

# South Northamptonshire Council and Cherwell District Council

## Joint Commissioning Committee

26 May 2016

<h3>A Business Case for a Joint Community and Leisure Service</h3>
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### Report of Director of Operational Delivery

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 case following consultation for a Joint Community and Leisure Service across Cherwell District and South Northamptonshire Councils (hereafter “Cherwell” or “CDC” and “South Northamptonshire” or “SNC” respectively).

The report recommends the formation of a two way Joint Community and Leisure Service and in doing so, seeks the Joint Commissioning Committee’s agreement to the staffing elements of the business case.

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

## 1.0 Recommendations

The meeting is recommended:

- 1.1 To consider the responses to the consultation process with the affected staff and trade union representatives received as detailed in the consultation log (attached as Appendix 2) and from the Joint Councils Employee Engagement Committee (updated verbally) and to 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 6 June 2016 and by SNC Cabinet on 13 June 2016.
- 1.3 To approve the staffing aspects of the final business case (Appendix 1) to share a joint Community and Leisure Service between SNC and CDC, subject to consideration and approval of the non-staffing implications by CDC Executive and SNC Cabinet.

- 1.4 To delegate to the Director of Operational Delivery in consultation with the Chairman of the Joint Commissioning Committee any non-significant amendment that may be required to the business case following the decision by CDC Executive and/or SNC Cabinet.

## **2.0 Introduction**

- 2.1 Following the adoption of a Business Case for Joint Working by CDC and SNC in February 2015 and the commitment to deliver the business case objectives as soon as is practicable, the three way transformation programme was reshaped to meet the needs of SNC and CDC pending a decision from Stratford-on-Avon District Council (SDC) regarding its participation after the election in 2015. In February 2016, in the light of SDC's continuing lack of a commitment to the three way transformation programme, both Councils agreed that no further three way shared service business cases would be pursued
- 2.2 Following the decision of CDC and SNC Councils in February 2015 to approve the final business case for developing the approach to joint working and the delivery of local authority services, all services at both Councils are now included on the policy framework for the consideration of shared working.
- 2.3 This is one of a number of business cases for two way shared services across CDC and SNC to be considered following the adoption of the business case in February 2015 and is part of the on-going Transformation Programme across the two Councils.
- 2.4 This business case re-models the existing services at both councils into a new joint service and as a result delivers savings in excess of the guidance targets set out in the February 2015 business case.

## **3.0 Report Details**

- 3.1 The draft business case was endorsed for consultation with staff and unions by the Joint Commissioning Committee on 17 March 2016 having been previously been discussed and endorsed by the Transformation Joint Working Group. The final business case following consultation is attached as Appendix 1 of this report.

### **Proposal**

- 3.2 The business case sets out the rationale for establishing a joint Community and Leisure Service.
- 3.3 Combining the current Community and Leisure teams at CDC and SNC will provide an improved service, addressing identified corporate priorities at both councils whilst delivering savings.
- 3.4 Following the interim arrangements that have been in place to deliver these services, the proposed structure is divided into two distinct elements. It is expected that these elements will work together to deliver the wide range of services currently enjoyed throughout both districts.

- 3.5 Included in the proposal are a dedicated Safeguarding post to elevate this work in-line with the findings of the internal review carried out and reported to Cabinet and Executive in late 2015, a health and wellbeing focus given the external changes taking place and an increased emphasis on supporting and maximising the benefit from the growth agenda in both councils.

### **Financial**

- 3.6 The financial implications associated with the business case are set out in detail in Sections 11, 12 and 13 of the attached business case. The proposal generates savings of £57,000 across both councils in a full year. This is achieved through reducing and streamlining management and supervisory posts within the proposal and reduced business support.

### **Decision making timetable**

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

<b>Date</b>	<b>Committee and Council</b>	<b>Decision</b>
26/05/2016	Joint Councils Employee Engagement Committee	To be updated verbally.
26/05/2016	Joint Commissioning Committee	To be determined.
06/06/2016	CDC Executive	To be determined.
13/06/2016	SNC Cabinet	To be determined.

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

- 4.1 The business case represents a significant step in the revised transformation programme across CDC and SNC. The proposed joint service would provide realigned delivery teams designed to effectively deliver the agendas for each district through shared best practice and commonality of approach.

## **5.0 Consultation**

All affected staff within the two Community and Leisure Service teams.	A range of feedback topics given, with many changes made as a consequence.
Unison Representatives from each Council.	Involved during the consultation
Transformation Joint Working Group	Endorsed business case for consideration by JCC with minor amendments.
Joint Commissioning Committee	Endorsed business case for staff consultation.

- 5.1 Both Councils are committed to maintaining a strong, positive and inclusive approach to industrial relations. With this in mind, it is important to explain at the outset that consultation with the affected staff and trade union representatives takes place prior to members' consideration of any business case or restructure so that members can take account of any views/representations and /or issues as part of their decision making process.
- 5.2 The manner of consultation helps to reassure the affected staff and trade unions that they do have a voice that will be heard by those who are responsible for making decisions. The timing, extent and approach adopted towards consultation are an important part of the process, particularly as the intention is always to facilitate a meaningful consultation dialogue.
- 5.3 Consultation with all employees in scope of the proposed business case to create a two way joint Community and Leisure Service team and the Unison representatives of both Councils commenced on Monday 4 April 2016, and ran for a four week period, until Friday 29 April 2016 at 5pm.
- 5.4 The consultation log attached as Appendix 2 therefore includes the responses to the consultation between these periods of time and any action taken as a result.
- 5.5 The changes to the business case arising from the consultation process relate to amending the structure to provide clarity on variations within Sports & Recreation posts by separating out the Youth Activators: aligning the Healthy Lifestyles Partner role under the Community Infrastructure post: changing post titles to reflect staff opinion: amending job descriptions to balance the desired generic approach with the breadth of roles delivered: revised savings tables to reflect the impact of subsequent Job Evaluation panels given the amendments to job descriptions and increasing business support capacity to accommodate existing service commitments in CDC's customer services and car parking.
- 5.6 We would like to thank all the staff who contributed to the consultation process which enabled us to update the business case.
- 5.7 During the consultation period, various forms of consultation have taken place to ensure that each employee and the recognised trade unions have had the opportunity to engage in the process, and to express their views/representations on behalf of their members, notably through:
- An Employee briefing meeting was held which was attended by the majority of affected staff. This meeting was recorded so that any staff who were unable to attend were able to see and hear what happened.
  - Many meetings with individuals;
  - Maintenance of an active consultation log.
  - Personal issues dealt with by email or one to one discussion.
- 5.8 The consultation log of comments made by the affected staff and/or their trade union representatives, and the response of management is attached at Appendix 2 for members' consideration. In total, to date, we have received and responded to 65 individual questions through the log alone seeking clarification on particular issues or simply making statements and suggesting amendments. The majority of the responses received are summarised in the table below:

<b>Category</b>	<b>No of Responses</b>	<b>Comments</b>
Assimilation and Ring – Fence	1	Responded to questions regarding process – no changes.
Business Case	12	Q7 revised structure re youth activator roles Q11 Review Job descriptions and change Q13 Review Job descriptions and change Q16 Change of Role title Q17 Business Case amended for clarity Q19 business case amended for clarity Q21 revise structure re Healthy Lifestyles Partner
Other Issues	3	Q23 Amend business support resource
Job Descriptions and Job Roles	15	Q2 Amended Job Description Q8 Job title change, JD amended Q15 revised structure re youth activator roles Q20 revised structure re youth activator roles Q24 Amended Job Description Q25 Amended Job Description Q31 Amended Job Description Q32 revised structure re youth activator roles
Proposed Working Arrangements	2	Q36 revised structure re youth activator roles
Service Structure	4	Q14 Review Youth Activator Post and change JD Q24 Amended Job Description
Terms and Conditions	2	Responded to questions – no changes.

5.9 One common feature which was consistent throughout the consultation process was the extent of change proposed through the new structure. This was due to the fact that change was required in any event to provide an effective new shared services structure but was greater in this business case because of the significant difference in the two existing structures and service scales between CDC and SNC. Therefore, one common feature which is not evident from the actual staff structures but is reflected in the amended job descriptions is to work across other service structures and teams, engaging relevant staff as appropriate to ensure full professional input to service delivery, partnership activities, external funding and new developments.

## **6.0 Implications**

### **Financial & Resource Implications**

- 6.1 The detailed financial implications are set out in section 11, 12 and 13 of the business case. However in summary, the proposal will deliver a £57,000 net saving per annum. The savings are achieved predominantly through streamlining management and supervisory posts from the existing structure.
- 6.2 The gross savings represents a 6% reduction on current salary costs.
- 6.3 Based on the cost allocation model the proposal results in a saving of £43,900 for CDC and £13,100 for SNC. The cost allocation model is detailed in section 13.2 of the business case.
- 6.4 There could be redundancy or pay protection costs as a result of implementing the proposal. Implementation costs are outlined in section 12 of the business case and should be split equally between the two Councils, with the costs being funded through earmarked reserves.

Comments checked by Paul Sutton, Head of Finance and Procurement, 01295 221634, [paul.sutton@cherwellandsouthnorthants.gov.uk](mailto:paul.sutton@cherwellandsouthnorthants.gov.uk)

### **Legal Implications**

- 6.5 As with all two way shared services this proposal, if implemented, will be covered by the section 113 agreement (as amended) entered into between the two Councils.
- 6.6 Decisions regarding human resources cannot be made by CDC Executive or SNC Cabinet. Human resource elements of the business case are considered by the Joint Commissioning Committee. The business case must be approved by CDC Executive and SNC Cabinet in respect of non-staffing matters and by the Joint Commissioning Committee in respect of staffing matters before the Councils can be deemed to have approved the business case.
- 6.7 A redundancy situation arises where the requirement of the employing council for work of a particular kind to be undertaken are expected to cease or diminish as a result of the proposed changes.

Comments checked by Kevin Lane, Head of Law & Governance, 01295 221661, [Kevin.Lane@cherwellandsouthnorthants.gov.uk](mailto:Kevin.Lane@cherwellandsouthnorthants.gov.uk)

### **HR Implications**

- 6.8 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.
- 6.9 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.

- 6.10 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.
- 6.11 The implementation process will be in accordance with the joint Organisational Change policy.

Comments checked by Claire Cox; HR Business Partner, 01295 221549,  
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## Document Information

Appendix No	Title
1.	A Joint Community and Leisure Service Business Case
2.	Community and Leisure Business Case Consultation Log 4 April to 29 April 2016
<b>Background Papers</b>	
None	
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