

Public Document Pack



South Northamptonshire Council

Committee: Joint Commissioning Committee

Date: Tuesday 20 June 2017

Time: 6.30 pm

Venue: Bodicote House, Bodicote, Banbury, Oxon OX15 4AA

Membership

Councillor Barry Wood (Chairman)
Councillor Anthony S. Bagot-Webb
Councillor Rebecca Breese
Councillor Mike Kerford-Byrnes
Councillor D M Pickford
Councillor Dan Sames

Councillor Ian McCord (Vice-Chairman)
Councillor Phil Bignell
Councillor Roger Clarke
Councillor Chris Lofts
Councillor Barry Richards
Councillor Nicholas Turner

AGENDA

1. **Apologies for Absence and Notification of Substitutes**
2. **Appointment of Chairman for the Municipal Year 2017-2018**
3. **Appointment of Vice-Chairman for the Municipal Year 2017-2018**
4. **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.

Cherwell District Council
Bodicote House
Bodicote
Banbury
Oxfordshire
OX15 4AA

www.cherwell.gov.uk

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

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5. Petitions and Requests to Address the Meeting

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

6. Chairman's Announcements

To receive communications from the Chairman.

7. Minutes (Pages 1 - 8)

To confirm as a correct record the Minutes of the meeting held on 30 March 2017.

8. Notification of Urgent Action 2017/18 Cost of living pay award for the Joint Management Team and Shared Service Managers (Pages 9 - 12)

Report of Interim Chief Executive / Interim Head of Paid Service

Purpose of report

To inform Members of the decision taken by the Interim Chief Executive / Head of Paid Service under urgent powers in consultation with the Chairman (Councillor Barry Wood) and Vice-Chairman (Councillor Ian McCord) of the Joint Commissioning Committee to approve the 2017/18 pay award for the Joint Management Team (JMT) and Shared Managers so it coincides with the general award and implementation date.

Recommendations

The meeting is recommended:

- 1.1 To note the urgent action taken by the Interim Chief Executive / Head of Paid Service to approve the 2017/18 pay award for the Joint Management Team and Shared Managers.

9. Final Business Case: Joint Development Management Service (Pages 13 - 20)

Report of Head of Development Management

Purpose of report

This report presents the final business case for joint working in Development Management 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 Development Management Service and in doing so seeks the Joint Commissioning Committee's (JCC) agreement for the 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 Appendix 2) and from the Joint Councils Employee Engagement Committee (to be reported verbally), and determine whether any amendment to the business case is required as a result of them.
- 1.2 To note that the non-staffing aspects of the final business case to create a Joint Development Management Service between CDC and SNC were approved for implementation by CDC Executive on 6 June, subject to similar consideration and approval by SNC Cabinet on 12 June 2017 and approval of the staffing implications by this meeting of the Joint Commissioning Committee.
- 1.3 To approve the staffing aspects of the final business case to create a Joint Development Management Service 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 responsibility for implementation of the business cases, including determination of the voluntary redundancy requests referred to in paragraph 7.4, in consultation with the Chief Finance Officer, subject to the business case being agreed by both Councils.

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. Final Business Case: Joint Development Management Service - Exempt Appendices (Pages 21 - 94)

13. Benefits Realisation Review: Human Resources and Organisational Development (Pages 95 - 128)

Exempt report of Assistant Director – Commercial Development and Innovation

Information about this Meeting

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

Apologies for Absence

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

Declarations of Interest

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

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, 01295 221589

Ian Davies
Interim Head of Paid Service

Published on Monday 12 June 2017

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Agenda Item 7

Cherwell District Council and South Northamptonshire

Joint Commissioning Committee

Minutes of a meeting of the Joint Commissioning Committee held at Bodicote House, Bodicote, Banbury, Oxfordshire OX15 4AA, on 30 March 2017 at 6.30 pm

Present: Councillor Barry Wood (Chairman)
Councillor Ian McCord (Vice-Chairman)

Councillor Ken Atack
Councillor Phil Bignell
Councillor Rebecca Breese
Councillor Roger Clarke
Councillor Mike Kerford-Byrnes
Councillor Chris Lofts
Councillor G A Reynolds
Councillor Barry Richards

Substitute Members: Councillor D M Pickford (In place of Councillor Dan Sames)

Apologies for absence: Councillor Anthony S. Bagot-Webb
Councillor Dan Sames

Officers: Scott Barnes, Director of Strategy and Commissioning
Karen Curtin, Commercial Director
Ian Davies, Interim Chief Executive / Head of Paid Service
Paul Sutton, Chief Finance Officer / Section 151 Officer
Claire Taylor, Assistant Director - Commercial and Innovation
Hedd Vaughan Evans, Transformation Project Manager
Mandy Targett, HR Business Partner for Resources
Natasha Clark, Interim Democratic and Elections Manager

108 **Declarations of Interest**

8. Benefits Realisation Review: Proposal for a Strategic Intelligence and Insight Team.

Claire Taylor, Declaration, as her substantive post was included in the business case and would leave the meeting for the duration of the item.

12. Benefits Realisation Review: Proposal for a Strategic Intelligence and Insight Team - Exempt Appendices.

Claire Taylor, Declaration, as her substantive post was included in the business case and would leave the meeting for the duration of the item.

15. Phase Two Management Restructure.

James Doble, Declaration, due to his current role and would leave the meeting for the duration of the item.

16. Interim Head of Paid Service Remuneration.

Ian Davies, Declaration, as the report related to his remuneration and would leave the meeting for the duration of the item.

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

There were no petitions or requests to address the meeting.

110 **Chairman's Announcements**

There were no Chairman's announcements.

111 **Minutes**

The Minutes of the Special Meeting held on 3 March 2017 and the Minutes of the meeting held on 10 March 2017 were agreed as correct records and signed by the Chairman.

112 **Health and Safety Operational Review**

The Commercial Director submitted a report which presented the final outcome of the Health and Safety Service review, which was part of the Joint Business Case for the Property and Investment Service which was agreed by Cherwell District and South Northamptonshire Councils in July 2016.

The report recommended the transfer of the Corporate Health and Safety Manager into the joint Property and Investment Service as a shared post and in doing so, sought the agreement of the Joint Commissioning Committee for all elements of the proposal.

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

Resolved

- (1) That the outcome of the Health and Safety operational review be endorsed and the transfer of the Corporate Health and Safety Manager into the Joint Property and Investment Service as a shared post be approved.
- (2) That it be noted that the Health and Safety review follows on from the Joint Business Case for the Property and Investment Service which was approved by all committees in July 2016.
- (3) That it be noted that there were no immediate staffing implications from the proposal as the current postholder was retiring and that the new shared post would be advertised.

113 **Final Business Case: Joint Housing Services**

The Commercial Director submitted a report which presented the final business case following consultation for a joint Housing Service across Cherwell District and South Northamptonshire Councils and sought agreement of the staffing elements of the business case.

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

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

Resolved

- (1) That the responses to the consultation process with the affected staff and trade union representatives received and from the Joint Councils Employee Engagement Committee be considered and noted and it be determined that no amendment to the business case was required as a result of them.
- (2) That it be noted that the business case would be considered in respect of non-staffing matters by CDC Executive on 3 April 2017 and by SNC Cabinet on 10 April 2017.
- (3) That the staffing aspects of the final business case to create a Joint Private Sector Housing Service and a Joint Housing Service 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, be approved.
- (4) That responsibility be delegated to the Commercial Director responsibility for the implementation of the business cases, including approving the costs of any redundancies, in consultation with the Chief Finance Officer, subject to the business case being agreed by both Councils.
- (5) That it be noted that the savings realised from this proposal would be held in reserve and earmarked for Housing to provide additional resources that may be required to cope with any increased demand resulting from recent legislative changes.

114 **Benefits Realisation Review: Proposal for a Strategic Intelligence and Insight Team**

The Director – Strategy and Commissioning submitted a report which presented the final proposal following consultation for a new Strategic Intelligence and Insight Team across Cherwell District and South Northamptonshire Councils and sought agreement of all elements of the business case.

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

The Commercial Director confirmed that the Joint Councils Employee and Engagement Committee had considered and endorsed the proposal case, recommending to the Joint Commissioning Committee that it be approved.

Resolved

- (1) That the responses to the consultation process with the affected staff and trade union representatives received and from the Joint Councils Employee Engagement Committee be considered and noted and it be determined that no amendment to the business case was required as a result of them.
- (2) That the final proposal to create a new Strategic Intelligence and Insight Team shared between SNC and CDC, including determination of the voluntary redundancy request be approved and authority delegated to the Director – Strategy and Commissioning in consultation with the Chairman of the Joint Commissioning Committee to make any subsequent non-significant amendment that may be required to the proposal.
- (3) That responsibility be delegated to the Director – Strategy and Commissioning for the implementation of the business case, including approving the costs of any redundancies, in consultation with the Chief Finance Officer.

115 **Urgent Business**

There were no items of urgent business.

116 **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 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.

117 **Final Business Case: Joint Housing Services - Exempt Appendices**

Resolved

- (1) That the exempt appendix to the Final Business Case: Joint Housing Services be noted.

118 **Benefits Realisation Review: Proposal for a Strategic Intelligence and Insight Team - Exempt Appendices**

Resolved

- (1) That the exempt appendix to the Benefits Realisation Review: Proposal for a Strategic Intelligence and Insight Team be noted.

119 **Draft Business Case: Joint Development Management Service**

The Head of Development Management submitted an exempt report which presented the draft business case for joint working in Development Management across Cherwell District and South Northamptonshire Councils.

Resolved

- (1) That, having given due consideration, the Draft Business Case for a Joint Development Management Service be endorsed as the basis for consultation with staff and trade unions.

120 **Proposal to Complete the Harmonisation of Terms and Conditions**

The Commercial Director submitted an exempt report to seek agreement from JCC to proceed with consultation in relation to proposals to complete the process of harmonisation of terms and conditions.

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.

121 **Phase Two Management Restructure**

The Interim Chief Executive / Head of Paid Service gave a verbal update on the Phase Two Management Restructure.

The Committee was advised that following her appointment as the new Chief Executive, Yvonne Rees, had held discussions with the Leaders and confirmed she wished to shape the next stage of the management process which had a number of implications that he and the Directors, as the Senior Management Team (SMT) would be considering.

The Interim Chief Executive / Head of Paid Service advised that it was anticipated that the start date for the new Chief Executive would be confirmed imminently. In the meantime, SMT were reviewing the current interim arrangements, approved budgets and business plans to that adequate resource was in place to ensure delivery of the priorities of both Cherwell District Council

and South Northamptonshire Council and to allow the new Chief Executive time to give consideration to future permanent arrangements.

Resolved

- (1) That the verbal update be noted.

122 **Interim Head of Paid Service Remuneration**

The Assistant Director – Transformational Governance submitted an exempt report relating to remuneration for the Interim Head of Paid Service.

Resolved

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

The meeting ended at 8.25 pm

Chairman:

Date:

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

Document is Restricted

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Cherwell District Council and South Northamptonshire Council

Joint Commissioning Committee

20 June 2017

<p style="text-align: center;">Notification of Urgent Action 2017/18 Cost of living pay award for the Joint Management Team and Shared Service Managers</p>
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Report of Interim Chief Executive / Head of Paid Service

This report is public

Purpose of report

To inform Members of the decision taken by the Interim Chief Executive / Head of Paid Service under urgent powers in consultation with the Chairman (Councillor Barry Wood) and Vice-Chairman (Councillor Ian McCord) of the Joint Commissioning Committee to approve the 2017/18 pay award for the Joint Management Team (JMT) and Shared Managers so it coincides with the general award and implementation date.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the urgent action taken by the Interim Chief Executive / Head of Paid Service to approve the 2017/18 pay award for the Joint Management Team and Shared Managers.

2.0 Introduction

- 2.1 The Interim Chief Executive / Head of Paid Service, in consultation with the Chairman and Vice-Chairman of the Joint Commissioning Committee, used his urgency powers to agree a pay award for the Joint Management Team and shared managers.

3.0 Report Details

- 3.1 Upon the creation of the JMT in 2011, a common pay grade was established across CDC and SNC which was applicable to posts that have senior management responsibility for shared services across both Councils.

- 3.2 JMT and shared service managers received a 1% pay increase in 2013, a further 1% in 2014 and 2015 and a 1.25% increase in 2016.
- 3.3 CDC and SNC employees on grades below the joint manager and shared service manager level were given a locally negotiated pay award and received an increase of 1.65% effective from 1 April 2017.
- 3.4 For JMT and shared service managers, it remains open to both Councils to decide locally what pay award to offer as they sit outside of both the mainstream pay negotiating framework for SNC and CDC employees.
- 3.5 The Joint Commissioning Committee is responsible for agreeing a pay award for JMT and Shared Service Managers however, as the dates of the meetings had been scheduled around the May elections and the May meeting date changed due to the Parliamentary Elections being called, the JCC would not be able to consider an award until this meeting.
- 3.6 Following consultation with the Chairman and Vice-Chairman of the JCC, the Interim Chief Executive / Head of Paid Service used the provisions within the CDC and SNC Constitutions to take an urgent decision to agree a pay award of 1.65% for JMT and shared managers so that it coincides with the general award.

4.0 Conclusion and Reasons for Recommendations

- 4.1 As required in the constitutions of the councils, this report is informing the decision making body responsible for determining this matter of a decision taken by the Interim Chief Executive / Head of Paid Service in relation to agreeing a pay award for JMT and shared managers.

5.0 Consultation

The Chairman and Vice-Chairman of the Joint Commissioning Committee, who supported the urgent action being taken

6.0 Alternative Options and Reasons for Rejection

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

Option 1: Not to note the report. This is not recommended as the urgent action has been taken and it is reported to the Committee for information.

7.0 Implications

Financial and Resource Implications

- 7.1 There are no financial implications arising directly from this report as it is reporting urgent action already taken.

Comments checked by:

Paul Sutton, Chief Finance Officer, 0300 0030106,
paul.sutton@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 There are no legal implications arising directly from this report as it is reporting urgent action already taken.

Comments checked by:

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

8.0 Decision Information

Wards Affected

N/A

Links to Corporate Plan and Policy Framework

N/A

Lead Councillor

None

Document Information

Appendix No	Title
None	
Background Papers	
None	
Report Author	Ian Davies, Interim Chief Executive / Head of Paid Service
Contact Information	ian.davies@cherwellandsouthhants.gov.uk 0300 003 0101

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Cherwell District Council and South Northamptonshire Council

Joint Commissioning Committee

20 June

Final Business Case: Joint Development Management Service
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Report of Head of Development Management

This report is public

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

Purpose of report

This report presents the final business case for joint working in Development Management 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 Development Management Service and in doing so seeks the Joint Commissioning Committee's (JCC) agreement for the 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 Appendix 2) and from the Joint Councils Employee Engagement Committee (to be reported verbally), and determine whether any amendment to the business case is required as a result of them.
- 1.2 To note that the non-staffing aspects of the final business case to create a Joint Development Management Service between CDC and SNC were approved for implementation by CDC Executive on 6 June, subject to similar consideration and approval by SNC Cabinet on 12 June 2017 and approval of the staffing implications by this meeting of the Joint Commissioning Committee.
- 1.3 To approve the staffing aspects of the final business case to create a Joint Development Management Service 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 responsibility for implementation of the business cases, including determination of the voluntary redundancy requests referred to in paragraph 7.4, 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, 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 Following the report to TJWG, business cases were developed for a Joint Design and Conservation Team and a Joint Planning Policy and Growth Strategy Team. These business cases have been consulted on with staff, approved by SNC Cabinet, CDC Executive and JCC and have been implemented.
- 2.3 This business case relates to the Development Management functions of each Council. The draft business case was considered and endorsed by TJWG in February 2017 and by JCC in March 2017. Staff consultation took place between 5 April and 3 May 2017 and a number of changes have been made to the business case as a result of the feedback from staff.

3. Report Details

- 3.1 The proposal as set out in the final business case (Appendix 1) is to create a Joint Development Management Service. The final business case sets out a phased and measured approach to the delivery of shared working and transformation within the service:

Phase 1

Phase one would see the delivery of a shared staffing structure, realising savings of approximately £26,000 each year at management level while protecting overall front-line resource levels and performance in a demand led, income generating service subject to national scrutiny.

Phase 2

Phase two would focus on making better use of existing resources and the benefits of joint working to increase income, particularly from pre-application fees and to reduce other budget overheads (e.g. consultancy support, supplies and services). Phase two would see additional income and efficiency savings totalling £55,000 per year.

Phase 3

Phase three would see the harmonisation of the ICT systems and processes to enable more efficient working particularly from a technical support perspective but

across the whole service which would improve performance, customer service and provide some additional capacity to pursue other income generating ideas or deliver further savings. However, it is not possible at this stage to quantify these savings.

- 3.2 Although the proposal does not meet the full 5% savings target through phase one and phase two and we cannot be certain on the value of phase three savings (Land and Property ICT harmonisation), it is anticipated that the full target of £150,000 will be achieved across the three phases through income generation and cost reduction.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The recommendation is to establish a Joint Development Management Service between CDC and SNC.
- 4.2 The business case sets out the rationale for establishing the Joint Development Management Service across CDC and SNC.

5.0 Consultation

Group	Summary
All staff in-scope of the business cases.	<p>Staff have engaged positively with the consultation and a significant number of questions were received.</p> <p>A number of comments and suggestions were received relating to the capacity at senior level within the proposed Joint Development Management Service. The proposed structure has been revised to include Managers and Team Leaders within the Householder and Enforcement teams as well as the Majors and Minor teams.</p> <p>Alternative structures were also put forward including the option of area based teams. These suggestions have been rejected as set out in Appendix 2.</p> <p>A number of comments were also received in relation to the different terms and conditions in place at both Councils.</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.

Lead Member for Planning (CDC) and Portfolio Holder for Planning and Environment (SNC)	Endorsed business case and changes made post consultation.
Planning Committees (CDC and SNC)	Engagement sessions with members of both Planning Committees were arranged for 30 th and 31 st May. A summary of comments made is included in Appendix 3.

5.1 Consultation with all employees in scope of the proposal and the Unison representatives commenced on Wednesday 5 April and ran for a period of four weeks until 3 May 2017 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, 76 questions/responses were received to the consultation.

The majority of questions/comments fell into the following categories:

Comment Category	Response/Action taken
HR and process related questions	A number of questions relating to the ring-fence and assimilation process were responded to.
Management capacity with Householder and Enforcement teams.	The proposed structure has been revised to include a Manager and Team Leader in the Householder and Enforcement teams as well as the Major and Minor teams.
Alternative structure proposals (e.g. area based teams)	These suggestions have been considered and rejected in favour of the proposed model which has had a positive impact on performance at both Councils.
Operational comments and questions.	Operational comments and questions regarding how the team would work across two Councils have been responded to.

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 Appendix 2.

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 business case:

Status Quo (No Change)

Retaining the status quo is an option; however this would not deliver the benefits set out in this business case or provide 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.

Alternative Joint Staffing Structures

A number of alternative joint staffing structures have been considered, however the proposal set out in the business case is believed to be the most appropriate in terms of maximising the benefits of joint working and delivering savings, whilst maintaining performance.

Outsource Service

Outsourcing is a potential option, and it is understood that companies such as Capita do offer an outsourced service for Development Management. However, given that the majority of duties carried out by the Development Management team are statutory responsibilities, it is not considered appropriate to outsource the service, as it could compromise the planning role of each District Council.

- 6.2 The approach in the recommendations is believed to be the best way forward. The proposal is to establish a Joint Development Management Service.

7.0 Implications

Financial and Resource Implications

- 7.1 The proposals as set out in this business case are based on the resource levels currently required at each Council and would deliver an annual staffing saving of £26,000.

Savings*		
CDC	SNC	TOTAL
£13,250	£12,750	(26,000)

* Figures rounded to the nearest £250.

- 7.2 The level of savings delivered is below the 5% staffing target for joint working business cases and the business case sets out the rationale for only delivering this level of staffing saving. This is primarily because this service area is considered very important in delivering growth and is generating direct income via planning application fees, pre-application charges and indirect income in the shape of Business Rates, Council Tax and New Homes Bonus. In addition (and since the previous report was written) Government has now decided that Local Planning Authorities can increase fees by 20% if they agree to use the extra income within the planning service. Both Councils have agreed to this approach and will therefore

be able to increase fees from July 2017. This will add further income of around £500,000 per year across the two authorities.

- 7.3 Although the proposal does not meet the full 5% savings target through phase one and phase two and we cannot be certain on the value of phase three savings (Land and Property ICT harmonisation), it is anticipated that the full target of £150,000 will be achieved across the three phases through income generation and cost reduction.
- 7.4 There is one potential redundancy resulting from this proposal. During consultation a small number of employees requested to be considered for voluntary redundancy.
- 7.5 Of the employees who have requested voluntary redundancy, one is from an employee who has been ring-fenced to a post and could be at risk of redundancy through the implementation process. It is felt that this voluntary redundancy would be in the best interests of the service and it is therefore recommended that it is accepted. The other voluntary redundancy requests are from employees who are not at risk of redundancy at this stage and are not recommended to be accepted at this stage. The redundancy costs are included within the implementation costs as outlined in section 14.5 of the business case and should be split equally between the two Councils, with the costs being funded through earmarked reserves.
- 7.6 Implementation costs of £50,000 are estimated, primarily to cover potential pay protection and redundancy costs, potential ICT costs and to provide a contingency fund.
- 7.7 Based on the estimated implementation costs outlined above and the staffing savings delivered through phase 1, the payback period would be approximately 24 months. This does not include the delivery of further savings and efficiencies from phase two and phase three.

Comments checked by:

Paul Sutton, Chief Finance Officer, 01295 221634

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 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 proposal represents a slight reduction in capacity and as a result the implementation process could result in one redundancy.

Comments checked by:

Mandy Targett, HR Business Partner, 01295 22 1520

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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 business case.

Comments checked by:

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Risk Implications

- 7.15 Section 16 of the business case sets out the risk implications of each proposal and how they will be mitigated.

Comments checked by:

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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	Joint Development Management Service - Final Business Case
2	Final Consultation Log
3	Summary of Member Engagement sessions
Background Papers	
n/a	
Report Author	Andy Preston, Head of Development Management
Contact Information	0300 003 0109 andy.preston@cherwellandsouthnorthants.gov.uk

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