **6.3 HR Implications**

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

This model has the advantage of allowing staff to identify whether their existing jobs will be deleted; to consider the detailed job descriptions of any proposed new roles and to identify whether there are any opportunities for promotion or other career aims to be met. They can see whether their hours of work might alter, whether their salaries will change (up or down), or whether their work location will change. They are able to comment upon the proposals in the knowledge that members will give due regard to their comments before making a decision.

The expectation is that existing staff would continue to be employed by their current, respective authority under the pay, and terms and conditions of that employing organisation. New and revised job descriptions have been devised in order to standardise responsibilities across the two organisations. The new job descriptions have been through the job evaluation process at each organisation.

The implementation process will be in accordance with the joint Organisational Change policy.

**Comments checked by:**

Angela Chisholm; HR Business Partner for Development and Bicester  
01295 227984 / [angelachisholm@cherwellandsouthnorthants.gov.uk](mailto:angelachisholm@cherwellandsouthnorthants.gov.uk)

## Document Information

Appendix No	Title
1.	Joint Economic Growth Business Case
2.	Final Consultation Log with actions
Background Papers	
None	
Report Authors	Adrian Colwell, Head of Strategic Planning and the Economy
Contact Information	0300 003 0110 <a href="mailto:Adrian.colwell@cherwellandsouthnorthants.gov.uk">Adrian.colwell@cherwellandsouthnorthants.gov.uk</a>

## South Northamptonshire Council and Cherwell District Council

### Joint Commissioning Committee

1 October 2015

#### Finance Restructure Proposal

### Report of the Head of Finance and Procurement

This report is public

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

#### Purpose of report

This report presents the final proposal following consultation for a restructure of the existing shared Corporate Finance service across Cherwell District and South Northamptonshire Councils (hereafter “Cherwell” or “CDC” and “South Northamptonshire” or “SNC” respectively).

The report recommends the restructure and in doing so seeks the Joint Commissioning Committee’s agreement for the staffing elements of the proposal.

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

#### 1.0 Recommendations

The meeting is recommended:

- 1.1 To consider the responses to the consultation process with the affected staff and trade union representatives received as detailed in the consultation log and from the Joint Councils Employee Engagement Committee (attached as an appendix) and whether any amendment to the business case is required as a result of them.
- 1.2 To note that as the proposal is for a restructure of an existing shared service between CDC and SNC and there are negligible financial implications, the proposal does not need to be considered by either CDC Executive or SNC Cabinet.
- 1.3 To approve the staffing aspects of the final proposal to restructure the existing shared Corporate Finance team between SNC and CDC and to delegate to the Head of Finance and Procurement in consultation with the Chairman of the Joint Commissioning Committee any subsequent non-significant amendment that may be required to the proposal.

## **2.0 Introduction**

- 2.1 Following the adoption of a Business Case for Joint Working by CDC and SNC in February 2015 and the commitment to deliver the business case objectives as soon as is practicable the three way transformation programme was reshaped to meet the needs of SNC and CDC pending a decision from Stratford-on-Avon regarding their participation after the election in 2015.
- 2.2 Following the decision of CDC and SNC Councils in February 2015 to approve the final business case for developing the approach to joint working and the delivery of local authority services, all services at both Councils are now included on the policy framework for the consideration of shared working.
- 2.3 This restructure proposal is part of the on-going Transformation Programme across the two Councils.
- 2.1 This proposal does not seek to deliver savings as set out in the joint working business case considered by both Councils in February 2015. This is because the service area has previously delivered £150,000 saving during the initial shared service proposal and significant savings are being delivered through the new Financial Management System.

## **3.0 Report Details**

- 3.1 The draft proposal for the restructure of the shared Corporate Finance team was endorsed for consultation with staff by the Joint Arrangements Steering Group (JASG) on 8 July 2015 having been previously discussed and endorsed by the Transformation Joint Working Group. The final proposal, amended in order to reflect some of the comments made as part of the staff consultation process and to update/correct some of the financial figures included in the draft version, is attached as Appendix 1 to this report.

### **Proposal**

- 3.2 The proposal; included as Appendix 1 sets out the rationale for restructuring the Corporate Finance Team.
- 3.3 The service will be led by a Corporate Finance Manager who would report directly to and be line managed by the Head of Finance and Procurement. The Corporate Finance Manager would have overall responsibility for the service.
- 3.4 Under the Corporate Finance Manager, there would be three teams: Budget and Accounts, Projects and Treasury, and Systems and Exchequer. Each team will be led and managed by a Group Accountant. The primary responsibilities for each team are set out below:

#### Budgets & Accounts

- Preparing revenue and capital service budgets;
- Monitoring revenue and capital service budgets;
- Preparing projected outturn and statement of accounts.

### Projects & Treasury

- Managing significant service based projects. E.g. Build, Graven Hill, Leisure Contract, Brackley Pool, Moat Lane Ph. 2 etc.;
- Providing Financial support to the Transformation Programme;
- Undertaking the Council's Treasury Management function;
- Managing the Council's Insurance function.

### Systems & Exchequer

- Administering and developing the Council's Financial Management System;
- Procuring and Implementing the potential upgrade or replacement HR and Payroll system;
- Administering the Councils' payroll;
- Undertaking the creditors' function.

- 3.4 The current structure consists of 24.18 FTE posts (including the 3.5 FTE shared posts within the revenues section). The proposed structure set out in section 8.3 of the proposal consists of 24.13 FTE posts.
- 3.5 The proposed operating structure is based on the following principles:
- All posts within the structure are shared posts;
  - The structure is based on three teams deriving specific financial functions;
  - Job descriptions will be predominantly generic to provide flexibility and adaptability across the service;
  - A lean management structure with clear lines of accountability.
- 3.6 The main benefits of the proposal are:
- Increased resilience within the team;
  - Improved retention of staff;
  - Capacity to deliver projects through the Projects and Treasury team;
  - Improved work balance across the teams.

### **Additional Capacity**

- 3.7 The report considered by JASG stated that an exercise would be undertaken to analyse the Councils external expenditure of financial consultants to determine whether a 'spend to save' case could be made for bringing in additional specialist capacity into the Corporate Finance Team.
- 3.8 During the initial analysis it proved difficult to establish the exact nature of specific expenditure on external financial consultants. The Projects and Treasury team will address some of the capacity issues and the need for additional specialist capacity can be reviewed once the service is embedded. There is therefore no immediate requirement for additional posts.

### **Financial Case**

- 3.9 The financial implications associated with the business case are set out in detail in Section 12 of the attached proposal.
- 3.10 With the exception of the dedicated Graven Hill resource (covered by a £30,000 Graven Hill contribution) the current cost allocation model for the Corporate Finance

Team is based on a 50/50 split and the proposal would maintain this model. As a result the proposal would deliver a saving of £8,000 for each Council.

- 3.11 This equates to a 1.6% reduction in staffing costs, however this is in addition to the £150,000 savings originally achieved when the Corporate Finance Team was established in 2012. A separate business case will also be prepared on the remainder of the Finance and Procurement division and it is anticipated that further savings will be delivered from these areas.
- 3.12 The following implementation costs have been estimated based on discussions with staff during the consultation period and relate to redundancy (capital) and annual pension strain costs (revenue).

	<b>Estimated Costs</b>
Redundancy Costs (Capital)	£24,000
Annual Pension Strain (Revenue)	£2,250

- 3.13 The annual saving after taking account of the additional annual pension strain is £13,750, which means that the payback period for the redundancy costs is less than two years.

#### **Decision making timetable**

- 3.14 The timetable and recommendations arising from the democratic process for both Councils is outlined in the table below:

<b>Date</b>	<b>Committee and Council</b>	<b>Decision</b>
23.09.15	Joint Councils Employee Engagement Committee	To be determined
01.10.15	Joint Commissioning Committee	To be determined

## **4.0 Conclusion and Reasons for Recommendations**

- 4.1 The recommendation is to restructure the existing shared Corporate Finance Team as set out in the proposal.
- 4.2 The proposal builds on existing good practice in the team while addressing a number of issues, predominately the high number of posts currently filled through secondments, temporary arrangements and agency staff. Addressing this issue will increase the resilience within the team and reduce the currently high levels of staff turnover experienced.
- 4.3 The proposed structure is designed to meet both “business as usual” and provide additional capacity to deal with an increasing number of project based activities.

## 5.0 Consultation

All affected staff within the Corporate Finance team and the Revenues team.	Consultation was positively received and the initial consultation period was extended by a week at staff's request.
Unison Representatives from each Council.	Consultation has been positively received.
Two way Joint Arrangements Steering Group (JASG)	Endorsed business case for staff consultation.
Transformation Joint Working Group	Endorsed business case for consideration by JASG.

- 5.1 Both Councils are committed to maintaining a strong, positive and inclusive approach to employee relations. With this in mind, it is important to explain at the outset that consultation with the affected staff and trade union representatives takes place prior to members' consideration of any business case or restructure so that members can take account of any views/representations and /or issues as part of their decision making process.

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

Consultation with all employees, in scope of the proposal to restructure the Corporate Finance team and the Unison representatives from both Councils, commenced on Thursday 9 July 2015 until Friday 7 August 2015 (a period of four weeks). This period was extended by a week, and finished on Friday 14 August 2015, in response to a request from staff.

The consultation log attached therefore includes the responses to the consultation between these periods of time

There are no changes proposed to the staffing structure as a result of the consultation. The only changes to the business case arising from the consultation process relate to minor matters of accuracy relating to job descriptions.

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

During the consultation period various forms of consultation have taken place to ensure that each employee and the recognised trade unions have had the opportunity to engage in the process, and to express their views/representations on behalf of their members, notably through:

- An employee briefing meeting was held to ensure that as far as possible, all of the affected staff received the same message at the same time;
- Meetings with individuals;

- Maintenance of an active consultation log;

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

## 5.2 Summary of Consultation Process

The consultation process has generated a range of responses. In total, to date, we have received and responded to 36 questions, predominantly seeking clarification on the job descriptions and personal specifications, clarification on particular issues within the proposal or simply making statements.

One of the responses received questioned whether the Corporate Finance Manager role was still required given it has been vacant since March 2015. Although, it is true that the team has coped it has been a struggle at times with staff having to put in extra hours to cover. The role is considered a vital part of the new structure.

## 6.0 Implications

### Financial and Resource Implications

- 6.1 The detailed financial implications are set out in section 12 of the proposal and are summarised in sections 3.9 to 3.13 of this report.

There are potential redundancy and annual pension strain costs resulting from this proposal. During the consultation process, three members of staff applied for voluntary redundancy. As a result there would be a £24,000 redundancy cost (capital) and a £2,250 annual pension strain (revenue) cost.

The annual savings after pension strain is £13,750 which means that the payback period for the redundancies is within two years. These redundancies are voluntary and there is no suitable alternative employment for these employees. It is felt that the redundancies would be in the best interests of the service and it is therefore recommended that they are accepted.

Comments checked by:

Martin Henry, Director of Resources, 0300 003 0102

[martin.henry@cherwellandsouthnorthants.gov.uk](mailto:martin.henry@cherwellandsouthnorthants.gov.uk)

### Legal Implications

- 6.2 As an existing two way shared service, the service is covered by the section 113 agreement (as amended) entered into between the two Councils.

As this is a restructure of an existing shared service between CDC and SNC, and there are negligible financial implications, the proposal does not need to be considered by either CDC Executive or SNC Cabinet. Decisions regarding human resources are made by the Joint Commissioning Committee.



A redundancy situation arises where the requirement of the employing council for work of a particular kind to be undertaken are expected to cease or diminish as a result of the proposed changes.

Comments checked by:

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

### 6.3 HR Implications

It is a legal requirement for CDC and SNC to consult staff and the trade unions on a detailed staffing structure arising from any business case for change, prior to consideration by members. This has the effect of enabling members to consider the views and any representations of the staff and trade unions before making their final decision on any such proposals, and ultimately ensures that the Councils meet their statutory obligations to undertake a meaningful process of consultation prior to a decision being made.

This model has the advantage of allowing staff to identify whether their existing jobs are proposed to be deleted; to consider the detailed job descriptions of any proposed new roles and to identify whether there are any opportunities for promotion or other career aims to be met. They can see whether their hours of work might alter, whether their salaries will change (up or down), or whether their work location will change. They are able to comment upon the proposals in the knowledge that members will give due regard to their comments before making a decision.

The expectation is that existing staff would continue to be employed by their current, respective authority under the pay, and terms and conditions of that employing organisation. New and revised job descriptions have been devised in order to standardise responsibilities across the two organisations. The new job descriptions have been through the job evaluation process at each organisation.

The appropriate process in the joint Organisation Change Policy will be followed for voluntary redundancies.

Comments checked by:

Lana Holman; Interim HR Business Partner  
01295 221520 / [lane.holman@cherwellandsouthnorthants.gov.uk](mailto:lane.holman@cherwellandsouthnorthants.gov.uk)

### Document Information

Appendix No	Title
1.	Finance Restructure Proposal
2.	Final Consultation Log with actions
Background Papers	
None	
Report Authors	Paul Sutton, Head of Finance and Procurement
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## South Northamptonshire Council and Cherwell District Council

### Joint Commissioning Committee

1 October 2015

<b>Transformation Programme Governance</b>
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### Report of Chief Executive

This report is public.

Appendix 1 is exempt from publication by virtue of paragraph 4 of Schedule 12A to the Local Government Act 1972.

#### **Purpose of report**

The purpose of this report is to provide an update with regards to transformation programme governance following the implementation of new governance arrangements in June 2015 (i.e. the Joint Commissioning Committee, hereafter referred to as JCC, and the Joint Councils Employee Engagement Committee referred to as JCEEC).

The report makes recommendations to ensure governance arrangements remain effective and transparent and are ready to respond to any developments with regards to joint working and/or the development of any commercial opportunities.

#### **1.0 Recommendations**

The meeting is recommended:

- 1.1 To discontinue the Joint Arrangements Steering Group (JASG). (The informal role of reviewing draft business cases for joint working prior to the formal consultation process should now be undertaken by the JCC. Additionally all members will be informed during the consultation phase of business cases. All other functions related to joint working can be undertaken by the JCC).
- 1.2 To recommend to the respective Councils that the membership of the JCC be increased from 4 to 6 from each council and that the frequency of JCC meetings is increased to bi-monthly diarised meetings to ensure effective Member oversight of the transformation programme.
- 1.3 To agree that the Transformation Joint Working Group (TJWG) continues to meet on a monthly basis as an informal sub-group of JCC to oversee the detail of the transformation programme, the development of business cases and any other proposals relating to transformation and organisational change.

- 1.4 To agree to implement the proposed 'Commercial Development Panel' (as a sub-group of the JCC) to oversee any developmental work that is undertaken on commercial ideas. This would include the detailed oversight of workstream 11 (commercial development) and any opportunity for commercialising existing services. Following informal consideration in August 2015 by JCC it is recommended that the make-up of this group will be 3 members from SNC and three members from CDC and the first meeting would be late October – early November 2015.
- 1.5 In the light of feedback from Members to agree that communication and engagement activities around the transformation programme are widened. To support this it is proposed that there are more frequent updates on the transformation programme in Member communications, ad hoc Member and group briefings take place for matters of significance (for example the recent round of Member briefings held on proposed management changes) and an informal Transformation Reference Group is established, consisting of 12 members from each council, but open to any Members this would provide an opportunity for questions and answers and any updates around the transformation programme, initially it is proposed that this event would happen twice a year.
- 1.6 To agree that the proposals outlined in section 2 of the paper attached at exempt appendix 1 are developed and progressed through the appropriate engagement, consultative and decision making processes.
- 1.7 To agree that a report is brought to a future meeting of JCC to consider appropriate three way governance for services shared with Stratford on Avon DC (currently ICT and Legal) and the wider transformation programme taking account of decisions made by Stratford DC with regards to how they wish to proceed with the confederation approach (decision expected October 2015).
- 1.8 To note that should recommendations 1.1, 1.2, 1.3, 1.5 and 1.6 be agreed, there will be a need to review certain HR policies and procedures that may be impacted. Following this review, certain policies and procedures may need to be updated and agreed before the recommendations can be implemented.

## **2.0 Introduction**

- 2.1 JCC and JCEEC are new committees that have been instituted for the 2015/16 municipal year to enhance the governance of the transformation programme. They sit alongside the existing range of Member groups including JASG and TJWG.
- 2.2 Since 2013 JASG has met on a three way basis (CDC, SNC and SDC). This arrangement is on hold (since February 2015) pending a decision from SDC regarding their participation in the confederation. Currently the only role JASG undertakes is as an informal reviewer of business cases for joint working (developed by TJWG) prior to the formal employee consultation. This role could also sit within JCC as part of their formal committee function.
- 2.3 TJWG runs effectively as an on-going opportunity for portfolio holders and key Members to directly oversee the detail of the Transformation Programme and as such it is recommended that this group continues to meet in its informal capacity as

a sub group of JCC, providing a link between Members and the development of the transformation programme.

- 2.4 As part of a review of the new governance arrangements feedback has been received that further communication is required regarding the role of the new committees. It is also clear that there are issues with the quoracy of the JCEEC (staff side representation).
- 2.5 Following the review of governance this report sets out a series of recommendations to enhance governance and Member involvement in the transformation programme and address the quoracy risk with regards to JCEEC.

### **3.0 Report Details**

- 3.1 New governance arrangements have been implemented to strengthen joint working arrangements (Joint Commissioning Committee and the Joint Councils Employee Engagement Committee) and these are still in the process of bedding in. These new arrangements have meant that the role of JASG has reduced and as a result it is proposed that JASG no longer meets and JCC undertakes the remaining JASG role of reviewing draft business cases for joint working ahead of formal employee consultation.
- 3.2 Appendix 1 sets out a set of proposals relating to employee engagement and the JCC is asked to approve that they be taken forward for consultation and potential implementation.
- 3.3 The scope of the transformation programme includes joint working and the implementation of the confederation model and exploring commercial opportunities. Following discussion at TJWG and JCC it is recognised that there are a number of Members with expertise in the commercial world and their insight would add significantly to this area of the programme. As such the establishment of an informal 'commercial development panel' as a sub-group of JCC would enhance Member oversight of this area of the programme and enable the councils to access relevant experience and insight.
- 3.4 The final lessons learnt from the governance review centre on wider member involvement in the transformation programme. To ensure there are more opportunities to participate recommendations to develop a Reference Group (open to all Members) have been developed alongside enhanced communications when new business cases are in the consultation phase.

### **4.0 Conclusion and Reasons for Recommendations**

- 4.1 The new governance arrangements for the transformation programme have been reviewed following their first cycle. A number of issues have been identified and this report makes recommendations to address these issues.
- 4.2 These recommendations refer only to two way governance. No new governance proposals for three way working with Stratford on Avon District Council (SDC) have been brought forward pending the SDC decision about how they wish to take

forward joint working. Following any SDC decision governance proposal for both the transformation programme and existing three way shared services (ICT and Legal) will be brought forward.

## **5.0 Consultation**

Transformation Joint Working Group                      Endorsed report

## **6.0 Alternative Options and Reasons for Rejection**

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

Option 1: Reject the recommendations in this report and continue with current arrangements. This has been rejected as the recommendations have been made to enhance Member oversight following feedback.

Option 2: Request that officers prepare alternative governance arrangements. This has been rejected as the recommendations have been made to enhance Member oversight following feedback which did not request alternative governance.

## **7.0 Implications**

### **Financial and Resource Implications**

7.1 There are no financial implications arising from this report.

Comments checked by:

Martin Henry, Director of Resources, Telephone: 0300 003 0102; Email:  
[martin.henry@cherwellandsouthnorthants.gov.uk](mailto:martin.henry@cherwellandsouthnorthants.gov.uk)

### **Legal Implications**

7.2 Any changes to employee engagement processes will need to comply with the Information and Consultation of Employees Regulations 2004.

Comments checked by:

James Doble, Democratic and Elections Manager, Telephone: 01295 221587,  
[james.doble@cherwellandsouthnorthants.gov.uk](mailto:james.doble@cherwellandsouthnorthants.gov.uk)

## **8.0 Decision Information**

### **Wards Affected**

All

## Links to Corporate Plan and Policy Framework

All strategic priorities (transformation programme)

### Document Information

Appendix No	Title
1	Joint Council's Employee and Engagement Committee – Maintaining a positive and inclusive approach to Industrial Relations - EXEMPT
Background Papers	
None	
Report Author	Claire Taylor, Business Transformation Manager
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