

South Northamptonshire Council and Cherwell District Council

Joint Commissioning Committee

1 October 2015

Transformation Programme Governance

Report of Chief Executive

This report is public.

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

Purpose of report

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

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

1.0 Recommendations

The meeting is recommended:

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

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

2.0 Introduction

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

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

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

3.0 Report Details

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

4.0 Conclusion and Reasons for Recommendations

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

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

5.0 Consultation

Transformation Joint Working Group Endorsed report

6.0 Alternative Options and Reasons for Rejection

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

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

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

7.0 Implications

Financial and Resource Implications

7.1 There are no financial implications arising from this report.

Comments checked by:

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Legal Implications

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

Comments checked by:

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8.0 Decision Information

Wards Affected

All

Links to Corporate Plan and Policy Framework

All strategic priorities (transformation programme)

Document Information

| Appendix No | Title |
|---------------------|---|
| 1 | Joint Council's Employee and Engagement Committee – Maintaining a positive and inclusive approach to Industrial Relations - EXEMPT |
| Background Papers | |
| None | |
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