

# **Cherwell District Council and South Northamptonshire Council**

## **Joint Commissioning Committee**

**30 March 2017**

<p><b>Benefits Realisation Review: Proposal for a Strategic Intelligence and Insight Team</b></p>
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### **Report of Director – Strategy and Commissioning**

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 proposal for a new Strategic Intelligence and Insight 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 new Strategic Intelligence and Insight Team and in doing so seeks the Joint Commissioning Committee's (JCC) agreement for all elements of the proposal.

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

#### **1.0 Recommendations**

The meeting is recommended:

- 1.1 To consider the responses to the consultation process with the affected staff and trade union representatives received as detailed in the consultation log (exempt 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 approve the final proposal to create a new Strategic Intelligence and Insight Team shared between SNC and CDC, including determination of the voluntary redundancy request referred to in paragraph 7.4 and to delegate to the Director – Strategy and Commissioning in consultation with the Chairman of the Joint Commissioning Committee any subsequent non-significant amendment that may be required to the proposal.

- 1.3 To delegate to the Director – Strategy and Commissioning responsibility for implementation of the business case, including approving the costs of any redundancies, in consultation with the Chief Finance Officer.

## **2.0 Background**

- 2.1 The Councils Transformation Programme includes a workstream on Benefits Realisation Reviews. These reviews provide an opportunity to revisit existing shared services to review whether they have delivered against the original business case for shared working. The reviews also provide an opportunity to assess whether the service is 'fit for purpose' and meets the needs of the organisation, whether further savings could be delivered or whether there are opportunities for commercialisation that could be pursued.
- 2.2 In September 2016, a Benefits Realisation Review of the Performance and Insight Team took place. This review revisited the original business case, sought views from the current team, and reviewed the role of the team in the light of changing national policy frameworks and the councils' own priorities as set out in their business plans and strategies. In addition the views of SMT were sought in terms of the type of strategic information requirements the councils will have in the coming years.
- 2.3 Following the review, a proposal was developed to create a new Strategic Intelligence and Insight Team through combining and restructuring the current Performance and Insight Team and the Land and Property Team (located within IT).
- 2.4 This proposal is aligned to the Councils' 'Cycle of Growth' which sets out the strategic vision for Commissioning, Commercialisation and Operational Delivery working together to deliver the organisational change needed to improve delivery of our service and make sure we are financially sustainable in the face of the withdrawal of government central funding. This cycle uses continuous learning and insight to create efficiencies and improvement in outcomes, revenues and service delivery.
- 2.5 On 1 December 2016, JCC considered the proposal and endorsed it as a basis for staff consultation.

## **3. Report Details**

- 3.1 The attached proposal sets out a series of recommendations to create a new Strategic Intelligence and Insight Team, as set out in the draft Commissioning Strategy action plan, and sets out the staffing savings that could be achieved through this proposal.
- 3.2 The recommendations are set out in the 'Executive Summary and Recommendations' section of the proposal which is attached as exempt Appendix 1.

## 4.0 Conclusion and Reasons for Recommendations

- 4.1 The recommendation is to create a new Strategic Intelligence and Insight Team between CDC and SNC.
- 4.2 The proposal sets out the rationale for creating the new team.

## 5.0 Consultation

Group	Summary
All staff in scope of the business cases.	Staff have engaged positively with the consultation and a number of questions were received.  The majority of the questions raised were in relation to the job descriptions, proposed working arrangements and the links to ICT.  No alternative structures were proposed.  The consultation log will be considered by the JCC on 30 March 2017.
Unison Representatives from each Council.	Consultation has been positively received.
Joint Commissioning Committee (JCC)	Endorsed proposal for staff consultation.
Transformation Joint Working Group	Endorsed proposal for consideration by JCC.

- 5.1 Consultation with all employees in scope of the proposal and Unison representatives commenced on Thursday 26 January and ran for a period of four weeks until 24 February 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 representation and subsequent meetings with the teams and individuals as requested.

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

In total, 27 questions/responses were received to the consultation. These were predominantly related to the new job descriptions, working arrangements and links to IT. A number of positive responses in support of the proposal were received and a number of other individual and personal matters were also responded to.

As a result of the consultation, a number of changes have been made to the proposal:

- A revised proposal to reconfigure the Corporate Policy Officer role into a Corporate Policy and Projects Officer post and transfer the post to the Transformation team (as opposed to HR in the original proposal). This revised proposal was consulted on with the postholder during the last week of the consultation and was positively received.
- Job descriptions have been updated per the suggestions made via the consultation log.
- The name of the proposed team has been changed to Strategic Intelligence and Insight Team following suggestions received from staff during the consultation period.

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 log of comments made by the affected staff and/or their trade union representatives and the response of management is attached as exempt Appendix 2 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 proposal:

### Status Quo (No Change)

Retaining the status quo is an option; however this would not address any of the issues identified during the Benefits Realisation Review of the Performance and Insight Team. Retaining the status quo would not deliver the benefits set out in this proposal, specifically around creating additional analytical capacity, reducing single points of failure, delivery of savings and integrating two areas of the business that are key to strategic information management.

### Outsource Service

While it is possible to contract with a third party for strategic information and insight purposes, it is not considered appropriate to outsource the other functions in the proposed team – business planning, performance and risk management and land and property systems as they are key functions in the running of the councils.

### Provide in partnership with another Council

This would be a feasible option if additional partners were interested. At this time there are no immediate options.

### Commercialise Service

There is potential to generate income through a consultation and data analysis service. If the proposal is introduced the service manager would be required to develop a plan to generate income.

6.2 The approach in the recommendations is believed to be the best way forward. The proposal is to create a new Strategic Intelligence and Insight Team.

## 7.0 Implications

### Financial and Resource Implications

7.1 The financial implications are set out in detail in Section 5 of the attached proposal. Savings are delivered primarily through the reduction in management costs.

7.2 The proposal if approved would deliver an annual staffing saving of £56,750, which would be split equally between CDC and SNC.

Savings		
CDC	SNC	TOTAL
(£28,375)	(£28,375)	(£56,750)

7.3 There is one potential redundancy resulting from this proposal. During consultation one further employee requested to be considered for voluntary redundancy.

7.4 This request is from an employee who has been ring-fenced to a post that has substantially changed from their substantive role 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 redundancy costs are included within the implementation costs as outlined in section 5 of the proposal and should be split equally between the two Councils, with the costs being funded through earmarked reserves.

7.4 Based on the estimated implementation costs and the savings outlined above the payback period would be approximately 11 months.

Comments checked by:

Sanjay Sharma, Interim Group Accountant, 01295 221564

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### HR Implications

7.6 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.

7.7 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.

- 7.8 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.
- 7.9 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 at manager level.

Comments checked by:

Mandy Targett, HR Business Partner, 01295 221552

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### **Legal Implications**

- 7.10 As an existing shared service, the team is covered by the section 113 agreement (as varied) entered into between the two Councils.
- 7.11 As this is a restructure of an existing shared service between CDC and SNC, the executive decision making with regard to established shared services is delegated to JCC and does not need to be considered by either CDC Executive or SNC Cabinet. Decisions regarding staffing matters are non-executive functions and are also made by the JCC.
- 7.12 A decision making timetable is included in Section 7 of the attached report.

Comments checked by:

Kevin Lane, Head of Law and Governance, 0300 0030107

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### **Risk Implications**

- 7.13 Section 9 of the attached proposal sets out the risk implications of the recommendations and how they will be mitigated.

Comments checked by:

Hedd Vaughan-Evans, Business Transformation Project Manager, 01295 227978

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### **Equality Implications**

- 7.14 An Equality Impact Assessment initial screening assessment has been carried out for the proposal and it has been determined that the proposal does not have any adverse impact on equality groups and as a result a full impact assessment and associated action plan are not required. This is included as part of the business case in exempt Appendix 1.

Comments checked by:

Karen Curtin, Commercial Director, 0300 0030202  
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## 8.0 Decision Information

### Wards Affected

All

### Links to Corporate Plan and Policy Framework

Cherwell: All  
South Northamptonshire: All

### Lead Councillors

Councillor Barry Wood, Leader of the Council  
Councillor Ian McCord, Leader of the Council

### Document Information

Appendix No	Title
1	Strategic Information and Insight Proposal
2	Strategic Information and Insight Proposal – Consultation Log
Background Papers	
None	
Report Author	Scott Barnes, Director – Strategy & Commissioning
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