

# Public Document Pack



South Northamptonshire Council

**Committee:** Joint Commissioning Committee

**Date:** Thursday 1 December 2016

**Time:** 6.30 pm

**Venue:** The Forum, Moat Lane, Towcester NN12 6AE

## Membership

**Councillor Nicholas Turner (Chairman)**

**Councillor Ken Attack**

**Councillor Phil Bignell**

**Councillor Roger Clarke**

**Councillor G A Reynolds**

**Councillor Dan Sames**

**Councillor Ian McCord (Vice-Chairman)**

**Councillor Anthony S. Bagot-Webb**

**Councillor Rebecca Breese**

**Councillor Chris Lofts**

**Councillor Barry Richards**

**Councillor Barry Wood**

## AGENDA

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

### 2. Declarations of Interest

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

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

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

### 4. Chairman's Announcements

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)

To receive communications from the Chairman.

5. **Minutes** (Pages 1 - 6)

To confirm as a correct record the Minutes of the meeting held on

6. **Employment Statistics Quarter 2: 1 July to 30 September 2016** (Pages 7 - 22)

Report of Head of Transformation

**Purpose of report**

To present employment statistics for information and monitoring purposes.

**Recommendations**

The meeting is recommended to:

1.1 Note the contents of the report.

7. **Recruitment of Joint Chief Executive** (Pages 23 - 32)

Report of Joint Chief Executive and Chief Finance Officer

**Purpose of report**

To seek approval to recruit a Joint Chief Executive along with the pay and package to be offered, to consider the recruitment process including the use of search and recruitment consultants.

**Recommendations**

The meeting is recommended:

1.1 To agree to the recruitment of a Joint Chief Executive.

1.2 To consider the pay and package review and agree any changes to the current terms and conditions.

1.3 To note the submissions from the search and recruitment companies and identified preferred bidder and to delegate to the Head of Paid Service or her deputy, in consultation with the Leaders of CDC and SNC, authority to agree the terms of the appointment of the preferred bidder and the associated decisions regarding the finalisation of the material for publication including:

- i. Job advertisement
- ii. 'Micro site' domain name, if required
- iii. 'Micro site' copy, including Leaders' letter of introduction

- 1.4 To note the timescale for the recruitment process and that interim arrangements for the Head of Paid Service, Returning Officer and Electoral Registration Officer positions will be required.

**8. Draft Business Cases: Joint Planning Policy and Growth Strategy Team and Joint Design and Conservation Team (Pages 33 - 42)**

Report of Head of Strategic Planning and the Economy and Head of Development Management

**Purpose of report**

This report presents the final business cases for a Joint Planning Policy and Growth Strategy Team and a Joint Design and Conservation Team across Cherwell District and South Northamptonshire Councils (hereafter Cherwell or CDC and South Northamptonshire or SNC respectively).

The report recommends the formation of a Joint Planning Policy and Growth Strategy Team and a Joint Design and Conservation Team and in doing so seeks the Executive's agreement for the non-staffing elements of the business cases.

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

**Recommendations**

The meeting is recommended:

- 1.1 To consider the responses to the consultation process with the affected staff and trade union representatives received as detailed in the consultation log (attached as exempt Appendix 3 and 4) and from the Joint Councils Employee Engagement Committee (to be reported verbally), and determine whether any amendment to the business case is required as a result of them.
- 1.2 To note that the business case will be considered in respect of non-staffing matters by CDC Executive on 5 December 2016 and by SNC Cabinet on 12 December 2016.
- 1.3 To approve the staffing aspects of the final business cases to create a Joint Planning Policy and Growth Strategy Team and a Joint Design and Conservation Team between CDC and SNC, subject to similar consideration and approval of the non-staffing aspects of the business case by CDC Executive and SNC Cabinet.
- 1.4 To delegate to the Head of Development Management and the Head of Strategic Planning and the Economy responsibility for implementation of the business cases, including approving the costs of any potential redundancies, in consultation with the Chief Finance Officer, subject to the business case being agreed by both Councils.

**9. Progress on the Establishment of Revenues and Benefits Teckal Company - Verbal Update**

Verbal Update by Assistant Director Governance and Transformation

**10. Urgent Business**

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

**11. Exclusion of the Public and Press**

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

- 1 Information relating to any individual
- 2 Information which is likely to reveal the identity of an individual
- 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information)
- 4 Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.

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

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

“That, in accordance with Section 100A(4) of Local Government Act 1972, the press and public be excluded from the meeting for the following items of business, on the grounds that they could involve the likely disclosure of exempt information as defined in paragraphs 1, 2, 3 and 4 of Schedule 12A of that Act 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 Cases: Joint Planning Policy and Growth Strategy Team and Joint Design and Conservation Team - Exempt Appendices (Pages 43 - 134)**

**13. Draft Business Case: Joint Housing Services (Pages 135 - 172)**

Exempt Report of Head of Regeneration and Housing

## 14. **Benefits Realisation Review: Performance and Insight Team** (Pages 173 - 190)

Exempt Report of Director – Strategy and Commissioning

### **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**

Published on Wednesday 23 November 2016

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# 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 15 September 2016 at 6.00 pm

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

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

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

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

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

#### 25 **Declarations of Interest**

There were no declarations of interest.

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

There were no petitions or requests to address the meeting.

#### 27 **Chairman's Announcements**

There were no Chairman's announcements.

28 **Minutes**

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

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

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

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

**Resolved**

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

30 **Staff Survey 2016 - Action Plan**

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

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

**Resolved**

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



31 **Indemnities for Members and Officers**

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

**Resolved**

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

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

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

**Resolved**

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

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

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

### **Resolved**

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

34 **Urgent Business**

There were no items of urgent business.

35 **Exclusion of the Public and Press**

**Resolved**

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

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

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

**Resolved**

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

The meeting ended at 7.25 pm

Chairman:

Date:

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# Agenda Item 6

Cherwell District Council and South Northamptonshire Council

Joint Commissioning Committee

30 November 2016

<p><b>Employment Statistics</b> <b>Quarter 2: 1 July to 30 September 2016</b></p>
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## Report of Head of Transformation

This report is public

### Purpose of report

To present employment statistics for information and monitoring purposes.

### 1.0 Recommendations

The meeting is recommended to:

- 1.1 Note the contents of the report.

### 2.0 Introduction

- 2.1 National benchmarking indicators for the average voluntary resignation and total labour turnover rates have been published for 2015 by XpertHR. Table 1 below captures these with comparison against 2012, 2013 and 2014 data.

**Table 1**

		2012	2013	2014	2015
Total labour turnover rates	Private	18%	19.1%	23.2%	23.6%
Voluntary Resignation Rate	Private	6.7%	12.2%	14.2%	17.7%
Total labour turnover rates	Public	13%	13.9%	11.4%	14.1%
Voluntary Resignation Rate	Public	11%	8.1%	n/a*	15.4%

*\*unfortunately the survey sample size was not sufficient to accurately indicate an average percentage of voluntary leavers within the public sector.*

- 2.2 Labour turnover figures above do not distinguish the reasons why individuals leave an organisation. It covers all types of employee departures including voluntary resignations, redundancies, dismissals and retirements.

2.3 Figures are calculated by taking the total number of leavers in a specified period and expressing the number as a percentage of the number of people employed during that period.

### 3.0 Report Details

#### Quarter 2 - 01 July to 30 September 2016

#### Turnover

3.1 As shown in table 2, the turnover rate for all leavers as at quarter two 2016/17 is 2.6% for Cherwell District Council and 2.0% for South Northamptonshire Council. This shows that there has been an increase in turnover for Cherwell District Council and a reduction for South Northamptonshire Council from quarter one.

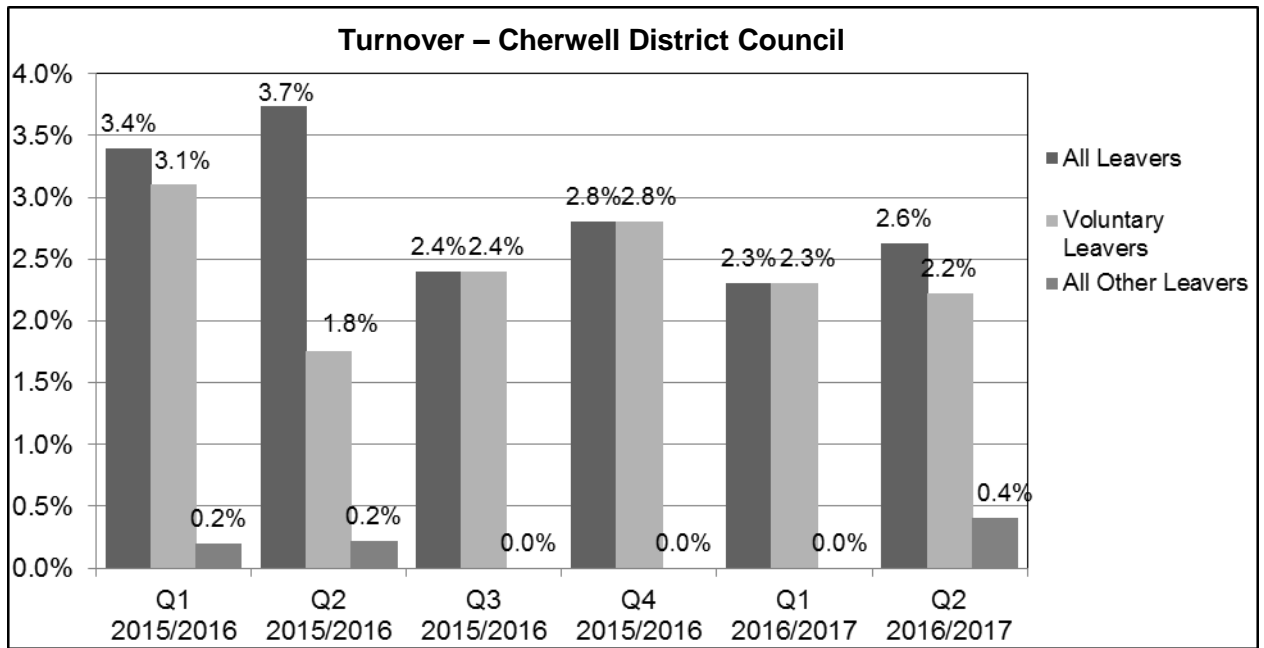
**Table 2**

Quarter	Cherwell District Council			South Northamptonshire Council		
	All Leavers	Voluntary Leavers*	All Other Leavers	All Leavers	Voluntary Leavers*	All Other Leavers
Q1 2014/2015	2.5%	1.8%	0.7%	1.97%	1.58%	0.39%
Q2 2014/2015	3.6%	3.6%	0.0%	2.85%	2.44%	0.41%
Q3 2014/2015	1.8%	1.6%	0.2%	2.48%	2.48%	0.00%
Q4 2014/2015	3.4%	2.5%	0.9%	4.24%	4.24%	0.00%
Q1 2015/2016	3.4%	3.1%	0.2%	3.49%	3.49%	0.00%
Q2 2015/2016	3.7%	1.8%	2.0%	3.10%	3.10%	0.00%
Q3 2015/2016	2.4%	2.4%	0.0%	1.79%	1.79%	0.00%
Q4 2015/2016	2.8%	2.8%	0.0%	3.8%	3.8%	0.0%
Q1 2016/2017	2.3%	2.3%	0.0%	3.9%	3.9%	0.0%
Q2 2016/2017	2.6%	2.2%	0.4%	2.0%	1.0%	1.0%

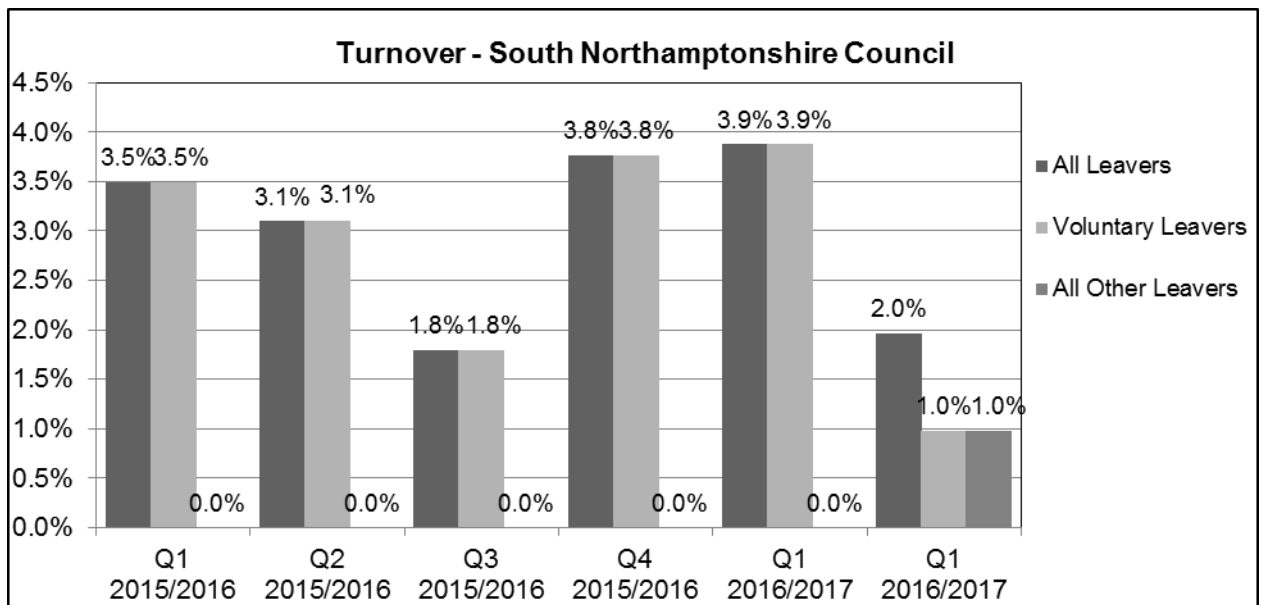
\* excludes early retirements, redundancies, ill-health dismissals and retirements, other dismissals and TUPE transfers.

3.2 The labour turnover rates for permanent and fixed term staff for both Councils up to quarter two 2016/17 is illustrated below in Graphs 1 and 2.

**Graph 1**



**Graph 2**



**Establishment Data**

3.3 As shown in table 3, the number of permanent and fixed term employees employed by Cherwell District Council as at 30 September 2016 were 500 and there were 95 vacant posts.

**Table 3**

CDC Directorate	Established		Filled		Vacant	
	Posts	FTE	Posts	FTE	Posts	FTE
Chief Executive's Office	17	15.50	14	12.47	3	3.03
Bicester	7	7.00	6	5.80	1	1.20
Resources	145	130.93	103	90.72	42	40.21
Operational Delivery	271	250.94	252	234.40	19	16.54
Development	155	143.11	125	110.30	30	32.81
<b>Totals</b>	<b>595</b>	<b>547.48</b>	<b>500</b>	<b>453.69</b>	<b>95</b>	<b>93.79</b>

- 3.4 As shown in table 4, the number of permanent and fixed term employees employed by South Northamptonshire Council as at 30 September 2016 were 205 and there were 44 vacant posts.

**Table 4**

SNC Directorate	Established		Filled		Vacant	
	Posts	FTE	Posts	FTE	Posts	FTE
Chief Executive's Office	1	1.00	1	1.00	0	0.00
Resources	71	62.81	51	45.38	20	17.44
Operational Delivery	92	90.69	83	80.13	9	10.57
Development	85	77.26	70	64.26	15	13.00
<b>Totals</b>	<b>249</b>	<b>231.77</b>	<b>205</b>	<b>190.76</b>	<b>44</b>	<b>41.01</b>

- 3.5 As at 18 November 2016, there are 50 truly vacant posts (SNC 9 & CDC 41). Cover is from a mixture of agency and temporary staffing, restructures and there are some vacant posts we are currently recruiting to, as shown below in table 5.

**Table 5**

	CDC	SNC
Agency / temporary arrangements	9	10
Post to be deleted	22	1
Frozen	1	2
Under review	0	3
Vacant and will be re-advertised	16	9
<b>Vacant</b>	<b>41</b>	<b>9</b>
Currently recruiting	6	10
	<b>95</b>	<b>44</b>



## Staffing changes

**Table 6**

	Cherwell District Council 1 April 2016 to 31 March 2017					South Northamptonshire Council 01 April 2016 to 31 March 2017				
	Q1 Apr to June	Q2 July to Sept	Q3 Oct to Dec	Q4 Jan to March	Full Year Total 2016/ 2017	Q1 Apr to June	Q2 July to Sept	Q3 Oct to Dec	Q4 Jan to March	Full Year Total 2016 / 2017
<b>Permanent / Fixed Term Employees</b>										
<b>New starters</b>	42	32				9	10			
<b>Internal transfers</b>	16	5				5	3			
<b>All leavers</b>	15	13				8	4			
<b>Voluntary leavers</b>	14	11				8	2			

3.6 Table 6 illustrates staffing changes for each Council for quarter 1 and 2 for 2016/17.

3.7 Quarter two shows a slight decrease in leavers for both Councils compared to quarter one.

3.8 The total number of permanent / fixed term voluntary leavers, by Directorate, for quarter two is illustrated below in table 7.

	Cherwell District Council		South Northamptonshire Council	
	All Leavers	Voluntary Leavers	All Leavers	Voluntary Leavers
Chief Executive's Office	0	0	0	0
Bicester	0	0	N/A	N/A
Resources	9	7	2	1
Operational Delivery	1	1	1	0
Development	3	3	1	1
<b>Total</b>	<b>13</b>	<b>11</b>	<b>4</b>	<b>2</b>

3.9 There are 4 non voluntary leavers (2 CDC and 2 SNC), these leavers are in relation to restructures and a dismissal.

3.10 Out of the 17 voluntary leavers for the last quarter, 9 completed the exit questionnaire and have given the main reason for leaving as follows:

A similar job in the Public Sector	Home relocation (2)
A similar job in the Public Sector	End of fixed term contract (2)
Another job in Local Authority	Career / personal development / fixed term contract (1)
Resignation but no subsequent employment	End of fixed term contract (2)
To the Private Sector	Pay, employment stability and career development (1)
Other	Career / personal development (1)

3.11 Table 8 outlines the total number of temporary and fixed term contracts (any contract that has an expiry date), by Directorate and Division, in place at the end of quarter two. It also provides equivalent information for SNC for comparison.

**Table 8**

Directorate	Fixed & Temporary Posts		
	Division	CDC	SNC
Chief Executive's Office	Chief Executive's Office	1	0
	<b>Sub Total</b>	<b>1</b>	<b>0</b>
Bicester	Bicester	3	0
	<b>Sub Total</b>	<b>3</b>	<b>0</b>
Operational Delivery	Community Services	5	5
	Environmental Services	2	1
	<b>Sub Total</b>	<b>7</b>	<b>6</b>
Development	Development Management	3	1
	Regeneration & Housing	4	0
	Strategic Planning & the Economy	2	1
	<b>Sub Total</b>	<b>9</b>	<b>2</b>
Resources	Finance & Procurement	1	2
	Law & Governance	1	0
	Information Services	0	0
	Transformation/Commercial	7	0
	<b>Sub Total</b>	<b>9</b>	<b>2</b>
<b>Total</b>		<b>29</b>	<b>10</b>

## 4.0 Conclusion and Reasons for Recommendations

4.1 The turnover rate for quarter two 2016/176 for all leavers (2.6%) compared with quarter one 2016/17 (2.3%) has seen a slight increase at Cherwell District Council.

- 4.2 The turnover rate for quarter two 2016/17 for all leavers (2.0%) compared with quarter one 2016/17 (3.9%) has seen a decrease at South Northamptonshire Council.
- 4.3 If the turnover rates are maintained throughout the year, it will result in an annual labour turnover rate slightly lower than the national average for the public sector (14.1%).
- 4.4 Overall, the reasons given for leaving are not too concerning and nine out of the seventeen leavers completed an exit questionnaire which is electronically sent to the Chief Executive and the Directors upon completion.
- 4.5 All fixed term and temporary roles are now kept to a minimum and are monitored closely by Human Resources.
- 4.6 As at 18 November 2016, there are 50 truly vacant posts (SNC 9 & CDC 41). Cover is from a mixture of agency and temporary staffing, restructures and there are some vacant posts we are currently recruiting to.

## **5.0 Consultation**

None

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

This report is submitted for monitoring and information purposes therefore there are no alternative options. The Committee can request further information.

## **7.0 Implications**

### **Financial and Resource Implications**

- 7.1 There are no financial implications in this report.

Comments checked by:  
Paul Sutton, Chief Finance Officer, 0300 0030106,  
[Paul.sutton@cherwellandsouthnorthants.gov.uk](mailto:Paul.sutton@cherwellandsouthnorthants.gov.uk)

### **Legal Implications**

- 7.2 There are no legal implications associated with the contents of this report.

Comments checked by:  
Kevin Lane, Head of Law and Governance, 0300 0030107  
[kevin.lane@cherwellandsouthnorthants.gov.uk](mailto:kevin.lane@cherwellandsouthnorthants.gov.uk)

## 8.0 Decision Information

### Wards Affected

N/A

### Links to Corporate Plan and Policy Framework

N/A

### Lead Councillor

N/A

### Document Information

Appendix No	Title
Appendix 1	Quarter Two 2016/17 Establishment data for CDC
Appendix 2	CDC truly vacant posts as @ 18 November 2016
Appendix 3	Quarter Two 2015/16 Establishment data for SNC
Appendix 4	SNC truly vacant posts as @ 18 November 2016
Background Papers	
None	
Report Author	Janine Dean, HR Business Partner for Environmental Services
Contact Information	01295 221733 <a href="mailto:janine.dean@cherwellandsouthnorthants.gov.uk">janine.dean@cherwellandsouthnorthants.gov.uk</a>

Establishment Q2 01 July - 30 September 2016  
Cherwell District Council

CDC Establishment	Established		Filled		Vacant posts and hours in FTE		All Including Internal Transfers for the last 3 months				Leaving CDC for the last month		Voluntary Leavers for the last month		Staff in post at 30/09/2016	
	Posts	FTE	Posts	FTE	Posts	FTE	Starters	Leavers	Turnover	Corp Cap	Leavers	Turnover	Leavers	Turnover	Posts	FTE
Senior Management Team	6	6.00	5	5.00	1	1.00	0	0	0.00	83.33	0	0.00	0	0.00	5	5.00
Executive Support	8	6.50	7	5.47	1	1.03	1	0	0.00	87.50	0	0.00	0	0.00	8	6.50
Transformation Working Group	3	3.00	2	2.00	1	1.00	0	0	0.00	66.67	0	0.00	0	0.00	3	3.00
<b>Totals</b>	<b>17</b>	<b>15.50</b>	<b>14</b>	<b>12.47</b>	<b>3</b>	<b>3.03</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>237.50</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>16</b>	<b>11.47</b>
Bicester	7	7.00	6	5.80	1	1.20	0	0	0.00	85.71	0	0.00	0	0.00	6	6.00
<b>Totals</b>	<b>7</b>	<b>7.00</b>	<b>6</b>	<b>5.80</b>	<b>1</b>	<b>1.20</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>85.71</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>6</b>	<b>6.00</b>
Finance & Procurement	46	41.68	25	21.56	21	20.12	3	0	0.00	54.35	0	0.00	0	0.00	22	18.37
Law & Governance	29	26.10	27	23.73	2	2.37	2	1	3.85	93.10	0	0.00	0	0.00	26	22.92
ICT Business Service	30	29.25	18	17.85	12	11.40	2	5	23.81	60.00	5	23.81	5	23.81	21	17.85
Transformation	33	27.20	26	21.47	7	5.73	0	4	13.33	78.79	4	13.33	2	6.67	30	25.09
Commercial Development Team	7	6.72	7	6.12	0	0.60	7	0	0.00	100.00	0	0.00	0	0.00	0	0.00
<b>Totals</b>	<b>145</b>	<b>130.94</b>	<b>103</b>	<b>90.72</b>	<b>42</b>	<b>40.21</b>	<b>14</b>	<b>10</b>	<b>10.10</b>	<b>71.03</b>	<b>9</b>	<b>9.09</b>	<b>7</b>	<b>7.07</b>	<b>99</b>	<b>84.23</b>
C&E Directorate Support Unit	7	4.35	7	4.09	0	0.25	1	0	0.00	100.00	0	0.00	0	0.00	6	4.25
Community Services	119	105.54	107	95.71	12	9.84	9	0	0.00	89.92	0	0.00	0	0.00	98	84.99
Environmental Services	145	141.04	138	134.59	7	6.45	1	2	1.44	95.17	1	0.72	1	0.72	139	135.95
<b>Totals</b>	<b>271</b>	<b>250.93</b>	<b>252</b>	<b>234.40</b>	<b>19</b>	<b>16.54</b>	<b>11</b>	<b>2</b>	<b>0.82</b>	<b>92.99</b>	<b>1</b>	<b>0.41</b>	<b>1</b>	<b>0.41</b>	<b>243</b>	<b>225.19</b>
Development Management	57	55.77	50	43.99	7	11.78	0	4	7.41	87.72	1	1.85	1	1.85	54	48.40
Regeneration & Housing	80	70.66	59	51.97	21	18.69	2	1	1.72	73.75	1	1.72	1	1.72	58	50.97
Strategic Planning & the Economy	18	16.68	16	14.34	2	2.35	4	1	7.69	88.89	1	7.69	1	7.69	13	11.39
<b>Totals</b>	<b>155</b>	<b>143.11</b>	<b>125</b>	<b>110.30</b>	<b>30</b>	<b>32.81</b>	<b>6</b>	<b>6</b>	<b>4.80</b>	<b>80.65</b>	<b>3</b>	<b>2.40</b>	<b>3</b>	<b>2.40</b>	<b>125</b>	<b>110.76</b>
<b>Directorate</b>	<b>Established</b>		<b>Filled</b>		<b>Vacant</b>		<b>All Including Internal Transfers</b>				<b>Leaving CDC</b>		<b>Leaving CDC Vol</b>		<b>Filled</b>	
	<b>Posts</b>	<b>FTE</b>	<b>Posts</b>	<b>FTE</b>	<b>Posts</b>	<b>FTE</b>	<b>Starters</b>	<b>Leavers</b>	<b>Turnover</b>	<b>CorpCap</b>	<b>Leavers</b>	<b>Turnover</b>	<b>Leavers</b>	<b>Turnover</b>	<b>Posts</b>	<b>FTE</b>
Chief Executive's Office	17	15.50	14	12.47	3	3.03	1	0	0.00	237.50	0	0.00	0	0.00	16	11.47
Bicester	7	7.00	6	5.80	1	1.20	0	0	0.00	85.71	0	0.00	0	0.00	6	6.00
Resources	145	130.94	103	90.72	42	40.21	14	10	10.10	71.03	9	9.09	7	7.07	99	84.23
Operational Delivery	271	250.93	252	234.40	19	16.54	11	2	0.82	92.99	1	0.41	1	0.41	243	225.19
Development	155	143.11	125	110.30	30	32.81	6	6	4.80	80.65	3	2.40	3	2.40	125	110.76
<b>Totals</b>	<b>595</b>	<b>547.48</b>	<b>500</b>	<b>453.69</b>	<b>95</b>	<b>93.80</b>	<b>32</b>	<b>18</b>	<b>3.68</b>	<b>84.03</b>	<b>13</b>	<b>0.00</b>	<b>11</b>	<b>2.25</b>	<b>489</b>	<b>401.44</b>

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**Cherwell District Council**  
**Vacant Posts @ 18 November 2016**

	Directorate	Service	Team	Post No.	Post Title
CDC	Chief Executives Office		Executive Support Team	CXEA01	Executive Assistant
CDC	Chief Executives Office		Transformation Working Group	TF0404	Business Transformation Manager
CDC	Operational Delivery	Community Services	Customer Services	ODCS052	Customer Service Advisor
CDC	Operational Delivery	Community Services	Public Protection Service	PPS004	Environmental Health Officer
CDC	Community and Environment	Community Services	Community Services	CS0008	Community Development Partner - Young People
CDC	Community and Environment	Community Services	Community Services	CS0011	Health and Wellbeing Officer
CDC	Operational Delivery	Community Services	Leisure Facilities and Projects	LFP009	Policy Development Officer
CDC	Community and Environment	Community Services	Leisure Facilities and Projects	LFP013	Youth Activator
CDC	Operational Delivery	Community Services	Vehicle Parks	UR0030	Licensing & Vehicle Parks Manager
CDC	Operational Delivery	Community Services	Vehicle Parks	UR0037	Vehicle Parks & Town Warden
CDC	Community & Environment	Environmental Services	Cleansing Services	ESC221	Labourer
CDC	Operational Delivery	Environmental Services	Service Development	ESSD002	Recycling Officer
CDC	Operational Delivery	Environmental Services	Waste Collection	ESR212	Waste Collection Loader
CDC	Development	Development Management	Building Control	BC0006	Building Control Surveyor
CDC	Development	Development Management	Development Support Unit	SD0143	Trainee Technical Support Officer
CDC	Development	Development Management	Development Support Unit	SD0147	Senior Technical Support Officer
CDC	Development	Regeneration & Housing	Property and Investment	PIS001	Property and Investment Service Manager
CDC	Development	Regeneration & Housing	Property and Investment	PIS002	Property Strategy Officer
CDC	Development	Regeneration & Housing	Property and Investment	PIS003	Senior Valuation and Estates Officer
CDC	Development	Regeneration & Housing	Property and Investment	PIS005	Graduate Valuation and Estates Officer
CDC	Development	Regeneration & Housing	Property and Investment	PIS011	Maintenance Operative
CDC	Development	Regeneration & Housing	Property and Investment	PIS014	Special Projects Manager
CDC	Development	Regeneration & Housing	Property and Investment	PIS015	Senior Administrator
CDC	Development	Regeneration & Housing	Property and Investment	PIS017	Apprentice
CDC	Development	Regeneration & Housing	Corporate Facilities	EC0029	Cleaner - Bodicote House
CDC	Development	Regeneration & Housing	Housing Development & Regeneration	SD0407	Apprentice
CDC	Development	Regeneration & Housing	Housing Development & Regeneration	HS0063	Clerk of Works
CDC	Development	Regeneration & Housing	Housing Development & Regeneration	HS0077	Design and Planning Co-ordinator
CDC	Development	Regeneration & Housing	Housing Development & Regeneration	HS0078	Clerk of Works

**Cherwell District Council  
Vacant Posts @ 18 November 2016**

CDC	Development	Regeneration & Housing	Housing Development & Regeneration	HS0067	Employers Agent
CDC	Development	Regeneration & Housing	Housing Development & Regeneration	HS0083	Sales and Marketing Administrator
CDC	Development	Regeneration & Housing	Private Sector Housing	HS0052	Grants Surveyor
CDC	Resources	Finance & Procurement	Corporate Finance	CF003	Group Accountant (Projects & Treasury)
CDC	Resources	Finance & Procurement	Corporate Finance	CF015	Service Accountant
CDC	Resources	Finance & Procurement	Corporate Finance	CF027	Graduate Trainee
CDC	Resources	Finance & Procurement	Corporate Procurement	FP0504	Procurement Officer
CDC	Resources	Law & Governance	Democratic & Elections	LG0101	Democratic & Elections Team Leader
CDC	Resources	Law & Governance	Legal Services	LS0046	Legal Executive
CDC	Resources	ICT Business Service	Applications Support & Web	ICT203	Website Development Officer
CDC	Resources	ICT Business Service	Service Desk & Infrastructure	ICT400	Service Support Manager
CDC	Resources	ICT Business Service	Service Desk & Infrastructure	ICT421	Service Desk Analyst
CDC	Resources	Transformation	PA Support Team	CXPA02	PA to Head of Service
CDC	Resources	Transformation	Performance	TF0302	Corporate Policy Officer
CDC	Resources	Transformation	Performance	TF0308	Performance and Insight Office Administrator
CDC	Resources	Transformation	Programme Management	TF0400	Programme Manager



Establishment Q2 01 July - 30 September 2016  
South Northamptonshire Council

SNC ESTABLISHMENT Service	Established		Filled		Vacant posts and		All Including Internal Transfers for the				Leaving SNC for the		Voluntary Leavers for		Staff in post at	
	Posts	FTE	Posts	FTE	Posts	FTE	Starters	Leavers	Turnover	Corp Cap	Leavers	Turnover	Leavers	Turnover	Posts	FTE
Transformation Working Group	1	1.00	1	1.00	0	0.00	0	0	0.00	100.00	0	0.00	0	0.00	1	1.00
<b>Totals</b>	<b>1</b>	<b>1.00</b>	<b>1</b>	<b>1.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>100.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>1</b>	<b>1.00</b>

Finance & Procurement	54	46.81	36	31.01	18	15.80	0	1	2.70	66.67	1	2.70	1	2.70	37	31.84
Law & Governance	4	3.50	4	3.36	0	0.14	0	0	0.00	100.00	0	0.00	0	0.00	4	3.36
ICT Business Service	4	3.50	4	4.00	0	-0.50	0	0	0.00	100.00	0	0.00	0	0.00	4	4.00
Transformation	9	9.00	7	7.00	3	2.00	1	1	14.29	77.78	1	14.29	0	0.00	7	6.68
<b>Totals</b>	<b>71</b>	<b>62.81</b>	<b>51</b>	<b>45.38</b>	<b>21</b>	<b>17.44</b>	<b>1</b>	<b>2</b>	<b>3.85</b>	<b>71.83</b>	<b>2</b>	<b>3.85</b>	<b>1</b>	<b>1.92</b>	<b>52</b>	<b>45.88</b>

Community Services	27	25.69	27	24.13	0	1.57	4	2	8.00	100.00	1	4.00	0	0.00	25	22.25
Environmental Services	65	65.00	56	56.00	9	9.00	0	0	0.00	86.15	0	0.00	0	0.00	56	56.00
<b>Totals</b>	<b>92</b>	<b>90.69</b>	<b>83</b>	<b>80.13</b>	<b>9</b>	<b>10.57</b>	<b>4</b>	<b>2</b>	<b>2.47</b>	<b>90.22</b>	<b>1</b>	<b>1.23</b>	<b>0</b>	<b>0.00</b>	<b>81</b>	<b>78.25</b>

Development Management	43	38.85	38	35.43	5	3.42	1	0	0.00	88.37	0	0.00	0	0.00	37	33.43
Regeneration & Housing	24	21.91	16	14.91	8	7.00	2	2	12.50	66.67	1	6.25	1	6.25	16	13.91
Strategic Planning & the Economy	18	16.50	16	13.92	2	2.58	2	1	6.67	88.89	0	0.00	0	0.00	15	8.89
<b>Totals</b>	<b>85</b>	<b>77.26</b>	<b>70</b>	<b>64.26</b>	<b>15</b>	<b>13.00</b>	<b>5</b>	<b>3</b>	<b>4.41</b>	<b>82.35</b>	<b>1</b>	<b>1.47</b>	<b>1</b>	<b>1.47</b>	<b>68</b>	<b>56.23</b>

Directorate	Established		Filled		Vacant		All Including Internal Transfers				Leaving SNC		Leaving SNC Vol		Filled	
	Posts	FTE	Posts	FTE	Posts	FTE	Starters	Leavers	Turnover	CorpCap	Leavers	Turnover	Leavers	Turnover	Posts	FTE
Chief Executive's Office	1	1.00	1	1.00	0	0.00	0	0	0.00	100.00	0	0.00	0	0.00	1	1.00
Resources	71	62.81	51	45.38	21	17.44	1	2	3.85	71.83	2	3.85	1	1.92	52	45.88
Operational Delivery	92	90.69	83	80.13	9	10.57	4	2	2.47	90.22	1	1.23	0	0.00	81	78.25
Development	85	77.26	70	64.26	15	13.00	5	3	4.41	82.35	1	1.47	1	1.47	68	56.23
<b>Totals</b>	<b>249</b>	<b>231.77</b>	<b>205</b>	<b>190.76</b>	<b>45</b>	<b>41.01</b>	<b>10</b>	<b>7</b>	<b>3.47</b>	<b>82.33</b>	<b>4</b>	<b>0.00</b>	<b>2</b>	<b>0.00</b>	<b>202</b>	<b>199.80</b>

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**South Northamptonshire Council  
Vacant Posts @ 18 November 2016**

	Directorate	Service	Team	Post No.	Post Title	Reason
SNC	Community & Environment	Environmental Services	Street Cleansing	ESSCT07	Driver/Labouer	Vacant
SNC	Community & Environment	Environmental Services	Waste Collection	ESWCT04	LGV Driver/Loader	Vacant
SNC	Development			DIR003	Director	Vacant
SNC	Development	Development Management	Development Management	PT01	Development Services Support Team Leader	Vacant
SNC	Development	Regeneration & Housing	Strategic Housing	RH1001	Team Leader Strategic & Enabling	Vacant
SNC	Development	Business Support Unit	Business Support Unit	RB0232	Visiting & Inspection Officer	Vacant
SNC	Resources	Finance & Procurement	Corporate Finance	CF011	Exchequer Accountant	Vacant
SNC	Resources	Finance & Procurement	Corporate Finance	CF028	Service Accountant	Vacant
SNC	Resources	Transformation	Performance	TF0303	Research & Intelligence Analyst	Vacant

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## Cherwell District Council and South Northamptonshire Council

### Joint Commissioning Committee

1 December 2016

<b>Recruitment of Joint Chief Executive</b>
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### Report of Joint Chief Executive and Chief Finance Officer

This report is public

#### Purpose of report

To seek approval to recruit a Joint Chief Executive along with the pay and package to be offered, to consider the recruitment process including the use of search and recruitment consultants.

#### 1.0 Recommendations

The meeting is recommended:

- 1.1 To agree to the recruitment of a Joint Chief Executive.
- 1.2 To consider the pay and package review and agree any changes to the current terms and conditions.
- 1.3 To note the submissions from the search and recruitment companies and identified preferred bidder and to delegate to the Head of Paid Service or her deputy, in consultation with the Leaders of CDC and SNC, authority to agree the terms of the appointment of the preferred bidder and the associated decisions regarding the finalisation of the material for publication including:
  - i. Job advertisement
  - ii. 'Micro site' domain name, if required
  - iii. 'Micro site' copy, including Leaders' letter of introduction
- 1.4 To note the timescale for the recruitment process and that interim arrangements for the Head of Paid Service, Returning Officer and Electoral Registration Officer positions will be required.

#### 2.0 Introduction

- 2.1 The post of the Joint Chief Executive will be vacant with effect from 13 March 2017 following the resignation of the current post holder. It is, therefore, necessary to consider recruitment into the vacant post.

### **3.0 Report Details**

- 3.1 The post of Joint Chief Executive (originally referred to as Shared Chief Executive) was created as part of the business case for joint working as approved by CDC and SNC in December 2010. The current post holder started in May 2011 following an external recruitment campaign.
- 3.2 Since then, the majority of the staff employed by CDC and SNC have been moved into joint teams following consideration of each service area on a case by case basis.
- 3.3 The Joint Chief Executive (JCEO) leads the Joint Management Team and also holds three statutory positions for each council namely Head of Paid Service, Returning Officer and Electoral Registration Officer.
- 3.4 There are three options:
  - i. Recruit to the vacant post
  - ii. Cease the joint arrangements and return to separate posts for each Council
  - iii. Consider alternative senior management arrangements
- 3.5 Members are recommended to approve option 1, recruit to the vacant post. When joint working was first established at CDC and SNC, there was a strong sense that it had to be driven “from the top.” Joint working has become the established norm for service delivery and it would not be effective to have the most senior post not working in the same way.
- 3.6 A draft job description (JD) is included at Appendix 1. This is broadly the same as the current JD, with the inclusion of the possible requirement to be appointed as a director on a council owned company or one in which the council(s) have an interest. The competency framework was introduced across both councils earlier this year, setting out the behaviours needed to deliver our current agenda. Each post has a role profile and the one for the JCEO is attached at Appendix 2. This will be used to inform the recruitment and selection process. The draft person specification is attached at Appendix 3. This has been updated to reflect the role profile.
- 3.7 The current post attracts a salary of £131,365, 33 days annual leave and access to the Local Government Pension Scheme. Payments in relation to Returning Officer responsibilities are paid separately and vary in accordance with the type of election. At the March 2016 meeting of the Joint Appraisal Sub Committee, Local Government East Midlands, who act as a facilitator for the JCEO appraisal, were asked to conduct a pay and package review. The outcome of this review will be presented to this meeting for members’ consideration.
- 3.8 Companies that offer an executive search function are normally engaged to recruit to posts at this level. Invitations to quote for the recruitment have been issued and the responses will be presented to the meeting, along with a short presentation from the preferred bidder. Members are asked to give delegated authority to the Head of Paid Service or her deputy, in consultation with the two Leaders, for the terms of the appointment of the successful company and the associated decisions regarding the finalisation of the material for publication, including:

- i. Job advertisement
- ii. 'Micro site' domain name, if required
- iii. 'Micro site' copy, including Leaders' letter of introduction

3.9 An indicative timescale for the recruitment is set out below:

5 December	Finalise appointment of search and recruitment company
6-10 December	Agree advert and candidate brief
14 December – 13 January	Search and advertise vacancy
w/c 30 January	Present recommended longlist to JCC
6-10 February	Longlist interviews conducted by search and recruitment company
w/c 20 February	Present recommended shortlist to JCC
w/c 6 March	Shortlisted candidates interviewed by JCC
w/c 13 March	Special meeting of CDC and SNC Councils to confirm appointment

3.10 It is likely that the successful candidate will need to give a period of notice which typically is three months; therefore, it is unlikely that they would be able to take up their post until June. It will be necessary to make appointments into the Head of Paid Service, Returning Officer and Electoral Registration Officer roles for the period from 13 March until the commencement of the successful candidate. A report will be presented to the February meeting of CDC and SNC Councils seeking approval for these appointments for the interim period.

## 4.0 Conclusion and Reasons for Recommendations

4.1 It is recommended that the Committee approve Option 1 so that the issues raised in the report can be dealt with as soon as possible.

## 5.0 Implications

### Financial and Resource Implications

5.1 Comments on the financial and resource implications will follow, once the procurement process for the recruitment process is agreed and the outcomes of the pay and package review are received.

Comments checked by:

Paul Sutton, Chief Finance Officer, 0300 003 0106

[Paul.sutton@cherwellandsouthnorthants.gov.uk](mailto:Paul.sutton@cherwellandsouthnorthants.gov.uk)

## Legal Implications

- 5.2 The appointment process will have to comply with the Joint Officer Employment Procedure Rules in each Council's constitution. The procedure outlined in paragraph 3.9 above is compliant with the Rules. Formal approval of the appointment of the Head of Paid Service is a matter for each Full Council.

Comments checked by:

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

## 6.0 Decision Information

### Wards Affected

All

### Lead Councillors

Councillor Barry Wood, Leader, Cherwell District Council  
Councillor Ian McCord, Leader, South Northants Council

## Document Information

Appendix No	Title
Appendix 1	Draft Job Description
Appendix 2	Competency Role Profile
Appendix 3	Draft Person Specification
Background Papers	
None	
Report Author	Sue Smith, Joint Chief Executive Paul Sutton, Chief Finance Officer
Contact Information	<a href="mailto:sue.smith@cherwellandsouthnorthants.gov.uk">sue.smith@cherwellandsouthnorthants.gov.uk</a> 0300 003 0100 <a href="mailto:paul.sutton@cherwellandsouthnorthants.gov.uk">paul.sutton@cherwellandsouthnorthants.gov.uk</a> 0300 003 0106



# Draft Job Description

<b>Job Title:</b>	Joint Chief Executive - South Northamptonshire Council and Cherwell District Council
<b>Salary:</b>	To be confirmed
<b>Location:</b>	To be split between Towcester and Bodicote
<b>Contract:</b>	Permanent
<b>Reports To:</b>	South Northamptonshire and Cherwell District Council Leaders
<b>Responsible For:</b>	All employees in South Northants and Cherwell District Councils

## Key Relationships

Two Leaders and other Elected Members, senior officers from both Councils, other local authorities, businesses, community, voluntary and other organisations, in particular Police, Health and Local Economic Partnerships.

## Job Purpose

- To work in partnership with the two Leaders and other Elected Members to provide leadership, vision and strategic direction for both Councils.
- To ensure that the strategic aims, objectives and priorities of each Council are met and that residents and businesses across both districts receive excellent services in accordance with the policy, budgetary, statutory, quality and value for money requirements of each Council.
- To deliver the outputs of the Developing the Approach to Joint Working and the Delivery of Local Authority Services report, approved by both councils in 2015.
- To examine, with Elected Members of both Councils, the potential for the development of a broader confederation of public sector organisations, including in particular health, police and other local authorities, which helps both Councils and any future confederation partners realise further savings and benefits and to implement if agreed.
- To plan, with Elected Members of both Councils, for the reform of local government and public services and the advent of community-based budgeting.
- To build and maintain successful internal and external partnerships and relationships, and to oversee each Council's communications strategy to promote a positive image of each Council to partners, citizens, and national and regional bodies.

## Main Duties and Responsibilities

- To continue securing financial savings and joint working arrangements between Elected Members and staff at both Councils that support the delivery of improved services and outcomes in both districts
- To exercise the statutory duties and responsibilities of Head of Paid Service for both Councils as defined within the Local Government and Housing Act 1989.
- To be the principal advisor to each Council on matters of general policy, development, implementation and maintenance of corporate and strategic policies and to ensure effective and pro-active forward planning.
- To work with leading Elected Members and senior officers at both Councils to ensure that the strategic aims and values of each Council are clearly understood by their Elected Members, staff and partners and are reflected in all that each Council does.

- To maintain and continuously improve a coherent framework of performance management which ensures that the objectives, desired outcomes and improvement aspirations of both Councils are met and staff in both organisations understand clearly what is expected of them.
- To ensure that constructive relationships are developed and maintained between each Council and with central government, together with the other local authorities, businesses, community, voluntary and other organisations, (including in particular health, police and Local Economic Partnerships), which are important to meeting the objectives of both Councils.
- To provide clear direction for the management of human, financial and other resources; to ensure that under the shared management team both Councils maintain and improve their reputations for being fair, responsible employers and providing value for money services.
- To ensure that the Elected Members and staff of both Councils are provided with appropriate support and opportunities for personal development to ensure that both Councils are in the best possible position to deliver the broadest possible benefits of joint working.
- To seek other potential partners in a confederation of public sector bodies who would work together for mutual benefit, building directly on the formal joint working arrangements between the two Councils and to implement if agreed.
- To be a director on a council owned company or a company in which the council has an interest, if required.
- To lead and chair the shared Executive and Corporate Management Teams in a way that provides the strategic direction and leadership necessary to achieve the business and service objectives of both Councils.
- To serve and represent both Councils equally and without bias.
- To exercise the statutory duties and responsibilities of the Electoral Registration Officer and Returning Officer on behalf of both Councils.

# Role Competencies Profile

**Role Title: Chief Executive**

**Post Number: LS0009**

## **Core Competencies (to be completed for all employees)**

Type	Definition	Level A-H
Core	<p><b><u>Communication</u></b></p> <p>Communicates clearly and openly with others in order to inform, instruct, persuade and encourage feedback.</p>	H
Core	<p><b><u>Performance and Outcome Focus</u></b></p> <p>Demonstrates a “can do” attitude and focuses energy and commitment on achieving results that are critical to own and organisational success.</p>	H
Core	<p><b><u>Customer Focus</u></b></p> <p>Understands the role of the organisation, its communities and the needs and expectations of internal and external customers. Works professionally and innovatively to meet or exceed these needs and expectations.</p>	H
Core	<p><b><u>Innovation, Continuous Improvement and Problem Solving</u></b></p> <p>Demonstrates an open mind to challenge traditional approaches in a positive way, develops innovative ideas, solves problems and continually improve performance</p>	H
Core	<p><b><u>Collaborative Teamwork</u></b></p> <p>Collaborates and consults with others effectively, in joint pursuit of team and organisational goals.</p>	H
Core	<p><b><u>Financial and Commercial Awareness</u></b></p> <p>Understands the environment in which the organisation operates and considers the financial and wider commercial implications of their decisions and actions.</p>	H
Core	<p><b><u>Expertise and Self Development</u></b></p> <p>Demonstrates the appropriate level of specialist knowledge and skills required to effectively fulfil the role and ensure continuous self/professional development (CPD).</p>	H

## Core Competencies (to be completed for managers only)

Type	Definition	Level A-H
<b>Management</b>	<p><b><u>Managing People and Change</u></b></p> <p>Demonstrates the ability to manage staff performance and development. Sets standards and expectations, recognises and promotes good performance, decisively manages poor performance, encourages staff to develop their knowledge and skills using appropriate opportunities and techniques.</p>	H
<b>Management</b>	<p><b><u>Collaborative Leadership</u></b></p> <p>Demonstrates a collaborative and adaptive leadership style with colleagues and partners. Delivering the organisational vision through informed and insightful decision making.</p>	H
<b>Management</b>	<p><b><u>Strategic Thinking</u></b></p> <p>Is able to think and plan strategically, envisioning the future of the sector and local area. Develops effective strategies and plans to shape and deliver long-term organisational objectives.</p>	H
<b>Management</b>	<p><b><u>Commercial Focus</u></b></p> <p>Demonstrates a high level of motivation, interest, and <i>focus</i> on the financial welfare of the organisation, delivering tangible benefits through the development and management of commercial projects, income streams, cost reductions and commissioning.</p>	H

# Draft Person Specification

It is essential that in your written application/CV you give evidence of examples of proven experience in each of the following selection criteria listed in Part 1, the 'Relevant Experience' elements of the Person Specification.

These responses will be further developed and discussed with those candidates invited for interview, together with the other criteria listed in Part 2 of the Person Specification.

## Part 1 - Relevant Experience

- Demonstrable evidence of successfully leading, inspiring, motivating and challenging a public or private sector organisation, of comparable scale and complexity, to achieve continuously improving standards of service.
- Demonstrable evidence of successfully leading transformational change of comparable scale and complexity in difficult organisational circumstances and improving performance while doing so.
- Demonstrable evidence of a successful history of developing an organisational culture that is committed to strong performance, delivering high standards and quality services, innovation and customer service taking into account the diversity agenda.
- Demonstrable evidence of successfully establishing a performance culture based on innovation, efficiency and customer service.
- Demonstrable evidence of successfully shaping and then leading on the delivery of service outcomes reflecting the needs of users, while ensuring that value for money and efficiencies are delivered in line with political expectations.
- Demonstrable evidence of successfully leading large regeneration and housing development projects of comparable type, scale and complexity to time, budget and required quality.
- Demonstrable evidence of successfully acting as an appropriate role model and of using a strong intellect along with high levels of persuasion, influence, convictions and energy to lead and inspire staff at all levels towards a common vision and the delivery of exceptional standards.
- Demonstrable evidence of experience of successful partnership working with a wide range of communities, partner organisations, private sector providers, public agencies, voluntary bodies and statutory authorities.

## Part 2 - Key Competencies and Behaviours

as reflected in the Role Competency Profile, and to also include:

- Excellent leadership and management skills, including ability to delegate appropriately.
- Strong interpersonal skills and the ability to influence and persuade.
- Business acumen.
- High level communication, networking and ambassadorial skills.
- Strong personal commitment to the delivery of first-class services.
- Vision and creativity.
- Ambitious, energetic and highly motivated.

- Visible, approachable and accessible; resilient, determined and confident.
- Aware of own strengths and weaknesses and committed to addressing areas requiring development.
- The tenacity to continue to develop a shared management team which harnesses the strength and best practice from both management teams and organisations.

## Cherwell District Council and South Northamptonshire Council

### Joint Commissioning Committee

1 December 2016

<p><b>Draft Business Cases: Joint Planning Policy and Growth Strategy Team and Joint Design and Conservation Team</b></p>
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**Report of Head of Strategic Planning and the Economy and Head of Development Management**

This report is public

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

#### **Purpose of report**

This report presents the final business cases for a Joint Planning Policy and Growth Strategy Team and a Joint Design and Conservation Team across Cherwell District and South Northamptonshire Councils (hereafter Cherwell or CDC and South Northamptonshire or SNC respectively).

The report recommends the formation of a Joint Planning Policy and Growth Strategy Team and a Joint Design and Conservation Team and in doing so seeks the Executive's agreement for the non-staffing elements of the business cases.

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

#### **1.0 Recommendations**

The meeting is recommended:

- 1.1 To consider the responses to the consultation process with the affected staff and trade union representatives received as detailed in the consultation log (attached as exempt Appendix 3 and 4) and from the Joint Councils Employee Engagement Committee (to be reported verbally), and determine whether any amendment to the business case is required as a result of them.
- 1.2 To note that the business case will be considered in respect of non-staffing matters by CDC Executive on 5 December 2016 and by SNC Cabinet on 12 December 2016.

- 1.3 To approve the staffing aspects of the final business cases to create a Joint Planning Policy and Growth Strategy Team and a Joint Design and Conservation Team between CDC and SNC, subject to similar consideration and approval of the non-staffing aspects of the business case by CDC Executive and SNC Cabinet.
- 1.4 To delegate to the Head of Development Management and the Head of Strategic Planning and the Economy responsibility for implementation of the business cases, including approving the costs of any potential redundancies, in consultation with the Chief Finance Officer, subject to the business case being agreed by both Councils.

## **2.0 Background**

- 2.1 In December 2015 as part of the service review for Planning Policy and Development Management (including Design and Conservation), Transformation Joint Working Group (TJWG) considered a report that set out for Members the current context and major reforms underway to the Planning system that need to be considered as part of the service reviews. The report also considered what is common and what is different about the existing services and identified initial options for further consideration.
- 2.2 In February 2016, TJWG considered a further service review paper and endorsed the recommendation that a business case be developed for a fully shared joint operating units created to deliver the Design and Conservation, Planning Policy and Development Management functions for both Councils.
- 2.3 The two business cases are presented as a package of proposals to be considered together due to the staffing links between the two teams. At present there are three Members of staff at SNC who work dual roles across the SNC Planning Policy Team and the SNC Design and Conservation Team. A business case for a joint Development Management team will be reported to a future meeting of Executive.

## **3. Report Details**

### Joint Planning Policy and Growth Strategy Team

- 3.1 The proposal is to create a Joint Planning Policy and Growth Strategy team. The joint team would be a standalone business unit that could slot into the most appropriate area post management restructure.
- 3.2 The business case sets out the rationale for establishing a joint service, with gains for the two Councils, including improved coordination of the growth strategy across the two Councils. Bringing the two teams together will provide resilience, share expertise across the Councils and aid the development of specialist knowledge across the combined team.
- 3.3 The proposal retains the existing staffing complement to enable completion of 3 of the 5 planned Local Plans and their Examinations in next 18 -24 months in order to ensure that the Development Framework for each District is completed against set timetables. Two further Plans are anticipated at South Northamptonshire from



2017/18 onwards. The Development Framework is a statutory requirement on each Council and is the foundation of the growth of each District.

- 3.4 The joint team would be responsible for completing the Local Plan part 2A for SNC, the Cherwell Local Plan part 2 and the Partial Review of the Part 1 plan at Cherwell to meet a proportion of the unmet needs of Oxford.
- 3.5 The business case commits to securing planned budget savings after completion of the Examination of the 3 current Local Plans with one permanent post deleted after completion of the current fixed term contract and ending of the use of agency staff.
- 3.6 This phased approach to delivering savings is proposed to enable the completion of each District's Development Framework and directly generate additional income from at least 6,400 new houses planned for release through the 3 Local Plans across the two Districts.

#### Joint Design and Conservation Team

- 3.7 The proposal is to create a Joint Design and Conservation team. The joint team would be a standalone business team that could slot into the most appropriate area post management restructure.
- 3.8 The joint team would be created under the leadership of a Joint Design and Conservation Team Leader. The joint team leader would be supported by a joint team of conservation specialists working across the two districts as required.
- 3.9 Combining the current Design and Conservation Team at CDC and the Conservation Team at SNC into a joint team would provide an improved and strengthened service for each district. The creation of a larger team will provide the Councils with access to a larger pool of experience and expertise and will provide a level of resilience not currently available due to the small size of the existing teams.
- 3.10 The joint team will continue to provide consultation responses to Development Management on planning, Listed Buildings and condition applications/pre-application enquiries. It will also continue to support Development Management at planning appeals.
- 3.11 The joint team will also continue to be responsible for reviewing and updating Conservation Areas, processing Listed Building planning applications and providing heritage guidance. The team will also act as the commissioner of specialist design advice for the Councils as required.
- 3.12 The proposal is a slight reduction in capacity; however this would be offset through working together in a larger joint team without impacting on overall service delivery. There is an expectation that once the team is established further efficiencies could be made through the harmonisation of processes and procedures.

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

- 4.1 The recommendation is to establish a Joint Planning Policy and Growth Strategy Team and a Joint Design and Conservation Team between CDC and SNC.

- 4.2 The draft business cases set out the rationale for establishing the joint teams and in particular for deferring the savings from the Joint Planning Policy and Growth Strategy Team for two years to allow the completion of the 3 Local Plans.

## 5.0 Consultation

Group	Summary
All staff in-scope of the business cases.	<p>Staff have engaged positively with the consultation and a number of questions were received. A number of questions were related to how the teams would operate across two Districts, individual roles, job descriptions and the HR process being followed.</p> <p>Some alternative structure suggestions based on a geographical split were also received.</p> <p>The consultation log will be considered by the Joint Commissioning Committee on 1 December 2016.</p>
Unison Representatives from each Council.	Consultation has been positively received.
Joint Commissioning Committee (JCC)	Endorsed business case for staff consultation.
Transformation Joint Working Group	Endorsed business case for consideration by JCC.

- 5.1 Consultation with all employees in scope of the proposal and the Unison representatives from both councils, commenced on Thursday 6 October and ran for a period of four weeks until the 4 November 2016 in line with the Councils' Joint Organisational Change policy.

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

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

In total, 34 questions/responses were received to the Design and Conservation consultation and 34 questions/responses were received to the Planning Policy and Growth Strategy consultation. These were predominantly related to job descriptions, the proposed staffing structure, working arrangements and seeking clarification on a

number of issues in the business case. A number of other individual and personal matters were also responded to.

A number of alternative structure suggestions were also put forward by the team focusing on a geographical split between the districts rather than the functional split presented in the business cases. These suggestions have been considered and rejected as they would not represent a shared service.

A number of comments were received during the Design and Conservation consultation regarding the design function within the team. Although this has not resulted in any changes to the structure, the business case has been updated to clarify the role of the team.

No changes to either staffing structures have been made as a result of the consultation feedback, however the business cases have been updated in a number of areas to clarify working arrangements and address points of accuracy. Some minor changes have also been made to some of the 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 cases.

The consultation logs of comments made by the affected staff and/or their trade union representatives, and the response of management is attached at exempt Appendix 3 and 4 for Members' consideration.

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

6.1 The following alternative options have been identified and rejected as part of the development of the Joint Planning Policy and Growth Strategy Business Case:

### Status Quo (No Change)

Retaining the status quo is an option; however both Councils have fairly small Planning Policy teams. Retaining the status quo while reflecting the different Local Plan positions of each council would not deliver the benefits set out in this business case or provides the additional resilience and shared expertise that a joint team could provide at a time of planning reform and following Brexit pressure to support additional growth.

### Outsource Service

The preparation and monitoring of the Local Plans is a statutory responsibility and as such it is not considered appropriate to outsource the service without compromising the planning role of each District Council.

### Joint Planning Policy and Conservation Team

Although there are some synergies between both areas of work, it is considered that the best model for joint working is to have two distinct joint functions covering planning policy and design and conservation. It should be noted that there are equally (if not more) synergies between these service areas and Development Management.

- 6.2 The following alternative options have been identified and rejected as part of the development of the Joint Design and Conservation Business Case:

Status Quo (No Change)

Retaining the status quo is an option; however both Councils have fairly small Design and Conservation/Conservation teams. Retaining the status quo would not deliver the financial benefits set out in this business case or provide the additional resilience and shared expertise that a joint team would provide.

Outsource Service

The Councils could seek to outsource the service; however this is not considered a preferred option. Both Councils have well established teams that deliver a good service. The preferred option is to bring the existing teams together, build on that experience and expertise and seek opportunities to trade.

Joint Planning Policy and Conservation Team

Although there are some synergies between both areas of work, it is considered that the best model for joint working is to have two distinct joint functions covering planning policy and design and conservation. It should be noted that there are equally (if not more) synergies between these service areas and Development Management.

- 6.3 The approach in the recommendations is believed to be the best way forward. The proposal is to establish a Joint Planning Policy and Growth Strategy Team and a Joint Design and Conservation Team.

## **7.0 Implications**

### **Financial and Resource Implications**

- 7.1 The final business cases set out the detailed financial implications for each proposal, however due to the staffing links and the proposed transfer of resource between the teams both business cases must be considered together.
- 7.2 Due to the phased approach proposed to the delivery of savings in the Planning Policy and Growth Strategy business case, costs/savings are shown as 'initial' and 'future' in the tables below. The range of costs presented is as a result of some of the assumptions made relating to the implementation process.

Initial Saving/Cost

- 7.3 Initially both business cases will result in a slight increase in salary costs of between £7,500 and £12,500. This is because the savings from the Planning Policy business case are deferred for the first two years to allow for the completion of the 3 Local Plans.

Business Case	Financial Implications		
	CDC	SNC	Total
Design and Conservation Business Case	(£11,750)	(£13,000)	(£24,750)
Planning Policy and Growth Strategy Business Case	£13,000 - £16,000	£19,250 - £21,250	£32,250 - £37,250
<b>Total (initial additional cost)</b>	<b>£1,250 - £4,250</b>	<b>£6,250 - £8,250</b>	<b>£7,500 - £12,500</b>

Future Savings – After the end of two year fixed term post in Planning Policy

- 7.4 At the end of the two year period, the business cases will have delivered an overall reduction in salary costs of between £28,750 (3.5%) and £33,350 (4%).

Business Case	Financial Implications		
	CDC	SNC	Total
<b>Total (Savings from end of 2 year period onwards)</b>	<b>(£20,000) – (£23,500)</b>	<b>(£5,750) – (£9,750)</b>	<b>(£28,750) - (£33,750)</b>

- 7.5 It should be noted that the saving proposed is below the 5% staffing savings target as agreed in the February 2015 Joint Working Business case.
- 7.6 Implementation costs of £60,000 are estimated across both business cases, primarily to cover potential pay protection and redundancy costs, potential ICT costs and to provide a contingency fund.
- 7.7 Due to the deferred savings for Planning Policy and Growth Strategy, the payback period for these business cases is significantly longer than usual and is estimated at between 4 and 5 years (range dependant implementation process).

Comments checked by:

Paul Sutton, Chief Finance Officer, 0300 003 0106

[paul.sutton@cherwellandsouthnorthants.gov.uk](mailto:paul.sutton@cherwellandsouthnorthants.gov.uk)

### HR Implications

- 7.8 It is the traditional approach of CDC and SNC to consult staff and the trade unions on a detailed staffing structure arising from any business case for change, prior to consideration by members. This has the effect of enabling members to consider the views and any representations of the staff and trade unions before making their final decision on any such proposals, and ultimately ensures that the Councils meet their statutory obligations to undertake a meaningful process of consultation prior to a decision being made.
- 7.9 This model has the advantage of allowing staff to identify whether their existing jobs will be deleted; to consider the detailed job descriptions of any proposed new roles and to identify whether there are any opportunities for promotion or other career aims to be met. They can see whether their hours of work might alter, whether their salaries will change (up or down), or whether their work location will change. They are able to comment upon the proposals in the knowledge that members will give due regard to their comments before making a decision.

- 7.10 The expectation is that existing staff would continue to be employed by their current, respective authority under the pay, and terms and conditions of that employing organisation. New and revised job descriptions have been devised in order to standardise responsibilities across the two organisations. The new job descriptions have been through the job evaluation process at each organisation.
- 7.11 The implementation process will be in accordance with the joint Organisational Change policy. The proposals do not represent a reduction in capacity, however as there are a number of changes to both structures the implementation process could potentially result in a small number of redundancies.

Comments checked by:

Angela Chisholm, HR Business Partner, 01295 22 7984

[Angela.chisholm@cherwellandsouthnorthants.gov.uk](mailto:Angela.chisholm@cherwellandsouthnorthants.gov.uk)

### **Legal Implications**

- 7.12 As with all two way shared services this proposal, if implemented, will be covered by the section 113 agreement (as varied) entered into between the two Councils.
- 7.13 Following the decision of CDC and SNC Councils in February 2015 to approve the final business case for developing the approach to joint working and the delivery of local authority services, all services at both Councils are now included on the policy framework for the consideration of shared working. This means that the decision making process has been streamlined and the approval of draft and final business cases for two-way shared working can be taken by the Joint Commissioning Committee and Cabinet/Executive without the prior need of a decision of full Council.
- 7.14 A decision making timetable is included in Section 17 of the draft Planning Policy and Growth Strategy business case and in Section 16 of the draft Design and Conservation business case.

Comments checked by:

Kevin Lane, Head of Law and Governance, 0300 0030107

[kevin.lane@cherwellandsouthnorthants.gov.uk](mailto:kevin.lane@cherwellandsouthnorthants.gov.uk)

### **Risk Implications**

- 7.15 Section 15 of the draft Planning Policy and Growth Strategy business case and in Section 14 of the draft Design and Conservation business case set out the risk implications of each proposal and how they will be mitigated.

Comments checked by:

Claire Taylor, Business Transformation Manager, 0300 0030113

[claire.taylor@cherwellandsouthnorthants.gov.uk](mailto:claire.taylor@cherwellandsouthnorthants.gov.uk)

### **Equality Implications**

- 7.12 An Equality Impact Assessment initial screening assessment has been carried out for both business cases and it has been determined that the proposals do not have

any adverse impact on equality groups and as a result a full impact assessment and associated action plan is not required. These are included as part of the business cases in exempt Appendix 1 and 2.

Comments checked by:

Caroline French, Corporate Policy Officer, 01295 221586

[caroline.french@cherwellandsouthnorthants.gov.uk](mailto:caroline.french@cherwellandsouthnorthants.gov.uk)

## 8.0 Decision Information

### Wards Affected

All

### Links to Corporate Plan and Policy Framework

Cherwell: A district of opportunity;  
Sound budgets and customer focused council.

South Northamptonshire: Protect the district;  
Grow the district.

### Lead Councillors

Councillor Roger Clarke, Portfolio Holder for Planning and Environment;  
Councillor Colin Clarke, Lead Member for Planning.

### Document Information

Appendix No	Title
1 – EXEMPT	Joint Planning Policy and Growth Strategy Team – Final Business Case
2 – EXEMPT	Joint Design and Conservation Team – Final Business Case
3 – EXEMPT	Joint Planning Policy and Growth Strategy Team - Consultation Log
4 - EXEMPT	Joint Design and Conservation Team - Consultation Log
Background Papers	
None	
Report Author	Adrian Colwell, Head of Strategic Planning and the Economy Andy Preston, Head of Development Management
Contact Information	0300 003 0110 / 0300 003 0109

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